

## APPENDIX 1: APPLICATION FORM

## FY 2008 WEED AND SEED COMMUNITIES APPLICATION

## I. NAME AND LOCATION:

Site/Neighborhood Name: Central Fresno

City: Fresno

State: CA

USAO District: Eastern District of California

## Proposed Weed and Seed Site - Basic Description:

Approximate size of site: \_\_\_\_\_ Square miles 4.5 Population 43,092Is this an area in a jurisdiction with an existing Weed and Seed site? NO

If so, provide site name: \_\_\_\_\_

Identify specific boundaries of the designated focus area: Provide the street name/numbers that border the designated Weed and Seed area.

West Boundary: 500 North Palm to 1500 North Palm

East Boundary: 500 North 6<sup>th</sup> (Millbrook) to 1700 North Millbrook

South Boundary: 500 West Divisadero to 3500 East Divisadero (Tulare)

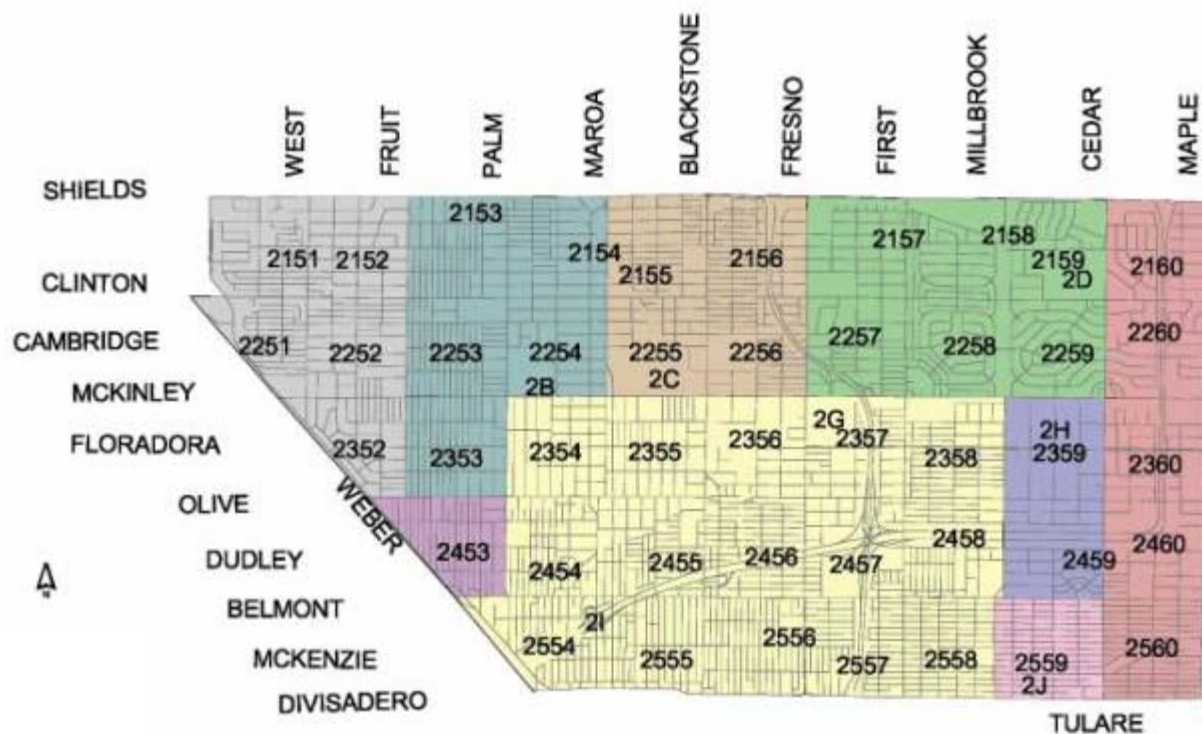
North Boundary: 500 West McKinley to 3600 East McKinley

Indicate the census tract #'s (CT) included in the site:

Complete CT's 22, 23, 24, 25.01, 26.01.Partial CT's 5, 6, \_\_\_\_\_, \_\_\_\_\_.

Map of the designated focus area: Provide a map of the proposed site delineating its perimeter, and showing its relation to the city or county, as appropriate. See following pages showing W&amp;S site in relationship to the central area of Fresno.

Rural or Indian Tribe/Tribal community: Yes \_\_\_\_\_ No NO



The Fresno Central Weed and Seed Target Area is the light yellow section North from Divisadero to McKinley, West from Millbrook to Palm, an area of 4.5 square miles. The numbered sections are City zone designations.

Glossary of acronyms:

- CYS – Comprehensive Youth Services
- DEA – Drug Enforcement Agency
- EDC – Economic Development Corporation
- EOC – Fresno County Economic Opportunity Council
- EITC – Earned Income Tax Credit
- FPD – Fresno Police Department
- MAGEC – Multiple Agency Gang Enforcement Consortium
- MOP – Men of Promise
- NOON - Neighborhood Organizing and Opportunities Network
- PAL – Police Activities League
- POP – Problem Oriented Policing
- UWFC – United Way of Fresno County
- USAO – U.S. Attorney's Office
- VITA – Volunteer Income Tax Assistance

# CENTRAL 2007 WEED SEED AREA



Map provided by Fresno Police Department GIS Services, August 2007.

## Restoring Promise to Central Fresno a proposal to introduce Weed and Seed Strategies to Fresno's Most Troubled Neighborhoods

### II. EXECUTIVE SUMMARY:

Statement of the Problem: In the May 7, 2007, *Fresno Bee*, Fresno's Police Chief, Jerry Dyer, described the Fresno Central Policing District (Central), part of the Central Weed & Seed target area, as "...the hot spots, historically," and ascribes its problems to "A lot of low-income housing, multi-family apartment housing, a high concentration of parolees,, high poverty rates, high presence of gang members." This area gets the most calls for police assistance of 5 districts in the City. It is the oldest residential section of town and seriously deteriorating. In addition:

- Nine percent of the City's population lives in Central.
- Central is a belt between developing cultural arts, entertainment neighborhoods and the downtown center, both engaged in redevelopment and struggling to create safe environments

to attract more activity.

- A survey of Central neighborhood residents cites gang activity and drug crimes related to gang activity as the two most serious problems affecting residents.

Fresno, California experienced the corrective effects of Weed and Seed strategies in two seriously troubled areas between 1996 and 2006. The decision to seek funds for the Central District was partly influenced by dire need, and partly by previous demonstrations of the success inherent in Weed and Seed programs.

#### Demographics of the proposed Weed and Seed community:

(Sources: U.S> Census Bureau, Employment Development Dept., Fresno Police Department, Fresno County/TANF Div.)

<u>Category</u>	<u>City</u>	<u>Central Site</u>
▪ Population	464,964	43,092
▪ Percentage non-Caucasian	49%	85%
▪ Language Other than English	39.5%	55%
▪ Unemployment Rate	6%	12.6%
▪ Non-Owner Occupied Housing	50%	67%
▪ Average Household Size	2.99	3.14
▪ Public Assistance Recipients	46%	62%
▪ Active Gangs	55	44
▪ High School Dropout Rate	33%	59%

Strategy Plan/Design: The Central Weed & Seed Steering Committee approaches the four elements of the Weed and Seed Strategy with the following goals:

- Law Enforcement – Weed Goal 1: To suppress and reduce Gang and Drug Activity in the Target Area using Fresno Police Department (FPD) gang crime suppression teams and resources provided by Fresno Mayor’s anti-gang initiative and Federal law enforcement agencies to direct a team focused on the Central district.
- Neighborhood Policing – Seed Goal 1: To strengthen area neighborhood safety by increasing recruitment and training, developing an on-line communications network for Neighborhood Watch and by identifying, implementing safe alternatives for residents to communicate with law enforcement and by removing safety hazards in the area.
- Prevention, Intervention and Training – Weed Goal 2: To develop and implement an integrated process between Law Enforcement and Service agencies that identifies and serves area individuals and families in need and at risk employing the services of thirty-seven (37) neighborhood and regional agencies providing rehabilitation, education, mental health, employment/life skills, recreation and other social services.
- Neighborhood Restoration – Seed Goal 2: To design and implement a sustainable approach to reclaim individual neighborhoods by: a) Building Central Weed and Seed efforts into City Planning and Redevelopment plans for the area to assure compatible effort, future funding and maximum success of restoration and cleanup activities. B) Strengthening small businesses and teaching job skills through the Fresno Economic Development Corporation c) Recruiting teams to improve the physical environment of individual neighborhoods d) Training for area nonprofits in effective methods of operation and governance through programs available free of charge at United Way of Fresno County and other sources, e) creating neighborhood

participation cleanup and volunteer activities.

Outcomes and Performance Measures: The Steering Committee has built into the program the funds to design, implement and analyze annual project evaluation by a team of evaluators from California State University Fresno. All activities are designed with measurable outcomes and all programs will submit monthly performance reports to the Site Coordinator.

Demonstration of collaborative efforts: The Central Steering Committee has brought together three partnering agencies for Year One and already secured the commitment for later years for seven more to design and implement the process for addressing the components of the Weed & Seed strategy and insuring project sustainability. Program design for the Central project has each of the four components leading into and building on each other.

Demonstration of ability to leverage resources:

- The Community Regional Medical Center and the Fresno Police Department have committed necessary matching funds for the initial five years of Weed & Seed funding.
- Conversations have begun with the three City Council members representing portions of the Central area to raise City funds to match Years Two through Five and beyond for Central restoration and development projects. They have each placed representatives on the Steering Committee where already they are helping the Committee leverage in-kind services and resources for neighborhood activities.
- Business and city sponsorships are being raised to fund neighborhood activities now.
- The PTA of a new charter school in the area has joined the Steering Committee bringing a strong volunteer cadre of teachers, parents and students.
- Collaboration with the Economic Development Corporation brings with it access to their more than 150 member and partner resource agencies.

III. PROBLEMS AND NEEDS ASSESSMENT/ANALYSIS: *(Use "bullet format" to capture key points/elements.)*

III. A. Adult/ Juvenile Crime and Reentry:

Crime statistics provided by the Fresno Police Department tell the story

- In the Central District, an area with 9% of the total City population, numbers of Part I and Part II crime have been consistently at 10% or more above the comparable citywide statistic for the past four years.
- Part I crimes on the increase over the same period include Burglaries, Drug Arrests and Weapons Offences (guns).
- Fresno Police estimate that 70% of drug arrests in the area are related to methamphetamine traffic.

Part I Crimes [Counts Data from 2003, 2004, 2005 and 2006]:

Part One Crimes

YEAR	2003	2004	2005	2006
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Annual counts of Part I and Part II Crimes provided by the Fresno Police Department

	City at large	Proposed Site	City at large	Proposed Site	City at large	Proposed Site	City at large	Proposed Site
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Homicide	36	7	53	20	48	6	52	10
Robberies	1215	194	1232	206	1275	167	1281	194
Aggravated Assaults	2089	345	2030	310	2425	327	2051	303
Burglaries	3926	473	3994	445	4170	485	4365	488
Weapon Offenses (Guns)	383	49	464	68	450	44	520	65
Drug Arrests	3285	537	4925	931	6878	1199	7174	1354
Weapon Offenses (All weapons)	1080	169	1382	229	1280	187	1413	227

## Description:

- Part II crimes for the past three years show an increase in Vandalism, Public Intoxication and Weapons Offences (non-firearms).
- The Part I and Part II crimes that continue to increase reflect the effect of heavy gang presence in the area, the primary source for juvenile arrests. Fresno's Multiple Agency Gang Enforcement Consortium (MAGEC) reports the presence of 44 validated gangs active in the designated area. This is out of 55 validated gangs known to operate throughout the City of Fresno.

Part II Crimes [Counts Data from 2003, 2004, 2005 and 2006]:

## Part Two Crimes

YEAR	2003		2004		2005		2006	
	City at large	Proposed Site	City at large	Proposed Site	City at large	Proposed Site	City at large	Proposed Site
Sex Offenses	U A*	U A	1157	147	1171	114	1129	109
Child Abuse / Neglect	U A	U A	577	60	709	86	570	63
Prostitution	U A	U A	144	60	125	44	135	57
Vandalism	U A	U A	4530	516	4774	547	6006	654
Public Intoxication	U A	U A	692	133	1440	248	1788	333

\* UA - data unavailable

City at large: Population 464,965 /

Square miles 104

Proposed site: Population 43,092 / Square miles 4.5

Number of serious/violent adult and juvenile offenders that have returned to the community over the past 3 years and the number anticipated to return during the coming 5-year period:

## ADULT &amp; JUVENILE FELONS RELEASED TO PAROLE

Year	2004	2005	2006
Statewide Adult and Juvenile Felon Releases	118,018	122,737	131,315
Percentage Increase Over Previous Year	2%	4%	7%
Fresno County Releases - Total	5908	6830	U A
Percentage Increase over Previous Years	1%	8%	9%
Adult Felons	4184	5067	5242
Juvenile Felons Released to Probation	1724	1763	U A
Statistics from CA Dept. of Corrections & Rehabilitation	And CA Dept.	of Justice	Depts. Crime Statistics

The Statistical Departments of the California Department of Corrections and Rehabilitation and the Juvenile Justice Departments of the Department of Justice do not release projections for release of felons, so we are unable to give authoritative projections for the coming five years. However, both the statewide and Fresno County statistics for the past three years show a marked increase in felons released to the community. These are parallel to general statements by the Department of Corrections that cite prison and juvenile facility crowding and a steep increase in the prison populations in the next five years as priority concerns for law enforcement. The target area is also perceived as a prime recipient of released offenders because it is within five blocks walking distance from the central downtown bus terminal. Anecdotal evidence suggests that the availability of cheap, no-questions-asked housing and drugs makes this area an early stop for returning offenders of all ages.

## III. B. Social Problems and Needs:

Description of social problems that contribute to crime in the Weed and Seed area, including data from 2003, 2004, and 2005: In a 2006 monograph, the Brookings Institute identified Fresno, California as having the worst pockets of concentrated poverty in the nation, surpassing even Appalachia. The Central target area is among those pockets. Figures from the U.S. Census and

other sources cited in the Executive Summary show:

- Unemployment among residents is double the City rate.
- 62% of target area residents are receiving public assistance.
- The 2001-2004 Fresno Consolidated Plan shows the Weed and Seed target area having a higher number of low income housing units than any of the surrounding districts.
- 55% of residents do not speak English as their primary language.
- The high numbers of multiple families in single family dwellings mask a significant population of illegal residents.
- The high school drop out rate in some area schools reaches 50%.
- Surveys by the Fresno Police Department Gang Investigators identified the Central Weed and Seed site as having the highest concentration of gang members in residence in the City.

In short, the Central Weed & Seed Target Area scores the “trifecta” for social conditions supporting

high density crime: high unemployment rates, high dropout rates and significant poverty levels. Add to this the problems contributed by urban sprawl in the Eastern sector of the target area, limited recreational parks and play areas in the site and as already noted, the deterioration of old housing, and it is easy to see that the Central district is ripe for change.

Description of available social services and the types of problems addressed by them:

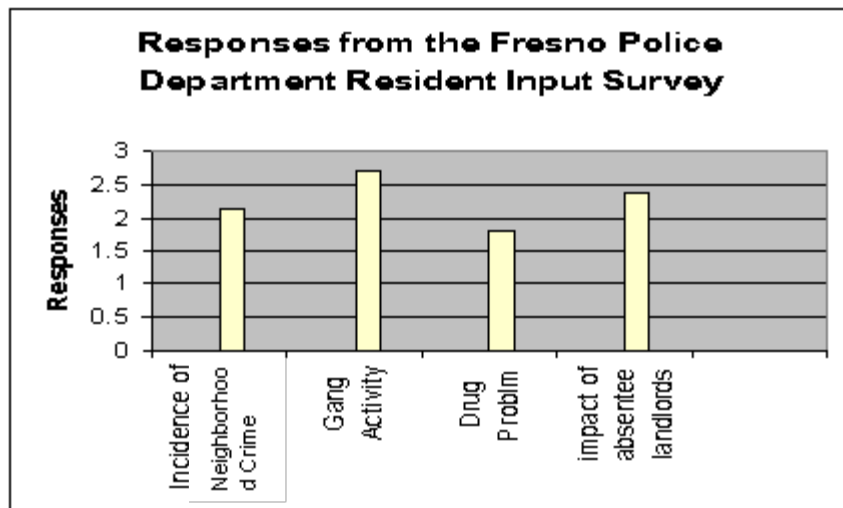
There are many social services headquartered in the Central Target Area. Among the better known agencies are Big Brothers/Big Sisters, Planned Parenthood, Catholic Charities, and Boys and Girls Clubs; however there are others less known performing essential services. Men of Promise has an outstanding success record, offering housing, life skills training and job placement to youths at risk and returning felons in a series of half-way house settings. Comprehensive Youth Services offers mental health counseling to individuals and families. Rape Counseling has been an active presence for decades, as has been the Lowell Neighborhood Resource Center. A number of nonprofit organizations with service missions other than social and human services, such as the California Feline Foundation, are located in the district as are numerous churches of all denominations with outreach programs that offer support and assistance to the community. The Community Regional Medical Center is in the heart of the Central target area, often serving as the only source of medical care available to a resident. Seventeen Safe Haven sites serve the area although they are hampered by a lack of volunteers. While there are major gaps in services, (for example there is a serious dearth of literacy and after-school tutoring programs and very little programming for elders and girls) availability of help is not the problem. The problem is getting residents to the services. Three barriers need to be overcome:

1. Inadequate distribution of information about available resources.
2. Language and cultural barriers, compounded by fear for immigration status and distrust of institutions.
3. Limited public transit systems keeping elderly, non-working poor and others from being able to access services.

III. C. Crime, social problems and needs analysis:

Criminal activity and social problems that will be a primary focus of the Weed and Seed site efforts:

In Spring 2005, the Steering Committee combined earlier community needs assessments from 2003 and 2004 with a survey conducted by the Fresno Police Department during Steering Committee Meetings and Information sessions in 2005. As in the earlier surveys, the 2005 surveys identified the four top community concerns as: Gang Activity, Absentee Landlords, Increased Neighborhood Crime (especially vandalism) and Drug Activities.



0= Strongly Disagree 1= Agree 3 = Strongly Agree from Fresno Police Department Residents Survey 2005

When measured against the charts that compare Central Crime with Citywide Crime, it was clear that these were the four areas where aggressive Weed activity could clear the way for positive change. The survey results became the four targets for the Central Weed and Seed Strategy. To set priorities, the Committee had only to look at the chart above:

1. Gang Activity
2. Absentee Landlords
3. Criminal Activities in the Neighborhoods
4. Drug Related Crime

From the community surveys completed to initiate this application, the one concern that outpaced all others for residents was 'gangs and drugs' -- and the police concur that gangs and the criminal activity that accompanies their presence in a community, constitutes the single most crucial community safety issue in the designated area. They estimate that if gangs were eliminated, criminal activity in the community would be reduced by three-fourths. Thus, the first 'Weed' element for Central Policing District is the reduction in gang activity. It was noted, also, that the four priority issues are significantly interactive allowing action taken to address one issue to have measurable impact on others.

Description/prioritization of the top four most pressing community needs and gaps:

The neighborhood surveys and discussions with members of the Steering Committee and with members of the target community identified the following four areas of community need as the primary targets for the Seeding Process:

- Lack of access to job training and remedial education outside the school system accompanied by a perceived need for accessible job placement services. The target area has very few after school tutoring programs and no job training programs have been identified. Several agencies located in the target area do have job placement services, but

they are not well known to residents. Corollary to this need are the need to better understand what skills are needed and to increase job availability within the target area.

- Need for safe places for youth. In the Central District there is a net work of Safe Havens and Safe Places for children and adults in crisis run by the EOC. The Boys and Girls Club and the Ted C. Wills Community Center both have youth programs, but together they can not meet the overall needs of the area. The Police Activities League which has run activities in one of the three area parks will relocate in 2007-2008 with no substitute as yet identified to replace their programs.
- Need for effective communication systems. This need was felt in three ways: 1) a need for more ways to communicate within a neighborhood, 2) a critical need for alternative methods of communicating with law agencies that are perceived as safe from retaliation, and 3) a need for central source of information about easily accessible social services in the target area since a majority of elder residents are without cars and/or have language difficulties with Fresno's limited public transportation systems..
- Physical deterioration of the neighborhoods and lack of neighborhood identification within the target area. The combination of absentee landlords, multiple families in single family dwellings and poverty has led to pervasive decay in all but a few blocks in the Northwest corner of the target area. The crime rates and the transient nature of the majority of Central residents lead to a lack of the neighborhood spirit that encourages caring for others and for property. The multi-cultural nature of the population introduces into this situation issues of culture clash. In addition, one third of the Target Area is an urban sprawl of mixed light industry, automotive shops, fast food mixed with low cost housing. Intrinsic character for these neighborhoods is difficult to identify, and personal identification with the neighborhood hard to instill in its residents. The Central District is estimated by the City of Fresno Graffiti Abatement team to be responsible for approximately 25% of the total of two million square feet of graffiti they remove every year. The City Department of Planning and Development reports sixty-five (65) vacant and neglected properties in the target area. Both the Fresno Police Department and neighbors report these buildings as a magnet for gang and drug activity.

Resource distribution, coordination and enhancement:

The Weed and Seed strategy will enable the Central neighborhood to greatly improve the delivery of services and coordination of resources in some of the following ways:

- Through the Steering Committee, developing a planned and coordinated approach to resolving priority problems and measuring the effectiveness of actions taken.
- Building a reporting system from the partner agencies that documents follow-up on the measurable outcomes and the progress of individuals and families who have been served.
- Establishing single points of contact for information about available services and resources. This will include connecting with the 2-1-1 telephone service of the United Way; it may also mean setting up information centers in various neighborhoods and considering service through telephone trees.
- Creating a simplified process for guiding individuals and families whose problems require the services of more than one agency through complex and disparate bureaucratic systems.
- Meeting the critical need for translation services by developing awareness of the need, and by identifying translators to be available at interchanges between residents and residents, residents and bureaucracies and between residents and law enforcement.
- Developing a method for stimulating intra-neighborhood communication.
- Identifying methods and plans to sustain the Seed program initiatives that need to continue.

## V. PROPOSED DEVELOPMENT PLANS: (Use "bullet format".)

### V. A. MULTI-YEAR PLAN:

#### Description:

The Central Fresno Weed and Seed Steering Committee is committed to restoring a once proud part of the community that has deteriorated so badly that it is now considered blighted. The Committee's vision is restoring a Central area where children can play safely in their own yards, where crime is an exception not a rule, where health and education are within reach of all residents, where there are jobs for people wanting to work, trained workers for employers looking for workers and, finally, where neighborhood pride has resulted in clean, well-tended homes and parks and neighborhood spirit is friendly and supportive.

The program designed by the Committee is simple and follows the basic structure of Weed and Seed. Its four components are:

- Law Enforcement: The targets of Year One and Year Two activities will be an aggressive program to remove gang and drug presence from the neighborhoods through a combination of sweeps and sting operations combined with neighborhood education of both adults and children. The project looks for a shift in Law Enforcement emphases over the five year period from aggressive intervention in criminal, gang and drug activities to increased emphasis on neighborhood policing and emergency service. There is no illusion that an area so vulnerable and so volatile can become crime-free in five years, but the support for focused police action in the first two years, supplemented by a campaign for crime-free housing, social service interventions and education is expected to reduce the number of crimes and the calls for service from the area significantly enough to allow the FPD to redistribute the resources focused on Central's Weed and Seed programs.
- Neighborhood Policing: During the first two years, Neighborhood Policing is expected to serve both as a source for deterring criminal action, especially juvenile crime and property destruction, and as an organizing center for Seed activities. To meet Weed goals, the overall strategy includes:
  1. Developing plan for resident/law enforcement collaboration in neighborhoods.
  2. Reducing graffiti in the areas by working with the Fresno Police Department's Graffiti Bureau.
  3. Increasing physical safety of neighborhoods through repairing street lights, discouraging dumping, enforcing weed abatement codes to avert fires, providing neighborhood organizers with contacts for reporting board-ups and property hazards.
  4. Strengthening Neighborhood Watch through recruiting additional volunteers and training them with updated methods. Neighborhood Watch and its online communication program (NOON) will introduce anonymous avenues to contacting the law without reprisal.
  5. Educating landlords in the process of creating crime-free multi-family housing and working with shop owners to keep guns, tobacco, drugs and alcohol out of the hands of minors.

- Prevention, Intervention and Training:

During the first two years of the Weed and Seed program, this aspect of Weed and Seed will emphasize four activities:

1. The Men of Promise project will increase services to residents of the Central Target area who are returning offenders and/or juvenile criminals, addicts and people whose lives have been dislodged. The program covers the cost of forty-eight new clients in the Promise Re-Entry Program, 181 days of rehabilitation, life skills and job placement program. This program has increased 300% in the two years since it was formed, placing 408 men and women in jobs and enabling 50 people to develop successful life programs that include job, family and in some cases, purchase of a home.

2. Funds will help Comprehensive Youth Services (CYS) survey the entire target area to evaluate mental and behavioral health needs and create at-home and accessible on-site counseling programs appropriate for the situation. This program will recognize the many needs of the area, from the specific cultural fears of Southeast Asian immigrants to the after effects of violent and impoverished home situations. A strong component of the work at CYC is family counseling and intervention with youth at risk. Weed and Seed funding will allow them to increase their caseloads of clients from the target area and develop a specific program to serve the area.
  3. Crime-free Multiple Housing will establish volunteer-run programs that develop Seed activities to fill the vacuums in multi-family housing complexes left by the removal of criminal activity. This program will be coordinated through Neighborhood Policing and draw on the experience of the Weed and Seed program recently concluded in the Southeast Sector of Fresno where similar after-school programs continue to be successful. Among the Seed programs introduced into multiple housing sites will be after school tutoring and the free safety programs of the Red Cross, including Babysitting Boot Camp.
  4. Perhaps the most unique component of the Central project is the Economic Development Corporation's (EDC) program to strengthen area businesses, attract new business and create jobs for residents of the area. The project overlaps the categories of Neighborhood Restoration and Intervention. By strengthening businesses in the area, the EDC creates the stronger economic base and area vitality that reflect a healthy community. By developing accessible job skills training and creating jobs, EDC becomes an effective tool for intervening in gang recruitment and delinquency. EDC works one-on-one with business owners to assess the state of their business and its capacity to grow. They identify labor needs and develop a plan for strengthening the business with the owner and then connect him or her to a network of support available free or at low cost to small business. EDC also stimulates collaborations with educational institutions to create satellite educational and vocational training opportunities in the area. Finally, EDC uses its community-wide members' network to direct new businesses into the area. The Central EDC program will begin in Year One working with the 71 area businesses listed with the Chamber of Commerce and identifying job skills that are needed by area employers.
- Neighborhood Restoration:
    1. The core of Central's Weed and Seed strategy for neighborhood restoration is a "one-by-one neighborhood" approach. It breaks down into four phases: 1) Neighborhood Identification; 2) Leadership Identification; 3) Needs Identification and 4) Project Development.
    2. In Years Two through Five, the Site Director will have explored incorporating Weed and Seed Neighborhood Cleanup activities into contracts with the City Planning and Redevelopment Offices. The Cleanup and Property Neglect Identification teams will be coordinated to prepare parts of the area for a proposed major redevelopment of the corridors connecting Downtown with the Tower District that pass through the middle of the target area.
    3. In later years, homeownership planning program will emerge from a Men of Promise/EDC in collaboration with the Housing Authority, the City of Fresno Home Buyer Assistance Program, Cal Home, Self-help Enterprises and using the United Way's Assets Building Program as a foundation and model.
  - Neighborhood Identification

The Central site mirrors the growth of Fresno during the forties and early fifties; it sprawls. Homes in the

Central area nearest downtown that were once the 'uptown homes,' have deteriorated into cheap housing. The Tower District in the northwest corner of the area has become a center for coffee houses, entertainment venues and gentrifying housing. Unlike most of Central, this neighborhood is defined, and frequently organizes neighborhood cleanups, celebrations and other activities. Once a major artery to downtown, Blackstone Avenue in the target area is a mess of used car lots, freeway entrances and run-down businesses. Beyond Blackstone in both directions, housing developments built in the forties and fifties have begun to show the results of constant turnover. These are areas where residents are transient, and the seeds of identifying with an area have no time to grow. A one-by-one neighborhood strategy, coordinated by the Site Coordinator and the Steering Committee, will develop projects throughout Central similar to the neighborhood cleanups and block parties practiced in other Weed and Seed sites and in the Tower District. An objective of each event is to inform the neighborhood about itself – who lives there, what services are available, what was its history - and about Weed and Seed.

- Leadership Identification

Through the preparation and production for each event, potential neighborhood leaders will be identified and approached for participation in the Steering Committee as representatives of that neighborhood. This will become a specific goal of any event in an area not yet represented on the Steering Committee. In some neighborhoods where sprawl has decentralized neighborhood focus, the Committee will also be looking to identify the places where people gather, whether churches, clubs or a movie house in order to give organizing events and programs a point of reference.

- Needs Assessment

The Steering Committee feels that while it has conducted several surveys and neighborhood meetings, the true range of neighborhood restoration needs has only begun to be understood. Once a neighborhood has adequate and committed representation on the Steering Committee, studies of its needs can be conducted more directly and programs planned by the residents themselves.

- Project Development

Over the five year period, the plan expects to help each identified neighborhood establish a meeting center, some specific goals and the connections to resources that will help them reach those goals. These will be defined by the neighborhoods through the Steering Committee. The Site Coordinator will assist and advise, but the plan is for the residents to take the ownership from the beginning and from the beginning, develop their own plans for sustainability of the project as appropriate.

- Homeownership Opportunities:

Because the Central District is full of housing in need of rehabilitation, there remain opportunities for individuals to purchase homes at reasonable prices and fix them up. The Site Coordinator will work with Men of Promise to expand their existing program with the agencies listed above and to extend similar opportunities to working residents of sub-standard rental housing in the Central area. EDC and the Steering Committee membership will connect the project to government programs that regulate property sales and fund new homeowner initiatives.

Plan for periodic review, progress measurement, and any necessary adjustment:

All activities are designed with specific goals, objectives and timelines. Monthly reports based on the evaluation plan will be made by participating agencies and committees to the Steering Committee and an annual evaluation including analysis of data and interviews with key informants will be provided by the outside evaluator.

The need to adjust programs will be shown by the analysis of these reports, and the Steering Committee will work with the Site Coordinator to determine what changes must be made.

V. B. INITIAL TWO-YEAR PLANS:

Year One

WEED STRATEGY: Law Enforcement

Year One

WEED Goal 1: To suppress and reduce Gang and Drug Activity in the Target Area.

Committed Funding Sources: Community Regional Medical Center; FPD

<p>1.a. Intervene in gang activity and remove support for gang activity in Central.</p>	<p>What: i) Conduct gang sweeps; ii) reduce availability of weapons; iii) enforce curfews; iv) develop a wanted-criminals list and coordinate with state and local authorities. Who: Central Police (FPD) and MAGEC, USAO Cost: part of Weed budget and FPD budget Sustainability: Continued programs</p>	<p>i.) Additional sweeps planned by FPD Central to reduce gang presence.  ii. FPD holds two weapons turn-ins.  iii. Curfew information and dress code fliers distributed to area schools, churches, businesses  iv. Integrated criminal location listing for FPD, sheriff and state law enforcement agencies.</p>	<p>Standard FPD documentation of gang members.  # sweeps conducted  # gang related arrests  # weapons collected at turn-ins  # agencies receiving information fliers  # curfew arrests; # of dress code violations  iv. Achieved/not achieved</p>	<p>Base measurements (See pp 5 and 6.) i). 5% reduction in gang related crime from previous year.  ii) Weapons offences involving guns reduced by 10% over previous year.  iii.) 5% decrease in post-curfew arrests and dress code citations  iv).criminal arrests increase by 5% over previous year</p>
<p>1.b. Reduce drug activity in Central.</p>	<p>What: i) conduct "reverse stings" in drug dealing hot spots; ii) focus sweeps on street dealing; Who: USAO with local DEA, Parole Board, FPD Steering Committee Cost: Part of Weed budget Sustainability: continue activities as business-as-usual</p>	<p>FPD and DEA develop and begin schedule of "reverse stings."  FPD works with local committees and other law enforcement agencies to undertake a program of street-sweeps of drug dealers.</p>	<p># reverse stings conducted.  # street sweeps conducted.  # street dealer arrests  # drug-related arrests made</p>	<p>i) reduce number of active street dealers by 15%,</p>
<p>1.c. Improve the quality of living in low income apartment complexes</p>	<p>What: Institute a program to engage negligent landlords in Crime Free Housing training. Who: FPD, Code</p>	<p>Classes in Crime Free Housing development and maintenance are offered by FPD and outside agencies.</p>	<p>Project achieved/not achieved.  # of landlords participating in</p>	<p>Presentation of ten (10) signs identifying a property as Safety Certified and Zero Tolerant in Year</p>

	<p>Enforcement, District Attorney, Neighborhood Watch, Steering Committee, Evaluators                  Cost: in law enforcement budget                  Sustainability: Development of local funding support through realtors</p>	<p>Steering Committee makes available on-site or nearby after-school and senior programs to housing complexes</p>	<p>training.                  # of programs introduced at # of housing complexes.                  Quality of living survey of residents of housing complexes</p>	<p>One.                  Positive feedback from residents of complexes</p>
<p>1.d. Strengthen and increase drug education programs in Central</p>	<p>What: i) Begin/strengthen drug education programs in school (K-8) and after-school programs                  ii) coordinate adult drug education programs in churches, neighborhood watch and community centers;                  iii) develop a process for referral of addicts to drug treatment programs.                  Who: DEA; Parole Board, local drug agencies; Steering Committee; schools and churches in area.                  Cost: in Law Enforcement budgets                  Sustainability: Planning for future program support begins with first evaluation results.</p>	<p>Drug education programs reviewed for relevance and ability to 'reach' students.                  Enlist churches and community centers to offering drug education programs.                  Build drug awareness into Neighborhood Watch training.</p>	<p># programs developed                  # students reached by programs                  # churches and community centers offering drug education                  Project achieved/not achieved                  # of addicts entering treatment through Weed and Seed programs                  # of addicts completing treatment</p>	<p>Four (4) new drug education programs to reach parents and youth in non-school situations are located strategically to reach most of target area.                  25% increase in programs offered by churches and community centers                  10% increase in addicts entering treatment programs after arrest</p>
<p>1.e. Determine feasibility of a neighborhood officers program.</p>	<p>What: Explore need and feasibility of setting up neighborhood officers program                  Who: FPD                  Cost: in FPD budget                  Sustainability: Dependent on results of study</p>	<p>Determination of best practices for neighborhood policing in Central District</p>	<p>Report complete/not complete</p>	<p>FPD adjusts schedules as indicated in report</p>

SEED Goal 1. Increase safe living conditions in Central Weed and Seed target neighborhoods.

Committed Funding: Community Regional Medical Center; FPD

Committed Funding: Community Regional Medical Center; FPD				
1.a. Strengthen Neighborhood Watch	<p>What: i.) Recruit and train new "watch" sites in most troubled areas ii.) introduce updated training methods to current programs, Who: FPD, Watch volunteers Cost: in FPD budget Sustainability: Plans will include volunteer development and training and sponsorships from local businesses.</p>	<p>Weed subcommittee develops and implements recruiting plan and goal for new Neighborhood Watch.  Community Policing trainers prepare and begin training using materials received in Spring 2007 special training.</p>	<p># of Neighborhood Watch groups in Central area.  # residents involved in Neighborhood Watch groups.  # of reports to police from Neighborhood Watch groups.  Tasks achieved/not achieved</p>	<p>Ten new Neighborhood Watch volunteers recruited.  Five new watch sites established in "blank" areas by end of Year One;  Five refresher training courses and five new recruit training courses given to Neighborhood Watch volunteers.</p>
1.b. Improve area-wide Central communication options.	<p>What: Create NOON website with secure links to law enforcement agencies  Who: Watch volunteers NOON website up and operational at end of Year One Cost: \$1000 raised by sponsors Sustainability: Becomes a project of Watch.</p>	<p>Identify sponsors for development of website  Secure web designer  Develop linkages plan.  Create marketing plan for NOON</p>	<p>Project achieved/not achieved  .</p>	<p>Site online with five local business advertisers by end of Year One</p>
1.c. Remove graffiti and safety hazards from the area	<p>What: i) Develop citizen volunteer cadres by neighborhood to document and report graffiti board-up housing, illegal dumping ii) Develop regular neighborhood work parties to clean up debris. Who: Site Director with Steering Committee, Watch and Neighborhood</p>	<p>Connect neighborhood groups to 621-TAGS hotline for reporting graffiti, dumpsites and board ups through NOON and appropriate government agencies.  Neighborhood Watch volunteers work with other community</p>	<p># of hotlines established.  # of neighborhood cadres operational  # graffiti, dump sites and board-ups reported to authorities by neighborhood cadres.  # of work parties conducted in Central area.</p>	<p>Graffiti in area reduced by 25%.  Dump sites identified throughout area and 30% cleared.  Board-up and hazardous buildings reported to Code Enforcement and 25% of owners contacted to begin improvements plan</p>

	Representatives, Cost: in Law Enforcement budget Sustainability: Becomes part of neighborhood pride supported by local business and grassroots efforts.	organizations to set up work parties.  Contract services explored with City Planning and Redevelopment agencies.		
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WEED STRATEGY: Prevention, Intervention and Training Year Two

WEED Goal 2. To develop and implement an integrated process between Law Enforcement and Service agencies that identifies and serves area individuals and families in need and at risk.

Committed Funding: FPD, Community Regional Medical Center; Men of Promise; Comprehensive Youth Services

2.a. Increase positive community interaction with Law Enforcement	What: Police Activities League (PAL)and FPD increase programs for Central Area Who: FPD, PAL program and Site Director Cost: in City of Fresno budget Sustainability: continues through City funding, developing relationships with potential neighborhood sponsors.	Identification of locations for most effective outreach programs in area.  Programs designed and implemented.	# programs established in Central Area.  # of neighborhoods in Central receiving programs.  # participants in programs.  # participants setting personal achievement goals.  # participants meeting goals	Five PAL or similar programs, sports and educational programs in most troubled areas for young people in Central .  50% participants in programs achieve their goals.
2.b. Increase positive community interaction with Law Enforcement	What: Expand the successful Say Goodbye to Gangs block parties Who: FPD, Steering Committee Cost: Party expense, offset by donations Sustainability: The Steering Committee will work with FPD to establish block parties as projects of neighborhood organizations.	Semi-annual block parties held in area neighborhoods.	# parties held.  # neighborhoods identified and organized  Two annual surveys of neighborhood leaders at Steering Committee meetings	50% of identified neighborhoods in Central area have begun block party and neighborhood activities schedules.
2.c Upgrade basic behavioral health services to families and youth in Central	What: Survey behavioral health service needs of Central area residents. Develop	CYS hires mental health professional to create and implement programs based on Central	# of health professionals per 1000 residents in target area.	10% increase in residents of Central District served by CYS programs

	and implement program to deliver services as needed to Central residents. Who: CYS with VISTA or student interns. Cost: \$30,000 Sustainability: supported by additional grant funds identified as part of Weed and Seed Program	Area survey conducted during Year One of the program  CYS markets available in-home and language specific services.	# of clients served.  # of in-home, language specific clients served	3% of projected workload for new staff members meets demand for in-home counseling.
2.d Provide focused rehabilitation programs for released offenders, addicts and homeless individuals and juveniles at risk who are resident in the Central target area.	What: Treat up to forty-eight (48) Central area residents with a program of clinical and psychological evaluation, treatment, training and preparation for work, including job placement. Who: MoP Cost: \$31,520 Sustainability: Additional grant funds developed identified as part of Weed and Seed program	MoP formalizes referral processes with FPD and other agencies to allow documentation of Central area referrals.  MoP adds staff as needed to serve the additional case load.	# agencies referring individuals to MoP  # individuals residing in Central target area referred to MoP.  # individuals accepted into MoP program  # individuals completing MoP program,	25% increase in residents of Central target area referred to MoP programs.  Forty-eight (48) individuals served by MoP are residents of Central Weed and Seed Target Area

SEED STRATEGY: Neighborhood Restoration

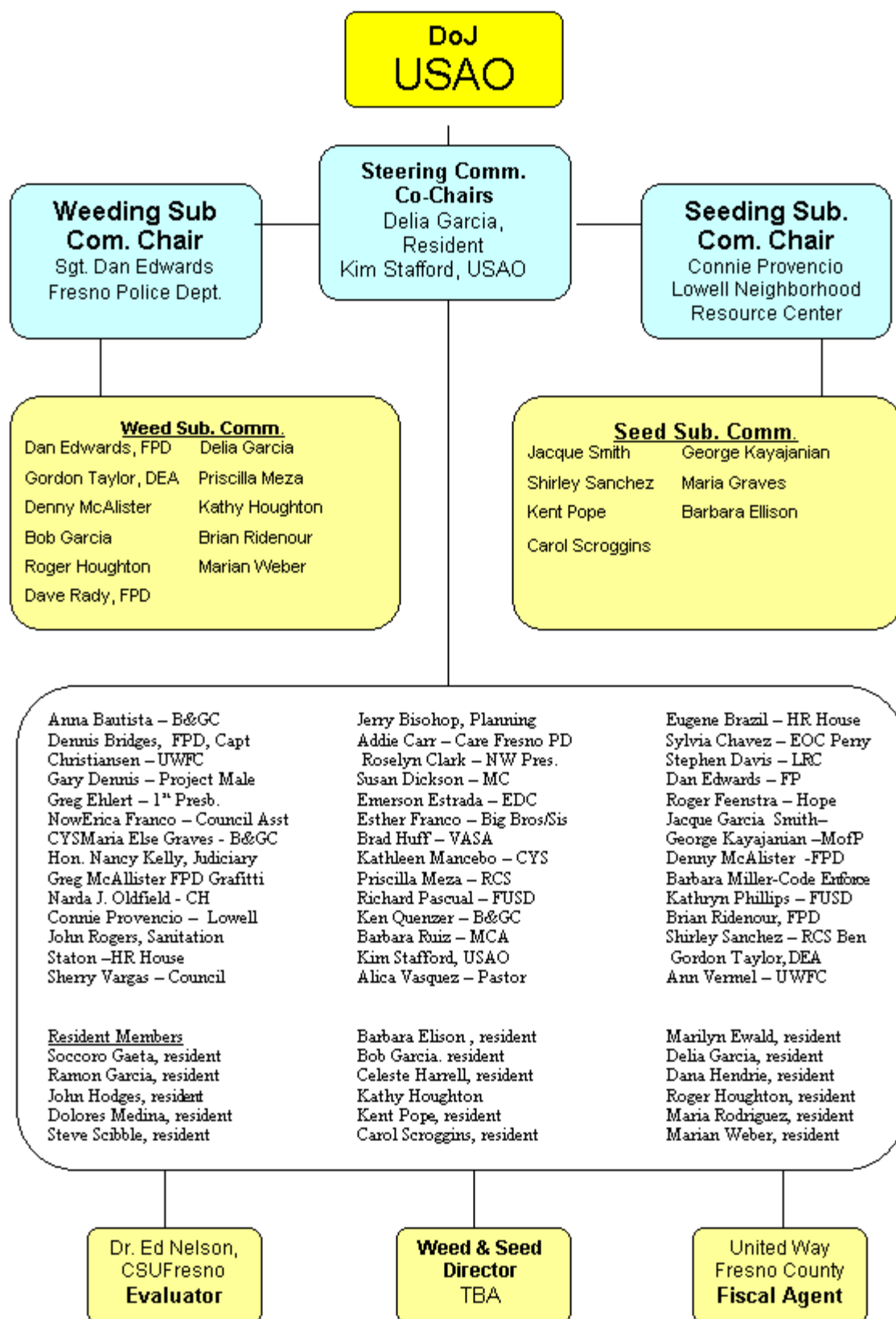
Year Two

SEED Goal 2: To design and implement a sustainable approach to reclaim individual neighborhoods

Committed Funds: Community Medical Center

2.a. Improve the economic foundations of Central	What: Work with Central businesses to evaluate status, set goals to strengthen and./or expand the business; to develop resources and training to achieve goals Who: Economic Development Corporation (EDC) Cost: \$12,000 Sustainability: This project develops	EDC identifies Central team and begins to survey area businesses.  Resource directory for small businesses developed and distributed by EDC.  Begin discussions with Fresno City College and technical schools to develop storefront education center/s	# of businesses contacted.  # of businesses mentored through program.  # new businesses opening in area  # business closures in area.  Resource directory complete/not complete	30% of Central's seventy-one (71) businesses have been evaluated and have begun strengthening programs by year end.  All businesses have access to resource directory.  First storefront education center in development.

	sustainability in area businesses; remains a resource after initial program		Plan for storefront education centers development designed for Years Three and Four developed/not developed	
2b. Initiate a One-by-One Neighborhood Restoration Program	<p>What: Progressively identify centers of activity and leaders for neighborhoods; engage them in cleanup projects, block parties and activities defined by residents.</p> <p>Who: Steering Committee, Site Coordinator, Neighborhood Watch, resident volunteers, businesses and institutions, City Council representatives</p> <p>Cost: \$22,500</p> <p>Sustainability: Projects will be designed to become neighborhood owned and supported and resources identified.</p>	<p>Site Director and Seed Committee begin campaign to identify and recruit neighborhood leadership in ten areas.</p> <p>Neighborhood Representatives invited to existing local projects, i.e. Tower District Clean up, Health Fair and FPD block parties.</p>	<p># neighborhood leaders identified and participating in Weed and Seed Steering Committee.</p> <p># of individuals attending model activities</p>	<p>50% of area neighborhoods have representation on the Steering Committee.</p> <p>25% of area neighborhoods have identified leadership and are developing neighborhood plans.</p>
2c. Incorporate Weed and Seed into City plans for developing Target Area	<p>What: Create program for graffiti cleanup, debris removal and property neglect identification with City Agencies,</p> <p>Who: Site Director; Neighborhood Leaders, MOP, Boys and girls Club</p> <p>Cost: None</p> <p>Sustainability: Contributed sustainability to project beyond 5 year W&amp;S grants.</p>	<p>Identify and train volunteer groups.</p> <p>Work with City officials to develop program, training and contracts.</p>	# services contracted .	Two (2) neighborhood groups are contracted to work on blighted areas as part of city programs.



VI. MANAGEMENT STRUCTURE: (Use "bullet format".)

VI. A. Steering Committee Membership:

Required Members

Name: Delia Garcia

Title: Co-Chair, Weed and Seed Steering Committee

Organizational affiliation: Member, Neighborhood Watch. Resident

Specific contributions [MOA details, if any]: Leads Resident Recruiting; chairs meetings.

Strategic roles/responsibilities: Coordinates sub-committee activity, works with Site Coordinator to oversee implementation of overall strategies; active participants in neighborhood restoration projects and Neighborhood Watch.

Pertinent Experience [if any]: retired teacher and community employee, member of Neighborhood Watch, long-term resident of Central area.

Name: Kim D. Stafford

Title: Co-Chair, Weed and Seed Steering Committee

Organizational affiliation: U. S. Attorney

Specific contributions [MOA details, if any]: Weed & Seed: Coordinates Involvement of Justice Department and other U.S. Agencies.

Strategic roles/responsibilities: Resource to Site Coordinator and Steering Committee

Pertinent Experience: Eastern District of California Coordinator for Weed & Seed .

Name: Gordon Taylor

Title: Special Agent in Charge, Eastern District

Organizational affiliation: DEA

Specific contributions [MOA details, if any]: Facilitates DEA involvement and specific strategies related to reducing drug crimes.

Strategic roles/responsibilities: Weed - Coordinates with FPD and other law

enforcement

agencies to implement anti-drug activities; provides educational information and guidance.

Pertinent Experience: Coordinates DEA activities for this district of California providing

broad

perspective and knowledge of anti-drug activities; can authorize action as needed/

\* Name: Erica Franco

Title: Representative of the Honorable Cynthia Sterling, City Council member

Organizational affiliation: City Government

Specific contributions [MOA details, if any]: Coordinator of Health and Services Fair

Strategic roles/responsibilities: Seed - Provides access to and coordinates efforts with

City

Departments for neighborhood projects.

Pertinent Experience: Ms. Franco has been an aide to the Councilwoman for five years.

\* *Central Target Area contains three Council Districts. All three have representatives on the Steering Committee.*

Name: Captain Dennis Bridges

Title: District Commander, Central District

Organizational affiliation: Fresno Police Department

Specific contributions [MOA details, if any]: Leading Weed Efforts and facilitating FPD contribution toward the matching funds required.

Strategic roles/responsibilities: Directs implementation of and reporting on Weed Strategies; coordinates with Law Enforcement agencies engaging in Weed activities.

Pertinent Experience: Worked with the community under the Southeast Weed and Seed grant, using grant resources to achieve crime reduction and restore neighborhoods

Additional Members - Partner Organizations

Name: Perry Christensen

Title: Vice-President, Community Building

Organizational affiliation: United Way of Fresno County

Specific contributions [MOA details, if any] Serves as Intermediary Agency, Reporting and Fiscal Agent for Weed and Seed Central.

Strategic roles/responsibilities: Contributes to Seed goal of developing Neighborhood Communication systems; supervises fiscal management of grant

Pertinent Experience [if any]: The United Way of Fresno County has managed two Weed and Seed programs since 1997.

Name: George Kayajanian

Title: Executive Director

Organizational affiliation: Men Of Promise (MoP)

Specific contributions [MOA details, if any]: will provide housing, rehabilitation and training to

juveniles at-risk and returning felons located in the Target Area over a period of 180 days

Strategic roles/responsibilities: Seed - Reduces recidivism and unemployment.

Pertinent Experience [if any]: Men of Promise is a faith-based organization founded in 2003.

In 2005 they opened the Promise Re-Entry program to rehabilitate returning offenders, both

adult and juvenile and male and female. The program's successful client record has increased from fifty (50) in 2005 to one hundred fifty (150) in 2007.

Name: Steven Geil

Title: Executive Director

Organizational affiliation: Economic Development Corporation (EDC)

Specific contributions [MOA details, if any]: Will oversee strengthening project with seventy-

one (71) small businesses in Target Area, develop plan to guide new business to the area and assist Site Director in working with City of Fresno Economic Development

Department.

Strategic roles/responsibilities: Seed - strengthens neighborhood economy and creates area

jobs.

Pertinent Experience [if any]: EDC has developed business strategies and strengthened businesses in Fresno City and County for ten years by assessing needs, developing customized strategies and connecting business owners to free and low-cost training and resources as appropriate.

Name: Jacqueline Garcia Smith

Title: Executive Director

Organizational affiliation: Comprehensive Youth Services (CYS)

Specific contributions [MOA details, if any]: Will survey mental health and family interaction

service needs by neighborhood throughout target area, develop outreach and in-home, language specific services programs to meet identified needs.

Strategic roles/responsibilities: Prevention, Intervention and Therapy

Pertinent Experience [if any]:\_\_CYS has operated behavioral health and counseling programs for underserved and vulnerable youth and their families for 33 years.

VI B. Weed and Seed Subcommittees:

Two subcommittees have been established to develop strategies and pilot projects during the pre-Grant period in the absence of a Site Coordinator. Ad hoc committees drawn from each committee direct activities such as the Health and Services Street Fair produced in July, 2007. Operating committees supervising will be created and/or adjusted as the Site Director is hired and with the Steering Committee determines their specific objectives. These may include but not be limited to:

- Community Policing and NOON Development,
- Intervention. Prevention and Treatment Systems Development and
- One-by-One Neighborhood Recovery

Weed Subcommittee

Role: To work with Site Director and Law Enforcement agencies to develop Weed strategies

and to support and oversee their implementation.

Objectives: To assure community input and participation in Weed strategies

Composition: Two representatives of Fresno Police Department; one representative of Sheriff's Neighborhood Watch Program, three neighborhood residents.

Seed Subcommittee

Role: To work with Site Director, Partner and Resource Agencies to develop a sustainable program to meet Seed goals

Objectives: To involve all neighborhoods in the Central and develop their commitment to carrying out the Seed strategies

Composition: Two partner agency directors and five residents.

VI. C. Weed and Seed Site Director:

Position description: The position of Site Director will be partially funded for the five year

program by annual grants of \$30,000 from the Fresno Police Department budget. The Site Director serves at the will of the Steering Committee and reports to the Chair. He/she will facilitate the goals and vision of the program by providing appropriate direction and expertise.

Further, the Director will:

- Lead the development and maintenance of the Central Fresno Weed and Seed strategies as described in Department of Justice, Executive Office of Weed and Seed guidelines and in the objectives of this proposal.
- Facilitate the governance role of the Weed and Seed Steering Committee, through such activities as data gathering, program reporting, meeting support, and staff and coordinate subcommittees including Weeding, Seeding, and Evaluation.
- Guide and assist the Steering Committee, identifying and coordinating resources, networking with City and County officials, determining feasibility of services offered by a provider agency supporting those accepted by the Steering Committee.
- Monitor the implementation and evaluation of the Central Weed and Seed Strategic Plan.
- Establish a system to maintain identification of community needs in the target area and develop options for meeting those needs to be approved by the Steering Committee.
- Serve as liaison and coordinator for Steering Committee projects.
- Ensure the funded agencies are fulfilling their MOA commitments.
- Increase participation in Seeding activities by neighborhood and external stakeholders with an emphasis on public services and businesses serving the site area.
- Serve as liaison between the Steering Committee and the fiscal agent, service providers and law enforcement.
- Pursue sources of funding and social capital to continue the Central Weed and Seed strategy after the Weed & Seed grant is complete.
- Directly supervise support person/s. Supervisory responsibilities are defined in accordance with federal and state policies and applicable laws. Responsibilities include interviewing and training employee; planning, assigning and directing work; appraising performance, rewarding and disciplining employee; addressing complaints and resolving problems.
- Develop a program for volunteer recruitment and training.
- Provide Steering Committee with monthly reports regarding activities and progress during the proceeding month, and develop quarterly reports to file with the Department of Justice.

Qualifications Statement: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

1. Demonstrated ability to interact, guide and lead within a diverse community; to respond to inquiries or complaints from residents, regulatory agencies, and non-profit partners; to effectively present information to community groups, residents and/or boards of directors.
2. Bachelor's degree and/or two years of experience in grassroots organizations or related fields.
3. Own or have daily access to a car, have a current Drivers License and verifiable automobile insurance.
4. Proven understanding of city and county operations and ability to work effectively within such systems.
5. Ability to read, analyze, and interpret program reports, financial reports, and grant/funding guidelines. Demonstrated ability to calculate figures.
6. Demonstrated ability to juggle multiple time-sensitive projects simultaneously on a continuous basis and to meet deadlines.
7. Willingness to work extended hours as needed, work with minimum supervision, exercise sound judgment at all times, and be at work, consistently, on a full-time basis.
8. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form, to apply principles of logic to a wide range of intellectual and practical problems, and to deal with a variety of abstract and concrete variables.

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

1. While performing the duties of this job, the employee is regularly required to use hands and fingers. The employee frequently is required to stand; walk; sit; reach with hands and arms; kneel and talk and hear. The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and ability to adjust focus.

When and how position will be advertised, required background check, and expected date to fill position: 1) The position will be advertised at the time that funds are secured to support the position; we anticipate filling the position by January 1, 2008. 2) Members of the Steering Committee are already networking to find appropriate candidates currently active in community programs. 3) Advertisements will be placed in the *Fresno Bee*, and the job description will be circulated to city, county and state agencies as well as local universities and community development organizations where we can expect to find people with appropriate experience. 4) A drug test and a background check are required for employment.

How position is financed throughout the life of the strategy: Half of the salary is built into the Weed and Seed proposal budget for the first two years of the project because it will take from one to three years to develop on-going local support for the position. The Committee is applying for matching funds through City and County contracting processes as well as other granting agencies and local sponsorship of program activities. One half (50%) of the salary is guaranteed for five years by a matching funds commitment from the Fresno Police Department.

VI. D. Fiscal Agent:Organization: United Way of Fresno County

Qualifications/Record of Experience: United Way of Fresno County (UWFC) has served as the fiscal agent for two separate Weed and Seed projects in Fresno and thus has ample experience in administering and managing this type of funding. United Way's role will be to ensure financial soundness and accountability of all funds received/expended for the Weed and Seed Strategy. United Way will be responsible for drawing funds from the Grants Management System (GMS), disbursing funds according to the budget approved by the Steering committee and submitted to GMS, tracking funds via a financial accounting system, collecting documentation on matching funds and working closely with the Site Director to provide quarterly reports to the Steering Committee and Department of Justice, by way of Grant Management System.

- The budgeted amount of \$6,000 allocated to United Way is for establishing an office for the Site Coordinator, for bookkeeping, administrative costs, monthly checks reimbursed to partners, quarterly reports and annual audits.

VI. E. Additional Neighborhood Resource Providers:

Organization: Boys and Girls Clubs (B/G Clubs)  
Ken Quenzer, Executive Director

Strategic Importance to efforts/Contribution:

The Boys and Girls Club serving the Central Weed and Seed District serves as a Safe Haven and provides recreation and after-school programs for youth ages 6-18 years and their immediate family members. Boys and Girls Clubs programs include character and leadership development, arts and crafts activities, sports and athletic programs, including fitness and recreation as well as access to a technology lab. In the targeted area, Boys and Girls Clubs work primarily with inner city and at risk youth.

Membership fees are low and affordable at \$5.00 annually. The B/G Clubs offers extended hours of operation. Currently, the Boys and Girls Club is open Monday through Friday from 2:00 in the afternoon to 9:00 in the evening. Saturday hours are 11:00 am until 4:00 pm.

As a full service site, the Boys and Girls Club is also able to provide space to 'outside' service providers to hold classes for those in the targeted area.

Organization: Diocese of Fresno Catholic Charities, Inc.  
Catherine Manfredo, Executive Director

Strategic Importance to efforts/Contribution:

The broad array of services offered by Catholic Charities is aimed at helping people in crisis situations and in time of difficult transitions. Their services will be especially helpful to Central Weed and Seed efforts that involve homeless individuals, refugees and parolees.

Emergency Assistance is provided to people who are in crisis and in need of emergency aid with items such as clothing, shelter, and bus fare. Other services are: Representative Payee Program; Refugee Resettlement; Universal Lifeline Telephone Service referrals; PG&E Care Program; Immigration Services and Financial Management/ Budgeting Classes.

Organization: Rape Counseling Services  
Shirley Sanchez, Executive Director

Strategic Importance to efforts/Contribution:

Rape Counseling is an essential partner in the Central Weed and Seed program where evidence suggests that rape is a dramatically underreported offense. Rape Counseling Services has been a community services agency for the past 30 years, providing direct counseling to victims of sexual assault as well as community education on sexual assault issues. The agency, located within the Central Policing District, will be bringing its whole

array of services to the Central Weed and Seed Project.

Rape Counseling also offers prevention programs. My Strength, aimed at young men (age 12-18), works to prevent sexual assault by challenging harmful aspects of 'traditional' masculinity and offering alternative behaviors. Concurrent with this program is a companion program that teaches young women (age 12-18) refusal and self defense skills effective in preventing sexual assault.

Organization: Fresno Police Neighborhood Watch Association  
Roslyn Clark, President

Strategic Importance to efforts/Contribution:

There are 150 Neighborhood Watch groups within the area (of these, 50% have home computers with internet access). Through its role as a community crime prevention organization, the Neighborhood Watch Association is an essential partner for the Weed and Seed objective of fostering neighborhood interaction. The Watch members will serve as communication conduits for those within their watch areas, particularly using the NOON website. Neighborhood Watch serves as a bridge between communities and law enforcement which is invaluable in developing the sense of neighborhood safety which will be helpful as Weed and Seed develops individual neighborhood leaders.

Organization: House of Hope for Youth,  
Susan Bechera, Executive Director

Strategic Importance to efforts/Contribution:

House of Hope for Youth provides mentoring and life skills training to predominately minority youth who are high risk gang members, age 10-21, and their families. They will be an essential resource in the Intervention, Prevention and Treatment strategies. They provide alternative education, a truancy center, court school, charter school social skills workshops, peer counseling, self-esteem workshops, tutorials, gang mediation and support services to parents. A majority of their clients are Southeast Asian.

Organization: Lowell Neighborhood Resource Center (LNRC)  
Connie Provencio, Executive Director

Strategic Importance to efforts/Contribution:

The Lowell Neighborhood Resource Center, housed at the Lowell Elementary School is key to neighbor outreach in the area because it is established and provides programs and a place to meet. The LNRC is currently providing essential services to low income and at risk families in the community. Among these are transportation, educational workshops for adults including parenting classes (with child care), job training, home visitation for highly at risk preschool children, and on-site counseling. Other services include a community closet, referral to other community agencies in conjunction with its family/student advocacy, safety patrols and after school programs. The advantage of the LNRC is its commitment to youth in the community through its 'nontraditional' schedule (its after school hours run until 9:00 pm).

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VII. COORDINATION COMPONENTS: *(Use "bullet format".)*

VII. A. PARTNERSHIPS, COLLABORATIONS AND FEDERAL, STATE, LOCAL, PRIVATE AND TRIBAL

PROGRAM COORDINATION:

Federal Partnerships/Collaboration:

- U.S. Attorney's Office,
- Drug Enforcement Administration

State Partnerships/Collaboration:

Local Partnerships/Collaboration:

- City of Fresno
- Fresno Police Neighborhood Watch Association

Private Partnerships/Collaboration:

- United Way of Fresno County,
- Economic Development Corporation,
- Comprehensive Youth Services,
- Men of Promise Ministries

Tribal Partnerships/Collaboration [If any]: \_\_\_\_\_

- The Economic Development Corporation and the Steering Committee are inviting Table

Mountain Rancheria and Chukchansi tribal leaders to participate as funding partners.

Crosscutting Partnerships/Collaboration:

- City of Fresno Police Department,
- United Way of Fresno

## VII. B. COORDINATION STRATEGIES:

### Law Enforcement Coordination Within and Among W & S Elements:

The main focus of the law enforcement strategies is crime suppression and removal of criminals, specifically gangs and others involved with drug traffic. Interagency collaboration involving the Drug Enforcement Agency, the Department of Corrections Parole Division, and the Fresno County Sheriff is incorporated into the Central weed and Seed strategies. Elements of crime suppression – law enforcement, adjudication, prosecution and supervision – are all included in the primary strategy. Supervision of the Weed strategy is the responsibility of the Weed Sub-committee. With the Site Director, they will work with participating agencies to assure effective collaboration.

### Community Policing Linkages:

The Community Policing Committee will set up a community office at the Central Policing District until a community site can be established. This allows an early start to the project. First strategies will focus on community/law enforcement collaboration in crime prevention and neighborhood cleanup. The Community Policing Committee will establish landlord training program to assist with tenant screening and maintaining a crime-free residential standard. The Site Director will provide residents with information about their local Neighborhood Watch Programs and encourage them to join. Community Policing will coordinate with the law enforcement strategy by conducting a neighborhood assessment after a violent crime has occurred.

### Prevention, Intervention and Treatment Linkages:

In addition to the key agencies directly providing services described elsewhere in this document, linkages will be developed with the thirty-four other non-profit service providers either in the target community or immediately adjacent to it. These include:

- Fresno City College,
- Planned Parenthood,
- WestCare, a residential adult drug treatment/social rehabilitation facility,
- the Fresno Department of Parks and Recreation
- ETC, a life-skills program for persons in recovery from addiction or life-crisis;
- ReadFresno, a project supplying books to schools and neighborhood centers, and
- Valley Academy of Science and Arts, a charter school located in the heart of the target area.

### Neighborhood Restoration Linkages:

The Steering Committee identified the four neighborhood needs, and has designed its Neighborhood Restoration program to develop linkages with agencies able to move forward the strategies for each one as follows:

- Strengthening area businesses and developing incentives for new businesses to located in the area through working with Neighborhood Business Associations and the

Economic Development Corporation partnership.

- Improving neighborhood connection among residents through expanding and revitalizing the Neighborhood Watch program, establishing the NOON communication network and expanding the Seed Sub-Committee's one-by-one neighborhood cleanup and network development activities.
- Improving housing conditions and physical environments through relationships with the Fresno Graffiti Abatement Program, the Housing Authority, Tree Fresno and several faith-based and community gardening programs.
- Providing alternative activities for youth that lead to life and educational success through linking with Fresno City College, the Red Cross Baby-Sitter Boot Camp Program, Read Fresno, the Valley Academy of Science and Art, the Fresno Parks and Recreation Department and the Public Library. Also expected to be involved in these activities will be some connection with the performing arts programs that are located in the Tower District neighborhood of the site.

Critical "sustainment" activities:

1. Connecting Central Weed and Seed programs to City Planning and Economic Development deliberations and budgets as part of the City plans for redevelopment of the downtown connecting corridors passing through the target area.
2. Business strengthening consulting from the Economic Development Corporation.
3. Job skills training programs and creation of after-school tutoring programs in more areas.
4. Forming Neighborhood Rehabilitation volunteer corps to continue the regular work of cleaning up a neighborhood as volunteers.
5. Linking partner organizations and area nonprofits with capacity-building training programs to strengthen their abilities to plan ahead and to raise funds.
6. Centralizing service information resources in ways more accessible to residents.

VII. C. ROLE OF RESIDENTS IN STRATEGY IMPLEMENTATION:

Role of residents in the community policing element of the strategy:

1. Recruit and organize new Neighborhood Watch groups and expand Watch community programs like Take back the Night and National Night Out.
2. Notify appropriate contacts for Graffiti Abatement and dump site removal.
3. Provide volunteer translating services.
4. Work on Weed Subcommittees.

Role of residents in the prevention/intervention/treatment element of the strategy:

1. Identify neighbors-in-need to Site Director or appropriate agencies to initiate assistance.
2. Volunteer to work with Comprehensive Youth Services and other service agencies
3. Volunteer to work in a Safe Haven
4. Work on Seed Subcommittees

Safe Haven(s) Management: Safe Haven(s) operations in Fresno County are managed and coordinated by the Fresno County Economic Opportunities Council. There are seventeen (17) Safe Havens within the Central Policing District, along with dozens of 'safe places' located in businesses, churches and other community facilities throughout the area. These are identified with the Safe Place logo (where volunteers are recruited, trained, oriented and overseen by Equal Opportunity Commission as well. Through the Central Weed and Seed Program we expect to see recruitment and training of more resident volunteers for these centers.

Role of residents in the neighborhood restoration element of the strategy:

1. Organize and carry out regular neighborhood clean-ups followed by block parties.
2. Identify to Site Director "board-up" housing in area to initiate appropriate action.
3. Participate in Habitat for Humanity, community gardens and after-school programs as volunteers.
4. Offer jobs to local youth through businesses in the neighborhood
5. Serve on Seed subcommittees.
6. Keep informed on community issues and speak out on concerns.

## VII. D. COMMUNICATION PLAN:

How resident leadership will be developed and maintained within the site:

Primary outreach to area residents comes from the residents on the Steering Committee. Each member represents a network of at least twenty (20) area residents. Leadership development will take place through rotating committee chairs and cultivating and training new Steering Committee members. This process will be coordinated by the sub-committee chairs with the co-chairs of the Steering Committee.

Communication tools and applications:

While the residents on the Committee utilize the standard means of passing along information - telephone trees, internet, web-based communication, frequent neighborhood meetings, neighborhood watch agenda items – one innovation that will be incorporated is the development of a web-based communication tool, called Neighborhood Organizing & Opportunities Network (NOON). The initial launch of NOON will be within the Neighborhood Watch groups. There are about 150 of these in the Central Policing District; half of these have home computers with internet access. NOON will provide information in the following areas and more:

- Criminal activity in the area
- Crime prevention tips for residents
- Requests for assistance in solving crimes
- Identification of trash and graffiti to be cleaned up
- Information on meetings and special events
- Current job training programs and employment openings
- Availability and location of community services
- Code Enforcement issues and concerns – location of code violators
- Quelling of un-substantiated information or rumors

As NOON expands to other households than Neighborhood Watch volunteers, it will become a tool that empowers the community. Often, decisions are made for and about the community, with little or no community input. With NOON in place, residents will receive timely information in a way that will allow them to participate in important civic processes. In effect, NOON will become an important part of opening up the residents of the target area to the broader community and vice versa.

Resident involvement on the Steering Committee/subcommittees:

Resident participation on the Steering Committee has been difficult to recruit, in part because the individual neighborhoods that make up the target area are often without a neighborhood center, such as a library or a community center. The area's poverty and

number of non-English speaking residents have also made this a challenge. It has taken persistent effort on the part of the Co-Chairs but evidence is that they are being successful. Steering Committee meetings are held in a variety of centers throughout the area and are open to all comers, and at the end of a meeting, newcomers are approached to see if they are interested in participating. It is expected that as the Site Coordinator begins work that gaps in representation can be filled.

Focused/Continued outreach strategies:

One important outreach strategy will be recruiting, then training apartment managers and landlords to operate a Crime-Free Housing program in the Central target area. This is a citywide effort that grew out of the Southeast Weed and Seed Program that recently concluded. Through this strategy tenants are enlisted to collaborate with policing efforts in weeding out undesirable elements, and to work with the Site Coordinator and subcommittees to set up programs in the housing complexes that will attract more desirable tenants.

An equally essential element of Central's Weed and Seed strategy is its emphasis on generating a healthy economy in the area by strengthening area businesses, attracting new businesses and creating jobs for those living in the area. The Steering Committee will work closely with the Economic Development Corporation (EDC) to bring the target area business community into the Seed strategy so that they can continue to create jobs and attract new business to the area. As an incentive to developing the business climate in the target area, the EDC and the United Way will provide capacity building training and assistance to the nonprofit agencies to help them develop solid programs, long range plans and funding, and to create additional jobs.

Other communications and Public Relations Elements:

The Fresno Police Department and Neighborhood Watch Programs, along with the two previous Weed and Seed programs in Fresno County, have found that grassroots organizing projects are successful in bringing people together and disseminating information, especially at block parties and street fairs. During the pre-grant period, the Steering Committee organized a successful Health and Services Fair to promote the Central Weed and Seed strategy. The Committee will identify the neighborhood areas most lacking in identity and begin to plan similar activities for them. Block parties are currently planned as part of Neighborhood Clean Up Days.

VIII. B. SUSTAINABILITY AND LEVERAGING:

Fresno Central's Weed and Seed Program plans for sustainability of programs by:

- connecting Central Weed and Seed to the City's development and planning for the target area and developing contract support for Weed and Seed activities in the target area.
- building a combination of strong volunteer resident clusters throughout the area,
- involving local business and property owners in Central Weed and Seed goals and activities, and developing continuing funding strategies for each initiative.
- At the end of the second year, the Steering Committee and the Site Coordinator will begin assessing the need for continuation of their own functions to determine the area's continuing need for central coordination and a forum for discussion of area issues. At that time, any plans for continuation will be designed in conjunction with City agencies and additional outside funding sought.

In addition:

- Sustaining Law Enforcement: As Central Weed and Seed goals for reducing crime, gang and drug activities are met, the nature of policing the area will undergo a shift in emphases and change staff requirements. Using the crime statistics gathered for the area and the comparison of five years of evaluating results, the Fresno Police Department will be able to determine what will be required to sustain the impact of law enforcement's participation in Weed and Seed efforts and develop their community policing budget accordingly.
- Sustaining Prevention, Intervention and Training: As the Central Weed and Seed funding recedes many of the new services it engendered will have been absorbed into the business as usual of the agencies. Through participation in free and low-cost grant writing and non-profit planning programs available in Fresno through the United Way and the Nonprofit Advancement Council, they can build long range funding plans.
- Sustaining Neighborhood Policing: At the end of five years, Neighborhood Watch will have more centers, more trained volunteers and on-line capability that will allow the community oversight and communication to continue. The closer working relationship with the Fresno Police Department is expected to stimulate an on-going program of recruiting, training and rotating Neighborhood Watch responsibilities both on the blocks and in the police department so that the program does not stagnate.
- Sustaining Neighborhood Restoration:  
Businesses counseled by the Economic Development Corporation will have connected with the greater community and the broad range of free and low-cost opportunities for growth and will share these with new businesses, A network will be in place at the end of five years, and thoroughly vetted so that it can carry on, perhaps as a membership association.  
Out of the one-by-one neighborhood approach of the Steering Committee, area-wide neighborhood associations will accept the task of monitoring the areas for property problems and carry forward any plans for their neighborhoods that evolve during the Weed and Seed project.  
Youth and volunteer programs will continue to work on contracts with City development agencies.  
Development of the Central Target area will be fully integrated into City planning and redevelopment plans for including the Central Target Area as an pivotal area adjacent to Downtown and the Tower District.  
Property owners and managers will continue the crime-free multi-housing strategy which has no-cost, but they may chose to continue to develop local funds to partially underwrite stakeholder property improvements.

Summarize funding that will be incorporated into the project:

- Total Federal grant/funding dollars which will be incorporated into the project: \$1,000,000 over five years beginning with \$175,000 in Year One
- Total state/local grant/funding dollars which will be incorporated into the project: \$150,000 through allocations of \$30,000 per funded year from Fresno Police Department.
- Total other funds leveraged which will be incorporated into the project. \$414,000: from multiple sources including committed support of \$15,000 for each funded year from Community Medical Centers, pending and proposed special project grants for Neighborhood Restoration and After-School Literacy Programs, advertising revenues on the NOON website, business sponsors for the Storefront School and possible Community Development Block Grant funds.
- In-kind gifts and services from partner organizations \$92,655.

Complete and detailed budgets for Years One and Two are attached to this proposal. Below is a five year projection for the total project.

Proposed Five Years Budget for Central Fresno Weed and Seed

Budget Summary	Year One	Year Two	Year Three	Year Four	Year Five	TOTAL
<b>Revenue</b>						
A. Department of Justice Weed/ Seed	175,000	250,000	275,000	200,000	100,000	1,000,000
B. Matching Cash	45,000	69,000	75,000	100,000	125,000	414,000
C. Matching In-Kind	16,097	18,558	20,000	20,000	18,000	92,655
Total Revenue	236,097	337,558	370,000	320,000	243,000	1,506,655
<b>Expense</b>						
A. Personnel	46,300	46,300	46,300	46,300	46,300	231,500
B. Fringe Benefits	13,323	13,323	13,323	13,323	13,323	66,615
C. Travel	6,559	5,959	5,958	5,959	3,500	27,935
D. Equipment	2,870	2,500	2,400	2,500	2,500	12,770
E. Supplies	5,877	7,677	7,000	10,000	10,000	40,554
F. Consultants/Contracts	137,948	219,067	245,000	202,000	143,000	947,015
G. Other Costs	23,221	42,732	50,018	39,918	24,377	180,266
Total Expense	236,098	337,558	369,999	320,000	243,000	1,506,655

Projected Five Years Budget for Central Fresno Weed and Seed

Narative

Revenue

A. Department of Justice Grants

B. Matching funds \$150,000 from Fresno Police Department, \$75,000 from Community Hospital Medical Center, \$6,000 proposed advertising revenue, \$183,000 to be identified from Community Development Block Grant, various business sponsors and proposed project grants.

C. Overhead, supervision and space contributions from partnering Service Agencies

Expense

A. and B. Personnel: Site Director's salary will be reviewed and budget adjusted at the end of each year, but original plans call for the salary and benefits to remain static for the duration of the project.

C. Travel: Includes mandated travel for two, hotel and per diem for all trips and local travel.

D. Equipment: Equipment costs after Year One purchase recycled computers for neighborhood locations and storefront schools.

E. Supplies: Includes standard office supplies, tra nslation and printing of materials in three languages.

F. Consultants/Contracts: Projects increase in costs to primary service partners over the five year period, plus addition of Storefront Schools coordinator.

G. Other Costs: Includes operational costs detailed in attached budget breakouts for Years One and Two, plus program development costs for One-by One Neighborhoods, NOON, Storefront Schools and Crime-free Multi-housing.

OUTCOMES AND EVALUATION

IX.A. PERFORMANCE MEASURES. (use bullet format)

In general, performance will be measured in four ways, statistical analysis, systems analysis, regular surveys of residents and a study of the success rate in achieving annual goals as outlined above in the detailed plan for the first two years. These will include:

- As demonstrated in the Charts on pages 5 and 6, the baseline measuring a reduction of criminal, gang and drug activity will be regular statistics provided by the Fresno Police Department. Comparative analysis will follow the Part I Part II format used in regular FPD reporting which is updated weekly.
- Statistics provided by partnering agencies in monthly reports to the Site Director will allow regular review of process and procedures in addition to evaluation of success rates. These reports will be reviewed with the Steering Committee. Where workloads, procedures and programs need adaptation, there will be monthly opportunities to do so.
- Analysis of statistics provided in the monthly Site Director reports to the Steering Committee will analyze the operational systems of the Weed and Seed program and allow for adaptation of procedures where necessary.
- Surveys of residents at "town hall," Neighborhood Watch and Steering Committee meetings will measure resident perceptions of changes in "quality" issues. Current plans call for the addition of random resident surveys beginning in Year Two.
- Goals identified as Outcome Measures in the Activities Charts on pages 14-21 define the specific goals the program expects to reach for each activity and the base measurements that will be used to evaluate success.

#### B. Evaluation

The Steering Committee has hired an Evaluation Team from the Center for Research, Evaluation, Analysis and Dissemination (CREAD) at California State University, Fresno. The team is headed by Dr. Ed Nelson, Professor of Sociology, and Dr. Matthew A. Jendian, Professor of Sociology and Director of the American Humanics Program, Fresno. They are proposing a plan that will include the following components:

- Developing consistent methodology for program partners and the Site Director to gather and present statistics.
- Coordinating their statistical analysis with existing systems used by the FPD and law enforcement agencies for gathering data.
- Statistical analysis and evaluation of overall program activities and identifying areas of the plan that may need adjustment.
- Two "town hall" meetings of residents to survey and discuss perceptions of change in quality of life. Collection and analysis of results.
- Focused interviews with target community leadership.
- Setting up a systems analysis methodology for evaluation of performance by Steering Committee and Site Director.
- Measuring achievement of goals as outlined in the detailed plans on pages 14-21.
- In Year Two, the Evaluation Team proposes to begin holding focus groups and random surveys of residents and locally owned businesses.

FY 2008 WSC CONTACT INFORMATION: *(Indicate by asterisk the contact person(s) with whom CCDO should communicate for follow-up on the application.)*

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#### WEED & SEED SITE DIRECTOR

Name: To Be Determined

Title:

Agency:

Address:

Phone:

Fax:

E-Mail:

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#### DEFINITIONS:

- 1) United States Attorney - current United States Attorney serving the site's district.
- 2) USAO Contact - contact person at the U.S. Attorney's Office who provides assistance and support to the Weed and Seed site (e.g. LECC Coordinator, Assistant U.S. Attorney, etc.)
- 3) DEA Contact – Drug Enforcement Administration representative serving on the Weed and Seed Steering Committee who provides support to the Weed and Seed Community.
- 4) Grantee Official Point of Contact – head of the Fiscal Agency who is to be contacted on official matters involving this application and future Weed and Seed funds, and who is authorized to enter into contracts for the agency (e.g. person who signed application).
- 5) Weed and Seed Site Director - person who handles the day-to-day operations and administrative requirements of the Weed and Seed strategy (e.g. coordinates Seeding and Weeding elements, prepares progress reports, organizes steering committee meetings, has

continuous contact with CCDO on matters involving the grant and budget, etc).

6) Law Enforcement Contact - person administering the law enforcement strategy in the designated area (e.g. Weeding coordinator).