

“EXHIBIT B”

**THE
CITY OF PALATKA
OFFICIAL WEED & SEED RECOGNITION
STRATEGIES**

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I. Management Structure

A. Contact Person(s) (Weed & Seed Coordinator)

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B. Steering Committee

1. Names purposely omitted
2. Describe the roles and responsibilities the Steering Committee assumed in developing the Weed and Seed strategy, and the role they will continue to assume during strategy implementation.
 - a. *Who was in charge of strategy development and how the work to date was accomplished?*

The Steering Committee was the authority in strategy development. All work on this program was initiated, reviewed and approved by the Steering Committee.

In its role as the guiding force of this effort the Steering Committee, through its Chair, Anne Keys, established a monthly meeting schedule during the planning process. This schedule was accelerated to weekly meetings during the final month of the effort to ensure oversight and control. Meeting dates and times were suggested by committee members and approved by the committee as a whole to ensure maximum participation. Representatives from the U.S. Attorney's Office, Middle District of Florida (William Daniels) and DEA (Randy Bohman) met with members of the Weed & Seed exploratory Committee in 2002/03 to discuss initial concepts and possible strategies. During the interim, to date, the USAO participated in several site visits and steering committee meeting.

Planning meetings were attended by:

Anne Keys - Resident
George Chester - Resident
Kathleen Austin - Resident
Dorothy Wright - Resident
Porter Johnson - Resident
Curtis Lewis - Resident

Ike Shelly - Resident
Beverly Green - Resident
John Jacob - Pastor
Debbie Banks - City of Palatka Codes Enforcement
Capt. Rick Ryan - Putnam County Sheriff's Department
Lt. Rodney Harper - Palatka Police Department
Kelly Rose - Keep Putnam Beautiful
Reno Fells - Project Coordinator
Adam Mengel – City Planner

This group was expanded as meetings continued and additional partners were invited to become a part of the process. Initial meetings were held at the Price Martin Community Center and Calvary Baptist Family Life Center. Both facilities are located in the designated community.

The effort was directed and managed by the community through its representatives on the Steering Committee. The Committee developed strategy and delegated the various tasks to individual committee members. The Steering Committee provided input in the development and distribution of surveys. Committee members also held neighborhood meetings and evaluated the information gathered in its strategic development effort. The Committee will continue as the guiding entity behind all future efforts. The Palatka Police Department's Community Service Commander, Sgt. Reno Fells, completed the application with extensive editing and review by the Steering Committee.

b. When the Steering Committee was formed and the frequency of meetings to date.

In the fall of 2001, residents and Palatka Police Department personnel began to meet to discuss neighborhood issues and seek common solutions. After realizing the commonality in the concerns amongst the neighborhoods and police, the group decided to begin pursuing Weed and Seed Official Recognition status for the area. Subsequent meetings were held and other strategic partners were identified and invited to participate in the endeavor. Under direction of the Committee Chair Anne Keys, a steering committee was officially formed in 2002. Regular monthly meetings were held to develop initial plans and strategy. This scheduled accelerated during the last portion of the planning process to weekly meetings.

The Steering Committee will maintain a monthly meeting schedule on receipt of Official Recognition. Subcommittees will meet monthly reporting to the Steering Committee at its regular meeting.

c. Organization of the Steering Committee, including subcommittees, chairpersons, and officers.

The Steering Committee will continue as it is currently formed. Chair, Anne Keys will remain in this status until new nominations are held, currently scheduled for January 2004. Upon receipt of Official Recognition, additional officers will be elected to assure the smooth operation of the program. These will include Vice-Chair, and Secretary.

To assist in program implementation and management, two permanent subcommittees will be established; Weed, dealing with crime, law enforcement and prosecution issues within the area, and Seed, concentrating on social services and quality of life issues.

Subcommittee membership will not be limited to Steering Committee members but will include others identified as being able to provide an active contribution to the subcommittee's responsibilities. The two permanent subcommittees, Weed and Seed, will be formalized on approval of this application. Both subcommittees will continue in their efforts to deal effectively with correlating issues on law enforcement, community policing, prevention, intervention and treatment, and neighborhood restoration.

The Steering committee will form working groups of Steering Committee members and others to be utilized in addressing specific concerns or tasks as they arise. All groups will regularly report to the full committee. The Steering Committee will determine the need, scope, and duration of those adhoc committees.

Weed Subcommittee:

Lieutenant Rodney Harper of the Palatka Police Department will chair the permanent Weed subcommittee. Lieutenant Harper is the current Patrol Commander with more than fifteen years of experience. This subcommittee will meet monthly and will address the issues related to "weeding" out the criminal and detrimental elements to neighborhood revitalization. Included in these tasks will be law enforcement, community policing, codes enforcement, neighborhood watch, and dropout/truancy reduction activities. By coordinating efforts between the various law enforcement and codes enforcement partners this subcommittee will concentrate on eliminating the problems that have been identified by the residents through improved communication and designating of resources. This subcommittee will report to the Steering Committee at each meeting to describe progress made and receive direction on future activities.

Seed Subcommittee:

Kelley Rose, of Keep Putnam Beautiful will chair the Seed subcommittee. Ms. Rose has been very active in community improvement efforts for some years. This subcommittee will meet monthly and concentrate on those aspects that pertain to improving the life and surroundings of the residents. These activities will include, but not limited to, enhancing educational, prevention, intervention, and economic development opportunities. This subcommittee will report to the Steering Committee at each meeting to describe progress made and receive direction on future activities.

Weed And Seed Site Coordinator:

The Weed and Seed Site Coordinator is a key component to ensuring the success of the strategy development and implementation. Ms. Kandra Albury of the (Palatka Police Department), is the site coordinator.

d. Roles and responsibilities of the Steering Committee to be assumed during strategy implementation.

The members of the Steering Committee concur that the active role they undertook during development should continue during program implementation. During Strategy implementation the Steering Committee will serve as the guiding authority for the process. The Committee will:

- Delegate tasks and responsibility to appropriate subcommittees and monitor results.

- Establish and adopt policies and guidelines for program implementation.
- Provide direct oversight and management of program goals and objectives.
- Coordinate the activities of Weed and Seed subcommittees.
- Approve changes to the program.
- Document program activity.
- Evaluate the overall program (monthly); while responding to applicable changes of an independent evaluation.

The Steering Committee will serve as the principled body for the programs efforts providing assistance and guidance to all Weed and Seed activities, participants and stakeholders. The Weed and Seed Coordinator will serve as the Steering Committee's direct staff support and will direct the day-to-day implementation of the program while reporting problems and progress to the Steering Committee. The Coordinator will fall directly under the Steering Committee in the program organization.

C. Day-to-Day Management

1. Roles and responsibilities of the Weed and Seed Coordinator during strategy development.

The Weed and Seed Coordinator served as liaison between the steering committee and subcommittee, recruited service providers, served as contact person for U.S. Attorney representative, attended steering and subcommittee meetings, provided guidance on all activities including needs assessment survey and resident visioning meetings. The coordinator provided assistance to all committees throughout the strategic development steps and collected the necessary data needed to complete application and guide needs assessment process. The coordinator's salary is fully funded by the Palatka Police Department.

2. Roles and responsibilities of the Weed and Seed Coordinator during strategy implementation.

The full time Coordinator will provide the day-to-day management of activities among the partners as well as any Safe Haven staffing and budget activities. The Coordinator will primarily report to the Steering Committee. Other Coordinator duties will include, but not limited to:

- Coordination of program activities and needs within the community
- Coordination of volunteer schedules
- Recruit service providers and participants to the Weed and Seed program
- Pursue additional sources of funding for the Weed and Seed program

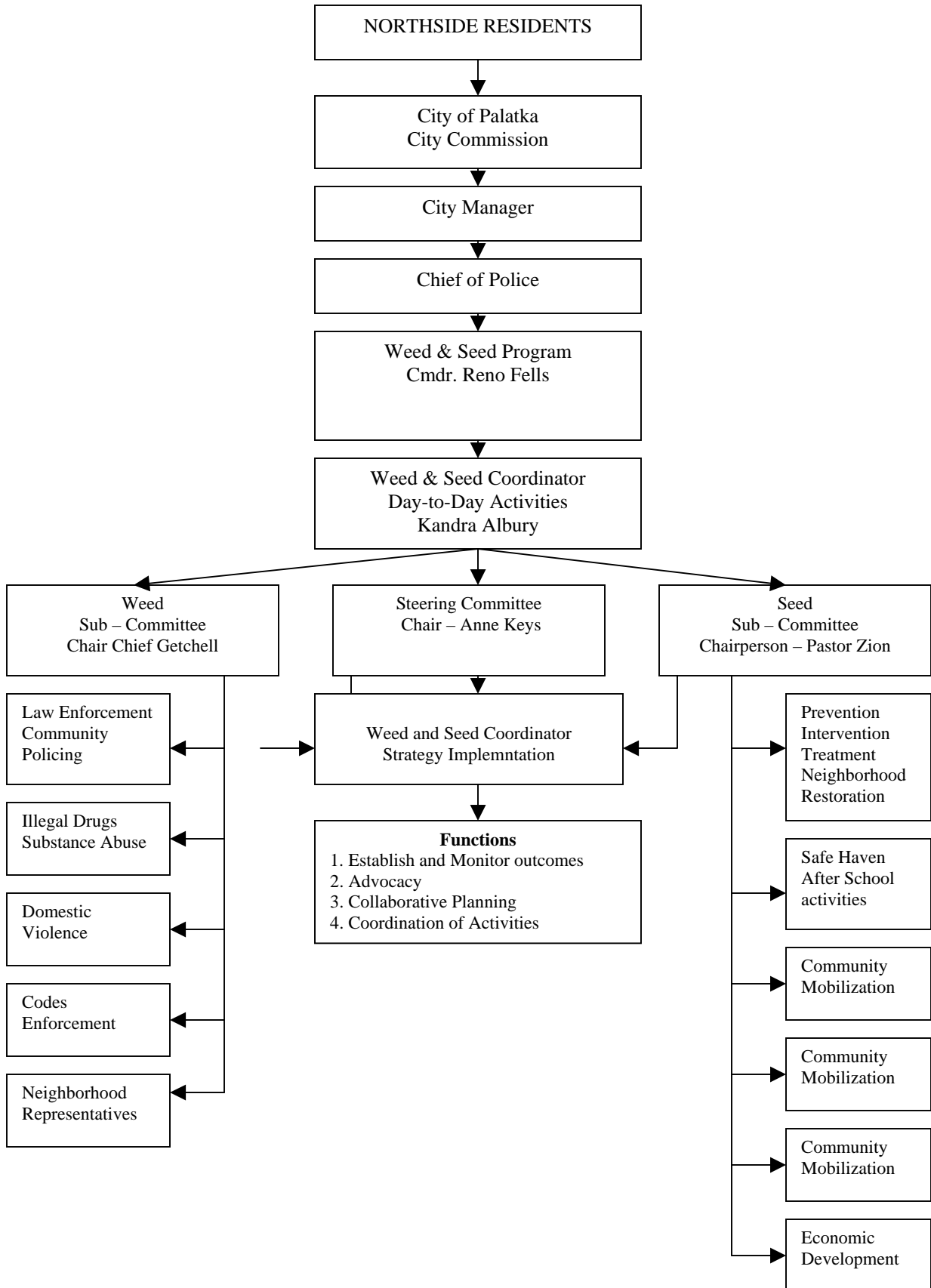
- Collect data on program activities and participants
- Draft policies and procedures for operation of the Safe Haven Center for the Steering Committee
- Work with agencies involved in program implementation
- Work evenings and weekends as required to fulfill program operations

3. *Organizational Structure of the entire Weed and Seed Effort.*

The Weed and Seed effort is structured around improving the quality of life and increasing the opportunities for the residents within the designated area. The residents through their representatives on the Steering Committee and its subcommittees will direct the effort. As previously described in section B.2.d (Steering Committee) of this application the overall authority of the Weed and Seed effort will rest with the Steering Committee. Each sub-entity, the Weed and Seed Coordinator, and all standing subcommittees will report their progress and receive direction from the Steering Committee. The organizational chart listing major responsibilities follows:

(See Chart on next page)

City of Palatka Weed and Seed Organizational Structure



A. The Steering Committee will provide guidance and oversight to the Weed and Seed effort, its specific duties will include:

- Delegate tasks and responsibility to appropriate subcommittees and monitor results.
- Establish and adopt policies and guidelines for program implementation.
- Provide direct oversight and management of program goals and objectives.
- Coordinate the activities of Weed and Seed subcommittees.
- Approve changes to the program.
- Document program activity.
- Evaluate the overall program.

The Steering Committee will serve as an oversight board of program efforts, providing assistance and guidance to all Weed and Seed activities and participants. The Weed and Seed Coordinator will serve as the Steering Committee's direct staff support and will direct the day-to-day implementation of the program while reporting problems and progress to the Steering Committee. The Coordinator will fall directly under the Steering Committee in the program organization.

All participating agencies and subcommittees will make monthly reports to the Steering Committee on the progress and needs of the designated area. The Steering Committee will provide guidance and redirection as the remaining activities are planned so as to reallocate resources, according to revisions in the program mission.

Two permanent subcommittees (Weed and Seed) will be established with each having ad-hoc committees to deal with specific issues as they arise. These Committees will provide recommendations to the full Steering Committee who will have the ultimate authority on all decisions regarding the program.

B. Weed Subcommittee:

This subcommittee will meet monthly and will address the issues related to "weeding" out the criminal and detrimental elements to neighborhood revitalization. Included in these tasks will be law enforcement, community policing, codes enforcement, neighborhood watch, and dropout/truancy reduction activities. By coordinating efforts between the various law enforcement and codes enforcement partners this subcommittee will concentrate on eliminating the problems that have been identified by the residents through improved communication and designation of resources. This subcommittee will report to the Steering Committee at each meeting to describe progress made and receive direction on future activities.

C. Seed Subcommittee

This subcommittee will meet monthly and concentrate on those aspects that pertain to improving the life and surroundings of the residents. These activities will include, but not limited to, enhancing educational, prevention, intervention, and economic development.

4. *Lead Agencies:*

- The *City of Palatka* will provide primary support resources for this Weed and Seed effort. This support will include:
- The *City of Palatka Code Enforcement Department* will be the lead entity in the areas of codes enforcement, housing rehabilitation, efforts to increase home ownership and economic development.
- The *City of Palatka Public Works Department* will be responsible for all efforts dealing with infrastructure improvements such as street improvements, sidewalks, and street lighting, as well as issues with solid waste and garbage.
- The *City of Palatka Police Department* will provide enhanced enforcement and participation on multi-agency tasks forces deployed to deal with crime issues within the designated area. DEA and FDLE will also be partners in this effort. The Police Department will coordinate all law enforcement efforts within the site as well as be responsible for all grant documentation and reporting.

5. *Weed and Seed Coordinator:*

The Coordinator will be responsible for the day-to-day coordination and implementation of the Weed and Seed strategy. This position will report directly to the Steering Committee and assist in the management of the Safe Haven and outreach efforts.

All partners and agencies involved in this effort are to be guided in their efforts by the Steering Committee. This group, made up of residents and government agencies, will provide guidance and set priorities for all involved to follow. The City of Palatka Police Department will provide staff to make certain that all program conditions are followed, but the ultimate authority on strategy and implementation will reside with the Steering Committee.

6. *Process for day-to-day decision making on management, administration, and budgeting.*

The Steering Committee will determine the overall effort priorities and goals as well as task individual partners or groups to carry out those tasks. The Steering Committee will review progress and make necessary adjustments at its regular meetings based on the results obtained. The day-to-day implementation of the program goals will reside with those agencies assigned with the site coordinator providing guidance. Administration and management duties will be responsibility of the coordinator within the parameters and limits set by the Steering Committee in its role as the overall authority of the program.

D. *Evaluation*

1. *Who will be responsible for conducting the evaluation:*

The Steering Committee will utilize an academic partner, the Department of Urban Regional and Planning at the University of Florida in this task. They will set standards identify information needed, and make certain that the evaluation is performed in an efficient, comprehensive, and accurate manner.

The Department of Urban and Regional Planning at the University of Florida is a nationally recognized academic organization that has extensive experience in program evaluation and crime prevention planning. Prof. Richard Schneider, who has experience with Weed and Seed

Programs and who has conducted numerous evaluations for the Florida Department of Transportation, will supervise the evaluation. Prof. Schneider teaches crime prevention planning coursework within the planning department and helped the Gainesville Police Department develop its crime mapping system. He is presently working with the University of Florida Police Department on campus crime prevention

The Steering Committee will be responsible for the overall review/response of any findings regarding the evaluation of the Weed and Seed effort. Input for this assessment will be provided by the Palatka Police Department, City Code Enforcement Department, and other participating entities, who will make regular presentations to report on the progress made in the designated area and will work with the Steering Committee to fine tune the strategy where necessary.

a. How the evaluation will be carried out.

The Department of Urban & Regional Planning (University of Florida) will assist with this evaluation by designing a scoring matrix to weigh the charted progress against the stated goals, objectives, and measurable outcomes listed in the Component Strategy section of this application.

b. Identify the frequency by which reports will be generated.

Subcommittees will report to Steering Committee monthly. Monthly data will be collected from all service providers directly involved in strategy implementation. Pertinent data, to include, law enforcement statistics, community policing activities, number of prevention, intervention and treatment participants served and neighborhood restoration projects completed, their progress reports as scheduled.

The Steering Committee will undertake the task of formally analyzing the strategies on a minimum of an annual basis, unless more frequent evaluations are considered necessary.

c. How will measurable outcomes listed in strategy be monitored:

Measurable outcomes will be monitored via monthly reports collected from subcommittees and participating entities.

II. Neighborhood Selection and Community Needs Assessment:

A. The Designated Neighborhood

Name and location of site:

North Side Palatka
Palatka Florida

New site seeking OR:.

1.5 Square miles

2,200 Population

1. *The specific boundaries of the designated neighborhood:*

The streets that border the Weed and Seed area include, Reid Street South portion, east to 1st Street, north to Wapalaw Street, east to N 24th Street, extends to James A. Long Elementary School located on the north quadrant on the map along Old Jacksonville Hwy. The proposed area for this Weed and Seed site encompasses several historically disadvantaged neighborhoods as well as a former central business district, which were made up predominately of small locally black owned businesses and the first black accredited high school in the State of Florida (See following map). Beginning on the west, the area encompasses the north side of Reid Street and merchants, James A Long neighborhoods, the north side community, the Weed and Seed area then extends east to encompass all but one section of the residential areas that have historically contained an African-American majority. There is also a middle school in the designated area and the largest segment of public housing units within the city limits. The designated area may be located under census tract #9508, (Census 2000).

2. *Describe the site selection and needs assessment process:*

The Site Selection process was focused on neighborhoods with extreme circumstances such as criminal activity, family poverty, poorly educated residents and poor housing. The North Side neighborhood that was selected has a long history of each, along with the fact that the crime rate for the city of Palatka has remained in the “Top Ten” per capita in the state of Florida for at least three decades. And a disproportionate amount of offenders reside in the area, and statistically there are 2.8 crimes committed per home. Residents in the designated neighborhood have participated in community forums, visioning sessions and other related activities. Many are actively participating on the steering committee and other functions.

The Needs Assessment process was conducted in the form of focus groups, community meetings, visioning sessions, with residents, resource providers and local city government officials. During October, September and November of 2001 Palatka Police Chief Gary Getchell and members of the Police Department began meeting with residents at the James A. Long Community Center to discuss the Weed and Seed Strategy. February 2002 community meetings were held to discuss neighborhood issues and concerns. From that point forward monthly meetings were held including a visioning workshop with residents and another with city government officials. A resident survey was conducted in the designated area. 230 residents were polled via door-to-door interviews. Two person teams gathered the data. This data was used to develop the strategic plan. Residents were polled in the area to determine perceived neighborhood problems, law enforcement needs, community policing and perceptions of City Services and Community Programs. The Visioning Sessions served as an opportunity for participants to voice perceived problems and concerns, and then develop possible solutions. Participants to implement the Weed and Seed strategy transformed these perceptions into goals and objectives.

B. *Community Needs Assessment*

1. *Neighborhood Data:*

Crime Data:

The designated site has developed an extensive history of crime including a high number of street level drug sales and locations, “crack” houses and crimes associated with drug activity

(i.e., burglaries, robberies, and other crimes of violence). The crime statistics since January 2000 shows an alarming amount of burglaries, thefts and aggravated assault. While the area contains only 21% of the city's population it accounted for 30% of all burglaries, thefts and assaults.

The quality of life in the designated area was once a model community. The area was filled with thriving African-American owned businesses and homes. Many African American professionals resided in the area because of its social and economic status in the community. The first accredited black high school (Central Academy) was built in the heart of the designated area. Over time, the area has experienced a significant decline in its quality of life. The construction of public housing units for poor families in the 70's and the arrival of crack cocaine in the 80's are contributing factors to the present poor condition of the designated area. Since the early 1970's the City of Palatka has continuously held the unfortunate position, ranking in the "Top Ten" in the State of Florida for crime per capita. Over 21% of repeat offenders reside within the designated area. According to Palatka Police Department Crime Analysis, there are 2.8 crimes committed per household in the designated area.

Weed and Seed Crime Indicators, trends and Comparisons:

Crime Indicator 1: Robbery				
	Three Years of Data			Data Source
	Year 2000	Year 2001	Year 2002	
Designated Area	24	23	16	
City of Palatka	52	42	36	PPD Crime Analysis Unit
D. Jurisdiction: City of Palatka Florida				
Comments: <i>Average of 46% of robberies occur in designated area.</i>				

Crime Indicator 2: Burglary				
	Three Years of Data			Data Source
	Year 2000	Year 2001	Year 2002	
Designated Area	197	389	271	
City of Palatka	197	173	132	PPD Crime Analysis Unit
D. Jurisdiction: City of Palatka Florida				
Comments: <i>Average of 46 % of Assault/Battery occurs in designated area.</i>				

Crime Indicator 3: Aggravated Assault				
	Three Years of Data			Data Source
	Year 2000	Year 2001	Year 2002	
Designated Area	72	70	65	
City of Palatka	72	158	153	PPD Crime Analysis Unit
D. Jurisdiction: City of Palatka Florida				
Comments: <i>45% of Aggravated battery occurs in designated area.</i>				

<p>Contact person(s) if there are questions concerning the above data: Cmd Reno Fells (386) 329-0115 (286) 329-0159 rfells66@yahoo.com</p>
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b. Demographic Information:

The designated neighborhood is an inner city area with a level of high poverty and crime rates. Census data¹ was obtained covering tract # 9508. These data shows a total area population of 3,908. The total population of the City of Palatka is 10,033.

Race: The racial breakdown of the proposed site reveals a minority population of 63% of the area total, 61 % is African-American. The City as a whole has a 48 % minority population¹.

Age: The age breakdown is within citywide norms except for two age groups, youth in the 12-24 year old group make up 34.2% of the designated area population and the elderly over 65 years old, 12.4%, are represented disproportionately in the area¹.

Housing: 50% of residents in the designated area are renters, and 33% are female head of household with dependent children. 50% of city residents are also renters.

¹ 2000 United States Census Data

Income: The poverty rate for the designated area shows that 71% of the population lives below the poverty level compared to 53% for the city as a whole¹. 52% of residents, 16 years of age and older are unemployed. The median family income in the designated area is \$16,010.

c. Additional Neighborhood Indicators:

Additional Neighborhood Indicators	New Site	Comparison Data for City of Palatka
Race	61% African American	48% African American
Residents over 16 with no HS Diploma or equivalent.	40%	33%
Owner occupied housing	50 %	50%
Renter occupied housing	50 %	50%

Source of data: Census 2000
 Contact Person:
 Cmdr. Reno Fells
 Palatka Police Department
 (386) 329-0115

Additional Explanation of data:

Census data 2000 data shows some disheartening statistics regarding the designated area. As listed in the above chart, the racial breakdown in the area is overwhelmingly African American with a poverty level of 71%. The immediate neighborhood that adjoins the area is 95% white with a median family income of over \$30,000.00. This shows a community segregated by economic conditions and not by choice. It is the desire of the residents that through the Weed and Seed strategy, this condition will change and the communities will integrate both socially and economically.

The data also shows that 40% of residents have not earned a high school diploma or its equivalent. Education is critical to one’s ability to earn a decent wage, live a prosperous life and raise a family.

The data also shows that 50% of family homes are renter occupied, the sad fact is that most of those structures are in very poor condition.

Education leads to income and income to the ability to buy, spend and live a better life-style. Weed and Seed offers a model that will change not merely the physical environment, but also the socio-economic conditions in the designated neighborhood. And one day improve the lives of so many youth and families.

Neighborhood Resource Providers:

Provider	Resources
City of Palatka	Will provide leadership for the Weed and Seed Strategy, will utilize various city departments for Weeding and Seeding objectives as needed.
Palatka Police Department*	Police officers for weeding operations and community oriented policing activities.
Putnam County Health Department	Staff to provide health education and cultural programs. (Prevention Intervention, Treatment)
U.S. Drug Enforcement Agency	Provide personnel and equipment for weeding operations, assign staff person to steering committee.
St. Johns River Community College	Staff for GED counseling and recruitment.
Putnam County Sheriff's Department	Officers for weeding operations, and Senior Staff person to Weed Task Force
Georgia Pacific Industries	Personnel to train residents and assist in restoration projects.
Florida Department Of Law Enforcement	Personnel and equipment for weeding operations.
Jenkins Middle School	Facility to host after school recreational activities and Summer Program.
Florida Department of Corrections Parole and Probation	Staff person to support weeding operations (Offender Reentry Initiatives)
The North Side Neighborhood Council	Small Business Management Training
Work Source of Florida	Staff to provide employability skills training and workshops.
Lafarge Gypsum Company	Materials for restoration projects and personnel to assist in projects.
Sykes Enterprise	Donate used computers to Safe haven, assist with job placement of residence.
Emmanuel United Methodist Church	Alcoholics Anonymous Classes in designated area.
St. Johns River Community College	Will provide a staff person to assess academic needs of residents, recruit residence into GED program.
Palatka Housing Authority	Will provide building space for police substation, assign staff person and member of resident council to Steering Committee.
Palatka Police Department	Will lead Weeding effort through Law Enforcement and Community Policing initiatives.
CBMC Family Life Center	Safe Haven, after school programs, recreational and cultural programs.
Putnam County Federal Credit Union	Will Provide credit Counseling Services to residents, loan staff will coordinate with SHIP, clients of rehab funds, President will serve on Steering Committee.

U.S. Attorney Middle District of Florida
 Florida Department of Law Enforcement
 U.S. Drug Enforcement Agency
 Superintendent of Schools *
 State Attorney for the Seventh Judicial District of Florida*
 Putnam County Health Department
 State of Florida Probation and Parole *
 Jenkins Middle School *
 Work Source of Florida
 Putnam County Federal Credit Union
 St. Johns River Community College
 Sykes Enterprise

Lafarge Gypsum
 North Side Neighborhood Council *
 City of Palatka *
 CBMC Family Life Center *
 Palatka Housing Authority *
 Emanuel United Methodist Church

* Denotes resource providers already supporting the Weed and Seed effort.

2. Neighborhood Deterioration/Potential

a. Crime Statistics

The Weed and Seed designated area is primarily a residential area within the heart of Palatka Florida. What were once thriving African-American neighborhoods and businesses have declined over time with closed businesses and boarded up, dilapidated buildings. It has developed an extensive history of crime including high numbers of street level drug sales locations, “crack” houses, and crimes often associated with drug activity (burglaries, robberies, and other crimes of violence). The crime statistics for just the past 20 months are startling

	City Frequency	Area Frequency	Percentage of Total Crime
Illegal Drug Offenses	628	335	53%
Robbery	54	25	46%
Assault/Battery	899	387	43%
Sex Crimes	18	6	33%
Domestic Disturbances	189	84	44%

b. Identify and explain three or more neighborhood problems and signs of neighborhood deterioration.

Abandoned and Neglected Properties: This open drug activity is indicative of other signs of decline within the area. As crime has increased the fabric of the neighborhoods has been negatively impacted resulting in deterioration in all aspects of the neighborhood including the number of neglected or abandoned properties. In the most recent survey 50 buildings within the proposed area were either abandoned or vacant. This has led to a feeling of loss of control by the permanent area residents.

Lack of recreational opportunities for youth: There was once a neighborhood recreational facility and a public pool in the designated area. Due to budget constraints and the lack of up keep, approximately ten years ago the pool was filled with gravel and the neighborhood facility was taken over by the Putnam County School system, removing free and open access for residents. Since the closings, the neighborhood and the city as a whole has experienced a tremendous increase in juvenile crime.

Extreme level of poverty: as indicated, in the neighborhood demographics, the poverty level in the area is at an astounding level of 71%. This is indicative of communities with high levels of crime and other social problems. Without a decent wage, it is impossible for residents to earn a living, restore property or own a home. Neighborhoods such as the designated area, that experience this level of poverty for an extended period of time become apathetic and the conditions tend to worsen.

The steering committee and sub-committees have worked diligently the past year and have made tremendous progress towards garnering residents to become active participants in the Weed and Seed initiative.

3. *Economic Revitalization.*

The neighborhood has a bright future. The area has been officially designated as an empowerment zone, which is designed to benefit low-income communities through economic and community development, to enhance the financial viability of the area. This has been realized through past work within the area with tremendous citizen involvement. Several neighborhood groups have formed in an effort to improve living conditions within the area. Residents have become much more active within their neighborhoods and are taking a proactive role in the revitalization of the site. In the past two years the City and residents have been aggressively engaged in projects to bring life back to what once was a thriving community. Partnerships have been established with two major private corporations, Sykes Enterprise and Georgia Pacific Corporation. Both have committed to provide staff to train residents in the area and assist in placing those that meet minimum qualifications and other requirements in the work force. Work Source of Florida has committed to providing employability skills training programs and workshops to residents, and St. Johns River Community college Adult Education Department has committed to provide a counselor to assess residents in need of a GED in the designated area. The North Side Neighborhood Council has been awarded a \$22000.00 Grant from the presbytery to offer classes on small business development. The Palatka Police Department has adopted community policing citywide resulting in improved communication and partnerships with residents in the site. The adoption of the Weed and Seed ethic towards this area promises better, more coordinated responses to the needs of the residents as well as granting them a more authoritative role in the overall process.

4. *Unmet Needs:*

The City of Palatka identified the pervasive street drug market atmosphere of the designated neighborhood as the most serious factor in the degradation of the neighborhood. With 457 illegal drug violations within the area in just a 20-month period the problem has reached the state where law enforcement is committing a disproportionate amount of resources just to contain the problem. By its nature this problem brings a host of other crime issues such as burglary, robbery and assaults, until those few residents who chose to remain develop a siege mentality and the neighborhood begins a downward spiral. The community identified removal of the root drug problem with use of aggressive law enforcement tools and proactive community activities for youth to rebuild that lost sense of neighborhood identity.

Lack of quality housing was the second most identified unmet need; the lack of affordable housing coupled with the high number of neglected or abandoned buildings has led to the accelerating decline of the neighborhood. There are over 40 abandoned or boarded houses within the neighborhood, which accentuates the crime problems providing ready buildings for drugs and other criminal activities. The community identified the removal of houses used for criminal behavior, increased home ownership and improved homeowner maintenance as a serious unmet need.

5. *Community Resident Involvement:*

An integral part of the Palatka Weed and Seed Initiative is the mobilization of neighborhood residents to assist in designing, developing and implementing the goals, objectives and tasks of the program. Through activities such as neighborhood meetings and social gatherings, residents are empowered to overcome apathy, fear and hopelessness to take responsibility for their community.

The identification and solutions to neighborhood problems is an on-going process in Palatka. Residents participate in monthly Neighborhood Representative meetings. Residents also participate in other committees dedicated to restoring the community such as: The Central Academy Restoration Committee, neighborhood Restoration Committee, the North Side Neighborhood Council, and the Palatka Housing Authority Neighborhood Council.

- a. Community Police Partners. Palatka Police officers, who are all trained for community policing, attend the meetings described above, and work with residents in identifying and solving problems. Participants are equal partners in the process, which involves the use of a trained facilitator and a recorder to document the findings. Officers utilize Problem Oriented Police reports to facilitate the process, which involves a number of other City agencies. Community Policing in Palatka is a citywide program not just a police program. Residents are involved at each step of the process and progress reports are made to the community on a monthly basis.
- b. Partners in Programs Associated with Prevention, Intervention and Treatment. Team Leaders, who operate these components, attend the meetings described previously and participate with the residents in implementing the activities. Reports are made monthly about previous activities and planned programs with residents providing input on the delivery of services.
- c. Neighborhood Restoration activities are handled in a similar manner with residents involved in the process at every step of the way.

Community involvement is an amazing process that empowers residents to take control of their environment and to effect meaningful changes in neighborhoods that were overwhelmed with drug related crime and prostitution. When problems are identified, solutions crafted and within days are addressed, residents begin to feel they can and do make a difference. Such successes lead to more involvement and even more success.

A key feature of the Weed and Seed Initiative is the fostering of self-worth and individual responsibility among community members.

Annual surveys will be conducted in the Weed and Seed area to ascertain resident's feelings and concerns regarding various issues. The surveys will provide information for future planning and to determine the successes of the various programs and levels of participation. The survey is also a valuable evaluation tool.

III. Weed and Seed Strategy

A. The Planning Process:

In September of 2001 Palatka Police Chief Gary Getchell and Palatka Police Department adopted the philosophy of Community Oriented Policing. The two core components of COP, is community engagement and problem solving. Community engagement requires law enforcement to allow community residents and business owners to actively participate in resolving problems that traditionally law enforcement has taken responsibility. This occurs in the manner of community focus groups, town hall meetings, surveys and one on one interaction.

Problem Solving requires officers to utilize proactive methods to respond to crime and neighborhood problems before they occur. Officers at the Police Department no longer depend on 911 dispatches, to direct their shift activities. Officers are required to utilize their talent, skill and ability to work along side residents and businesses to solve problems, that range from street prostitution and drug sales, insufficient lighting to missing street pot holes. Experience and research, has proven that the most serious criminal activity to the least disorderly behavior, if left unattended will cause the neighborhood to deteriorate and decay.

Chief Getchell, after realizing the high level of community apathy, decided to introduce the Weed and Seed Strategy to a group of residents. After the initial meeting, Weed and Seed was determined to be the approach residents decided to adopt. This appeared to be the most effective vehicle to reduce crime and disorder in the designated area. In August of 2002, selected residents, social service agencies, local state and federal law enforcement, public and private agencies formed the steering committee. This willingness of all, created an attitude of cooperation and collaboration, which showed the level of compassion the stakeholders held for the community. The leaders of the stakeholder agencies were eager to pursue this endeavor. The development of the strategic plan was a simple process, because all involved shared the same vision for this community.

B. Timeframe:

Once approved for OR, the time frame for the Weed and Seed strategy will cover a two year time frame with annual evaluations conducted by our academic partners from the University of Florida. The Steering Committee and partners realize that the condition of the area did not occur over a short period of time, and are committed to meeting the established short and long-term goals and objectives as outlined in the strategic plan.

The plan will be reviewed annually for continuous improvement and quality. It is imperative that residents are provided with appropriate services and programs. Focus groups, town hall meetings, surveys and other creative methods will be used to identify gaps in services and programs. As service and program needs are identified, The Weed and Seed Coordinator, Steering Committee and Seed Task Force will recruit the necessary providers to secure commitments to the strategy.

C. Sustainability and Leveraging:

The plan to leverage community resources will be directly related to the over all strategic plan. The needs assessment process will be on going in the form of focus groups, town hall meetings, surveys and one on one contacts. Resource partners will be identified and secured based on the results. The success of the strategy and the evident change in the community's socio-economic status and quality life will play a critical role in securing further partnerships. When practical the strategy will call for volunteers, from churches, youth organizations, business partners and residents. Several partners have made commitments of employee volunteers to participate in clean-ups, revitalization projects and various trainings. Residents are involved to a great degree in Steering Committee, and other sub-committee activities. A strong sense of empowerment and

collaboration among residents and strategic partners have emerged, since the inception of the Weed and Seed initiative.

<i>A. Partnering Agency</i>	<i>Contact Information</i>	<i>Type of Resource</i>
Paul I, Perez The U.S. Attorney for the Middle District of Florida	(813) 274-6388	Law Enforcement and technical assistance to support the Weeding component. Support will last until end of 5year designation.
Robyn Strickler State Attorney's Office for the 7 th Judicial Circuit	(386) 329-0259	Staff person to assist in sentencing efforts to support Weeding component Support will last until objectives are met.
Randy Bohman The U.S. Drug Enforcement Agency.	(904) 232-3553	Staff person to assist in joint drug abatement efforts and use of equipment. Support will be assessed annually.
Chief Gary Getchell Palatka Police Department	(386) 329-0115	Police personnel to lead the law enforcement and community policing effort, pay salary of project coordinator. Support will last until objectives are met. (DOJ Edward Byrne Grant Funds and LLEBG Local Law Enforcement Block Grant).
Karl N. Flagg Mayor City of Palatka	(386) 329-0100	Facilities for meetings, personnel from various city departments to provide information, services, and technical assistance. Support will last until objectives are met.
Sheriff Taylor Douglas Putnam County Sheriff's Office	(386) 329-0800	Personnel to assist in weeding component. Support will be assessed annually.
David Buckles Superintendent of Schools	(386) 329-0530	Use of facilities and equipment. Support. Support to be assessed annually.
Dr. Robert McClendon St. Johns River Community College	(386) 312-4200	Staff personnel to assess educational needs of residents. Support to be assessed annually
James Vickers Acting Executive Director Palatka Housing Authority	(386) 329-0132	Staff person to serve on steering committee. Member of resident Council on Steering Committee Provide building for Police Sub-station.
Pam Klepper Sykes Enterprise	(386) 326-3400	Specialized training to residents, donate used computer equipment. Will participate in job placement efforts. Support to be assessed annually.
Ted Kennedy Georgia Pacific	(386) 325-0200	Specialized Training, staff to participate in restoration projects, will assist job placement effort. .
Laurey Gauch Putnam County Health Department	(386) 326-3232	Provide health care and health education classes, maternal and child health care. Support to be assessed annually.
Crystal Bahari Work Source of Florida	(386) 329-3724	Provide employability skills training, resume writing classes. Support to be assessed annual, assign staff person to steering committee.
Janice Pounds Jenkins Middle School	(386) 329-0590	Provide facility for recreational activities after school and for Summer Youth Program.
Rev. Fredrick T. Demps	(386) 328-1595	Would provide space for Safe

CMBC Family Life Center		Haven, and serve on Steering Committee.
Bill Pember Putnam County Federal Credit Union	(386) 328-9201	Assign the president to the Steering Committee, loan staff will coordinate with SHIP clients, provide credit counseling services to residents.

➤ **Law Enforcement:**

○ **Strategy**

The law enforcement component of the City of Palatka’s Weed and Seed Strategy was developed based on information acquired from neighborhood meetings, a residential survey, and crime data. The strategy is formulated to combine the resources of various agencies and the community in the weeding effort. A Weed Task Force subcommittee was formed to manage the Weeding process. The strategy relates to community crime problems and needs assessment, because the strategies were developed and prioritized based on the input from residents during the needs assessment. The assessment process revealed three critical problems. First, street drug use sales and drug related crime, 2nd Career criminals and repeat offenders are causing a disproportionate amount of offenses and lastly, violent criminals are also committing a disproportionate amount of offenses. The law enforcement strategy was designed to address those three issues.

The partners are critical to the implementation process, because the strategic partners bring a vast amount of resources and expertise that will benefit the strategy. The strategy seeks also to change the perception of residents, that no one cares about the disorder and crime ridden condition they face daily. The Weed and Seed approach encourages collaboration and cooperation among individuals and agencies that would otherwise attempt to address the same issues unilaterally. The Weed and Seed model fosters relationship building among stakeholders, which makes coordination easier. The Weed and Seed strategy also places the resident in a leading role toward identifying crime problems, thus enhance the level of trust in not only law enforcement, but also all the participating agencies and organizations. When crime and residents level of fear of being victimized decreases, residents will feel empowered and will then take ownership in assuring that the same problems do not reoccur.

The Weed Task Force, which is comprised of the Palatka Police Department, and its Street Crimes Unit, the (DEA) Drug Enforcement Agency, the Putnam County Sheriff’s Department, the U.S. Attorney’s Office, the 7th Judicial Circuit State Attorney’s Office and, the (FDLE) Florida Department of Law Enforcement, the Florida Department of Corrections Parole and Probation and the City of Palatka Code Enforcement, was originally formed in 2002. This Task Force formulated strategies to control and prevent crime, drug trafficking, drug related crime, and violent crime in the Weed and Seed community. All members of the Weed Task Force are responsible for collecting and providing intelligence. This intelligence, along with information obtained from the Weed and Seed neighborhood meetings and will be entered into the Crime Analysis System. This data will be used to generate GIS maps and reports that will provide the Task Force with data identifying criminals, illegal drug distribution, and areas of violent crime.

With this data the Task Force can designated specific locations as well as individuals. The Task Force will also base their enforcement strategies on designated individuals who have been identified by both law enforcement and residents. They will designated these individuals for prosecution. With the participation of DEA FDLE undercover purchases of illegal narcotics will be made to support the execution of arrest warrants and/or search warrants and federal prosecution of drug cases. The uniformed patrol part of the Task Force can focus their enforcement efforts on areas within the designated neighborhood where reduction of crime can occur in a more timely fashion as opposed to long-term investigations, which cause residents to experience a stronger sense of safety and security.

The Task Force will also conduct covert and overt operations throughout the Weed and Seed community. The Task Force, along with its partners from Parole & Probation, will provide added assistance by closely monitoring those individuals who reside in the Weed and Seed community, to ensure that their probation, community service or house arrest is complied with and able to help the identified person to become a more productive citizen within the community. It is the objective of the Task Force to directly impact narcotic offenses; violent crime and property crime in the Weed and Seed designated area.

Law Enforcement Strategy 1

- **Goal 1. Eliminate open-air drug markets, drug trafficking, crack houses and crimes related to drugs in the designated neighborhood.**

Implementation- Plan

Objective 1. Using crime analysis data and GIS maps to locate crack houses.	Task/actions	Groups Responsible	Timeline
Objective 2. Demolish crack houses.	A-1. Continual coordination with the Weed and Seed Task Force and Drug Enforcement Administration	PPD/DEA/Code Enforcement/Putnam County S.O.	10 11 12 1 2 3 4 5 6 7 8 9
Objective 3. Arrest street level drug dealers and drug traffickers.	A-2. Recruit confidential informants to identify suspects involved in illegal drug activity.	PPD/DEA/FDLE/Putnam County S.O.	10 11 12 1 2 3 4 5 6 7 8 9
	A-3. Execute Reverse sting operations.	PPD/DEA/FDLE/Putnam County S.O.	10 11 12 1 2 3 4 5 6 7 8 9
	A-4 Coordinate operations with Department of Corrections Parole and Probation for parole violators in designated area.	PPD/Parole/Probation	10 11 12 1 2 3 4 5 6 7 8 9
	A-5. Coordinate federal and state prosecutions with the Drug Enforcement Agency, U.S. Attorney's Office and the State Attorney's Office.	PPD/DEA/ State Attorney 7 th District/U.S. Attorney	10 11 12 1 2 3 4 5 6 7 8 9
	A-6. Coordinate activities with Seed Task Force and community groups to demolish crack houses, conduct neighborhood cleanups, and drug marches.	PPD/ Seed Task Force/Neighborhood Restoration Committee	10 11 12 1 2 3 4 5 6 7 8 9
	A-7. Track number of cases/subjects. Monthly/quarterly/annual reports.	PPD	10 11 12 1 2 3 4 5 6 7 8 9
	A-8. Develop and implement Crime Mapping program.	PPD/Weed Task Force	10 11 12 1 2 3 4 5 6 7 8 9

➤ **Evaluation Criteria:**

- **Outcome Measures**
 - Number of arrests, percent of those cases accepted for prosecution and trial conviction rate.
 - Number of cases accepted for federal prosecution.
 - Elimination of all identified open-air drug markets.
 - Elimination/demolition of all identified crack houses.

➤ **Law Enforcement Strategy 2**

- **Goal 2. Reduce the number of career criminals that reside in or frequent the designated neighborhood.**

Implementation- Plan

Objective 1. Identify and monitor repeat offenders.	Task/actions	Groups Responsible	Timeline
Objective 2. Arrest and prosecute repeat offenders for offenses committed in designated area.	B-1. Continual coordination with the Weed and Seed Task Force and DEA regarding collaboration on joint operations	PPD/DEA	10 11 12 1 2 3 4 5 6 7 8 9
	B-2. Coordinate operations with Department of Corrections Parole and Probation to designated possible parole violators and outstanding warrant suspects.	PPD/Parole/Probation	10 11 12 1 2 3 4 5 6 7 8 9
	B-3. Recruit confidential informants to identify suspects involved in criminal activity.	PPD	10 11 12 1 2 3 4 5 6 7 8 9
	B-4. Provide consistent police presence in designated area.	PPD	10 11 12 1 2 3 4 5 6 7 8 9
	B-5. Identify and track repeat offenders for enhanced sentencing.	PPD/DEA	10 11 12 1 2 3 4 5 6 7 8 9
	B-6. Develop and implement repeat offender mapping program.	PPD/Parole and Probation/State Attorney's Office.	10 11 12 1 2 3 4 5 6 7 8 9

➤ **Evaluation Criteria:**

- **Outcome Measures:**
 - Number of arrests, percent of those cases accepted for prosecution and trial conviction rate.
 - Number of cases accepted for federal prosecution and
 - Number of cases involving career criminals that receive enhanced sentences.

➤ **Law Enforcement Strategy 3**

- **Goal 3. Significantly reduce the number of violent criminals from designated area.**

Implementation Plan

Objective 1. To identify violent offenders in designated neighborhood.	Task/actions	Groups Responsible	Timeline
Objective 2. Arrest and prosecute violent offenders identified in designated neighborhood.	C-1. Coordinate with the Weed and Seed Task Force/DEA and Parole and Probation	PPD/DEA/FDLE Parole and Probation	10 11 12 1 2 3 4 5 6 7 8 9
	C-2. Execute outstanding warrants for violent criminals residing in the area.	PPD/DEA/FDLE	
	C-3. Recruit confidential informants to identify suspects involved in criminal activity.	PPD/DEA/FDLE	10 11 12 1 2 3 4 5 6 7 8 9
	C-4. Use Audio /video surveillance to develop cases against suspected violent criminals.	PPD/DEA/FDLE	10 11 12 1 2 3 4 5 6 7 8 9
	C-5. Provide consistent police presence in the designated area to discourage violent criminal behavior.	PPD	10 11 12 1 2 3 4 5 6 7 8 9
	C-6. Coordinate the prosecutions through federal and state courts with the DEA, U.S. Attorney's Office and the State Attorney's Office.	PPD/DEA/U.S. Attorney/State Attorney	10 11 12 1 2 3 4 5 6 7 8 9

➤ **Outcome Measure:**

○ **The evaluation will measure success through:**

- Number of arrests, percent of those cases accepted for prosecution and trial conviction rate.
- Number of cases accepted for federal prosecution and
- Number of cases involving violent criminals that receive enhanced sentences.

Resources:

The **City of Palatka** will provide support for the effort by assisting in meeting the goals of the program regarding code enforcement, trash collection, street lighting and elimination of dilapidated homes and blight.

The **Palatka Police Department** will provide sworn officers as required for joint operations in the Weed and Seed area with the Florida Department of Law Enforcement, U.S. Drug Enforcement Agency, the U.S. Attorney's Office and the Putnam County Sheriff's Office. The Department also will assign officers to the Weed Task Force and to support other operations in the designated area. The Police Department will also dedicate 100% of Edward Burn Grant to the law enforcement effort.

The **U.S. Attorney's Office** will provide a Law Enforcement Coordinator/Community Resource Specialist for technical assistance, coordination and training, as needed. The USAO will also

assign an Assistant U.S. Attorney to assist with case development, complete investigations and handle federal prosecutions, where applicable.

The *Putnam County Sheriff's Office* will also provide sworn officers as required for operations within the Weed and Seed area.

The *Drug Enforcement Agency* will continue to conduct joint law enforcement operations with the Palatka Police Department in the Designated area, coordinate resources to meet the goals of the program, provide necessary support including manpower, investigative equipment, training, intelligence data and other support items.

The *Florida Department of Law Enforcement* will continue to conduct joint law enforcement operations with the Palatka Police Department in the designated area, coordinate resources to meet the goals of the strategy, provide necessary support including manpower, investigative equipment and intelligence data.

The *State Attorney of the 7th Judicial Circuit* will provide support for the program by assigning a prosecutor to the Weed Task Force and assign prosecutors as needed to the law enforcement effort.

The *Department of Corrections, Parole and Probation Department* will provide support for the program by assigning a staff person to the Weed Task Force and assign personnel as needed to the law enforcement effort.

➤ **A2 COMMUNITY POLICING**

Strategy:

The Palatka Police Department's embraces the philosophy that all officers within the department are community police officers and are trained in that capacity. Community policing duties are not limited to a specialized unit for its implementation. The philosophy is defined around two key components: Community engagement and problem solving. Community engagement involves including the public in the identification of problems and forming solutions and assisting in the implementation of strategies. This is done in a variety of settings, including neighborhood meetings, routine contacts and surveys. Police accessibility is a major component of community oriented policing.

The strategy is designed to empower residents and business owners through mobilization efforts such as youth outreach, neighborhood socials and neighborhood focus groups. Education and prevention classes are also essential components of the strategy. Palatka Police Officers participate in every component of the strategy, with the goal of increasing resident trust in law enforcement.

The Strategic plan is highly dependent upon the continued collaboration through the strategic partnership. The partners offer tremendous levels of expertise and experience that requires collaboration. Many efforts have been previously put forth, but were lacking coordination. Weed and Seed offers a strategy design to unite communities and resource providers that lead toward mutual goals and objectives. The effectiveness of the Weed and Seed has already been proven in the designated neighborhood in the summer of 2003; several partners collaborated and provided neighborhood youth with an eight-week summer youth program. The program offered recreational opportunities, violence and pregnancy prevention workshops, cultural activities, a college reach out component, motivational speakers and a recreational field trip to Wet N Wild in Orlando Florida (a water recreation park). Jenkins Middle School hosted the Camp, which is located in the designated neighborhood. Weed and Seed partners provided all supplies and resources. Data obtained from the Palatka Police Department crime analysis division showed a

decrease in juvenile related crime and juvenile victimization in the designated area during the summer months.

Another integral part of the community policing strategy at the Palatka Police Department consists of “Problem Oriented Policing” activities. Officers on patrol generate reports, which focus on certain problems that contribute to criminal activity and negatively affect the quality of life within neighborhoods. Forms are used to identify problems and recommend solutions. The NICE program (Neighborhood Improvement for a Cleaner Environment), which is a Combined City Agency Task Force, has been created to channel the reports through to ensure that the level of priority is placed on the resolution of the identified problems.

➤ **Community Policing Strategy 1.**

- **Goal 1. To improve the level of trust between law enforcement and residents.**

Implementation- Plan

Objective 1. Increase communication and dialogue with residents and officers.	Task/actions	Groups Responsible	Timeline
Objective2. Increase resident level of respect, understanding and ability to work with law enforcement.	D-1. Coordinate schedule of other Weed and Seed programs.	P.P.D.	10 11 12 1 2 3 4 5 6 7 8 9
	D-2. Advertise availability of programs.	P.P.D.	10 11 12 1 2 3 4 5 6 7 8 9
	D-3. Develop working partnership with resident managers and tenant associations in public housing communities.	P.P.D.	10 11 12 1 2 3 4 5 6 7 8 9
	D-4. Develop schedule of events.	P.P.D.	10 11 12 1 2 3 4 5 6 7 8 9
	D-5. Schedule officer assignments.	P.P.D.	10 11 12 1 2 3 4 5 6 7 8 9
	D-6. Track number of events and participants.	P.P.D.	10 11 12 1 2 3 4 5 6 7 8 9
	D-7. File monthly/quarterly/ annual reports.	P.P.D.	10 11 12 1 2 3 4 5 6 7 8 9

➤ **Evaluation:**

- **Outcome Measures**

- An increase in trust via community satisfaction surveys.
- A greater participation by residents in future policing-based activities, etc.

➤ **Community Policing Strategy 2:**

- **Goal 2. To increase level of ownership and resident participation in identifying and resolving neighborhood problems.**

Implementation- Plan

Objectives 1. Increase opportunities for residents to participant in problem solving activities.	Task/actions	Agency Responsible	Months
Objective 2. Increase number of outreach programs in designated area.	E-1. Identify neighborhood representatives	PPD	10 11 12 1 2 3 4 5 6 7 8 9
	E-2. Host neighborhood intelligence meetings.	PPD	10 11 12 1 2 3 4 5 6 7 8 9
	E-3. Develop Public Safety Officer Program utilizing volunteers who complete Citizens Police Academy.	PPD	10 11 12 1
	E-4. File monthly/ quarterly/annual reports.	P.P.D.	10 11 12 1 2 3 4 5 6 7 8 9
	E-5. Host Community Focus Groups.	PPD/Seed/Task Force/Weed Task Force.	12 3 6 9
	E-5. Establish working relationship with Faith Community.	PPD/Weed Task Force/Seed Task Force.	11 12 1 2 3 4 5 6 7 8 9 10
	E-6. Provide opportunities for residents to actively participate in community problem solving activities and programs.	PPD/Weed Task Force/Seed Task Force.	11 12 1 2 3 4 5 6 7 8 9 10

➤ ***Evaluation:***

○ ***Outcome Measures***

- Number of residents that participate in outreach activities.
- 50% approval rating resulting from citizen satisfaction survey.

➤ ***Resources:***

The ***Palatka Police Department*** will provide sworn personnel to participate in community policing and community problem solving efforts in the designated community. The Police Department also pays the salary of the full time coordinator.

The ***City of Palatka*** will provide necessary resources from various departments including code enforcement, Parks and Recreation Department, Sewer and Streets in response to problems identified in designated area.

Keep Putnam Beautiful will coordinate all community clean up activities, provide clean up literature and necessary information including fliers.

A3. PREVENTION/INTERVENTION/TREATMENT

Strategy:

The Calvary Baptist Missionary Church Family Center will operate one of two Safe Havens in the designated community. The CBMC is a Multi Service Youth and Family Center located at 1414 N Bronson Street Palatka, Florida that will serve residents in the designated community. The Center will be open Monday through Saturday from 5:30 a.m. – 9:00 p.m. The same hours will apply during the summer months. The Center programs such as after-school study, swimming lessons, theatrical stage presentations, summer camp, arts and crafts, and computer based studies. Additional programs to be offered at the Safe Haven include tutoring, GED, computer skills, counseling, crime prevention, and AIDS prevention, literacy, life skills, personal development and crisis referral services.

Programs are designed to develop skills in work and academic areas that will lead to both financial independence and heightened awareness of social responsibility. The Program is designed to help residents who receive government assistance and those in low paying jobs to become self-sufficient. Applicants must commit to a 4-week program that includes training in filling out job applications, Dress for Success, interviewing techniques, job skills and meeting the needs of employers.

A full time coordinator will staff the Safe Haven Program.

Other programs that will be available at the Safe Haven include free lunch in the summer months, neighborhood clean up campaigns, alternative drug free events, crime prevention classes, arts, crafts and vocational projects.

The Safe Haven Program Coordinator will document the number of youth and parents, as well as volunteer participants in the various types of programs through attendance records or sign-in sheets. Minutes of meetings will be kept when possible and citizen involvement tracked to monitor the level of needs being met. A citizen survey will also be conducted to track the awareness and use of the Safe Haven.

Prevention/Intervention/Treatment Strategy 1.

Goal 1. To improve academic achievement level of students in designated area.

Implementation – Plan

Objective 1. Increase standardized test scores.	Task/actions	Agency Responsible	Months
Objective 2. Increase literacy level of students in designated area.	F-1. Operate education and literacy programs. CMBC Safe Haven	Seed Task Force	11 12 1 2 3 4 5 6 7 8 9 10
Objective 3. Increase grades of students in designated area	F-2. Promote the programs availability through various media outlets and community events.	CMBC Safe Haven	10 11 12 1 2 3 4 5 6 7 8 9
	F-3. Hold youth focus groups.	Weed Task Force/J.A.L. Safe Haven	12 1 2 3 4 5 6 7 8 9 10 11
	F-4. Develop ad hoc programs as identified in youth focus groups.	Seed Task Force	1 2 3 4 5 6 7 8 9 10 11 12
	F-5. Operate child literacy programs with the help of other agencies and grants.	Putnam County Library	
	F-6. Track grades and test scores of participating students	Putnam County Schools	
	F-7. Prepare monthly, quarterly, annual reports.	CMBC. Safe Haven	12 1 2 3 4 5 6 7 8 9 10 11
	F-8. Provide after school tutoring services	Putnam County Health Department	11 12 1 2 3 4 5 6 7 8 9 10
	F-9. Provide regular employability skills trainings.	Work Source of Florida/Georgia Pacific Industries/Sykes Enterprises/North-side Neighborhood Council	1 2 3 4 5 6 7 8 9 10 11 12
	F-10. Develop survey instrument to assess resident job skill needs.	Work Source of Florida	11 12 1 2 3

Evaluation:

Outcome Measures:

1. The amount of increase in grades of participating students.
2. The amount of increase in tests scores of participating students.
3. The amount of adults that participate and graduate from GED programs.
4. The amount of adults that participate in skills training.
5. The number of adults that enter work force.

Prevention/Intervention/Treatment Strategy 2:

Goal 2. To improve recreational and cultural opportunities for youth and adults in the designated area.

Implementation- Plan

Objective 1.to increase recreational opportunities and resident participation in programs offered.	Task/actions	Agency Responsible	Timelines
Objective 2. To provide youth and adults with alternatives to risky behavior.	G-1. Survey residents on the type of activities needed and other recreational programs.	PPD/Seed Task Force.	12 1 2 3 4 5 6 7 8 9 10 11
	G-2. Solicit additional resource providers to support effort.	Community Services Department	10 11 12 1 2 3 4 5 6 7 8 9
	G-3. Provide music, arts and crafts and dance program.	Putnam County Health Dept	11 12 1 2 3 4 5 6 7 8 9
	G-4. Implement drug prevention programs	PPD	11 12 1 2 3 4 5 6 7 8 9 10
	G-5. Implement ongoing programs for seniors.	PHA	12 1 2 3 4 5 6 7 8 9 10 11
	G-6. Track number of community programs made available to residents.	PPD	1 2 3 4 5 6 7 8 9 10 11 12
	G-7. Prepare monthly/quarterly/ annual reports.	PPD	1 2 3 4 5 6 7 8 9 10 11 12
	G-9. Conduct Summer Youth Program at Jenkins Middle School Safe Haven.	PPD/Seed Task Force	6 7
	G-10. Continue to seek additional resources for summer program.	PPD/Community Service Division	10 11 12 1 2 3 4 5 6 7 8 9

Evaluation:

Outcome Measures

1. Will be the amount of increase in activities and resident participation.
2. Results of resident satisfaction survey.
3. Reduction in juvenile related criminal activity.

Resources:

The **Palatka Police Department** provides personnel to participate in activities as needed.

The **Putnam County Health Department** will provide staff for after school literacy and educational and prevention programs at J.A.L. Safe Haven. The PCHD has also applied for a Mobile Medical Unit that will service residents in the designated area who cannot afford or do not have access to medical care.

The **Putnam County Library** staff has applied for a Prime Time Family Reading Time Grant created by the Louisiana Endowment for the Humanities in 1991. The grant is designed specifically for under served, low-income families with children aged 6 to 10. Pre reading activities are also available for pre-school aged 3-5. The Palatka Transit System has a bus stop within walking distance of both Safe Haven locations.

Sykes Enterprise will donate used computers to the Weed and Seed initiative.

Georgia Pacific will provide staff to train residents and will place residents in designated area in employee resource pool upon completion of all minimum qualifications and satisfactorily meeting of other requirements.

The **Family Medical and Dental Center** will provide counseling services and

St. Johns River Community College will provide a GED counselor to assess resident skill and academic levels at the James A. Long Community Center Safe Haven.

The **Putnam County School Board** will provide facilities for after school recreational activities at the Jenkins Middle School Safe Haven #2.

Work Source of Florida will provide staff to train residents in the designated neighborhood with employability skills, resume writing, etc.

The Florida Department of Juvenile Justice will provide staff to host workshops for youth in the designated neighborhood.

Emmanuel United Methodist Church will provide Alcohol and Narcotics Anonymous sessions in the designated neighborhood.

CBMC Family Life Center operates a multi purpose family center, with after school, educational and cultural and recreational programs.

4. NEIGHBORHOOD RESTORATION

Strategy:

The community needs assessment indicated that there was a tremendous need for education and skills training for residents in the designated neighborhood. With this in mind the Steering Committee concluded that prior to leading residents into entrepreneurial exploits, that it was necessary to provide those interested, the opportunity to obtain a GED, Employability Skills Training and Business Plan

development. It was also the opinion of the Steering Committee, that acquiring business ownership opportunities for residents prior to the aforementioned, would set them up to fail, which may cause their condition to worsen.

The strategy addresses two problems, as identified in the neighborhood assessment, first, the lack of economic and business opportunities, in the designated neighborhood, and a lack of adequate housing in the designated area.

Resource providers have been identified and secured to offer residents the required training and educational opportunities mentioned above. The Work Source of Florida will provide staff to train residents in employability skills and writing effective resumes. The St. Johns River Community College Adult Education Department will provide a counselor to assess residents in the designated neighborhood at the James A. Long Safe Haven #1. Sykes Enterprise will provide staff to train residents in computer skills and upon successful completion of the training and other requirements will place them in the human resource pool for hire. Sykes will also donate used computers for the Safe Haven.

Another part of the strategy will focus on providing affordable housing for residents and reducing the number of dilapidated structures in the designated neighborhood. Habitat for Humanity will work with the City of Palatka to locate vacant parcels to build homes for qualified buyers who will also participate in building the structures. The restoration committee will coordinate with local church congregations to adopt and complete restoration projects. The committee will identify contributions of materials from local businesses. Lafarge Gypsum Corporation will donate personnel and materials for restoration projects. Georgia Pacific Industries will provide personnel for restoration projects. The Putnam County Federal Credit Union will collaborate with other financial institutions to provide credit-counseling services and workshops, to train residents on how to become qualified for home ownership, budgeting etc. This will lead many into home ownership.

The partners are critical to meeting the goals and objectives of the strategy. Without collaboration the strategy the needs of the neighborhood will not be met. The needs assessment provided the guidance to formulate the strategic plan. The Weed and Seed approach provides a model and a reputation of success, which is an important element for reducing resident apathy.

Neighborhood Restoration Strategy:

Goal 1. To improve the economic condition of designated neighborhood.

Implementation – Plan

Objective 1. Provide technical and business assistance, credit counseling and entrepreneurial classes for potential business owners.	Task/actions	Groups Responsible	Months
Objective 2. To restore the historical Central Academy Building.	H-1. Develop employee placement program for residents.	Neighborhood Restoration Committee	1 2 3 4 5 6 7 8 9 10 11 12
	HL-2. Coordinate development of program with local employers and Work Source of Florida	Neighborhood Restoration Committee	10 11 12 1 2 3 4 5 6 7 8 9
	H-3. Expand partnership with Palatka Business Community.		11 12 1 2 3 4 5 6 7 8 9 10
	H-4. Continue participation with Seed Task Force	N RC	11 12 1 2 3 4 5 6 7 8 9 10
	H-5. Conduct small business support services to include technical assistance, personal	North Side neighborhood Council.	10 11 12 1 2 3 4 5 6 7 8 9

	business counseling, and consumer credit counseling, business assistance loans.		
	H-6. Track Program Participants.	N R C	1 2 3 4 5 6 7 8 9 10 11 12
	H-7. Prepare monthly, quarterly/annual reports.	N R C	12 1 2 3 4 5 6 7 8 9 10 11
	H-8. Continual media campaign to promote program availability	N R C	12 1 2 3 4 5 6 7 8 9 10 11
	H-9. Formulate Central Academy Restoration Plan.	C A C	10 11 12 1 2 3 4 5 6 7 8 9

Evaluation:

The Outcome Measure will be the amount of increase in minority owned businesses, number of loans and participants in program.

Neighborhood Restoration Strategy 2.

Goal 2. To improve the quality of housing in the designated area.

Implementation – Plan

Objective 1. Increase the number of homeowners in designated neighborhood.	Task/actions	Groups Responsible	Timeline
Objective 2. Increase the number of new homes in designate neighborhood.	I-1. Coordinate building program with Habitat for Humanity and City of Palatka.	Neighborhood Restoration Committee	12 1 2 3 4 5 6 7 8 9 10 11
Objective 3. Decrease the number of substandard housing units in designated neighborhood.	I-2. Continue to seek inner city redevelopment grants.	N R C	
Objective 4. To clean up unattended properties and right of ways.	I-3. Coordinate with City officials to obtain surplus lots.	N R C	11 12 1 2 3 4 5 6 7 8 9 10
	I-4. Make referrals for home rehabilitation program.	N R C	
	I-5. Continue to seek community participation through public meetings, speeches.		
	I-6. To plan quarterly	Keep Putnam	10 1 4 7 10

	neighborhood clean ups.	Beautiful	
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Evaluation:

Outcome Measure the amount of increase in new home construction, home ownership, housing rehabilitation projects completed, referrals and participants.

Resources:

The *City of Palatka* will provide surplus lots to build new structures for residents who qualify through habitat for Humanity.

City of Palatka Code Enforcement will provide manpower to demolish dilapidated homes and clean-up debris.

Habitat For Humanity will implement affordable housing program in designated area.

Georgia Pacific will provide manpower to participate in rehabilitation projects.

Lafarge Gypsum will donate available material and manpower to complete rehabilitation projects.

IV. COORDINATION

MEMORANDUM OF AGREEMENT

Operation Weed and Seed City of Palatka, Florida

Operation Weed and Seed is a comprehensive multi-agency strategy that “weeds” out violent crime, gang activity, drug use and drug trafficking in designated high crime neighborhoods and then “seeds” the area by restoring the community through social and economic revitalization.

This effort is coordinated by the U.S. Attorney’s Office, Middle District of Florida. The Weed and Seed Steering Committee and the Site Coordinator manage day-to-day program activities. Weed activities are coordinated through a Weed Task Force comprised of local, state and federal law enforcement agencies. The Seed Task Force consists of residents and various social, economic and human service agencies. This task force advises the Steering Committee on revitalization efforts. The inclusion of other local, state and federal governmental agencies, non-profit organizations, churches, businesses and community based organizations on the Steering Committee key to the success of the Palatka Weed and Seed initiative.

To show their level of commitment to ensuring the success of the initiative, the following entities have agreed to support program activities and leverage resources to meet the goals and objectives stated in the strategic plan. The participating entities have set forth the following commitments:

A. Partnering Agencies:

The United States Attorney for the Middle District of Florida will:

1. Assign the LECC Coordinator to work closely with the Weed and Seed Task Force in carrying out the mandates of the initiatives.
2. Assign an Assistant U.S. Attorney, as needed, to complete the investigation and prosecution of federal, criminal offenses within the jurisdiction of the Middle District. Funding for these services will be paid out of the U.S. Attorney budget.

The State Attorney’s for the 7th Judicial Circuit will:

1. Provide leadership and support for the Weed and Seed effort by assigning a prosecutor to the Weed and Seed Task Force.
2. Assign prosecutors as needed to the Weed and Seed law enforcement effort.

The U.S. Drug Enforcement Administration will:

1. Conduct joint law enforcement operations with the Palatka Police Department in the Weed and Seed effort.
2. Provide resources as needed to meet the goals of the Weed and Seed program.
3. Assign staff person to Steering Committee.

Florida Department of Law Enforcement will:

1. Will provide personnel and equipment for joint weeding operations.
2. Will assign staff person to Steering Committee.

The Palatka Police Department will:

1. Provide the necessary support including manpower, investigative equipment, training, and intelligence data and other law enforcement items.
2. Provide leadership and support to the local Weed and Seed initiative, including participation in regular meetings of the Weed and Seed Steering Committee.
3. Maintain joint law enforcement effort with federal agencies including the U.S. Drug Enforcement Agency.
4. Lead the law Enforcement and Community Policing Effort.
5. Assign sworn officers as required to support the joint operations.
6. Assign a senior sworn officer to coordinate Weed operations.
7. Pay salary of full time Weed and Seed Coordinator.

The City of Palatka will:

1. Provide accommodations for meetings associated with the Weed and Seed initiative.
2. Personnel from various City Departments will provide information, services, and technical assistance to the Weed and Seed Program as needed. The departments include: Public Works, Building and Zoning, Planning, Code Enforcement, Parks.
3. Donate surplus properties for new home construction.

The Putnam County Sheriff's:

1. Assign a senior sworn staff member to the Weed Task Force.
2. Assign personnel to participate in Weed operations as needed.

The Superintendent of Schools will:

1. Provide leadership and support to the Weed and Seed Program, including assignment of a professional staff person to the Weed and Seed Steering Committee.
2. Provide use of facilities and equipment as needed.

St. Johns River Community College:

1. Provide counselor to assess education needs of residents one hour per week.
2. Will participate in Adult Education Transition Committee.
3. Adult Education Program Director will serve on Steering Committee.

The Palatka Housing Authority will:

2. Assign member(s) of the Housing Authority Resident Council to assist in the planning and delivery of services to residents in designated area.
3. Provide building space for a police substation in the Weed and Seed area.
4. Assign a staff person to serve on the Weed and Seed Steering Committee.

Jenkins Middle School will:

1. Provide space for recreational activities after school.
2. Provide space for summer youth program.

Sykes Enterprise will:

1. Provide staff to train residents in computer skills.
2. Will place residents that complete all training, education and other necessary requirements in resource pool of applicants for employment.
3. Donate used computers to support after school programs.

Georgia Pacific Industries will:

1. Provide staff to train residence in various technical skills.
2. Provide personnel to participate in blitz restoration projects.
3. Will place residence that complete all training, education and other necessary requirements in resource pool of applicants for employment.

The Putnam County Health Department will:

1. Provide health care and health education to eligible residents of the Weed and Seed area.
2. Provide maternal and child health care to eligible residents.
3. Assign a staff person to the Weed and Seed Steering Committee.

Work Source:

1. Will provide employability skills training for residents.
2. Will provide various business development workshops for residents.
3. Will provide business sustainability training for residents.

Putnam County Federal Credit Union:

1. Will provide credit-counseling services to residents.
2. Will provide and facilitate availability of rehab funds through the SHIP program.
3. Will assign the president to provide leadership, coordination and information resources to the program.

Emanuel United Methodist Church will:

1. Provide Narcotics Anonymous Programs in designated area.
2. Pastor will serve on Steering Committee.

Lafarge Gypsum will:

1. Donate wallboard for restoration projects through in coordination with Habitat for Humanity.
2. Employees will participate in restoration projects in coordination with Habitat for Humanity.

This agreement will last for 12 months from the execution date of the 2003-2004 Operation Weed and Seed Initiative.

Dated: October 1, 2003

Paul I. Perez
U. S. Attorney, Middle District of Florida

Dated: October 1, 2003

Robyn Strickler
State Attorney's Office 7th Judicial Circuit

Dated: October 1, 2003

Randy Bohman
The U.S. Drug Enforcement Agency

Dated: October 1, 2003

Noel Griffin
The Florida Department of Law Enforcement

Dated: October 1, 2003

Chief Gary Getchell
The Palatka Police Department

Dated: October 1, 2003

Allen Bush
City of Palatka

Dated: October 1, 2003

Taylor Douglas
The Putnam County Sheriff's Office

Dated: October 1, 2003

David Buckles
Putnam County School District

Dated: October 1, 2003

Robert McClendon
St. Johns River Community College

Dated: October 1, 2003

James Vickers
The Palatka Housing Authority

Dated: October 1, 2003

Pam Klepper
Sykes Enterprises

Dated: October 1, 2003

Ted Kennedy
Georgia Pacific Industries

Dated: October 1, 2003

Janice Pounds
Jenkins Middle School

Dated: October 1, 2003

Laurie Gauch
The Putnam County Health Department

Dated: October 1, 2003

Crystal Bahari
Executive Director
Work Source of Florida

Dated: October 1, 2003

Pastor Zion Djatar
Emmanuel United Methodist Church

Dated: October 1, 2003

Bill Pember
Putnam County Federal Credit Union

Dated: October 1, 2003

Robert D, Gordon
Florida Department Of Corrections
Parole and Probation

Continued:

A. Partnering Agency	Contact Information	Type of Resource and
Paul I, Perez The U.S. Attorney for the Middle District of Florida	(813) 274-6388	Law Enforcement and technical assistance to support the Weeding component. Support will last until end of 5year designation.
Robyn Strickler State Attorney's Office for the 7 th Judicial Circuit	(386) 329-0259	Staff person to assist in sentencing efforts to support Weeding component Support will last until objectives are met.
Randy Bohman The U.S. Drug Enforcement Agency.	(904) 232-3553	Staff person to assist in joint drug abatement efforts and use of equipment. Support will be assessed annually.
Chief Gary Getchell Palatka Police Department	(386) 329-0115	Police personnel to lead the law enforcement and community policing effort, pay salary of project coordinator. Support will last until objectives are met.
Karl N. Flagg Mayor City of Palatka	(386) 329-0100	Facilities for meetings, personnel from various city departments to provide information, services, and technical assistance, support will last until objectives are met.
Sheriff Taylor Douglas Putnam County Sheriff's Office	(386) 329-0800	Personnel to assist in weeding component. Support will be assessed annually.
David Buckles Superintendent of Schools	(386) 329-0530	Use of facilities and equipment. Support. Support to be assessed annually.
Dr. Robert McClendon St. Johns River Community College	(386) 312-4200	Staff personnel to assess educational needs of residents. Support to be assessed annually
James Vickers Acting Executive Director Palatka Housing Authority	(386) 329-0132	Facility to host Safe Haven and related activities, staff person to serve on steering committee. Support to be assessed annually.
Pam Klepper Sykes Enterprise	(386) 326-3400	Specialized training to residents, donate used computer equipment. Will participate in job placement efforts. Support to be assessed annually.
Ted Kennedy Georgia Pacific	(386) 325-0200	Specialized Training, staff to participate in restoration projects, will assist job placement effort. Support to be assessed annually.
Putnam County Health Department	(386) 326-3232	Provide health care and health education classes, maternal and child health care. Support to be assessed annually.
Crystal Bahari Work Source of Florida	(386) 329-3724	Provide employability skills training, resume writing classes, assign staff person to steering

		committee Support to be assessed annual
Putnam County Credit Union	(386) 328-9201	Credit counseling opportunities for residents, coordinate with SHIP program for rehab funds. President will serve on Steering Committee
Zion Djatar	(386) 3250537	Will provide Narcotics Anonymous program in designated area, pastor will serve on Steering Committee.
Rev Frederick T. Demps	(386) 328-1595	Will provide Multi Service Family Center as Safe Haven and will serve on Steering Committee.
Janice Pounds	(386) 329-0590	Will provide after school recreational activities, Space for Summer Youth Program and will serve on Steering Committee.

B. Linkages and Information Sharing

1a. A representative of the various agencies that signed the Memorandum of Agreement serve on the Weed and Seed Steering Committee and also serve on either the Weed or the Seed Task Forces or both. To ensure communication and coordination among the program elements of the Initiative, the Steering Committee meets monthly to, among other things, review activities of the past month and to discuss planned activities for the coming month. Minutes of the meeting are maintained.

The Seed Task Force also meets on a monthly basis to ensure the various components are coordinating their activities. Minutes are also kept. The Weed Task Force meets on an as-needed basis. Members of the Weed Task Force also participate in Seed meetings and Steering Committee meetings.

Monthly meetings of the Chairperson of each of the components of the Initiative are conducted. Team Leaders include representatives of the following: Weed and Seed Project Coordinator, Palatka Police Department Patrol Commander, City of Palatka Code Enforcement, Steering Committee Chair and Seed Task Force Chair. These meetings are conducted to ensure the programs are meeting the needs of the community. Meeting minutes are kept. Neighborhood newsletters, public announcements, fliers and local media will be the methods used to publicize the services and programs available. Through the Community Policing Component, monthly meetings will be held with neighborhood representatives who will report on existing projects, their effectiveness and new concerns.

The various components of the program, law enforcement, community policing, prevention/intervention and neighborhood restoration, will file monthly program reports outlining current and planned activities. The Project Coordinator provides administrative oversight of the program and ensures coordination of the activities. The reports are filed with the Steering Committee.

1b. Community Police Coordination:

Law Enforcement. All officers of the Palatka Police Department are considered Community Police Officers and are trained as such.

The Palatka Police Department has embraced the Community Oriented Philosophy and the core components, which are community engagement, problem solving and organizational transformation. The Police Department has its own strategic plan that was constructed to coincide with those components. The organization has been structured to fulfill the adopted strategies as are indicated in the Weed and Seed application.

The Police Department is an integral part of the community. In the past, the Police utilized traditional policing methods of call response, or wait until something bad happened and then respond with force and then investigate. We are now involved in every possible event and activity going on in our community. Officers participate in neighborhood meetings, special events and restoration projects.

When the residents of a particular neighborhood came to any community meeting to complain about unsatisfactory conditions, a representative of the Police Department would be there participating in the meeting. Solutions to the problem would begin to form at that meeting and the residents would have a direct part in the planning. Direct Interaction with the people of Palatka would be the rule and not the exception.

All Palatka Police Department officers are required to be involved in Community Policing. They attended special training and implemented Modern Problem Oriented Policing programs as part of their normal duties.

The officers that serve on the Weed Task Force are the same officers that serve on the Seed Task Force and these same officers attend community meetings. The entire philosophy of Weed and Seed is meshed into one basic premise, "together we can make a difference".

Overall coordination of Weed activities, are under the supervision of the Weed Task Force Coordinator who also oversees the activities of community policing. The programs are linked to other criminal justice agencies through the Weed Task Force.

c. Prevention, Intervention and Treatment Linkages. Community Police Officers attend community meetings, Task Force, Seed and Team Leaders meetings. There is strong coordination between the various elements and an attitude of cooperation and collaboration.

1. Avoiding Overlap and Finding Gaps in Service:

The nature of the structure of program administration was designed to prevent overlap and to discover gaps in service in the following ways:

Current and planned services and activities will be discussed at neighborhood meetings, neighborhood representative meetings, Seed Task Force meetings, and Steering Committee meetings.

The Commander of the Palatka Police Department Community Service Division serves as the Weed and Seed Project Coordinator.

The Palatka Police Department's Administrative Assistant Chief administers the City of Palatka (LLEBG) Local Law Enforcement Block Grant, and the City of Palatka Edward Byrne Memorial Trust Fund Grant.

The Department has a unique overview of community needs and current available programs. Their perspective serves to prevent overlap and avoid duplication and maximization of resources.

C. Role of Residents in Strategy Implementation

a. Residents will play the key role in the community policing strategy, for without them there is no strategy. Residents will actively participate in every level of the strategy, volunteering, planning meetings, reporting to steering committee on various issues and facilitation of meetings and programs.

b. Residents will volunteer in operation of safe haven, provide feed back on initiated programs and participate in evaluation. Residents will also participate in neighborhood restoration projects, both administratively and manually.

D. Continued Community Outreach and Partnership Building

- a. Residents will be informed of strategy via their neighborhood representative, press releases, fliers, newsletters and the faith community.
- b. The Weed and Seed Program is promoted using various media sources including the local newspaper, radio and television. The Project Coordinator, Team members and community leaders will meet with newspaper officials on a regular basis to outline coming events, programs and activities. Regular news releases are distributed to the local media and followed up with personal phone calls to reporters and editors. Additionally, fliers about upcoming events and programs are distributed to churches, public housing communities and, in some cases, door-to-door. Youth groups will assist in distribution as a public service. A monthly newsletter will also be distributed throughout the community.
- c. Residents are active members of the steering committee and sub-committees. They participate by voting on various issues, planning, working and organizing events.
- d. The needs assessment process will be ongoing and additional key stakeholders will be identified and secured based on the needs of the strategy. Annual reports will be distributed to the stakeholders to document progress and success of the Initiative, which helps ensure continued involvement of key stakeholders.