

***Hartford, Connecticut
Weed and Seed***

***Official Recognition Application
October 29, 2004***

PROJECT NARRATIVE

I. MANAGEMENT STRUCTURE

A. Contact Persons

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B. Steering Committee, Neighborhood Resources, Coordinating Partners

1. Steering Committee Membership Chart

Name	Title	Organizational Affiliation	Membership
Renee Richards	Community Liaison	Office of the Mayor	City government
Lester McKoy	Assistant Chief of Police	Hartford Police Department	Local law enforcement
John Danaher, III	Assistant U.S. Attorney (designee of U.S. Attorney Kevin O'Connor)	U.S. Attorney's Office	U.S. Attorney's office for district
Kenneth Callahan, II	Supervisory Special Agent	Federal Bureau of Investigation	Federal law enforcement agency
Lori Potter		U.S. Attorney's Office	U.S. Attorney's office for district
Chuck Cummings		Hartford Health and Human Services Department	Human services agency
George Scott	Businessman	Merchant Association	Business
Andre Wade*	Director	Upper Albany Neighborhood Collective	Neighborhood Association
Rev. Don Steinly	Minister	Christian Activities Council	FBCO
Edwin Rivera-Pacheco*	Director	Hogar Crea	CBO
Jackie Hardy		Board of Education	Schools
Gordon Jones		Hartford Housing Authority	Housing organization
Dorian Grey Parker		Community Health Services	Human services agency
Charles Barrow*	Chairman	Clay Hill Improvement Association	Neighborhood Association
Al DiChiara, Ph.D.	Director of Criminal Justice	University of Hartford	Academic
Mr. Belfast*	Resident	Upper Albany	Tenant/Block Association
Naomi Mckoy*	Resident	Upper Albany	Tenant/Block Association
Bea Powell*	Resident	Clay-Arsenal	Resident
Clarinda Soldevila*	Resident	Clay-Arsenal	Resident
Jean Holloway*	Resident	Clay-Arsenal	Resident
Isabel Osorio-Vasquez*	Resident	Clay-Arsenal	Resident
Denise Best*	Resident	Upper Albany	Resident
Hattie Harris*	Resident	Upper Albany	Resident

*Denotes those committee members who live in the designated Weed and Seed neighborhood.

2. Roles and Responsibilities

The Weed and Seed Steering Committee (WSSC) worked to develop the strategic plan and will continue to work together to refine and adjust the plan to respond community needs and project developments. The WSSC conducted the needs assessment, met with the consultant Sylvia Oberly (a Weed and Seed expert), and defined a strategic plan that the partners have agreed to implement. Strategy development was initiated by Upper Albany Main Street (Main St.) and the Hartford Police Department (HPD). The HPD and Main St. convened the WSSC and brought Ms. Oberly in to work with the group. Ms. Oberly is the Weed and Seed coordinator for a

designated site in Winston-Salem, North Carolina. The work to date has been accomplished through a series of meetings. The WSSC has met three times since the initial meeting on August 13, 2004; however, the Weed and Seed project has been a long time in the making. A large town meeting took place in the proposed site and residents of the site had an opportunity to recommend focus areas for the strategic plan. Residents continue to remain active and involved in WSSC meetings. The WSSC plans to meet on a monthly basis in the future.

This application was put together under the direction of the HPD with assistance from residents, businesses, and state and local community agencies. The HPD organized planning meetings. It took four meetings of the WSSC to develop the strategic plan and numerous meetings between HPD staff and Main St. staff.

WSSC members will be responsible for participating in strategic planning, policymaking, and management of the Weed and Seed project. Members will also have the delegated authority to represent their agencies and organizations in making firm commitments of resources (e.g., financial and personnel) to the effort. First and foremost, the WSSC will prepare and submit a budget as expeditiously as possible. The immediate next step will be the hiring of a full-time Weed and Seed coordinator with salary and benefits paid by the HPD. The WSSC will then focus on defining the vision for the project, conducting and analyzing needs assessments, setting goals, establishing an evaluation plan, and creating viable subcommittees and work groups to oversee daily operations. As the project enters into the implementation phase, WSSC activities will include policy development, creation of inter-agency procedures and protocols, project management, and advocacy. The group will review periodic evaluation reports, both verbal and written, and work to keep the project on track and achieving stated goals. They will also initiate program adjustment based on progress reports. The WSSC will mediate and resolve implementation issues and coordinate cross-agency collaborations. The WSSC will ensure that weeding and seeding activities are fully integrated, will work on grant applications to obtain funding for programs, and will oversee the work of the coordinator and project evaluator.

(See below under Day-to-Day Management for a description of the organizational structure.)

C. Day-to-Day Management

The HPD will carry out day-to-day operations of the weeding element of the project according to the established policies and procedures of local law enforcement and in partnership with state and federal resources. The WS coordinator will oversee the overarching day-to-day operations of the seeding element of the project; however, individual programs, service delivery, and agency functions will be carried out on a daily basis by the organizations administering these operations and programs. The WS coordinator will ensure that resources are deployed in an efficient and coordinated manner by supporting strong communication between project partners and coordinated, nonduplicative efforts.

Roles and Responsibilities of the Weed and Seed Coordinator

The WS coordinator has not yet been hired and therefore has not had a role in strategy development. The HPD has made a commitment to allocating funds to enable the hiring of a WS

coordinator to facilitate meetings, provide documentation, maintain communication between partners, and coordinate strategy elements and tasks. The coordinator will also gather data for the evaluation component and will ensure that partner agencies gather data necessary for evaluation. The coordinator will thus take on a key role in monitoring and accountability.

(See above under Steering Committee, Neighborhood Resources, Coordinating Partners for a description of the roles and responsibilities of the WSSC.)

Organizational Structure

The larger WSSC will serve as the executive committee for Weed and Seed. The WSSC will be co-chaired by John Danaher (designated appointee from the office of the U.S. Attorney) and Assistant Chief McKoy (of the HPD). Assistant Chief McKoy has been the acting chair to date. Additionally, a vice-chair and treasurer will be elected and someone will be designated to take minutes. A senior project manager for the HPD has been taking minutes up to this point. Two primary subcommittees will be formed, a Weeding Subcommittee and a Seeding Subcommittee. Under the Weeding Subcommittee work groups will be formed to address focus areas of law enforcement and community policing elements and under the Seeding Subcommittee work groups will be formed to address focus areas of prevention/intervention/treatment and neighborhood restoration elements. Particular individuals have not yet been selected to chair subcommittees or work groups. It is the intent of the WSSC to follow the guidelines set forth in the Weed and Seed Implementation Manual when forming the managerial structure for the project.

The WSSC will require that every contractor associated with the project assign one representative to attend every WSSC meeting. This will facilitate the smooth flow of information and contractor accountability to the WSSC. The WSSC will need to determine whether or not these representatives will have the ability to vote (although they will clearly not be allowed to vote on matters affecting their own work with the project).

Process for Day-to-Day Decision-Making

Assistant Chief Lester McKoy will be the day-to-day decision-making authority for the weeding efforts. A qualified, full-time WS coordinator (to be hired) will be the day-to-day decision-making authority for the seeding efforts.

D. Financial Management

The finance director of the City of Hartford will serve as the official fiscal agent for grant funds awarded directly to the Weed and Seed project. The project is a city project, initiated by the Mayor's Office, therefore it is logical for the city to administer the project. The HPD of the City of Hartford has administered two previous Weed and Seed projects and through these efforts has ten years of experience with Weed and Seed. The Mayor's Office manages a \$421 million budget for the city and thus can bring many other city funds to bear on supporting the Weed and Seed effort. The City of Hartford has not only received other Weed and Seed grants, but has also received, and successfully administered, grants for many Office of Justice Program grant programs.

II. NEIGHBORHOOD SELECTION AND COMMUNITY NEEDS ASSESSMENT

A. The Designated Neighborhood

1. Site

The proposed Weed and Seed site is the Upper Albany and Clay-Arsenal Neighborhoods in the City of Hartford, Connecticut. The combined population of these two neighborhoods is 11,435 and the proposed site is .77 square miles in size.

This area is in a jurisdiction that has a Weed and Seed site that has almost completed its five-year project term. The proposed Weed and Seed site is a completely different site that does not overlap the previous site.

2. Boundaries

The Weed and Seed boundaries are as follows:

East boundary: Ann St.

South boundary: Homestead Ave.

West boundary: Homestead Ave. and Westbourne Pkwy.

North boundary: Westbourne Pkwy. and Greenfield St. and Mahl Ave.

The Census tract numbers for the Weed and Seed site are as follows:

5014, 5017, 5018, 5035, 5037

A site map is provided following this narrative.

3. Site Selection and Needs Assessment Process

Crime data shows that the level of crime in the Upper Albany/Clay-Arsenal Weed and Seed Site (UACA) exceeds the overall level of crime for the City of Hartford. Criminal activity is concentrated in the UACA. Narcotics sale and use is the primary problem, but this activity has fueled an increased incidence of gun violence in the UACA in recent years. The population of the UACA is predominantly African-American and Latino. Young African-American and Latino males aged 18 to 24 are the primary perpetrators of narcotics-related crime. These young men usually have dropped out of high school, have no job skills, and have given up on a future for themselves outside of making large sums of quick money in the drug trade. The frequently belong to gangs. Gang involvement often starts for these young men when they are in middle school. The root cause of the problem is poverty. These young men of color believe that they have no other viable option for developing an income that will raise them out of poverty.

An August 26, 2002 article in the *New York Times* about the decline of the City of Hartford stated that Hartford has “the second highest percentage of people in poverty, just behind Brownsville, TX.” In a responding article in *The Hartford Courant*, Hartford journalist Tom Condon writes: “Almost 90% of the people in Greater Hartford live outside the City of Hartford, and enjoy good schools, nice neighborhoods, fine recreational opportunities. If Hartford were

defined by its metropolitan area, instead of an 18-square-mile inner ring, we wouldn't be one of the poorest cities in the country, we'd be one of the wealthiest." The UACA is in the heart of that "inner ring" Mr. Condon refers to, and poverty has everything to do with the crime rate in the UACA. It is for these reasons that the UACA was selected as the Weed and Seed site.

B. Community Needs Assessment

Community Needs Assessment

The following data about Hartford is taken from *Census 2000*:

- 43% of the population of Hartford 16 years of age and over is not employed
- per capita income is \$13,428
- median household income is \$24,820
- 50% of households earn less than the median household income
- 36% of families with children live below the poverty level
- 46% of families with children have a single female head of household
- 45% of households pay more than 30% of their income for rental housing
- 39% of the population 25 years of age and older have no high school diploma
- 70% of the population 25 years of age and older have not attended college at all

There is an overall negative perception and fear of crime in the UACA. This perception outweighs reality and is largely caused by an overemphasis on the negative by the media. However, the Hartford Police Department (HPD) statistics indicate that crime rates in the UACA are among the highest in the city. Many residents say they live in fear, and parents reflect a concern about safe places for their children. A large number of Hartford residents pass through the area on their way to and from work but do not stop due to negative perceptions and fear. The UACA is commonly referred to as the Northend and is considered a "rough" part of town and many residents despair of being able to afford to live in a safer neighborhood.

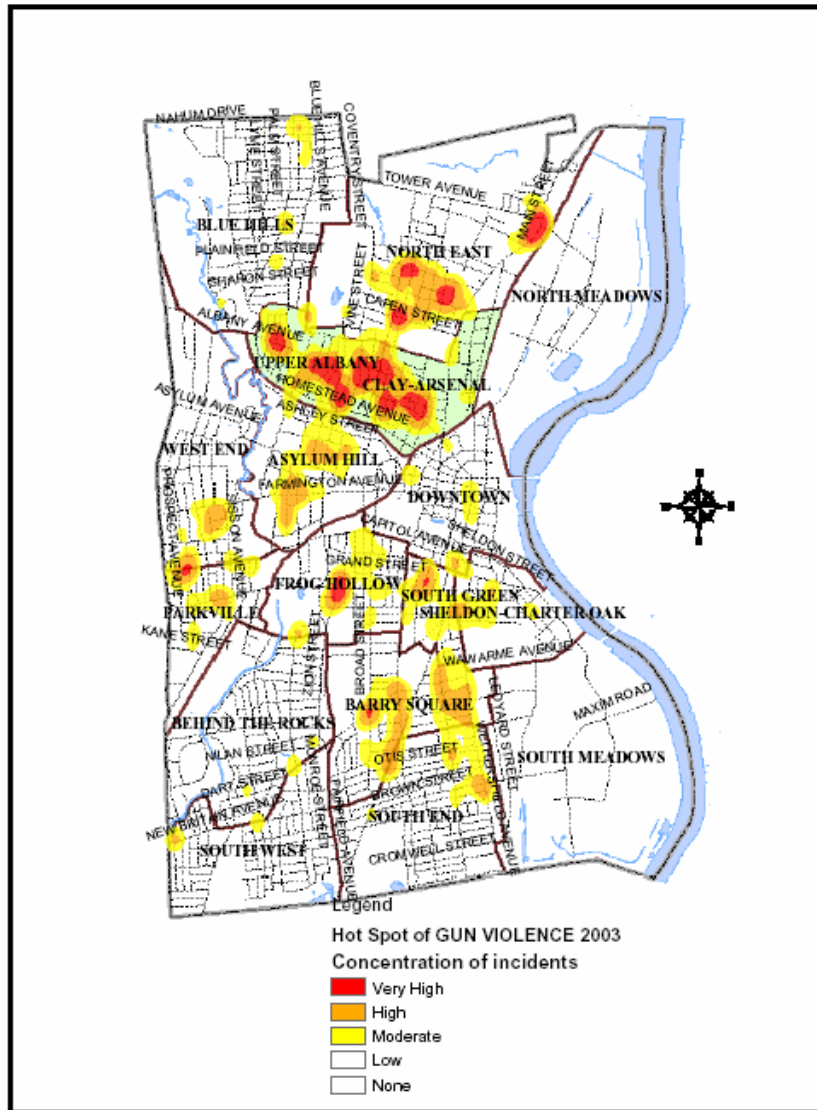
Project consultant Sylvia Oberly from Winston State University in Salem-Winston, North Carolina was brought in to assist with the initial needs assessment. Subsequent plans for the Weed and Seed project were based on this initial assessment.

GUN RELATED INCIDENTS

Crime Indicator	Weed and Seed Site	City of Hartford	Dates	Source
Gun Related Incidents	2001: 212 or 21%	2001: 1036	2001-2003	HPD
	2002: 263 or 28%	2002: 950	2001-2003	HPD
	2003: 271 or 23%	2003: 1199	2001-2003	HPD

The following graphic demonstrates the high incidence of gun violence in the UACA.

HOT SPOT OF GUN VIOLENCE 2003



CREATED BY THE HARTFORD POLICE CRIME ANALYSIS UNIT

Ongoing assessment will be linked to data gathered by the HPD, particularly as gathered and reported in the Comstat computerized data management system. Comstat will analyze community problems so that the WSSC can better address needs present now and in the future. Comstat data is already used by the HPD to influence daily law enforcement operations. The monthly meetings of the WSSC will allow for ongoing input from the community and partners. Additionally, anecdotal information as well as formal reportage from the WS coordinator will contribute to ongoing assessment and project adjustment. A town meeting held during the assessment and planning for the project proved very successful in gathering input from UACA residents about community problems and assets, and more town meetings will be held in the future to hear what people living and working in the designated site have to say.

Local resources that will be applied to the weeding and seeding efforts include (but are not limited to) all the assets of partner agencies that sit on the WSSC, outside security companies (e.g., providing school security, security for businesses, etc.), active local homeownership and neighborhood revitalization initiatives, Project Safe Neighborhoods, the Mayor’s Pride Block Neighborhood Program, a host of community health and human services agencies, faith-based organizations and community-based organizations, and the business owners and residents of the neighborhoods themselves. Residents of UACA have mobilized to tackle the crime problem. They brought the issues to be addressed by the Weed and Seed effort forward, they identified root causes of the problems, and they are ready to do whatever it takes to stop crime in their home neighborhoods.

Neighborhood Data

a. CRIME DATA

Crime Indicators	Weed and Seed Site	City of Hartford	Dates	Source
Homicide	2001: 3 or 25%* 2002: 6 or 24% 2003: 5 or 15%	2001: 12 2002: 25 2003: 34	2001-2003	Hartford Police Dept.
Aggravated Assault	2001: 127 or 21% 2002: 136 or 24% 2003: 132 or 20%	2001: 623 2002: 580 2003: 681	2001-2003	Hartford Police Dept.
Narcotics Arrests	2001: 610 or 28/5 2002: 602 or 27% 2003: 463 or 26%	2001: 2,240 2002: 2,286 2003: 1,827	2001-2003	Hartford Police Dept.
Forcible Rape	2001: 8 or 11% 2002: 12 or 16% 2003: 10 or 14%	2001: 79 2002: 78 2003: 73	2001-2003	Hartford Police Dept.
Robbery	2001: 108 or 12% 2002: 140 or 16% 2003: 141 or 14%	2001: 893 2002: 898 2003: 1,032	2001-2003	Hartford Police Dept.

**Percentage is the percentage of total City of Hartford crimes occurring in the UACA for each category.*

The CCDP did not provide any feedback on the crime data submitted with the LOI for this application.

Contact information for data sources: Lieutenant William Schwartz, Hartford Police Department; (860) 527-7300 x5716; e-mail: wschwartz@ci.hartford.ct.us

b. DEMOGRAPHIC/ECONOMIC/SOCIAL DATA

Demographic/ Economic/Social Data	Weed and Seed Site	City of Hartford	Dates	Source
Population	11,435	121,578	2000	Census 2000
Ethnicity	Latino: 18% African-American: 72% Caucasian: 5% Asian: 1% Other: 4%	Latino: 40.5% African-American: 38.1% Caucasian: 27.7% Asian: 1.6% Other: <1%	2000	Census 2000
Percentage of Families Living in Poverty	25%	28.2%	2000	Census 2000

Contact information for data sources: *Census 2000*, U.S. Census website.

c. ADDITIONAL NEIGHBORHOOD INDICATORS

Neighborhood Indicators	Weed and Seed Site	City of Hartford	Dates	Source
Unemployment rate	6%	9.1%	2000	Census 2000
Percentage of population 25 years and older that has not completed high school	Data unavailable	39%	2000	Census 2000
Families with single female head of household (children under 18 present)	Data unavailable	46% of families	2000	Census 2000
Over age 18 and did not graduate from high school	47%	40%	2004	Census 2000

Contact information for data sources: *Census 2000*, U.S. Census website.

The City of Hartford has a wealth of resources (too numerous to catalogue in this application) that can be brought to bear on weeding and seeding efforts in UACA. But these resources are often uncoordinated and duplicative. By creating the position of WS coordinator and focusing the community and its resources on the Weed and Seed effort, the WSSC hopes to guide local resources in building the infrastructure necessary to collaborate effectively in creating seamless service delivery and coordinated cross-agency operations. The project seeks to create a community-driven continuum of prevention and intervention services for children, youth, and their families in order to prevent violence and foster a safer community.

The WSSC subcommittees will work further on identifying and prioritizing unmet community needs; however, based on WSSC meetings and a town meeting held in the site, the following needs have been identified. It is extremely difficult to prioritize needs as they are all of high importance and deeply inter-related; however, they are listed here in order of importance as

identified by UACA residents in town meetings and adjusted by UACA residents in attendance at WSSC meetings.

Issues to Be Addressed by Weeding Efforts:

- Gun violence
- Drug trafficking
- Domestic violence
- Truancy/school dropout rate
- Need for more effective community policing

Issues to Be Addressed by Seeding Efforts:

- Lack of after school activities for youth
- Lack of investment in youth development
- Need for safe havens (includes finding ways to keep the schools open after hours for youth and family activities)
- Need for education and training in life skills, e.g., anger management, conflict resolution, parenting
- Community revitalization
- Opportunities for economic advancement (job training, education, employment)
- Physical and mental health needs of the community

C. Economic Revitalization

The UACA is not a designated RC, EC, or EZ site. Yet there are a number of significant economic revitalization initiatives actively in progress in the UACA. Main St. works along the Upper Albany/Route 44 commercial corridor “to preserve, revitalize, and support the commercial district to create a center of choice by working with residents and other stakeholders to grow and develop a successful community.” Main St. brings together a strong partnership of merchants, residents, the City of Hartford, the University of Hartford, and key community stakeholders to achieve systemic, sustained community revitalization. Activities include redevelopment projects, a micro-business incubator, employment readiness and skills training, neighborhood beautification and restoration, crime watch, and neighborhood pride projects. Other vital initiatives include the Mayor’s Pride Block Campaign, a homeownership program, the Economic Development Corporation, the Combined Sewer Overflow Organization, and numerous projects originating in the Mayor’s Office that are directed at improving environmental infrastructure elements such as street lighting, sidewalks, traffic flow, signage, and more.

Related economic initiatives that will affect the UACA are the \$24 million University of Hartford Performing Arts Center under construction within the UACA and the Field Tests building, which is being converted into a mental health and substance abuse treatment facility (outpatient, not residential) with an annual operating budget of \$35 million. Both of these organizations will bring an influx of jobs. The performing arts center will bring money into the UACA from outside the site and will support local businesses within the site.

D. Federal Program Coordination

Federal programs that will be coordinated with Weed and Seed efforts include: Project Safe Neighborhoods, Community Court, HUD-funded redevelopment, CDBG-funded initiatives,

HOME funds, Cops in Schools, Magnet School funding, Operation Safe Streets, Local Law Enforcement Block Grant, and the Hartford Gun Project.

III. WEED AND SEED STRATEGY

A. Description of the Strategic Planning Process

The planning process for Weed and Seed has been more than a year in the making. It began informally more than a year ago as a direct response to the criminal activity occurring in the UACA. A group of UACA businesses joined forces to mobilize the community to address the problem. A neighborhood assessment was conducted and a community group formed to develop a crime prevention plan, which is the basis for the Weed and Seed Strategy outlined in this application. Town meetings were held to allow UACA residents to identify the problems and select the types of solutions they wished to see become the focus of a crime prevention effort. The Weed and Seed Strategy has its roots in this groundswell from the UACA itself—residents and business owners. The mayor and city department heads attended the largest of the town meetings last year. The HPD and other city agencies, such as the Code Enforcement Department, have continued to remain involved, meeting with members of the UACA communities on a regular basis. Other critical agencies and organizations have also remained engaged and committed to supporting the UACA in fighting crime (e.g., the Urban League, Connecticut State Police, many faith-based and community-based organizations, health agencies, and many, many more). More than a dozen UACA residents have attended each of four WSSC meetings (held during the fall of 2004) devoted to development of the strategic plan. Both Upper Albany and Clay-Arsenal have been well-represented at WSSC strategic planning meetings.

A key player in the development of a crime prevention plan for the UACA, right from the beginning, has been Main St. The executive director of this merchant's association's advocated for their needs and to improve their neighborhoods in order to help their businesses thrive. The executive director was the Weed and Seed coordinator for a project in Suffolk County, New York several years ago. She is well-versed in the Weed and Seed approach and very early on she cultivated the partnership between Main St. and the HPD that was already established and growing by leaps and bounds with the crime prevention planning process.

The resulting Weed and Seed strategic plan represents best efforts by residents and business owners in the UACA to find solutions that will effectively address the crime problems they are experiencing in their home neighborhoods. Thus, the strategic plan is directly connected to the specific crime problems of the Weed and Seed site.

B. Timeframe

The Weed and Seed strategy is designed to correspond with the term of the Official Recognition designation and therefore it is anticipated that it will take five years to implement. Law enforcement and community policing activities will be implemented most immediately, while the development of safe havens and other seeding interventions will take more time to develop. Economic revitalization of the site will also require more time. It is anticipated that most weeding activities will be fully implemented within the first two years of the project while many

seeding activities will require the full five years for implementation. (Refer to the timeframes in the Strategic Plan.)

The strategy and its implementation will be reviewed by the WSSC on a quarterly basis utilizing both verbal and written reports provided by the evaluator, the coordinator, and other individuals who take a lead role in implementation of various elements. The evaluator will prepare a formal written evaluation at the conclusion of each year of the project. The strategy will be updated and adjusted based on these periodic reviews, particularly on measurement of progress in meeting stated goals and outcomes.

C. Sustainability and Leveraging

The City of Hartford has provided strong support (including financial support and commitment of other resources) for initiatives and activities embarked on by Main St. This same support will be extended from the Mayor's Office to the Weed and Seed initiative. There is also a high level of volunteerism in the UACA neighborhoods and the community is already mobilized around the issue of crime prevention. The Mayor's Office and the Hartford Chamber of Commerce meet regularly as part of an organization called the Alliance and through this arm many crime prevention activities are implemented throughout the city. The Alliance considers the UACA one of its high priority areas.

The list of resources already identified that could be leveraged in support of the Weed and Seed strategy follows:

- Neighborhood Enforcement Stabilization Team (NEST)
- Upper Albany Neighborhood Collaborative
- Clay-Arsenal Neighborhood Revitalization Zone (NRZ)
- Upper Albany NRZ
- Clay Hill Improvement Association
- Hogar Crea
- Spanish American Merchant Association (SAMA)
- Upper Albany Merchant Association (UAMA)
- Vine Albany Task Force
- Milner Elementary School
- Quirk Middle School
- Fox Middle School
- Men of Color
- Stomp the Violence
- Hartford Public Library
- Urban League of Greater Hartford
- HPD (substation)
- Community Health Services (CHS)
- University of Hartford
- PSN
- Chrysalis Center
- Hartford Youth Project

- Artist Collective After-school/Summer Project
- Adventures in the City (faith-based programming)
- African Men in Recovery (AMIR)
- Liberty Christian Center (literacy program)
- Board of Education/State of CT Department of Children and Family “Milner Project”
- Upper Albany Development Corporation
- Juvenile Review Board
- AFCAMP (advocacy group)
- Neighborhood Block Watch
- Boys and Girls Club “Power Hours”
- Parks And Recreation (after-school programs)
- Communities That Care
- Workforce Development Board
- Northend Family Resource Center
- CARE Committee
- Upper Albany Main Street
- Christian Activities Council
- My Sisters’ Place
- Hedco Hartford Economic Development Corporation
- Hartford Community Partnership
- Differential Response System (DRS)

The Weed and Seed project will seek to utilize existing community partners and enhance their efforts in the targeted area. For example, the project collaborative would offer additional resources to community health services to provide drug treatment to students at one of the schools. It is hoped that after the funding ends, CHS will continue with the established program. The Weed and Seed strategy is itself an effort to fill in specific components that will close gaps in service provision that are occurring because of lack of funds and resources.

Sustainability Plan

After the five-year Weed and Seed implementation period, the programs will be in place. The WSSC and its member agencies will continue to look for future funding. The HPD has made a commitment to maintain community policing activities at the levels they reach in the UACA during implementation. Existing programs will be enhanced and utilized to encourage expansion. The proven success of programs and activities that take place as part of implementation will be used to gain further support. After the Weed and Seed project funding has ended, partnerships with federal law enforcement will continue to provide weeding efforts as needed, e.g. through Project Safe Neighborhoods. In addition, other grants from federal, state, and local funding sources will be sought to support ongoing efforts. During the course of the project, efforts will be made to train residents and community stakeholders on fundraising techniques.

D. Evaluation Plan

Dr. Albert DiChiara, director of criminal justice at the University of Hartford will conduct the evaluation. He holds a Ph.D. in sociology. Other faculty in the Criminal Justice Program, as well as advanced undergraduate interns will work on the evaluation with Dr. DiChiara. Data management and statistical analysis will be provided by the Center for Social Research, University of Hartford.

Dr. DiChiara has conducted many evaluations of police, school, and private agency sponsored programs. Dr. DiChiara was the evaluator for Hartford's previous Weed and Seed project. He is extensively involved in crime prevention activities in Hartford, particularly with civic and neighborhood groups. He is under contract with the Hartford Public Schools as an intervention specialist working with at risk and disconnected youth. He is also under contract with Main St. to evaluate the success of some of their initiatives. He was selected as the evaluator for the proposed project for all of these reasons.

The evaluation will consist of three evaluative strands: concept, process, and outcome. A conceptual evaluation will be conducted during WSSC deliberations, when decisions are still being made about the importance and utility of the goals selected, the strategies and objectives outlined, and the programming selected. Concomitant with this, operating records will be reviewed for relevant information about the WSSC's chosen structure and the activities selected to meet its obligations, such as the hire of a coordinator, publicity, communication, satisfying program staffing needs, operational policies, funding activities, and monitoring and collection of baseline data. Existing research-based literature will be consulted to determine the suitability and validity of programs sponsored by the project and to ensure that the proposed strategies and activities are in alignment with proven best practices.

The analysis described above will form the basis for the process evaluation, which will collect data on a regular basis to determine if the Weed and Seed project is operating within its defined parameters, the extent to which the day-to-day operation of Weed and Seed programs is within the framework that was proposed (i.e., do the programs do what they say they will do?). The process evaluation will also monitor the WSSC's efforts to meet the requirement for the timely submission of reports, outcome information, and newly emerging needs, as well as preparations for the upcoming subsequent year of Weed and Seed activities.

Student interns will collect data in each project area and will input the data into the data management system. Dr. DiChiara will work on the project for 15 hours per week to supervise the interns, providing evaluation implementation oversight. He will continue to serve on the WSSC (and will provide the WSSC with periodic evaluative reports).

The goals and outcomes for each of the four elements of the Weed and Seed implementation, as outlined in the Strategic Plan will form the basis of the outcome evaluation. Data collected in the process evaluation, records kept by partner agencies, statistics (federal labor statistics, housing statistics, crime data, etc.), and other relevant indicators will also be consulted. The evaluator will compile the data and provide quarterly progress reports as well as summary annual reports to the WSSC for use in monitoring activities and program adjustment.

Data sources to be used on the project will be identified and coordinated by the evaluator. A data set linked to project goals and objectives will be developed to allow the evaluator to measure progress and achievement of stated outcomes. The evaluator will meet weekly with key project implementation personnel to determine whether or not the project is meeting stated objectives. Periodic evaluative reports will analyze and present data findings and indicate how well the project is meeting process goals and stated outcomes. The evaluation interns will work in their assigned areas to monitor and confirm that project partners are doing what they said they would do and are achieving results. Interns will check on deliverables and report to the principal evaluator.

An existing Hartford Weed and Seed site designation expired in September 2004. Final evaluation findings are still being compiled and are not yet available. The community continues to mobilize around crime prevention. Projects that operate in the site include the Men of Color (citizens' watch), the CARE Committee (organizing youth programs), activities that are part of the Crime Prevention Plan (local merchants remain active in implementing the plan), and the Micro-Business Incubator Program (associated with the University of Hartford). Hartford Public Schools continues to provide after school activities for youth. The site has active block watch associations and a privately owned surveillance camera system used to monitor drug activity. These and other crime prevention efforts are active in this site.

The need for a holistic approach to community crime prevention represents the most significant seeding lesson learned from this Weed and Seed project. Seeding activities must arise organically from the interests and needs of the community. The project has taught project leaders how to effectively cultivate and harness the energy of motivated and experienced community residents eager to take lead roles in crime prevention activities. This project successfully emphasized the development of short-term solutions combined with building a foundation for long-term neighborhood and citizen development. The project was designed and implemented based on crime prevention approaches suggested and approved by community residents. Additionally, the strong commitment and involvement of the business community has been critical to the success of the project.

One of the biggest obstacles to success for the Weed and Seed project has been to sustain citizen involvement when specific funding for projects or programs runs out. This obstacle will be addressed by providing training workshops and technical assistance to community groups that have received funds (and also those who have not) on how to research and apply for funding from governmental agencies at all levels as well as for corporate grants. Successful fundraising techniques will also be taught. Another obstacle faced by the previous Weed and Seed project was the lack of financial resources to allow for the project to contract with a professional outside evaluator. Because of the lack of evaluation coordination, the evaluation results are incomplete and are taking a long time to have compiled. This issue will be addressed in the proposed new UACA project by designating funds and hiring Dr. DiChiara as the project evaluator.

Contact information for Dr. DiChiara follows:

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The evaluation plan will include benchmarks to measure achievement of stated goals. Benchmarks in areas such as the following sampling will be established:

- Organization and functioning of the WSSC.
- Data collection (baseline and ongoing).
- Outreach efforts.
- Operations and program implementation.
- Submission of periodic reports (fiscal, evaluation, progress, activities, etc.).
- Strategic planning.
- Evaluation progress.
- Coordination and collaboration.
- Ongoing assessment of community needs.
- Communications.
- Community involvement.
- Sustainability efforts.
- Policy review and revision.

E. Strategic Plan

OVERVIEW OF THE STRATEGIC PLAN

One: Law Enforcement

The crime prevention efforts began in the UACA in large part because of the increase in gun violence in these neighborhoods. At the same time that residents and merchants mobilized around this community problem, the mayor also placed high priority on addressing the problem. Thus, Weed and Seed efforts in the UACA began as a fight against gun violence. For this reason, the foremost goal of the law enforcement strand of the Weed and Seed strategy is to reduce gun violence in the UACA. Deeply connected with the gun violence is the narcotics trade, which is in fact most often the cause of the gun violence. Therefore, the law enforcement element will also attempt to address narcotics sales in the UACA.

Two: Community Policing

The community policing element of the Weed and Seed Strategic Plan will focus on creating a safer, more attractive community for residents, businesses, customers, and visitors. Law enforcement personnel will join with community residents and businesses to find ways to support this element of the plan by specifically working together. Citizens will be mobilized to take control of their home neighborhoods through a concentrated effort to increase citizen training.

Three: Prevention, Intervention, Treatment

In an effort to address underlying root causes of crime, the Strategic Plan will focus on developing partnerships that can address the systemic problems in the UACA, such as domestic violence and child abuse, poverty, lack of youth activities and youth direction, the difficulty of re-entry for offenders, easy access to guns, etc. Young men in the UACA in particular need to have established life goals and to believe that they can find ways to support themselves and their young families through fulfilling work that pays an adult wage. Extending the concern with youth and the young people in the UACA, the Strategic Plan will focus on building collaborative partnerships with the schools to develop safe havens and “safe haven programs” in the community, particularly after-school and weekend youth activities. Community Health Services (CHS) will be represented on the WSSC in the future and will work in partnership with other community agencies. WSSC committee meetings are being held at a CHS central location in the UACA and this location will be considered as a possible “safe haven” as the project develops.

Four: Neighborhood Restoration

UACA neighborhoods will be mobilized. Merchants will be encouraged to clean up the area surrounding their business and to take action to prevent crime. Youth will be engaged in activities that promote neighborhood beautification and pride. A primary goal of this element of the Strategic Plan is to enhance the quality of life in the UACA by reducing neighborhood disorder. Efforts will be made to organize citizens and businesses and to improve the appearance of the neighborhoods. City government will develop initiatives that promote efforts to revitalize neighborhoods within the UACA, including improvements in facades, street lighting, sidewalks, etc.

STRATEGIC PLAN FORMAT

1. LAW ENFORCEMENT

Law Enforcement Strategy 1: To concentrate on reducing gun violence in the UACA.

Objective 1. To increase the visibility of police officers in the UACA.

Implementation Plan Tasks:

Increase directed patrols in the UACA.

Increase traffic stops in high crime areas to assist with identification of evidence of more serious potential criminal activity.

HPD to partner with Project Safe Neighborhoods to reinforce the message to offenders that they should not carry guns (and that they will be prosecuted if caught with guns).

HPD to attend offenders meetings and partner closely with probation to monitor re-entry of offenders into the community.

Responsible groups: HPD, Probation.

Timeframes: increase law enforcement activity in the UACA by Month 2, to steadily increase further during Year 1; HPD officers attend monthly offender meetings starting in Month 3, dialogue with Probation through Month 6 about how to be most effective; implement plans for HPD and Probation collaboration to focus on these re-entry offenders by Month 8

Evaluation Criteria: number of arrests, traffic stops initiated; attendance at offender meetings.

Objective 2. To concentrate law enforcement activities in gun violence hot spots in the UACA.

Implementation Plan Tasks:

Conduct an advertising campaign using billboards and buses to reinforce the notion that offenders returning to the community who are found carrying guns will be caught and prosecuted.

Produce radio and TV ads in conjunction with the PSN partnership message of “stop gun violence.”

Intensive patrolling and focused policing to follow up on offender meetings in efforts to motivate ex-offenders to avoid criminal activity.

Responsible groups: HPD.

Timeframes: advertising campaigns conducted during Year 2 and Year 3; intensive patrolling to begin second half of Year 1 with evaluation in the beginning of Year 2 and adjustment in Year 2.

Evaluation Criteria: level of reduction in gun arrests, number of guns confiscated, level of reduction of gun incidents; number of ads placed in media.

Objective 3. To utilize the Albany Ave. police substation as a hub around which to mobilize the citizenry to better assist police officers in gun violence eradication efforts.

Implementation Plan Tasks:

Explore the use of the substation as a safe haven.

HPD to provide training programs on various topics surrounding gun violence.

Reinstitute the Police Academy.

Responsible groups: HPD, community stakeholders, residents.

Timeframes: exploration of use of substation as a safe haven during Months 1-4 with trial period Months 3-8 and determination if feasible by Month 9; HPD training on gun violence to begin by Month 8; Police Academy to be active again by Month 6.

Evaluation Criteria: number of activities taking place at the substation; number of training programs provided; number of people who attended training; number of people who attend the Police Academy.

Law Enforcement Strategy 2: To prioritize reduction of illegal narcotics activities in the UACA.

Objective 1. To reduce drug sales.

Implementation Plan Tasks:

Increase undercover sting operations.

Concentrate buy and bust operations in the UACA.

Increase execution of search warrants in the UACA.

Increase traffic stops in the UACA.

Responsible groups: HPD, Hartford Vice and Narcotics Division, Community Response Division, FBI, DEA.

Timeframes: increase in operations by the end of Year 1; further increase by the end of Year 2.

Evaluation Criteria: number of persons stopped, searched, and arrested; number of search warrants executed; number of narcotics arrests made.

Objective 2. To partner with Project Safe Neighborhoods:

Implementation Plan Tasks:

HPD staff to attend offender meetings at Probation.

HPD to increase surveillance enforcement in collaboration with Probation.

Responsible groups: HPD, Project Safe Neighborhoods, Probation.

Timeframes: HPD staff to be attending offender meetings by Month 6; increased surveillance occurring during the second half of Year 1.

Evaluation Criteria: attendance of HPD staff at offender meetings, level of surveillance, by the end of Year 5 reduced recidivism rate among ex-offenders returning to the UACA.

2. COMMUNITY POLICING

Community Policing Strategy 1: To create a safer, attractive community for residents, businesses, customers, and visitors.

Objective 1. To increase trust and interaction between police, residents, and businesses in the community.

Implementation Plan Tasks:

Host regular meetings to build awareness of community policing and other programs.

Responsible groups: WSSC, Neighborhood Revitalization Zones (NRZs), HPD, Block Watch Associations.

Timeframes: begin community awareness meetings in Year 1; increase frequency of meetings until they are held monthly at more than one location in the UACA by Year 3.

Evaluation Criteria: frequency of meetings, number of attendees, level of communication as documented in agendas, minutes, sign-in sheets, and surveys.

Objective 2. To increase the use of the Albany Ave. Police Substation as a community hub.

Implementation Plan Tasks:

Develop an information center for community residents at the substation, to be manned by resident volunteers.

Provide after-school activities in the adjacent outdoor recreation area.

Develop youth groups that will meet in the meeting room.

Make the substation a regular stop for officers patrolling the neighborhood on foot and bike patrol.

Responsible groups: HPD, WSSC.

Timeframes: Information center in place by end of Year 1; after-school activities established by Year 2 with increased activities in Years 3-5; youth leadership groups developed by Year 3 and expanded during Years 4-5; full development of the substation as a community hub and safe haven by the end of Year 4.

Evaluation Criteria: number of volunteers recruited for information center; volume of use of substation; number of programs/activities initiated from the substation site and occurring onsite and on adjacent outdoor recreation area.

Objective 3. To reinstitute the Police Academy.

Implementation Plan Tasks:

Seek sponsorship for academy classes.

Encourage residents, business owners, and leadership of community-based organizations to attend classes.

Responsible groups: HPD, Main St., Upper Albany Merchants Association (UAMA), NRZs, Upper Albany Neighborhood Collaborative.

Timeframes: first academy to take place between Month 6 and Month 12, ongoing in subsequent years.

Evaluation Criteria: number of block watch representatives attending classes; number of business owners attending classes; number of residents who participate in classes; number of Police Academy sessions held.

Community Policing Strategy 2: To increase training for Block Watch Associations.

Objective 1. To provide training for associations and block watch captains.

Implementation Plan Tasks:

Seek sponsorship and host for training block watch associations and block watch captains.

Responsible groups: NRZs, Upper Albany Neighborhood Collaborative, HPD, Block Watch Groups.

Timeframes: in place by the end of Year 2.

Evaluation Criteria: number of classes held, attendance at training.

Objective 2. To develop business block watch associations in commercial areas.

Implementation Plan Tasks;

Seek sponsorship and host for block watch training in business district.

Encourage business owners to attend.

Responsible groups: Spanish American Merchants Association (SAMA), Upper Albany Merchants Association, Main St., HPD.

Timeframes: sponsorship and hosts identified and training established by the end of Year 2; campaign to recruit business owners to attend successful by the end of Year 3.

Evaluation Criteria: number of training sessions and attendance at training.

3. PREVENTION/INTERVENTION/TREATMENT

Prevention/Intervention/Treatment Strategy 1: To develop partnerships within the UACA that strengthen the community so that residents can work to increase arrests, reduce domestic violence and child abuse, reduce gang activity, reduce gun violence, and ease re-entry for criminal offenders so that they can be successful.

Objective 1. To develop partnerships that involve the community in addressing underlying causes of crime.

Implementation Plan Tasks:

Create a Safe Neighborhood Initiative Tip Line.

Study the affects of violence on children and how to prevent the cycle of violence from recurring.

Provide training to police officers so they can assess the impact of trauma on children and families and make an appropriate referral.

Work with Superior Court to develop built-in requirement for domestic violence perpetrators to undergo intensive, supervised domestic violence training as part of sentence.

Form a community partnership to address domestic violence (business community, Youth Violence Strike Force, Hartford 2000, legal community, etc.)

Police and Probation work with Tough Action Against Gangs and Community Operation Night Light Targeting Gun Violence Partnership.

Make gang members aware of zero tolerance policy in the UACA.

Business community to provide summer job opportunities as safe constructive

alternatives for youth.

Increase employment opportunities for youth age 15-20.

Refer youth to job training programs/career development centers.

Study the supply side of guns.

Increase the role of the faith community in prevention of violence.

Churches to sponsor gang members in their efforts to leave the gang.

Establish rape crisis drop-in centers and services and counseling for victims of violence.

Responsible groups: Project Safe Neighborhoods, HPD, Department of Children and Families, Vine and Albany Task Force, Neighborhood Enforcement Stabilization Team (NEST), Community Health Services, Chrysalis Center, St. Francis Hospital, YMCA Crime Victim Support, Liberty Christian Church, Hartford Superior Court, Workforce Development, Merchant Association, Main St., NRZs, Rambuh Family Recourse Center, Urban League, Health and Human Services, Hartford Community Partnership, Commission on the Youth and Children in the City of Hartford, Commission on the Status and Future of Hartford Children and Youth, State Police, US Attorney's Office, CBOs, University of Hartford, Hartford Street Ministry, Ministerial Alliance, and Department of Corrections.

Timeframes: training for HPD by Month 6; complete study of the effects of violence on children by Month 6; establish career opportunities for youth within the UACA by the end of Year 1 and offer employment readiness and training programs in the UACA beginning in Year 1; meetings between HPD and faith community to begin in Month 3.

Evaluation Criteria: number of HPD trained; number of youth in employment training programs and employed; increased communication between the Hartford School System and areas human services agencies; reduction in gun crimes committed by youth; increase in firearm extractions from the community.

Objective 2. To pay closer attention to re-entry of criminal offenders into the UACA.

Implementation Plan Tasks:

Improve and enhance offender re-entry programs.

Police officers and probation officers make evening visits to youth on probation at their homes.

Enforce curfews and court-designated restriction areas.

Responsible groups: HPD, Probation, Juvenile Probation on Board Street.

Timeframes: increased evening house calls to youth on probation by Month 6; design an offender re-entry program by Month 8 and implement the program by the end of Year 1.

Evaluation Criteria: increased house calls by HPD and Probation; reduction in the recidivism rate of offenders.

Prevention/Intervention/Treatment Strategy 2: To develop safe havens and safe haven programs through partnerships with schools.

Objective 1. To staff school sites so that they can safely remain open after school hours and offer safe haven programming.

Implementation Plan Tasks:

Recruit volunteers and adult mentors to work with youth after school.

Develop school sites as community centers.

Create school-to-work programs.

Provide Safe Schools Creative Conflict Resolution Programs in the schools.

Provide after school tutoring.

Pull health and human services partners to the table with educators to develop a continuum of prevention and intervention services for children aged 9-18.
Offer parenting and family-strengthening classes and activities at school sites.
Increase offering of after-school programs.
NEST to engage youth who are “on the fence” and need a boost to get back on track.
Meet with identified at risk youth (through NEST) and offer services as an alternative to incarceration.

Responsible groups: Hartford School System, Hartford Board of Education, Vine and Albany Task Force, HPD, NEST, Catholic Family Services, Juvenile Probation, Commission on the Status and Future of Hartford Children and Youth, Boys and Girls Club, YMCA, Ebony Horse Women, Four H Club, City of Hartford Department of Parks and Recreation.

Timeframes: tasks to be developed and implemented during Years 2, 3, and 4, with a full spectrum of programming in place by the end of Year 4.

Evaluation Criteria: more community schools; reduction of crime committed on school sites; increase in community involvement with neighborhood schools (particularly focus on Milner); decrease in truancy; increase in after-school activities and programming at school sites, better outcomes for identified at risk youth.

Objective 2. To develop stronger, more effective truancy programs in conjunction with a campaign to keep children in school during school hours.

Implementation Plan Tasks:

Adopt the model of Truancy Court used at Hartford High School for Weaver High School.

Increase enforcement of truancy.

Support expansion and enhancement of Men of Color escort service to keep youth safe in transit to and from school.

Responsible groups: HPD, Hartford School System, Truancy Court, Men of Color.

Timeframes: Truancy Court established for Weaver High by Month 18; truancy enforcement increased by the end of Year 1; escort service gradually expanded during Years 2 and 3 to meet the need.

Evaluation Criteria: lower truancy rate (rate will go up as enforcement increases, but then drop over time until overall reduction by fifth project year); lower high school drop-out rate; higher percentage of youth graduating from high school.

4. NEIGHBORHOOD RESTORATION

Neighborhood Restoration Strategy 1: To enhance the quality of life in the UACA by reducing neighborhood disorder.

Objective 1. To establish a campaign to encourage and empower merchants to take responsibility for their business and surrounding area.

Implementation Plan Tasks:

Identify business partners.

Create a professional anti-litter campaign in the neighborhoods.

Responsible groups: UAMA, SAMA, Main St., City of Hartford.

Timeframes: mobilize business partners by the end of Year 1; anti-litter campaign developed in Year 2 and implemented by the middle of Year 3.

Evaluation Criteria: improved appearance of business districts; recognition of the anti-litter slogan and jingle.

Objective 2. To encourage youth participation in the anti-litter campaign.

Implementation Plan Tasks:

Recruit volunteer mentors and business sponsors.

Implement youth leadership program that gets youth involved in the anti-litter campaign.

Responsible groups: Board of Education, Upper Albany Neighborhood Collaborative.

Timeframes: mentors and sponsors recruited by the end of Year 1; youth recruited in Year 2 and actively involved in developing anti-litter campaign; campaign in full implementation by the middle of Year 3.

Evaluation Criteria: number of mentors, businesses, and youth involved in the campaign; number of campaign activities occurring.

Objective 3. To enforce existing ordinances.

Implementation Plan Tasks:

Identify key hot spots.

Report hot spots to law enforcement and city code enforcement departments.

Responsible groups: HPD, City Health and Human Services Department, City Development Services Department.

Timeframes: full implementation by the end of Year 1 with activities continuing ongoing in subsequent years.

Evaluation Criteria: number of citations issued; improved appearance of the community.

Objective 4. To clean up Albany Ave. as well as other main business arteries throughout the UACA.

Implementation Plan Tasks:

Identify funding opportunities to assist with purchase of MADVAC and additional equipment.

Identify a central location to store the equipment so that it can be used throughout the UACA.

Responsible groups: Main St., UAMA, SAMA City HTFD Proud and Beautiful.

Timeframes: funding identified by Month 4, applied for by Month 12.

Evaluation Criteria: MADVAC purchased and used; improved appearance of the community.

Objective 5. To develop a recognition program.

Implementation Plan Tasks:

Identify noteworthy businesses, CBOs, FBCOs, residents, and youth for recognition of service efforts in the clean-up campaign.

Responsible groups: NRZs, WSSC.

Timeframes: recognition ceremony quarterly starting in Month 6.

Evaluation Criteria: number of awards presented.

Neighborhood Restoration Strategy 2: To promote efforts to revitalize communities within the UACA.

Objective 1. To support efforts of housing agencies in renovating dilapidated housing.

Implementation Plan Tasks:

Support applications of CBOs for funding projects.

Engage in fundraising activities for Pride Blocks.

Support homeownership training initiatives.

Responsible groups: Christian Activities Council, Urban League, NRZs.

Timeframes: ongoing

Evaluation Criteria: number of units of housing created in the UACA; number of first time homebuyers trained.

Objective 2. To initiate an adequate street lighting program and a façade improvement loan program.

Implementation Plan Tasks:

Provide training for residents and merchants in Crime Prevention Through Environmental Design (CPTED).

Research and pursue funding resources for street lighting programs.

Revive the façade improvement program for business owners.

Responsible groups: NRZs, UAMA, SAMA.

Timeframes: activities occurring in Years 2-4.

Evaluation Criteria: number of attendees at CPTED workshops; improved street lighting; number of façade improvement loans closed and projects completed.

Objective 3. To develop Streetscape and façade improvement.

Implementation Plan Tasks:

Business community to work on façade and Streetscape design with City of Hartford and engineers assigned to the project.

Implement plans for Streetscape and façade improvement.

Responsible groups: HEDCO, City of Hartford, Main St., SAMA, UAMA.

Timeframes: plans to be developed during Months 6-12; project implementation ongoing with completion by Year 4.

Evaluation Criteria: streetscape and façade improvement projects completed.

Objective 4. To assess needs of businesses and provide training in response as appropriate.

Implementation Plan Tasks:

Work with the University of Hartford to assess needs and develop appropriate training curriculum.

Build financial capacity.

Identify and access available resources.

Responsible groups: UAMA, SAMA, Main St., City of Hartford Department of Transportation, HEDCO, University of Hartford.

Timeframes: assessment and planning completed by the end of Month 6; training developed by the end of Year 1; training and technical assistance provided ongoing in subsequent project years (improved and enhanced by the end of Year 4).

Evaluation Criteria: number of businesses that participate in the training; number of training sessions offered; quality of the training as rated by participating businesses.

IV. COORDINATION

A. Linkages and Information Sharing

The partnerships formed to implement the four elements of the Weed and Seed Strategic Plan are built upon the overlapping involvement of agencies in operating programs and pursuing activities to accomplish common goals. Most of the partners have existing longstanding agreements in place with each other. The Weed and Seed effort will create an opportunity to better coordinate

activities in the UACA across agencies and to leverage resources. Commitments have been made in the form of signed MOAs, either longstanding or recently signed within the past year as activities in the UACA have taken shape.

Coordination Within and Between the Elements

Communication between the partnering agencies will be ensured by the WSSC, to which these agencies will send a representative; by the work of the coordinator; and through open communication and correspondence on an ongoing basis. Referral processes are in place and used daily between agencies. These processes will be revisited at the WSSC as necessary and improved when needed. Communication systems and referral processes are already in place in Hartford as a result of the previous Weed and Seed effort. It is anticipated that processes for coordination in the UACA will be improved upon even more as the present Weed and Seed effort unfolds.

Community Policing Linkages

At least one, and if possible two, community services officers will be dedicated to the community policing efforts of the Weed and Seed in the UACA. The HPD is in the process of reorganizing to improve community policing throughout the city. A comprehensive reform process is taking place within the department with the goal of decentralizing law enforcement operations and making it possible for police officers to be more responsive to the specific needs of individual neighborhoods and communities. Making the existing police substation in the UACA into a hub of community crime prevention activity fits right in with this overall HPD reform initiative.

The Weed and Seed project will revive the use of the Police Academy, which will train citizens in what the HPD does, how law enforcement interacts with the community, and how community members can work with law enforcement to achieve mutual goals for safety and crime prevention in the UACA. The Police Academy also builds confidence and trust and helps to establish a good rapport between police officers and the community.

School resource officers at schools in the UACA will become involved in other community policing activities and tie them into prevention and intervention activities taking place on school sites with youth.

The Comprehensive Community Partnership Program (CCPP) will be revamped and monthly meetings will occur for law enforcement and community members to come together for problem-solving in the neighborhoods. The CCPP will serve as a particularly helpful tool in integrating weeding and seeding elements of the Strategic Plan.

Prevention, Intervention, and Treatment Linkages

Partnerships will be formed and strengthened in the community to focus on root causes of violence and crime. This element of the Strategic Plan is built entirely on the notion that linkages will form the foundation for activities that support crime prevention. School sites will

be developed as safe havens and to sponsor safe haven programming. Opportunities for positive after-school activities for youth will be developed. Using the police substation on Albany Ave. as a safe haven site will also be explored. The Weed and Seed coordinator will spend a lot of time working at these safe haven locations and will conduct liaison between programs in the neighborhoods from the safe haven activity sites. The coordinator will ensure that P/I/T programming is coordinated to avoid duplication or gaps in services.

B. Role of Residents in Strategy Implementation

1. Resident Participation in Strategy Development

Most of the strategies listed above were originally developed by the Crime Prevention Committee. In 2003, the business community in Upper Albany initiated meetings of a group of community partners concerned about the increasing problems with crime in Upper Albany. The business community took a lead role in these meetings since the high incidence of crime (robbery, vandalism) was negatively impacting businesses in the area. The HPD became deeply involved in this process and the Crime Prevention Committee was born. This committee strategized and came up with a plan of action. The initial strategic plan for Weed and Seed outlined in this proposal is based on that action plan, with additions and input from community residents in Upper Albany and Clay-Arsenal. Residents (including leadership) of Upper Albany and Clay-Arsenal attended community meetings at which they reviewed the action plan. These residents added their own ideas and suggestions. The action plan has evolved into the Weed and Seed Strategic Plan, which continues to evolve based on input from community residents, but is presented here in its latest incarnation. The Crime Prevention Committee has met monthly for more than a year, with subcommittees meeting more frequently. This body formed the basis for the WSSC for the UACA project. The director of Main St., Marilyn Risi, who facilitated the development of the Crime Prevention Committee, is herself a former Weed and Seed coordinator and she, from the start, guided the development of the Crime Prevention Committee so that it would serve as a basis for a future Weed and Seed project.

Members of the business community (including many members of Main St.) and representation from neighborhood associations, churches, community-based organizations, local leadership, and ordinary concerned citizens in the UACA have attended additional meetings to discuss the Weed and Seed project. These concerned citizens from Upper Albany and Clay-Arsenal have been integrated into a new version of the Crime Prevention Committee, which is the WSSC for the UACA project.

2. Resident Participation in Strategy Implementation

Through the CCP, community members have an opportunity to meet with the HPD and work out neighborhood issues that are affected by HPD intervention. This group will be expanded. The HPD's Citizens Academy will be reinstated. Many of the business owners active in Main St. live in the UACA. Many local businesses are extremely active in the implementation of programs, providing a strong community resource.

Community residents will have many opportunities to participate in the implementation of the strategy, particularly by joining neighborhood watch and neighborhood block groups, such as the Upper Albany Neighborhood Collaborative or the Clay Hill Improvement Association. They will be able to join the Neighborhood Revitalization Zones, through which residents determine revitalization needs for their neighborhood.

Residents of the UACA will be recruited to manage the safe havens. Residents will be very involved in identifying the safe haven locations and safe haven activities occurring throughout the UACA. UACA residents will have many opportunities to express their opinions about what specific programs and resources to be provided at safe havens will best meet the needs of the community. Recruiting local residents to volunteer at the safe havens will keep costs down and will build a “neighborly identity” for the safe haven locations.

C. Continued Community Outreach and Partnership Building

Outreach efforts will include the use of flyers, brochures, newsletters (includes a community calendar of events), and other print materials; the website, email, and electronic communication; media outlets such as TV, radio, and newspapers; hanging flags out in front of local businesses to advertise that the UACA is a Weed and Seed community; sending the Weed and Seed coordinator to community meetings to spread the word; offering online forums; holding town meetings and community meetings; and offering presentations at neighborhood organizations. All of these methods will be used to communicate with and further involve residents of the UACA and other key stakeholders.

These methods are tried and true and were successful in working on the previous Weed and Seed project in Hartford. Some new ideas about how to involve residents have emerged from more recent strategic planning meetings.

Approximately 15 residents of the UACA were invited to participate in strategic planning meetings. Town meetings were also held and the response was excellent. The mayor and the heads of many city departments attended the largest of the town meetings.

UACA residents are already well-represented on the WSSC (see roster of membership under Steering Committee, Neighborhood Resources, Coordinating Partners at the beginning of this application). UACA residents will serve on subcommittees and work groups.