

APPENDIX 1: APPLICATION FORM

FY 2008 WEED AND SEED COMMUNITIES APPLICATION

I. NAME AND LOCATION:

Site/Neighborhood Name: Muncie Weed & Seed

City: Muncie

State: Indiana

USAO District: Southern District of Indiana

Proposed Weed and Seed Site – Basic Description:

Approximate size of site: Square miles 2 Population 8,897

Is this an area in a jurisdiction with an existing Weed and Seed site? No

If so, provide site name: NA

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

West Boundary: Perkins Street and Highway 32

East Boundary: Macedonia Street

South Boundary: Memorial Drive

North Boundary: East McCullough Street

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

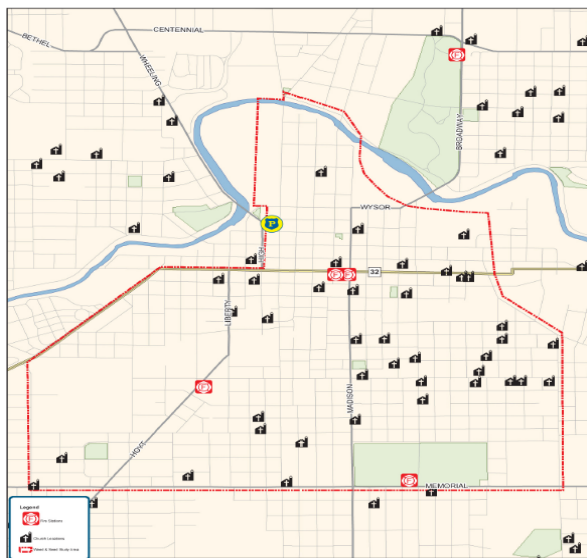
MUNCIE, IN: WEED & SEED AREA CENSUS TRACTS

<u>Entire Number</u>	<u>Truncated Number</u>	<u>Full/Partial</u>
18035000100	001.00	Partial
18035000200	002.00	Partial
18035000300	003.00	Full
18035000400	004.00	Full

18035000500	005.00	Partial
18035000600	006.00	Partial
18035001500	015.00	Partial

Map of the designated focus area: *Provide a map of the proposed site delineating its perimeter, and showing its relation to the city or county, as appropriate.*

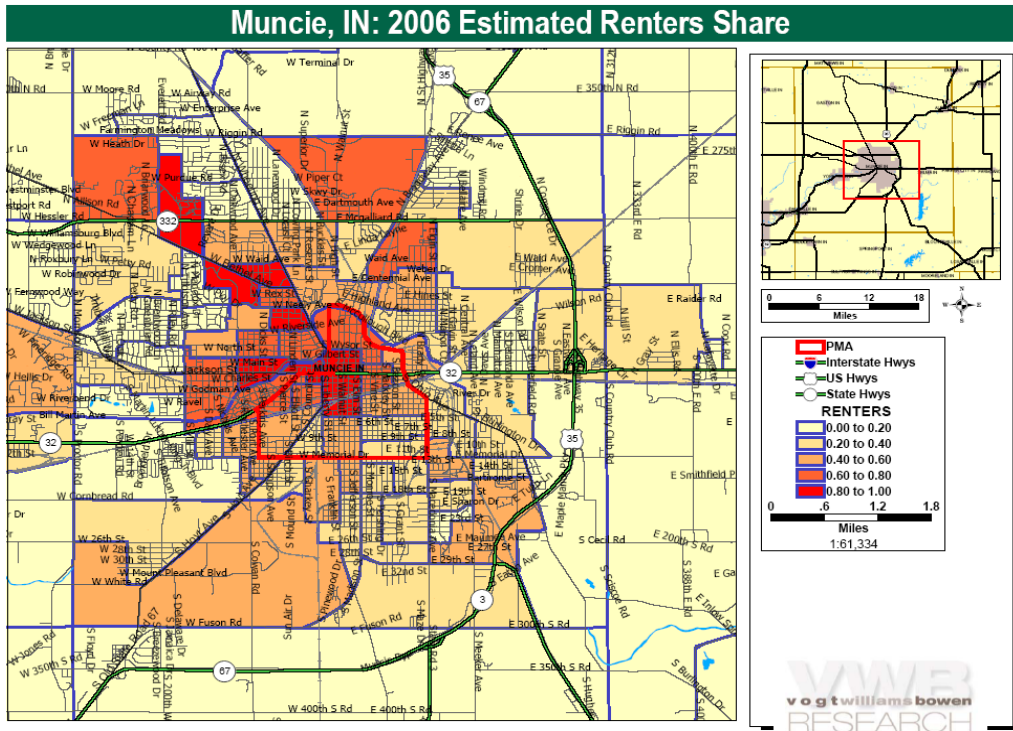
Maps of the Weed & Seed area follow. These show neighborhood association boundaries, community assets (churches, parks, etc), locations of apartments/public housing, rental housing density, median housing value, and zip codes.



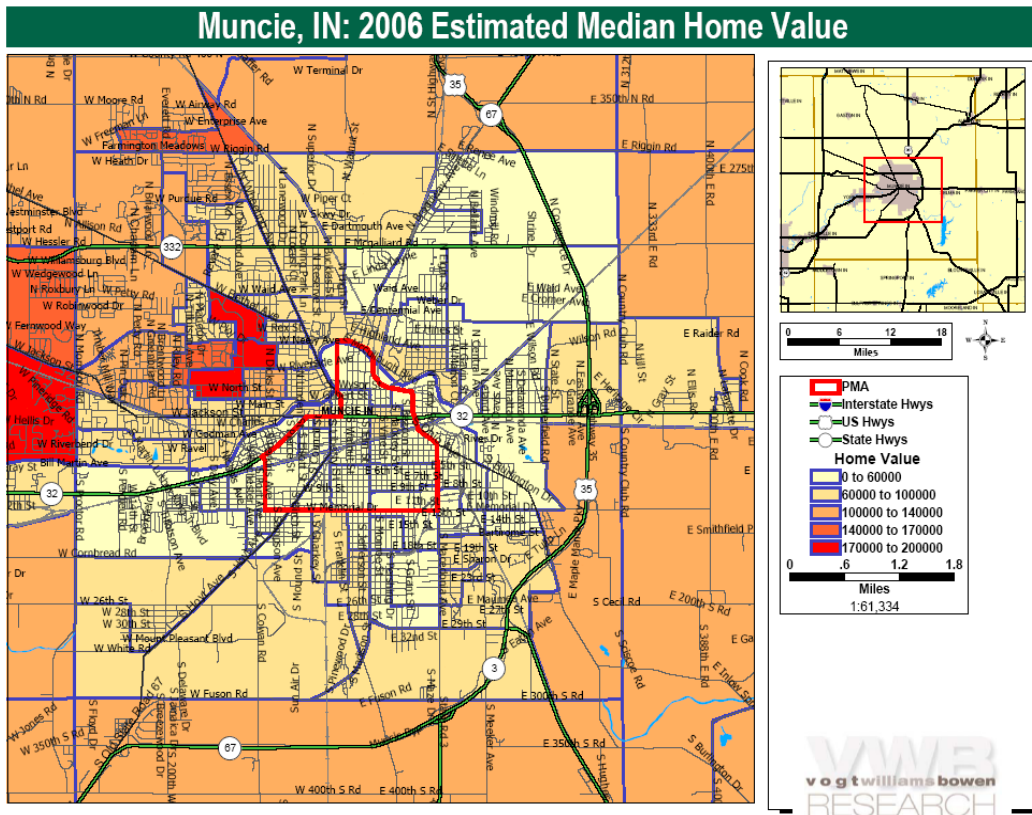
Muncie W&S Churches and Parks



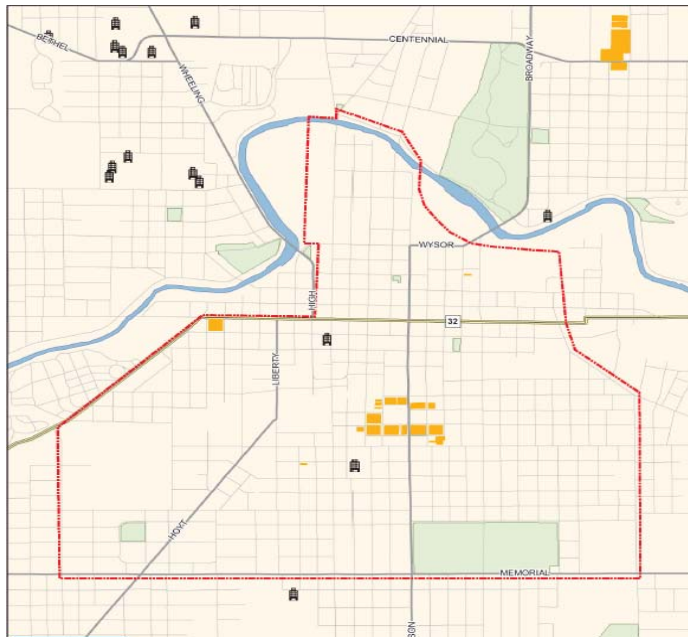
Muncie W&S Neighborhoods



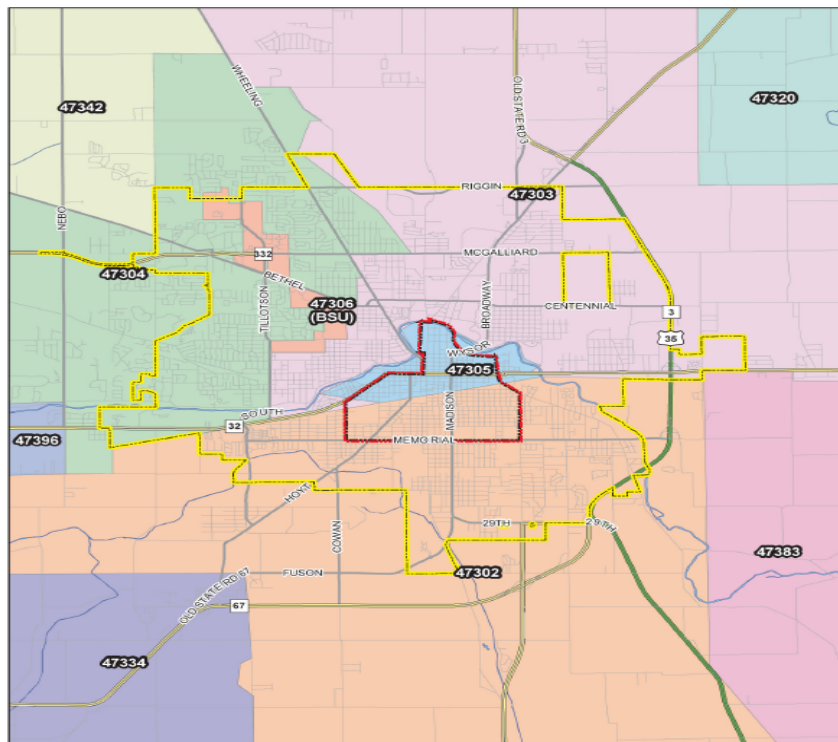
Muncie W&S Renters Share



Muncie W&S Median Home Value



Muncie W&S Apartment Complexes



Muncie W&S Zip Codes

The northern half of the Weed & Seed area includes all of **zip code** 47305 and the southern half includes a small portion of zip code 47302.

Rural or Indian Tribe/Tribal community: Yes ____ No xx_____

II. EXECUTIVE SUMMARY: *Concise statement framing project rationale and scope, together with the focal elements of the primary Weed and Seed efforts. (Keep to 1-2 pages. Use “bullet format” to capture key points/elements.)*

Statement of the Problem (a **comprehensive** assessment of community conditions): Muncie is a typical Midwestern rustbelt community 60 miles northeast of Indianapolis along I-69. It is famously known as “Middletown” from a series of sociological studies dating to the 1920’s. Portions of this middle American town suffer from:

- high rates of crime and blight
- low educational attainment
- high rates of poverty and unemployment.

It is these areas -- in the the urban core of Muncie -- that are proposed for Weed & Seed designation. For the past two years Muncie has evaluated the needs of the area - organized several large forums, completed surveys of adults and youth, collected statistics – and strategized solutions.

The local council to prevent drug and alcohol abuse reports that in 2005:

- There were 883 drug possession arrests.
- Of those, 89 drug dealing offenses booked at the county jail were for marijuana and cocaine.
- Police mapping demonstrates that most of these crimes were concentrated in the target area.

In addition, youth and parent surveys and Indiana Dept. of Corrections data show that:

- youth consumption of alcohol/drugs is higher in Muncie than the state average and much higher than parents realize.

- about 500 ex-offenders have been released into/near the target area over the past three years, and
- another 200 are forecast to be released in the next few years.

Based on these types of statistics and resident input, the community has selected four principle problems on which to focus:

- 1) drug crime
- 2) reentry/re-offense rates
- 3) blight/environmental opportunity for crime, and
- 4) insufficient positive interaction among justice system officials and community members.

Demographics (description of the proposed Weed and Seed community):

Muncie's Weed & Seed area faces serious demographic challenges compared to the rest of the city and county. The target area is densely populated with 8,897 residents. 7.5% of the county population (118,769) lives within the 2 square mile target area.

- Delaware County has a very low median household income compared to other Indiana counties (88th out of 92 counties) and the Weed & Seed area is even lower.
- The median household income in the Weed & Seed area (\$19,423) is about half the countywide rate (\$34,706). In the Weed & Seed area 13.7% of residents live in poverty, three times the rate of poverty (4.7%) in the balance of the county.
- Poverty is rising in Muncie, from 23% in 2005 to 32.6% in 2006.
- Based on 2005 census data, in the Weed & Seed area 13.7% of *families* live in poverty, three times the rate of poverty (4.7%) in the balance of the county. In the Weed & Seed area, thirty percent of people live in poverty, double the county rate of 15.1% (city rate is 23.1%).
- In the Weed & Seed area, 34% of residents are minorities, nearly four times the county rate of 9% minorities.
- There are 4,925 housing units in the Weed & Seed area, with 21.6% (1065 units) vacant, three times the countywide vacancy rate of 7.6%.
- Of the occupied units, 60% are renter occupied (vs owner occupied) in the Weed & Seed area compared to 33% renter occupied in the county.
- Educational attainment levels are low in the Weed & Seed area, where 9.7% of residents have less than a 9th grade education (twice the county rate of 5%) and 26.2% have less than a high school diploma (twice the county rate of 13.4%)

Crime per capita is much higher in the W&S target area than in the rest of the county, or the city (where about 95% of the county's crime occurs). For example, in 2006:

- Homicide in the W&S area was 4 times the county rate
- Rape was 1.5 times the county rate

- Robbery was 2 times the county rate
- Aggravated assault was nearly 4 times the county rate
- Violent crime was 2.5 times the county rate and
- Overall crime in the W&S area was more than double the county rate per capita.

Strategy Plan/Design: The five year plan includes a wide variety of initiatives to address all four problems. The two year plan includes law enforcement, community policing, prevention/intervention/treatment/safe haven, and neighborhood restorations aimed at reducing drug crime and reducing recidivism among reentering offenders. Highlights of the two year plan follow:

Problem	Weed Solution	Seed Solution
Drug crime	Drug task force police overtime enforcement in hot spots selected with resident tips/input (\$43,470 overtime)(+58,333 in kind match)	Safe Haven mentoring and drug education for youth (\$13,000)
	Drug court expansion 12-13 new participants per year (\$13,000 part time case manager)	Neighborhood clean ups using youth, volunteers, community service workers, ex offenders 2 times per year (included Mt. Zion budget \$14,900 below)
	Community policing events 4 times per year (\$3,030) (+\$3,000 local match)	
Reentering offenders with high re offense rates	Probation/parole/community corrections CTP sweeps (see overtime above) 2+ times per year	Coalition of churches and non profits develop housing and support services for reentering offenders (\$27,600)(+\$21,500 match)
	Continue community corrections, probation, and parole oversight of offenders (In kind)	Mt. Zion job training/placement in construction trades that help rehab neighborhood and develop housing for offenders (\$14,900)
		Continue existing services via Community Access Network (CAN) for offenders in community corrections, parole, probation (In kind)

Outcomes and Performance Measures: Muncie's overarching goal is to reduce crime as reflected in UCR statistics by 10% over five years. Partners plan to increase drug arrests by 10% and reduce drug crime by 10% over five years, and to reduce the re-arrest rate for participants in reentry programs by 10% year one, 15% year two, and 20% year three. Very detailed quantitative performance measures are included for each strategy, with data to be collected by service providers, the site director, and an external evaluator for review by Steering and subcommittee members. Strategies will be reviewed twice a year in conjunction with the submission of performance reports to DOJ.

Demonstration of collaborative efforts: Muncie has organized 100 people and 60 organizations to participate on 10 W&S committees. They met weekly throughout the summer to collaborate on program design. All strategies outlined in the two year plan involve multi agency participation, all with resident involvement. One example is the reentry initiative which will include 4-5 levels/types of reentry housing and multiple support services including alcohol/drug treatment, mentoring, and job training/employment, provided through collaboration of: 4 churches (Mt Zion, Deliverance, Spiritual Missionary, and Calvary Baptist); 5+ non profit agencies (HANA, QUAD, ECI, Hillcroft, Ivy Tech); and 3 justice system agencies (probation, parole, community corrections). Anti-drug enforcement involves collaboration among the police, sheriff, school police, state police, and federal officials. Muncie hopes to collaborate with neighboring Weed & Seed sites in Indianapolis and Anderson, possibly holding regional steering committee meetings to facilitate peer mentoring.

Demonstration of ability to leverage resources: Muncie already has leveraged over \$43 million. This includes about \$800,000 in private grants from four foundations for community building, \$40 million in neighborhood revitalization funding for Millenium Place HOPE VI housing, several offender reentry grants from the state of Indiana, and drug free communities funding to name a few. With 100 community leaders sitting on various Weed & Seed committees, the community is very well positioned to continue leveraging resources on behalf of its Weed & Seed initiative.

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

III. A. Adult/ Juvenile Crime and Reentry:

Description:

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

Crime per capita is much higher in the W&S target area than in the rest of the county, or the city (where about 95% of the county’s crime occurs). For example, in 2006:

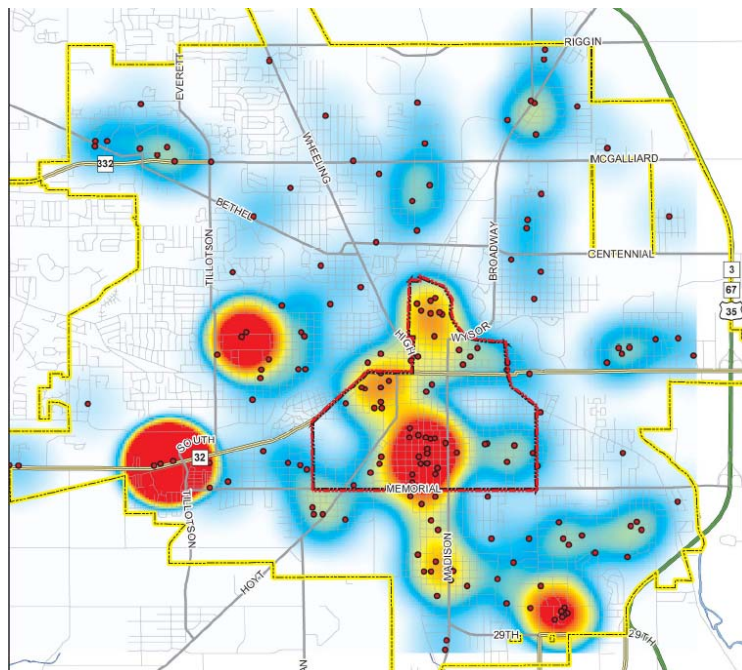
- Homicide in the W&S area was 4 times the county rate
- Rape was 1.5 times the county rate
- Robbery was 2 times the county rate
- Aggravated assault was nearly 4 times the county rate
- Violent crime was 2.5 times the county rate
- Burglary was 2.5 times the county rate
- Larceny was 2 times the county rate
- Vehicle theft was 3 times the county rate
- Simple assault was nearly 3 times the county rate
- Uncategorized crime was 2.5 times the county rate and
- Overall crime in the W&S area was more than double the county rate per capita.

Statistics also demonstrate that **crime in the W&S area spiked in 2004** and has begun to decline since then. There were 69 violent crimes in 2003, 94 in 2004, 92 in 2005, and 87 in 2006. In the past three years, total crime has declined from 2,325 in 2004 to 2,038 in 2006.

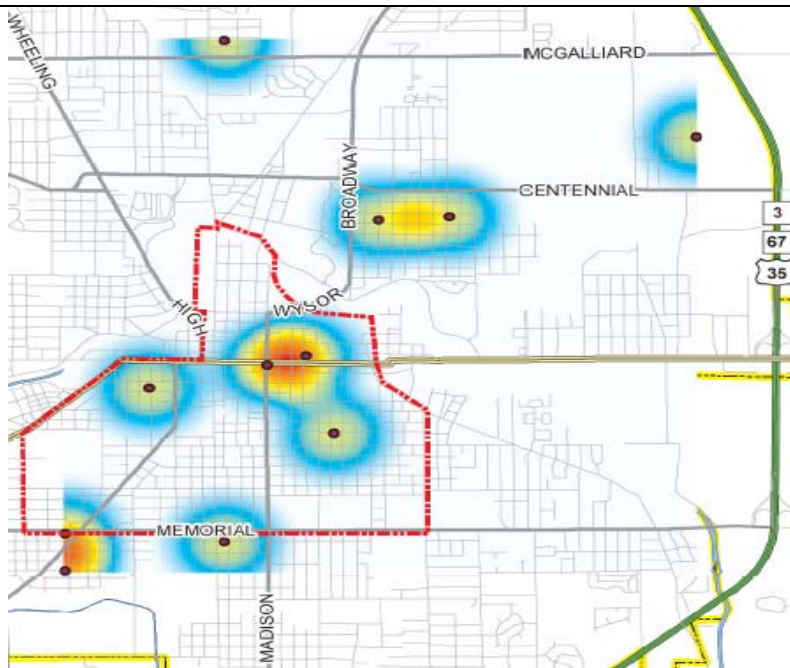
The following charts, tables, and maps show the extent of crime in the Weed & Seed target area, the city and the county.

W&S Crime Statistics UCR Codes	2003			2004			2005			2006		
	County	City	Target Area	County	City	Target Area	County	City	Target Area	County	City	Target Area
1A Murder/Non-Negligent homicide	1	1	1	7	6	1	1	1	1	3	3	1
2A Rape by Force	55	55	13	71	66	18	68	65	12	39	32	8
2B Attempts to Commit Forcible Rape	11	10	4	8	8	4	9	8	2	6	8	
3A Robbery- Firearm	34	33	7	42	41	12	32	29	7	37	36	8
3B Robbery- Knife or Cutting Instrument	6	6	1	9	9	2	4	4	2	11	10	1
3C Robbery- Other Dangerous Weapon	5	5	3	9	9	2	8	8	2	11	10	4
3D Robbery-Strong Arm	22	22	5	23	23	7	22	21	10	30	28	5
4A Assault- Firearm	26	25	7	21	21	10	12	12	7	19	19	12
4C Assault- Other Dangerous Weapon	9	9		12	12	5	15	11	8	10	9	2
4D Assault- Hands, Feet - Aggravated	134	131	28	105	97	33	154	142	43	172	166	48
4F Assault- Other, Simple	753	726	221	700	668	208	859	634	187	817	759	218
5A Burglary - Forcible Entry	335	316	77	334	317	82	341	333	98	379	364	72
5B Burglary-Unlawful Entry, No Force	213	204	55	191	187	44	206	196	49	239	229	54
5C Burglary - Attempted Forcible Entry	16	16	2	27	26	4	16	16	3	32	31	10
6 Larceny - (Except Motor Vehicle)	2311	2223	455	2715	2558	520	2278	2151	490	2349	2181	402
7A Motor Vehicle Theft - Auto	176	168	42	140	129	39	133	125	34	151	137	41
7B Motor Vehicle Theft - Trucks and Buses	18	16	4	20	19	6	17	16	4	3	3	1
7C Motor Vehicle Theft - Other Vehicles	18	17	4	18	18	5	24	24	5	11	11	4
Uncategorized	6104	5956	1304	6074	5792	1323	5878	5607	1245	5755	5299	1148
Total	10247	9839	2233	10528	9996	2325	9877	9403	2207	10074	9321	2038

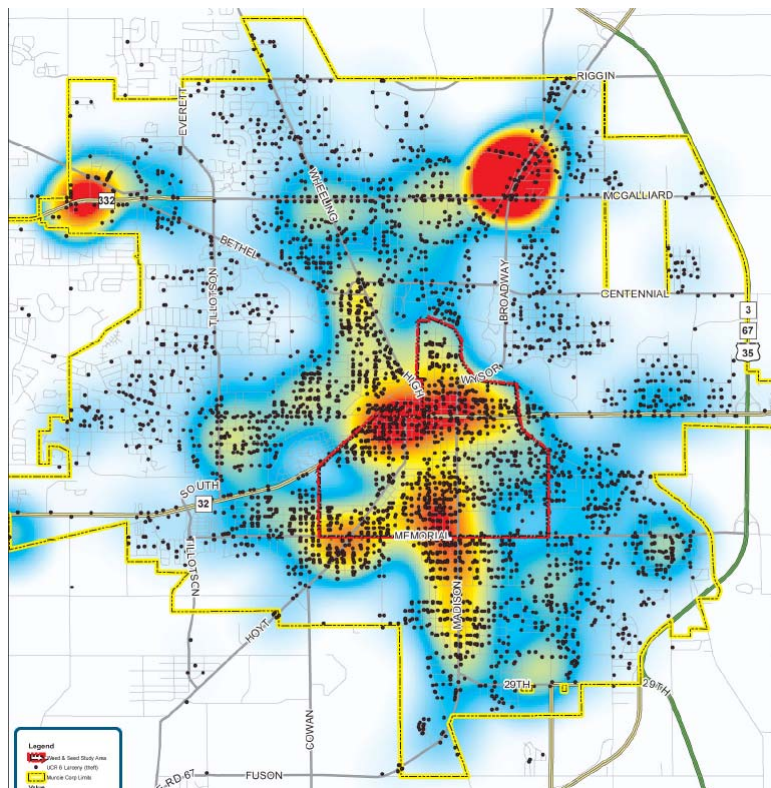
Crime density maps follow, all showing that **crime is concentrated in the Weed & Seed target area**.



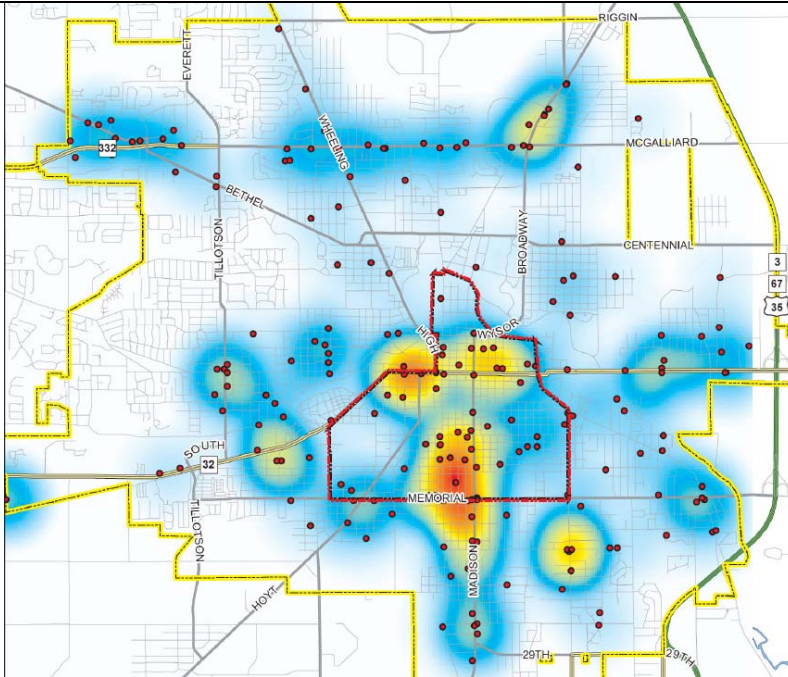
Muncie W&S Rape Crime Rates



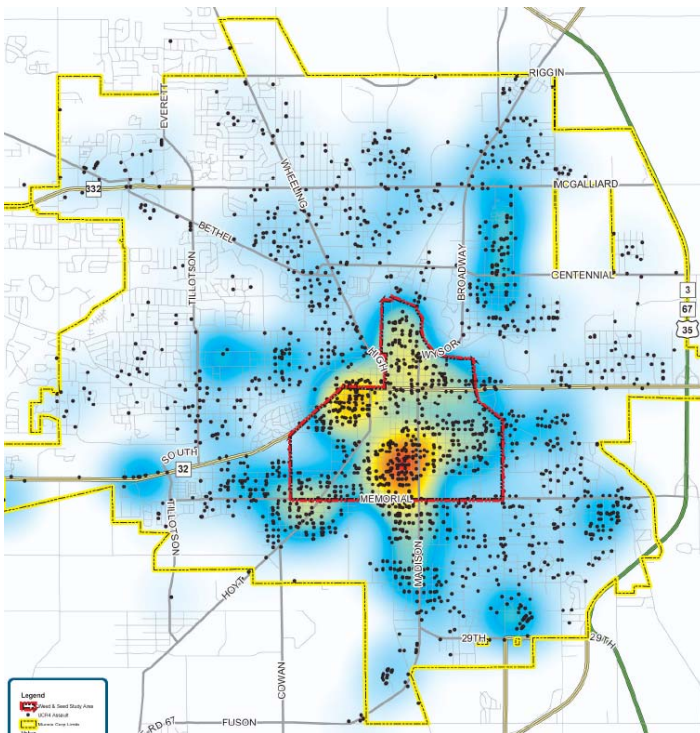
Muncie W&S Homicide Rates



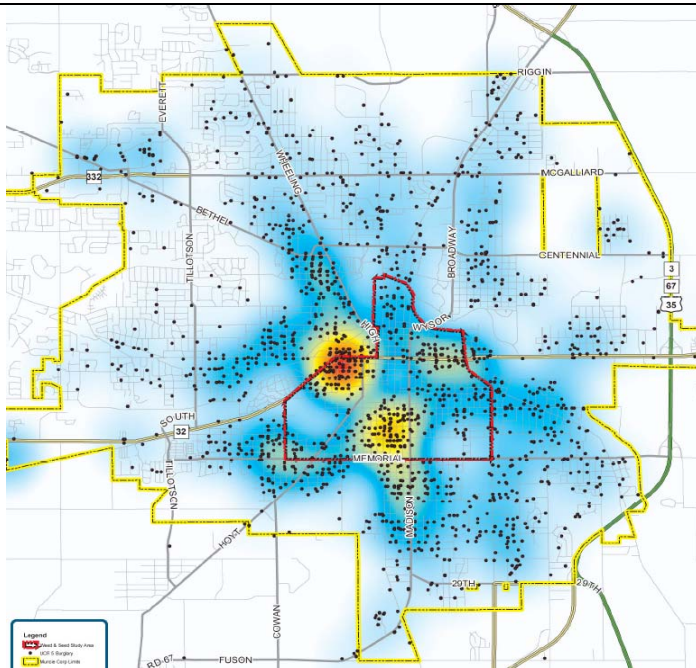
Muncie W&S Larceny Rates



Muncie W&S Robbery Rates



Muncie W&S Assault Rates



Muncie W&S Burglary Rates

Description:

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

Weapons offenses and drug arrests were as follows:

	2003		2004		2005		2006	
	Muncie	W&S	Muncie	W&S	Muncie	W&S	Muncie	W&S
Weapons Offenses	49	14	34	11	22	7	40	9
Drug Arrests	87	na	125	na	156	na	173	na

Statistics underscore **recent incidents that make the front page of the newspaper each day and galvanize the community** in its fight against crime:

- On May 30, 2007 a **stray bullet killed an innocent, unarmed 15-year old boy, Daiwaun Walton**, during a shootout among four other people who fired dozens of bullets. Three young men and a boy (ages 16 to 23) have been charged with attempted murder and criminal recklessness. The victim was a football player and wrestler at Muncie Central High School.
- A man stabbed his roommate in the McKinley neighborhood (of Weed & Seed) and has been charged with aggravated battery.
- An arsonist torched two abandoned houses in the Industry neighborhood (of Weed & Seed), while a third house – believed to be a crack house – nearly burned down.
- On June 5, 2007, police arrest a man for stabbing his girlfriend of 11 years in the presence of their two children, ages 2 and 5 months.

- Police are searching for two men who set another man on fire while he was asleep in his own home; the suspects are wanted for attempted murder and arson.
- The Star Press reports that the city has 78 abandoned/blighted properties up for review by the unsafe building hearing authority; abandoned and dilapidated properties have infected a majority of Muncie neighborhoods and are probably #2 on the city's negative image list.
- Firefighters investigated a fifth suspicious fire in four days, all in the Industry neighborhood (of Weed & Seed) most in abandoned homes.
- In August 2007 the newspaper attended the Weed & Seed Steering Committee meeting, reported favorably on its progress, and then in an editorial commended and endorsed local Weed & Seed efforts.

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

The Department of Corrections Planning and Research Division prepared the following information about **offenders specifically reentering the Muncie Weed & Seed target area (by zip code)**:

Muncie Weed & Seed Area Zip Codes	Offenders Released 2004, 2005, 2006 and whose last known address is in Zip Code	Offenders Whose Estimated Release Date is on or before 7/31/12 and whose last known address is in Zip Code	Total
47302 (small portion is W&S)	323	144	467
47305 (all is W&S)	171	54	225
Total	494	198	692

Delaware County has the 9th highest rate of incarcerated adults of Indiana's 92 counties, and the 12th highest rate of adults released this year.

Additional details about crime and reentry are provided below in Section III C.

III. B. Social Problems and Needs:

Description of social problems that contribute to crime in the Weed and Seed area, including data from 2003, 2004, and 2005:

As depicted on the following table, Muncie's Weed & Seed area faces serious demographic challenges compared with the rest of the city and county. The area is densely populated with 8,897 residents; 7.5% of the county population lives within a 2 square mile area that is only 0.54% of the county land area.

- Delaware County has a very low median household income compared to other Indiana counties (88th out of 92 counties) and the Weed & Seed area is even lower.

- The median household income in the Weed & Seed area (\$19,423) is about half the countywide rate (\$34,706). In the Weed & Seed area 13.7% of residents live in poverty, three times the rate of poverty (4.7%) in the balance of the county.
- Poverty is rising in Muncie, from 23% in 2005 to 32.6% in 2006.
- Based on 2005 census data, in the Weed & Seed area 13.7% of *families* live in poverty, three times the rate of poverty (4.7%) in the balance of the county. In the Weed & Seed area, thirty percent of people live in poverty, double the county rate of 15.1% (city rate is 23.1%).
- In the Weed & Seed area, 34% of residents are minorities, nearly four times the county rate of 9% minorities.
- The Weed & Seed area has 2,366 children (26.6% of the population) under the age of 18; the age distribution is comparable to the county.
- There are 4,925 housing units in the Weed & Seed area, with 21.6% (1065 units) vacant, three times the countywide vacancy rate of 7.6%.
- Of the occupied units, 60% are renter occupied (vs. owner occupied) in the Weed & Seed area compared to 33% renter occupied in the county.
- Educational attainment levels are low in the Weed & Seed area, where 9.7% of residents have less than a 9th grade education (twice the county rate of 5%) and 26.2% have less than a high school diploma (twice the county rate of 13.4%)

DEMOGRAPHICS for Muncie W&S & Delaware County	W&S Area 2000 Census		Delaware County 2000 Census	
	Number	%	Number	%
Population (city 67,430)	8,897	7.5% of county	118,769	N/A
# Households (city 27,322)	3,860	8.2% of county	47,131	N/A
Square Miles (city 24.2)	2.13	0.54% of county	393.29	N/A
INCOME/POVERTY				
Median Household Income (city \$26,819)	\$19,423	N/A	\$34,706	N/A
Median Family Income (city \$38,065)	\$27,185	N/A	\$46,607	N/A
Per capita income (city \$16,935)	\$13,235	N/A	\$21,796	N/A
Families living in poverty (city 8.1%)	505	13.7%	3,516	4.7%
People living in poverty (city 23.1%)	2,713	30.5%	17,922	15.1%
RACE				
White (city 86.2%)	5,907	66.4%	107,979	90.9%
Black (city 10.5%)	2,560	28.8%	7,761	6.5%
Hispanic (city 1.7%)	213	2.4%	1,546	1.3%
Other (city 0.7%)	151	1.7%	543	0.5%
AGE				
Less than 18 (city 19.8%)	2,366	26.6%	26,248	22.1%
18-64 (city 67.0%)	5,640	63.4%	76,532	64.4%
65+ (city 13.2%)	891	10.0%	15,989	13.5%

Median Age (city 29.0)	32.0	N/A	33.8	N/A
HOUSING (city 30,205)	4,925	100.0%	51,032	100.0%
Units Vacant (city 2,883)	1,065	21.6%	3,901	7.6%
Units Occupied (city 27,322)	3,860	78.4%	47,131	92.4%
Owner Occupied (city 15,257)	1,551	40.2%	31,687	67.2%
Renter Occupied (city 12,065)	2,309	59.8%	15,444	32.8%
EDUCATION for people age 25+				
Pop age 25 years and over	5,445	100.0%	72,390	100.0%
Less than 9 th grade	527	9.7%	3,591	5.0%
9 th to 12 th grade, no diploma	1,427	26.2%	9,729	13.4%
High school grad (including GED)	1,985	36.5%	26,951	37.2%
Some college	847	15.6%	13,964	19.3%
Associates degree and higher	659	12.1%	18,155	25.1%

The following tables provide trend data (social indicators) regarding the economic well being and safety of Delaware County residents compared to the state as a whole. Many of these indicators show that Delaware County residents are worse off/at greater risk than the state average. Data is drawn from a national source: Annie Casey Kids Count www.kidscount.org.

Economic Well-being (Most recent 5 years are shown.)

		Trend Data				
		2003	2004	2005	2006	2007
Per Capita Income	Delaware	\$25,905	\$26,825	\$27,431	-	-
	IN	\$28,838	\$30,204	\$31,173	-	-
Unemployment Rate	Delaware	5.8%	5.9%	6.7%	5.9%	-
	IN	5.1%	5.2%	5.4%	5.0%	-
Monthly Average of Persons Issued Food Stamps (FY)	Delaware	10,748	12,108	13,603	13,948	-
	IN	452,654	516,360	550,416	570,627	-
Monthly Average of Families Receiving TANF	Delaware	1,130	1,036	1,010	1,078	-
	IN	52,478	51,025	48,908	47,657	-
% of Children in Poverty, Age 0-17	Delaware	14.8%	19.9%	-	-	-
	IN	11.9%	15.7%	-	-	-
% of Students Eligible for Free Lunches/ Text Books	Delaware	28.8%	29.6%	30.0%	30.5%	31.6%
	IN	23.7%	25.8%	26.8%	27.0%	28.2%
# of WIC Participants	Delaware	4,060	4,092	4,176	4,123	-
	IN	227,713	236,767	224,140	246,668	-
# of Children Enrolled in Hoosier Healthwise	Delaware	7,056	7,261	7,433	11,119	-
	IN	344,797	359,901	376,465	584,274	-
% of Students Eligible for Reduced Priced Lunches	Delaware	9.2%	9.0%	9.0%	8.2%	8.0%
	IN	7.2%	7.4%	7.6%	7.7%	7.9%

Child Protection (<i>Most recent 5 years are shown.</i>)					
		Trend Data			
		2002	2003	2004	2005
# of Reported Cases of Child Abuse Processed by CPS	Delaware IN	362 23,147	342 22,781	292 24,995	500 25,900
% of Child Abuse Cases Substantiated by CPS	Delaware IN	42.5% 34.1%	40.9% 34.6%	44.5% 32.5%	33.7% 27.9%
# of Child Neglect Cases Processed by CPS	Delaware IN	940 38,222	882 36,852	849 44,262	1,100 49,200
% of Child Neglect Cases Substantiated by CPS	Delaware IN	32.9% 31.5%	39.1% 33.3%	33.3% 29.7%	26.3% 26.1%
# of Child Sexual Abuse Cases Substantiated by CPS	Delaware IN	103 4,291	69 4,290	72 4,539	100 4,300
Child Abuse and Neglect Rate per 1,000 Children Under Age 18	Delaware IN	17.6 12.7	18.5 12.9	15.7 13.5	18.0 13.0
# of Child Abuse and Neglect Deaths	Delaware IN	1 69	0 51	0 57	0 50
# of Juvenile CHINS Case Filings	Delaware IN	243 8,215	313 8,659	317 9,574	200 9,800
# of Juvenile Delinquency Case Filings (CY)	Delaware IN	485 26,101	424 25,861	395 25,024	200 26,900
# of Juvenile Status Case Filings	Delaware IN	321 6,314	349 6,832	221 7,376	100 6,600
# of Juveniles Committed to the Department of Correction	Delaware IN	5 1,813	13 1,571	10 1,269	0 1,000
# of Female Juveniles Committed to the Department of Correction	Delaware IN	2 433	6 334	2 238	0 100
# of Male Juveniles Committed to the Department of Correction	Delaware IN	3 1,380	7 1,237	8 1,031	0 800
# of Child Physical Abuse Cases Substantiated by CPS	Delaware IN	51 3,595	71 3,584	58 3,583	0 2,800
Number of Child Neglect Cases Substantiated by CPS	Delaware IN	309 12,040	345 12,269	283 13,128	300 12,800
# of Termination of Parental Rights Case Filings	Delaware IN	34 1,516	46 1,803	59 2,097	0 2,200

Muncie also is a typical Midwestern **rustbelt community**, suffering from **economic decline** resulting from the loss of manufacturing jobs, especially in the automotive industry. Industrial property values have declined, with several major facilities phasing out operations – a General Motors transmission plant (#2 or #3 on the tax rolls) closed last year and several other plants have had cut backs. A Borg Warner plant, Muncie’s third largest employer, is closing later this year. A recent market study prepared for Weed & Seed found that over the last 10 years the county employment base has decreased by 7,195 jobs or 11.8%, indicating growing economic difficulties.

The unemployment rate in Delaware County increased from 3.2% in 1999 to 6.7% in 2005 and unemployment has consistently been above the state average since 1997.

Description of available social services and the types of problems addressed by them: (See below.)

Community Assets

Muncie Weed & Seed Target Area, City of Muncie, Delaware County, Indiana

The proposed Weed & Seed area is the inner city of Muncie, Delaware County, Indiana, located about 60 miles northeast of Indianapolis along I-69. The adjacent city of Anderson received Weed & Seed designation in August 2007, and Indianapolis has Weed & Seed sites in the Martindale Brightwood and Eagledale-Lafayette Square neighborhoods. The **three cities** already have conferred regarding Weed & Seed strategies and **hope to collaborate** to combat drug crime as it moves along the I-69 corridor. Two years ago, a Muncie delegation visited Olgen Williams and WESCO (the first Weed & Seed site in Indianapolis 1994) and have since applied the lessons learned locally. For example, in July 2007 Muncie held a prayer/candlelight vigil for a recently slain youth, the innocent bystander of a drug crime; Muncie Weed & Seed raised money to establish a small trust fund in his memory and to plant a tree in his honor in Heekin Park, the main park in the Weed & Seed area where he had been playing basketball the night he died. This tree is located near the new location for the Unity Center, the future site of the Muncie Weed & Seed Safe Haven.

According to the 2000 census, the population of Muncie is 67,430 and Delaware County is 118,769. Muncie is the primary retail, medical and educational center for the East Central Indiana SMA that includes 435,000 residents in Delaware and six surrounding counties. Best known in Indiana as the home of Ball State University and the birthplace of the Ball Corporation, Muncie is known nationally as a **typical Middle American community** -- Muncie was dubbed "**Middletown**", in a series of sociological studies begun in the 1920s and continuing through the present.

The target area is in the central city, bounded by Perkins Street and Highway 32 on the West, East McCullough Street on the North, Macedonia St. on the East, and Memorial Drive on the South. It has a **population of 8,897 people (updated since the letter of intent which reported 8,200 people)** (about 13% of the city's population, 7.5% of the county's population).

Maps of the Weed & Seed area follow. These show neighborhood association boundaries, community assets (churches, parks, etc), locations of apartments/public housing, rental housing density, median housing value, and zip codes.

See maps

The northern half of the Weed & Seed area includes all of **zip code** 47305 and the southern half

includes a small portion of zip code 47302.

There are **seven neighborhoods and one business organization** within the target area, as depicted on the following map. Neighborhoods include:

- McKinley
- East Central
- South Central
- Industry
- Old West End
- Gilbert and
- Thomas Park/Avondale
- The business association is Central City Business Association.

Representatives from these organizations serve on each of the Weed & Seed committees, with the steering committee including 25% residents. Weed & Seed community policing strategies include working with and supporting these neighborhood organizations, increasing resident participation, and expanding crime watch groups.

Located within the W&S target area (and partially depicted on maps) are:

- Police Headquarters and City Hall
- Central business/commercial district of Muncie
- American Red Cross (chairing and hosting steering committee meetings)
- 4 Fire Stations
- 38+ Churches (many are partners, for example on reentry)
- 1 large park and 3 small parks
- Community Corrections
- Cornerstone Center for the Arts (hosting community W&S meetings)
- Millennium Place (new HOPE VI housing development)
- Muncie Boys and Girls Club and YMCA (proposed safe havens)
- Two elementary schools and one high school
- A host of agencies listed below.

Muncie's Weed & Seed initiative was spawned from a three-year **community building** project – **Partners for Community Impact** -- funded by \$800,000+ in grants from the Lilly Endowment, Inc., the Ball Brothers Foundation, The BMH (Ball Memorial Hospital) Foundation, Inc., The

Community Foundation of Muncie & Delaware County, and United Way of Delaware County. Local leaders have developed an extraordinarily broad base of support for Weed & Seed in Muncie, with over **100 people/60 organizations participating** on ten Weed & Seed committees. Partners for Community Impact also developed the **Community Access Network, a coalition of 20+ human service organizations** that work together to coordinate services; for Weed & Seed they will offer resources for reentering offenders and their families/children (described later).

Faith based organizations are playing an especially significant role in Muncie Weed & Seed, by chairing and serving on committees and by developing offender reentry and anti drug programs. Many are affiliated through a local pastors group, the Coalition of Concerned Clergy. Key faith based partners directly involved on Weed & Seed committees include: Calvary Baptist Church, Deliverance Temple, Mt. Zion Baptist Church, True Vine Church, Spiritual Missionary Baptist Church, Urban Light Church Ministry, Blood N' Fire Ministries, and Church of the Living God. Four of these are partnering on a new offender reentry initiative.

Senior **public officials** are personally participating in Weed & Seed planning. These include the Mayor's Office (Deputy Mayor), Police Chief, Prosecutor, Community Corrections Director, Parole Officer, Muncie Housing Authority, 2 Delaware County Commissioners, Muncie City Council, Delaware County Council, Delaware County Building Commissioner, Muncie School Board, Ivy Tech Community College, the State Senator, Center Township Trustee, and Congressman Pence's Office.

Human service agencies participating in Weed & Seed planning include: United Way, American Red Cross, Salvation Army, A Better Way, ACTION Inc., Fight Against Drugs and Violence, Indiana Youth Institute, Youth Opportunity Center, Minority Health Coalition, TEAMWork for Quality Living, Meridian, Hillcroft Services, Inc., Healthy Families, QUAD, Aftercare Indiana through Mentoring (AIM), Big Brothers/Big Sisters, The Unity Center, United Day Care Center, Motivate Our Minds, Parents Encouraging Parents, Rural Opportunities, Inc. (ROI), LifeStream Services, Inc., The Coalition for the Prevention of Child Abuse, The Muncie Boys & Girls Club, and Muncie Homeownership. One individual represents a company located in the Weed & Seed area, the international corporation St. Gobain.

The city, federal government, and private partners recently invested **\$40 million** in redeveloping a blighted portion of the Weed & Seed area through a HOPE VI grant for **Millennium Place (underway)**. Located in the Industry neighborhood, Millennium Place replaces the 279-unit Munsyana Homes Public Housing, built in the late 1930s. Like other HOPE VI projects, Millennium Place is a mixed income neighborhood, with 244 new units of mixed density housing including 200 rental units and 44 home ownership units, a new grocery store, recreational/community space, a linear park, and other infrastructure improvements. *Muncie officials are mindful that the combination of HOPE VI urban renewal with Weed & Seed anti crime initiatives have successfully transformed other communities, such as the WESCO/Westside area of Indianapolis.*

Community Access Network (CAN)

CAN is a recently organized collaboration of more than 20 agencies that use a common, on-line database to share client information for individuals who want coordinated access to social services. So far the agency supports more than 300 clients, some of whom are ex-offenders. CAN will be part of the drug/violence mentoring and prisoner reentry efforts to help ex-offenders get coordinated case management in accessing services such as housing, health care access, networking, job training and placement. CAN will be working with the faith-based organizations collaborating on providing ex-offenders with safe housing and on-site counseling. CAN agencies include:

- ACTION, Inc.-utility and weatherization assistance Center Township Trustee-emergency medication, rent assistance.
- A Better Way/Family Services-domestic violence protection.
- American Red Cross, Hoosier Heartland Chapter.
- Blood N' Fire Ministries-clothing, counseling and food.
- Bridges Community Services-transitional housing for single women, parents and families.
- Covering Kids & Families/ODBMH-part of the Open Door/BMH Health Center focusing on advocating and providing access to reduced cost health care benefits for children and families.
- East Central Opportunities/Work One-Job training for ex-offenders and job placement.
- LifeStream/211 – LifeStream Services, Inc. is the Area Center on Aging for elderly and disabled, and provides the 211 information and referral service for all health and human services including ex-offenders.
- Learning Choices/Muncie Community Schools-tutoring for children in homeless shelters.
- Mental Health of America-Referral Resource to place clients with CAN case managers in various agencies, advocacy for individuals with mental health issues.
- Meridian Services, Inc.-psychological counseling services.
- Muncie Alliance for the Prevention of Substance Abuse (MAPA).
- Muncie Homeownership-first-time homebuyer assistance and foreclosure prevention.
- Muncie Mission-men's transitional shelter and family support services.
- Open Door/BMH Health Center-federally approved health center for low-income patients.
- Open Door Community Services-transitional housing for parents and families.
- Parents Encouraging Parents (PEP)-resources for parents of middle and high school students for college placement and support for social issues, parent-to-parent mentorship/
- Partners for Community Impact-(Grant-seeking wing of United Way of Del. Co.).
- Salvation Army-emergency clothing and food.
- TEAMwork for Quality Living-circles of support for networking and mentorship.
- United Way of Delaware County-(CAN Fiscal Agent).
- YWCA-transitional housing for women and families.

Other participating Health & Human Services Agencies include:

- Big Brothers/Big Sisters of Muncie-one-on-one mentorship for youth including a potential new program AMACHI to mentor youth whose parents are incarcerated.
- Cornerstone Center for the Arts-youth arts and culture programs, family festivals and entertainment opportunities.
- Delaware County Community Corrections-post-incarceration supervision and house arrest program. Provides substance abuse testing and counseling for ex-offenders up to 180 days after release.
- Fight against Drugs & Violence-mentorship support, special activities for youth and the community to raise awareness of ex-offender needs and programs as well as to prevent youth violence and drug use.
- Habitat for Humanity-provides home ownership opportunities for ex-offenders who have been out of incarceration for at least three years.
- Healthy Families-mentorship and support for first-time parents.
- Hillcroft Services, Inc.-ex-offender reentry program for individuals with disabilities (including substance abuse or mental health issues), pre- and post-release at state corrections facilities for adults and youth.
- Minority Health Coalition-advocacy and information for minorities including ex-offenders.
- Motivate Our Minds-tutoring and leadership training for youth of families with and without connections to the correction systems.
- Muncie Housing Authority-owners of new HUD, HOPE VI Millennium Place and other Section 8 housing, preparing ex-offenders to take advantage of housing opportunities three-years post incarceration, directing ex-offenders to new appropriate transitional housing opportunities being created as part of Weed & Seed.
- Indiana Youth Institute-youth research and advocacy across the State of Indiana including at-risk youth and those returning from incarceration.
- Ivy Tech-ICAN education program geared to ex-offenders.
- Muncie Boys & Girls Club-part of new Unity Center which will provide Safe Haven upon completion in 2010. Combines two former community centers and adds family services and after school programs.
- Purdue Extension of Del. Co.-Health information and activities.
- QUAD-non-profit, low-income housing developer working on sites in Weed & Seed area for transitional housing for ex-offenders.
- Rebuilding Together-no-cost renovation of homes for low-income individuals and families.
- United Day Care Center-low-income child care provider.
- Youth Opportunities Center-respite care for children of families in crisis, low and high level incarceration for youth offenders, support for families and youth upon release.

Participating churches include these:

- Calvary Baptist Church-mentors for ex-offenders.
- Christ Temple Global Ministries-mentorship and counseling for ex-offenders and families of crime victims.
- Church of the Living God-senior respite care and protection from crime, youth opportunities, job training

and family support programs.

- Deliverance Temple-MAPA (Muncie Alliance to Prevent [Substance] Abuse).
- Mt. Zion Baptist Church-business opportunities for ex-offenders to renovate and repair homes in the Weed & Seed area.
- Spiritual Missionary Baptist Church-The Marketplace, computer skills and job training and preparation for ex-offenders.
- True Vine Church-mentorship and counseling for ex-offenders and families of crime victims.
- Urban Light Ministries-community policing and neighborhood restoration projects.

Delaware County has eight school corporations with 41 public schools, plus four parochial and private schools. One high school and two elementary schools are located in the Weed & Seed target area. Muncie is home to the Indiana Academy of Mathematics, Sciences and Humanities, one of only seven residential schools in the nation for gifted high school students. The Muncie Area Career Center provides training in vocational skills for high school and adult students. Ball State University, Indiana Business College, and Ivy Tech Community College provide postsecondary education in Muncie. Students will be recruited to help collect data on neighborhood perceptions needed to evaluate Weed & Seed strategies.

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

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

- *Research and other information that supports the selection of the Weed and Seed target location, criminal and social problem activities -- including community perceptions:*
- *Comprehensive analysis of the persistent juvenile and adult drug and violent crime problems in the designated area compared to the city or county-at-large:*
- *Description/prioritization of the **top four** most pressing community needs and gaps:*
- *Resource distribution, coordination and enhancement:*

Following substantial analysis (surveys, community meetings, data collection, etc) the Muncie Weed & Seed Steering Committee has chosen to focus on four major problems:

- 1) the high rate of drug crime and related offenses,
- 2) the challenge of reentering offenders at high risk of re-offending,
- 3) insufficient interaction among residents and justice officials/the need to build trust; and
- 4) substandard housing and blight with increased opportunity for crime.

These are discussed next.

Drug Crime

By far, the leading crime problem facing Muncie is drug-related crime. In addition to explicit drug crime described below, Muncie Police report that most prostitution, gang, and other crime is drug related.

Beyond the daily law enforcement efforts of the Muncie Police Department's 112 officers (down from 120), for the past few years Muncie has operated a multi agency **drug task force** to address drug crime. Statistics from the most recent 12 month period follow:

Muncie Drug Task Force (9 full time and 1 part time officer)	7-1-06 9-30-06	10-1-06 12-31-06	1-1-07 3-31-07	4-1-07 6-30-07	Total 12 months
Number of cases carried over	4	7	8	10	29
Number of new cases investigated	26	31	28	17	102
Total number of cases	30	38	36	27	131
# Closed cases	6	4	4	4	18
Number of cases filed for criminal charges	17	26	22	12	77
Number of cases carried over	7	8	10	11	36
Number of illegal aliens identified	0	0	0	0	0
# of search warrants executed	7	13	16	5	41
# new confidential informants developed	6	8	12	10	36
# of citizens tips (hotline activity)	812	692	361	209	2074
# police calls of suspected drug activity	612	508	206	219	1545
Powder cocaine seized	136 grams	362 grams	42 lbs	33 grams	42 lbs 531 grams
Crack cocaine seized	289 grams	116 grams	112 grams	89 grams	606 grams
# arrested for drug offenses only	34	32	32	30	128
# arrested for non drug offenses only	14	11	3	2	30
# arrested drug and non drug combined	8	13	5	3	29
Total # individuals arrested	56	56	40	35	187
# Charges filed	51	67	35	33	186
# individuals found guilty/convicted	13	10	17	15	55
# offenses individuals convicted of	25	25	32	24	106

Predominant **drugs seized were crack/rock cocaine and powder cocaine**, along with marijuana shipments and amphetamine production. Other drugs seized included valium, xanax, ecstasy, demerol, dilaudid, hydrocodone/percodan, methadone, morphine, oxycontin, vicodin, SOMA, and ritalin.

The Delaware County Coordinating Council to Prevent Alcohol and Other Drug Abuse describes a growing problem with drug selling, possession and usage in its most recent Comprehensive Plan, dated August 2006. It reports that **in 2005 there were 883 drug possession and 89 drug dealing offenses booked at the county jail**. Other findings follow:

- The number of search warrants executed by the Drug Task Force has increased from 26 in 2004 to 44 in 2005, a 69% increase.
- In 2005, the continuing efforts of the Muncie/Delaware County Drug Task Force resulted in a 47% increase in total cases investigated over 2004 totals.
- Abuse of cocaine and crack cocaine remains high. In 2005, the Drug Task Force investigated 12% more dealing cocaine cases than 2004. The quantities of cocaine (in both powder and crack forms) seized during investigations continues to rise. Four seizures of cocaine in quantities over one pound were made in 2005, compared to none of that quantity in 2003 or 2004.
- The number of methamphetamine labs and dumpsites dismantled in Delaware County in 2005 totaled twelve compared to six in 2004. This represents a 100% increase over the period of one year.
- The prevalence and continuing high demand for marijuana makes it the most widely consumed illegal drug. In 2005, possession of marijuana cases increased by 15%. Five marijuana cases investigated in 2005 involved 20 pounds or more.

Although drug problems continue to grow, the drug task force has been successful in tracking down drug offenders. Consequently, Muncie proposes to target its drug task force efforts on the Weed & Seed area. With Weed & Seed support for police overtime, Muncie will deploy a W&S drug task force, led by the Muncie Police Department (6 officers), Delaware County Sheriff (3 officers) and Ball State University Police (1 officer). Officers will increase law enforcement through prostitution stings, increased uniform presence, parole/probation stings, directed patrol and surveillance, focusing on the top hot spots and/or offenders identified by residents/neighborhood organizations.

Officers will provide drug statistics and progress reports to residents at monthly meetings. Residents will organize at least 4 anti crime community policing events per year with police participation. Residents (led by Mt. Zion Church) will sponsor neighborhood clean-ups at least twice per year, using volunteers, youth groups, and probationers/parolees, to clean up/fix up multiple sites in areas selected by residents. Officers may participate in the neighborhood clean ups planned several times per year. With Weed & Seed support, Muncie will hold crime prevention/community policing events and strengthen neighborhood organizations.

Partners will also expand a pilot drug court diversion program. For the past 1.5 years, Delaware County has operated a Drug Court, with a 3-year voluntary diversion program for non-violent offenders (with a C felony or less). The Drug Court's goal is to reduce the number of individuals incarcerated for non violent drug crimes, placing them in diversion programs. Participants go to court once a week and are drug tested at least once a week. They pay a one time fee of \$500 plus \$15 per drug test, typically one drug test weekly. Judge John Feick makes referrals to various resources; participants are supervised by a case manager and Community Corrections. They receive assistance with job search, relapse prevention, placement in treatment, etc. Although this program is too new to assess in Muncie, already fewer people are entering prison for drug offenses than in some communities; other drug courts in Indiana have successfully reduced recidivism by 66%. There are currently 44-55 participants, the maximum capacity given current staffing levels. With W&S support for a part time case manager, partners will expand drug court by adding 12-13

participants each year, for a total of 25 additional participants over two years.

Gangs

Drug Task Force officers report a small but growing number of gangs and gang members in the county:

- Cornado Locos Salvatrucha MS-13 150 members
- Monroe Street Hustlers Bloods 230 members
- Bloods 50 members (Crosstown)
- Crips 25 members (Whitely)
- Black Gangster Disciples (BGD) 150 members
- Skinheads 200 members
- Total 805 members

Other partners report that there are also Vice Lords in the area.

Local leaders believe that the best way to address gangs is to address drug crime (discussed above) and to focus on positive youth activities/prevention (discussed next).

Youth Crime/Drugs and Alcohol

Drug problems begin early and are prevalent among Muncie's youth. According to The Indiana Prevention Resource Center **the rate of tobacco and other drug use among Muncie's youth exceeds the state average**. In 2005 the prevalence/use rates for Muncie 8th graders were: cigarettes 22.2% (compared to the state rate of 12.5%), marijuana 22% (compared to the state rate of 9.3%), and tranquilizers 7.5% (compared to the state rate of 4.7%). Of 187 juveniles referred for assessment at the Youth Opportunity Center during 2005, 35 reported abusing alcohol, 37 abused marijuana, and 1 abused cocaine.

In addition, in 2005 there were **309 cases of underage drinking** before the Muncie City Court. The Indiana Prevention Resource Center reports that alcohol usage rates in Muncie schools were higher than state rates: monthly alcohol use in 8th grade was 28.9% (compared to the state average of 21.1%).

To help refine Weed & Seed strategies, United Way/Partners for Community Impact conducted a **Parent Survey and a Youth Empowerment Survey** with the following results:

From the **parent survey**:

45% want help for children to resist negative peer pressure

41% need help to resist negative societal influences
42% believe peers are causing problems for their children
30% are concerned about the lack of respect by some youth for others
10 % are concerned about drug and alcohol abuse by their children

The youth survey revealed that the risks of drug and alcohol use among youth are much higher than parents understand:

24% have used alcohol once or more in the past month
17% have used alcohol 3 or more times in the past month
15% have used alcohol once or more in the last two weeks
12% have used inhalants
21% have used marijuana
8% have used cocaine
8% have been driving while drunk
34% have ridden in a car with someone who was driving drunk

The youth survey also revealed the need for addressing violence and fear of crime:

49% of students feel safe, 51% do not
54% believe they have restraint, nearly half do not
39% feel they know how to make peaceful resolutions, 61% do not

The external deficits youth experience include:

45% are home alone after school
33% report physical abuse at home
31% have been victims of violence
28% of males have been victims of violence
37% of females have been victims of violence

Muncie youth have also committed violent acts:

36% have hit someone; males 46% females 28%
15% have physically hurt someone
3% have used a weapon once or more
20% have been in a group fight
15% have carried weapons for protection
35% have threatened to harm someone in the past year

19% have been depressed

18% have attempted suicide.

With Weed & Seed support, **Muncie will continue after school activities and add mentoring for youth** and their families via area safe haven(s). Resident youth, volunteers, and probationers/parolees will assist with **neighborhood clean-ups** in drug infested areas identified/selected by community residents. Local partners will continue a **host of existing anti-drug programs**.

To address these gateway drug/alcohol and violence problems before they escalate, Muncie proposes to work through its safe haven(s), to **target at risk youth and their parents from the W&S area**. Target youth will include those whose parents/siblings have been arrested for drug related offenses, whose relatives are in prison, and who are first time offenders themselves. In addition to continuing a host of **existing support services**, the safe haven(s) will **add mentoring** and anti-violence/anti-drug education for at risk youth and their parents. (Mentoring will also provided at other locations for reentering offenders.)

The **Muncie Boys and Girls Club** will serve as lead **safe haven** during the first two years of Weed & Seed, partnering with the **YMCA** (Parents Encouraging Parents; Parent Achievers Program) as an adjunct venue for adult services. The Muncie Boys and Girls Club is scheduled to move into a new facility – **The Unity Center** -- to be constructed within the next two years. Once constructed, The Unity Center will serve as lead safe haven, presumably for years 3-5 of Weed & Seed. The Unity Center is being constructed as part of the Millennium Place Hope VI project located in the heart of the Weed & Seed area; it will house several co-located agencies/programs, including the Boys and Girls Club.

Muncie Boys and Girls Club already provides after school and weekend programs including:

- Kids Café - entrepreneurship and work ethics
- Homework help is provided by Ball State University students
- Character development
- Physical fitness for each child, at least one hour per day
- Health and maturity
- Male role models
- Mitch's Kids, a program for students on TANF to improve ISTEP (school test) scores
- Field trips
- Drug prevention including
 - Smart Moves
 - Visits from Roleplayers, an anti drug program of A Better Way Family Services
 - PRIDE Team, a group sponsored by the Local Coordinating Council on Prevention of Drug Abuse

Muncie Boys & Girls Club will develop and conduct a survey for its current population of 75 students to determine which ones have parents who are incarcerated. Specific outreach will be made to children of offenders currently serving prison sentences, inviting them to the program. The goal is to serve an **additional 17 youth** with targeted anti-drug programs, character development and life skills training. Support groups will focus on unique issues faced by children of offenders including parent separation, issues of discipline in the home, anger management at the affect of the parent's situation on the child's life and the child's relationship with his/her caregivers (either the other parent, extended relatives or foster parents). Big Brothers Big Sisters will provide programming/mentoring support.

The **Parent Achievers Program** of the Muncie Weed & Seed Program will be implemented by a collaboration between the Black Achievers Program at the **YMCA** and another 501C3, **Parents Encouraging Parents (PEP)**. The program will be built on the principles of the Black Achievers program currently implemented at the local YMCA. Together the two organizations will build a support group for **parents** with the resources, encouragement and information necessary to support their children to achieve their goals. Tutoring will be available to parents as needed to help them in understand and assist appropriately with their child's homework. The goal will be to **add 20 parents** to help them in:

- Raising their child's academic standards
- Assisting in gaining acceptance for their child to institutions of higher learning
- Exposing their child to diverse career options
- Setting and achieving personal and professional goals with their child through adult role models including themselves
- Helping develop a positive sense of self for their child and themselves
- Building Character and developing positive assets for their child and themselves
- Creating channels for community involvement for their child through contacts with individuals, business and industry
- Understanding scholarship options for their child and appropriate forms to fill out for applications for financial aid.

Reentry

The second most critical problem that the community proposes to address through Weed & Seed is the high rate of reentering offenders and high re-offense/recidivism rate among ex offenders – national statistics indicate that 2/3 of reentering offenders re-offend within three years.

The **Indiana Department of Correction** has released the following information about the number of adults and juveniles from Muncie/Delaware County incarcerated or released from state institutions:

There are currently 514 adults from Delaware County incarcerated by DOC, 455 males and 59 females. This is a rate of 55 per 10,000 residents, close to the statewide average of 58 per 10,000 residents.

Last year (July 1, 2006 and June 20, 2007) a total of **278 adults were released from DOC** to Delaware County, 230 males and 48 females, as follows:

DOC Release To	Male	Female	Total
Community Corrections CTP	50	15	65
Probation	61	7	68
Parole	101	21	122
Discharge	18	5	23
Total	230	48	278

The release trend for adults over the past five years was:

152 male, 26 female in FY 2003

146 male, 20 female in FY 2004

182 male, 30 female in FY 2005

194 male, 47 female in FY 2006

230 male, 48 female in FY 2007

Five Year Total: 904 male, 171 female, 1075 total FY 2003 to FY 2007

Very few juveniles are currently **incarcerated** from Delaware County: a total of 10 (4 males and 6 females). This represents an average of 11.32 per 10,000 juveniles in the county, very low compared to the statewide average of 21.74 per 10,000 juveniles.

Last year (July 1, 2006 to June 20, 2007) a total of 12 juveniles were released, 10 male and 2 female. The release trend for juveniles was:

3 male, 1 female in FY 2003

1 male, 3 female in FY 2004

14 male, 3 female in FY 2005

7 male, 5 female in FY 2006

10 male, 2 female in FY 2007

Five Year Total: 35 male, 14 female, 49 total FY 2003 to FY 2007

Due to the low rate of juvenile incarceration, Muncie Steering Committee members have chosen to **focus on reentering adult offenders.** AIM will continue to provide mentoring for reentering juvenile offenders.

The Department of Corrections Planning and Research Division prepared the following information about **offenders specifically reentering the Muncie Weed & Seed target area (by zip code):**

Muncie Weed & Seed Area Zip Codes	Offenders Released 2004, 2005, 2006 and whose last known address is in Zip Code	Offenders Whose Estimated Release Date is on or before 7/31/12 and whose last known address is in Zip Code	Total
47302 (small portion is W&S)	323	144	467
47305 (all is W&S)	171	54	225
Total	494	198	692

Over the past three years, at least **171 offenders** (and as many as 494) were released **specifically to the Muncie W&S area;** and **at least 54 offenders** (and as many as 198) are scheduled to be released specifically to the Muncie W&S area within the next few years. To date about one half are released on parole, one fourth on probation, and one fourth to community corrections.

Muncie W&S will work with a host of partners to increase the chances of successful reentry for these offenders. On the Weed side, local parole, probation, and community corrections agencies will **supervise offenders** upon their release. Muncie Police will partner with these agencies to conduct **periodic probation/parole sweeps** to ensure compliance with the terms of release. **But Muncie's primary approach to reentry is a very comprehensive Seed strategy.**

Muncie Weed & Seed has recruited a wide array of partners to **target their existing health and human services** toward reentering offenders and will add **new/expanded programs to fill gaps in job training and supported housing.**

Existing health and human services / case management will be provided to offenders by the **20+ members of the Community Access Network (CAN),** a network recently organized by Partners for Community Impact, the program of United Way that also spearheaded Muncie Weed & Seed. Members are listed elsewhere.

Mentoring services will be provided for ex offenders, drawing upon the **CAN network, churches, Halal Authority of North America (HANA), Aftercare in Indiana through Mentoring, and the U.S. Attorney's Office Neighborhood Networks** model.

The Weed & Seed Steering Committee has concluded that the **greatest gaps/challenges** for reentering offenders are in **job training/placement and supported housing,** so Weed & Seed resources will be focused on adding/expanding these types of programs.

Offenders served by community corrections, probation, and parole will be referred to either 1) the local Work One/Private Industry Council or 2) Hillcroft for job training and placement assistance. Both are funded through other state/federal sources and may be granted a small amount of W&S personnel support. The latter specializes in assistance to reentering offenders who are disabled, defined broadly to include those with substance abuse problems, the majority of offenders; it is funded by DOC to provide services to offenders inside the DOC system prior to their release and already had identified 50 employers willing to hire ex offenders. These agencies will help assess and place offenders in various types of jobs/training, including HANA's food processing/packaging business (a new Muncie based facility that will hire ex offenders to help prepare food through a statewide contract with Dept of Corrections) and a new construction/home repair program developed through Weed & Seed.

Participating offenders may enroll in Ivy Tech Community College's 6-month **construction training/certification program** with funding through Pell Grants. (Already 30 offenders are enrolled in Ivy Tech's ICAN program this Fall.)

With Weed & Seed funding, **Mt. Zion Church** will additionally coordinate **on- the-job construction training**, using crews of ex offenders (at least 10 ex offenders each year) for W&S neighborhood fix up projects, rehab of facilities to house ex-offenders within the Weed & Seed area (discussed next, estimate 10+ beds/spaces per year), and the complete renovation and resale of 1 home per year (purchased from the city for \$1). Proceeds from the sale of one new home per year will be used to sustain the on-the-job construction project.

Three churches in the W&S area (all within a block of each other) are working together to seek financing to renovate facilities that will house ex offenders. Over the five year W&S period, they plan to add a five phase **transitional housing and support services** (with varying degrees of independence) for offenders, recovering addicts, and other high risk persons as follows:

- **Deliverance Temple** has 8 transitional units now and plans to add 25-50 beds; it also offers intensive mental health substance abuse counseling via Muncie Alliance to Prevent Substance Abuse (MAPA).
- **Calvary Baptist** has land that may be donated; it also offers mentorship for ex offenders.
- **Spiritual Missionary Baptist/Marketplace Outreach Ministries** plans to add about 25+ beds; it offers character development, job readiness and life skills training.

Within the next six months, local partners will sponsor a "Community Build" where local goods and services will be donated to help start the construction/renovation of space within the churches. Once W&S is funded, **Mt. Zion construction crews will help renovate space at these churches** to add housing/beds for an estimated 10 additional offenders in year one and 10 in year two. (Not all beds/construction will be handled by Mt. Zion.) The churches intend to assist offenders with housing for up to three years, at which time they may be eligible again for public housing assistance, unsubsidized rental housing, or homeownership.

A **fourth non profit agency, QUAD**, is on track to develop **ex-offender housing** (estimate 35 independent living apartments on land owned by Calvary Baptist) within the Weed & Seed area using **state tax credit financing**. It has commissioned a \$5,000 needs assessment study (by Vogt Williams Bowen Research) that will be used to determine the number and location of beds, and to justify its application for tax credit financing. QUAD plans to have financing in place by March 2008 and a facility constructed within two years (by June 2009). A fifth agency has been approved by the Muncie Housing Authority to develop apartments with case management services.

Rural Opportunities, Inc. (ROI) will help by providing homebuyers assistance and financial management training and **East Central Restoration Committee (ECRC)** will help with title searches and acquisition of properties.

The community corrections agency reports that its ability to accept reentering offenders into its state-funded early release/reentry program, the Community Transitions Program, is limited by the lack of housing for offenders -- in order to qualify for CTP placement, offenders must have a place to live. The addition of housing options will have the added benefit of enabling **more ex offenders to enter the CTP program**.

IV. PRE-AWARD DEVELOPMENT PERIOD:

Efforts undertaken to date:

Weed Program:

Implementation Status:

Performance measures:

Outcomes:

Seed Program:

Implementation Status:

Performance measures:

Outcomes:

Beginning in 2004 Partners for Community Impact, an initiative of the United Way of Delaware County, held three public forums, six focus groups, 60 interviews, and 200 surveys with priority rankings, ultimately arriving at the conclusion that Muncie should pursue Weed & Seed status as one of its top priorities. Partners formed the **Mentorship Task Force (MTF)** to respond to some of the concerns raised through this community research.

Two years ago (November 2005), MTF community leaders **visited Westside Community Ministries (WESCO Weed & Seed)** in Indianapolis and learned about their successes. For the

next two years, MTF members met monthly, laying the groundwork for Weed & Seed.

Muncie task force members assessed the results of a survey done by another local United Way initiative, **Youth Empowerment**. Youth Empowerment had commissioned a study in 2004 by the well-known Search Institute in Minneapolis, creator of the 40 Assets evaluation tool for projecting the success and risk of negative behavior in youth. More than 800 teenagers in five school districts in Delaware County in grades 7-12 identified rates of and perceptions about substance abuse and violence. The survey found high rates of substance abuse, violent behavior, and significant feelings in youth that they are unsafe. MTF then conducted a Parent Survey with the help of Muncie Community Schools. Over 800 parents of Muncie school children and 370 low income clients from CAN agencies returned surveys. Among findings were that the risks of drug and alcohol use by youth are much higher than parents realize and that parents want/need help for their children to resist negative peer pressure.

Muncie leaders met with the U.S. Attorney for the Southern District of Indiana in December 2006 and in March 2007. They made the decision in Spring 2007 to apply for official recognition.

In April, the Weed & Seed Task Force supported a local group, the **Fight Against Drugs and Violence**, in an anti-drug event called "Unity in the Community." More than 100 local residents and community leaders attended the event that included anti-drug messages from gospel rap artists, musicians and speakers.

Between May 2007 and August 2007, 100 community leaders from 60 agencies/organizations met weekly on 10 subcommittees formed specifically to plan the Weed & Seed strategy.

On June 26, 2007 the Weed & Seed Steering Committee hosted the director of the Indiana Commission on the Social Status of Black Males as key note speaker, discussing the disproportionate incarceration of black males and the need for reentry programs such as the one being designed for Muncie Weed & Seed.

In July 2007 Muncie neighbors held a **prayer/candlelight vigil** for a recently slain youth, while Muncie Weed & Seed raised money to establish a small trust.

In July 2007 21 crews of volunteers from **World Changers** (Southern Baptists) were in Muncie to help **refurbish 19 homes** badly in need of repair. The city provided \$20,000 to \$60,000 in federal funding while Work Changers provided free labor (student volunteers from throughout the U.S.) for low to moderate homeowners.

In August 2007, the Seed Committee conducted a **survey of Weed & Seed resident perceptions**, with volunteer residents going door to door to interview their neighbors using a survey adapted from Weed & Seed guides.

Nine Muncie representatives attended the **national W&S Conference in Detroit** on August 19-23, 2007.

On August 25, 2007, Weed & Seed co sponsored another **anti drug rally**, “Come As One and Overcome” at Muncie Central High School auditorium, with nearly 100 in attendance. The keynote speaker, founder of Fight Against Drugs and Violence and a Delaware County Building Commissioner, serves on the Weed Committee. He has received Muncie Housing Authority approval to open an apartment building that will offer long-term housing options for reentering offenders.

The Seed Committee (neighborhood restoration subcommittee), Mt. Zion Baptist Church, and City Planning Commission have scheduled the first Weed & Seed **clean up** for September 2007. They are going door to door to identify properties that residents would like to have cleaned up.

Throughout the summer of 2007, the police and prosecutor sought **greater resident input and tips**. One resident reported that she called the police to identify two known **drug houses**, they responded within five minutes and now the drug houses are gone, along with a house of prostitution in the same neighborhood.

Weed Program: Drug Court

Status: Drug Court began 1.5 years ago. Each offender must participate for 3 years. There are 44-55 participants to date. It is too early to assess their completion/success rates since none have had time to complete the program. Drug Court participation will be increased for Weed & Seed.

Weed Program: Drug Task Force

Status: For several years, Muncie has operated a **drug task force**, though not targeted in the Weed & Seed area. Statistics from the most recent 12 month period follow:

Muncie Drug Task Force (9 full time and 1 part time officer)	7-1-06 9-30-06	10-1-06 12-31-06	1-1-07 3-31-07	4-1-07 6-30-07	Total 12 months
Number of cases carried over	4	7	8	10	29
Number of new cases investigated	26	31	28	17	102
Total number of cases	30	38	36	27	131
# Closed cases	6	4	4	4	18
Number of cases filed for criminal charges	17	26	22	12	77
Number of cases carried over	7	8	10	11	36
Number of illegal aliens identified	0	0	0	0	0
# of search warrants executed	7	13	16	5	41
# new confidential informants developed	6	8	12	10	36
# of citizens tips (hotline activity)	812	692	361	209	2074

# police calls of suspected drug activity	612	508	206	219	1545
Powder cocaine seized	136 grams	362 grams	42 lbs	33 grams	42 lbs 531 grams
Crack cocaine seized	289 grams	116 grams	112 grams	89 grams	606 grams
# arrested for drug offenses only	34	32	32	30	128
# arrested for non drug offenses only	14	11	3	2	30
# arrested drug and non drug combined	8	13	5	3	29
Total # individuals arrested	56	56	40	35	187
# Charges filed	51	67	35	33	186
# individuals found guilty/convicted	13	10	17	15	55
# offenses individuals convicted of	25	25	32	24	106

During summer 2007 the drug task force focused its effort on the central city W&S area. One recent Muncie newspaper article noted that the task force had conducted four raids on drug houses in three days resulting in at least five arrests for cocaine dealing/use in the Weed & Seed target area. On August 6th, 2007 the newspaper headline read that an ex Muncie high school and Ball State University basketball star was arrested by the drug task force and charged with cocaine dealing, as part of its anti drug efforts in the Weed & Seed target area.

Weed Program: Community Policing Events

Implementation Status: Started having events in 2007.

For example, in April 2007 a W&S non-profit partner, Fight Against Drugs and Violence, held an anti drug rally with 100 attendees. On August 25th it held a second rally, sponsored in part by Weed & Seed. This group is lead by the youth pastor of New Life Holiness Tabernacle, who is also a Delaware County Building Commissioner and member of the Weed Committee

In July 2007 the Weed & Seed Steering Committee co-sponsored a vigil in honor of a 15-year old boy shot to death as an innocent bystander in a drug shoot out. The Weed & Seed Steering Committee will provide a donation in memory of this young man, paying for the planting of a tree in a local park where the young man used to play and where the new Unity Community Center will be built soon. The Committee also will provide seed money to start up a scholarship fund in memory of the young man. (July 2007).

Performance Measures: Number of residents attending

Outcomes: Improve drug and violence awareness; improve relationship with law enforcement; Approximately 100 people attended the rally event.

Seed Program: Anti drug and anti violence mentoring for at risk youth

Implementation Status: Boys and Girls Club already operates programs for 75 youth. They are surveying participants to identify youth with relatives who have been incarcerated. Mentoring will

be added specifically targeting children related to offenders. YMCA already operates a Black Achievers Program which is being adapted for Weed & Seed. Plans are underway to build a new Unity Center that will serve as a safe haven within the Weed & Seed area.

Performance Measures: Too soon to report

Outcomes: Too soon to report

Weed Program: Reentry Probation/Parole Sweeps

Implementation Status: Pilot testing pending W&S recognition

Performance Measures: NA

Outcomes: NA

The W&S initiative is pilot testing parole sweeps. Prosecutor Mark McKinney has accompanied parole officers on parole sweeps to ensure that appropriate measures are taken to record offenses and evaluate whether offenses are serious enough to warrant reincarceration.

Seed Program: Reentry Housing, Jobs, and Support Services

Implementation Status: Muncie partners are starting up housing and construction jobs training programs now (late summer and fall 2007); support services are available through CAN members

Performance Measures: Too soon to measure

Outcomes: Too soon to measure

The Seed Committee (reentry subcommittee), QUAD, and Partners for Community Impact have contracted for a \$5,000 study of reentry housing to support their application for tax credit financing of reentry housing.

Partners for Community Impact has allocated \$9,500 to be spent in 2007 (prior to Weed & Seed) to start up reentry housing construction and the Mt. Zion construction training program. Funding is for liability insurance and construction materials. It has also allocated \$12,000 for housing rehab/construction 2008.

The CAN network of 20 agencies was formed in 2007 and has begun to accept reentering offenders as clients. Efforts to link participating churches to CAN social service providers have included the purchase of computers, Internet connections, copies, printers, and fax machines. These items will also help the churches implement their job training and character building programs.

Work has begun to renovate one of the church facilities: The Conley House, 8 reentry units owned by Deliverance Temple, has been upgraded and cleaned up. Furniture has been purchased for

Conley House. Additional improvements to Conley House plumbing, heating, cooling or roofing will be addressed through the United Way's Day of Caring program, where citizens volunteer their time to repair homes.

The five ex offenders living at Conley House have signed up for Ivy Tech education programs, have found employment or are actively engaged in job skills training and seeking employment. Ivy Tech is providing special programs 8 to 5 each day to speed up training/certification of ex offenders. Hillcroft Services, Inc. has obtained several grants to go into prisons and identify individuals eligible for its job placement services. East Central Opportunities (ECO, part of Work One) has developed a Job Club to provide peer support to job seekers and special suggestions for ex offenders.

A Community Build (involving labor unions, construction companies, neighbors) has been scheduled for Fall 2007 to jump start construction on other reentry housing. The first neighborhood clean up is scheduled for Fall 2007.

Aftercare in Indiana through Mentoring (AIM) has been operating in Delaware County since October 2006. It has served 17 youth in the county to date (10 current), with 1 reoffending. It employs two Americorps workers, shared with adjacent counties including the Anderson/Madison County Weed & Seed site. AIM plans to begin another round of two Americorps workers in October 2007.

The following article from the Muncie Star Press on August 24, 2007 captures the essence of what's being done in the Muncie Weed & Seed target area:

Police raids improve quality of life in neighborhoods

THE STAR PRESS, Muncie, Indiana

Several recent raids by the Muncie-Delaware Drug Task Force show that the Weed and Seed steering committee and its efforts million Department of Justice grant are already having a positive effect on inner-city neighborhoods.

Those efforts, spearheaded by Delaware County Prosecutor Mark McKinney, are part of an ongoing campaign over the past few clean up areas that have been targeted by the grant. Those neighborhoods include McKinley, Gilbert, East Central, Industry, South and the Old West End, as well as the downtown.

Summertime stings for drugs and prostitution usually are a welcome sign in these neighborhoods because such crime becomes during warm weather as activity moves outside to the streets. The raids help make life easier for law-abiding residents who some afraid to sit outside on their front porches on hot, muggy evenings like those experienced lately.

Last week's raids appear to signal a new get-tough stance that drug dealers and drug users hopefully will take note of, particularly dealers and users who have frequently moved under the radar as police target big-time dealers and distributors.

As Prosecutor McKinney noted, while the men and women arrested in at least four drug raids last week were not big players in the trade, they were nuisances to the neighborhoods they lived in.

And that is one of the goals of the Weed and Seed program -- making these neighborhoods more livable by reducing crime, espe

crime, and providing needed services to residents.

The combined actions of the police and prosecutor prove that Muncie is serious about improving the quality of life for all of its residents.

We hope that the Justice Department will agree and award Muncie the funding it needs to fully implement the program.

Originally published August 24, 2007

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

V. A. MULTI-YEAR PLAN:

Description:

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

The **Muncie Five Year Plan** is outlined below. During the first two years of the initiative, the Steering Committee will emphasize:

- 1) reducing drug crime and
- 2) improving offender reentry programs to reduce recidivism.

Service providers and partners will report verbally and in writing to the Steering Committee and subcommittees at their monthly meetings. Committee members will assess progress toward objectives at monthly meetings. The site director will collect performance data every six months, with assistance from the external evaluator. Performance reports will be submitted to and reviewed by the Steering Committee every six months, so that adjustments to the work plan can be made to overcome challenges and adapt to the changing environment. Committees may decide to accelerate the start date for additional strategies as time and budget permits.

Problem 1: High rate of drug dealing and drug related crime

Weed Strategies:

- Assign a **drug task force** to W&S area for law enforcement overtime activities such as directed patrol, surveillance, etc., targeting hot spots and repeat offenders (LE)
 - Conduct prostitution stings (LE)
 - Add directed patrol focusing on hot spots (LE)
 - Increase uniform presence throughout W&S area (LE)
 - Conduct undercover investigations and surveillance (LE)
 - Meet with residents to collect tips and provide feedback (CP)

- Attend community policing events and clean ups (CP)
- Conduct periodic parole/probation sweeps (LE)

- Expand **drug court**/diversion program (LE and PIT; see Seed)
- Organize neighborhood associations (CP)
- Market MPD crime stoppers and drug hot lines (CP)
- Organize community policing, crime prevention information events (CP)
- Get resident and business owner tips/input re drug houses, offenders and hot spots to guide law enforcement (CP)
- Provide feedback to residents re crime in the area (CP)

Seed Strategies:

- Designate safe haven(s) and target social services on at risk youth such as reentering juvenile offenders, siblings and children of offenders, first time offenders (PIT)
- Add anti drug and anti violence mentoring for high risk youth (PIT and CP)
- Add periodic neighborhood clean ups and rallies, with youth and volunteers in drug hot spot areas (CP and NR)(See below re also using reentering offenders for clean up and home repair/rehab)
- Increase job/employment opportunities for youth, such as lawn mowing for seniors and neighborhood clean up (CP and NR)
- Continue existing drug education, counseling and treatment (PIT)

Problem 2: Reentering offenders are at high risk of re-offending

Weed Strategies:

- Conduct parole/probation sweeps for reentering offenders (LE)
- Continue existing probation, parole and Community Corrections CTP programs for ex offenders (LE/PIT)

Seed Strategies

- Add neighborhood clean ups in W&S area using ex offenders (NR)
- Add job training, job opportunities, and construction/home repair work projects for ex offenders to fix up the W&S area and add housing for offenders (NR)
- Increase transitional and permanent housing options for offenders in partnership with QUAD and faith based groups (NR)
- Implement mentoring programs (including AIM, USAO Neighborhood Networks, and

faith based) for juvenile & adult ex-offenders (CP/PIT)

- Continue existing counseling, education, mental health treatment for offenders and their families via Community Access Network and other partners (PIT)

Problem 3: Residents do not interact positively enough with police and other justice system officials; need to improve/build community-police trust/perceptions

Weed Strategies:

- Strengthen neighborhood organizations and their anti crime efforts (CP)
- Collect anonymous tips throughout W&S area (CP)
- Market the MPD crime stoppers and drug hot lines (CP)
- Ensure that police interact with residents outside their police cars (CP)
- Add walking and bike patrols, door to door visits (CP)
- Create top ten/priority list: of people, places identified by residents (CP)

Seed Strategies:

- Conduct neighborhood fairs, anti crime events, clean ups, fun activities with police and residents (PIT)
- Hold regular (monthly) neighborhood meetings where police/prosecutor attend, listen, and provide crime statistics and progress reports. Each neighborhood will meet with officers assigned to their area and focus on crime problems specific to their neighborhood (CP)

Problem 4: Substandard housing and blight (abandoned buildings, unsafe houses and slumlords) increase the “opportunity” for crime

Weed Strategies:

- Continue to improve/increase code enforcement (LE)
- Strengthen enforcement around Muncie Housing Authority’s Millennium Place HOPE VI development (LE)

Seed Strategies:

- Conduct neighborhood clean ups and rallies in target areas (NR)
- Identify abandoned and/or dilapidated properties; work with owners to clean up; if owners are unable or refuse, then work with city to acquire and renovate the properties for resale (NR)

- Redevelop housing for use by reentering offenders (NR)
- Employ neighborhood youth for lawn mowing and clean up projects (NR)
- Hire reentering offenders to work on rehabilitating housing; create company, provide training in construction trades and home repair so workers can become independent contractors (NR)
- Identify senior citizens needing home repair; get assistance via non profit Rebuilding Together (NR)
- Continue to target city/CDBG investment and other resources in the target area; train partners in fundraising to improve W&S sustainability (NR)

V. B. INITIAL TWO-YEAR PLANS:

SPECIFIC DESIGNATED FOCUS AREA PLAN DESIGN/DESCRIPTION for Years 1 and 2

The following chart provides a brief overview of the new or expanded programs to be funded by Weed & Seed; the two year plan also includes programs not funded by Weed & Seed.

Problem	Weed Solution	Seed Solution
Drug crime	Drug task force police overtime enforcement in hot spots selected with resident tips/input (\$43,470 overtime)(+58,333 in kind match)	Safe Haven mentoring and drug education for youth (\$13,000)
	Drug court expansion 12-13 new participants per year (\$13,000 part time case manager)	Neighborhood clean ups using youth, volunteers, community service workers, ex offenders 2 times per year (included Mt. Zion budget \$14,900 below)
	Community policing events 4 times per year (\$3,030) (+\$3,000 local match)	
Reentering offenders with high re offense rates	Probation/parole/community corrections CTP sweeps (see overtime above) 2+ times per year	Coalition of churches and non profits develop housing and support services for reentering offenders (\$27,600)(+\$21,500 match)
	Continue community corrections, probation, and parole oversight of offenders (In kind)	Mt. Zion job training/placement in construction trades that help rehab neighborhood and develop housing for offenders (\$14,900)
		Continue existing services via Community Access Network (CAN) for offenders in community corrections, parole, probation (In kind)

Problem 1: High rate of drug dealing and drug related crime

Weed Strategy for Drug Crime

Goal: Increase arrests by 10% and reduce drug crime by 10% over five years.

Objectives: (LE & CP Programs)

- Deploy a law enforcement drug task force in hot spots identified in collaboration with residents.
- Expand drug court, diverting more offenders from prison and providing treatment services.
- Add new community policing events and strategies to fight drugs.
- Continue existing anti drug crime efforts.

Tasks:

- Assign a drug task force to the W&S area for law enforcement activities such as directed patrol, surveillance, etc., targeting hot spots and repeat offenders (LE).
 - Conduct prostitution stings (LE)
 - Add directed patrol focusing on hot spots (LE)
 - Increase uniform presence throughout W&S area (LE)
 - Conduct undercover investigations and surveillance (LE)
 - Meet with residents to collect tips and provide feedback (CP)
 - Attend community policing events and clean ups (CP)
 - Conduct periodic parole/probation sweeps (LE)
- Expand drug court case load by an additional 25 participants over two years, 12 in year one and 13 in year two (LE and PIT; see Seed).
- Organize/strengthen the 7 neighborhood & 1 business associations (CP)
- Market MPD crime stoppers and drug hot lines (CP)
- Organize community policing, crime prevention information events (4 per year)(CP)
- Get resident and business owner tips/input re drug houses, offenders and hot spots to guide law enforcement (CP)
- Provide feedback to residents re crime in the area (CP)

Assign Responsibility:

MPD will be in the lead for law enforcement/drug task force, along with Delaware County Sheriff and Ball State University Police; Delaware County Prosecutor will prosecute cases.

Delaware County Community Corrections will select a part time case manager to supervise additional participants in the Drug Court diversion program.

Neighborhood/business associations, police, and prosecutor will collaborate on community policing. Strongest neighborhoods will mentor their counterparts.

Total Estimated Cost:

Weed & Seed Grant \$43,470 for law enforcement overtime

\$13,000 for drug court part time case manager

\$3,030 for community policing events/activities (plus \$3,000 of local funding from Partners for Community Impact)

Secured funding commitments - \$58,334+ in regular time of MPD officers (match), in-kind time of all partners, and leveraged funding from sources including:

Source	Annual Amount
Partners for Community Impact – cash for community policing activities	\$3,000
Drug Court Judge (10%)	19,563
Drug Court Prosecutor	10,801
Drug Court Public Defender	\$7,825
Drug Court Monitor/Home Visits	\$14,560
Drug Court participant fees \$500 one time fee x 12 new participants per year	\$6,000
Drug Court participant drug test fees \$15/test x 12 participants per year * 52 weekly tests	\$9,360
Drug Free Communities Grant	\$100,000
Muncie Police Dept regular time Match	\$58,334
Muncie Police (112 officers) regular time	In kind

Funding support/sustainability plan:

The majority of law enforcement activity already is funded locally; successful strategies developed through Weed & Seed will be continued by participating agencies on regular time once federal grant funding ceases. A portion of funds from drug seizures will be used for ongoing drug enforcement. The Drug Court charges fees to its participants, contributing to the sustainability of Drug Court. Partners will request Department of Corrections support for offenders diverted from prison, a substantial cost savings to the state. Once capacity of neighborhood associations is strengthened, they will continue strategies without financial support.

Timeframe/milestones:

- Overall, begin in Month 1 and continue Months 1-24
- In Months 1-3, MPD and prosecutor meet with neighborhood organizations *weekly* to determine their top priorities for drug enforcement activities and locations/hot spots
- In months 4-24 MPD and prosecutor meet with neighborhood organizations monthly to collect tips and provide feedback on progress to neighborhood residents
- Beginning in month 1, review tips, data and crime patterns; repeat at least quarterly
- Months 1-24 Re-assess and select top hot spots/target crimes/locations/offenders quarterly
- Months 1-24 Develop and implement law enforcement strategy quarterly
- Months 1-24 Market crime stoppers and anti drug hot lines
- Month 1 – Select drug court case manager
- Months 2-12 Enroll 12 new participants (slots) in drug court
- Months 13-24 Enroll 13 new participants (slots) in drug court
- Months 2-24 Conduct weekly drug court hearings and weekly drug tests for all participants; link participants to needed social services; each offender participates in diversion program for 3 years.
- Months 1-24 – Conduct quarterly crime prevention events/rallies
- Months 1-24 Organize/strengthen neighborhood associations

Performance Measures:

- # hot spots and hot offenders identified
- # hours of law enforcement by type of activity
- # drug related arrests
- # amount and value of drugs confiscated
- # guns seized
- # and type of charges filed and convictions obtained
- # drug court participants
- #/% drug court relapse rates
- #/% completing drug court (three year program)
- # recidivism/re-offense rate of drug court participants
- # active neighborhood organizations and members

- # and type of community policing events
- # attendees at events

Outcomes:

- Increase drug arrests by 10% and reduce drug crime by 10% over 5 years
- Reduce recidivism among drug court participants
- Reduce overall uniform crime statistics compared to city/county

Seed Strategy for Drug Crime:

Goal: Reduce incarceration for drug crime by 10% over five years

Objectives: Prevention Intervention Treatment (PIT) & Neighborhood Restoration (NR)

- Add new mentoring and anti-drug education programs via safe havens organizations
- Add neighborhood clean up projects in drug crime hot spots
- Continue existing drug education, treatment, and neighborhood clean up programs

Tasks:

- Designate safe haven(s) and target social services on at risk youth such as reentering juvenile offenders, siblings and children of offenders, first time offenders (PIT)
- Add anti drug and anti violence mentoring for high risk youth (PIT and CP)
- Add periodic neighborhood clean ups and rallies, with youth and volunteers in drug hot spot areas (CP and NR)(See below re also using reentering offenders for clean up and home repair/rehab)
- Increase job/employment opportunities for youth, such as lawn mowing for seniors and neighborhood clean up (CP and NR)
- Continue existing drug education, counseling and treatment (PIT)

Assign Responsibility:

- Seed/Steering Committee designates safe havens. Boys & Girls Club (moving to Unity Center) will serve as lead safe haven, partnering with YMCA (for adults), Big Brothers/Big Sisters, churches, and CAN members.
- Boys & Girls Club will offer activities and mentoring for youth; YMCA will help with mentoring for parents
- Seed Committee (NR subcommittee) and Mt. Zion will coordinate clean up campaigns

in years 1 and 2; will add home repair and rehab projects over time; they will partner with probation, community corrections, volunteers, and youth groups to conduct clean up projects as community service projects

Total Estimated Cost

Weed & Seed Grant

\$13,000 for mentoring & drug education (\$10,000 to Boys Girls Club and \$3,000 for the development of the Parent Achievers program, a collaboration between PEP and the YMCA)

clean up Portion of Mt. Zion \$14,900 for neighborhood

Secured funding commitments

Source	Amount
AOK after school program Acts of Kindness	
MPD Drug sniffing dogs	In kind
Boys & Girls Club \$500/youth*75	\$37,500
Spiritual Missionary Baptist Church- after school tutoring	\$5000
Calvary Baptist Church- mentorship	\$5000

Funding support/sustainability plan

The majority of seed activity already is funded locally. Agencies are targeting existing programs on W&S area high risk youth. Successful strategies developed through Weed & Seed will be continued by participating agencies on regular time once federal grant funding ceases.

Timeframe/milestones:

Months 1-3 – Survey existing Boys and Girls Club participants to identify those related to offenders; identify/select mentors and participating youth

Months 4-24 – Conduct after school and mentoring programs

Months 6, 12, 18, 24 Conduct two neighborhood clean ups per year at 4 locations

Performance Measures:

Youth served by mentoring programs (goal is 17 new youth and a portion of

75 existing youth)

Adults/parents served by mentoring programs (goal is 20 new parents)

Areas, # houses cleaned up

Volunteers and community service workers recruited for clean up

Outcomes:

- Reduce incarceration for drug crime by 10% over 5 years
- Reduce overall uniform crime statistics compared to city/county
- Increase community involvement in preventing crime

Problem 2: An increasing number of reentering offenders are returning to the community with a high risk of re-offending

Weed Strategy for Reentry

Goal: Reduce re-arrest rate (recidivism) for ex offenders participating in the offender reentry program, thereby contributing to overall crime reduction in Muncie. (Reduce re-arrest rate by 10% in year one, 15% in year two, and 20% in year three)

(National averages for recidivism are 44% within 1 year, 59% within 2 years, and 68% within 3 years to local recidivism rates of 30% within 1 year, 40% within 2 years, and 50% within 3 years)

Objectives: (LE, CP Programs)

- Continue supervision of reentering offenders by community corrections, probation, and parole
- Add periodic probation/parole sweeps to ensure compliance

Tasks:

- Supervise all reentering offenders and refer them to appropriate programs
- Add 2 probation/parole sweeps per year, partnering with MPD

Assign Responsibility:

- Community Corrections, Parole, Probation will supervise offenders and refer them to appropriate programs

- Muncie Police will collaborate with probation, parole, community corrections to conduct sweeps/enforcement activities

Total Estimated Cost:

Weed & Seed Grant: A small portion of the \$43,470 police overtime budget above

Secured funding commitments:

Source	Amount
Community Corrections/CTP	In kind
Parole	\$32,000
Probation	\$40,000
MPD Police Regular Time	In kind

Funding support/sustainability plan:

Weed activities are locally funded with the exception of a small amount of police overtime; when/if police involvement in sweeps is demonstrated to be effective, local partners will sustain at local expense.

Timeframe/milestones:

Months 1-24 supervise offenders on ongoing basis

Months 6, 12, 18, 24 conduct probation/parole sweeps

Performance Measures:

Number of offenders supervised by parole, probation, and community corrections

Number of offenders successfully completing parole, probation, community corrections

Number of offenders violating terms of release

Number of probation/parole sweeps, hours of overtime

For sweeps, number in compliance and number/type of violations

Outcomes:

Reduce re-offense rate among reentering ex offenders

Seed Strategy for Reentry:

Goal: Reduce re-arrest rate (recidivism) for ex offenders participating in the offender reentry program, thereby contributing to overall crime reduction in Muncie. (Reduce re-arrest rate by 10% in year one, 15% in year two, and 20% in year three)

(National rate is 44% within 1 year, 59% within 2 years, and 68% within 3 years)

Objectives: (PIT, NR Programs)

- Increase job training and placement opportunities for offenders
- Increase housing opportunities for offenders

Tasks:

- Add neighborhood clean ups in W&S area using ex offenders (NR)
- Add job training, job opportunities, and construction/home repair work projects for ex offenders, to fix up the W&S area and add housing for offenders (NR) (Estimate 10 offenders per year will work on construction crews per year.)
- Increase supported housing options for offenders in partnership with QUAD and 3 faith based groups (NR) (Estimate new housing for 10-25 offenders in year 1 and 10-25 in year 2.)
- Implement offender mentoring programs (including HANA, AIM, USAO Neighborhood Networks, and faith based) for ex-offenders (CP/PIT) (Estimate serving at least 25 offenders per year.)
- Expand counseling, education, mental health treatment for offenders and their families via Community Access Network and other partners (PIT) (Estimate serving at least 10-25 offenders per year.)

Assign Responsibility:

- Community Corrections, Parole, Probation will supervise offenders and refer them to appropriate programs
- Muncie Police will collaborate with probation, parole, community corrections to conduct sweeps/enforcement activities
- Community Access Network (CAN, 20+ agencies listed elsewhere) will provide services to participating offenders (in kind)
- Hillcroft Services and ECO/Work One will screen participating offenders for job training and placement; refer as appropriate to Mt. Zion
- Mt. Zion/Pastor Chambers will develop a new construction jobs training, placement program, rehabbing housing for more offenders and helping clean

up/restore the W&S neighborhood

- Ivy Tech will provide classroom construction training & credentials
- Three churches and QUAD will seek financing to develop additional housing for reentering offenders.
- Three churches and HANA will provide services: HANA mentoring, Calvary recruitment of mentors, Deliverance/MAPA substance abuse/mental health, Spiritual Ministry life skills and job coaching.
- Faith based groups, USAO Neighborhood Networks, AIM, and others will implement mentoring for reentering offenders

Total Estimated Cost:

Weed & Seed Grant

\$27,600 for support services and housing by churches and HANA

\$14,900 for Mt Zion construction jobs program

Secured funding commitments:

Source	Amount
Partners for Community Impact – cash	\$15,000 cash
for construction materials	\$9,500 cash
AIM 2 Americorps Workers	\$26,000+/year
Habitat, Construction Trades/Carpenters Union, Methodist Missionary Builders, local lumber stores, Lions Club etc.	In kind Donations
CAN social services & mentors	In kind
Ivy Tech/Pell Grants for offenders studying construction trades at Ivy Tech; supervise ICAN workers	In kind \$10,000
ECO Work One (and Hillcroft Services) job training and placement	\$10,000
CTP supervision of offenders	\$80,000
QUAD – Low inc housing tax credits	\$3.5 mil est.
HANA Halal Authority of N. America	\$5,000
Churches fundraising & local grants	\$125,000 est.
Mt. Zion Space	\$6,000/yr
Sanitation Dept supplies/trucks \$8000 per clean up * 2 per year	\$16,000/yr
CTP clean up workers in kind	\$4,000
Deliverance Temple- Personnel/Housing	\$181,500

Mt. Zion-Personnel	\$1,700
Volunteer clean up workers	\$4,000

Funding support/sustainability plan: The construction crew will purchase one house per year from the city for \$1 and rehab for resale; profit from sale will be used to sustain the construction jobs program. Clean up and rehab of properties will result in permanent improvements to the W&S neighborhood and permanent housing for offenders.

A grant committee has been formed to research local, state, federal, and private funding for implementation and sustainability of faith based prisoner reentry programs; this includes training at the local Maring Hunt Library in the new Foundation Center grant-seeking database and grant writing professional development activities.

Timeframe/milestones:

Month 1-3 select program staff and purchase/obtain tools/materials

Months 2-3 Screen and select initial group of offenders

Months 3-24 Provide support services and housing as needed

Months 4-24 Continue to train, complete construction/fix up, and place offenders in permanent jobs

Performance Measures:

participating ex-offenders enrolling

Ex-offender compliance with terms of probation/parole/community corrections

ex-offenders completing successfully

ex offenders housed

ex offenders receiving support services by provider

ex-offenders moving into construction jobs, businesses, self employment

beds/spaces renovated for ex offenders

homes rehabbed, # sold

properties cleaned up or fixed up

additional ex offenders placed in new beds/housing

additional ex offenders entering CTP etc due to new housing

Outcomes:

- Reduce recidivism among participants
- Contribute to reduction in overall UCR crime

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

VI. A. Steering Committee Membership:

Required Members

Name: Susan Brooks

Title: U.S. Attorney for the Southern District of Indiana

Organization Affiliation: U.S. Department of Justice, U.S. Attorney' Office

Specific Contributions: Serves as Co-Chair of the City of Anderson Weed and Seed Steering Committee; Coordinates Weed & Seed with other Department of Justice initiatives.

Strategic Roles/Responsibilities: Oversees the Weed & Seed Initiative, serves as chair of the Indianapolis City-wide Weed & Seed Steering Committee, recommends applications for Weed & Seed funding to the Department of Justice and serves as liaison with other federal government agencies

Pertinent Experience, if any: Mrs. Brooks served as Deputy Mayor of the City of Indianapolis and participated in Weed & Seed as part of the city team. She also chaired a team of U.S. Attorneys who made recommendations to the Community Capacity Development Office regarding Weed & Seed.

Name: Tim Horty

Title: Law Enforcement Coordinator

Organizational affiliation: US Attorney's Office

Specific contributions [MOA details, if any]: Provided leadership on Weed & Seed Steering Committee and particularly advised with experience on law enforcement aspects of W&S

Strategic roles/responsibilities: Co-Chair of the Muncie W&S Steering Committee

Pertinent Experience [if any]: Horty spent the last six years of his career with the Indianapolis Police Department as the deputy chief o the department's West District. There were two active W&S sites there while he was commander. He spent countless hours partnering with community members promoting the concept of Weed & Seed. He also sat on the W&S Steering Committee of the Eagledale/Lafayette Square site while they applied for their grant. In August of 2007, Eagledale was approved as a grant recipient.

Name: Dennis Wichern

Title: Assistant Special Agent in Charge

Organization affiliation: U.S. Drug Enforcement Agency

Specific contributions: Serves on the Steering Committee; serves as a liaison with the Drug Enforcement Agency

Strategic roles/responsibilities: Will provide support and assistance to the drug enforcement efforts being undertaken by the Indianapolis Metropolitan Police Department to implement the law enforcement component of the work plan

Pertinent experience, if any: 20 years experience with the Drug Enforcement Agency

Name: Phyllis Amburn

Title: Deputy Mayor

Organization affiliation: City of Muncie

Specific contributions: Serves on the Steering Committee as a liaison with the City of Muncie including the Community Development Office, Planning and Building Commission and as the Mayor of Muncie in his absence. "Seed" Committee, Community Policing Committee and the Work Release Program Committee to bring a Dept. of Corrections grant to Del. Co. Community Corrections.

Strategic roles/responsibilities: Will provide support and assistance to all aspects of Weed & Seed until the end of her term in January 2008. At that time, a new administration (to be elected in November 2007) will come into office. Endorsements have been received for Muncie's Weed & Seed Program from both the Democratic and Republican candidates for Mayor.

Pertinent experience, if any: This is Ms. Amburn's 5th year as Deputy Mayor. Her public service has involved serving on various committees including Downtown Development for seven years, Muncie Home Ownership for fifteen years, Senior Citizens Council for four years, Administrative Committee for the Planning Commission for five years, Community Enhancement Projects for four years, Delaware Enhancement Corporation Finance Committee for three years, Delaware County Triad for three years, Urban Forestry Board, Health Insurance Committee for the City of Muncie and Steering Committee for Partners for Community Impact. Her background in personnel in the private sector laid the groundwork for her work in the public sector.

Name: Joe Winkle

Title: Police Chief

Organization affiliation: Muncie Police Department

Specific contributions: Serves on the Steering Committee to provide leadership in all areas of Weed & Seed law enforcement. He established the successful Drug Task Force that has helped to reduce crime in the overall city since 2004. In particular, his efforts to reduce youth incarceration have helped the city in the past four plus years despite a reduction in police officers due to budget constraints.

Strategic roles/responsibilities: Will provide support and assistance to the drug enforcement efforts being undertaken by the Muncie Police Department to implement the law enforcement component of the work plan.

Pertinent experience, if any: Chief Winkle has been chief of Muncie Police for 12 years. He has led the Drug Task Force in numerous successful raids and netted millions of dollars worth of contraband in the last few years.

Name: Tracie Anderson, Andrew Draper, Josh Arthur, Linda Branson,

Title: Neighborhood representatives

Organization affiliation: Tracy, Andrew, Josh and Linda all belong to neighborhood associations and are active in their local communities.

Specific contributions: These individuals will help to develop the Neighborhood Associations and get the word out to the public about the benefits of the Weed & Seed program.

Strategic roles/responsibilities: Each individual serves on at least one subcommittee.

Pertinent experience, if any: Linda is a local business leader and has been active in the community for several years. Andrew and Josh are residents and community organizers in the South Central neighborhood. Andrew is the pastor of an urban church beginning its third year. Josh owns a six year old window washing business that serves all of central Indiana and hires individuals in low-income neighborhoods, including ex-offenders. Tracie has taken a leadership role as a resident, mother, student and future social worker.

Additional Members:

Name: Monty Brooks

Title: Chief Operating Officer, Associate Executive Director,

Organizational affiliation: American Red Cross, Hoosier Heartland Chapter

Specific contributions [MOA details, if any]: Provides leadership to the Weed & Seed Steering Committee as co-chair. Represents the Weed & Seed effort at public meetings and presentations. **Strategic roles/responsibilities:** Monty has a strong leadership position in the community as the second in charge of the agency receiving the most United Way of Delaware County

dollars. He has strong ties in the African American Community and especially with pastors of local churches. He brings a variety of representatives to the table and encourages collaboration among agencies offering services to neighborhood residents.

Pertinent Experience [if any]: Monty oversees the daily operations of the Chapter. These duties include but are not limited to staff relations, project development and various other community involvements. He is also the broad chair for Open Door/BMH Health Center and the downtown YMCA.

Name: Mark McKinney

Title: Del. Co. Prosecutor

Organization affiliation: Delaware County Prosecutor's Office

Specific contributions: Serves on the Steering Committee as a liaison to the courts and prosecution system in Muncie & Delaware County.

Strategic roles/responsibilities: Will provide support and assistance to the drug court through participation in parole sweeps, probation hearings and diversion programs.

Pertinent experience, if any: He has served 12 years as Deputy Prosecutor (during which time he was the Prosecutor's Liaison to the Muncie-Delaware County Drug Task Force. He has served almost nine months as of August 2007 as Prosecutor. He is the co-chair of the Weed Committee and along with law enforcement will work on specific law enforcement strategies and targets within the neighborhoods.

Name: June Kramer

Title: Executive Director of Delaware County Community Corrections

Organization affiliation:

Specific contributions: Serves on the Steering Committee and as lead organization for implementation of Muncie Weed & Seed.

Strategic roles/responsibilities: Will provide supervision of the financial management of the program in conjunction with the Del. Co. Assessor's Office. Will supervise requirements for placing Community Transition Program participants in prisoner reentry housing and assist in determining programming, security and set up of prisoner reentry programs. We will have surveillance monitoring of the offenders while in the Community Transition Program and while they are on house arrest and ensure they report to a case manager on a daily basis. Will continue to oversee the Drug Court as director and direct offenders to appropriate programs and services to address their criminogenic needs and substance abuse issues to help reduce recidivism.

Pertinent experience, if any: 16 years as a Probation Officer with 9 years as a Juvenile Probation Officer and 7 as Director of Community Corrections which oversees the Community Transition Program. The Community Transition

Program is an early release from incarceration at the Indiana Department of Correction to house arrest to complete an offender's remaining sentence in a effort to have him/her make successful transitions back to the community.

Name: Gary Chenault

Title: President/CEO

Organization affiliation: United Way of Del. Co.

Specific contributions: Serves on the Steering Committee as leader in the non-profit community.

Strategic roles/responsibilities: Due to the relationships he has with various organizations and funders he will be very instrumental in identifying partners to support the Weed & Seed initiative in the areas of programs and development.

Pertinent experience, if any: 17 years of Leadership and Resource Development experience in three communities; Indianapolis, IN, Portland, OR, and Muncie, IN.

Name: Kay Morehead

Title: Student Assistance Coordinator, Southview Elementary School, Muncie Community Schools

Organization affiliation: Calvary Baptist Church, East Central Neighborhood

Specific contributions: Serves on the Steering Committee as a liaison to the County Recorder's office, the Muncie Schools and is also spouse of Pastor Jonathan Morehead of Calvary Baptist Church.

Strategic roles/responsibilities: Will assist with program strategies and development of prisoner reentry and prevention programs.

Pertinent experience, if any: Ms. Morehead has five years of combined experience in state and county government, and two years experience working with The Way in Lexington which was a non-profit entity. She also worked for five years of experience in the banking industry.

Name: Rev. Royce Mitchell

Title: Bishop and Pastor

Organization affiliation: Deliverance Temple, President-Coalition of Concerned Clergy

Specific contributions: Serves on the Steering Committee as a leader in the church community in downtown Muncie. He is also in charge of the housing program that is critical to the prisoner reentry project.

Strategic roles/responsibilities: Will provide convening role for churches

involved in the project.

Pertinent experience, if any: Pastor Mitchell started MAPA (Muncie Alliance for the Prevention of Substance Abuse) 10 years ago which is now a key part of the prisoner reentry program. He is also a mentor at the Plainfield Corrections Facility in Indianapolis and is the head of the group, Concerned Clergy, representing more than 15 churches in the downtown area.

Name: Rev. Aston Chambers

Title: Pastor

Organization affiliation: Mt. Zion Missionary Baptist Church

Specific contributions: Serves on the Steering Committee as a leader in the church and business communities.

Strategic roles/responsibilities: Pastor Chambers will provide liaison relationships to ex-offenders, currently incarcerated offenders and individuals who are committing drug crimes on the street in his neighborhood. With the help of his wife, Rita, the couple is also spearheading the communication process with churches in the Weed & Seed area. Together they will start Mt. Zion Construction, a

for-profit business to hire ex-offenders to repair, rehabilitate and build new homes in the blighted and abandoned areas of the Weed & Seed neighborhoods.

Pertinent experience, if any: He has served as a pastor since 1987 in a variety of churches in Colorado Springs, Fort Wayne and now Muncie, Indiana. He was involved in the Fort Wayne, Indiana program One Church/One Offender that places offenders on probation, parole or Community Transition Programs to be matched with a church to attend to the offender's need for social services. In addition, Pastor Chambers served in the US Army for 12 years and received a Culinary Arts Certificate from the NCO Academy in Fort Lee, Virginia. He is President of the Fifth Sunday Pastors Fellowship that is designed to break down denominational barriers and has managed building restoration contracts as a Program Administrator.

Name: Guillermo Rodriguez

Title: Executive Director

Organization affiliation: Muncie Housing Authority

Specific contributions: Mr. Rodriguez was part of the Muncie Housing Authority effort to bring a \$12.3 million Hope VI grant to Muncie. The building of the Millennium Place upscale but affordable apartment complex is located right next door to the first part of the prisoner reentry program, The Conley House.

Strategic roles/responsibilities: Mr. Rodriguez will act as a liaison to the housing managers and other community leaders to determine how to seek out

resources and construct a high quality prisoner reentry program.

Pertinent experience, if any: He has been an employee with the Muncie Housing Authority since 1992. He has served the Agency as the Modernization Director and now as the Executive Director. He has acquired a number of training certifications and certificates in the housing industry and also has completed the Executive Director Education Program from Rutgers University. He is an active member of NAHRO (National Association of Housing and Redevelopment Officials) and PHADA (Public Housing Authority Directors Association). He serves on the Board of Directors of the Delaware County United Way and is the Membership Chair for the Boy Scouts of America Golden Eagle District.

Name: Jacey R. Frazier

Title: HOPE VI Community & Supportive Services Coordinator

Organization affiliation: Muncie Housing Authority

Specific contributions: Ms. Frazier was involved with a \$12.5 million Hope VI grant to Muncie. The building of the Millennium Place upscale but low-income apartment complex is located right next door to the first part of the prisoner reentry program, The Conley House.

Strategic roles/responsibilities: Co-Chair of the Seed Committee determining programs and budgets

Pertinent experience, if any: Ms. Frazier has been with the Muncie Housing Authority since August of 2003. Ms. Frazier is a graduate of Ball State University, where she earned both her Bachelor and Masters Degree. She has over 15 years of experience in community building, service and mobilization. Prior to accepting the position with the Muncie Housing Authority, she resided in Detroit, Michigan where she worked with various public and not-for-profit organizations including; The Detroit Public Schools, The Skillman Foundation, and the City of Detroit. She is also a member of the Family Services, Inc., Board, which aids women and children who are victims of domestic violence. In 2001, The City of Detroit honored Ms. Frazier with the Spirit of Detroit Award, and she was a 1995 recipient of the City of Muncie's Mayor's Community Service Award.

Name: Ron White

Title: Board President

Organization Affiliation: Industry Neighborhood Association

Specific Contributions: Serves on the Weed & Seed Steering Committee and the Community Policing Committee. Contributes regularly to other subcommittees as needed and requested.

Strategic Roles/Responsibilities: Mr. White has been a resident and business leader in the Industry community for many years. He is the owner of the local

karate school and pastor of an active neighborhood church.

Pertinent Experience, if any: Mr. White is a leader on the board of the Unity Center which will be built to become the new Safe Haven in 2009. He brings expertise as a former police officer and active leader in community affairs.

Name: Joseph Anderson

Title: Community & Public Relations Coordinator

Organization affiliation: Muncie Housing Authority

Specific contributions: Mr. Anderson is involved in the development of the Unity Center, the construction of a new community center to house the Safe Haven.

Strategic roles/responsibilities: Mr. Anderson will serve on the Seed Committee and assist with entrepreneurship programs, car programs, and life skills training for ex-offenders.

Pertinent experience, if any: He has served in his current position since February of 2006. He supervised and trained newly enrolled Service Coordinators in Indiana's Early Intervention Program. He is an Advisory Board Member to the Center for Early Literacy Learning (CELL) by the U.S. Department of Education, Office of Special Education Programs and Advisory Board Member to the National Early Childhood Center (NECTAC), in Chapel Hill North Carolina. He was appointed in 2002 to the Federal Interagency Coordinating Council (FICC) an advisory council to the U.S. Department of Education and served on Indiana's Interagency Coordinating Council (ICC) from 2004 to 2006. He was appointed to Muncie Indiana's Mayor's Council for People's with Disabilities in 2005 and previously served as a board member for the Social Status of Black Males.

VI B. Weed and Seed Subcommittees:

Weed/Law Enforcement Committee

Role: This committee oversees and receives recommendations from the Community Policing Committee and developed law enforcement strategies to provide support for the Weed portion of both grant strategies.

Objectives: This committee determined the goals and objectives for the Weed portion of both strategies. The group focused on reducing crime in the identified neighborhoods and removing individuals. This committee will receive recommendations from the Community Policing Committee on what projects should be considered to reduce drug traffic and violence in the identified Weed & Seed site such as police officers putting in overtime in the designated area, prostitution stings, and weekly neighborhood meetings to target crime in that specific area for crime. As a result of current collaborations progress is already being made in terms of neighbors working together to

identify drug houses and shut down drug and prostitution rings.

Composition: This committee includes the police chief, deputy police chief, prosecutor, county building commissioner, county parole officer, a representative of the Indiana Youth Institute, a local domestic violence and afterschool care provider, and one of the candidates for Mayor of Muncie in 2007.

Special Expertise References [if any]: Special expertise includes Marwin Strong, the county building commissioner, who is also the founder of the local group Fight Against Drugs and Violence. He has lived as a drug dealer and after a personal tragedy turned his life around and is now a positive role model for youth in the community. Others on the committee provide expertise in law enforcement, parole sweeps, and arrests for those who commit acts of violence in domestic situations.

Community Policing Subcommittee

Role: This committee focused on developing strategies to help neighbors feel empowered to fight crime in their neighborhoods and to improve communication between citizens and law enforcement.

Objectives: This committee decided on several strategies that could be used including regular meetings with neighborhood groups, tip cards in public locations and churches to alert police to crime and public events to show the community is unified against crime.

Composition: This committee includes the deputy mayor, the president of the Industry Neighborhood Association, citizens from the East Central Neighborhood Association, and representatives for community outreach programs. Leaders who are advocates for ex-offenders, representatives of the Muslim community in Muncie, and executive director of the Del. Co. Community Corrections Department all serve on this committee.

Special Expertise References [if any]: The deputy mayor has years of experience in public leadership and in corporate human resources, the neighborhood representatives have provided community leadership in corporate environments, in public duty and in leadership in neighborhood advocacy.

Seed Committee

Role: The Seed Committee oversees and receives recommendations from the Prisoner Reentry, the Prevention Youth and Parent Services Committee and the Neighborhood Restoration Committee on which programs should be implemented to fulfill the goals of the Seed portion of the grant.

Objectives: This committee will be setting goals for what the Weed & Seed Grant should accomplish in terms of preventing crime, in providing intervention in areas that affect crime such as substance and alcohol abuse, and in treatment of these areas.

Composition: This committee includes representatives of the Muncie Housing Authority, the local mental health care providers, local community action groups, neighborhood residents, individuals with disabilities, the deputy mayor and neighborhood business owners.

Special Expertise References [if any]: Special expertise is provided in areas of mental health and substance abuse prevention and treatment, providers of services for individuals with disabilities and those with innovative concepts in mentorship.

Prisoner Reentry Subcommittee

Role: This committee will develop projects to recommend to the Seed Committee on ways of providing assistance to ex-offenders as they are released from corrections facilities. The possible projects include: assisting ex-offenders in getting help with housing, support group and job placement assistance.

Objectives: The possibility is being explored of building or renovating a site for transitional housing for ex-offenders that would offer job placement and training services. A collaboration of three churches is being considered for this project including Spiritual Missionary Baptist, Calvary Baptist Church and Deliverance Temple.

Composition: This committee includes members of local churches interested in providing prisoner reentry services, individuals from job placement and education programs, representatives of mentorship programs and individuals with expertise in developing low-income properties.

Special Expertise References [if any]: Special expertise includes the leader of a quality housing development group that specializes in federal income tax credits to develop low-income property for seniors, those with disabilities and for those in the prisoner reentry program.

Prevention, Intervention and Treatment Subcommittee

Role: This committee reviewed all possible projects in the area of support programs for youth and parents to help prevent crime.

Objectives: This committee will recommend these projects to the Seed Committee.

Composition: This include mentorship programs, youth anti-drug and violence efforts, programs to provide support for parents who are trying to prevent their children from engaging in high-risk behaviors, neighborhood residents and representatives from the health care provider community.

Special Expertise References [if any]: Three of the local community centers for youth joined together to look at collaborative programming as part of a new facility the Unity Center. Programs will include new projects to target parents of youth.

Neighborhood Restoration Subcommittee

Role: This committee will propose projects to the Seed Committee in the area of improving the appearance and condition of housing of the Weed & Seed site.

Objectives: Projects are targeted to improve the quality and appeal of the neighborhoods through renovation, repair and restoration while including the possibility of forming a business that would hire ex-offenders to do work alongside non-profits, educational institutions and building professionals in the area to upgrade properties in the area.

Composition: The committee included representatives from churches that wish to start ex-offender employment programs, education institutions, neighborhood activists and renovation experts, as well as providers of assistance in first-time homebuyer assistance and senior and disabled services.

Special Expertise References [if any]: Individuals with experience in buying and selling properties for low-income residents are on this subcommittee as well as those who can help train ex-offenders to do construction work and receive certification while renovating and improving the neighborhood.

Weed & Seed Advisory Board

Role: This committee will be directly responsible to the Steering Committee and is charged with the task of doing community outreach and advocacy. The members of the advisory committee are encouraged to discuss the Weed & Seed effort with constituents who may have an interest and may contribute various expertise to the grant process.

Objectives: This group is the convener of the larger Task Force and special events related to promotion of Weed & Seed ideals. They may add members to the group at any time to keep new ideas and feedback flowing to the entire Task Force.

Composition: This group includes members of the school board, the trustee's office (assigned to provide poverty relief in Indiana's local communities), former board members of local non-profits such as United Way of Del. Co., youth representatives, a state senator and a representative from the US Congressman's office.

Special Expertise References [if any]: Individuals with experience in broad community outreach and communication were engaged as well as agencies that work directly with neighbors being served by social services in the community. Legislators offered insights into how the program could fit into local, statewide and even federal programs and objectives to reduce drug-related crime and violence as well as recidivism.

VI. C. Weed and Seed Site Director:

Position description:

Qualifications Statement:

When and how position will be advertised, required background check, and expected date to fill position:

How position is financed throughout the life of the strategy:

Position Description:

Position: Weed & Seed Site Director

Reports To: Weed & Seed Steering Committee; Housed by Delaware County Community Corrections

Purpose of Position: To provide administrative and staff support to the Weed & Seed Steering Committee

Required Duties, Responsibilities and Skills:

- Provides a monthly report to the Steering Committee of the status of the projects/programs and financial status.
- Prepares and approves all claims for reimbursement with the fiscal agent.
- Prepares required reports to include the semi-annual progress reports and the Grantee Performance and Reporting Act report.
- Coordinates with the City of Muncie and Delaware County Community Corrections on grant applications, reports, training and citywide initiatives.
- Coordinates Steering Committee, Weed Committee, Seed Committee, and subcommittee meetings by taking minutes and notifying members of meeting dates.
- Serves as a liaison among all participating organizations.
- Attends training as required by the Department of Justice, Community Capacity Development Office. Coordinates training for Weed & Seed committee members.
- Assists each committee to coordinate the activities necessary to implement the work plan.
- Develops a public relations and outreach campaign.
- Seeks additional funding resources to implement program activities.
- Work experience must include at least one year of experience with community organizations, criminal justice or related field.
- Position requires oral and written communication skills, grant management and fund-raising skills and analytical skills necessary for budget management and fiscal reporting.
- Knowledge and experience with Microsoft Word and Excel. Experience with additional software (Publisher, Access and Power Point) preferred.
- Must have a valid Indiana Drivers License.

- Must pass a criminal background check/drug test.

Name/Resume or Qualifications Statement & How Position Will Be Filled:

Allison Bell-Imel is serving as acting director of Weed & Seed courtesy of her contract with Partners for Community Impact, a program of the United Way. Her bio is attached. She will continue to serve in this position until Weed & Seed is approved or through August 2008, whichever is sooner. When Weed & Seed funding becomes available, the Steering Committee will select a full time paid director, using the job description above (including background check). If it is someone other than Ms. Bell-Imel, they will advertise in the local newspaper, require a background check, and fill the position within 6 weeks of Weed & Seed award. The position will be housed at Community Corrections.

How position is financed throughout the life of the strategy:

Initially the position will be financed with Weed & Seed grant support until partners are able to obtain local public and/or private funding for the position.

VI. D. Fiscal Agent:

Organization; Qualifications/Experience:

Organization:

Delaware County Community Corrections

June Kramer, Executive Director

Diana Bailey, Financial Manager

Qualifications/Record of Experience:

Delaware County Community Corrections (DCCC) will serve as fiscal agent for the Weed & Seed grant.

DCCC has 25 full time employees and 3 part time employees, including the Executive Director, Administrative Assistant and Financial Manager (Diana Bailey) who will oversee the Weed & Seed grant. DCCC already manages an annual grant budget of \$821,902 and annual project income budget of \$950,548, serving approximately 1300 clients enrolled in programs/classes. DCCC is audited by the State Board of Accounts, the Indiana Department of

Corrections, the Indiana Judicial Center and federal auditors. DCCC has a 21 member Advisory board, many serving by statute and others appointed. DCCC has monthly Board meetings.

To commence Weed & Seed, an Ordinance will be prepared for approval at a public meeting. Appropriated budgets are presented to the County Council for approval. Budget appropriations, expenditures, payroll, revenues, transfers, etc (a complete set of accounting records) are maintained by the DCCC Financial Manager.

Grant distributions will be directly deposited to First Merchants Bank, and the county Auditor and Treasurer will be notified. Invoices and claim vouchers will be prepared and recorded at DCCC, then presented to the county Auditor for payment. For federal grants, quarterly financial statements are prepared by the DCCC Financial Manager, signed by the Director and Auditor. For Muncie Weed & Seed, DCCC will ensure compliance with all federal financial management and reporting requirements. If necessary DCCC will seek advice and technical assistance from the fiscal agent for a series Indianapolis Weed & Seed grants, Liz Allison of IMPD Grants Unit.

VI. E. Additional Neighborhood Resource Providers:

Organization; Strategic Importance to efforts/Contribution

- Muncie Police Department will provide targeted law enforcement and community policing services.
- The Delaware County Prosecutor's Office will participate in targeted drug enforcement targeting and reporting, community policing events, and prosecution of cases.
- Community Corrections will serve as fiscal agent and will coordinate Drug Court
- Community Corrections, Probation, and Parole will coordinate oversight and services for reentering offenders.
 - For reentering offenders, Spiritual Missionary Baptist will provide life skills and job readiness training, Calvary Baptist will recruit mentors, Deliverance/MAPA will provide substance abuse and mental health counseling, and Halal Authority of North America (HANA) will provide mentorship and jobs.
 - Mt. Zion will provide neighborhood clean up and offender reentry construction jobs program to renovate housing.
 - QUAD, Spiritual Missionary Baptist, Calvary Baptist, Deliverance Temple/MAPA will provide reentry housing.
 - ECO and Hillcroft will help assess and place offenders in training/jobs.

- The U.S. Attorney’s Office will serve on the Steering Committee. The USAO Reentry Coordinator, Maxine Bryant, will provide technical assistance on neighborhood based offender reentry programming, along with Aftercare Indiana through Mentoring (AIM)
- Muncie Boys and Girls Club will provide safe haven youth activities and mentoring for youth, targeting children/siblings of offenders. The local group Parents Encouraging Parents, in collaboration with the Black Achievers program at the YMCA, will provide mentoring for adults.
- Seven neighborhood associations will provide resident leadership for the Steering and subcommittees.

VII. COORDINATION COMPONENTS: *(Use “bullet format”.)*

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

Federal Partnerships/Collaboration: The U.S. Attorney’s Office co chairs the Steering Committee and coordinates funding for related programs. The FBI, DEA, ATF, and US Marshall work on interjurisdictional task forces. The DEA serves on the Steering Committee. HUD funds the HOPE VI project Millennium Place, along with CBDG and HOME funds directed to the target area by the city.

State Partnerships/Collaboration: The State Department of Corrections collaborates on and funds a variety of reentry programs, such as the CTP community transitions program, Hillcroft Services, Inc. reentry employment, and HANA food packaging that employs ex offenders. Indiana State Police serve on interjurisdictional task forces. Indiana Criminal Justice Institute funds related law enforcement and anti drug projects.

Local Partnerships/Collaboration: The City of Muncie Mayor’s Office-Deputy Mayor, sits on the Steering Committee, the Muncie Police Department coordinates anti-drug efforts along with the Delaware County Prosecutor’s office, Del. Co. Community Corrections, Del. Co. Probation and Parole and the Del. Co. Circuit Court to provide the existing drug court program. The Muncie Housing Authority manages Millennium Place, the Hope VI project, and has three members on the Weed & Seed Steering Committee and in positions of leadership on the Seed Committee.

Private Partnerships/Collaboration: The United Way’s Partners for Community Impact spearheaded W&S planning. Several private foundations underwrote

this effort. CAN, a network of 20 agencies will provide social services for youth, parents, and reentering offenders. Boys and Girls Club and YMCA will provide safe haven services. Several employers participate.

Tribal Partnerships/Collaboration [If any]: None

Crosscutting Partnerships/Collaboration: The Drug Task Force is an interagency group that will fight drug crime in the Weed & Seed area. The proposed reentry initiative involves three churches, several non-profit and government agencies through the Community Access Network, and three public agencies (probation, parole, and community corrections). These non-profit and public agencies coordinate to offer coordinated social service referrals to ex-offenders.

Please see the narrative section III B for a full list of partners that span all the foregoing categories.

VII. B. COORDINATION STRATEGIES:

Law Enforcement Coordination Within and Among W & S Elements: The Weed Committee includes the police, prosecutor, probation, community corrections, parole, anti drug programs, drug court reps, and neighborhood residents. Residents will help identify hot spots for targeted law enforcement and for neighborhood clean ups. Prevention activities will be geared to prevent youth involvement in drugs and drug crime and to support the children of reentering offenders. Clean ups will be designed to reduce opportunity for drug crime and to involve neighborhood youth and residents and reentering offenders in positive neighborhood activities. Construction crews of reentering offenders will be tasked with improving housing in the target area, for other reentering offenders and for resident homeowner repair. Drug Court will be used to intervene early and divert drug offenders into positive community activities.

Community Policing Linkages: Residents and police/prosecutors will interact at weekly and monthly meetings, exchanging tips and reporting results of anti crime efforts. More and better information/tips should be available to police to enable them to target their efforts more precisely, in ways that make residents feel safer. Residents are being polled to identify not only crime/drug hot spots, but also to identify houses/properties that need to be fixed up. Four community events and two clean ups will be held each year to help educate the community, build trust, and have fun, engaging police and residents in joint activities. Drug Court and reentry program participants will be directed toward positive PIT and NR activities.

Prevention, Intervention and Treatment Linkages: Youth PIT services will be targeted on high risk youth: siblings/children of offenders, with an emphasis on anti drug programs and mentoring. Parents will be trained by the YMCA to support their children. Safe havens will participate on the Seed Committee, along with the 20 social service agencies of the Community Access Network (CAN) who will provide services as needed to youth, parents, drug court participants, and reentering offenders. Muncie's reentry program is primarily a seed approach to reentry, with supported housing, independent housing, training, jobs, substance abuse and mental health services among the host of PIT services available to ex offenders.

Safe Haven(s) Management: The Muncie Boys and Girls Club and YMCA both have programs already geared toward drug prevention and mentoring; they will adapt these services as safe havens for W&S. PEP already has resources and materials to help parents with drug prevention and academic support for their children. All these entities will work together to recruit/identify participants who are children/siblings of drug offenders, reentering offenders, or have committed entry level offenses themselves. These agencies have extensive experience in managing programs for youth and families at risk.

Neighborhood Restoration Linkages: Clean up crews from Mt. Zion will engage resident youth, adults, community service workers, civic volunteers, and ex offenders in campaigns to clean up and fix up the areas selected by W&S residents. Mt. Zion also will coordinate a jobs program for ex offenders whereby offenders construct beds/housing for other ex offenders, repair homes in the W&S neighborhood, and purchase and completely restore 1 house per year in the W&S area. Jobs programs will be coordinated by ECI (Work One) and Hillcroft Services.

Critical "Sustainment" Activities: Most clean up fix up activities will result in permanent improvements to the Weed & Seed area. Millenium Place, the \$40 million HOPE VI project, is yielding hundreds of permanent new homes within the W&S area. A new building will be constructed to house the safe haven. Numerous facilities for reentering offenders will be permanently in place. Ex-offenders and at risk adults will have developed new skills and be placed in permanently sustainable jobs/businesses. Neighborhood organizations will be strengthened via their involvement and training through Weed & Seed. The relationships formed through this process and methods getting things done -- e.g. routine exchange of information among police and community members -- are the keys to Weed & Seed success and will continue indefinitely after Weed & Seed funding is complete. Weed & Seed is in many ways a capacity building project.

VII. C. ROLE OF RESIDENTS IN STRATEGY IMPLEMENTATION:

Residents have been involved since the outset of Muncie W&S planning two years ago through 3 public forums and adult/youth surveys. Residents are among the 100 people and 60 agencies represented on the 10 W&S planning committees. Residents will serve on all ongoing W&S committees and chair/co-chair most. A W&S memorandum of agreement will commit agency partners and neighborhood groups to fully participate in the W&S initiative as outlined in the work plan. Residents are being polled again this summer to confirm drug hot spots, areas needing clean-up work, fear of crime, etc. About 100 residents turned out at the most recent W&S anti drug rally. Residents will be surveyed annually to measure progress.

Role of residents in the community policing element of the strategy: Seven neighborhood organizations will be mobilized to participate in community policing. Some are more active than others, and will serve as mentors to their peers. The Police Department has pledged to meet with residents on a weekly basis at the beginning of W&S, and later on a monthly basis to build trust and participation. Large community events are scheduled 4 times per year and clean ups twice per year. Residents will be recruited to help with mentoring of youth and ex offenders and with neighborhood clean ups. Much recruitment will take place via the seven neighborhood organizations and several churches actively participating in W&S.

Through Weed committee (and subcommittee) meetings, residents will prioritize problems to be addressed by the police. At these meetings, the police and prosecutor will distribute information about the location of serious crimes, arrestees, offenses committed, charges filed, and prosecution status. Residents will provide information about criminal activities in their areas. Residents will be able to provide anonymous information through tip cards, that can be handed in or mailed in to law enforcement officials. This information will be used to help select "hot spots" or priorities through police-resident collaboration.

Role of residents in the prevention/intervention/treatment element of the strategy: The Seed Committee will address prevention intervention treatment, as well as neighborhood restoration strategies. The Seed committee includes residents and social service agencies, safe havens, churches, etc. Residents will be recruited via churches to help reentering offenders. Residents completed door to door interviews to develop baseline data regarding perceptions about the neighborhood and will repeat the survey annually. Drug prevention will be coordinated via the Seed Committee. Agencies seeking to partner with W&S or serve as a safe haven must present proposals to the Seed Committee. If Seed Committee approves, the proposals will then be forwarded to the Steering Committee for approval. (This is the pprocess that was used to develop the

initial 2 and 5 year plans).

Safe Haven(s) operations involvement: Residents will be recruited to participate as mentors for youth and parents at area safe havens. Safe haven designation and programming ideas will be submitted to and approved by the Seed Committee and subcommittees, all with extensive resident involvement.

Role of residents in the neighborhood restoration element of the strategy: Residents and youth will help with neighborhood clean up events twice a year. They will also help create housing of ex offenders via United Way's Day of Caring and through a Community Build. Businesses within the W&S area will be encouraged to hire ex offenders and/or use the services provided by Mt. Zion. Residents will help select the properties to be clean up/fixed up by repair crews.

VII. D. COMMUNICATION PLAN:

How resident leadership will be developed and maintained within the site: Local policies require that residents hold 25% and neighborhood resource providers hold 25% of Steering Committee positions. This helps ensure that resident participation is maintained throughout the five year plan. Muncie Police will initially meet weekly and later monthly with resident groups to maintain open, mutual lines of communication. Strong neighborhoods/neighborhood leaders will mentor their peers. Building leadership capacity within neighborhoods is a priority. Residents will be provided with training opportunities and encouraged to attend W&S events. Muncie W&S anticipates peer mentoring assistance from other successful Weed & Seed sites, such as those in Indianapolis. Part of the site director's job, in alliance with the many participating churches, is to recruit residents, promote participation, obtain training, and build leadership. The acting site director's experience in media/communications should be a tremendous asset to the program.

Communication Tools and Applications: Muncie maintains more than the minimally required number of committees to ensure that everyone interested in W&S has an opportunity to participate, a role to play. The site director communicates through regular email correspondence with all parties, conducting several committee meetings per week. Large luncheons are held monthly (with free food) to update the community on W&S progress. The local newspaper has taken an interest and has written several very supportive articles about W&S. Mailings and flyers are used to reach large audiences, along with TV and radio announcements. Announcements are made at local churches about meeting schedules and progress. The W&S Advisory Board has reached out to libraries, schools and receipt of government services. Promotional materials are left in these public locations to ensure that members of the public

are widely informed. Word of mouth is another powerful tool. Again, the site director has a background in media/communications, so this is a strength of Muncie W&S.

Resident involvement on the Steering Committee/Subcommittees: Again, half of positions on the steering and subcommittees are allotted for residents and neighborhood resource providers. Residents serve in leadership positions, chairing or co chairing committees. Local partners anticipate more and more participation as residents begin to see positive results from W&S and become increasingly convinced that their suggestions are having an impact on strategy.

Focused/Continued Outreach Strategies: Muncie W&S has already reached out to and involved an exceptionally wide array of partners. It will be challenging just to sustain this high level of participation. In addition, Muncie W&S will attempt to strengthen the relationship with local schools, K-12 and postsecondary. Above all, it will work to strengthen the 7 neighborhood associations, as this is central to the long term sustainability of Weed & Seed.

Other Communications and Public Relations Elements: The acting site director is a public relations professional; her father is a professor in the journalism department of Ball State University, an former national news correspondent/anchor. The local newspaper has taken an interest in W&S; it has already written at least three articles about Weed & Seed this month (August), including an editorial in support of the project. With strong participation from the United Way and several churches, Muncie is in a very good position to reach a broad audience.

Muncie also will send a letter to employers with information about the tax benefits available for hiring ex offenders and with information about W&S. Muncie may host a television program on the local PBS station affiliated with Ball State University or on the local cable channel, designed to allow teens to call in with questions about drugs, alcohol, STDs etc.

VIII. BUDGET, SUSTAINABILITY AND LEVERAGING:

VIII. A. BUDGET DETAIL AND BUDGET NARRATIVE

The budget documents are to be submitted as a separate file attachment following the format provided in the Appendix entitled “*Sample Budget Detail Worksheet and Budget Narrative*” located at

Budget Detail Worksheet: The worksheet should provide the detailed computation for each budget line item. The worksheet must list the cost of each item and show how the cost was calculated. For example, cost per personnel should show the annual salary rate and the percentage of time devoted to the project for each employee paid through grant funds. The budget detail worksheet should present a complete and detailed itemization of all proposed costs. **Budget detail utilizes OMB Form 1121-0188, which may be found at:** http://www.ojp.usdoj.gov/Forms/budget_fillable.pdf.

Budget Narrative: The narrative should describe each budget item and relate it to the appropriate budget activity. It should closely follow the content of the budget detail worksheet and provide justification for all proposed costs. In the budget narrative the applicant should explain fringe benefits were calculated, how travel costs were estimated, why particular items of equipment or supplies must be purchased and how overhead was calculated. The budget narrative should justify the specific items listed on the budget detail worksheet (particularly supplies, travel and equipment) and demonstrate that all costs are reasonable.

Budget forms and narrative are in a separate document. A summary table follows:

MUNCIE Expense	Weed	Seed	Total Fed	Local Match	Use
Coordinator	20,000.00	20,000.00	40,000.00		Coordinator Salary
Fiscal Agent Fee	900.00	900.00	1,800.00		Fee to CC/County for claims processing
Office Supplies	600.00	600.00	1,200.00		Postage, paper, toner, etc.
Law Enforcement Overtime	43,470.00		43,470.00	58,333.00	Overtime for Drug Task Force and Parole Sweeps
Drug Court	13,000.00	0.00	13,000.00		Drug Court Staff
Community Policing	1,530.00	1,500.00	3,030.00	3,000.00	Neighborhood Organizing/Anti-Crime Events
PIT Safe Haven Mentors/Drug Prevention		13,000.00	13,000.00		\$10,000 Muncie Boys & Girls Club (Safe Haven) \$3,000 YMCA/Parent Achievers Program
NR - Re-Entry Services (SA/MH, Mentoring, Life Skills) & Housing		27,600.00	27,600.00	\$9,500.00 +\$12,000.00	\$21,500 for 3 Churches Construction \$8300 Deliverance \$8300 Spiritual Missionary \$3,000 HANA \$3,000 Calvary Baptist
NR Reentry Construction & Clean-Up Job Crew		14,900.00	14,900.00		Mt Zion Neighborhood Cleanups & Reentry Const Crew \$8300 + supplies etc
Data Collection/Evaluation	5,000.00	5,000.00	10,000.00		Crime Control Research & Local Students
Travel	3,000.00	4,000.00	7,000.00		Conferences
Total	87,500.00	87,500.00	175,000.00	\$58,333.00	Police Regular Time

					\$9500 '07 \$15,000 '08	Partners for Cmty Impact Partners for Cmty Impact
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VIII. B. SUSTAINABILITY AND LEVERAGING:

Discuss plans to leverage community resources in support of Weed and Seed strategy and sustainability efforts that will allow building volunteer, in-kind, financial and other support that will enable the strategy to continue long-term:

The Muncie strategy relies primarily on local/private (non Weed & Seed) funding and on volunteer time, with a leverage ratio of at least 43:1. Already over 100 people and 60 organizations have volunteered to sit on W&S committees. Plans are underway to recruit student and adult volunteers to help with neighborhood clean up and fix up campaigns. Several faith based organizations, with strong financial and volunteer bases, are key partners on reentry programs. In most cases the strategies entail building on, expanding, redirecting, or targeting existing programs, with approaches that can be readily sustained once proven successful. Some strategies (e.g. home repair) will result in permanent improvements to the neighborhood and provide work for ex-offenders while bringing in dollars to sustain the Mt. Zion Construction business. Specific sustainability/leveraging plans for each strategy are described in more detail in the two year plan. In addition, Muncie will confer with successful sites such as Indianapolis for mentoring/advice on how to leverage and sustain Weed & Seed. Talks have already begun to expand the Indianapolis citywide steering committee into a regional body that includes Anderson and Muncie.

Summarize funding that will be incorporated into the project:

At least \$43.3 million in leveraging has already been identified and is summarized on the chart below. In addition, each strategy includes leveraged funds, identified in the two year plan.

Total Federal grant/funding dollars which will be incorporated into the project: \$10,300,000+

Total state/local grant/funding dollars which will be incorporated into the project: \$1,000,000+

Total other funds leveraged which will be incorporated into the project: \$32,000,000+

LEVERAGE	Fed	State, Local	Private, Other	Total
Muncie Housing Authority Millennium Place Hope VI	8,160,767		\$31,289,963	\$39,450,730
Partners for Community Impact Sub Grants for W&S			\$9,500 in 2007 \$15,000 in 2008 including \$3,000 for CP \$12,000 for NR	\$24,500
Partners for Community Impact Grants/Income 2004-2007			\$808,601	
Muncie Housing Authority baseline survey of resident perceptions			\$5,000	\$5,000
City CDBG	\$1,461,925/yr			\$1,461,925/yr
City HOME	\$625,499/yr			\$625,499/yr
Drug Free Communities Grant	\$100,000			
Partners for Community Impact Bowen study of housing needs in W&S area for NR			\$5,000	\$5,000
Muncie Police time		\$58,333/year		\$58,333/yr
Drug Court		\$55,000/year		\$55,000/yr
Community Corrections (includes \$116,453/yr for CTP)		\$900,000/year		
Total	\$10.3 mil +	\$1 mil +	\$32 mil +	\$43.3 mil +

IX. OUTCOMES AND EVALUATION

IX. A. PERFORMANCE MEASURES: (Use "bullet format".)

How will partners track, evaluate and report progress on ongoing basis?

How process changes will be measured. How impacts/outcomes will be measured. Baseline data for the areas targeted and city as a whole. Specific indices by which target crime will be reduced.

The overarching outcome intended across all strategies/plans is to decrease crime within the target area, as reflected by uniform crime statistics for the target area compared to the city/county.

Performance measures will include at a minimum these federally prescribed indicators plus other data specified in the GPRA report:

- Number of homicides in the site; change in number of homicides over time
- Number of agencies involved in multi jurisdictional task force operations
- Number of prosecutors dedicated to trying firearms cases
- Number of foot/bike patrols, substations, crime watch activities, and level of participation in community meetings
- Number of multi-jurisdictional task forces
- Number of homicides, robberies, aggravated assaults, burglaries, weapons offenses and drug arrests in the site; change over time (UCR)
- Number of faith-based and community based partnerships, grantees, subgrantees, and representatives on the Steering and subcommittees
- Number and amount of other (non Weed & Seed) resources/funding sources including public and private financial and in kind contributions
- Cooperating in monitoring visits and national meetings

Muncie proposes to collect data on performance (federally and locally specified indicators) with staff support from a full time Weed & Seed Site Director (Allison Bell Imel, Acting Director; permanent director to be named), an external data collection/evaluation firm (Crime Control Research Inc.), and the agencies providing/delivering the services.

The full time Weed & Seed Site Director will ensure that Weed and Seed partners/providers provide detailed oral and written reports on their activities at each **monthly** meeting of the Weed, Seed, and Steering Committees so that their progress can be monitored monthly and mid course corrections taken if/as needed.

Partners/providers will be expected to generate performance data associated with their activities; for example, the police department will collect information such as number of drug arrests, drugs seized, money seized, overtime hours worked, etc.

The full time Weed & Seed Site Director will collect most of the site-specific progress data needed to produce **semi annual progress reports and annual GPRA performance reports**. The Site Director will collaborate with external evaluators as needed to prepare the semiannual progress and annual GPRA reports. GPRA

reports currently are due in May.

Semiannual progress reports will be presented by the Site Director and evaluator to the Weed, Seed, and Steering Committee at six month intervals for review and discussion. Every six months the Steering Committee will review the detailed work plan, assess progress, and revise plans as needed, with guidance from the U.S. Attorney for the Southern District of Indiana.

Once a year, at an annual meeting, the Steering Committee will complete its most thorough review of Weed & Seed goals objectives and progress, utilizing the six month progress report, the annual GPRA report, and a report from external evaluators that includes qualitative information on resident perceptions as well as quantitative data. The Site Director and external evaluators will present reports at this meeting and be available for questions, answers, and discussion.

The two and five year plans will be updated by the Steering Committee annually on the basis of these discussions, presented for approval to the U.S. Attorney for the Southern District of Indiana, and submitted to USDOJ. Most baseline data has already been collected and is summarized in Section III for the city, county and target area. Additional baseline data may be collected by the site director, service providers, and evaluation team.

Local performance indicators were outlined above in the strategic plan section VII.B of this grant and are restated here, along with the official responsible for collecting the data:

Weed Strategy for Drug Crime

Performance Measures:

- # hot spots and hot offenders identified (police)
- # hours of law enforcement by type of activity (police)
- # drug related arrests (police)
- # amount and value of drugs confiscated (police)
- # guns seized (police)
- # and type of charges filed and convictions obtained (prosecutor)

drug court participants (community corrections)

#/% drug court relapse rates (community corrections, evaluator)

#/% completing drug court (three year program) (community corrections)

recidivism/re-offense rate of drug court participants (community corrections, evaluator)

active neighborhood organizations and members (site director)

and type of community policing events (site director)

attendees at events (site director and partners)

Outcomes: (all by evaluator and police)

- Increase drug arrests by 10% and reduce drug crime by 10% over 5 years
- Reduce recidivism among drug court participants
- Reduce overall uniform crime statistics compared to city/county

Seed Strategy for Drug Crime

Performance Measures:

Youth served by mentoring programs (goal is 17 new youth and a portion of 75 existing youth) (Muncie Boys & Girls Club and site director)

Adults/parents served by mentoring programs (goal is 20 new parents) (PEP/YMCA and site director)

Areas, # houses cleaned up (Mt. Zion and site director)

Volunteers and community service workers recruited for clean up (Mt. Zion and site director)

Outcomes: (all by evaluator)

- Reduce incarceration for drug crime by 10% over 5 years
- Reduce overall uniform crime statistics compared to city/county
- Increase community involvement in preventing crime

Weed Strategy for Reentry

Performance Measures: (community corrections)

Number of offenders supervised by parole, probation, and community corrections

Number of offenders successfully completing parole, probation, community corrections

Number of offenders violating terms of release

Number of probation/parole sweeps, hours of overtime

For sweeps, number in compliance and number/type of violations

Outcomes: (evaluator)

- Reduce re-offense rate among reentering ex offenders

Seed Strategy for Reentry**Performance Measures: (site director, service/housing providers, community corrections)**

participating ex-offenders enrolling

Ex-offender compliance with terms of probation/parole/community corrections

ex-offenders completing program successfully

ex offenders housed

ex offenders receiving support services by provider

ex-offenders moving into construction jobs, businesses, self employment

beds/spaces renovated for ex offenders

homes rehabbed, # sold

properties cleaned up or fixed up

additional ex offenders placed in new beds/housing

additional ex offenders entering CTP etc due to new housing

Outcomes: (evaluator)

- Reduce recidivism among participants
- Contribute to reduction in overall UCR crime

IX B Evaluation Plan

Who will be responsible for conducting evaluation?

Qualifications?

Decision process used to select this person/agency

Methodologies for reporting, monitoring, assessment

How evaluation carried out

Process/frequency of generating reports

How measurable outcomes will be monitored

Description of U.S. Attorney office and advisory committee oversight

As indicated above, **external data collection/evaluators will be hired/selected** to generate and analyze some of the data needed for semiannual and GPRA reports. The Steering Committee has determined that its best and most cost effective alternative is to contract with the firm already collecting evaluative data for other Weed & Seed sites in Indiana. Consequently, the city will contract with Crime Control Research Inc. (CCRI) to oversee data collection and evaluation.

Muncie Steering Committee members made this decision in summer 2007 due to:

- 1) the economies of scale that could be gained by using the same evaluator/evaluation system as neighboring Weed & Seed sites in Indianapolis and Anderson;
- 2) the extensive experience of Crime Control Research in conducting this type of work;
- 3) Crime Control Research's flexibility and willingness to work with local residents and local university students.

Crime Control Research Inc. is a criminal justice consulting company established in 2004 to carry on the work formerly conducted by the Hudson Institute. CCRI is a certified Women's Business Enterprise dedicated to working with local criminal justice agencies. The team, led by Dr. Natalie Kroovand Hipple, brings over 20 years of combined experience in research, crime analysis, program evaluation, database management, and policy development. CCRI has extensive experience in providing crime analysis services to IMPD to help identify problems, develop strategic responses, and enhance the quality of life in Indianapolis neighborhoods. It currently provides crime analysis services for grants supported by Weed & Seed, Bureau of Justice Assistance, Violence Against Women Act Office, and the Indiana Criminal

Justice Institute.

To maximize the effectiveness of its work, CCRI routinely draws upon the expertise of university faculty and criminal justice graduate students. To implement the Muncie Weed & Seed evaluation, CCRI will collaborate **with Ball State University and/or Ivy Tech faculty and students**. Ball State is located adjacent to the Target Area and has participated in COP-C grants.

CCRI will take primary responsibility for working with justice system partners to generate and analyze *quantitative* crime data needed to measure performance for target area strategies, primarily weed strategies. It will contract with university faculty, students, and neighborhood residents to help complete *qualitative* research, primarily for seed strategies.

Muncie has already undertaken a baseline survey of neighborhood perceptions. One or more **perception/attitude surveys** will be used by CCRI and partners to collect performance data specified for target area strategies; the survey(s) will be used to collect performance data specified throughout this grant application and/or required by DOJ. Neighborhood residents and students will be utilized to help collect and input street level/survey data, while senior staff and faculty will help analyze data and write reports.

In addition, CCRI will help collect crime/performance data not ordinarily collected by the Police Department (e.g. drug and weapons offense data) by **reviewing police case reports**. Upon notification of a grant award, the evaluation team will meet with the steering committee to develop a more detailed work plan and survey instruments.

The evaluation team will help prepare reports at six and twelve month intervals and make presentations to the steering committee as needed to ensure that the U.S. Attorney and other steering committee members are satisfied with progress toward objectives.

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

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**WEED & SEED
SITE DIRECTOR**

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Site Director

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<p>DEA CONTACT</p> <p>Name: Dennis Wichern</p> <p>Title: Drug Enforcement Agent</p> <p>Agency: US DEA</p> <p>Address: 10 W. Market St. Suite 2100, Indianapolis, IN 46204</p> <p>Phone: 317-226-6333</p> <p>Fax: 317-229-2403</p> <p>E-Mail: mary.bippus@usdoj.gov</p>	<p>LAW ENFORCEMENT CONTACT</p> <p>Name: Joe Winkle</p> <p>Title: Police Chief</p> <p>Agency: Muncie Police Department</p> <p>Address: 300 N. High St., Muncie, IN 47305</p> <p>Phone: 765-747-4822</p> <p>Fax: 765-741-1342</p> <p>E-Mail: jrwinkle@munciepolice.org</p>
<p>DEFINITIONS:</p> <p>1) United States Attorney - current United States Attorney serving the site's district.</p> <p>2) USAO Contact - contact person at the U.S. Attorney's Office who provides assistance and support to the Weed and Seed site (e.g. LECC Coordinator, Assistant U.S. Attorney, etc.)</p> <p>3) DEA Contact – Drug Enforcement Administration representative serving on the Weed and Seed Steering Committee who provides support to the Weed and Seed Community.</p> <p>4) Grantee Official Point of Contact – head of the <u>Fiscal Agency</u> who is to be contacted on official matters involving this application and future Weed and Seed funds, and who is authorized to enter into contracts for the agency (e.g. person who signed application).</p> <p>5) Weed and Seed Site Director - person who handles the day-to-</p>	

day operations and administrative requirements of the Weed and Seed strategy (e.g. coordinates Seeding and Weeding elements, prepares progress reports, organizes steering committee meetings, has continuous contact with CCDO on matters involving the grant and budget, etc).

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

Bio/Resume for Allison Bell Imel – Acting Weed & Seed Site Director

Allison Bell Imel, a consultant with The Bell Imel Group, Inc. in Muncie, Indiana, specializes in areas of community development, marketing & communications and grant research. Working with community neighbors and leadership, Bell Imel has helped to develop Muncie's Weed & Seed project. This project was developed as part of the United Way of Delaware County initiative Partners for Community Impact where she has been managing director since September of 2004.

With Partners, Bell Imel helped to bring 22 health and social service organizations together to form the Community Access Network (CAN). CAN provides a secured database for agencies to share information about common clients if they choose to receive coordinated case management. The project also provides a measurement tool to help clients set goals toward self-sufficiency.

Bell Imel wrote the \$500,000 4Community grant from the Lilly Endowment, Inc. and the Indiana Association of United Ways that funded CAN, along with local matching dollars from an unprecedented collaboration of five local funders. So far CAN has exceeded its goals and will become a key part of the Seed portion of the Muncie Weed & Seed effort by connecting faith-based and social service organizations in support of prisoner reentry.

CAN has been recognized by the Delaware County Coalition on Health and Human Services and the Indiana Department of Workforce Development. Using a statewide data network, CAN is involved in client advocacy at the state level as part of a multi-community collaboration with networks in Fort Wayne, South Bend and Anderson, Indiana.

Prior to joining Partners, Bell Imel was associate director of outreach programs at the Indiana Academy for Science Mathematics and Humanities, a gifted residential high school on the campus of Ball State University. She assisted in writing two \$1.5 million dollar grants that

created Project Aspire at the academy. Bell Imel supervised Project Aspire institutes for low-income, gifted middle school students and the distribution of advanced placement high school math and science courses to low-income schools across the state. She also supervised and produced internationally accessible distance learning programs and oversaw an annual series of advanced placement workshops for teachers.

Bell Imel's background also includes experience as communications director for a graduate school and as a news anchor and reporter at WAVE-TV in Louisville, Kentucky. Her broadcast career of eight years included television and radio reporting on crime, politics & government, schools and social programs. She received a bachelor's from Duke University in political science and French and her master's in broadcast journalism from Northwestern University's Medill School of Journalism.