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References

EOWS Community-Oriented Policing Summit: Summary of Proceedings

National Evaluation of Weed and Seed

Weed and Seed Best Practices

Weed & Seed In-Sites Magazine

Resources

Community Capacity Development Office

www.ojp.usdoj.gov/ccdo

U.S. Department of Justice

www.usdoj.gov

Community Policing Consortium

www.communitypolicing.org

Institute for Law and Justice

www.ilj.org/index.asp

International Association of Chiefs of Police

www.theiacp.org

Office of Community Oriented Policing Services

www.cops.usdoj.gov

Police Executive Research Forum

www.policeforum.org

Reentry Initiative

<http://www.ojp.usdoj.gov/reentry>

The Task Force for Faith-Based and Community Initiatives

<http://www.ojp.usdoj.gov/fbci>

For a list of Officially Recognized Weed and Seed sites, visit our Web site:

www.ojp.usdoj.gov/ccdo

How To Obtain Technical Assistance From CCDO

Overview

The Community Capacity Development Office's (CCDO's) mission is to work with local communities to design strategies for deterring crime, promoting economic growth, and enhancing quality of life. One of CCDO's most important functions is to support and help sustain the Weed and Seed strategy of local and tribal communities through technical assistance (TA) programs. CCDO-sponsored TA provides direct assistance to communities to develop and implement comprehensive strategies for improvement.

Technical assistance plays an integral role in the success of a Weed and Seed strategy. Sites can procure technical assistance directly with their Weed and Seed grant's core funds and/or special emphasis funds. In addition, CCDO can provide TA to help sites achieve their strategic goals with professional guidance, consultation, and team-building approaches.

Who Is Eligible for TA?

Officially Recognized and developing Weed and Seed sites are eligible for TA. Sites must work with the Steering Committee and the U.S. Attorney's Office (USAO) when requesting TA. For developing sites, the TA request must be submitted by the USAO.

What TA Can CCDO Provide?

Technical assistance is designed to help improve the organization, management, and elements of a site's strategy and implementation plan. CCDO has a variety of providers (consultants) who

carry out TA and have years of advanced professional experience in areas including—

- Strategic planning.
- Youth programs.
- Mobilization.
- Employment training.
- Evaluation.
- Funding and marketing.
- Asset mapping.
- Steering committees.
- Public housing issues.
- Community policing.
- Conflict resolution.
- Team building.
- Grants/funding review.
- Job training.
- Computer systems.

Does Your Site Need TA?

If you hesitate in answering this question, you may need TA. Sites are not charged, penalized, or judged to any degree for requesting technical assistance. Many sites feel that if they show signs of need, they will be viewed as failures.

TA is based on the common understanding that many people lack comprehensive training in

areas that are necessary to reach Weed and Seed goals. If project partners lack the same training, technical assistance is the perfect solution. Technical assistance is free to all Officially Recognized and developing Weed and Seed sites.

How Do I Request TA?

Sites should allow 6–8 weeks for a TA request to be processed and approved by CCDO.

- The site Steering Committee develops a TA request in response to a specific site need.
- The site submits the request to the CCDO Program Manager.
- CCDO works to match a site's needs to a qualified TA provider.
- A working TA plan is developed and processed for approval.
- TA is distributed to the site, and progress is monitored by the CCDO Program Manager.
- Sites are encouraged to complete the customer satisfaction survey after TA services are rendered.

What Should Be Included in the TA Request?

Each TA request should have the following sections:

- A statement explaining the need for and objectives of the TA request. Include how the needed TA fits into your site's overall Weed and Seed strategy.
- A description of the specific assistance requested. The description should include each anticipated task associated with the request.

- A contractor or service provider, if known. If a contractor or service provider has been identified, include as much background information as possible. If no contractor has been identified, CCDO will work with you to find an acceptable provider.
- A timeframe within which TA should be provided.
- The names of the representatives from your site who will participate in TA.

How Is TA Delivered?

In most cases, TA comes in the form of a service provider—a CCDO consultant—traveling to the Weed and Seed site. The TA service provider will meet with the site representatives (i.e., site coordinator, Steering Committee members, and USAO contact) to ensure that services are rendered as outlined in the request. The provider may work for 1 day or several. Everything depends on the training needs of the site.

Sometimes the needs of the site can be met through telephone consultation and a site visit is not necessary. Your CCDO Program Manager is responsible for understanding the details of your situation and is the best person to help you develop your TA request.

Technical assistance comes in several forms. Ongoing training coordinated by CCDO comes in the form of—

- Electronic assistance (e-mail broadcasts, CCDO Web site).
- Coordinated peer-to-peer training, in which sites learn from other Weed and Seed contacts.
- Training workshops and conferences, in which sites have the opportunity to meet many CCDO service providers.

- Telephone consultation.
- Satellite broadcasts, in which live, interactive satellite broadcasts cover Weed and Seed topics.
- An interactive training manual.

Implementation Manual Glossary of Terms

Community Development Block Grant (CDBG):

These grants, administered by the U.S. Department of Housing and Urban Development, are awarded to communities to carry out a range of community development activities directed toward neighborhood revitalization, economic development, and improvements to community facilities and services.

Community mobilization: A process to rally and organize community members and stakeholders to work as a group toward common community goals.

Community service officer (CSO): A uniformed civilian employee whose duty is to handle non-enforcement situations that would otherwise be assigned to sworn police officers; these situations include conflict resolution, missing persons report filing, emergency needs assistance, and crisis intervention. CSO support reduces the demands on sworn officers so that they can devote their time to other aspects of community policing.

CAD: Computer-aided dispatch.

CCE: Continuing criminal enterprise.

Community Capacity Development Office (CCDO): The program office in the Office of Justice Programs, U.S. Department of Justice, that manages and administers the Weed and Seed strategy at the national level. CCDO provides services, technical assistance, training, resources, grant oversight, and funding to local Weed and Seed strategies. CCDO is responsible for overall program policy, coordination, development, and budgeting. Additionally, CCDO—

- Enhances law enforcement and prosecution coordination among federal, state, tribal, and local agencies.
- Processes Weed and Seed property forfeitures to convert problem properties to community uses.
- Coordinates asset forfeiture fund reimbursement for state and local law enforcement.
- Awards Official Recognition to unfunded sites.
- Coordinates trainings/meetings to support site initiatives.
- Publishes tools for community development and leadership, including the nationally distributed electronic *In-Sites* magazine.
- Coordinates with other cooperating programs or agencies.

DEFY (Drug Education for Youth): A comprehensive, two-phased mentoring program that uses adult leadership to strengthen protective factors that direct youth to a life without drugs, alcohol, and gangs. DEFY has three goals:

- To develop relationships between youth and positive adult role models.
- To deliver life-skills training.
- To deter drug use and gang involvement.

Differential police response (DPR): A practice of managing calls to increase response to community calls for service. By prioritizing calls by severity of emergency, police can better provide

timely service to callers by responding over the phone, scheduling next-day responses to non-emergency calls, and distributing responses to community service officers for report filing. DPR creates more unbroken patrolling time for problem solving and community policing. The result is a net reduction of overall dispatches of police officers and a rescheduling of some lower priority dispatches to hours of relatively fewer 911 demands.

DOJ: U.S. Department of Justice.

Empowerment Zone and Enterprise Community (EZ/EC): A U.S. Department of Housing and Urban Development initiative that offers both rural and urban residents and businesses innovative approaches to revitalization. This initiative brings communities together with public and private partnerships and attracts financial backing for economic and community development.

High-Intensity Drug Trafficking Area (HIDTA) program: A national program funded by the Office of National Drug Control Policy (ONDCP) that provides resources to areas identified as having the most critical drug-trafficking problems affecting the rest of the country. HIDTA creates federal, state, and local partnerships in the most critical drug-trafficking areas to tailor anti-drug goals into regional solutions.

Individual Development Account (IDA): IDAs are asset-building tools that provide low-income individuals with an incentive to save money to continue their education, start a business, or buy a home.

Law enforcement strategy: The Weed and Seed law enforcement vision includes police and prosecution strategies to remove serious and visible criminals quickly from high-crime neighborhoods.

Law enforcement subcommittee: A subgroup that reports to the Weed and Seed Steering Committee comprising representatives from all law enforcement agencies with jurisdiction in the Weed and Seed neighborhood.

Memorandum of agreement (MOA): A written statement of commitments signed by members of the Steering Committee and partner organizations. The MOA serves as documentation, clarification, and a resource for later followup activities.

Neighborhood assessment: The process in which community stakeholders, including residents, law enforcement agents, business owners, and nonprofit organizations, collect data and analyze the resources and problems within a specific neighborhood.

Neighborhood watch program: A program in which the community works together to look for and identify criminal activities within the neighborhood.

Official Recognition (OR): The designation awarded by CCDO to sites that submit a comprehensive plan to implement a Weed and Seed strategy in a designated area. Once OR has been awarded, sites may apply for Weed and Seed funding.

Operation Weed and Seed: A community-based approach to law enforcement, crime prevention, and neighborhood restoration. Established in 1991 by the U.S. Department of Justice (DOJ), Weed and Seed is an innovative strategy in DOJ's Office of Justice Programs that provides a comprehensive multiagency approach to community revitalization. Weed and Seed has four elements:

- Law enforcement.
- Community policing.

- Prevention, intervention, and treatment.
- Neighborhood restoration.

Organized Crime Drug Enforcement Task Force (OCDETF): A federal program initiated in 1982 to combine federal, state, and local law enforcement efforts into a comprehensive attack against organized crime and drug traffickers. Aspects of the program have influenced every major law enforcement initiative in recent years, such as HIDTA, Weed and Seed, and the Anti-Violence Initiative.

PIT: Prevention, intervention, and treatment.

Safe Haven: A multiservice center that coordinates youth and adult services in a highly visible, secure, and accessible facility. Every Weed and Seed site is required to have at least one Safe Haven in its target area. The Safe Haven acts as the center of activity for most Weed and Seed initiatives.

Serious and Violent Offender Reentry

Initiative: Developed by the U.S. Department of Justice, Office of Justice Programs (OJP), in conjunction with federal partners, the initiative is a comprehensive effort that addresses both juvenile and adult populations of serious, high-risk offenders. It provides funding to develop, implement, enhance, and evaluate reentry strategies that will ensure the safety of the community and the reduction of serious, violent crime. This is accomplished by preparing targeted offenders to successfully return to their communities after having served a significant period of secure confinement in a state training school, juvenile or adult correctional facility, or other secure institution.

Scanning-analysis-response-assessment

(SARA): An approach to problem solving used by community policing officers to identify and respond to problems in a community. Successful

implementation of the model by law enforcement officers has led to increased use of SARA by residents, businesses, and universities to identify and resolve issues in their immediate communities.

Site coordinator: The individual who is the full-time “hands-on” person working in the Weed and Seed target area. The site coordinator is the link between members of the target area, Safe Haven staff, law enforcement, CCDO, and the site Steering Committee.

Steering Committee: The Weed and Seed Steering Committee includes representatives from four key stakeholder groups: the U.S. Attorney or designee; residents of the designated neighborhood; city, county, or tribal government representatives; and local law enforcement officials. It may also include other representatives, including youth and elderly residents of the target area.

The role of the Steering Committee is to—

- Complete initial development steps.
- Provide direct oversight and management of program goals and objectives.
- Coordinate the activities of Weed and Seed subcommittees.
- Implement a coordinated law enforcement and neighborhood restoration plan.
- Approve changes to the program.
- Document program activity.
- Evaluate the overall program.

Technical assistance (TA): Technical assistance helps sites achieve their goals with professional guidance, advice, consultation, and training. It is an integral part of Weed and Seed strategy.

U.S. Attorney’s Office (USAO): Participation by the local USAO is mandatory for every Weed and Seed site. The USAO plays a central role in organizing the Steering Committee and is integral to the site’s law enforcement strategy.

The role of the U.S. Attorney is to—

- Provide leadership to community leaders who coordinate the strategy locally.
- Convene a core group of community officials in a working committee and assist the local site in selecting and convening a Steering Committee.
- Serve on the Steering Committee (often as chair).
- Initiate the planning activities.

Weed and Seed stakeholders: The four key stakeholders for a Weed and Seed program are—

- The U.S. Attorney or a designee.
- Residents of the designated neighborhood.
- The mayor, city manager, county executive, or designated representative of city, county, or tribal government.
- The police chief, sheriff, or other designated representative of local law enforcement.

Safe Haven Sample Forms

Weed and Seed Safe Haven Center Volunteer Survey/Intake Form

Name: _____ Date: _____

Address: _____

City, State, ZIP: _____ Phone: _____

Activity	Prioritize	Days Available		Hours	
		Friday	Saturday	First Choice	Second Choice
Cultural/Skills Building					
Sewing instructor					
Talent show coordinator					
Dance class instructor					
Drill team coordinator					
Modeling instructor					
Guitar instructor					
Other					

Activity	Prioritize	Days Available		Hours	
		Friday	Saturday	First Choice	Second Choice
Recreation					
Boys basketball coach					
Girls basketball coach					
Baseball coach					
Karate instructor					
Billiards instructor					
Volleyball instructor					
Sports medicine instructor					
YFCA Outings					
Swimming chaperon					
Weightlifting chaperon					
Field Trips					
Fishing chaperon					
Bowling chaperon					
Other					

Safe Haven Sample Forms

Safe Haven Staff Inventory

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Date: _____ Site Name: _____

- Type of Staff Members: Paid by Safe Haven
 Volunteers
 Student Interns

It is recommended that a separate form be maintained for each type of staff so that subtotals can be calculated for each staff type. These subtotals can be easily transferred to the quarterly staff report. There is a separate staff inventory form for repositioned staff.

Name	Title	Start Date/ End Date	Full Time	Part Time	Hours Per Month
		Totals			

Safe Haven Sample Forms

Weed and Seed Service Provider Information Sheet

III

Agency Name: _____

Federal Tax Identification Number: _____

Or

Social Security Number: _____

Name of Person(s) Authorized To Request Reimbursement:

Name: _____

Signature: _____

Name: _____

Signature: _____

Name To Appear on Check: _____

Address To Mail Check:

Safe Haven Sample Forms

Weed and Seed Participant Information Form

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ID Code: _____

I. Participant Data

First Name: _____ M.I.: _____ Last Name: _____

Street Address: _____

City: _____ State: _____ ZIP Code: _____

Telephone: _____

Race: Check one best answer:

- African American
- Hispanic
- White
- Asian/Pacific Islander
- Other

Sex: Male

Female

Date of Birth: ___/___/___

Are you a [target area] or [target area] resident? (circle one)

II. Emergency Contact

First Name: _____ M.I.: _____ Last Name: _____

Telephone: _____ Relationship: _____

Parents must complete this section for participants under 18 years of age.

III. Parent/Guardian

First Name: _____ M.I.: _____ Last Name: _____

Relationship to Participant: Mother

Father

Legal Guardian

Other: Please Specify: _____

Street Address: _____

City: _____ State: _____ ZIP Code: _____

I, _____, parent/guardian of _____, waive all liability and give my son/daughter permission to participate in all activities of Weed and Seed, Project Safe Haven. I also give my son/daughter permission to be transported to other Safe Haven sites for activities and to participate in special trips and events including monthly Weed and Seed Steering Committee meetings or as outlined in the Safe Haven Program.

Signature of Parent/Guardian

Date

Sample Format for Site Summary

[Site Name]

Background: _____

Target Area: _____

Steering Committee: _____

Strategy: _____

Law Enforcement: _____

Community Policing: _____

Prevention/Intervention/Treatment: _____

Safe Haven: _____

Neighborhood Restoration: _____

Special Initiatives: _____

Notable Programs: _____

Evaluation: _____

The Weed and Seed Strategy and Community-Oriented Policing

Overview

The preamble to the United States Constitution says that one of the purposes of government is to 'insure domestic tranquility.' This means that it is government's responsibility to enforce laws and preserve order so citizens may go about their daily business peaceably—secure in their lives, possessions and rights.

To achieve this, the government appoints the police. Of course, it doesn't stop there. The principles of policing in a democratic society recognize that the people's consent and cooperation is necessary to ensure social order and observance of laws. Policing in our nation has continually evolved in response to the needs of a changing society. But at the core, society accepts that the police will serve the will of the people under legitimate authority, respect individual rights and respond to community needs.

Community-Oriented Policing

Community policing emerged from the crucible of public and professional policing debate during the late 1970s. Community policing promotes and supports organizational strategies to address the causes and reduce the fear of crime and social disorder through problem-solving tactics and community-police partnerships.

Unlike traditional, reactive policing, community policing stresses the prevention of crime. Today community policing is an inte-

Community policing is not a program. It's a way of doing business.

It's not static; it constantly adapts.

gral part of Weed and Seed projects combating crime and improving the quality of life in the nation's cities, towns and rural areas.

Geographic Assignment

Core components of community policing include partnering with the community; collaborative problem solving; the empowerment of front line police officers and their assignment to consistent and continuing responsibility for discrete neighborhoods. If officers work most of their time in the same neighborhood, they become familiar with the people and more committed to preventing and solving problems. This strategy nurtures trust and mutual respect in Weed and Seed Neighborhoods.

Partnerships With Other Agencies: A Holistic Approach

In a true community-policing environment, collaborative partnerships extend beyond individual citizens to include grassroots

community organizations, youth agencies, merchants, schools, faith-based institutions and departments of government such as planners, public housing, engineers, social services, emergency services and hospitals. In fact, the opportunities for collaboration extend to every potential resource for sustaining community wellness. A close working relationship with local government is essential to success.

Emphasizing Prevention

The emphasis on prevention is fundamental to effective community policing and vital to an effective Weed and Seed project. In the words of one front line police officer, the role of the police is to "prevent bad things from happening." And the best place to start is with the safety and security of our youth. Working together with youth clubs, social services and outreach agencies, community police have served as positive role models, mentors and referral agents for many troubled youths.

Community policing is not a program, it's a way of doing business. It's not static; it constantly adapts. The problem solving never stops, and neither does the search for innovative solutions.

Today's solution to a street drug market may be a direct strategy of strict enforcement. But tomorrow that solution may become a preventative, indirect strategy of nuisance abatement.

Street corner loitering by neighborhood youths can create feelings of fear and uncertainty for others. While the knee-jerk reaction may suggest beefing up police patrols, police may develop more long-term

solutions by working with youth agencies and churches to find alternatives to the street.

The local Health Department may contribute to community well being by rooting out underlying conditions that contribute to dysfunctional social behavior. Healthy communities are less troubled.

In one major city, police-inspired code enforcement of an auto paint shop halted dangerous air pollution threatening a children's library. Public Works may be called in to help correct the blight of trash and graffiti, or to carry out repairs to streets and curbs—conditions often associated with urban neglect. In practice, there is no end to the possibilities for creative partnerships to prevent crime and deal with its underlying causes.

Proactive Problem Solving

Community policing calls on the police to provide continuity and consistency, to act as a catalyst and activist, though they may not always take the lead role in problem solving. It is the most demanding role for the police—it requires leadership at all levels to devote untiring efforts to serving the community with creativity, commitment and courage. Community policing can help make our Weed and Seed neighborhoods the safe and secure havens that we all want for our families, our children and our neighbors, and approach that model of "tranquility" envisioned by the Constitution.

For More Information



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