

Executive Office for Weed and Seed

Site Coordinator Training Guide

May 2003

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Background and Purpose

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

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

The Weed and Seed Strategy

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

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

community-oriented policing, law enforcement agencies are able to obtain helpful information from area residents to assist in the weeding efforts while they aid residents in obtaining information about community revitalization and seeding resources.

Official Recognition

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

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

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How to Use This Guide

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

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

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

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

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

community stakeholders all play significant roles in this important endeavor.

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

Frequently Asked Questions

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

We have listed the most commonly asked questions raised by Site coordinators across the county:

About Being a Site Coordinator:

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

About the Steering Committee:

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

About the Weed and Seed Strategy

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

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

Roles and Responsibilities



Roles and Responsibilities

Congratulations on being hired as the Weed and Seed site coordinator! For the new site coordinator, a commonly raised concern pertains to understanding the role and responsibilities of the attached to the position. Does the site coordinator report to the Steering Committee? What is the site coordinator responsible for on a daily basis? Should the site coordinator be involved in running programs in the community? Where should the site coordinator be housed? As a new site coordinator, how do you know if you are doing what is expected of you? Do you have all of the skills necessary to do the job of a site coordinator? How do you stay focused on ensuring accountability and sustainability as it relates to the activities at your site?

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

Section Objectives

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

What qualities are vital for Success as a site coordinator?

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

Personal Attributes

- Possessing leadership and team building skills
- Being adaptable and flexible
- Working independently and as a team member
- Being creative, innovative, and assertive
- Having tact and patience
- Having cultural sensitivity

Communication Skills

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

Organizational Skills

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

Resource Development and Program Sustainability Skills

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

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

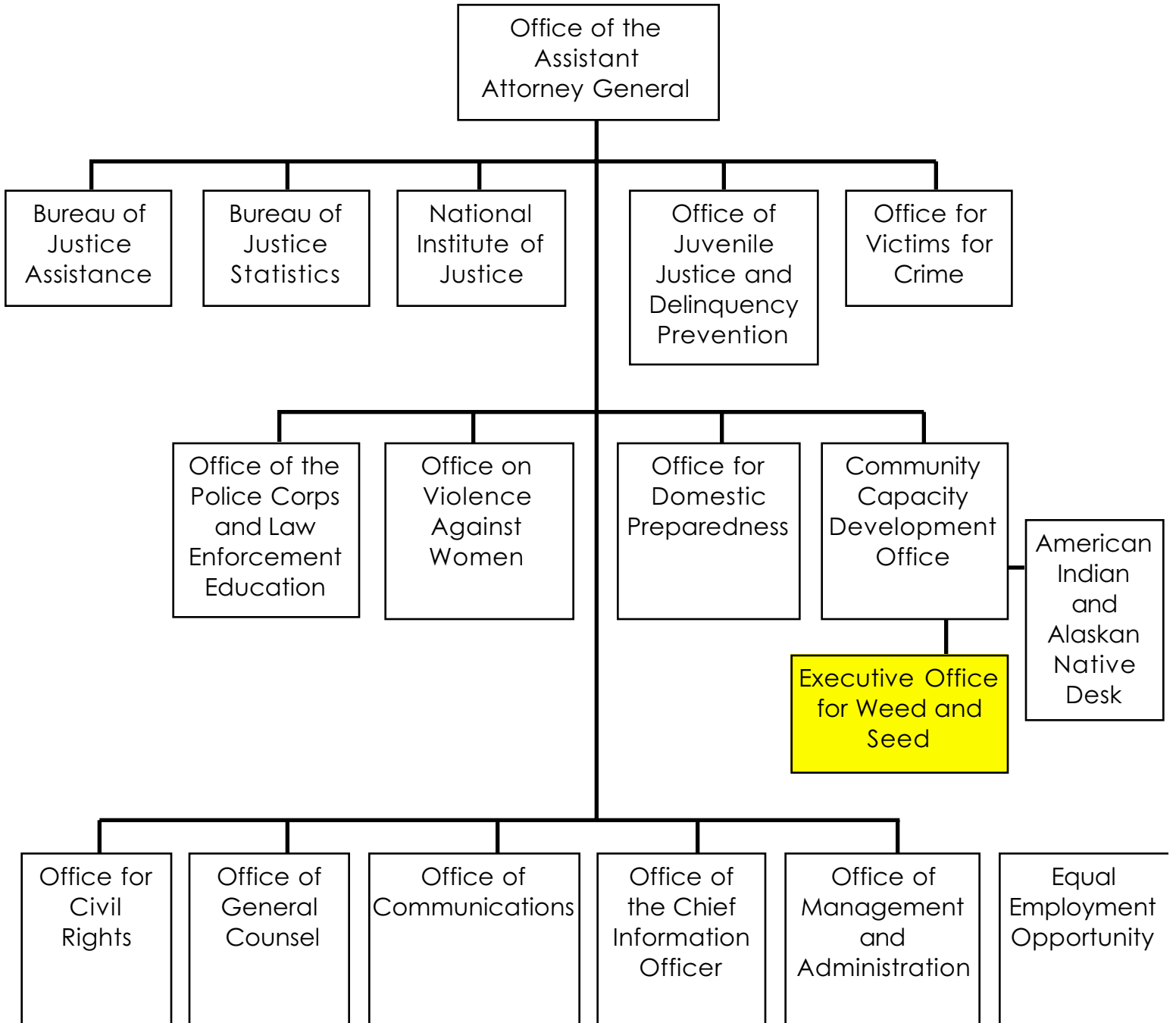
What should I know about the site structure and key documents?

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

National

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

OJP Organizational Chart



Key Documents To Be Reviewed

- Official Recognition (OR)
 - Five-year strategic plan
 - Award document with special conditions
 - Benchmarks/evaluation strategy
 - Crime statistics
 - Current year's grant application including budget
 - Meeting minutes
 - MOUs and MOAs
 - Operational and procedures documents
 - Site boundaries and demographics
 - Stakeholders and partners
 - Strategy updates

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

Understanding your function within the Weed and Seed site is probably the most frequently raised concern among site coordinators as well as members of steering committees. Who really leads the Weed and Seed site? How is the strategy actually implemented? What is the connection between the fiscal agent, steering committee, and site coordinator? The following segment provides

a clear and concise description of the various reporting relationships and how the site coordinator serves as a critical nexus for ensuring the successful implementation of the Weed and Seed strategy.

Connection with the steering committee

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

Connection with Grant Administrator

- Administrative/fiscal responsibilities
- Basic personnel issues - hiring/firing, and performance appraisal
- Joint oversight of grantee, steering committee, and major partners
- Progress report, evaluation
- Monitoring subgrantees (mini grants), Safe Havens, MOUs/MOAs
- Federal partners- (DOJ- EOWS and U.S. Attorney's Office) and other federal agencies
- Overall strategy, application submission and technical

- assistance
- Categorical Assistance Progress Report and financial reports
- Program and problematic Issues
- Outreach

As you can see, it is extremely important that you, as the site coordinator, understand the various relationships that help propel the Weed and Seed Strategy forward. Although the Steering Committee may have been in existence before you arrived, it is important that you help provide clarification to new Steering Committee members and other community stakeholders. Keeping the relationships and responsibilities clear to all partners in the community will help ensure successful implementation of the strategy.

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

Job Description Activities

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

How do I develop and strengthen my abilities and skills?

In the preceding discussion, you received information about the various qualities and skills necessary to be an effective site coordinator.

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

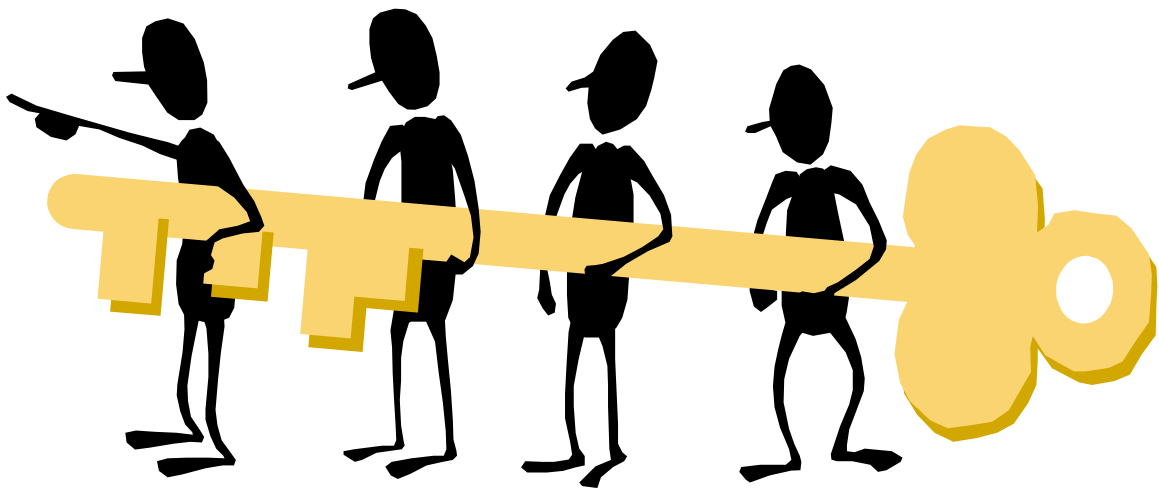
- **Developing Core Operational Skills**

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

Summary:

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

Collaborations and Relationships With Partners



Collaborations and Relationships With Partners

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

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

Section Objectives

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

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

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

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

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

What is involved in establishing a Safe Haven?

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

Elements of a Safe Haven

Location and Security

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

- Services and supportive programs
 - Adults
 - Seniors
 - Youth

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

- Documentation and evaluation of activities
- Sustaining Safe Havens

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

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

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

Department of Justice

- U.S. Attorney's Office
- Executive Office for Weed and Seed Program Managers

Local Government and Elected Officials

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

Law Enforcement

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

Residents

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

Other Community Providers

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

There are a number of federal agencies that have regional and district offices throughout the country. These offices can often provide additional resources and expertise to help support the site's strategy. The EOWS website has an extensive list of these agencies and the resources they provide.

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

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

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

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

Are there other partnerships we could leverage?

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

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

Are we expecting too much too soon?

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

One of the common tactics of Steering Committees in implementing the tasks and activities outlined in the Strategy is to establish contractual relationships with various service providers in the community. These contracts

reflect an additional extension of your responsibilities as a site coordinator in managing these relationships. The MOUs or MOAs may not reflect a financial commitment by the agencies; nevertheless, subgrantees or contractors are directly connected to the Weed and Seed by a financial commitment. This section will highlight steps you should take as a Site coordinator to manage these important relationships. Remember, the purpose of implementing another level of contractual relationships is to fulfill the objectives outlined in the Strategy. Outcomes of subgrantees or contractors must align to these objectives.

- **Get and Keep Everything In Writing**

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

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

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

How do I mobilize community residents?

One of the most important partners in Weed and Seed are community residents. Having residents involved in all aspects of Weed and Seed helps to ensure that the goals and objectives identified in the Strategy are consistent with the vision and desires of the people who live in the community. To ensure that residents are fully involved in Weed and Seed, EOWS mandates that residents are one of the four required partners on the Steering Committee. It is also expected that residents serve on at least three of the subcommittees, however, in some sites, residents serve on all four subcommittees.

Although residents may be involved on the various Weed and Seed committees and activities, there is much more that a Site coordinator is expected to do to continuously involve and mobilize the community. The following are some of the steps and activities for successfully mobilizing residents in your community.

Continuously Survey The Community To Identify Needs, Issues And Concerns

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

Build strong resident-led leadership structures

Create strong communication vehicles that meet the needs of the community

Market the Weed And Seed site using

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

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

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

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

- Give Recognition For Volunteers And Hold Celebrations

- **Be Accessible to the Community**

- Office Location and hours
- Attendance at Non-Weed and Seed Functions

- **Take Advantage of Local Volunteer Groups**

- Americorps

- Boy/Girl Scouts
- Project Safe Neighborhoods
- School organizations
- Stop the Violence
- VISTA

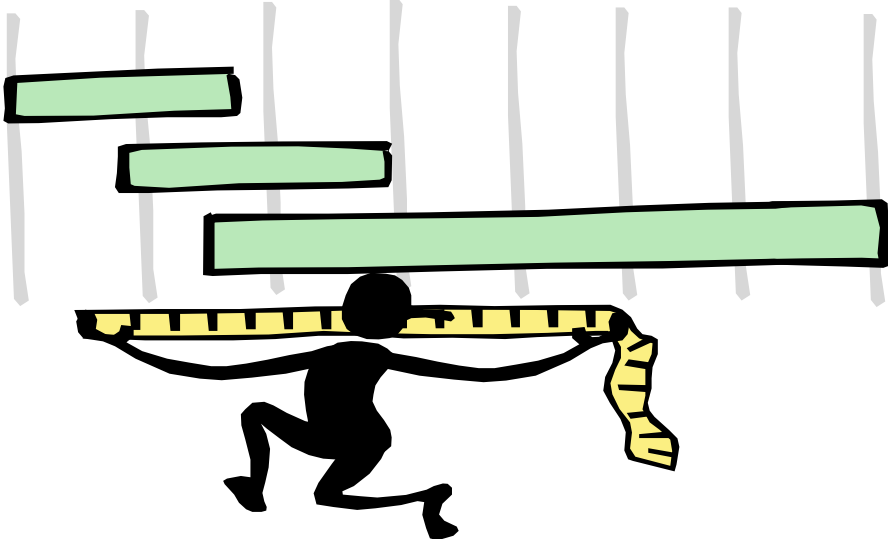
Summary

Collaborations and partnerships are the lifeblood of the Weed and Seed Strategy. Upon completion of this learning section, you should now have a better understanding of how to work productively with the site's Steering Committee, subcommittees, and key partners. In addition, tips were offered on how to enhance, strengthen, and sustain key partnerships, as well as, how to identify and involve stakeholders.

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

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

Strategy Development and Implementation



Strategy Development and Implementation

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

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

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

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

Section Objectives:

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

What is my role in supporting the community assessment process?

Although the initial community assessment process may have been completed before you were hired as the site coordinator, it is important to understand why this process was initiated and how the outcomes from this process helped to develop the site's strategy.

Furthermore, the community assessment process should be a continuous process that helps to measure the effectiveness of the goals and objectives of the site's strategy in addressing the needs of the community. This section will address key

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

Identification of Realistic Boundaries

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

Collection and Analysis of Demographic Data

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

Identification and confirmation of top crime problems

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

Identification of additional unmet needs

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

Signs of Economic revitalization

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

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

What is my role in implementing the strategy?

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

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

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

Convening Strategy Development Meetings

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

Collecting Site Data to Support Strategy Development and Implementation

- Identify data collection needs and purposes based on expected reporting requirements, program and project development, and assessment
- Data can be collected from various resources including census data, schools, local law enforcement, city and county demographics and planning department, universities, steering committee partners, and subgrantees.
- Possible alternatives to collect data or update data Include
- Organizing community surveys, community canvassing, focus groups, and asset mapping

Assisting with Strategy Progress

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

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

Evaluating the Strategy

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

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

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

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

Encountering Obstacles Along the Way

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

Amending and Revisiting Local Strategies

- Review established timelines and reporting schedules with the intention to coordinate opportunities of strategy measurement.
- Remind and facilitate steering committee meetings to review strategy progress toward the goals and objectives

- Assist the Steering Committee with proper submission of amendments to the strategy, budget changes, and technical assistance requests to EOWS

Summary

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

Sustainability



Sustainability

A specific strategy focused on the continuation of Weed and Seed efforts in your site must be integrated early in the strategy development process. While each site currently receives funding from EOWS, there may come a point where funding is no longer available from this particular source. Given the tremendous levels of collaborations that have been formed as a result of Weed and Seed funding support, it is important to keep the momentum going and not become totally dependent upon one funding source to continue the strategy development and implementation process.

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

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

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

Section Objectives

- To understand how to sustain the Weed and Seed strategic planning process and maintain collaborations
- To learn how to attract, identify and use resources (leveraging)
- To explore what steps are required in developing a transition strategy

What are we trying to sustain?

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

As many people view the funding received from EOWS as a typical federal grant, you must help educate community leaders to understand that Weed and Seed promotes a comprehensive strategy development process. This process brings together key resources from law

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

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

Sustaining the Weed and Seed Strategic Planning Process

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

How can I help leverage additional resources for the site?

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

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

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

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

While the site coordinator should concentrate on helping the Steering Committee develop and implement a sustainability strategy, this may require a change in the current operating structure of Weed and Seed. Sometimes, Weed and Seed is incorporated into an existing

organization. In other situations, organizations serving the community will agree to become more involved in leading a particular component of the strategy. There are even times when infrastructures that appear similar to Weed and Seed exist and incorporate the philosophy of Weed and Seed into their daily operations. While there are no specific requirements associated with developing a transition strategy, the following provides some details to consider:

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

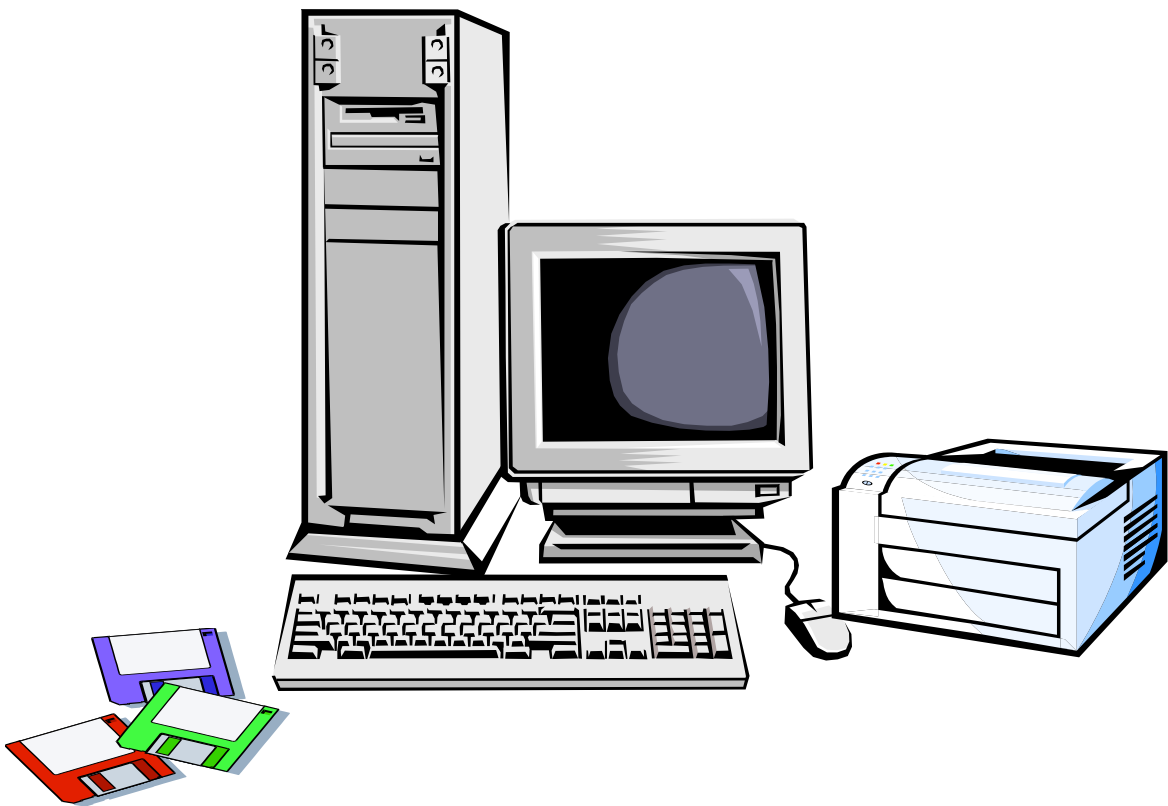
Summary

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

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

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

Technology



Technology

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

Section Objectives

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

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

Site Coordinators are required to submit certain documents to the Department of Justice on a regular basis. One of the most important systems that Site coordinators must use is the Grants Management System (GMS). This system is used to submit progress reports, check on status of funding and to communicate more effectively with the Department of Justice. Using the Internet is very common today, and this section will highlight why you should become comfortable using the Internet.

Using the Internet

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

First and foremost, the Weed and Seed grant application must be uploaded onto the Grant Management System (GMS) in order to be considered for funding. In many sites, someone other than the site coordinator may be responsible for this function, however, as the primary contact person for your Weed and Seed site, you should at least know how to access the GMS and understand how it functions.

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

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

Communicate More Effectively Using E-mail

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

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

E-mail addresses consist of first a user name and followed by a section name joined by @ (a symbol for at) (i.e. www.abc@xyz.org). E-mail addresses can be obtained from your employer, an Internet Service Provider, or through a web service. A mail program is necessary on your computer to adequately send, retrieve, and view mail messages. Please note that no or low cost e-mail accounts are available on most web portals.

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

In the near future, the EOWS will require sites to electronically submit their progress reports either by e-mail and/or via the GMS.

Finding Information On the World Wide Web

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

Your Website

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

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

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

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

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

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

Word Processing

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

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

Other benefits to using word processing software include:

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

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

Spreadsheets

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

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

Geographic Information Systems (GIS)

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

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

Two popular GIS software programs are ArcView and Maptitude.

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

www.weedandseeddatacenter.org

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

One of the key points you should have realized by now is that site coordinators are rarely stationery. Since the site coordinators are constantly busy attending meetings, community events, and strategy sections, it is important that they have immediate access to their calendars and address books at all times. Before you run out the door to meetings with community leaders, it is important to assess your technological resources and be familiar with the latest technologies that can assist you to perform your job better. This section will point out some of the latest technological tools that you should consider as a Site coordinator.

Primary Technological Tools

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

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

Summary:

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

Programmatic and Financial Requirements



Programmatic and Financial Requirements

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

Section Objectives

- Review the progress reporting requirements and due dates for submission
- Review the financial reporting requirements and due dates for submission
- Determine what types of data should be collected and how information should be reported

Who is responsible for preparing the progress reports?

Each site is required to submit progress reports to EOWS as part of their grant requirements. These reports help the program managers and the Office of the Comptroller understand what progress is being made in the site, obstacles that may be encountered, and the overall impact of the Weed and Seed strategy. Uniformity in the reporting format helps ensure that all the information received is consistent across the country. The next section will cover the required report formats and due dates for these reports. Adherence to the due dates is critical; not meeting the due dates can have an impact on future funding.

Progress Reports

- Categorical Assistance Progress Report Form
- Due Dates - (bi-annual)
- Preparation and packaging
 - Time requirement
 - Narrative
 - Highlights
 - Issues
 - Technical Assistance Requirements

Attachments
Financial Status
Mailing Instructions

Government Performance Results Act (GPRA) Reports

Forms
Due dates (annual)
Preparation and packaging
Mailing instructions

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

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

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

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

Financial Reports

- SF 269A Form
- Due dates (quarterly)
- Preparation of report
- Mailing instructions
- Special circumstances
 - Grant extensions
 - Budget modification
 - Closeout requirements
 - Supplemental awards

What are the responsibilities of the fiscal agent?

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

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

Responsibilities of the Fiscal Agent (Grantee)

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

Request for Payment)
Commingling of funds
Supplanting of funds
Excess cash on hand
Unallowable costs
Inappropriate changes
Conflict of interest

Summary

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

EOWS provides a comprehensive training on how to complete the required forms each year at the application conference. In addition to the site coordinator attending this conference, it is highly recommended that a key representative from the grantee also attend this conference.

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Sample Position Descriptions

Sample Operational Policies and Procedures

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Grant Administration Manual

- Reporting requirements
- Categorical Progress Report form & instructions
- Financial status report form & instructions
- Sample budget modification request
- Grant recipient closeout requirements
- Period of availability of funds
- Sample no-cost grant extension request
- Audit requirements

Office of Comptroller Contact Information

Implementation Manual Glossary of Terms

Community Development Block Grant (CDBG):

These grants are administered by the U.S. Department of Housing and Urban Development and awarded to communities to carry out a range of community development activities directed toward neighborhood revitalization, economic development, and improvements to community facilities and services.

community mobilization: A process to rally and organize community members and stakeholders to work as a group toward common community goals.

community service officer (CSO): A uniformed civilian employee whose duty it is to handle nonenforcement situations that would otherwise be assigned to sworn police officers, including conflict resolution, missing persons report filing, assistance with emergency needs of the community, and crisis intervention. The support of a CSO reduces the demands on sworn officers so that they can devote their time to other aspects of community policing.

CAD: computer-aided dispatch.

CCE: continuing criminal enterprise.

DEFY (Drug Education for Youth): A comprehensive, two-phased mentoring program that uses adult leadership to strengthen protective factors that direct youth to a life without drugs, alcohol, and gangs. DEFY has three goals:

- To develop relationships between youth and positive adult role models.
- To deliver life-skills training.
- To deter drug use and gang involvement.

differential police response (DPR): A practice of managing calls to increase response to community calls for service. By prioritizing calls by severity of emergency, police can better provide timely responses to callers by responding over the phone, scheduling next-day responses to nonemergency calls, and distributing responses to community service officers for report filing. DPR creates more unbroken patrolling time for problem solving and community policing. The end result is a net reduction of overall dispatches of police officers and a rescheduling of some lower priority dispatches to hours of relatively lower 911 demands.

DOJ: U.S. Department of Justice.

Empowerment Zone and Enterprise Community (EZ/EC): A U.S. Department of Housing and Urban Development initiative that offers both rural and urban residents and businesses innovative approaches to revitalization that bring communities together with public and private partnerships and attract financial backing for economic and community development.

Executive Office for Weed and Seed (EOWS): The program office in the Office of Justice Programs, U.S. Department of Justice, that manages and administers the Weed and Seed strategy at the national level. EOWS provides services, technical assistance, training, resources, grant oversight, and funding to local Weed and Seed strategies. EOWS is responsible for overall program policy, coordination, development, and budgeting. Additionally, EOWS

- Enhances law enforcement and prosecution coordination among Federal, State, and local agencies.

- Processes Weed and Seed property forfeitures to convert problem properties to community uses.
- Coordinates asset forfeiture fund reimbursement for State and local law enforcement.
- Awards Official Recognition to unfunded sites.
- Coordinates training meetings to support site initiatives.
- Publishes tools for community development and leadership, including the nationally distributed *In-Sites* magazine.
- Coordinates with other cooperating programs or agencies.

High-Intensity Drug Trafficking Area (HIDTA) Program: A national program funded by the Office of National Drug Control Policy (ONDCP) that provides resources to areas identified as having the most critical drug-trafficking problems affecting the rest of the country. HIDTA creates Federal, State, and local partnerships in the most critical drug-trafficking areas to tailor antidrug goals into regional solutions.

Individual Development Account (IDA): IDAs are asset-building tools that provide low-income individuals with an incentive to save money to continue their education, start a business, or buy a home.

law enforcement strategy: The Weed and Seed law enforcement vision, which includes police and prosecution strategies, to remove serious and visible criminals quickly from high crime neighborhoods.

Law Enforcement Subcommittee: A subgroup that reports to the Weed and Seed Steering Committee comprising representatives from all law enforcement agencies with jurisdiction in the Weed and Seed neighborhood.

memorandum of agreement (MOA): A written statement of commitments signed by members of the Steering Committee and partner organizations. The MOA serves as documentation, clarification, and a resource for later followup activities.

neighborhood assessment: The process in which community stakeholders, including residents, law enforcement agents, business owners, and nonprofit organizations, collect data on and analyze the resources and problems within a specific neighborhood.

neighborhood watch program: A program in which the community works together to look for and identify criminal activities within the neighborhood.

Official Recognition (OR): The designation awarded by EOWS to sites that submit a comprehensive plan to implement a Weed and Seed strategy in a designated area. Once OR has been awarded, sites may apply for Weed and Seed funding.

Operation Weed and Seed: A community-based approach to law enforcement, crime prevention, and neighborhood restoration. Established in 1991 by the U.S. Department of Justice (DOJ), Weed and Seed is an innovative strategy within DOJ's Office of Justice Programs that provides a comprehensive multiagency approach to community revitalization. There are four elements to Weed and Seed:

- Law enforcement.
- Community policing.
- Prevention, intervention, and treatment.
- Neighborhood restoration.

Organized Crime Drug Enforcement Task Force (OCDETF): A Federal program initiated in 1982 to combine Federal, State, and local law enforcement efforts into a comprehensive attack against

organized crime and drug traffickers. Aspects of the program have influenced every major law enforcement initiative in recent years, such as HIDTA, Weed and Seed, and the Anti-Violence Initiative.

PIT: prevention, intervention, and treatment.

Safe Haven Program: A multiservice center that coordinates youth and adult services in a highly visible, secure, and accessible facility. Every Weed and Seed site is required to have at least one Safe Haven in its target area. The Safe Haven acts as the center of activity for most Weed and Seed initiatives.

scanning-analysis-response-assessment (SARA): An approach to problem solving used by community police officers to identify and respond to problems within a community. Successful implementation of the model by law enforcement officers has led to increased use of SARA by residents, businesses, and universities to identify and resolve issues in their immediate community.

site coordinator: The individual who is the full-time “hands on” person working in the Weed and Seed target neighborhood. The site coordinator is the link between members of the target area, Safe Haven staff, law enforcement, EOWS, and the site Steering Committee.

Steering Committee: The Weed and Seed Steering Committee includes representatives from the four key stakeholder groups: the U.S. Attorney or designee, residents of the designated neighborhood, city or county government representatives, and local law enforcement officials. It may also include other representatives, including youth and elderly residents of the target area. The role of the Steering Committee is to

- Complete initial development steps.
- Provide direct oversight and management of program goals and objectives.

- Coordinate the activities of Weed and Seed subcommittees.
- Implement a coordinated law enforcement and neighborhood restoration plan.
- Approve changes to the program.
- Document program activity.
- Evaluate the overall program.

technical assistance: Technical assistance helps sites achieve their goals with professional guidance, advice, consultation, and training. It is an integral role in Weed and Seed strategy.

U.S. Attorney’s Office (USAO): Participation by the local USAO is mandatory for every Weed and Seed site. The USAO plays a central role in organizing the Steering Committee and is integral to the site’s law enforcement strategy. The role of the U.S. Attorney is to

- Provide leadership to community leaders who coordinate the strategy locally.
- Convene a core group of community officials in a “working committee” and assist the local site in selecting and convening a Steering Committee.
- Serve on the Steering Committee (often as chair of this committee).
- Initiate the planning activities.

Weed and Seed stakeholders: The four key stakeholders for a Weed and Seed program are

- The U.S. Attorney or a designee.
- Residents of the designated neighborhood.
- The mayor, city manager, county executive, or designated representative of city or county government.
- The police chief, sheriff, or other designated representative of local law enforcement.

-SAMPLE-

PROGRAM COORDINATOR POSITION DESCRIPTION

This is an example and can be modified to meet the needs of a particular site.

Position: Weed and Seed Program Coordinator

Location: This position will be housed at [location]. It is expected that the incumbent will work weekends and evenings during the operation of the Safe Haven Center.

Position Summary:

This is a full-time position responsible for coordinating the [city] Weed and Seed Program. This position will be responsible for coordinating the activities of organizations and agencies that have committed services, volunteers, and contributions to the operation of the Weed and Seed program. The coordinator will primarily report to the Weed and Seed Steering Committee, with direct supervision provided by [title].

Job Duties:

- Coordinate schedules of program volunteers.
- Recruit service providers and participants to the Weed and Seed Program.
- Work with organization on intake and assessment of program participants.
- Pursue additional sources of funding for the Weed and Seed Program, including working with agency staff to pursue grant sources and grant writing.
- Collect data on program activities and participants.
- Report design and writing on program activities, accomplishments, and evaluation.
- Work evenings and weekends during the hours of program operation.
- Work with and at times represent agencies involved in program implementation, e.g., [provide examples].
- Draft policies and procedures for the operation of the Safe Haven Center for the Weed and Seed Steering Committee.
- Be knowledgeable of all levels of law enforcement including local activities related to community-oriented policing activities.

-SAMPLE-

WEED AND SEED COMMUNITY SERVICES PROGRAM COORDINATOR

MAJOR DUTIES

NOTE: The following duties are illustrative and not exhaustive. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

- Performs research to identify areas of need, potential funding sources and relevant service providers to facilitate establishment of community service programs.
- Develops and administers grant and ad valorem funded programs and contracts to satisfy community needs.
- Analyses needs assessment data to assist in developing policy and making funding decisions.
- Plans and initiates public meetings with citizens, elected officials and community services representatives to provide a forum for exchange of information and ideas relating to community services needs and services.
- Coordinates services to ensure effective response to community needs and prevent duplication of services.
- Prepares grant application package to obtain adequate funding from community needs projects.
- Performs other related duties as required.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Working knowledge of governmental administration and organization.
- Considerable knowledge of public grant administration and related procedures.

**WEED AND SEED
COMMUNITY SERVICES PROGRAM COORDINATOR
Page 2**

- Ability to follow oral and written instructions.
- Ability to prioritize work.
- Ability to follow established procedures.
- Ability to work effectively with others.
- Ability to communicate effectively both orally and in writing.
- Ability to collect, organize, and evaluate data and to develop logical conclusions.

-SAMPLE-

WEED AND SEED EXECUTIVE DIRECTOR

MAJOR FUNCTIONS:

Performs program management and/or supervisory duties administering Weed and Seed and neighborhood/community program support.

DISTINGUISHING FEATURES:

Employees in this class perform duties of considerable difficulty requiring considerable initiative and independent judgement under general direction.

MAJOR DUTIES:

Note: The following duties are illustrative and not exhaustive. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position, depending on assigned area of responsibility.

-Plans, directs, and coordinates activities of the Weed and Seed related grants and/or ad valorem funded neighborhood programs to ensure that objectives are accomplished according to federal, state, and local regulations.

-Supervises subordinate personnel in the administration of Weed and Seed and publicly funded neighborhood programs.

-Prepares and coordinates studies and reports involving resource allocation, revenue projections, funding source development, utilization of services and/or the review and management of Weed and Seed and the neighborhood contracts and grants or appropriate ad valorem funding.

-Develops programs and policies for administration of Weed and Seed contracts and grant funded programs and neighborhood unit ad valorem funded programs.

-Develops recommendations concerning present and future grant and contract funding requirements for current Weed and Seed and neighborhood unit programs.

WEED AND SEED EXECUTIVE DIRECTOR

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-Coordinates the preparation of status reports and conducts follow-up studies to review the impact of policy decisions, program development and resource utilization; and makes recommendations on the continuation or termination of programs.

-Provides technical expertise concerning funding sources, contract development and grant application requirements.

-Serves as liaison with federal, state, and local representatives concerning funding sources for Weed and Seed neighborhood programs.

-Monitors applicable State and Federal legislation and prepares departmental position statements regarding such legislation.

-Provides technical assistance and liaison to task forces and civic organizations in the Weed and Seed target area and other neighborhoods to help find resources and solutions for case management, social, educational, housing and commerce issues.

-Supervises neighborhood training programs and preparation of neighborhood activities.

-Performs other related duties as required.

KNOWLEDGE, SKILLS, AND ABILITIES:

-Considerable knowledge of governmental administration and organization.

-Extensive knowledge of procedures related to public grant administration.

-Extensive knowledge of funding sources and associated requirements and regulations.

WEED AND SEED EXECUTIVE DIRECTOR

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- Working knowledge of legislative processes.
- Skills in the application of managerial techniques.
- Skills in making presentations to groups.
- Ability to formulate goals/objectives and evaluate research projects.
- Ability to communicate effectively, both orally and in writing.
- Ability to work effectively with others.
- Ability to plan, organize and supervise the work of others.
- Ability to collect, organize and evaluate data and to develop logical conclusions.
- Responsible for directing the day-to-day activities of the Weed and Seed projects. Serve as staff to the Steering Committee.
- Ability to adjust to flexible hours.

MINIMUM QUALIFICATIONS:

Graduation from an accredited college or university with Masters degree or higher.

Three years of experience involving duties concerning research into, developing funding applications for monitoring, planning, or contracting of community service programs.

- SAMPLE -

**WEED AND SEED STEERING COMMITTEE
POLICIES AND PROCEDURES**

Article I - Name

The name of this program shall be The Model Weed and Seed Program. The area that will be targeted for this program is located within the Model Community and is bounded by Chap, Band, Stick, Sprint, Neal and Deal Streets.

Article II - Mission and Purpose

The purpose of Model Weed and Seed is to unite its residents, law enforcement organizations, civic, community and other organizations and to promote the strategic plan, programs, goals, objectives and milestones of our Weed and Seed strategy; to encourage members to render services that are beneficial to the said purpose of our community, and to cooperate with other organizations performing similar services of benefit within our community.

Article III - Governing Body

Section 1: Governing Body. The Model Weed and Seed program shall be overseen by a Steering Committee. This group will plan, coordinate, implement and finalize the overall direction of the program. It will include key representatives from public and private organizations as well as representatives from the neighborhood that offer commitments to the goals and objectives stated in the current grant. A Memorandum of Agreement will represent all organizations involved. This group will also oversee strategy-related activities of the Site Coordinator, who will serve as staff to the Committee. Matters of policy and decision-making concerning the direction of the program will always include the full Steering Committee. The Steering Committee will also assess the achievements and evaluate the effects of program implementation as required by the Department of Justice's Executive Office of Weed and Seed.

Sub-section 1(a). Steering Committee Member Responsibilities. All public and private organizations affiliated with Model Weed and Seed will advocate for the project goals and objectives, as well as abide by the purpose and policies of this Steering Committee. Each individual Steering Committee Member will commit to: actively participate in and promote Weed and Seed activities in the target area; assist the Weed and Seed Coordinator with raising funds; represent the needs and resources of the

community and bring forth issues, concerns, feedback and recommendations for programs, policy and overall direction consistent with the Mission Statement and current grant proposal of the Model Weed and Seed; and, meet as required with the complete steering committee

Section 2: Membership. Model Weed and Seed Steering Committee shall be composed of representatives committed to implementing its Weed and Seed strategy within its community. The membership of the Steering Committee shall not exceed forty (40) members. Members shall not receive nor be paid any compensation for serving as members of the Weed and Seed Steering Committee.

Sub-section 2(a): Addition of Members. Persons recommended to the Steering Committee shall be selected by the entity or organization being represented. The recommendation must be made in writing. Additional members may be accepted as follows: Organizations may petition the Steering Committee for membership in writing. After proper notification to active Steering Committee members (minimum 30 days) the petitioning member may be voted in at the next regular Steering Committee meeting. Additional members must receive a minimum of 2/3 affirmative votes from the quorum present.

Sub-Section 2(b). Membership Commitment. All agency, group, and organization memberships are contingent upon entering into a signed Memorandum of Agreement from an authorized body or board of the organization to be a member of the collaboration.

Section 3: Composition. The Steering Committee shall consist of representatives from the following agencies, civic, governmental and business organizations.

U.S. Attorney	City Department of Juvenile Justice
Mayor	County Commission Representative(s)
Police Chief	U.S. Customs
County Sheriff	Alcohol, Tobacco and Firearms
Community Residents	Drug Enforcement Administration
Housing Authority	State Bureau of Investigation
Model Public Schools	City Planning Commission
Local Businesses	State Planning Office
Parks & Recreation Commission	District Attorney
Civic Organizations	Public Defender
Chamber of Commerce	Department of Social Services
Federal Bureau of Investigation	Private Social Service Agencies
City Council Representative(s)	Boys & Girls Clubs
Not for Profit Organizations	United Way

Sub-section 3(b). Community Resident Representation. In order for the program to maintain its resident driven focus, forty percent (40%) of the Steering Committee members will be residents of the Model community. Residents serving on the Steering Committee will be grassroots representatives and not individuals serving in official capacities (e.g., government employees, legislator). If a resident is serving in an official capacity on the Steering Committee, the individual will be identified as a representative of the organization for which he or she works rather than as a resident representative on the Steering Committee.

Section 4: Election of Officers. The Steering Committee will hold an election to select its Chairman. The Chairman will serve a two (2) year term. Nominations for the office of First Vice-Chair, Second Vice-Chair, Secretary, and Treasurer shall be submitted by a nominating committee and nominations may also be made from the floor, by any member at the December annual meeting of the Steering Committee. Elections will take place at the December annual meeting.

Sub-section 4(a): Duties of Officers. The duties of each Officer are as follows:

Chair. He/She will be responsible for the general and active management of the business affairs of the Weed & Seed Steering Committee. The Chair shall have the power to perform any necessary duties relevant to this position and shall preside at all meetings of the members.

First Vice Chair. He/She shall perform the duties the Chair prescribes. If however, the Chair is absent or unable to fulfill her/his duties, the First Vice Chair shall perform the duties.

Second Vice Chair. She/He shall perform the duties the Chair prescribes. If however, the First Vice Chair is absent or unable to fulfill her/his duties, the Second Vice Chair shall perform the duties.

Secretary. She/He shall review, sign, and present the minutes from each meeting to the Weed & Seed Steering Committee.

Treasurer. She/He shall review, sign and present program fiscal reports to the Weed & Seed Steering Committee.

Section 5: Suspension or withdrawal of Membership. Any member may be removed from the Steering Committee for willful misconduct or by a two-thirds (2/3) vote from the quorum present.

Section 6: Vacancies and Absences. Should a vacancy occur, the respective agency shall nominate, in writing, a replacement to the Steering Committee. Written nominations will also be accepted from current members and program partners. A Steering Committee member who misses three consecutive meetings without notifying the Weed and Seed Coordinator will be automatically removed from the committee and not permitted to attend meetings unless a formal request is presented in writing.

Section 7: Voting. Each active Steering Committee member shall have one vote on the Steering Committee. Voting privileges will be balanced between local government, law enforcement, residents, and community based organizations to the best of the Committee's ability, to ensure that no one entity dominates the program. The majority vote shall govern the implementation of policies, programs and changes of the Steering Committee, except as otherwise provided by the policies and procedures.

Section 8: Quorum. A Quorum shall exist when a majority (50% + 1) of the Steering Committee is present. Written proxies may be counted to establish a quorum. A simple majority vote of those present shall validate Steering Committee action.

Sub-section 8(a). The Steering Committee may propose, study, adopt or approve policy and procedure changes through a two-thirds vote. A policies and procedures change or amendment will be made as long as it is announced and recorded at the previous meeting, noted in the agenda, and distributed at least one week in advance of the next scheduled meeting of the Steering Committee. Amendments become effective immediately upon the approval of the Steering Committee.

Section 9: Meetings. A written notice of the time and place of the meetings of all steering committee and sub-committees shall be provided to all members in good standing. It is the responsibility of all chairpersons to notify the Weed and Seed Coordinator at least 10 calendar days prior to a scheduled meeting to give ample time to send reminders. Copies of all minutes need to be forwarded to the Weed and Seed Coordinator within 2 weeks after a scheduled meeting so they can be sent out. All respective committees shall follow these procedures.

Section 10: Conflict of Interest. The Conflict of Interest Policy and Disclosure Statement of Model Development Corporation shall be incorporated, except for the following exceptions.

Sub-section 10(a). Individuals that serve on the Steering Committee as an agency representative of a non-profit or government agency cannot receive individual funding from Weed and Seed funds, but may receive funding for the agency to promote their contribution towards the Weed and Seed goals and objectives.

Sub-section 10(b). If question arises regarding someone's possible conflict of interest, the Model Weed & Seed Conflict of Interest Sub-Committee will make a decision. This committee shall have charge of determining the existence or non-existence of conflicts of interest with individuals and entities that are affiliated with Model Weed and Seed Project.

Section 11: Roberts Rules of Order. The rules contained in Roberts Rules of Order shall govern all proceedings of the Steering Committee and all sub-committees, except as provided by the regulations herein or Model Development Corporations Code of Regulations.

Article IV - Administration

The Model Weed and Seed Program, relying on the advice of its Weed and Seed Coordinator, and operating within these policies and procedures, and in cooperation with Model Development Corporation. These policies define the responsibilities of the Weed and Seed Coordinator, the Steering Committee and all the sub-committees.

Section 1: Grantee/Fiscal Agent. The Model Development Corporation agrees to serve as the fiscal agency for the Model Weed and Seed program. In this role the fiscal agent shall:

1. Be the recipient of all federal, state, and other grant monies generated by and directed to the Weed and Seed strategy unless otherwise agreed upon by the Steering Committee.
2. Provide fiscal management and oversight as required by the Department of Justice.
3. Provide staff to fill the position of Weed and Seed Coordinator according to the levels and qualifications established by the Department of Justice, Executive Office of Weed and Seed and the Weed and Steering Committee.

4. Provide office space and supplies for the Weed and Seed Coordinator as well as supervisory and administrative support.
5. Provide staff time for community organizing, community development and housing rehabilitation and development.

Section 2: The Weed & Seed Site Coordinator. The Model Weed and Seed Program will be administered by a Weed and Seed Coordinator hired by the Personnel Sub-Committee of the Weed & Seed Steering Committee. The Coordinator will:

1. Report to the Steering Committee, but will be supervised by the Executive Director of Model Development Corporation and the Chair of the Weed & Seed Steering Committee.
2. Be hired by the Personnel Sub-Committee of the Weed & Seed Steering Committee, with input from the Model Development Corporation. All Model Development Corporation personnel policies will be followed in regard to hiring and termination.
3. The salary of the Coordinator will be based upon a comparable rate as determined by the fiscal agency's human resource policies and through regular evaluation performances.

Sub-section 2(a): Site Coordinator Responsibilities. The Weed & Seed Site Coordinator's primary responsibilities shall include:

1. Coordinates committee meetings and projects.
2. Notify all committee members in writing of upcoming meetings.
3. Assists with the identification and application for alternative sources of funding.
4. Serves as liaison with participating organizations.
5. Reports to the Steering Committee and all Sub-Committees.
6. Submits required reports and budget forms to the Executive Office of Weed and Seed.
7. Attends Weed and Seed conferences and other related conferences.
8. Serves as liaison with other Weed and Seed sites.
9. Coordinates training programs as needed.
10. Oversees all steering committee projects as assigned.
11. Oversees process evaluation of all programs.
12. Oversees public relations/outreach campaign developed by the Marketing Sub-Committee.
13. Other duties as determined by the Steering Committee, its Chair, or the Executive Director of LDC.
14. Supervises other program staff.

Sub-section 2(b). Model Development Corporation and the Model Steering Committee will regularly review the Coordinator's job performance and duties to determine if additional staff assistance is necessary to successfully fulfill said duties.

Section 3: Sub-committees. Sub-committees of the Steering Committee are to meet when necessary or as directed by the Steering Committee. All sub-committee members, which may include representatives from agencies and organizations not represented on the Steering Committee, will have a specific interest in carrying out program goals and objectives as stated in the site's current grant proposal. Each sub-committee will provide a regular report of its activities at each meeting of the Steering Committee.

Sub-section 3(a): Standing Sub-committees. The standing committees of the Model Weed & Seed Steering Committee shall include:

Membership, Nominating and Policies/Procedures. These sub-committees are chaired by the First Vice Chair and each sub-committee is to be limited to five (5) members.

Operations. This sub-committee monitors strategy implementation in effort to track goal achievement, reviews available resources to achieve strategy, assists in general program planning efforts. This sub-committee provides regular assistance and support to the Weed & Seed Site Coordinator in the preparation of program reports and grant applications. This committee will be chaired by the Steering Committee Chair.

Marketing. This sub-committee is responsible for developing the program public relations plan in efforts to ensure that the community hears about the program regularly and creates informational pamphlets and handouts for distribution.

Community & Economic Development. This sub-committee is responsible for reviewing local planning initiatives and economic development proposals to coordinate efforts (when possible) with the Weed and Seed program and address business retention strategies within the Model community.

Finance/Budget. This sub-committee will develop and monitor the financial policies, procedures and controls for financial reporting and compliance with Federal, state and local tax laws and

regulations; budgeting; program spending; and, the coordination of financial audits. This sub-committee shall present its budget findings and recommendations to the Steering Committee for approval. The Steering Committee Treasurer will Chair this sub-committee.

Personnel. This sub-committee will be responsible for the recruitment, assessment and recommendation of candidates to the Steering Committee for any paid and/or non-paid positions within the Weed and Seed program. The Second Vice Chair will serve as Chair of this sub-committee.

Neighborhood Restoration. This sub-committee will work towards revitalizing and improving the physical appearance of the target neighborhood. This includes the development, recommendation, and implementation of strategies to address code enforcement, trash reduction, infrastructure improvements, improved housing conditions and general neighborhood clean up efforts.

Weed Committee. The Weed Sub-Committee will develop and seek to implement law enforcement strategies to remove criminal elements and negative influences from the target neighborhood. The sub-committee will facilitate a relationship between community residents and law enforcement to develop solutions to community problems and foster a sense of civic responsibility within the community to serve as a stimulus for community mobilization. Either the USA, the Police Chief, or their designee shall serve as Chair of the Weed Committee.

Seed Committee. This sub-committee will develop and recommend strategies that bring positive influences to the target neighborhood. Strategies will include prevention, intervention and treatment, community policing and neighborhood restoration activities. Special consideration will be given to the coordination of human service programs and school programs designed to develop a positive community attitude towards combating drug use, crime and poverty.

Sustainment Committee. This committee will be dedicated to finding additional resources to sustain program efforts to ensure that the program is not dependent entirely upon Weed & Seed grant funding and that priority programs and/or services are maintained. Activities performed by this sub-committee will include fund-raising, soliciting donations, securing inter-agency agreements for

resources, and identifying potential sources of funds (including other grant programs).

Sub-section 3(b): Other committees. The Steering Committee may establish or dissolve sub-committees as it deems necessary.

Article V - Amendments

These policies and procedures may be repealed, amended, modified, altered and any additions adopted by a two-thirds vote of the Weed and Seed Steering Committee.

I hereby certify that the foregoing is a true, correct, and complete copy of the Policies and Procedures of the Weed and Seed Steering Committee as in effect on this _____ day of _____, 20_____.

Steering Committee Chair

Steering Committee First Vice Chair

Steering Committee Second Vice Chair

How To Obtain Technical Assistance From EOWS

Overview

All recipients for the U.S. Department of Justice, Office of Justice Programs, Executive Office for Weed and Seed (EOWS), are encouraged to develop written technical assistance (TA) work plans as part of their overall implementation strategies. The work plans are based on the results of ongoing local needs assessments, site initiated consultations with TA providers, and discussions with their EOWS program managers. The sites' TA work plans are processed by the EOWS coordinator as TA requests and are coordinated with TA requests from other sites.

TA Steps

1. **Develop TA request.** Site Steering Committee develops a TA request in response to a specific site need. Request should be justified in support of the site's Weed and Seed strategy.
2. **Submit TA for review.** Site submits TA request to EOWS program manager, who then contacts site to review TA request.
3. **Develop TA plan.** EOWS works to finalize plans for the TA including matching a site's needs to the list of qualified TA providers; negotiating TA services with TA providers; and arranging TA logistics. A working TA plan is developed.
4. **Obtain approval for TA plan.** The working TA plan is submitted to EOWS for approval. If approved by EOWS, the plan is submitted to the site for final approval.
5. **Negotiate contract agreement.** If a TA provider is involved, a work plan and contract agreement will be negotiated for TA. The request will be processed for TA provider payments and reimbursement requests upon delivery of services.
6. **Deliver TA.** TA is delivered. Progress is monitored by EOWS program managers.
7. **Evaluate TA.** A customer satisfaction survey is sent to the Weed and Seed site receiving TA.

TA Service Alternatives

- Electronic (listserv, Web page) assistance.
- Multisite TA.
- Specific on-site assistance.
- Peer-to-peer assistance.
- Information or other resources.
- Training workshops/conferences.
- Telephone consultation.

What Should You Include in the TA Request?

Each TA request should have the following sections:

- A **statement** explaining the need for and objectives of the TA request. Include how the needed TA fits into your site's overall Weed and Seed strategy.
- A **description** of the specific assistance requested. The description should include each anticipated task associated with the request.

- If a **contractor or service provider** has been identified, include as much background information as possible. If no contractor has been identified, EOWS will work with you to find an acceptable provider.
- **Anticipated costs.** Include expected consultant rates, facility rental rates, copying and production costs for materials, travel, hotel, and per diem costs.
- **Timeframe.** Indicate when the TA should be provided.
- **Participants.** Identify the representatives from your site who will participate in the TA.

Web Site

The Weed and Seed Web site can be found at www.ojp.usdoj.gov/eows.

Database

The purpose of the Weed and Seed Database is to serve as an archive of basic site information on all sites. The database contains a site summary for each site that includes demographics, description of the target area, historic information, highlights of key successes, the most noteworthy programs, and funding information. One of the main uses of the database is to search the extensive catalog of site activities and programs and site contact information. TA information is also maintained in the database. Updates to the database should be submitted to EOWS for processing.

Executive Office for Weed and Seed
810 Seventh Street NW., Sixth Floor
Washington, DC 20531
202-616-1152
202-616-1159 (Fax)
www.ojp.usdoj.gov/eows

Executive Office for Weed and Seed

Reporting Requirements

Two reports are required by grant recipients of the Executive Office for Weed and Seed (EOWS): 1) Financial Status Report (SF 269) and 2) Categorical Assistance Progress Reports (Progress Report). The reporting requirements are as follows:

<u>REPORT</u>	<u>REPORTING PERIOD</u>	<u>DUE DATE</u>
SF 269	Quarterly; Jan. 1 - March 31 April 1 - June 30 July 1 - Sept. 30 Oct. 1 - Dec. 31	45 days after reporting period ends; May 15 Aug. 15 Nov. 15 Feb. 15
Progress Report(s) Twice per year;	Jan. 1 - June 30 July 1 - Dec. 31	30 days after reporting period ends; July 30 Jan. 30

SF 269: Grant recipients send the original SF 269 to the Control Desk, Office of the Comptroller. The Control Desk forwards one copy of the report to the EOWS Program Manager for the grant file.

Progress Report(s): Grant recipients send the original and 1 copy of the Progress Report to the Control Desk, Office of the Comptroller. The Control Desk forwards one copy of the report to the EOWS Program Manager for the grant file. The reports should NOT exceed 8-10 pages of narrative, detailing the four components of the Weed and Seed strategy, including Safe Haven activities. Please do not have your reports bound.

The Control Desk address:

Control Desk, Room 5303
Office of the Comptroller
Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531
Fax (202) 616-5962 or (202) 353-8475
OC Customer Service: 1 (888) 458-0786 or
via email askOC@ojp.usdoj.gov

The address for EOWS is:

Executive Office for Weed & Seed
810 Seventh Street, NW, 6th Floor
Washington, DC 20531
Use 20001 Zip Code for FedEx
Fax (202) 616-1159 or (202) 514-4075

**EXECUTIVE OFFICE FOR WEED AND SEED
PROGRESS REPORT INSTRUCTIONS**

Overview

- How have you collaborated and coordinated with other agencies, i.e. police, city, non- profits, federal agencies, community, etc.
- Minutes of Steering Committee Meetings (attach copies of the minutes from each meeting).
- What is the current balance for all open grants. Outline the balance by category based upon the approved budget as indicated on the Financial Clearance. (If you do not have a copy of the Financial Clearance, contact your Program Manager).

Example: Balance as of 12/31/01 is \$18,000 for grant #2001-WS-QX-1111

	<u>Amount Budgeted</u>	<u>Amount Used</u>	<u>Amount Left</u>
Personnel	\$65,000	\$55,000	\$10,000
Fringe	\$12,000	7,000	5,000
Travel	\$ 2,000	2,000	-0-
Contracts	\$23,000	20,000	3,000
Supplies	\$ 4,395	4,395	-0-
Indirect	n / a		

Highlights:

To support effective monitoring of the program, the progress report must be tied to both the grant application and the Official Recognition (O.R.) strategy for the respective site. For each of the program component areas listed below, indicate the status of the goals, objectives, and time lines related to the O.R. strategy to be achieved during the grant period (or during a previous reporting period). Based on the performance measures set forth in the grant application (and O.R. strategy), indicate in quantitative terms the results achieved during both the reporting period and cumulative to date. Explanatory and qualifying statements are helpful in this section, especially if project objectives have changed.

- I. Law Enforcement: Be sure to include crime statistics noting increases or decreases.
- II. Community Policing: Be sure to include crime statistics noting increases or decreases.

- III. Prevention, Intervention, and Treatment: Be sure to include a summary of activities and developments surrounding the safe haven(s).
- IV. Neighborhood Restoration
- V. Special Emphasis Programs: (If applicable) Indicate status of any special emphasis programs conducted by the site.
- VI. HUD Initiative: (If applicable) Include a summary of the activities and developments surrounding the implementation of this initiative.

Issues:

- State the corrective action planned to resolve implementation problems and state the effect of these problems on the remaining schedule for achieving the remaining project goals.
- If appropriate, identify changes that are needed in the implementation plan specified in the grant application (or O.R. Strategy) to overcome problems. Please note that changes that alter plans and/or goals set forth in the application may require prior approval via issuance of a Grant Adjustment Notice (GAN).

Technical Assistance Needs: (List, if any)

Revised February 25, 2003



FINANCIAL STATUS REPORT

(Short Form)

(Follow Instructions on next page)

1. Federal Agency and Organizational Element to which Report is Submitted U.S. Dept. of Justice Office of Justice Programs (OJP)		2. Grant or Award Number Assigned by OJP		OMB Approval No. 1121-0264 Expires: 01/3/2006	Page 1	of 1 pages
3. Recipient Organization (Name and complete address, including ZIP code)						
4. Vendor Number		5. Recipient internal code or Identifying Number (if any)		6. Final Report G Yes G No		7. Basis G Cash G Accrual
8. Funding/Grant Period (See Instructions) From: (Month, Day, Year) To: (Month, Day, Year)			9. Period Covered by this Report From: (Month, Day, Year) To: (Month, Day, Year)			
10. Transactions:		I Previously Reported	II This Period	III Cumulative		
a. Total outlays						
b. Recipient share of outlays						
c. Federal share of outlays						
d. Total unliquidated obligations						
e. Recipient share of unliquidated obligations						
f. Federal share of unliquidated obligations						
g. Total Federal share (Sum of lines c and f)						
h. Total Federal funds authorized for this funding period						
i. Unobligated balance of Federal funds (Line h minus line g)						
11. Indirect Expense	a. Type of Rate (place "x" in appropriate box) G Provisional G Predetermined G Final G Fixed					
	b. Rate	c. Base	d. Total Amount	e. Federal Share		
12. Remarks: attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.						
A. Block/Formula passthrough \$		PROGRAM INCOME:		E. Expended \$		
B. Federal Funds Subgranted \$		C. Forfeit \$		F. Unexpended \$		
D. Other \$						
13. Certification I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.						
Typed or Printed Name and Title				Telephone (Area code, number and extension)		
Signature of Authorized Certifying Official				Date Report Submitted		

DOJ Standard Form 269a (REV 2002)

Paperwork Reduction Act Notice. Under the Paperwork Reduction Act, a person is not required to respond to a collection of information unless it displays a currently valid OMB control number. We try to create forms and instructions that are accurate, can be easily understood, and which impose the least possible burden on you to provide us with information. The estimated average time to complete and file this application is 90 minutes per application. If you have comments regarding the accuracy of this estimate, or suggestions for making this form simpler, you can write to the Office of Justice Programs, US Department of Justice, 810 Seventh Street, NW, Washington, DC 20531.

**OFFICE OF JUSTICE PROGRAMS INSTRUCTIONS
FOR FINANCIAL STATUS REPORTING (SF269A)**

The quarterly Financial Status Report (FSR) is due 45 days after the end of the calendar quarter. Please be reminded that this is a report of expenditures not a request for reimbursement. To request reimbursement, use an OJP payment system*. Send the completed report to: **Office of Justice Programs, Attn: Control Desk, 810 Seventh Street, NW - 5th Floor, Washington, DC 20531** or fax them to **(202) 616-5962** or alternate fax **#(202)353-8475**. Please type or print legibly and do not change any pre-printed information. If you have already filed an FSR for the current calendar reporting quarter and need to make changes, please submit a corrected FSR and print “AMENDED” or “CORRECTED” at the top of the form.

Note: Without a current FSR on file, funds will not be disbursed.

Please ensure that you fill out every space (except Box #5) of this report, or your FSR will not be processed.

1. Pre-printed as: **U.S. Dept. of Justice, Office of Justice Programs**
2. Enter the OJP grant number found on your grant award document. For example, 2001-TE-CX-0000.
3. Enter current name and address of the organization that accepted the award.
4. Enter the assigned 9 digit OJP vendor number as recorded on your grant award document.
5. Enter any identifying number assigned by your organization for your internal use. If none, leave blank.
6. “Yes” should be selected when you have expended all funds (including match contribution) related to the grant, all program activity has ended, and all obligations paid. “No” should be selected if this is not your Final Report.
7. Indicate whether your accounting system uses a CASH or an ACCRUAL basis for recording transactions related to this award. For reports prepared on a CASH basis, outlays are the sum of actual cash disbursement for direct purchases of goods and services at the lowest funding level. For reports prepared on an ACCRUAL basis, outlays are the sum of actual cash disbursement at the lowest funding level. Unpaid obligations represent the amount of obligations that have been incurred at the lowest funding level but have not yet paid out.
8. Enter both the begin and end dates of the award period.
9. Enter the FROM and TO dates for the current reporting calendar quarter as listed below.

<u>Reporting Quarter</u>	<u>Reports Due Not Later than</u>
Jan 1 through Mar 31	May 15
Apr 1 through Jun 30	Aug. 14
Jul 1 through Sep 30	Nov 14
Oct 1 through Dec 31	Feb 14

Note: Data for more than one calendar quarter may be rolled up into one report for the first report submitted.
10. Lines 10a, 10b, and 10c refer to your **cash outlays** including the value of in-kind match contributions for this award at the lowest funding level (i.e., monies you have spent). Column I is the cumulative total of expenditures for the prior reported calendar quarter. If you wish to correct previously reported quarterly totals, enter the corrected amounts in this column. Column II is for the current reporting calendar quarter outlays. Column III is for the result when adding across the amounts reported in Columns I and II. **The total of lines 10b and 10c should equal the amount reported on line 10a for each column.**

Lines 10d, 10e, and 10f should only be completed if you indicated in **Box 7** that you are on an accrual basis of accounting. Lines 10d, 10e, and 10f refer to the amount of unpaid obligations or accounts payable you have incurred. Items such as payroll (which has been earned, but not yet paid) is an example of an accrued expense. Line 10d is the total of your unpaid obligations to date.

Line 10e is your share of these unpaid obligations. Line 10f is the Federal share of unpaid obligations. **The total of lines 10e and 10f should equal the amount on line 10d.**

Line 10g is the **total Federal share** of your cash outlays and unpaid obligations regardless of whether you have received reimbursement. It will be the total of Column III, Lines 10c and 10f. Line 10h is the total amount of your award. Change this amount only if you have received a supplemental award. Line 10i is the amount of your total award which has not either been expended through a cash outlay or encumbered by an unpaid obligation. **It is the difference between Column III, Lines 10h minus 10g equals Line 10i.**
11. Please refer to your award documents to complete this section. This section will only be completed if you have a Negotiated Indirect Cost Rate with your cognizant agency.

Line 11a Indicate the type of rate that you have. Line 11b is the indirect cost rate in effect during this current reporting period. Line 11c is the amount of the base against which the cost rate is applied. Line 11d is the total amount of indirect costs charged during this current reporting period. Line 11e is the Federal Government share of the amount reported on Line 11d.

Note: If more than one rate was in effect during this reporting period, attach a schedule showing all applicable rates amounts for Line 11b through 11e.
12. Line 12A is the cumulative amount of Federal funds your State agency has passed-through to local units of government, other specified groups or organizations as directed by the legislation of the program.

Line 12B is the cumulative amount of Federal funds subgranted including amounts subgranted to State agencies and amounts reported on Line 12A.

Line 12C is the cumulative Federal portion of forfeited assets (adjudicated to the plaintiff) to be used in this grant whether the assets were forfeited as a result of this grant or another grant.

Line 12D is the Federal portion of program income earned from other than forfeited assets. This is income from sources such as registration fees, tuition, and royalties. This amount should not be included in Box 10.

Line 12E is the cumulative amount of program income from all sources, including forfeited assets and interest earned, which have been expended by your organization. This amount should not be included in Box 10.

Line 12F is the balance of unexpended program income (12C + 12D - 12E).
13. Along with your printed name, telephone number and email address, please remember to sign and date the FSR. **It will not be processed without signature.**

*If you need assistance with completing this form, contact the OC Customer Service Center at 1-800-458-0786 or email us at askoc@ojp.usdoj.gov.

-AUDIT REQUIREMENTS- HIGHLIGHTS

- **AUDIT OBJECTIVES**
- **AUDIT REPORTING REQUIREMENTS**
- **FAILURE TO COMPLY**
- **AUDIT THRESHOLD**
- **AUDIT CONFIRMATION REQUESTS**
- **DUE DATES FOR AUDIT REPORTS**
- **AUDIT COMPLIANCE**
- **RESOLUTION OF AUDIT REPORTS**
- **TOP TEN AUDIT FINDINGS**
- **AUDITS OF SUBRECIPIENTS**
- **TECHNICAL ASSISTANCE**
- **FULL-SCOPE AUDITING**
- **COMMERCIAL (FOR-PROFIT) ORGANIZATIONS**
- **DISTRIBUTION OF AUDIT REPORTS**
- **OIG REGIONAL OFFICES**

This document establishes responsibilities for the audit of organizations receiving agency funds. The intent of this document is to identify the policies for determining the proper and effective use of public funds rather than to prescribe detailed procedures for the conduct of an audit.

AUDIT OBJECTIVES

Awards are subject to conditions of fiscal, program, and general administration to which the recipient expressly agrees. Accordingly, the audit objective is to review the recipient's administration of funds and required non-Federal contributions for the purpose of determining whether the recipient has:

1. Established an accounting system integrated with adequate internal fiscal and management controls to provide full accountability for revenues, expenditures, assets, and liabilities. This system should provide reasonable assurance that the organization is managing Federal financial assistance programs in compliance with applicable laws and regulations.
2. Prepared financial statements which are presented fairly, in accordance with generally accepted accounting principles.
3. Submitted financial reports (which may include Financial Status Reports, Cash Reports, and Claims for Advances and Reimbursements), which contain accurate and reliable financial data, and are presented in accordance with the terms of applicable agreements.
4. Expended Federal funds in accordance with the terms of applicable agreements and those provisions of Federal law or regulations that could have a material effect on the financial statements or on the awards tested.

AUDIT REPORTING REQUIREMENTS

Independent auditors should follow the requirements prescribed in OMB Circular A-133.

If the auditor becomes aware of illegal acts or other irregularities, prompt notice shall be given to recipient management officials above the level of involvement. The recipient, in turn, shall promptly notify the cognizant Federal agency of the illegal acts or irregularities and of proposed and actual actions, if any.

All awarding agency personnel have the responsibility to inform the OJP's Office of the Comptroller, DOJ's Office of Professional Responsibility, the Office of Inspector General, and State and local law enforcement agencies or prosecuting authorities, as appropriate, of any known violations of the law within their respective area of jurisdiction.

Audit costs for audits not required or performed in accordance with OMB Circular A-133 are unallowable. If the grantee did not expend \$300,000 or more in Federal funds in its fiscal year, but contracted with a certified public accountant to perform an audit, these costs may not be charged to the grant.

FAILURE TO COMPLY

Failure to have audits performed as required may result in the withholding of new discretionary awards and/or withholding of funds or change in the method of payment on active grants.

AUDIT THRESHOLD

1. Non-Federal entities that expend \$300,000 or more in Federal funds (from all sources including pass-through sub-awards) in the organization fiscal year (12-month turnaround reporting period) shall have a single organization-wide audit conducted in accordance with the provisions of OMB Circular A-133. 2. Non-Federal entities that expend less than \$300,000 a year in Federal awards are exempt from Federal audit requirements for that year. Records must be available for review or audit by appropriate officials including the Federal agency, pass-through entity, and General Accounting Office (GAO).

AUDIT CONFIRMATION REQUESTS

Send audit confirmation requests to:

Office of the Comptroller
Attention: Monitoring Division
810 7th Street, NW
Washington, DC 20531

DUE DATES FOR AUDIT REPORTS

Audits are due no later than nine (9) months after the close of each fiscal year during the term of the award.

AUDIT COMPLIANCE

Techniques to use to determine recipient compliance with Federal requirements when an organization-wide audit is not conducted include:

1. Obtaining audits from recipients that were made in accordance with the "Government Auditing Standards";
2. Relying on previous audits performed on recipient's operations;
3. Desk reviews by program officials of project documentation;
4. Project audits by auditors or auditors obtained by recipients; and
5. Evaluations of recipient's operations by program officials.

RESOLUTION OF AUDIT REPORTS

Timely action on recommendations by responsible management officials is an integral part of the effectiveness of an audit. Each recipient shall have policies and procedures for responding to audit recommendations by designating officials responsible for:

1. Following up;
2. Maintaining a record of the action taken on recommendations and time schedules for completing corrective action;
3. Implementing audit recommendations;
4. Submitting periodic reports to the cognizant Federal audit agency on recommendations and actions taken; and
5. Providing an audit special condition on all sub-awards. This special condition contains information, such as the audit report period, required audit report submission date, and name and address of cognizant Federal agency. The policy of the awarding agency is not to make new awards to applicants who are not in compliance with the audit requirements.

The awarding agency monitors the audit requirements through its audit tracking system and is responsible for tracking audit reports received through the audit process until resolved and closed.

TOP TEN AUDIT FINDINGS

1. Untimely report submissions;
2. Lack of documentation;
3. Inadequate monitoring of subrecipients;
4. Inadequate time/effort reports;
5. Inaccurate reports (Financial Status Reports);
6. Commingling of funds;
7. Excess cash on hand;
8. Unallowable costs;
9. Inappropriate changes; and
10. Conflicts of interest.

AUDIT OF SUBRECIPIENTS

When subawards are made to another organization or organizations, the recipient shall require that subrecipients comply with the audit requirements set forth in this chapter.

Recipients are responsible for ensuring that subrecipient audit reports are received and for resolving any audit findings. Known or suspected violations of any law encountered during audits, including fraud, theft, embezzlement, forgery, or other serious irregularities, must be communicated to the recipient.

For subrecipients who are not required to have an audit as stipulated in OMB Circular A-133, the recipient is still responsible for monitoring the subrecipients' activities to provide reasonable assurance that the subrecipient administered Federal awards in compliance with Federal requirements.

TECHNICAL ASSISTANCE

The Office of the Inspector General, DOJ, is available to provide technical assistance to recipients in implementing the audit requirements of this chapter where the DOJ is the assigned cognizant agency or has oversight responsibilities because it provided the preponderance of direct Federal funding to the recipient. This assistance is available for areas such as:

1. Review of the audit arrangements and/or negotiations;
2. Review of the audit program or guide to be used for the conduct of the audit; and
3. On-site assistance in the performance of the audit, when deemed necessary, as a result of universal or complex problems that arise.

Requests for technical assistance should be addressed to the appropriate Regional Inspector General's Office, DOJ (see listing of regional offices).

FULL-SCOPE AUDITING

In addition to arranging and providing for the organizational, financial, and compliance audits required by the OMB Circular A-133, individual recipients and subrecipients are encouraged to provide for additional audit coverage, as deemed appropriate. The additional audit coverage that may be provided should be determined based on the circumstances surrounding the particular organization, function, program, or activity to be audited, management needs, and available audit capability. Additional audit coverage could involve such organizational determinations relating to the following:

1. Are resources managed and used economically and efficiently?
2. Are desired results and objectives achieved effectively?
3. Are the organization's accounting system and system of internal controls acceptable prior to the receipt of awarding agency funds?
4. Are the organization's systems and controls adequate to detect fraud, waste, and abuse?

COMMERCIAL (FOR-PROFIT) ORGANIZATIONS

These organizations shall have financial and compliance audits conducted by qualified individuals who are organizationally, personally, and externally independent from those who authorize the expenditure of Federal funds. This audit must be performed in accordance with Government Auditing Standards, 1994 Revision. The purpose of this audit is to ascertain the effectiveness of the financial management systems and internal procedures that have been established to meet the terms and conditions of the award. Usually, these audits shall be conducted annually, but not less frequently than every two years. The dollar threshold for audit reports established in OMB Circular A-133, as amended, applies.

DISTRIBUTION OF AUDIT REPORTS

The submission of audit reports for all grantees shall be as follows.

1. **State and Local Governments, Institutions of Higher Education, and Non-Profit Institutions.** All completed audit reports for State and local governments, institutions of higher education, and non-profit institutions should be mailed to the Federal Audit Clearinghouse, Bureau of the Census, 1201 East 10th Street, Jeffersonville, IN 47132.
2. **Commercial Organizations and Individuals.** One copy of all audit reports for commercial organizations and individuals should be mailed to the Office of the Comptroller, Office of Justice Programs, ATTN: Control Desk, U.S. Department of Justice, 810 7th Street NW, Room 5303, Washington, DC 20531.

OIG REGIONAL OFFICES

REGIONAL AUDIT OFFICE	GEOGRAPHICAL AREA OF RESPONSIBILITY
<p>Clark F. Cooper Atlanta Regional Audit Manager 75 Spring Street, Room 1130 Atlanta, GA 30303 Voice No. (404) 331-5928 Fax No. (404) 331-5046</p>	<p>Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Tennessee, South Carolina, Puerto Rico, Virgin Islands</p>
<p>Mireille Jeannot Chicago Regional Audit Manager 500 West Madison, Suite 3510 Chicago, IL 60661-2590 Voice No. (312) 353-1203 Fax No. (312) 886-0513</p>	<p>Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, Wisconsin</p>
<p>George W. Stendell Dallas Regional Audit Manager 207 S. Houston Street, Box 4, Room 334 Dallas, TX 75202 Voice No. (214) 655-5000 Fax No. (214) 655-5025</p>	<p>Arkansas, Louisiana, New Mexico, Oklahoma, Texas</p>
<p>David M. Sheeren Denver Acting Asst. Regional Audit Manager 1120 Lincoln Street, Suite 1603 Denver, CO 80203 Voice No. (303) 864-2000 Fax No. (303) 864-2004</p>	<p>Alaska, Colorado, Idaho, Montana, North Dakota, Oregon, South Dakota, Utah, Washington, Wyoming</p>
<p>M. Thomas Clark San Francisco Regional Audit Manager 1200 Bayhill Drive, Suite 201 San Bruno, CA 94066 Voice No. (650) 876-9220 Fax No. (650) 876-0902</p>	<p>Arizona, California, Hawaii, Nevada, American Samoa, Guam, Trust Territories of the Pacific Islands, Commonwealth of Northern Mariana Islands</p>
<p>Ferris B. Polk Philadelphia Regional Audit Manager 701 Market Street, Suite 201 Philadelphia, PA 19106 Voice No. (215) 580-2111 Fax No. (215) 597-1348</p>	<p>Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont</p>
<p>Domenic A. Zazzaro Washington Regional Audit Manager 1425 New York Ave., NW, Suite 6001 Washington, DC 20005 Voice No. (202) 616-4688 Fax No. (202) 616-4581</p>	<p>District of Columbia, Maryland, Virginia, West Virginia</p>

¹Sample Budget Modification Request

TO: EOWS Program Manager

FROM: Weedell Seed, Site Coordinator
Site Name

RE: Budget Modification Request for Grant # 2001-WS-QX-1234

	<u>Approved Amount</u>	<u>Requested Change</u>	<u>Revised Total</u>
Personnel	\$55,000	+10,000	\$65,000
Fringe	9,500	-0-	9,500
Travel	15,500	+ 5,000	20,500
Equipment	17,500	+10,000	27,500
Supplies	38,500	-10,000	28,500
Construction	-0-	-0-	-0-
Contracts	84,000	-20,000	64,000
Other	5,000	+5,000	10,000
Total	\$225,000		\$225,000

Budget Narrative: (NOTE: Please be sure to provide the basis of computation in all budget categories where funds are being added. In addition, please be sure to indicate what categories funds are being removed.)

Increase Personnel by \$10,000 to pay 50% salary for an additional Code Enforcement Officer. The City will pay 100% fringe benefits. **(\$20,000 X 50% = \$10,000)**

Increase Equipment by \$10,000 to purchase ten computers for the safe haven's computer lab. **(\$1,000 per computer X 10 = \$10,000)**

Increase Other by \$5,000 to cover registration fees for the five steering committee members and five residents attending a Neighborworks Networks Training in Minneapolis, MN. **(\$500 X 10 people = \$5,000)**

Increase Travel by \$5,000 to cover travel for 5 residents to a Neighborhood Networks Training in Minneapolis, MN. **(Air \$350 X 5 = \$1,750, Per Diem \$40/day X 5 days X 5 people = \$1,000, Hotel \$75/night X 5 days X 5 = \$1,875, Misc \$75 X 5 people = \$375)**

Decrease Supplies by \$10,000 **(Supplies for the Anti-Drug/Alcohol Abuse special emphasis program will be donated by a program partner.)**

Decrease Contracts by \$20,000 **(The Safe Haven programs at the Community Center were paid by the City.)**

¹Per Chapter 5 of the Office of Justice Programs Financial Guide, movement of funds between and within approved budget categories is allowed for up to 10% of the total award amount, provided there is no change in project scope. When the amount of funds involved exceeds 10% of the total award amount or change the project scope, prior approval from the Executive Office for Weed & Seed is required.



Executive Office for Weed and Seed

Grant Recipient Closeout Requirements

At the end of the grant, or any approved extension thereof (revised end date), the following documents must be submitted to the Control Desk, Office of the Comptroller by the grant recipient. The Control Desk forwards one copy of each report to the EOWS Program Manager for the grant file.

1. Financial Status Report (SF 269). This FINAL report of expenditures must indicate the exact balance of unobligated funds². This report is due **120 days** from the end of the grant.
2. Final Progress Report. This report should be prepared in accordance with EOWS progress report instructions. Grant recipients send the original and one copy of the Final Progress Report to the Control Desk. This report is due **30 days** from the end of the grant.

The Control Desk address:

Control Desk, Room 5303
Office of the Comptroller
Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531
Fax (202) 616-5962 or (202) 353-8475
OC Customer Service: 1 (888) 458-0786 or
via email askOC@ojp.usdoj.gov

The address for EOWS is:

Executive Office for Weed & Seed
Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531
Fax (202) 616-1159 or (202) 514-4075

²For detailed information on the content of Final Financial Status Reports, please visit Chapter 18 of the Financial Guide.

-PERIOD OF AVAILABILITY OF FUNDS-

HIGHLIGHTS

- **REDESIGNATION OF FUND YEAR**
- **AVAILABILITY OF AWARDS**
- **OBLIGATION OF FUNDS**
- **EXPENDITURE OF FUNDS**
- **AWARD EXTENSION CRITERIA**

REDESIGNATION OF FUND YEAR

States are prohibited from changing their block/formula awards and their related obligations and expenditures from one Federal fiscal year to another.

AVAILABILITY OF AWARDS

Block/formula grants administered by the Bureau of Justice Assistance (BJA) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP) are awarded for the Federal fiscal year of the appropriation plus two additional Federal fiscal years.

Formula grants administered by the Office for Victims of Crime (OVC) are available for the fiscal year of the award plus three additional fiscal years.

Discretionary awards made by OJP offices and bureaus are awarded for a specified time, and a particular award period is established for each award (usually 12 or 18 months).

OBLIGATION OF FUNDS

An obligation occurs when funds are encumbered, such as in a valid purchase order or requisition to cover the cost of purchasing an authorized item on or after the begin date and up to the lastday of the grant period in the award. Any funds not properly obligated by the recipient within the grant award period will lapse and revert to the awarding agency. The obligation deadline is the last day of the grant award period unless otherwise stipulated. **(Example:** If the award period is 10/1/98 to 9/30/99, the obligation deadline is 9/30/99.) Block/formula grantees and sub-grantees must complete performance during the obligation period. Performance as a result of a contract under a block/formula grant may be completed during the expenditure period not to exceed 90 days after the end date of the grant.

No additional obligations can be incurred after the end of the grant.

NOTE: For LLEBG Block Grants beginning with 1999, the obligation period will begin after the required public hearing and advisory board meeting(s).

EXPENDITURE OF FUNDS

Block, formula, and discretionary funds which have been properly obligated by the end of the award period will have 90 days in which to be liquidated (expended). Any funds not liquidated at the end of the 90-day period will lapse and revert to the awarding agency, unless a grant adjustment notice extending the liquidation period has been approved. **(Example:** If the award period is 10/1/98 to 9/30/99, the expenditure deadline is 12/29/99.)

NOTE: LLEBG Block grants beginning with 1999 do not allow the 90-day liquidation period. The recipient has 24 months from the date of the approved drawdown request to expend/liquidate grant funds. The LLEBG Block grant recipients will receive a Grant Adjustment Notice (GAN) that will identify both the obligation and expenditure periods.

A91WARD EXTENSION CRITERIA

Block, formula, and discretionary awards (except for Victims Compensation, and Assistance funds) may be awarded an extension of the obligation date in response to a written extension request stating the need for the extension and indicating the additional time required. Written requests should be submitted in the following time frame:

- **Block/Formula Awards:** 60 calendar days before the end date of the award.

NOTE: Byrne Formula awards have new requirements to request extensions. The recipient should contact the BJA grant advisor for the additional requirements.

- **Discretionary Awards:** 60 calendar days before the end date of the award.

The extension allowable for any project period is generally 12 months, and requests for retroactive extension of project periods will not be considered. Generally, only one extension per award will be permitted. Application for an extension of the obligation period of a program or set of programs beyond 12 months must be justified by extraordinary circumstances beyond the control of the recipient and subrecipient.

Extensions will be considered only if the EXTENSION CRITERIA established below are met by the recipient at the time the request for the extension of the obligation deadline is submitted to the awarding agency for approval. Modifications of the general extension policy stated above are at the discretion of the awarding agency. Extension of the expenditure deadline date is allowable for all awards (including Victims Compensation, and Assistance) upon written request for the extension and written approval by the awarding agency.

The criteria for extending the obligation or expenditure deadline for a project, program, or set of programs includes the following:

1. **Financial Reports.** There must be on file with the awarding agency current and acceptable Financial Status Reports, SF 269As (formerly the H-1 Report), and all identified financial issues must be resolved.
2. **Special Conditions.** All special conditions attached to the award must be satisfied except those conditions that must be fulfilled in the remaining period of the award. This also includes the performance and resolution of audits in a timely manner.
3. **Extraordinary Circumstances Justification.** A narrative justification must be submitted with the project or program extension request. Complete details must be provided, including the justification and the extraordinary circumstances which require the proposed extension. Explain the effect of a denial of the request on the project or program.
4. **Approval.** The awarding agency is expected to take action on any proposed extension request within 15 work days after receipt of the request.
5. **Extension Avoidance.** To avoid the need to make a request to extend the obligation or expenditure deadline of a block/formula program, all subawards should be made at least six months prior to the end of the obligation deadline for the award.

Sample No-Cost Grant Extension Request

TO: Program Manager, EOWS

FROM: Weedell Seed, Site Coordinator
Sample Site

RE: Grant Extension Request for Grant #2000-WS-QX-1234

DATE: November 1, 2000

Sample Site Weed and Seed would like to request a 3-month no-cost extension for the above-referenced grant. The current grant period is from January 1, 2000 to December 31, 2000.

Our Safe Haven is running a tutorial program for children in the target area ages 7-12. While the program has been a huge success, we did not anticipate slow start up due to the recruitment and hiring of tutors, hence the program was not able to start until February 1, 2000. Because the program did not start on January 1, 2000 as planned, we will need until March 31, 2001 to obligate and expend the remaining \$1,500 in funds for the tutorial program.

Please feel free to contact me if you have any further questions at (123) 555-5555.

(NOTE: The body of this memorandum should include the amount of grant funds remaining, a detailed description of how they will be used, the amount of additional time needed and an explanation giving reason why the funds have not been expended within the current grant period.)

**Office of Justice Programs
Office of the Comptroller (OC)**

Help Desk Contact Information:

1-800-458-0786

or

askoc@ojp.usdoj.gov