

## **Program Narrative**

### **A. Management Structure**

#### *1. Role and Responsibility of the Fiscal Agency*

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 Hartford Police Department (HPD) of the City of Hartford has administered two previous Weed and Seed projects, held up as a model program, and through these efforts has ten years of experience with Weed and Seed. In addition, HPD is currently managing two Cops in Schools, Justice Assistance and Project Safe Neighborhoods grants. HPD is also currently finishing the funding cycle for a HUD Weed and Seed grant supplemental grant. 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 finance director will be fully accountable for all project funds and will administer their disbursement for project activities.

#### *2. Role and Responsibility of the Weed and Seed Steering Committee*

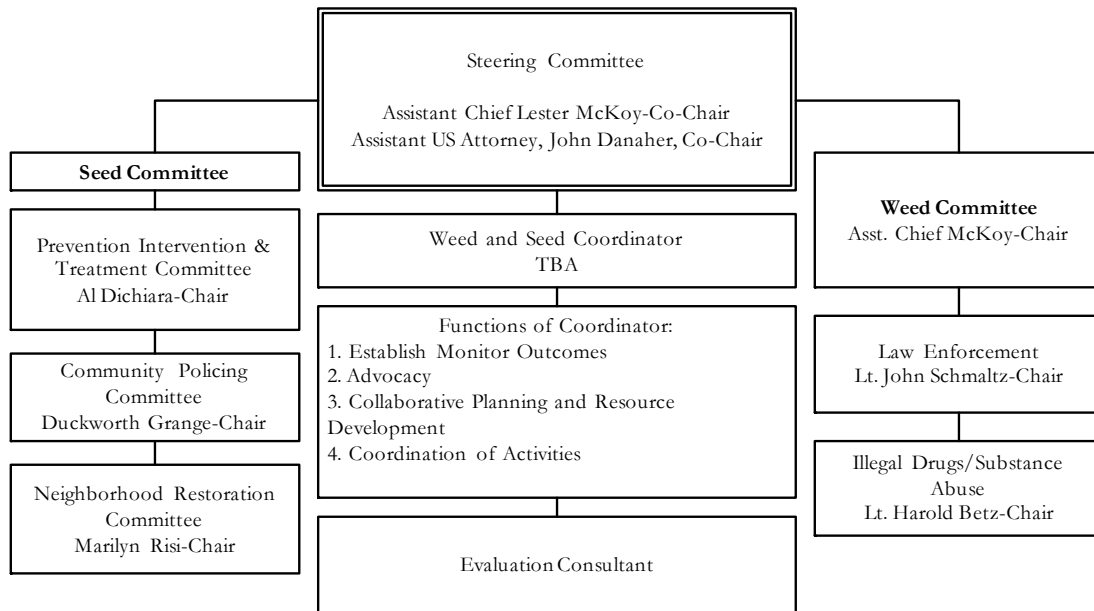
The Weed and Seed Steering Committee (WSSC) members, listed in Section F: Coordination, are responsible for participating in strategic planning, policymaking, and management of the Weed and Seed project. Members have the delegated authority to represent their agencies and organizations in making firm commitments of resources (e.g., financial and personnel) to the effort. First and foremost, upon receipt of funding award, 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.

The larger WSSC serves as the executive committee for Weed and Seed. The WSSC is co-chaired by John Danaher (designated appointee from the office of the U.S. Attorney) and Assistant Chief McKoy (of the HPD). Additionally, a vice-chair and treasurer will be elected and someone is designated to take minutes. The two primary subcommittees are 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. 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).

### 3. Organizational Chart and Reporting Sequence



### 4. Process by Which a Program is Chosen to Be Funded and Ratification of Decisions

The WSSC has already determined the service providers to be awarded grant funds through this Weed & Seed program. During a pre-application meeting a list of existing service programs working in the target neighborhoods was provided to WSSC members. Identified programs had either made contact with HPD expressing interest in Weed & Seed funding or were brought to the table by WSSC members.

Once programs were identified the WSSC created an invitation list by which invitees were asked to provide proposals, make presentations and answer WSSC questions regarding the services they will provide to the Weed & Seed program. Areas of specific interest focused on when choosing potential partner organizations included:

- Recreational ideas for kids
- Non-law enforcement based crime reduction strategies
- Strategies for increasing social services
- Lack of activities for youth
- Lack of investment in youth development

- Need for safe havens
- Need for education and training in life skills
- Community revitalization
- Opportunities for financial advancement
- Physical and psychological activities for youth.

Following the presentation meeting the WSSC reconvened to discussed applications, put applicants to a vote, and develop a list of 13 programs to fund through this Weed and Seed program.

Due to the limited funding available through Weed and Seed the WSSC was faced with the choice of funding fewer organizations at their full request level or fund all 13 service providers at less than their requested funding level. The WSSC voted to keep all 13 providers at table at lesser funding levels and bringing existing resources to bear to make up for the lower level of funding.

## **B. Nature and Extent of the Problem**

### *Overview of Drug and Violent Crime Activity*

The following information summarizes the criminal activity in the Upper Albany Clay Arsenal (UACA) area of Hartford and is taken partially from the *Hartford, Connecticut Weed and Seed Official Recognition Application 2004* and partially from new statistics.

Many of the leading predictors of crime are prevalent in Hartford including poverty, poor education and lack of opportunity. The following Hartford data 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

In addition, Hartford is, per capita, the leading drug crime jurisdiction in New England and places the city in the Uniformed Crime Report top 300 cities. Correspondingly, there is an overall negative perception and fear of crime in the UACA neighborhood. This perception outweighs reality and seems to be caused by an overemphasis on the negative aspects of the community 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 are concerned about safe places for their children play. 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 about their ability to afford to live in a safer neighborhood.

### GUN RELATED INCIDENTS

The UACA target area accounts for 10% of Hartford’s total population. The following graphic demonstrates the high incidence of gun violence in the UACA.

Crime Indicator	Weed and Seed Site Total	City of Hartford Total	Dates	Source
Gun Related Incidents	2001: 212 or 21%*	2001: 1036	2001-2004	HPD
	2002: 263 or 28%*	2002: 950	2001-2004	HPD
	2003: 271 or 23%*	2003: 1199	2001-2004	HPD
	2004: 301 or 26%	2004: 1197	2001-2004	HPD

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

### CRIME DATA

Crime Indicators	Weed and Seed Site Totals	City of Hartford Totals	Dates	Source
Homicide	2001: 3 or 25%* 2002: 6 or 24% 2003: 5 or 15% 2004: 5 or 30%	2001: 12 2002: 25 2003: 44 2004: 17	2001-2004	HPD
Aggravated Assault	2001: 127 or 21% 2002: 136 or 24% 2003: 132 or 20% 2004: 151 or 27%	2001: 623 2002: 580 2003: 681 2004: 578	2001-2004	HPD
Narcotics Arrests	2001: 610 or 28/5 2002: 602 or 27% 2003: 463 or 26% 2004: 594 or 27%	2001: 2,240 2002: 2,286 2003: 1,827 2004: 2,247	2001-2004	HPD
Forcible Rape	2001: 8 or 11% 2002: 12 or 16% 2003: 10 or 14% 2004: 7 or 11%	2001: 79 2002: 78 2003: 73 2004: 65	2001-2004	HPD
Robbery	2001: 108 or 12% 2002: 140 or 16% 2003: 141 or 14% 2004: 146 or 17%	2001: 893 2002: 898 2003: 1,032 2004: 890	2001-2004	HPD

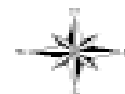
\*Percentage is the percentage of total City of Hartford crimes occurring in the UACA for each category.

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# City of Hartford Gun Violence 2004



Legend	
Hot Spot of Gun Violence	
Concentration of Incidents	
<span style="color: red;">■</span>	Very High
<span style="color: orange;">■</span>	High
<span style="color: yellow;">■</span>	Moderate
<span style="color: white;">■</span>	Low
<span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	None



Map prepared by:  
The HPD Crime Analysis Division

## DEMOGRAPHIC/ECONOMIC/SOCIAL DATA

Demographic/ Economic/Social Data	Weed and Seed Site Totals	City of Hartford Totals	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.

## ADDITIONAL NEIGHBORHOOD INDICATORS

Neighborhood Indicators	Weed and Seed Site Totals	City of Hartford Totals	Dates	Source
Unemployment rate	16%	9.1%	2000	Census 2000
Percentage of population 25 years and older that has not completed high school	42%	39%	2000	Census 2000
Families with single female head of household (children under 18 present)	49% of families	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. (Note that *Census 2000* provides the most recent census data available.)

### *Resource Needs and Service Gaps*

In order to respond to the problems listed above HPD and the WSSC has identified areas of need that must be addressed for the four designated focuses. These areas and specific interventions as well as gaps in services for specific components of the strategy are delineated below.

#### 1. Law Enforcement

- Reduction in gun violence
- Reduction in narcotics sales
- Increased direct police patrols in the UACA
- Development of Albany Ave. police sub station as safe haven/community mobilization hub
- Increased undercover sting operations, execution of search warrants, and traffic stops

#### 2. Community Oriented Policing

- Increased police presence in neighborhoods
- Mobilization of citizens to take control of their neighborhoods
- Citizen training programs (e.g., Police Academy)
- Increased utilization of the Albany Ave. police substation.

- Increased police officers to participation in after-school activities for youth.

### 3. Prevention/Intervention/Treatment

- Development of partnerships that can address the systemic problems in the UACA
- Increased youth activities and youth direction after school and on weekends (i.e tutoring)
- Offender re-entry programs (i.e. job placement)
- Reduction in access to guns
- Safe havens and safe haven programs (particularly school-based)
- Create a Safe Neighborhood Initiative Tip Line
- Training for police officers so they can assess impact of trauma on children and families
- Increased employment opportunities for youth
- Create school-to-work programs
- Increased collaboration between probation and police officers
- Provide Safe Schools Creative Conflict Resolution Program in the schools
- Offer parenting classes
- Create a Truancy Court
- Expansion of Men of Color escort service

### 4. Neighborhood Restoration

- Clean-up programs in business areas
- Neighborhood pride and beautification programs
- Increased neighborhood organization to improve the appearance of neighborhoods
- Revitalization efforts by the city (e.g., facade improvements, street lighting & sidewalks)
- Professional anti-litter campaign
- Recruit volunteer mentors and business sponsors
- Code violation enforcement
- Home ownership training programs
- Training for residents/merchants in Crime Prevention Through Environmental Design
- Funding for street lighting programs

### C. Scope of Work for the Next 12 months

The UACA site will be embarking on its first year of activities to support its five-year strategy.

#### Law Enforcement

*Strategy:* 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.

<b>Goal 1</b>	<b>To concentrate on reducing gun violence in the UACA.</b>
<b>Status</b>	The Northeast Violence Reduction Initiative has begun implementation. The Hartford Gun Project and activities with <b>Project Safe Neighborhoods</b> have begun and are ongoing. In order to reduce gun violence in the UACA HPD will implement the Northeast Violence Reduction Initiative and continue the existing Hartford Gun Project and Project Safe Neighborhoods.
<b>Objective 1</b>	<b><i>To increase the visibility of police officers in the UACA.</i></b>
<b>Status</b>	HPD is in the initial stages of increasing the visibility of police officers in the UACA through the Hartford Gun Project and will bolster through the Northeast Violence Reduction Initiative.
<b>Activity/Task/ Project 1</b>	In concert with the Hartford Gun Project, the Northeast Violence Reduction Initiative will increase directed patrols in the UACA. In addition, these programs will increase traffic stops in high crime areas to assist with identification of evidence of more serious potential criminal activity. HPD currently partners 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 will attend offenders meetings and partner closely with probation to monitor re-entry of offenders into the community. HPD will hire a full time coordinator to run all Weed & Seed activities.
<b>Implementation Plan</b>	HPD will hire a full-time coordinator in month 1 of year 1. In month 2 of year 1, HPD will increase law enforcement activity in the UACA. Activity will steadily increase throughout year 1. HPD officers will attend monthly offender meetings beginning in month 3 of year 1. HPD officers will begin dialogue with Probation Department in month 3 of year 1 and on going. No later than month 6 of year 1, implement plans for HPD and Probation collaboration to focus on re-entry offenders. <u>Responsible party:</u> HPD, Probation.
<b>Outcome Measure</b>	25% increase in the number of directed patrols in the UACA, 25% more traffic stops initiated; monthly attendance at offender meetings.
<b>Funding Support</b>	The project cost totals \$98,555. Cost will be allocated as follows: Weed and Seed at 10% and HPD at 85% and the Probation Department at 5%



	through leveraged funds.
<b>Objective 2</b>	<b><i>To concentrate law enforcement activities in gun violence hot spots in the UACA.</i></b>
<b>Status</b>	HPD is in the initial stages of concentrate law enforcement activities in gun violence hot spots in the UACA. This will be accomplished through the Hartford Gun Project, the Northeast Violence Reduction Initiative and the Hartford Animation Institute.
<b>Activity/Task/Project</b>	Intensive patrolling and focused policing to follow-up on offender meetings in efforts to motivate ex-offenders to avoid criminal activity will focus on “hot spots” of gun violence. HPD will conduct an advertising campaign using billboards, buses and radio segments to reinforce the idea that offenders returning to the community who are found carrying guns will be caught and prosecuted. The Hartford Animation Institute will produce TV ads in conjunction with the Project Safe Neighborhoods (PSN) partnership message of “stop gun violence.” HPD and the US Attorney’s Office work with federal, state and local authorities on the PSN team to target specific individuals with a history of gun related issues. If individuals are found to be in violation of gun laws they are arrested and prosecuted. The PSN team meets bi-monthly to update the Target Enforcement List. This collaboration is on-going.
<b>Implementation Plan</b>	Intensive patrolling to begin in month 1 of year 1. Advertising campaign will begin in month 1 of year 1. Radio and TV ads will begin airing in month 6 of year 1. <u>Responsible party:</u> HPD, Hartford Animation Institute
<b>Outcome Measure</b>	After initial increase, UACA will experience a 20% reduction in gun arrests and number of guns confiscated. 20% reduction in gun incidents. 15 billboards and three radio and TV ads placed in media rotation.
<b>Funding Support</b>	The project cost totals \$30,000. Cost will be allocated as follows: Weed and Seed at 50%, the Hartford Animation Institute at 25% through leveraged funds and HPD at 25% through the Hartford Gun Project.
<b>Objective 3</b>	<b><i>To utilize the Albany Ave. police substation as a hub to mobilize the citizenry to assist police officers in gun violence eradication efforts.</i></b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	HPD, community stakeholders and residents will explore the use of the substation as a <b>Safe Haven</b> . HPD will provide training programs for citizens on various topics surrounding gun violence. HPD will reinstitute the Police Academy.
<b>Implementation Plan</b>	Explore use of substation as a safe haven during months 1-4 with trial period months 3-8 and determination if feasible by month 9, year 1. HPD training on gun violence to begin by month 8 of year 1. Police Academy to be active again by month 6 of year 1. <u>Responsible party:</u> HPD, community stakeholders, residents.
<b>Outcome Measure</b>	HPD will hold a minimum of 10 exploratory safe haven meetings and provide 15 safe haven related activities taking place at the substation.

	HPD will provide 12 of training sessions. 50 residents will attend training. 20 individuals who attend the Police Academy.
<b>Funding Support</b>	The project cost totals \$40,000. Cost will be allocated as follows: Weed and Seed at 75% and HPD at 25% through leveraged funds.

<b>Goal 2</b>	<b>To prioritize reduction of illegal narcotics activities in the UACA.</b>
<b>Status</b>	HPD is currently focusing considerable resources to reduce illegal narcotics activities in the UACA area. The DEA has begun working with HPD on narcotics related law enforcement. HPD has implemented the Northeast Violence Reduction Initiative in order to further assist the current anti-drug activities in the area.
<b>Objective 1</b>	<b>To reduce drug sales.</b>
<b>Status</b>	No change in drug sales or arrests has yet been recorded.
<b>Activity/Task/Project</b>	The Hartford Vice and Narcotics Division (HVND) will increase undercover sting operations. HVND will concentrate buy and bust operations in the UACA. HVND will increase execution of search warrants in the UACA. HVND will increase traffic stops in the UACA.
<b>Implementation Plan</b>	In an effort to reduce drug sales in the UACA area HPD and the HVND will work with the DEA to increase in undercover operations and increase in buy and bust operations. HPD will also work with the FBI and Community Response Division to increase in search warrant executions. HPD will also increase traffic stops. <u>Responsible party:</u> HPD, Hartford Vice and Narcotics Division, Community Response Division, FBI, DEA.
<b>Outcome Measure</b>	20% increase in undercover operations by month 9 of year 1. 25% increase in buy and bust operations by month 9 of year 1. 20% increase in search warrant executions by month 9 of year 1. 25% increase in traffic stops by month 9 of year 1.
<b>Funding Support</b>	The project cost totals \$20,000. Cost will be allocated as follows: Weed and Seed at 75% and the Hartford Vice and Narcotics Division at 25% through leveraged funds.
<b>Objective 2</b>	<b>To partner with Project Safe Neighborhoods.</b>
<b>Status</b>	HPD currently partners with Project Safe Neighborhoods on drug prevention surveillance on a limited basis.
<b>Activity/Task/Project</b>	HPD officers will continue to attend offender meetings at the Probation Department. HPD will increase surveillance enforcement in collaboration with Probation Department.
<b>Implementation Plan</b>	HPD officers will continue work with the Probation Department to attend offender meetings and assist ex-offenders in assimilation into society. HPD will work with Project Safe Neighborhoods to increase drug prevention surveillance. <u>Responsible party:</u> HPD, Project Safe Neighborhoods, Probation Department.

<b>Outcome Measure</b>	Beginning in month 1 of year 1 and on-going HPD officers will attend offender meetings. After month 6 of year 1 the level of drug prevention surveillance in UACA will have increased by 20%.
<b>Funding Support</b>	The project cost totals \$20,000. Cost will be allocated as follows: Weed and Seed at 75%, HPD at 12.5% and the Probation Department at 12.5% through leveraged funds.

### Community Oriented Policing

*Strategy:* 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.

<b>Goal 1</b>	<b>To create a safer, attractive community for residents, businesses, customers, and visitors.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Objective 1</b>	<b>To increase trust and interaction between police, residents, and businesses in the community.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	HPD and Clay-Arsenal/Upper Albany Neighborhood Revitalization Zones (NRZ) will collaborate to host bi-monthly meetings to build awareness of community policing and other programs. The Vine Albany Task Force (VATF) will assist with outreach and coordination of residents and community stakeholders.
<b>Implementation Plan</b>	HPD et al. will initiate community awareness meetings beginning in month 1 of year 1. <u>Responsible party:</u> HPD, NRZs, VATF.
<b>Outcome Measure</b>	Bi-monthly meeting attendance, level of communication as documented in agendas, minutes, sign-in sheets, and surveys.
<b>Funding Support</b>	The project cost totals \$16,000. Cost will be allocated as follows: Weed and Seed at 50%, NRZs at 25% and VATF at 25% through leveraged funds.
<b>Objective 2</b>	<b>To increase the use of the Albany Ave. Police Substation as a community hub.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	HPD will develop an information center for community residents at the substation, to be manned by resident volunteers and provide after-school activities in the adjacent outdoor recreation area. Summer Basketball League for youth 8-13. HPD will develop youth groups that will meet in the meeting room and establish the substation as a regular stop for officers patrolling the neighborhood on foot and bike patrol. The <b>Juvenile Review Board</b> will provide diversion from the juvenile

	justice system from the Albany Ave. Substation.
<b>Implementation Plan</b>	HPD and the WSSC will establish and have the community hub, after-school activities and youth groups by month 12 of year 1. Substation will be established as a regular stop for officers on patrol in month 1 of year 1. <u>Responsible party:</u> HPD, WSSC, Juvenile Review Board
<b>Outcome Measure</b>	Number of volunteers recruited for information center; Number of residents using substation as hub; number of programs/activities initiated from the substation site and occurring onsite and on adjacent outdoor recreation area. Number of residents attending programs/activities. Three patrol stops per shift per day at substation.
<b>Funding Support</b>	The project cost totals \$12,500. Cost will be allocated as follows: Weed and Seed at 40%, Juvenile Review Board at 40% through leveraged funds and HPD at 20% through Project Safe Neighborhoods Funds.
<b>Objective 3</b>	<b>To institute the Public Safety Urban Academy.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	HPD and partners will seek sponsorships for academy classes and encourage residents, business owners, and leadership of community-based organizations to attend classes. The Urban League will provide outreach and recruitment as well as Urban Academy classes and activities.
<b>Implementation Plan</b>	Academy services to begin place starting in month 2 and ending in month 12 of year 1. <u>Responsible party:</u> HPD, the Urban League, Upper Albany Merchants Association (UAMA), NRZs.
<b>Outcome Measure</b>	Number of block watch representatives attending classes; number of business owners attending classes; number of residents who participate in classes; 80 youth served by Urban Academy sessions.
<b>Funding Support</b>	The project cost totals \$30,000. Cost will be allocated as follows: Weed and Seed at 50% and the Urban League at 50% through leveraged funds.
<b>Goal 2</b>	<b>To increase training for Block Watch Associations.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Objective 1</b>	<b>To provide training for associations and block watch captains.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	HPD and partners will seek sponsorship and host for training block watch associations and block watch captains. This will be accomplished through community outreach and advertising as well as outreach to local businesses and residents. The Upper Albany Block Club Initiative (UABCI) will provide block club support and organizational improvement for both existing and new block clubs in the UACA area.

<b>Implementation Plan</b>	Beginning in month 1 of year 1 and on-going HPD and its partners will seek sponsorships training block watch associations and block watch captains. UABCI will initiate block club improvement and support activities beginning in month 1 of year 1. <u>Responsible party:</u> NRZs, UABCI, HPD, Block Watch Groups.
<b>Outcome Measure</b>	15 of Block Watch classes held, level of attendance at classes. Increase in block club activities and membership.
<b>Funding Support</b>	The project cost totals \$12,500. Cost will be allocated as follows: Weed and Seed at 40% and UABCI at 60% through leveraged funds.
<b>Objective 2</b>	<b>To develop business block watch associations in commercial areas.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	HPD and partners will actively seek sponsorships and a host for block watch training in business district. Recruit local business owners to become involved.
<b>Implementation Plan</b>	Starting in month 1 of year 1 HPD and its partners will begin seeking sponsorships and a block watch training host in the UACA area as well as recruiting business owners to participate. <u>Responsible party:</u> Spanish American Merchants Association (SAMA), Upper Albany Merchants Association (UAMA), HPD.
<b>Outcome Measure</b>	10 training sessions, Attendance at training, Number of business owners involved.
<b>Funding Support</b>	The project cost totals \$10,000. Cost will be allocated as follows: UAMA at 50% and the SAMA at 50% through leveraged funds.

### **Prevention, Intervention, and Treatment**

*Strategy:* 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. 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.

<b>Goal 1</b>	<b>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.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Objective 1</b>	<b>To develop partnerships that involve the community in addressing underlying causes of crime.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	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

	<p>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.</p> <p>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.</p> <p>Refer youth to job training programs/career development centers.</p> <p>Study the supply side of guns.</p> <p>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.</p> <p>Probation, HPD and Hogar Crea work together to provide substance abuse treatment services to youth and ex-offenders.</p>
<b>Implementation Plan</b>	<p>Training for HPD by month 6; complete study of the effects of violence on children by month 9; 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. Beginning in month 2 of year 1 Hogar Crea will provide substance abuse services to youth and ex-offenders.</p> <p><u>Responsible party:</u> HPD, Vine and Albany Task Force (VATF), Neighborhood Enforcement Stabilization Team (NEST), Community Health Services, Chrysalis Center. St. Francis Hospital, NRZs, Urban League, Hartford Community Partnership, US Attorney's Office, CBOs, University of Hartford, Project Safe Neighborhoods (PSN), Probation Department and Hogar Crea.</p>
<b>Outcome Measure</b>	<p>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.</p>
<b>Funding Support</b>	<p>The project cost totals \$69,700. Cost will be allocated as follows: Weed and Seed at 6%, Vine and Albany Task Force at 12%, Urban League at 12%, Probation Dept. at 12% and the Hartford Community Partnership 12%, PSN at 31% and St. Francis Hospital at 6% and Hogar Crea at 9% through leveraged funds.</p>
<b>Objective 2</b>	<b>To pay closer attention to re-entry of criminal offenders into the UACA.</b>
<b>Status</b>	This objective has not yet begun implementation.

<b>Activity/Task/Project</b>	<p>Improve and enhance offender re-entry programs.</p> <p>Police officers and probation officers make evening visits to youth on probation at their homes.</p> <p>Enforce curfews and court-designated restriction areas.</p> <p>Good Works will provide the New Beginnings Mentoring Program to abused or previously incarcerated women.</p>
<b>Implementation Plan</b>	<p>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. New Beginnings will begin providing services in month 1 of year 1.</p> <p><u>Responsible party:</u> HPD, Probation, Juvenile Probation, Good Works.</p>
<b>Outcome Measure</b>	Increased house calls by HPD and Probation; reduction in the recidivism rate of offenders.
<b>Funding Support</b>	The project cost totals \$22,000. Cost will be allocated as follows: Weed & Seed at 27%, Good Works at 27% and the Probation Department at 46% through leveraged funds.
<b>Goal 2</b>	<b>To develop safe havens and safe haven programs through partnerships with schools.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Objective 1</b>	<b>To staff school sites so that they can safely remain open after school hours and offer safe haven programming.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	<p>Recruit volunteers and adult mentors to work with youth after school.</p> <p>Develop school sites as community centers.</p> <p>Create school-to-work program.</p> <p>Provide Safe Schools Creative Conflict Resolution Programs in the schools.</p> <p>Provide after school tutoring.</p> <p>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.</p> <p>Offer parenting and family-strengthening classes and activities at school sites.</p> <p>Increased offering of after-school programs.</p> <p>NEST to engage youth who are “on the fence” and need a boost to get back on track.</p> <p>Meet with identified at risk youth (through NEST) and offer services as an alternative to incarceration.</p> <p>The Upper Albany neighborhood Collaborative will provide the Computer Learning Center and its services as a safe haven.</p>
<b>Implementation Plan</b>	<p>Recruitment of 25 volunteers will be completed by month 6 of year 1</p> <p>3 school sites will begin serving as community centers by month 5 of year 1. School-to-work program to begin services by month 5 of year 1</p> <p>Implementation of 3 Safe Schools Creative Conflict Resolution Programs by month 5 of year 1. After school tutoring to begin in month 1 of year 1. monthly collaborative meetings between health and human</p>

	services partners and educators beginning in month 2 of year 1. Parenting and family-strengthening classes to begin in month 2 of year 1. Begin expanded after school program in month 1 of year 1. NEST services and at risk youth meetings beginning in month 1 of year 1. <u>Responsible party:</u> Hartford School System/Hartford Board of Education, Vine and Albany Task Force, HPD, NEST.
<b>Outcome Measure</b>	More community schools; reduction of crime committed on school sites; increase in community involvement with neighborhood schools (particularly focused on Milner); decrease in truancy; increase in after-school activities and programming at school sites, better outcomes for identified at risk youth.
<b>Funding Support</b>	The project cost totals \$10,000. Cost will be allocated as follows: Hartford School System at 50%, Vine Albany Task Force at 25% and NEST at 25% through leveraged funds.
<b>Objective 2</b>	<b>To develop stronger, more effective truancy programs in conjunction with a campaign to keep children in school during school hours.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	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.
<b>Implementation Plan</b>	Truancy Court in development for Weaver High to be implemented in month 12 of year 1; truancy enforcement increased by the end of year 1. <u>Responsible party:</u> HPD, Hartford School System, Truancy Court, Men of Color.
<b>Outcome Measure</b>	Lower truancy rate; lower high school drop-out rate; higher percentage of youth graduating from high school.
<b>Funding Support</b>	The project cost totals \$50,000. Cost will be allocated as follows: Men of Color at 100% through leveraged funds.

### **Neighborhood Revitalization**

*Strategy:* UACA neighborhoods will be mobilized so that merchants are encouraged to clean up the area surrounding their business and to take action to prevent crime, and so that youth engage in activities that promote neighborhood beautification and pride. 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.



<b>Goal 1</b>	<b>To enhance the quality of life in the UACA by reducing neighborhood disorder.</b>
<b>Status</b>	The Upper Albany Main Street Program currently provides machine vacuums to a section of the Albany Ave. corridor from Westbourne Parkway to Main Street. However, the other aspects of this goal have yet to be implemented.
<b>Objective 1</b>	<b>To establish a campaign to encourage and empower merchants to take responsibility for their business and surrounding area.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	Identify business partners. Create a professional anti-litter campaign in the neighborhoods.
<b>Implementation Plan</b>	Mobilize business partners by the end of year 1. <u>Responsible party:</u> UAMA, SAMA
<b>Outcome Measure</b>	Improved appearance of business districts.
<b>Funding Support</b>	The project cost totals \$7,000. Cost will be allocated as follows: UAMA at 50% and SAMA at 50% through leveraged funds.
<b>Objective 2</b>	<b>To encourage youth participation in delinquency prevention activities.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	The Upper Albany Neighborhood Collaborative will recruit volunteer mentors and business sponsors. The Artist's Collective will provide after school programming to at-risk youth. The Hip-Hop Leadership academy will provide delinquency prevention services to at-risk youth. Stump the Violence will provide youth and leadership skills to at-risk youth.
<b>Implementation Plan</b>	Mentors and sponsors recruited by the end of year 1. Begin implementation of youth leadership program in month 2 of year 1. <u>Responsible party:</u> The Artist Collective, Hip-Hop Leadership Academy, Stump the Violence, Upper Albany Neighborhood Collaborative.
<b>Outcome Measure</b>	Number of mentors, businesses, and youth involved in activities; number of activities occurring.
<b>Funding Support</b>	The project cost totals \$69,500. Cost will be allocated as follows: Weed and Seed at 25%, the Artist Collective at 13%, the Hip-Hop Leadership Academy at 4% and Stump the Violence at 58% through leveraged funds.
<b>Objective 3</b>	<b>To enforce existing ordinances</b>
<b>Status</b>	HPD currently enforces existing ordinances, however, specific Weed & Seed related enforcement has not yet begun to be implemented.
<b>Activity/Task/Project</b>	Identify key hot spots. Report hot spots to law enforcement and city code enforcement departments.
<b>Implementation Plan</b>	Full implementation by the end of year 1 with activities continuing ongoing in subsequent years. <u>Responsible party:</u> HPD, City Health and Human Services Department,

	City Development Services Department.
<b>Outcome Measure</b>	Number of citations issued; improved appearance of the community.
<b>Funding Support</b>	The project cost totals \$5,000. Cost will be allocated as follows: HPD at 100% through leveraged funds.
<b>Objective 4</b>	<b>To clean up Albany Ave. as well as other main business arteries throughout the UACA.</b>
<b>Status</b>	The Upper Albany Main Street Program currently provides machine vacuums to a section of the Albany Ave. corridor from Westbourne Parkway to Main Street. The other aspects of this objective have not yet begun to be implemented.
<b>Activity/Task/Project</b>	Upper Albany Main Street Program (UAMSP) will provide Tennant Automated Litter Vacuum services for Albany Avenue in the UACA.
<b>Implementation Plan</b>	Vacuum services to begin in month 1 of year 1 and on-going. <u>Responsible party:</u> UAMSP
<b>Outcome Measure</b>	Improved appearance of the community.
<b>Funding Support</b>	The project cost totals \$6,000. Cost will be allocated as follows: Weed & Seed at 50% and UAMSP at 50% through leveraged funds.
<b>Objective 5</b>	<b>To develop a recognition program.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	Identify noteworthy businesses, CBOs, FBCOs, residents, and youth for recognition of service efforts in the clean-up campaign.
<b>Implementation Plan</b>	Recognition ceremony quarterly starting in month 6. <u>Responsible party:</u> NRZs, WSSC.
<b>Outcome Measure</b>	Number of awards presented.
<b>Funding Support</b>	The project cost totals \$1,000. Cost will be allocated as follows: NRZs at 100% through leveraged funds.
<b>Goal 2</b>	<b>To promote efforts to revitalize communities within the UACA.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Objective 1</b>	<b>To support efforts of housing agencies in renovating dilapidated housing.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	Support applications of CBOs for funding housing renovation projects. Engage in fundraising activities for the “Pride Blocks” community upkeep program. Support homeownership-training initiatives.
<b>Implementation Plan</b>	Weed & Seed partners will begin supporting CBOs in month 1 of year. First fundraising activity will be held in month 2 of year 1. <u>Responsible party:</u> Urban League, NRZs.
<b>Outcome Measure</b>	Number of units of housing created in the UACA; number of first time homebuyers trained.
<b>Funding Support</b>	The project cost totals \$2,000. Cost will be allocated as follows: Urban League at 50% and NRZs at 50% through leveraged funds.
<b>Objective 2</b>	<b>To initiate an adequate street banner and lighting program, and a façade improvement loan program.</b>
<b>Status</b>	This objective has not yet begun implementation.

<b>Activity/Task/Project</b>	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. Implement the UAMSP banner and lighting program
<b>Implementation Plan</b>	First of 5 CPTED trainings will be held in month 2 of year 1. Begin research of funding sources for street lighting programs during month 1 of year 1. Begin façade improvement program in month 2 of year 1. <u>Responsible party:</u> UAMSP, NRZs.
<b>Outcome Measure</b>	Number of attendees at CPTED workshops; improved street lighting and banners; number of façade improvement loans closed and projects completed.
<b>Funding Support</b>	The project cost totals \$15,000. Cost will be allocated as follows: Weed & Seed at 37%, UAMSP at 37% and NRZs at 26% through leveraged funds.
<b>Objective 3</b>	<b>To develop Streetscape and façade improvement.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	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.
<b>Implementation Plan</b>	Plans to be developed during months 6-12. <u>Responsible party:</u> UAMSP, SAMA.
<b>Outcome Measure</b>	Streetscape and façade improvement projects completed.
<b>Funding Support</b>	The project cost totals \$2,000. Cost will be allocated as follows: UAMSP at 50% and SAMA at 50% through leveraged funds.
<b>Objective 4</b>	<b>To assess needs of businesses and provide training in response as appropriate.</b>
<b>Status</b>	This objective has not yet begun implementation.
<b>Activity/Task/Project</b>	The University of Hartford will assess needs and develop appropriate training curriculum. Build financial capacity. Identify and access available resources.
<b>Implementation Plan</b>	Assessment and planning completed by the end of month 6; training developed by the end of year 1. <u>Responsible party:</u> University of Hartford.
<b>Outcome Measure</b>	Needs assessment report and training curriculum, report of available resources.
<b>Funding Support</b>	The project cost totals \$2,000. Cost will be allocated as follows: University of Hartford at 100% through leveraged funds.

Goals and objectives of the UACA site project will be revisited on a regular basis throughout the life of the strategy. The status of accomplishment of goals will be included in written evaluation reports. Outcome measurements will support the evaluator's assessment of the strategy's overall success as well as where modification to goals and objectives is needed during the project period.

#### **D. Special Emphasis Narrative**

Special emphasis is not applicable to this application.

#### **E. The Federal Role**

A representative from the United States Attorney's Office (USAO) co-chairs the WSSC and the USAO routinely has two representatives to WSSC meetings. In addition, the USAO is the lead and monitors HPD's Project Safe Neighborhoods grant as well as the Hartford Gun Projects grant.

A representative from the Federal Bureau of Investigation sits on the WSSC. Law enforcement efforts are also coordinated with both state and federal law enforcement agencies. The Bureau of Alcohol Tobacco and Firearms works with HPD on the Hartford Gun Project and the Drug Enforcement Agency provides support related to narcotics issues.

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 Grant.

## F. Coordination

### Current Membership of Weed and Seed Steering Committee

Name	Title	Organizational Affiliation
Renee Richards	Community Liaison	Office of the Mayor
Lester McKoy	Assistant Chief of Police	Hartford Police Department
John Danaher, III	Assistant U.S. Attorney (designee of U.S. Attorney Kevin O'Connor)	U.S. Attorney's Office
Kenneth Callahan, II	Supervisory Special Agent	Federal Bureau of Investigation
Lori Potter		U.S. Attorney's Office
John Schmaltz	Police Lieutenant	Hartford Police Dept.
Chuck Cummings		Hartford Health and Human Services Department
George Scott	Businessman	Merchant Association
Andre Wade*	Director	Upper Albany Neighborhood Collective
Rev. Don Steinly	Minister	Christian Activities Council
Edwin Rivera-Pacheco*	Director	Hogar Crea
Jackie Hardy		Board of Education
Gordon Jones		Hartford Housing Authority
Dorian Grey Parker		Community Health Services
Charles Barrow*	Chairman	Clay Hill Improvement Association
Al DiChiara, Ph.D.	Director of Criminal Justice	University of Hartford
Duckworth Grange	Community Relations Officer	Connecticut Dept. of Children & Family
Mr. Belfast*	Resident	Upper Albany
Naomi McKoy*	Resident	Upper Albany
Bea Powell*	Resident	Clay-Arsenal
Clarinda Soldevila*	Resident	Clay-Arsenal
Jean Holloway*	Resident	Clay-Arsenal
Isabel Osorio-Vasquez*	Resident	Clay-Arsenal
Denise Best*	Resident	Upper Albany
Hattie Harris*	Resident	Upper Albany

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

### Contribution of Weed and Seed Project Partners

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

<b>Partnering Agency</b>	<b>Contribution to the Achievement of WS Goals and Objectives</b>	<b>Funding Contribution (Per year)</b>
Hartford Police Dept.	Police Overtime, Recreational Activities, Fulltime Project Coordinator	\$113,695
Hartford Animation Institute	Radio and Television ads	\$7,500
Probation Department	Ex-offender reentry services	\$23,380
Hartford Vice & Narcotics Division	Anti-Drug Operations	\$5,000
Clay-Arsenal & Upper Albany Neighborhood Revitalization Zones (NRZ)	Safe Haven, Neighborhood Block Watch, Vita Center	\$9,900
Vine Albany Task Force (VATF)	Neighborhood Problem Solving Weed & Seed Liaison	\$34,800
Juvenile Review Board	Juvenile Diversion Services	\$5,000
Urban League of Greater Hartford	Public Safety Urban Academy Job training referral and gang prevention	\$35,400
Upper Albany Block Club Initiative (UABCI)	Block club support and organizational improvement	\$7,500
Spanish American Merchant Association (SAMA)	Business Development, Employment	\$9,500
Upper Albany Merchant Association (UAMA)	Business Development, Employment	\$8,500
Neighborhood Enforcement Stabilization Team (NEST)	Reduce youth violence	\$52,500
Hartford Community Partnership	Anti-gun violence and gang services	\$8,400
St. Francis Hospital	Chrysalis Center rape crisis and victims of violence services	\$4,200
Good Works	Good Beginnings Mentoring Program	\$5,940
Hartford Board of Education/State of CT Department of Children and Family/Hartford School System	Parental Involvement, Delinquency Prevention Intervention, Safe Schools Conflict Resolution Programs	\$75,000
Artist Collective	After-school/Summer Project services	\$9,250
Stump the Violence	Youth and leadership skills development	\$40,000
Hip-Hop Leadership Academy	Delinquency Prevention Services	\$3,000
Upper Albany Main Street Program (UAMSP)	Street Cleaning services, banner and lighting design, installation and maintenance	\$9,550
University of Hartford	Program evaluation, needs assessment , business training curriculum	\$2,000
Hogar Crea	Addiction Recovery	\$6,300
Men of Color	Crisis intervention, truancy court	\$50,000
PSN	Violence reduction	\$21,400
<b>Total In-Kind Per Year</b>		<b>\$476,315</b>

The UACA is not a designated RC, EC, or EZ site. It is not part of a HOPE VI or EPA Brownfields project. 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.

## **G. Evaluation**

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 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. Student interns will collect data 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 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.

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 in each of the four project areas. 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.

## **H. Sustaining Your Weed and Seed Strategy**

After the five-year Weed and Seed implementation period, the programs will be firmly established in the UACA area. The WSSC and its member agencies will continue to look to expand current and 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 through 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. In addition, other grants from federal, state, and local funding sources will be sought to support ongoing efforts. It is anticipated that by the last year of Weed & Seed funding all listed programs should be fully sustained. During the course of the project, efforts will be made to train residents and community stakeholders on fundraising techniques. Leveraged funding dedicated to the UACA Weed and Seed are extensive and listed in the partner agency chart on page 22. Per year leveraged funds for this project currently total \$476,315.00.