

Community Capacity Development Office

Weed and Seed Strategy

Site Coordinator Training Guide



March 2005

Table of Contents

	<u>Page Number</u>
I. Background and Purpose	2
II. Acknowledgements	4
III. How to Use this Guide	5
IV. Frequently Asked Questions	7
V. Knowledge Sections	
Roles and Responsibilities	8
Collaborations and Relationships with Partners	17
Strategy Development and Implementation	27
Sustainability	33
Technology	38
Programmatic and Financial Requirements	45
VI. Appendix	

Background and Purpose

The Community Capacity Development Office (CCDO) recognizes the unique challenges that new Weed and Seed site coordinators (site coordinators) face as they struggle to implement the Weed and Seed strategy in both new and existing sites. The site coordinator is a full-time “hands-on” person working in the Weed and Seed neighborhood who becomes the link between residents of the neighborhood, the Safe Haven staff, law enforcement officials, and the site’s Steering Committee. This individual often must make decisions that reflect the visions and goals of the site strategy and the community stakeholders as well as monitor the site’s compliance with CCDO policies and overall grant program requirements.

CCDO has learned from surveys conducted by many Weed and Seed sites, observations by current coordinators, CCDO management, and local Steering Committees that a coordinator’s training guide would be a useful tool. The Site Coordinator Training Guide was developed in response to this identified need. It was designed to be uniform and consistent with the *Weed and Seed Implementation Manual*. It contains information intended to establish basic roles and responsibilities for the site coordinator and provide the site coordinator with the tools necessary to successfully carry out the day-to-day operations of the Weed and Seed site.

The Weed and Seed Strategy

Operation Weed and Seed, administered by the Community Capacity Development Office (CCDO), Office of Justice Programs (OJP), U.S. Department of Justice, is a community-based initiative that encompasses an innovative and comprehensive multi-agency approach to law enforcement, crime prevention, and community revitalization. Operation Weed and Seed is foremost a strategy-rather than a grant program-that aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in designated high-crime neighborhoods across the country.

The strategy involves a two-pronged approach: law enforcement agencies and prosecutors cooperate in “weeding out” violent crime and drug abuse; and “seeding” to bring together social, economic and educational opportunities for residents. A community-oriented policing component bridges the weeding and seeding strategies. Through community-oriented policing, law enforcement agencies are able to

obtain helpful information from area residents to assist in the weeding efforts while they aid residents in obtaining information about community revitalization and seeding resources.

Official Recognition

Official Recognition as a Weed and Seed site is the first step in the Department's Weed and Seed process. A community that is interested in becoming a Weed and Seed site begins by notifying the U.S. Attorney's Office (USAO) in its district of the intent to develop a Weed and Seed strategy. Next they request a *Weed and Seed Implementation Manual* and the current Official Recognition Guidelines and an application from CCDO.

The U.S. Attorney can assist the prospective site with organizing a Steering Committee and developing the strategy. When its strategy is developed, the prospective site applies for Official Recognition of its Weed and Seed site by submitting its strategy through the local U.S. Attorney's Office to CCDO for review and approval. The strategy must be locally driven and developed in accordance with CCDO guidelines. Benefits of Official Recognition include preference in receiving discretionary resources from participating federal agencies; priority for participating in federally-sponsored training and technical assistance; use of the official Weed and Seed logo; and eligibility to compete for Department of Justice Weed and Seed funds. Official Recognition Guidelines are issued in the spring of each year.

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How to Use This Guide

Over the course of a day, you will hear from experienced site coordinators as they share insights, tactics and important tools that have proven successful in their sites and others across the country. Recognizing that every site is different, this training examines the fundamental requirements of a site coordinator. Your site may not be affected by all of the points covered in the training. There will also be new information that can help keep your site moving in the right direction. After the training, the Guide will be a handy reference for site coordinators.

It is important to understand that site coordinators often bring different skills and experiences to their Weed and Seed site. Acknowledgement of these differences informed the basic structure of the Coordinator Training Guide with separate knowledge sections dedicated to specific areas of responsibility. The six knowledge sections are intended to help new site coordinators build upon their respective strengths. These sections will also provide clarity on how to interact with the other stakeholders and how to identify the responsibilities of all parties who are associated with the design and implementation of the overall strategy. The six knowledge sections are:

- Roles and Responsibilities
- Collaborations and Relationship with Partners
- Strategy Development and Implementation
- Sustainability
- Technology
- Programmatic and Financial Requirements

Additionally, there may still be questions after completing this training. You will be provided with a list of experienced site coordinators whom you may use as a valuable resource. In addition, CCDO is working to develop an Internet-based training program that will provide a more thorough, comprehensive training on each of the knowledge sections.

Upon completion of this training, you will understand the broad range of responsibilities site coordinators have in helping to implement the Weed and Seed strategy. Furthermore, it should be clear to you that the responsibility for the implementation of the strategy is not limited to the site coordinator. Steering Committee members, subcommittee members, the Department of Justice, your grant administrator, and other community stakeholders all play significant roles in this important endeavor.

Each section of this training program will be taught by a different instructor. As you complete each section, it is advisable that you note the topics that need further clarification. Your questions will also help us in determining what additional information should be incorporated into an updated training program. Do not worry if some of your questions are left unanswered in the training section. There are a variety of resources that are available to help alleviate your work through your issues.

Frequently Asked Questions

In developing the initial outline for the training curriculum, working group members compiled a series of questions that have been raised over the years by Site coordinators, community residents, city officials and other interested stakeholders. Some of these questions were directed to the Program Managers; other questions were directed to representatives from the U.S. Attorney's Office. While many of these questions may have been stated differently, the essence of the questions remained the same. We have listed the most commonly asked questions raised by Site coordinators across the county:

About Being a Site Coordinator:

- What is my role as the Site coordinator?
- Who determines my wages and working conditions?
- How will I be evaluated as the Site coordinator?
- Who can terminate my employment?
- How should I deal with multiple requests from multiple individuals?

About the Steering Committee:

- How do I get the Steering Committee more involved?
- How do we keep meetings on time and on track?
- Who should be on the Steering Committee?
- What do we do with Steering Committee members who don't attend regularly?
- How do we get Steering Committee members to take more responsibility and share some of the work?
- How many people are supposed to be on the Steering Committee?
- Can someone who doesn't live in the Weed and Seed site be on the Steering Committee?
- How do you select the chairperson?

About the Weed and Seed Strategy

- What phase of the Strategy are we currently addressing?
- What do we do if we haven't used all of the funds by the end of the fiscal year?
- Can the fiscal agent, as employer, assign tasks, prioritize responsibilities, set wages, discipline or terminate the coordinator?
- Can you suggest other sources of funding?

Do you recognize any of these questions? Well, here is your opportunity to have your questions answered!

Roles and Responsibilities



Roles and Responsibilities

Congratulations on being hired as the Weed and Seed site coordinator! For the new site coordinator, a commonly raised concern pertains to understanding the role and responsibilities of the attached to the position.

Does the site coordinator report to the Steering Committee? What is the site coordinator responsible for on a daily basis? Should the site coordinator be involved in running programs in the community? Where should the site coordinator be housed? As a new site coordinator, how do you know if you are doing what is expected of you? Do you have all of the skills necessary to do the job of a site coordinator? How do you stay focused on ensuring accountability and sustainability as it relates to the activities at your site?

This first section will provide an overview of the role of a site coordinator in leading the implementation of a Weed and Seed Strategy. You will learn what skills and attributes are required of a site coordinator, what a site coordinator is expected to do on a daily basis and the relationship between the site coordinator and the Steering Committee as well as the fiscal agent.

Section Objectives

- To learn what qualities are vital for success as a site coordinator
- To define the role and function of a site coordinator
- To locate and understand site structure and key documents
- To learn what you can do to strengthen your skills and abilities

What qualities are vital for Success as a site coordinator?

The selection of a site coordinator is critical to the success of a good Weed and Seed strategy. While the range of skills and experiences of site coordinators vary from site to site, there are some common qualities that all site coordinators should possess. Undoubtedly, you possess many, if not all of these qualities. Let's take time to review these qualities.

Personal Attributes

- Possessing leadership and team building skills
- Being adaptable and flexible
- Working independently and as a team member
- Being creative, innovative, and assertive

- _ Having tact and patience
- _ Having cultural sensitivity

Communication Skills

- _ Presentational skills
- _ Arbitration and mediation skills
- _ Facilitation and coordination skills
- _ Negotiation skills

Organizational Skills

- Meetings (Steering Committee, subcommittees)
 - Conducting
 - Organizing
 - Recording
 - Following-Up
- Records Management
 - Coordinating development of Official Recognition, grant funding, and continuation applications
 - Correspondence
 - Financial management including grant award documents and basic budget skills
 - Memoranda of Understanding and Memoranda of Agreement (MOU and MOA)
 - Meeting minutes and attendance
 - Program activities
- Information Management
 - Computer skills
 - Internet skills
 - Technical Assistance (whom to and when to ask for help)
- Time Management
 - Prioritizing work assignments
 - Realizing external timelines
 - Setting and meeting deadlines
- External Partners and Internal Events Management
 - _ Awards recognition
 - _ Partner relationships through MOUs and MOAs
 - _ Safe Havens
 - _ Steering Committee and Executive Committee (SC officers and sub-committee chairs)
 - _ Subgrantees

Resource Development and Program Sustainability Skills

- _ Ability to think outside the box
- _ Ability to raise funds
- _ Ability to develop long-range planning
- _ Ability to identify and leverage partners and resources
- _ Ability to build capacity
- _ Ability to evaluate and insure accountability

As you peruse this list of qualities, how many would you say you possess? While a site coordinator may possess many of these qualities at the start of their employment, they will certainly be more proficient in some areas and less so in others. Eventually, they will develop and improve all their skills and qualities. Coordinators will be able to accomplish this improvement through Weed and Seed sponsored events, the CCDO website, interaction with other site coordinators as well as on-the-job experience!

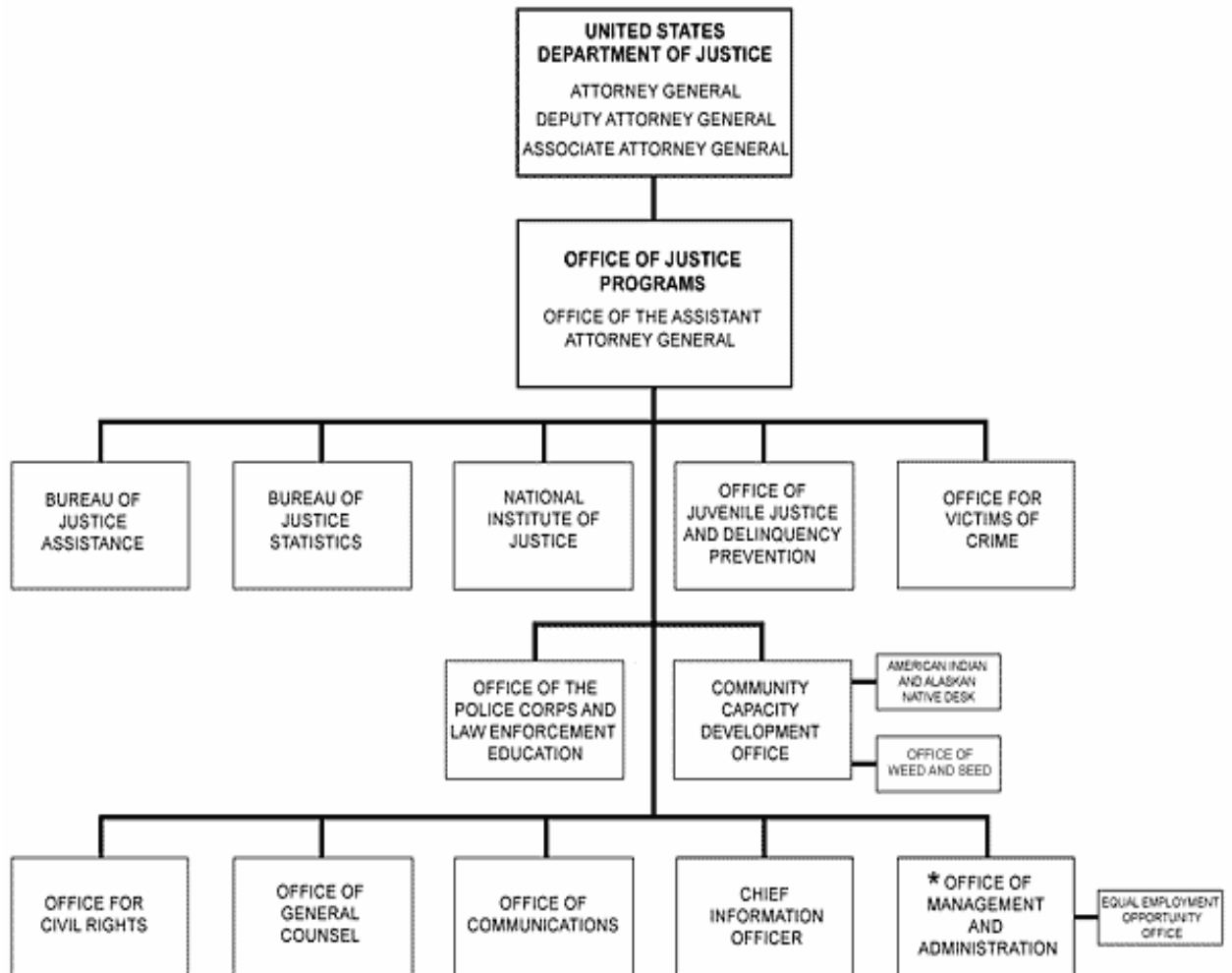
What should I know about the site structure and key documents?

Undoubtedly after you were hired, you began to review various documents, including the official recognition strategy, report forms or completed reports, and past meeting minutes. Subsequent sections provide a brief description of the overall structure of the Weed and Seed program, beginning with the national office, down to the local site. Here are some important tips and tools to help you better understand how the Weed and Seed program is structured and operates, originating at the national level and connecting to your site.

National

- _ DOJ/CCDO organizational chart
- _ CCDO program manager
- _ Communication protocols for the Department of Justice
- _ National resources
 - National training and events calendar
 - In-Sites Newsletter
 - CCDO web page
 - Federal Register

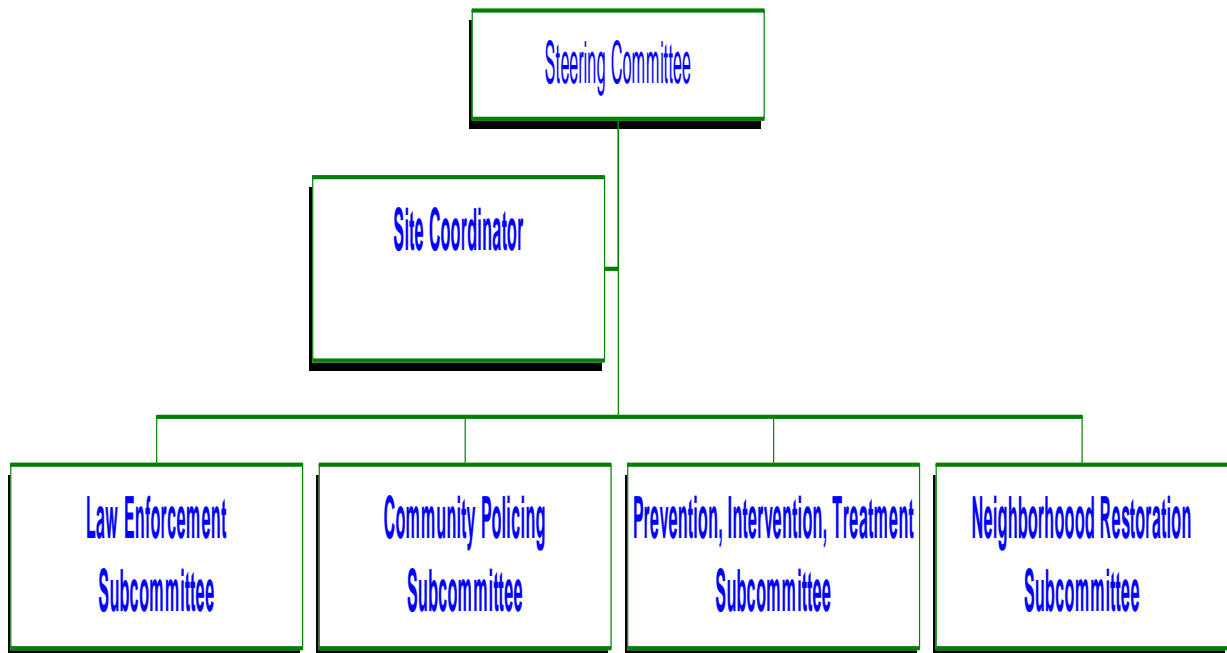
Organization of OJP



Local

- Organizational Chart
- Grantee-local municipality, agency, or organization
- Steering Committee structure
- Required partners
 - _ U.S. Attorney's Office
 - _ Law Enforcement
 - _ Local Government
 - _ Residents

Local Weed and Seed Structure



Although you are better able to understand how Weed and Seed is structured, you will need to review the various documents that were generated before your arrival. Remember, you have a program manager and other site coordinators that you can call for assistance if you have questions.

Key Documents To Be Reviewed

- Official Recognition (OR)
 - _ Five-year strategic plan

- _ Award document with special conditions
- _ Benchmarks/evaluation strategy
- _ Crime statistics
- _ Current year's grant application including budget
- _ Meeting minutes
- _ MOUs and MOAs
- _ Operational and procedures documents
- _ Site boundaries and demographics
- _ Stakeholders and partners
- _ Strategy updates

How does the Weed and Seed site coordinator function within the Weed and Seed program?

Understanding your function within the Weed and Seed site is probably the most frequently raised concern among site coordinators as well as members of steering committees. Who really leads the Weed and Seed site? How is the strategy actually implemented? What is the connection between the fiscal agent, steering committee, and site coordinator? The following segment provides a clear and concise description of the various reporting relationships and how the site coordinator serves as a critical nexus for ensuring the successful implementation of the Weed and Seed strategy.

Connection with the steering committee

- _ Organizational structure
- _ Programmatic oversight of strategy
- _ Development of strategy, partners, and resources

Connection with Grant Administrator

- _ Administrative/fiscal responsibilities
- _ Basic personnel Issues - hiring/firing, and performance appraisal
- Federal partners- (DOJ- CCDO and U.S. Attorney's Office) and other federal agencies
- _ Joint oversight of grantee, steering committee, and major partners
- _ Monitoring subgrantees (mini grants), Safe Havens, MOUs/MOAs
- _ Overall strategy, application submission and technical assistance
- _ Categorical Assistance Progress Report and financial reports
- _ Program and problematic Issues
- _ Outreach
- _ Progress report, evaluation

As you can see, it is extremely important that you, as the site coordinator, understand the various relationships that help propel the Weed and Seed

Strategy forward. Although the Steering Committee may have been in existence before you arrived, it is important that you help provide clarification to new Steering Committee members and other community stakeholders. Keeping the relationships and responsibilities clear to all partners in the community will help ensure successful implementation of the strategy.

Given the range of skills and qualities of a site coordinator, CCDO allows each site the flexibility of developing a job description for the site coordinator. Sample job descriptions are available for your review from your program manager. These descriptions do not provide specific details regarding education requirements or years of experience since needs and resources may vary significantly from site to site. Generic job description information is addressed in the following section.

Job Description Activities

- Functions as primary outreach person in promoting Weed and Seed to new partners and community residents
- Prepares and submits progress reports
- Interfaces with Steering Committee
- Serves as staff to the steering committee
- Monitors the activities and progress of subgrantees
- Works with all available partners to explore potential funding opportunities to support the goals and objectives in the strategy
- Interfaces with CCDO
- Monitors activities and outcomes of all established Safe Havens
- Seeks continuously to leverage all types of resources
- Leads the strategy development process
- Collects and analyzes data that supports the strategy

How do I develop and strengthen my abilities and skills?

In the preceding discussion, you received information about the various qualities and skills necessary to be an effective site coordinator. There are still other things that have not been discussed which can be done to develop and strengthen your skills. Some of these activities will occur as you carry out your work on a daily basis, commonly referred to as on-the-job training. Others activities require a specific commitment of your time and effort. The following list contains examples of professional development recommendations that have proven helpful to other site coordinators across the country.

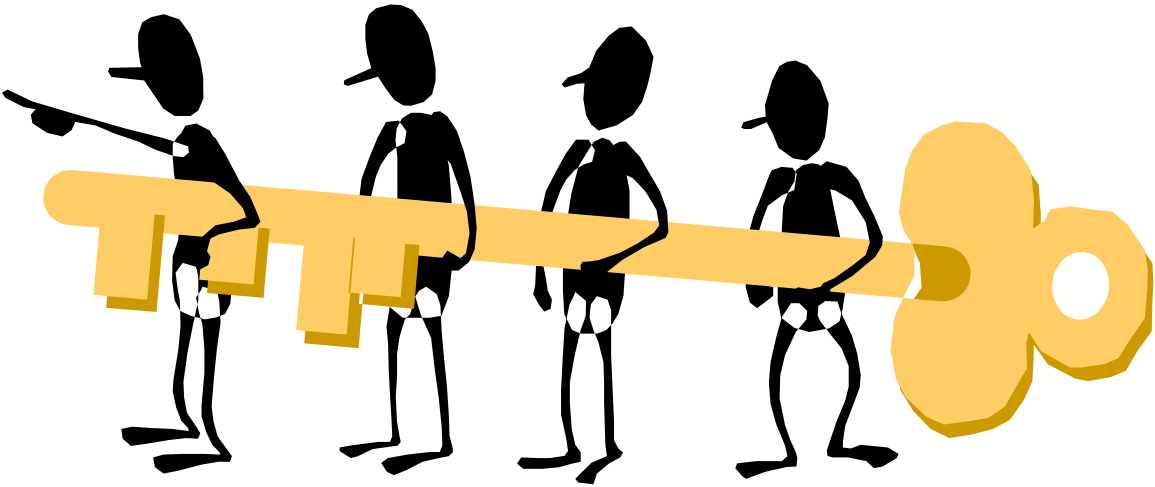
- **Developing Core Operational Skills**

- Peer mentoring from experienced Weed and Seed sites
- Technical Assistance from CCDO approved consultants
- Support from CCDO Program Manager and USAOs
- Annual Personnel Progress Reports

Summary:

As a new site coordinator, there are numerous opportunities for you to utilize existing skills while developing new skills. The key to being a successful Site coordinator is not limited to understanding the skills required for the job, but to know what the specific functions of your position are, as well as the overall structure for Weed and Seed. A number of publications, manuals and other resource material have already been developed to help site coordinators complete many of the required tasks. It is your responsibility to review these documents carefully, educate Steering Committee members if necessary, and seek out assistance from your CCDO Program Manager or other Weed and Seed site coordinators when you have questions.

Collaborations and Relationships with Partners



Collaborations and Relationships with Partners

Securing the designation as an official Weed and Seed site is important, however, it is equally important that all community stakeholders and partners recognize that the designation is just the beginning. Successful implementation of Weed and Seed requires the ongoing collaboration among Steering Committee members as well as other community stakeholders. What does collaboration really mean? What is the significance of the Memoranda of Agreement that were included in the Official Recognition application? Who is responsible for enforcing these MOAs? These are just some of the questions that often surface after the site receives OR.

In this section we will explore your role as the site coordinator relative to helping to develop and implement collaborative partnerships as a means of achieving the goals and objectives outlined in the strategy. There will also be advice on how to enforce the Memoranda of Agreement and document the progress of the various partners in working collectively to achieve the goals and objectives outlined in the strategy. The responsibility of the site coordinator for managing these critical relationships will also be explored.

Section Objectives

- How to collaborate with Steering Committee members and members of the various subcommittees
- How to identify, strengthen and develop relationships With key partners and build networks, both formal and informal
- How to mobilize your community

What can I do to encourage collaborations between Steering Committee and subcommittee members?

One of the primary roles of a site coordinator is to encourage collaboration among the various organizations, agencies and residents involved in your Weed and Seed site. Helping everyone understand that Weed and Seed is not a program, but rather a strategy, establishes a base for building collaboration. Given the amount of resources provided by CCDO to support each site, it is important for the Steering Committee to understand the importance of collaborations as a means to leverage additional resources for the Weed and Seed site to

achieve the stated goals and objectives. There are a number of tasks site coordinators are expected to perform in order to help clarify for Steering Committee and subcommittee members how important collaborations and partnerships are in implementing the Weed and Seed strategy.

- Understand roles and responsibilities
- Secure commitment and involvement
- Identify key partners who share the vision
 - _ Review the present committee membership and identify gaps
 - _ Analyze the size of the Steering Committee to determine that it is large enough to be inclusive of all shareholders, but small enough to be efficient and manageable
 - _ Review law enforcement and non-law enforcement partners to ascertain strong representation
 - _ Define the difference between voting and non-voting committee members
 - _ Voting and non-voting members will vary from one site to another. The general rule is that each steering committee member represents one agency or segment of the community and should have one vote.
 - _ Appointing people as members of subcommittees or ad hoc committees is a good way of including more people while keeping the Steering Committee at a manageable size.
 - _ Refer often to the site's strategic plan and use it as a guide
 - _ Evaluate progress toward the short and long-term goals identified in the strategy as part of the on-going review of the site's operation.

What is involved in establishing a Safe Haven?

Weed and Seed Steering Committees are encouraged to establish Safe Havens as part of the overall strategy. A location in the community where residents can access needed services, develop relationships, and find opportunities, a Safe Haven should be easily visible and readily accessible to area residents. Several Weed and Seed sites across the country have multiple Safe Havens operating to provide the broadest range of services for children, adults and seniors. This section covers the basic consideration in establishing and maintaining a Safe Haven in a Weed and Seed site.

Elements of a Safe Haven

Location and Security

- Existing facilities
 - City recreational facilities
 - Community-based organizations
 - Faith-based organizations
 - Nonprofit organizations
 - Schools

- Services and supportive programs
 - Adults
 - Seniors
 - Youth

- Staffing alternatives
 - Community-based Organizations
 - Paid staff
 - Volunteers

- Documentation and evaluation of activities
- Sustaining Safe Havens

How do I build, strengthen, and develop relationships with key partners?

As the Steering Committee is often established before the site coordinator is hired, a challenge for a new Site coordinator in seeking to build collaborations may begin with the current composition of the Steering Committee as well as the various subcommittees.

A significant portion of a site coordinator's time is often devoted to strengthening or building relationships with key community partners - some partners may not be presently involved with Weed and Seed. Others may be involved, but not to the extent necessary. Who are the ideal partners for Weed and Seed? While a full listing of potential partners is provided in the Implementation Manual, let's review some of these partners.

Department of Justice

- _ U.S. Attorney's Office
- _ Community Capacity Development Office Program Managers

_ Local Government and Elected Officials

- _ City Inspection and Code Enforcement Office
- _ Community and Economic Development
- _ Comptroller's Office
- _ County Offices/Services
- _ Mayor's Office
- _ Neighborhood Service Office
- _ Parks and Recreation
- _ Planning departments

- **Law Enforcement**

- _ City, County and Federal Prosecutors
- _ Court and Judicial Offices
- _ Local Law Enforcement
- _ Other City, County, State, Federal Law Enforcement Agencies
- _ Probation and Parole Agencies

- _ **Residents**

- _ Neighborhood associations and councils
- _ Neighborhood and Community Watch Groups
- _ Public Housing Agencies
- _ Residents, individuals and families
- _ Youth

- _ **Other Community Providers**

- _ Community-based organizations
- _ Corporations
- _ Faith-based Institutions
- _ Fire Department
- _ Financial institutions
- _ Health facilities
- _ Schools
- _ Head Start
- _ K-12
- _ Small Businesses
- _ Universities

There are a number of federal agencies that have regional and district offices throughout the country. These offices can often provide additional resources and expertise to help support the site's strategy.

There is an extensive list of agencies and resources on the CCDO website.

Sometimes, despite the efforts that you may be putting into building or strengthening collaborations, the outcome is not what you or others may think it should be. Here are some quick questions to ask yourself as well as the Steering Committee if you continue to have difficulties in this area.

What should I do if my site is not developing collaborations and partnerships?

Are we effectively communicating the Weed and Seed strategy to residents and other community partners?

Are we getting feedback on the effectiveness of our effort, programs, initiatives, and strategies?

Are there other partnerships we could leverage?

Are there issues affecting the community that we aren't addressing?

Are we holding events and meetings at convenient times and locations?

Are we expecting too much too soon?

How do I manage working relationships with sub-grantees and contractors?

One of the common tactics of Steering Committees in implementing the tasks and activities outlined in the Strategy is to establish contractual relationships with various service providers in the community. These contracts reflect an additional extension of your responsibilities as a site coordinator in managing these relationships. The MOUs or MOAs may not reflect a financial commitment by the agencies; nevertheless, subgrantees or contractors are directly connected to your Weed and Seed site by a financial commitment. This section will highlight steps you should take as a Site coordinator to manage these important relationships. Remember, the purpose of implementing another level of

contractual relationships is to fulfill the objectives outlined in the Strategy. Outcomes of subgrantees or contractors must align to these objectives.

- **Get and Keep Everything In Writing**

- Define and put in writing how funds must be expended to comply with the decisions of the Steering Committee
- Define and put in writing, the roles and responsibilities for each subgrantee and contractor
- Define and put in writing performance requirements developed to comply with the goals and objectives
- Define how budget adjustments, changes to the scope of work, or extensions will be handled
- Define and put in writing what the reporting process will be, including dates, content, and what will happen if performance objectives are not met

- **Review Grantee's Policies and Procedures**

- Identify grantee's policies and regulations on contracting and clarify their relationship to the subgrantee process
- Consistently monitor subgrantees and contractors

How do I mobilize community residents?

One of the most important partners in Weed and Seed are community residents. Having residents involved in all aspects of Weed and Seed helps to ensure that the goals and objectives identified in the Strategy are consistent with the vision and desires of the

people who live in the community. To ensure that residents are fully involved in Weed and Seed, CCDO mandates that residents are one of the four required partners on the Steering Committee. It is also expected that residents serve on at least three of the subcommittees, however, in some sites, residents serve on all four subcommittees. Although residents may be involved on the various Weed and Seed committees and activities, there is much more that a Site coordinator is expected to do to continuously involve and mobilize the community. The following are some of the steps and activities for successfully mobilizing residents in your community.

Continually Survey the Community to Identify Needs, Issues and Concerns

- Conduct focus groups and neighborhood surveys
- Examine the Strategic Plan to ensure that it is current

-

Build strong resident-led leadership structures

Create strong communication vehicles that meet the needs of the community

Market the Weed and Seed site using

- Neighborhood meetings
 - Newsletters
 - Public access TV
 - Public service announcements
 - Websites

 - Look For Mobilization Opportunities That Match With Your Weed and Seed Strategy

 - Link Plans With National, Regional, and Local Events e.g., National Night Out, Cultural Heritage Celebrations, National Holidays, Martin Luther King Celebrations, Juneteenth, and Red Ribbon Week

 - Take advantage of other things going on in community (festivals, street fairs, rallies, door-to-door canvassing)

 - Give Recognition For Volunteers And Hold Celebrations
- **Be Accessible to the Community**
 - Office Location and hours
 - Attendance at Non-Weed and Seed Functions

 - **Take Advantage of Local Volunteer Groups**
 - Americorps
 - Boy/Girl Scouts
 - Project Safe Neighborhoods
 - School organizations
 - Stop the Violence
 - VISTA

Summary

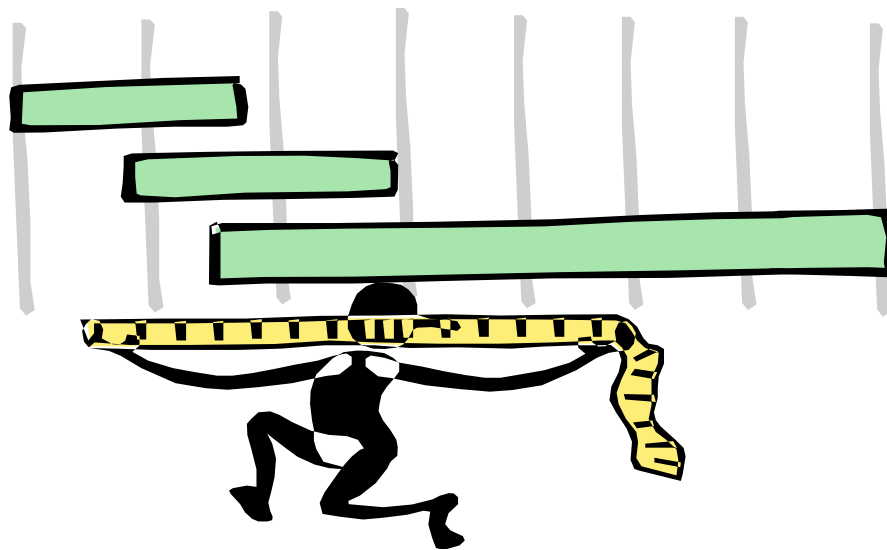
Collaborations and partnerships are the lifeblood of the Weed and Seed Strategy. Upon completion of this learning section, you should now have a better understanding of how to work productively with the site's Steering

Committee, subcommittees, and key partners. In addition, tips were offered on how to enhance, strengthen, and sustain key partnerships, as well as, how to identify and involve stakeholders.

Beyond building a network of partners, this section also focused on how to mobilize the community to achieve the goals outlined in the Weed and Seed site's Strategy. You should now have more insight on how to connect clients to services; and what is required in managing subgrantees and contractors.

Thoroughly review the site's current grant application, its Strategy, list of Steering Committee members, progress reports, evaluations, media coverage, and any other information you may discover or develop concerning the Weed and Seed Site.

Strategy Development and Implementation



Strategy Development and Implementation

The heart of Weed and Seed is the Strategy. The Strategy for your site may have been developed before you were hired. It is important that you spend time reviewing this document as it serves as a guide for your site's plan of action. The Strategy should represent a comprehensive plan for improving the quality of life for residents and other stakeholders in the community.

Once the Strategy has been approved, it becomes the responsibility of the Steering Committee, subcommittees and the Site coordinator to work together to implement it successfully. Remember, most Strategies are designed to achieve goals and objectives over a three to five year period.

The following section will focus on helping you understand how to develop and implement annual strategies, which compose the Official Recognition five-year strategy. Furthermore, you will learn the importance of being informed about the local site's timelines, reporting requirements, convening meetings, and collecting necessary data.

Remember, there may be a temptation within the site to treat Weed and Seed as a program. It is a **Strategy!!** Your task is to help move the Weed and Seed site forward through the delivery of programs and services offered by the collaborating partners in order to achieve the goals and objectives.

Section Objectives:

- Overcoming obstacles associated with the site's strategy
- Supporting strategy implementation
- Understanding the community assessment process

What is my role in supporting the community assessment process?

Although the initial community assessment process may have been completed before you were hired as the site coordinator, it is important to understand why this process was initiated and how the outcomes from this process helped to develop the site's strategy. Furthermore, the community assessment process should be a continuous process that helps to measure the effectiveness of the goals and objectives of the site's strategy in

addressing the needs of the community. This section will address key components of the community assessment process that should involve the Site Coordinator. There are also tips to ensure this phase will be compatible with the activities of other groups in the community.

Identification of Realistic Boundaries

Boundaries should be linked to identifiable sources for tracking such as Police Districts and census tracts

Collection and Analysis of Demographic Data

Gather updated census information on site residents including income levels, unemployment, poverty, and housing

Identification and confirmation of top crime problems

Distinguish between rate of part I and part II crimes in the area
Look for trends in certain crimes being committed
Use crime maps or COMSTAT information

Identification of additional unmet needs

Continuously work with community residents to identify unmet needs
Compare findings from residents with secondary data sources

Signs of Economic revitalization

Coordinate with local economic development agencies to track planned economic and housing development projects within site

Work with small businesses in the area to assess and encourage additional revitalization efforts

What is my role in implementing the strategy?

By now, you should realize that the implementation of the strategy involves the collaboration of organizations on a number of tasks and community-wide activities. Your role as the site coordinator is to coordinate and facilitate the creation of these collaborations to achieve the goals and objectives in the strategy. Central to the implementation process are the regular Steering Committee meetings. These meetings provide Steering Committee members with the opportunity to review and analyze progress reports relative to the four components of the strategy.

The Steering Committee meetings also provide community residents and other interested stakeholders with the opportunity to hear about the

progress of the overall strategy and offer recommendations for improvements. Given the significance of these meetings, your role as the site coordinator is to ensure the meetings run smoothly and that the Steering Committee receives all of the necessary reports and other relevant information to make informed decisions. Here are some tips for convening meetings, to ensure maximum community involvement, as well as, the collection of critical data to be used for evaluation purposes.

Convening Strategy Development Meetings

- Running the meeting – schedule meeting times appropriate to the audience, prepare agendas in advance, designate a record keeper
- Staffing the meeting - bring pertinent information referenced in the meeting agenda, be prepared with relevant documents referenced in prior meeting minutes
- Facilitating the meeting – identify outcomes and purposes for the meeting, ensure group participation by providing information to the members well ahead of the meeting, other techniques to use include flip charts, ice breaker exercises, and brainstorming sections, keep the meeting on schedule by reaching consensus and moving forward

Collecting Site Data to Support Strategy Development and Implementation

- Identify data collection needs and purposes based on expected reporting requirements, program and project development, and assessment
- Collect data from various resources including census data, schools, local law enforcement, city and county demographics and planning department, universities, steering committee partners, and subgrantees.
- Identify possible alternatives to primary data and update existing data
- Organize community surveys, community canvassing, focus groups, and asset mapping

Assisting with Strategy Progress

- Assist with the development of realistic goals
- Standardize a process of accountability for assigned steering committee tasks that include timelines, people responsible for tasks, and local site reporting requirements
- Develop internal monitoring and reporting processes that include timelines, task status, and reporting requirements

- Identify the appropriate groups and individuals that have the capacity for fulfilling the assigned purpose

Evaluating the Strategy

- Set measurable outcomes for goals
- Develop a plan for conducting an evaluation of strategy and coordinate with a third party evaluator
- Assist with the collection of data for analysis
- Work with steering committee to address feedback from the evaluation
- Utilize data from evaluation in preparing progress reports

What should I do if the strategy for my site is encountering obstacles or needs to be amended or revisited?

While the strategy developed for the site is expected to be used as a roadmap for the site coordinator, Steering Committee and the various subcommittees, you may encounter some obstacles. These obstacles can hamper the progress toward achieving the goals and objectives in the strategy. The next few

steps describe what a site coordinator should do if the site begins to experience some challenges associated with implementing the approved strategy.

Encountering Obstacles Along the Way

- Discuss With Steering Committee, CCDO program manager, or USAO representatives
- Encourage the development of an ad hoc subcommittee To address the obstacle
- Utilize the four C's - Communication, Collaboration, Cooperation, and Coordination as tools to overcome the obstacle
- Record actions taken

Amending and Revisiting Local Strategies

- Review established timelines and reporting schedules with the intention to coordinate opportunities of strategy measurement.
- Remind and facilitate steering committee meetings to review strategy progress toward the goals and objectives
- Assist the Steering Committee with proper submission of amendments to the strategy, budget changes, and technical assistance requests to CCDO

Summary

Site coordinators should be able to convene, support, and facilitate strategy development meetings, data collection processes, as well as assist the Steering Committee with measuring the overall strategy progress. In further support of strategy development and implementation, Site coordinators should bring together subcommittees and ad hoc committees to review timelines, reporting schedules, and achievement of goals and objectives.

Sustainability



Sustainability

A specific strategy focused on the continuation of Weed and Seed efforts in your site must be integrated early in the strategy development process.

While each site currently receives funding from CCDO, there may come a point where funding is no longer available from this particular source. Given the tremendous levels of collaboration that have been formed as a result of Weed and Seed funding support, it is important to keep the momentum going and not become totally dependent upon one funding source to continue the strategy development and implementation process.

In the context of Weed and Seed, sustainability focuses on the continuation of the strategy development and implementation process. Key efforts to be sustained include:

- Communication with residents and law enforcement
- Coordination among law enforcement
- Prevention, Intervention, and Treatment activities
- Reinvestment in neighborhoods

This section will address why sustainability strategies are so important to Weed and Seed sites and what your responsibilities are as a Site coordinator in helping to sustain the Weed and Seed efforts in your community.

Section Objectives

- Explore steps required in developing a transition strategy
- Learn how to attract, identify and use resources (leveraging)
- Understand how to sustain the Weed and Seed strategic planning process and maintain collaborations

What are we trying to sustain?

As the site coordinator, it is critical that you continuously reinforce to Steering Committee members and other community stakeholders that Weed and Seed is not a program, but a strategy.

As many people view the funding received from CCDO as a typical federal grant, you must help educate community leaders to understand that Weed and Seed promotes a comprehensive strategy development

process. This process brings together key resources from law enforcement, city and county governments, community organizations, other service providers, and community residents to collectively address the issues impacting the quality of life in the Weed and Seed site. While funds from CCDO may be invested to support some programming activities, Weed and Seed should not be viewed as a program itself. Therefore, since Weed and Seed is not a program, it is the strategy development and implementation process that should be sustained.

The following measures should be taken to achieve the goal of sustaining the weed and seed strategic planning and coordination process:

Sustaining the Weed and Seed Strategic Planning Process

- Provide all stakeholders with the Weed and Seed organizational structure and keep it up to date and available at all times.
- Encourage ongoing and open dialogue aimed at institutionalizing the strategy
- Involve and motivate residents and stakeholders thoroughly with the Strategy
- Build a vested interest in continuing the strategy
- Develop capacity among all stakeholders and partners

How can I help leverage additional resources for the site?

Site coordinators must work with the Steering Committee to aggressively attract and identify new resources to support the site's strategy. In addition to looking for new resources, the site coordinator must

work with the Steering Committee to ensure that existing resources are sufficiently optimized and leveraged. The following tasks are often associated with attracting new resources and maximizing existing resources:

- Apply for collaboration grants
- Create an asset map and revisit it frequently
- Create and strengthen partnerships with other service providers
- Get acquainted with grant makers and understand their funding priorities
- Identify gaps in service

While the site coordinator should concentrate on helping the Steering Committee develop and implement a sustainability strategy, this may require a change in the current operating structure of Weed and Seed. Sometimes, Weed and Seed is incorporated into an existing organization. In other situations, organizations serving the community will agree to become more involved in leading a particular component of the strategy. There are even times when infrastructures that appear similar to Weed and Seed exist and incorporate the philosophy of Weed and Seed into their daily operations. While there are no specific requirements associated with developing a transition strategy, the following provides some details to consider:

What is the role of the site coordinator in developing a transition strategy?

- Know who in the community will benefit from the transition plan
- Document all evaluations and successes
- Develop a continuation strategy without CCDO funding
- Train the community to become advocates for securing other resources
- Pass on what you know

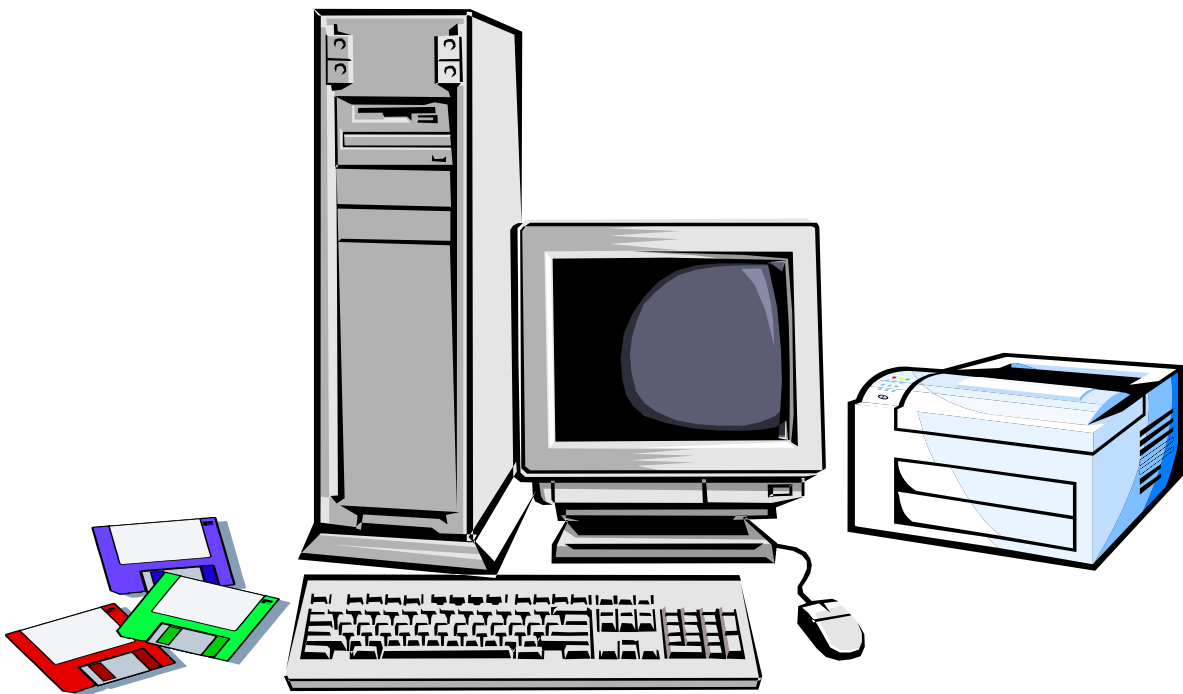
Summary

As a site coordinator, sustainability of the Weed and Seed Strategy should be one of your major concerns and should begin early in the implementation phase. It is important to consider all four components of the strategy that need to be sustained --- not just one part. One of the unique features of Weed and Seed is the composition and diversity of the Steering Committee. Continuation of the strategy development process helps to ensure that law enforcement, at all levels, will remain engaged with other community service providers in collectively addressing crime and other unmet needs in the community.

Understanding what sustainability is and how other sites have addressed this issue will help you move forward. Remember, there are multiple resources available to support the implementation of the strategy. Don't get bogged down in only looking for grants or attempting to duplicate existing programs. Increased collaborations are an ideal tactic to use as

part of the overall sustainability strategy. The program stability that Weed and Seed funding provides over a five-year period enables you to develop relationships and to create structures that will ensure continued commitment of resources to the target site.

Technology



Technology

As a site coordinator, you will find ways to optimize every existing resource that is available to you. The use of technology has become one of the most effective tools for site coordinators across the country either as a special emphasis initiative, through the operation of a community technology center or just as a means of doing your daily job. At the completion of this section, you will achieve the following objectives:

Section Objectives

- To effectively use the Internet to navigate through the Grant Management System (GMS), submit progress reports, and communicate more effectively.
- To acquire and expand your working knowledge of various software programs to create documents, spreadsheets, maps, and databases and to analyze and display information and to enhance the management and accountability of your site.
- To become familiar with recommended technologies for Site coordinators

Why do I need to use the Internet to submit documents to EOWS?

Site Coordinators are required to submit certain documents to the Department of Justice on a regular basis. One of the most important systems that Site coordinators must use is the Grants Management System (GMS). This system is used to submit progress reports, check on status of funding and to communicate more effectively with the Department of Justice.

Using the Internet is very common today, and this section will highlight why you should become comfortable using the Internet.

Using the Internet

Why is it important for Site coordinators to access and use the Internet?

CCDO requires sites to submit progress and financial reports via GMS for every active grant award.

Additionally, the Weed and Seed grant application must be uploaded onto the Grant Management System (GMS) in order to be considered for funding. In many sites, someone other than the site coordinator may be

responsible for this function, however, as the primary contact person for your Weed and Seed site, you should at least know how to access the GMS and understand how it functions.

To access the GMS system, you must first have access to a computer that is connected to the Internet. Access to the Internet through an Internet Service Provider (ISP) may be secured at a low cost. Keep in mind that the speed of the connection to the Internet is an important consideration. There are numerous connectivity options to consider, depending on the amount of time spent online and budgetary resources. Various links are available once you are online and a web browser will allow you to find the web address (URL) of the GMS which is <https://grants.ojp.usdoj.gov/>

Once you have accessed the GMS website, you can access its tutorial program to familiarize yourself with the system.

Communicate More Effectively Using E-mail

In today's fast paced world of information exchange, the use of e-mail has revolutionized the speed at which people communicate. With one keystroke, CCDO can distribute important information instantaneously to the whole universe of Weed and Seed sites. Moreover, site coordinators can mobilize a critical mass in their community by blasting (simultaneously sending multiple) e-mail messages to individuals, agencies, or Steering Committee members. Blasting can also be used with faxing software programs but the time involved faxing versus e-mail can be enormous.

For those site coordinators that have never used e-mail before, e-mail is a message, document, or image sent electronically from one computer (or other electronic device such as two-way pager or web phone) to another. The sender, using their device to key in a message from their e-mail address, transmits the message to their mail server via the Internet to the mail server of the receiving party. The message is stored in the mail server of the recipient until the receiving party retrieves it. For a Weed and Seed coordinator it is essential to routinely retrieve e-mail messages from their mail server several times a day.

E-mail addresses consist of first a user name and followed by a section name joined by @ (a symbol for at) (i.e. www.abc@xyz.org). E-mail addresses can be obtained from your employer, an Internet Service Provider, or through a web service. A mail program is necessary on your computer to adequately send, retrieve, and view mail messages. Please

note that no or low cost e-mail accounts are available on most web portals.

Presently, there are numerous enhancements to e-mail service, which allows you to transmit various files including pictures and documents as well as instant messaging, video streaming and chat forums, which allows you to communicate in real time with an individual or group.

Finding Information On the World Wide Web

Site coordinators are expected to be the Jack (and Jill) of all trades. Search engines are useful for information searching and retrieval. Site Coordinators encounter a vast universe filled with acronyms, and a search engine will help narrow unknown queries for information. Some of the popular search engines include, www.google.com , www.yahoo.com, and www.excite.com.

Your Website

Presence on the World Wide Web is a vitally important component of promoting your Weed and Seed site. It is recommended that your site construct its own website. Examples of websites from other Weed and Seed grantees can be found by clicking on the map at the following URL:

<<http://www.ojp.usdoj.gov/CCDO/neighborhoods.htm>>

A local school or university with a graphic design department, may be willing to donate their services to assist you in developing your website.

What are the basic software packages needed to carry out my work?

While many individuals hired as site coordinators may be new to Weed and Seed, they may not be new to using various computer software programs. This section will address the various types of software typically used by Site coordinators

to carry out basic operational tasks including creating text documents, spreadsheets, maps, and databases to analyze and display information and enhance the management and accountability of your site.

Word Processing

You only get one chance to make a good first impression. Knowing how to effectively use word processing programs like Word and WordPerfect is essential to creating documents. Word processing programs will allow you to format documents efficiently and aesthetically.

Today, most computers have some type of word processing software installed at the time of purchase. If not, word processing software is readily available at office supply stores.

Other benefits to using word processing software include:

- Documents can be attached to an e-mail message and uploaded by the recipient
- Using the “cut and paste” feature, you can easily edit and merge various documents
- It is easy to create documents such as reports, letters, résumés, flyers, and brochures
- Documents can be made visually attractive using various techniques, such as clip art and scanned images; bullets, shading, lines and boxes; multiple fonts and tables

When competing for grant funds, you will need every competitive edge you can and the effective use of word processing software can give you that edge.

Spreadsheets

As a site coordinator, it is often necessary to create documents to analyze and display information and data relative to your site. Spreadsheet software can be used to create site-reporting documents.

Spreadsheet software, such as Excel, Lotus and Access make it easy to organize data and statistics, also to manage contact information, and perform bookkeeping functions. Although setting up a database is not very difficult, it will require time in entering and maintaining accurate data. Graphics can be inserted as part of the spreadsheet for clarification and ease of presentation of the numbers. Charts and graphs are often used to demonstrate trends and to track progress.

Geographic Information Systems (GIS)

Geographic Information Systems (GIS) is a type of database management system that allows you to graphically display data on maps.

GIS can be used to map your site's assets and statistical data. For Site coordinators, GIS can be effective in demonstrating the correlation between crime and the environment and various other important relationships. A Weed and Seed site is not expected to maintain a GIS database, but there should be access to the resources in your community that does have this database. You might try to partner with you local police department, college, or university or state children and families agency.

A picture is worth a thousand words! Many sites utilize GIS to map the assets in their community. Police departments often use GIS to highlight where crimes are taking place. The possibilities to overlay different data sets are limitless. Much of the census data is available for downloading into your GIS system.

Two popular GIS software programs are ArcView and Maptitude.

Examples of GIS maps can be found at the Weed and Seed Data Center at the following URL:

www.weedandseeddatacenter.org

What are some of the basic technologies I should use as a new site coordinator?

One of the key points you should have realized by now is that site coordinators are rarely stationery. Since the site coordinators are constantly busy attending meetings, community events, and strategy sections, it is important that they have immediate access to their calendars and address books at all times.

Before you run out the door to meetings with community leaders, it is important to assess your technological resources and be familiar with the latest technologies that can assist you to perform your job better. This section will point out some of the latest technological tools that you should consider as a Site coordinator.

Primary Technological Tools

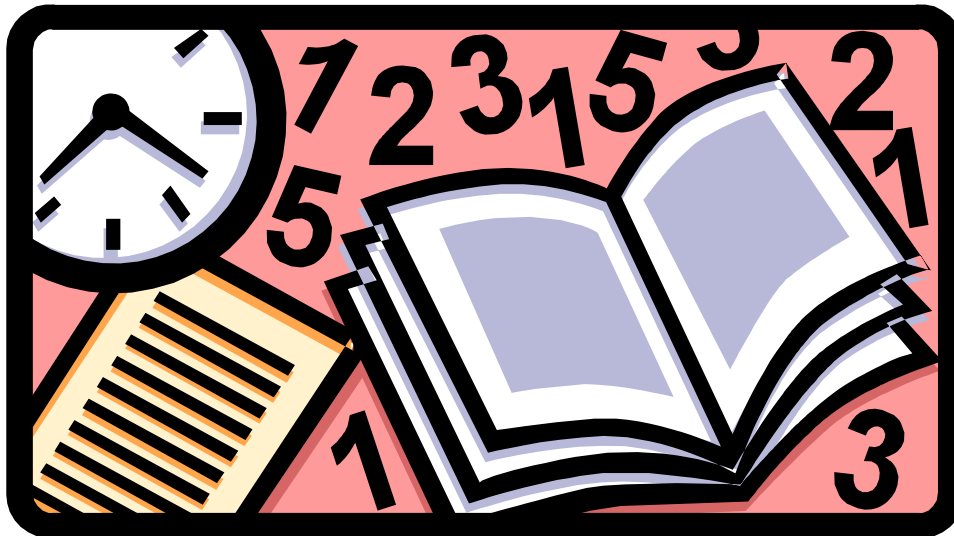
- Desktop computers
- Laptop computers
- Fax machine
- Scanner
- Cellular phone (optional)
- PDA's (optional)

Be aware of the organizational, connectivity, and productivity benefits of using Personal Data Assistants (PDAs), cellular phones, pagers, networking. Also consider the benefits and costs of using a laptop or a desktop computer. In most cases, these tools may be included in the budget of your Weed and Seed grant and are invaluable resources to help you stay organized, efficient, and adequately doing your job.

Summary:

Technology is a critical tool that site coordinators often rely upon in carrying out their work. The use of the Internet is required in transmitting key documents to CCDO and for communicating with organizations in your community or with other site coordinators across the county. There are basic computer software programs that are recommended for site coordinators to use to help with word processing, spreadsheet preparation, and presentation tasks and in developing a community database. Most of the software discussed earlier has easy to follow tutorial programs. As you become more comfortable with using technology, there are other tools you may want to consider. Common tools that site coordinators use include PDAs, laptop computers and cell phones. Before you rush to modify your budget to request many of these items, talk to members of your Steering Committee. Often organizations may donate equipment for use in carrying out the Weed and Seed strategy. Remember, one of the keys to a successful Weed and Seed strategy is to leverage resources!!

Programmatic and Financial Requirements



Programmatic and Financial Requirements

This section focuses on the programmatic and financial knowledge helpful for site coordinators and on the various reporting requirements. As a recipient of government funds, there are certain requirements that must be followed in reporting key activities in the site as well as expenditure of funds. This section will address the major tasks site coordinators must ensure are completed on a timely basis to remain in good standing with CCDO. Beyond the material that will be covered in this section, you will receive more detailed training at the CCDO Application conference sponsored each year in advance of the funding application deadlines.

Section Objectives

- Review the progress reporting requirements and due dates for submission

- Review the financial reporting requirements and due dates for submission

- Determine what types of data should be collected and how information should be reported

Who is responsible for preparing the progress reports?

Each site is required to submit progress reports to CCDO via the Grants Management System (GMS) as part of their grant requirements.

These reports help the program managers and the Office of the Comptroller understand what

progress is being made in the site, obstacles that may be encountered, and the overall impact of the Weed and Seed strategy. Uniformity in the reporting format helps ensure that all the information received is consistent across the country. The next section will cover the required report formats and due dates for these reports. Adherence to the due dates is critical; not meeting the due dates can have an impact on future funding.

Progress Reports

- Categorical Assistance Progress Report Form

- Due Dates - (bi-annual)

- Preparation and packaging

 - Time requirement

 - Narrative

 - Highlights

Issues
Technical Assistance Requirements
Attachments
Financial Status
Submission via Grants Management System (GMS)

Government Performance Results Act (GPRA) Reports

Forms
Due dates (annual)
Preparation and packaging
Submission via RightFax into Grants Management System (GMS)

The site coordinator must take the lead for ensuring progress reports are submitted on a timely basis. If documentation is required from subgrantees, it is recommended that you provide these grantees with a brief orientation section at the onset of their award. During this orientation, you should outline the specific reporting and format requirements for submitting reports. This will help make certain that you have all of the necessary information well in advance of the deadline to prepare the reports.

It is important to maintain accurate records of the various activities conducted in your site. These activities must also connect to the goals and objectives outlined in your strategy. Given the importance of conducting an evaluation of the overall strategy, it is recommended that you use the baselines established in the evaluation process to record and report the progress in your site.

What financial reports are required by EOWS and who should complete these reports?

In addition to the progress reports that must be submitted twice a year, each site must submit quarterly financial reports. Using the Financial Status Report form, SF 269A, sites must provide accurate accounting of the funds expended based on the approved budget. This section will review the financial reporting form and key instructions in completing and submitting the form to the Office of Justice Program, Office of Comptroller, via the Grants Management System (GMS).

Financial Reports
SF 269A Form

- Due dates (quarterly)
- Preparation of report
- Submission via Grants Management System (GMS)
- Special circumstances
 - Grant extensions
 - Budget modification
 - Closeout requirements
 - Supplemental awards

What are the responsibilities of the fiscal agent?

To receive funding from CCDO, each Weed and Seed application must have an official grant recipient. This grantee is responsible for receiving the funds on behalf of the Steering Committee and disbursing the funds

according to the approved budget. There are different types of organizations that serve as fiscal agents or grantees for Weed and Seed sites. While you received some information on the role of the fiscal agent relative to the site coordinator earlier in this guide, this section serves to summarize the key responsibilities of the fiscal agent and its relationship to the Steering Committee, eligibility requirement, and overall reporting requirements.

Responsibilities of the Fiscal Agent (Grantee)

- Eligibility Requirements
 - Accounting system/financial capability questionnaire
 - Approval by Steering Committee
- Interaction/approval of Steering Committee
- Reporting requirements
 - Completion of SF 269
 - Financial reports to the Steering Committee
- Audits
 - Audit thresholds
 - Audit due dates
 - Audit objectives
 - Common audit findings
 - Untimely report submissions
 - Lack of documentation
 - Inadequate time/effort reports
 - Inaccurate reports (Financial Status Reports and Request for Payment)
 - Commingling of funds

Supplanting of funds
Excess cash on hand
Unallowable costs
Inappropriate changes
Conflict of interest

Summary

The reports required for Weed and Seed provide you, the Steering Committee, and CCDO with an accurate and progressive update on the progress of the site in implementing the strategy. Completion of these reports should be taken seriously. If you are experiencing difficulty in preparing the required reports, it is imperative that you notify your program manager *before* the due date. Communication with your program manager can also provide you with guidance if you are encountering issues that might warrant technical assistance. The Site coordinator should take the lead in informing all parties (i.e., the grantee/fiscal agent, Steering Committee, and subgrantees) of the reporting requirements.

CCDO provides a comprehensive training on how to complete the required forms each year at the Application Kit Conference. In addition to the site coordinator attending this conference, CCDO recommends that a key representative from the grantee also attend this. The information presented at this conference is vital to successful operation of a Weed and Seed site