

# **Cascade Locks Weed and Seed Strategic Plan**



**October 2001**

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# I. Management Structure

## A. Contact Person

Name: Lynae Hanson  
 Address: P.O. Box 308  
 Cascade Locks, OR 97014  
 Phone: Work- (541) 374-8484  
 Home- (541) 374-8818  
 Fax: (541) 374-8752  
 Email: [lhansen@cascade-locks.or.us](mailto:lhansen@cascade-locks.or.us)

## B. Steering Committee

1. **Steering Committee Members** (\* indicates members who live in designated area, names in bold indicate Executive Steering Committee members)

| NAME                     | TITLE                                    | ORGANIZATION   |
|--------------------------|--|--|
| <b>Back, Julia*</b>      | Student President                        | Oregon Students Safety on the Move (OSSOM)                       |
| Brostoff, Rob*           | City Councilor                           | City of Cascade Locks  |
| Cook, Marbe              | Director                                 | Project PM, 21 <sup>st</sup> Learning Grant after school program |
| <b>Daniels, Chris</b>    | Principal, Site Council                  | Cascade Locks School (K-12)                                      |
| Dethman, Joella          | Director                                 | Hood River County Commission on Children, Director               |
| Eggers, Rick             | Assistant Superintendent                 | Hood River County School District                                |
| Folliard, Katie          | Coordinator                              | Teen Court and Big Brother Big Sister                            |
| <b>Hansen, Lynae*</b>    | Chair                                    | Cascade Locks Interested in Kids (CLIK)                          |
| Hansen, Rachel*          | Student                                  | Oregon Students Safety on the Move (OSSOM)                       |
| <b>Harbaugh, Rashel*</b> | Advisory Committee<br>CLIK Secretary     | Project PM, 21 <sup>st</sup> Learning Grant after school program |
| Hesgard, Pat*            | Resident                                 | Lions/Lioness  |
| Hicks, Tiffany           | Police Officer                           | COPS in the Schools City of Hood River Police                    |
| <b>Kaske, Tena*</b>      | Resident                                 | Church/faith affiliation   |
| Kaske, Ken*              | Resident                                 | Approved Workmen Are Not Ashamed (AWANA)                         |
| Kuykendall, Tobi         | Program Manager                          | Youth and Family Services  |
| Lee, Sang*               | RARE Volunteer                           | City of Cascade Locks  |
| <b>McLean, Jean*</b>     | Resident                                 | Action Team and Business Association                             |
| Pahissa, Gerard          | Ordinance Enforcement Officer            | City of Cascade Locks  |
| Peck, Karen*             | Director                                 | Park and Recreation/ Safe Haven                                  |
| Pennington, Martina      | Member                                   | Garden Club  |
| Peterson, Diane          | US Attorney                              | US Attorney's Office   |
| <b>Russel, Tami*</b>     | Resident                                 | New Parent Services  |
| Salazar, Robbie          | Outreach Worker                          | Juvenile Department  |
| Schwanz, Dan             | Director                                 | Columbia Area Transit  |
| Sewell, John             | District Attorney                        | Hood River County  |
| <b>Willoughby, Bob*</b>  | City Administrator                       | City of Cascade Locks  |
| Wosley, Shirelle*        | Student                                  | Cascade Locks K-12   |
| <b>Yasui, Maija</b>      | Hood River County Prevention Coordinator | Hood River County Commission on Children                         |

## **2. Role and Responsibilities of the Steering Committee**

Cascade Locks Interested in Kids (CLIK), an Anti-Drug Coalition, was formed when a group of concerned parents, teachers, and the county's prevention specialist noted troubling data in the 1998 Oregon Student Drug Use Survey indicating local youth using multiple drugs, earlier and more often than their Oregon peers, as well as, peers from other schools in the same school district. Further needs surveys indicated an increased rate of drug use, drug trafficking, juvenile and adult crime in the City of Cascade Locks along with severe economic depression. Along with its level of expertise in attempting to address these community issues, CLIK's role has evolved from an anti-drug coalition to a more comprehensive focus in line with Weed and Seed Goals and Objectives.

Membership is primarily comprised of concerned citizens who have been living in Cascade Locks along with key stakeholders in the county sharing similar concerns about the conditions in the community and a desire to change this norm. Our coalition has grown to encompass but is not limited to partnerships listed below:

- US Attorney' Office
- City Of Cascade Locks
- Hood River County School District
- Hood River County Commission on Children and Families
- Hood River County Law Enforcement
- Hood River County District Attorney
- Hood River County Drug Prevention Coordinator
- Health and Drug and Alcohol treatment providers
- Next Door, Inc. (non-profit which umbrellas multiple services in the community)
- Business Association
- Action Team
- Parent Teacher Organization
- New Parent Services
- Teen Court
- Lions and Lioness Civic Organizations
- Oregon Student Safety On the Move

Cascade Locks Interested in Kids formed a Weed and Seed Steering Committee to develop the Weed and Seed strategy. This strategy focuses on a three-pronged approach the weed component, the seed component and a resource/funding component. Sub-committees were formed encompassing: Law Enforcement, Community Policing, Prevention/Intervention/Treatment, Safe Haven, Community Revitalization and Resource/funding.

The concerned local residents and stakeholders, now known as the Steering Committee, utilized the following data to assess the needs of the community:

- 2000 Census
- 2000 Community Economic Survey
- Youth Risk Behavioral Survey, 1998-2000
- Oregon Public School Drug Use Survey 1998/2000
- Juvenile Crime Data 1998-2000
- Law Enforcement Data Hood River County LEDS
- Cascade Locks School Fall Report 2000
- Mid Columbia Center for Living and Providence Northwest Chemical Dependency Mental Health and Drug Treatment Needs and Services Survey
- Hood River County for Children and Families Comprehensive Plan 2000-01
- Hood River County Juvenile Crime Prevention Plan 2000-01 focus on youth and substance abuse.
- Hood River County Alcohol, Tobacco, and other Drug Prevention Plan 2000-01 focus on youth substance abuse.

The Steering Committee organized several round table discussions concerning the needs and issues in the community. From these discussions/meetings members completed four different worksheets prioritizing the problems specifically relating to the four sections in the Weed and Seed strategy. The Steering Committee and sub-committees were divided into four groups to analyze goals and objectives. The Chair of the Steering Committee along with a few key stakeholders was asked to create a coherent strategic plan that incorporated all the resources and community needs identified from these activities.

The Steering Committee developed a holistic approach to law enforcement, community policing, prevention, intervention and treatment, and neighborhood restoration strategies.

The agreed upon responsibilities and powers of the Steering Committee are as follows:

- Provide direct oversight and management of program goals and objectives.
- Coordinate the activities of Weed and Seed committees.
- Approve changes to the program.
- Document program activity.
- Evaluate the program.
- Develop and implement activities that are consistent with the goals and objectives of the Weed and Seed initiative.
  - Weed Committee: strategies and activities that support law enforcement, community policing and crime prevention
  - Seed Committee: strategies and activities that support problem solving, intervention, treatment, neighborhood restoration

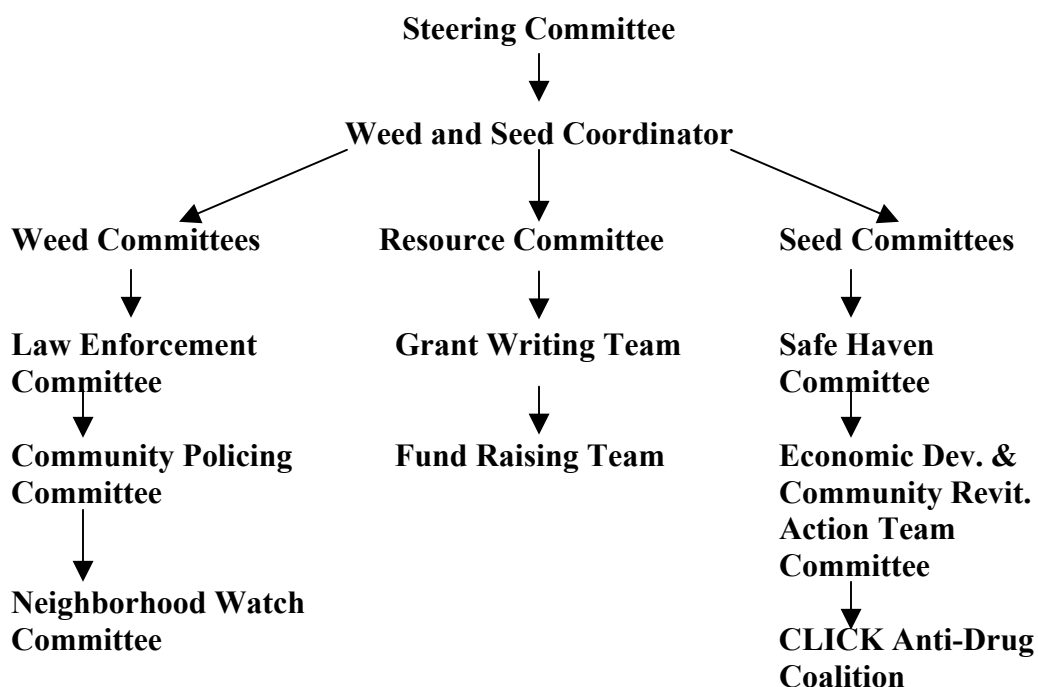
- Resource Committee: identify potential funds, budget oversight
- Executive Committee: Oversee and advise coordinator and above subcommittees. Comprised of steering committee co-chairs and subcommittee chairs
- Recruit, screen, interview and hire candidates for employment. Make recommendations to City of Cascade Locks on supervision and evaluation of the day-to-day activities of the coordinator and other Weed and Seed employees.
- Establish policies and rules for the Steering Committee, Standing and Subcommittees subject to applicable federal, state and local regulations and policies.
- The Steering Committee shall meet monthly.

### **C. Day-to-Day Management**

#### **1. Roles and Responsibilities of the Weed and Seed Coordinator**

The Coordinator will monitor day-to-day operations of the Weed and Seed Strategy. The Coordinator will report to the Committee the needs, issues, and opportunities of the Strategic Plan. The Coordinator will not only be involved in the administrative aspects of the strategy but also be the head coordinator for specific programs and sub-committees that are related to the Weed and Seed Strategy (i.e. Safe Haven Committee). The Coordinator will have an office at City Hall in Cascade Locks.

#### **2. Organizational Structure for the Weed and Seed Strategy**



The Steering Committee will oversee all of the components of the Weed and Seed Strategic Plan(see Attachment A). The Executive Committee will hold meetings as needed for administrative purposes, which will be reported to the steering committee. The City Administrator, a steering committee member, will provide administrative direction to employees and contracted agencies (Weed and Seed Coordinator, Law Enforcement, and Ordinance Enforcement officer). The Weed and Seed Coordinator will report directly to the Weed and Seed Steering Committee and will be responsible for the direction of the Sub-Committees. Sub-Committees will report to the Steering Committee on a monthly basis.

#### **D. Evaluation**

Due to the small population, geographic isolation, and the positive response from the Community Survey 2000, the Steering Committee determined that the most feasible way to evaluate the strategy would be to conduct a yearly survey of all of the residents of Cascade Locks. There are also various surveys and reports that are conducted by the School, County and State on an annual or biannual basis. These surveys are: Youth Risk Behavioral Survey, Oregon Healthy Teens, administered by the Office of Alcohol and Drug Abuse Prevention and Oregon Health Division; Oregon Public School Drug Survey; Juvenile Crime Data; Cascade Locks School Fall Report; Mid-Columbia Center for Living and Providence Northwest Chemical Dependency; Hood River County Commission on Children and Families. An interview survey conducted by the neighborhood watch members and data from law enforcement will also be critical in the evaluation of the Weed and Seed Strategic Plan. The results compiled will be made available to the public for questions and comments. Recommendations will be made by the chairs of sub-committees to the Steering Committee on the progress of the plan, if the measurable outcomes have been met, and if there need to be changes in the measurable outcomes or in the plan itself. The measurable outcomes, as stated in section III, will be the milestone indicators of the progress. The participants in the implementation of the program will be expected to give monthly feedback memorandums on the advancement of the plan and keep data records as outlined in the Weed and Seed Implementation Manual.

Apart from the methods mentioned above the members involved in the Weed and Seed initiative will be exploring other evaluation methods. These methods include soliciting university students from and academic institution to conduct evaluation and form a partnership. There will also be consideration on contracting certain agencies to perform an evaluation. Many of the methods employed in the Strategy, especially concerning prevention, intervention and safe haven programs are considered science based best practice programs that have been proven to be effective. These science based best practice programs have established evaluation methods as part of their program.

## II. Neighborhood Selection and Assessment

### A. The Designated Neighborhood

#### Target Area

Cascade Locks is located 45 miles east of Portland in the heart of the Columbia River Gorge. The Columbia River to the north, and the Cascade Mountain range to the south border the City. The City consists of approximately 1800 acres and has 1,115 residents according to the 2000 census, which is an increase from 930 residents in 1990. It is a part of, and located at the far west end of Hood River County (see Attachment B). The City of Cascade Locks will be the designated area for the Weed and Seed Project.

### B. Community Needs Assessment

#### 1. Demographics

The 2000 Census indicated that the population of Cascade Locks is 1,115 with a total of 476 housing units.

**TABLE 1**

| <b>Race</b>               | <b>Cascade Locks</b> | <b>Hood River County</b> | <b>Oregon State</b> |
|---------------------------|----------------------|--------------------------|---------------------|
| White                     | 85.2%                | 71.8%                    | 86.6%               |
| Black or African American | 0.1%                 | 0.6%                     | 1.6%                |
| American Indian           | 4.2%                 | 1.1%                     | 1.3%                |
| Asian, Pacific Islander   | 0.7%                 | 1.5%                     | 2.5%                |
| Hispanic or Latino        | 7.2%                 | 25%                      | 8.0%                |
| <b>TOTAL</b>              | <b>100%</b>          | <b>100%</b>              | <b>100%</b>         |

**TABLE 2**

|                                       | <b>Hood River County<br/>2000</b> |                            | <b>State of<br/>Oregon 2000</b> |
|---------------------------------------|-----------------------------------|----------------------------|---------------------------------|
| <b>Drunk Driving Arrests</b>          | 20 per thousand                   |                            | 9 per thousand                  |
| <b>Unemployment 1998</b>              | 10%                               |                            | 6%                              |
| <b>Juvenile Case Load Rate 2000</b>   | Cascade<br>Locks<br>19 per<br>100 | Hood River<br>6 per<br>100 | N/A                             |
| <b>Average per Capita Income 1997</b> | \$19,859                          |                            | \$23,920                        |

- The City of Cascade Locks is the most economically distressed city in Hood River County, which is the most economically distressed County in the Columbia River Gorge.
- Results of a telephone survey conducted by the Oregon Community and Economic Development Department in 1997 showed that the City of Cascade Locks has 47.9% of its population earning low to moderate income (which is defined by 125-175% of poverty level).
- The Oregon Department of Community and Economic Development listed Hood River County a distressed area. This state agency maintains a list of distressed areas based on eight indicators: (1) unemployment rate, (2) per capita income, (3) average pay per worker, (4) population change, (5) job loss, (6) industrial diversity, (7) families in poverty, and (8) unemployment insurance receipts.
- The City of Cascade Locks was recognized as an enterprise zone in the year 2000.
- In 2000-01 53% of the students that attend Cascade Locks School qualified and received free or reduced school lunches.

**2. Neighborhood Deterioration and Potential**

**a. Neighborhood Problems**

The City of Cascade Locks has been a breeding ground for various criminal activities due to the convenient location coupled with the geographic isolation. Cascade Locks has been a hub for production, distribution, and abuse of methamphetamine (see Attachment C). The City has not been able to acquire full time police coverage; and the turnover rate for police officers is very high. Because of this deplorable situation, in recent years the frequency of crime has exponentially increased yet the City does not have much data specific to Cascade Locks pertaining to this issue. There has been a lack of available data and human resources to collect information (i.e. police officers via police reports).

From the data that was available the frequency of crime was 119 per 1000 people compared to the state average, which is 6 crimes per 1000 people. The City has been labeled a community where there is no law enforcement. In turn this poor image has attracted many criminal offenders.

Cascade Locks is also an economically distressed community. There are a disproportionate number of people who are receiving aid, unemployed and or living in subsidized housing. There is no public transportation available in Cascade Locks and many of the residents do not own vehicles or have suspended driver's licenses. There are very few jobs, businesses and services available in Cascade Locks with the nearest service provider located in Hood River, about 20 miles away. This has created a depressed climate where adults and youth alike face increased obstacles to a better quality of life.

The education system has also been a concern for the residents in Cascade Locks. Numerous factors are associated with the poor quality of education provided youth in Cascade Locks K-12: (1) the need for more diverse electives to stimulate intellectual growth (2) the lack of funds to provide a variety of classes and certified educators (3) the lack of a diverse student body (4) the lack of teachers and administrators who live in the community due to community livability (5) high rates of poverty (6) high rates of unemployment (7) high crime rates (8) the lack of community connectivity (9) drop out and school failure as it is demonstrated by the percentage of students who met the educational benchmarks shown in tables 3 and 4.

**TABLE 3**

|                              | <b>Cascade Locks</b>    | <b>Hood River County</b>   |
|------------------------------|-------------------------|--|
| <b>Fall Report 1999-2000</b> | 8% of students expelled | 0.7% of students expelled from county high school in same district |
| <b>Fall Report 2000-2001</b> | 6.9% drop out rate      | 4.2% district wide drop out rate                                   |

**TABLE 4**

| <b>Benchmarks</b>            | <b>Math</b>                       | <b>Reading</b> | <b>Writing</b> |
|------------------------------|-----------------------------------|----------------|----------------|
| <b>8<sup>th</sup> Grade</b>  | 35% meeting state standard (s.s.) | 82% meet s.s.  | 47% meet s.s   |
| <b>11<sup>th</sup> Grade</b> | 31% meeting state standard        | 40% meet s.s.  | 70% meet s.s.  |

The Youth Risk Behavior Survey and the Hood River County Data Book show alarming statistics (table 5) of tobacco, drug and alcohol use among the students in Cascade Locks compared to the district and State average.

**TABLE 5**

|                                   | <b>1998</b>                      | <b>1998</b>                       | <b>1998</b>                       | <b>1998</b>                        |
|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|
|                                   | 8 <sup>th</sup><br>Grade<br>C.L. | 8 <sup>th</sup><br>Grade<br>State | 11 <sup>th</sup><br>Grade<br>C.L. | 11 <sup>th</sup><br>Grade<br>State |
| <b>Tobacco Use past 30 days</b>   | 35%                              | 21.7%                             | 52%                               | 23%                                |
| <b>Alcohol Use past 30 days</b>   | 43%                              | 26%                               | 66%                               | 46%                                |
| <b>Marijuana use past 30 days</b> | 18%                              | 11%                               | 34%                               | 23%                                |
| <b>Amphetamine Use</b>            | 4%                               | 2.1%                              | 10%                               | 2.4%                               |
| <b>Binge Drinking</b>             | 22%                              | 13%                               | 46%                               | 31%                                |

**b. Neighborhood Potential**

Although the problems noted above are significant there are many strengths in our community with which we can work. The geographic size of the City of Cascade Locks and the limited population can be used as an advantage instead of a disadvantage in the strategic plan. Cascade Locks is a close-knit community where everyone knows each other and their children. An increase in communication and trust among the residents can be a key tool in prevention and intervention strategies, especially concerning juveniles. The declining economic and social climate in Cascade Locks has become a catalyst for citizen involvement. The local residents are not satisfied and want to change the current conditions. As a result of this new enthusiasm active organizations were formed in Cascade Locks focusing on prevention, intervention and treatment of multiple issues, including drug use and abuse, economic deprivation, adult and juvenile crime, and neighborhood deterioration and need for revitalization (see Attachment D). An increased interest in neighborhood watch, safe homes and community policing is documented.

The City of Cascade Locks owns a cable communication system. Community communication can be facilitated through local access television. Residents of Cascade Locks have been historically involved in community activities but have felt unempowered to address larger problems such as economic distress, crime, drug trafficking and neighborhood deterioration. Renewed efforts of the City, Port, School and County service providers have seen significant results in collaborative projects, merged funding streams and team approaches to problem solving.

**Current Resources** (\* indicates services or organizations located in Cascade Locks)

- **US Attorney's Office:** Providing technical support and assistance to the Weed and Seed Steering Committee.
- **Action Team\*:** A group of 14 citizens representing the various social, political, and economic sectors of the City. With the aid of a planning consultant created a Comprehensive Economic Development Plan for the City of Cascade Locks in 1996 and meet monthly to collaborate in the implementation efforts.
- **Cascade Locks Interested in Kids (CLIK)\*:** Coalition of concerned citizens, school representatives, students, county, non-profit, and church representatives who focus on safe haven activities, prevention, intervention and treatment initiatives.
- **Project PM\*:** An after school program devoted to increasing academic success of students not meeting the state educational benchmarks and including some positive alternative activities and prevention components.
- **Tourism Committee\*:** Citizens, City Council Members, and business owners involved in promoting tourism in Cascade Locks.
- **Garden Club\*:** Community based organization comprised of local residents volunteering in the beautification and maintenance of downtown and residential areas.
- **Oregon Student Safety On the Move\*:** A school based peer to peer prevention organization focusing on drug prevention, drinking and driving, seat belt laws, moving infractions and new licensure issues.
- **Recreation/Safe Haven Committee\*:** Group of volunteer citizens who oversee the City Park and Recreation and Safe Haven programs, positive alternative activities for youth and families.
- **Lions/Lioness\*:** Civic Organizations that focus on serving the community.
- **Cascade Locks School/Safe Haven\*:** Provides facility space, after school program, prevention programs, alternative activities for youth, and quality education in a K-12 school setting.
- **Churches\*:** Faith Organizations offering moral and prayer support, youth groups, youth activities, services to the needy
- **Business Association\*:** A group of business owners that collaborate to increase their business and the tourism season in Cascade Locks.
- **Parent Teacher Organization\*:** Focus to build relationship between parents and teachers while increasing the quality of educational opportunities.
- **Food Bank\*:** Offers food assistance to low-income families.
- **Hood River County Sheriff\*:** Contracts with the City of Cascade Locks to provide law enforcement coverage.
- **School Resource Officer:** COPS in the Schools grant through Hood River City Police Department. On Cascade Locks campus part time.

- **Hood River County Commission on Children and Families:** Provides community mapping of strengths and weaknesses, funds a variety of programs in the county with state and grant dollars to enhance the health and safety of children and families countywide.
- **Next Door Inc.:** A non-profit organization providing prevention, intervention and treatment services to children and families in the Columbia River Gorge. Umbrella for:
  - **New Parent Services:** Parenting classes, home visits to new parents, play groups.
  - **Youth and Family Services:** Counseling, group counseling for youth, referral to other services, Minor in Possession education classes, theft talk classes, drug prevention and intervention curriculum, parent education for parents of youth ages 3-18, alternative summer youth activities, after school program.
  - **Crisis Shelter:** Temporary shelter for out of control teens.
  - **Hispanic Outreach:** Prevention education for Spanish speaking community.
  - **Big Brother Big Sister:** Mentoring program for needy youth.
  - **Teen Court:** Alternative to Juvenile Department for first time offenders in minor offenses.
- **Mid Columbia Council of Governments:** Umbrella organization for four counties including Hood River. Job retraining, workforce investment, economic development
- **Mid-Columbia Children Council:** Umbrella organization for early childhood education.
  - **Head Start:** Preschool for low-income for three and four year old children.
  - **Early Head Start:** Home visiting for low-income families for children of 0-3 years old.
- **ATOD:** Alcohol, Tobacco and Other Drug Prevention Coalition for Hood River County provides community mobilization and training, focus on environmental change of policies, ordinances, and laws. Accesses grants for projects. Helped spin off CLIK as Cascade Locks own coalition.
- **Local Public and Safety Coordinating Council (LPSCC):** collaborative meeting of folks involved in criminal and justice system, parole, community work program, NORCOR.
- **Health Department:** Provides public health services for the county. Health hazards in housing, businesses, schools, environmental and physical health, tobacco prevention, nutrition, immunization, home visiting, WIC program, youth car seat safety.
- **Mid Columbia Center for Living:** Provides mental health and addiction services for residents of Hood River County.
- **Oregon State University Extension Office:** 4-H activities for youth in the county. Master gardener programs, Hispanic outreach, technology access, and self-sufficiency.

- **Helping Hands Against Domestic Violence:** Domestic violence assistance, domestic violence shelter, young women's shelter.
- **Port of Cascade Locks\*:** Youth scholarships, economic development
- **Community Partnership:** Volunteer coordination, Lunch Buddies.

### c. Gaps in Resources

The Weed and Seed Committee, the Action Team, the Community Survey 2000, local residents, City of Cascade Locks, Port of Cascade Locks, City Council, Planning Commission, local committees and organizations and the school all have resonating themes in the responses to the needs and issues in Cascade Locks. These themes include:

- The need for increased positive youth programs
- The need to reduce adult and juvenile crime
- The need to reduce drug abuse and trafficking
- The need to bring treatment services to Cascade Locks
- The desire to improve the appearance of the town
- The request for greater law enforcement visibility and presence
- The need for economic development and family wage jobs in Cascade Locks
- The lack of public transportation
- The need for increased awareness amongst adults and youth about drug prevention, intervention and treatment options
- The need for affordable and available housing
- The need for increased awareness of and collaboration between the agencies that are working in Cascade Locks
- The lack of communication between law enforcement and residents

### d. Resident Input

There were a number of ways that the residents of Cascade Locks participated in the development of the Weed and Seed Strategic Plan. All of the meetings that are in the City of Cascade Locks are announced on local access television, are open to the public, and held in central, easily accessible locations. Organizations, local government, school and the local residents had extensive input into the various documents and plans concerning Cascade Locks. All of these plans were taken into consideration along with recent input from CLIK, solicited residents not participating in the other planning sessions and key stakeholders to develop the Weed and Seed Strategic Plan. Residents could submit their input in writing, verbally, by phone or by attending the planning sessions. The residents will also be given ongoing opportunities to comment on the Strategic Plan during the implementation phase via surveys, neighborhood

focus groups and community meetings. Since Cascade Locks is a small community, it is expected that the coordinator will have a close working relationship with many of the residents and youth. This aspect will be an integral factor in monitoring the advancement of the plan and the further needs and issues that are present in the community.

### III. Weed and Seed Strategy

#### A. Strategic Plan

##### 1. Law enforcement

**Problem:** Cascade Locks sits in the middle of a busy drug trafficking intersection with little law enforcement coverage to stop this illegal activity. The town is located in the Columbia River Gorge dividing the states of Oregon and Washington. Cascade Locks sits at the base of a bridge connecting the two states with immediate access to Interstate 84 on the Oregon side of the Columbia River. Interstate 84 provides easy access to Portland, Oregon, the most populated urban area in the state about 25 miles to the west. Methamphetamine manufacturing is a lucrative business in the rural community because of the open space, lack of law enforcement coverage, and a neighborhood norm that accepts its use. The rate of drug activity is considerably higher than the rest of the county according to law enforcement data. Law enforcement response time is slow given the 20 mile distance between the county seat in Hood River from which the officer is dispatched and the City of Cascade Locks. The result of having inadequate law enforcement, being located on a busy interstate highway used as a conduit for drug trafficking and only a short distance from a large metropolitan area has been devastating. A community norm of tolerance for drug trafficking, drug use, drug manufacturing, unemployment, poverty, abuse, criminal activity and neglected homes and neighborhoods has developed over the last three decades.

The City of Cascade Locks has tried several different approaches to remedy the law enforcement coverage situation. In years past when there were sufficient funds, the City financed their own police force, given the present economic situation the city presently contracts 15 hours per week of coverage with the Hood River County Sheriff's Department. The City of Cascade Locks will increase coverage to 35 hours per week with a small grant. This still leaves 133 hours per week, or 75% of the time that the city has no law enforcement coverage. Upon analysis of the officer's actual time spent in Cascade Locks the total is significantly diminished since the 35 hours a week includes training, travel to and from the base in Hood River, court and paperwork time. This significantly reduces time actually spent in Cascade

Locks. Other difficulties identified included the high rate of turnover of officers assigned to the city. It has averaged about one new officer a year. Just as the officer becomes familiar with the town and its neighborhoods they are moved to another assignment and a new officer must become familiar with the area. This results in a real lack of connection and continuity between law enforcement and the community.

Cascade Locks has been working to improve law enforcement and prosecution tactics. They have attended various meetings with the District Attorney, Drug Task Force and the Sheriff's Office to discuss law enforcement coverage and devise a strategy to address these weaknesses. The City of Cascade Locks has hired an Ordinance Enforcement Officer to take care of non-criminal ordinance violations allowing law enforcement to focus on more serious criminal activity. Over the last few years several of Hood River County Sheriff's Officers have moved to Cascade Locks providing a personal connection between the community and law enforcement, but unfortunately they are not the officers assigned to this community. A long time resident of Cascade Locks recently became a reserve officer for the Sheriff's Department and has been volunteering his time at the Safe Haven. In addition, the City of Hood River was a recent recipient of a COPS in the School Grant but this officer's time is allocated across three schools in the district with over 40 miles separating them. This COPS grant provides an additional 10 hours of police coverage per week to the school during school hours and activities.

**Strategy:** The Weed and Seed strategy is to continue improving law enforcement and prosecution strategies, increase law enforcement coverage, develop a connection between law enforcement and the community which will increase efficiency and decrease personnel changes, reduce criminal and drug activity and in particular drug activity and juvenile crime, while improving the relationship between the residents in the community and law enforcement.

**Goal 1: Improve the quality of life for Cascade Locks residents by reducing criminal activity in the city.**

**Objective 1.1:** Increase the amount and the effectiveness of law enforcement coverage in Cascade Locks.

Task 1.1.1: Collaborate with all pertinent law enforcement agencies servicing Cascade Locks to provide 24-hour coverage.

*Start: Nov. 2001*

*End: On-going*

Task 1.1.2: Encourage frequent scheduling changes of law enforcement officer assigned so offenders cannot predict hours of coverage.

*Start: Nov. 2001*

*End: On-going*

**Partners:** US Attorney's Office, Hood River County Sheriff's Department, City of Hood River Police Department (COPS in the School Grant), Hood River County School District, Oregon State Police, Drug Enforcement Agency (Mint Team), and City of Cascade Locks.

**Measurable Outcomes:** Outcomes should reflect a schedule indicating 24-hours of actual physical law enforcement coverage in Cascade Locks. 50% increase in actual coverage. Using a calendar to collaborate with other agencies to provide 24-hour day law enforcement coverage. This will be reported to the Steering Committee once a month. Training for law enforcement should be expanded to community policing prevention strategies.

**Objective 1.2:** Educate Citizens to assist with the reduction of criminal activity.

Task 1.2.1: Use local media and Neighborhood Watch meetings to educate citizens on how to identify drug houses, criminal activity, and how to effectively report them to the authorities. Law enforcement and District Attorney's Office are key educators.

*Start: Jan. 2002*

*End: On-going*

Task 1.2.2: Use local media and Neighborhood Watch meetings to educate citizens on City ordinances, how to report ordinance violations and the consequences for violators of the City ordinances. Law enforcement and District Attorney's office are key educators.

*Start: Jan. 2002*

*End: On-going*

Task 1.2.3: Train residents to assist with taking police reports over the phone and submitting them to law enforcement, which will save valuable police coverage time. Law enforcement and the District Attorney's office are key educators.

*Start: Feb. 2002*

*End: On-going*

**Partners:** US Attorney's Office, City of Cascade Locks, Weed & Seed Coordinator, Ordinance Enforcement Officer, Hood River County Sheriff's Department, COPS in the School, COPS in the Neighborhood, District Attorney, Cascade Locks Interested in Kids, and residents.

**Measurable Outcomes:** Use a pre and post-test to evaluate the training citizens received. The results from the post-test should show 90% increase of knowledge in of how to spot, observe, and report criminal activity after training. At least two citizens a year should be trained to take phone reports for law enforcement officers. Increase of 10% in the volume of ordinance violations reported this will be recorded by the Ordinance Officer and reported to the Steering Committee on a monthly basis.

**Objective 1.3:** Increase collaboration between Drug Task Force, State Police, District Attorney's Office, local government, and residents to increase the number of drug arrests and convictions to reduce the number of repeat offenses.

Task 1.3.1: Collaborate with all appropriate agencies to identify drug houses, shut them down, arrest and convict the offenders.

*Start: Feb, 2002*

*End: On-going*

Task 1.3.2: Research forfeiture laws and enforce them where possible.

*Start: Mar. 2002*

*End: Research Apr. 2002; enforcement on-going*

Task 1.3.3: Research and create a landlord/tenant information packet to educate land lords on their rights and responsibilities to reduce the number of drug houses.

*Start: Apr. 2002*

*End: Packet, May 2002; education, on-going*

**Partners:** US Attorney's Office, Drug Task Force (MINT), State Police, District Attorney's Office, City of Cascade Locks, Weed & Seed Coordinator, Ordinance Officer, Neighborhood Policing Efforts, and residents.

**Measurable Outcomes:** Use the law enforcement data specific to Cascade Locks and community mapping to show a 10% reduction in drug activity (initially there will be an increase in arrests and convictions, then there will be a reduction in those figures). Conduct data evaluation, which shows that 90% of the landlords have received training on tenant requirements and laws and ordinances pertaining to them.

**Objective 1.4:** Enforce City Ordinances more vigorously.

Task 1.4.1: Hold regular meetings to educate law enforcement agencies and local citizens on City Ordinances (e.g. The Drug Free Zone Ordinance, Parent Responsibility Ordinance) and curfew.

*Start: Jan. 2002*

*End: On-going quarterly meetings*

Task 1.4.2: Develop a better line of communication between local residents and Ordinance Enforcement Officer using web site and phone reports.

*Start: Feb. 2002*

*End: Web site, Apr. 2002; communication, on-going*

Task 1.4.3: Develop a data recording system for all City Ordinance Violations for statistical and evaluation purposes.

*Start: Nov. 2002*

*End: Data base set up, Apr. 2002; data entry, on-going*

Task 1.4.4: Research and apply for funding sources for more hours of Ordinance Enforcement.

*Start: Nov. 2001*

*End: Jun. 2003*

**Partners:** City of Cascade Locks, Weed & Seed Coordinator, Ordinance Enforcement Officer, Hood River County Sheriff's Department, and residents.

**Measurable Outcomes:** Use a post reflective survey to indicate whether neighborhood residents feel they have a better line of communication with law enforcement and Ordinance Enforcement Officers. Web site link to communicate with Ordinance Enforcement Officer will show a 10% increase in communication between residents and Ordinance Enforcement Officer can track this by Web site hits and email. Reports to Weed and Seed Committee and City Administrator using the data base information.

**Objective 1.5:** Develop, adopt and implement a chronic nuisance ordinance.

Task 1.5.1: Investigate other chronic nuisance ordinances in other cities to use as a model.

*Start: Nov. 2001*

*End: Jan. 2002*

Task 1.5.2: Draft a Chronic Nuisance Ordinance and present to City Council for adoption.

*Start: Feb. 2002*

*End: Mar. 2002*

Task 1.5.3: Educate residents and law enforcement concerning the ordinance.

*Start: Mar. 2002*

*End: Newsletter Mar. 2002; education, on-going*

Task 1.5.4: Educate landlords of their rights and responsibilities as a landlord on how to reduce chronic nuisance ordinance violation from their renters.

*Start: Apr. 2002*

*End: Bi-annual until Apr. 2006*

Task 1.5.5: Collaborate with Ordinance Enforcement Officer and local neighborhood watch representatives to develop a strategy to strongly enforce this ordinance.

*Start: Mar. 2002*

*End: On-going*

**Partners:** City of Cascade Locks, Ordinance Enforcement Officer, District Attorney's Office, Hood River County Sheriff's Office, City of Hood River Police Department.

**Measurable Outcomes:** Adoption of the Chronic Nuisance Ordinance. 10% increase per year in Chronic Nuisance Violators, which will decrease in three years to reflect the community norm change. Post-test to evaluate training provided to landlords and residents with 40% of the landlords trained in year one and an additional 20% trained each of the next 4 years.

## **Goal 2: Increase livability in Cascade Locks by reducing juvenile crime.**

**Objective 2.1:** Increase law enforcement coverage during high juvenile crime locations and hours especially during special events.

Task 2.1.1: Schedule an officer during times when there are events of high youth attendance.

*Start: Nov. 2001*

*End: On-going*

Task 2.1.2: Implement foot and bike patrols around school and mall areas.

*Start: Feb. 2002*

*End: On-going*

Task 2.1.3: Coordinate activities to increase interaction between law enforcement and youth during recreation times.

*Start: Jan. 2002*

*End: On-going*

**Partners:** City of Cascade Locks, Hood River County Sheriff's Department, Ordinance Enforcement Officer, Weed and Seed Committee, residents.

**Measurable Outcomes:** Rescheduling of law enforcement coverage and increase in coverage should show a 50% increase in coverage during high-risk times. An increase in law enforcement presence will initially cause an increase in juvenile crime reports in Cascade Locks. We are predicting a 10% increase the first two years, but should show a decrease in the following three years as youth become aware that their misbehavior will be noticed more frequently.

**Objective 2.2:** Encourage law enforcement and Ordinance Enforcement Officer to enforce laws and ordinances more vigorously.

Task 2.2.1: Increase the number of citations given for violations of curfew, tobacco, alcohol, illegal drug use, vandalism and other juvenile crime.

*Start: Nov. 2002*

*End: On-going*

Task 2.2.2: Coordinate one "sting" per year to prosecute and fine businesses selling alcohol and/or tobacco to under aged youth.

*Start: Jun.2002; Mar. 2003; July 2004; Feb 2005*

*End: Sept. 2006; consider continuation*

Task 2.2.3: Coordinate with the School Resource Officer to patrol school area in the morning while students are arriving, lunch times, and after school to prevent and/or issue citations for tobacco and drug use.

*Start: Dec. 2001*

*End: On-going*

Task 2.2.4: Continue to work with Teen Court and Juvenile Department to have as many first time offenders go through the Teen Court Diversion Program and have community service performed in Cascade Locks.

*Start: Dec. 2001*

*End: On-going*

Task 2.2.5: Work with local businesses and the school to install video cameras to determine and deter those responsible for criminal activity.

*Start: Feb. 2002*

*End: Jun. 2002*

Task 2.2.6: Enforce the Parent Responsibility Ordinance for repeat juvenile offenders to encourage parent participation in prevention.

*Start: Nov. 2001*

*End: On-going*

**Partners:** City of Cascade Locks, City of Hood River Police Department, Hood River County Sheriff's Department, Teen Court, Ordinance Enforcement Officer, Juvenile Department, and the Weed and Seed Committee, Business Association.

**Measurable Outcomes:** Each component will report to the Weed and Seed Committee on the outcomes of their programs. A 25% increase in juvenile crime citations demonstrated in law enforcement, juvenile department and teen court data in the first two years with a reduction of 10% each of the follow three years. More specific juvenile crime data specific to Cascade Locks through utilization of offender's home zip code will be implemented.

**Objective 2.3:** Educate parents on identification, prevention, and treatment options for their children.

Task 2.3.1: Use local media and educational pamphlets to inform parents about availability and affordability of drug testing options.

*Start: Apr. 2002*

*End: Pamphlets, Sept. 2002; education, on-going*

Task 2.3.2: Educate parents through local media, pamphlets, resource manual, and workshops on identification of illegal drugs and paraphernalia, symptoms and effects of drug use, and treatment options and availability.

*Start: Mar. 2002*

*End: On-going*

Task 2.3.3: Create and distribute wallet size cards with contact numbers and addresses to hand out to parents that explains where they can seek help and support for youth and adults.

*Start: Nov. 2001*

*End: On-going*

**Partners:** OSSOM, New Parent Services, Cascade Locks Interested in Kids, Hood River Prevention Office, Resource Officer, Hood River County Commission on Children and Families.

**Measurable Outcomes:** Count the number of education pamphlets, education events or fairs and media messages distributed. Document the number of parents accessing drug testing for their children as a baseline. Document the number of Cascade Locks adults in intervention or treatment programs through Mid-Columbia Center for Living Gorge Counseling and independent counselors in hood River County. Increase the number of parents requesting informal drug testing, treatment or intervention for their child by 10% a year.

**Objective 2.4:** Increase awareness among youth of laws, ordinances and the consequences of violating them amongst youth.

Task 2.4.1: Invite various organizations and agencies to give presentations and hold events designed to educate youth on laws and consequences for violations.

*Start: Mar. 2002*

*End: At least two times per year, on-going*

Task 2.4.2: Use local media (e.g. school paper, class visits, school bulletin boards) to make public service announcements regarding laws and consequences.

*Start: Jan. 2002*

*End: Monthly, on-going*

Task 2.4.3: Use OSSOM Club and student leadership to educate peers on laws, ordinances, and consequences of violations.

*Start: Mar. 2002*

*End: Quarterly, on-going*

**Partners:** OSSOM Club, City of Cascade Locks, Hood River News, Cascade Locks School, School Resource Officer, Cascade Locks Interested in Kids, Hood River County Commission on Children's and Families, Hood River Prevention Office.

**Measurable Outcomes:** Document the number of education messages distributed. Use post test evaluation to indicate 50% of youth exposed to message understand its meaning.

### **Goal 3: Acquire and collect more specific crime data for Cascade Locks.**

**Objective 3.1:** Collaborate with law enforcement to establish a data collection system specifically for Cascade Locks using zip code as city residency.

Task 3.1.1: Work in partnership with law enforcement and Steering Committee to determine the type of data that needs to be collected for the system, which will be responsible for data collections, entry, analysis, and how this information can be delivered to interested parties.

*Start: Mar. 2002*

*End: On-going*

**Partners:** Hood River County Sheriff and Juvenile Court, Hood River County Prevention Office, City of Cascade Locks, Cascade Locks Interested in Kids and US Attorney.

**Measurable Outcomes:** Establishment of database and use within year one. Re-adjust information output according to need in following years.

## 2. Community Policing

**Problem:** As previously mentioned Cascade Locks is isolated both geographically and financially from adequate police coverage. One full time officer is not adequate to provide quality coverage, or build any type of relationship with the community. A high turn over rate of law enforcement personnel serving Cascade Locks exasperates the problem. The City averages a new officer each year. This environment makes it difficult to establish trust and meaningful relationships between law enforcement and the community. The residents feel isolated, fearful and powerless in their daily observation of criminal activity in their neighborhood.

**Strategy:** The Weed and Seed Community Policing Strategy is to develop, promote and support partnerships between residents and the agencies that provide public safety, prevention, early intervention, treatment and aftercare. This strategy will empower residents to participate and be involved in community-based projects, which will reduce and prevent reoccurrence of criminal activity in Cascade Locks.

### **Goal 1: Increase community involvement in neighborhood problem solving.**

**Objective 1.1:** Initiate a neighborhood watch program.

Task 1.1.1: Divide Cascade Locks into specific sections according to community policing strategies. Prioritize the neighborhoods using resident input.

*Start: Jan. 2002*

*End: Feb 2002 (update as needed)*

Task 1.1.2: Recruit and train residents to initiate the program.

*Start: Feb. 2002*

*End: On-going*

Task 1.1.3: Create a Neighborhood Watch subcommittee where at least one person from each neighborhood is represented.

*Start: Feb. 2002*

*End: On-going*

Task 1.1.4: Hold an annual Neighborhood Watch forum bringing all the neighborhood groups together to share effective methods, and to celebrate the victories and success stories.

*Start: Jun. 2002*

*End: On-going*

Task 1.1.5: Design a Neighborhood Watch web site to share information and to encourage and facilitate communication between residents and law enforcement. Report to City Council and Steering Committee to insure process is broadcasted.

*Start: Feb. 2002*

*End: Apr. 2002*

**Partners:** Weed and Seed Coordinator, Ordinance Enforcement Officer, Hood River County Sheriff, Community Members of the Weed and Seed Steering Committee.

**Measurable Outcomes:** 100% completion of community mapping for designation of neighborhood watch program sections in year one. Establish a neighborhood watch program one neighborhood per quarter. Increase in resident participation by 10% a month per neighborhood section according to data provided by neighborhood watch leaders. Survey of training and presentation participants indicates 90% feel they have increased knowledge about laws, ordinances and reporting techniques to reduce criminal activity in their neighborhood.

**Goal 2: Improve the relationship between law enforcement and local residents.**

**Objective 2.1:** Have a law enforcement officer visit neighborhoods at least monthly.

Task 2.1.1: Explore funding opportunities to increase law enforcement presence in conjunction with neighborhood watch.

*Start: Nov. 2001*

*End: On-going*

**Objective 2.2:** Encourage the involvement of law enforcement officers in Neighborhood Watch programs.

Task 2.2.1: Request the law enforcement officer to be an integral part of the Neighborhood Watch program and the community coalition.

*Start: Jan. 2001*

*End: On-going*

Task 2.2.2: Law Enforcement train citizens on how to observe and effectively report illegal activity.

*Start: Mar. 2002*

*End: On-going*

**Objective 2.3:** Promote more frequent and constructive communications between residents and law enforcement.

Task 2.3.1: Use local media to report law enforcement activity in Cascade Locks.

*Start: Jan. 2002*

*End: On-going*

Task 2.3.2: Develop a program to educate citizens on the most appropriate method to file a police report and to receive feed back from law enforcement agency regarding those reports.

*Start: Mar 2002*

*End: Bi-annual, on-going*

Task 2.3.3: Increase law enforcement participation in community events to build relationships and trust with the community residents.

*Start: Nov. 2001*

*End: On-going*

Task 2.3.4: Use local access cable television channel to air questions and answers between residents and law enforcement.

*Start: Dec. 2001*

*End: On-going*

Task 2.3.5: Train law Enforcement on neighborhood policing.

*Start: Jan. 2003*

*End: Jun. 2003*

Task 2.3.6: Law enforcement seen as problem solver by distributing community resource directories and serving as a referral agent to services in the community and county.

*Start: Jun. 2006*

*End: On-going*

**Partners:** Oregon State Police, Hood River County Sheriff Department, Residents, Neighborhood Watch, Cascade Locks Interested in Kids, School Resource Officer, Weed and Seed Steering Committee

**Measurable Outcomes:** Law Enforcement participates in 90% of all Neighborhood Watch and Steering Committee Meetings. Law Enforcement participates in Community Policing and Neighborhood Watch training by the end of year one. Law Enforcement participating in neighborhood policing training indicating an increase in knowledge about community outreach strategies according to post training survey. Law enforcement data may indicate an initial increase of criminal reports due to increased law enforcement coverage and opportunity for observation of criminal activity which should plateau over time and then decrease as the neighborhood watch programs become more effective as a deterrent. Survey of community youth and residents indicates a 25% greater connection with law enforcement than previously experienced per year.

**Goal 3: Reduce juvenile crime in Cascade Locks through prevention programs including curriculum, high risk group participation, mentoring programs, positive alternative activities and early intervention and referral to program services.**

**Objective 3.1:** Increase interaction between adults and youth in order to prevent juvenile crime and change the stereotypes that adults have about youth.

Task 3.1.1: Recruit and train adults on positive and constructive interaction with youth of all ages to participate in youth related activities.

Start: Jun. 2002

End: *On-going*

Task 3.1.2: Increase the frequency of diversified multigenerational community activities.

Start: Nov. 2001

End: *On-going*

**Partners:** Parent Teacher Organization, City Recreation Department, OSSOM, Cascade Locks Interested in Kids, Weed and Seed Coordinator, Hood River Prevention Office, Next Door Inc., and New Family Services.

**Measurable Outcomes:** Increase by 5% each year the number of parents participating in Big Brother Big Sister Program according to program data. Increase by 10% number of grandparents participating in Lunch Buddies program according to program data. Increase by 4 hours a week the number of positive alternative activities available to youth in Cascade Locks. Increase the number of parents participating in science based best practice parenting

classes in Cascade Locks. Increase by one per year the number of multigenerational gatherings promoted by Weed and Seed Steering Committee.

**Objective 3.2:** Reduce juvenile crime by increasing adult presence and supervision.

Task 3.2.1: Identify areas that need adult presence and supervision.

*Start: Nov. 2001*

*End: Jan 2002*

Task 3.2.2: Initiate and implement citizen foot patrols in problem areas and times.

*Start: May 2002*

*End: On-going*

Task 3.2.3: Encourage law enforcement to do foot patrols to build relationships, partnerships and to change the image of law enforcement officer among the community members.

*Start: Nov. 2001*

*End: Jan. 2002*

Task 3.2.4: Increase parent involvement through development and distribution of Parent Link Directory.

*Start: May 2002*

*End: On-going*

**Partners:** Parent Link Directory, Residents, Cascade Locks Interested in Kids, Law Enforcement, OSSOM, Parent Teacher Organization, School Resource Officer, Neighborhood Watch Programs and Hood River County Prevention Office.

**Measurable Outcomes:** 50% of parents with students in grades 6-12 participate in the Parent Link Directory. High juvenile crime rate areas are identified per neighborhood and business association input. 100% of these high-risk areas are patrolled by neighborhood watch and law enforcement at least weekly. Increase frequency of foot patrol by one night per year per person coupled with an increase of two participants per year.

### 3. Prevention, Intervention and Treatment

**Problem:** In 1998, the community of Cascade Locks realized they had a problem when alarming data showing local youth using multiple drugs, earlier and more often than their Oregon peers surfaced. Adding fuel to the fire was additional information underscoring significant problems relating to school

failure, physical and sexual abuse, juvenile crime, adult substance abuse, severe conditions of poverty, and unemployment. The problems mentioned above are compounded by lack of local services, transportation to services provided and the community's location on the I-84 corridor. Cascade Locks has become a breeding ground for substance abuse and drug trafficking resulting in a significant increase in methamphetamine, alcohol, marijuana and tobacco use as documented by the increased arrest and citation rate in the last 5 years with minimal law enforcement coverage.

In 1998, a group of parents, teachers, and youth formed a coalition called Cascade Locks Interested in Kids (CLIK) under the direction of the Hood River County Prevention Office. Cascade Locks Interested in Kids is determined to rid their community of drug production, distribution, and abuse that is devastating the quality of life for children and families in Cascade Locks. The drug use by youth in Cascade Locks is double the state average. Disturbing statistics from surveys concerning youth using drugs at an earlier age, high reports of juvenile crime, child abuse, sexual abuse and assault in the community and little law enforcement presence, demonstrated that action needed to be taken to save the children and the community. The citizens not only need to be empowered but there needs to be a shift in the cultural norms of tolerating sub-standard living conditions, drug infestation, and lack of services in the community.

As the community learned of the group's prevention efforts, membership grew to encompass agencies, businesses, government, law enforcement and professional prevention representatives. The City of Cascade Locks became CLIK's official affiliate in 1999, providing meeting space, allowed staff time and media access in support of its efforts. Through the coalition's access to prevention training, a greater understanding of best practice programs and strategies, the Weed and Seed Strategic Plan was developed. The plan was developed through identifying the risk factors and forming a strategic plan to address each of the risk factors.

**Strategy:** Cascade Locks Weed and Seed Prevention/Intervention/Treatment strategy includes access and implementation of specific science based best practice programs (i.e. Center for Substance Abuse and Prevention strategies, community education, prevention education, positive alternative activities, environmental policy), prevention, intervention and treatment resource services for the community, including utilization of a central location for programs and services within the targeted areas (Cascade Locks School and City Hall as Safe Havens). The ultimate goal is to change community norms, which accept youth and adult drug use and criminal activity.

**Goal 1: Reduce alcohol, tobacco, and other drug use and abuse in Cascade Locks.**

**Objective 1.1:** Increase awareness of the effects and consequences of alcohol, tobacco, and other drug use and abuse.

Task 1.1.1: Use local media to do public service announcements concerning alcohol, tobacco and other drug use.

*Start: Dec. 2001*

*End: On-going*

Task 1.1.2: Provide resource information about accessible locations where one can seek help and support.

*Start: Nov. 2001*

*End: On-going*

Task 1.1.3: Hold quarterly public forums to educate citizens on use and abuse of alcohol, tobacco and other drug use.

*Start: Jan 2002, Apr. 2002, Aug 2002, Dec. 2002...Aug. 2006*

*End: Oct. 2006*

Task 1.1.4: Continue to collaborate with state, county, and social service agencies to provide prevention, intervention, and treatment resources to Cascade Locks.

*Start: Nov. 2001*

*End: On-going*

Task 1.1.5: Schedule school events and presentations to educate staff and students on drug use.

*Start: Sept. 2002 (dependent on school schedule)*

*End: On-going*

Task 1.1.6: Collaborate and network with other existing youth based groups and organizations for information and strategy exchanges.

*Start: Jan 2002*

*End: On-going*

Task 1.1.7: Schedule field trips to a Teen Court hearing in a neighboring city and schedule hearings in Cascade Locks to provide alternative forms of education on consequences of crime.

*Start: Nov. 2001*

*End: On-going*

**Partners:** OSSOM, Hood River Prevention Office, Cascade Locks Interested in Kids, Teen Court, Next Door Inc., Tobacco Prevention Officer, School Resource Officer, Cascade Locks School, Hood River School District, and City Parks and Recreation.

**Measurable Outcomes:** 10% increase in Teen Court volunteer participation. Count number of media messages distributed. Document number of resource directories distributed by school, law enforcement, neighborhood watch, City Hall, CLIK, and Cascade Locks Business Association. Count number of forums and participants. Verbal survey indicated increased knowledge. Count number of school staff trainings on drug and alcohol identification, problem and resources.

**Objective 1.2:** Increase the number and diversify Safe Haven Activities and services for youth.

Task 1.2.1: Coordinate with Project PM (21<sup>st</sup> Century Learning Grant) to implement an after school program ( Safe Haven) in Cascade Locks to assist students to meet education benchmarks and provide after school activities for youth.

*Start: Nov. 2001*

*End: On-going*

Task 1.2.2: Coordinate with Parent Teacher Organization to schedule more multigenerational activities designed to build trust and positive communication between adults, youth and teachers.

*Start: Oct. 2001*

*End: On-going*

Task 1.2.3: Provide support for City Parks and Recreation to continue staffing and coordinating Safe Haven activities three nights a week.

*Start: Already implemented*

*End: On-going*

**Partners:** OSSOM, Hood River Prevention Office, Cascade Locks Interested in Kids, Teen Court, Next Door Inc., Tobacco Prevention Officer, School Resource Officer, Cascade Locks School, Hood River School District, and City of Cascade Locks Parks and Recreation.

**Measurable Outcomes:** Increase awareness of Project PM and Safe Haven by collaboratively advertising what is offered to youth and community. Document the number of informational messages in all media. Increase participation in programs by 25% per year demonstrated by attendance in programs. Document the number of additional programs provided at the school and City Hall for youth and families and the number served. Document the number of collaborative programs and services.

**Objective 1.3:** Increase law enforcement participation in Safe Haven activities, prevention, intervention and treatment programs.

Task 1.3.1: Encourage law enforcement to participate and plan public intervention events with youth organizations.

*Start: Nov. 2001*

*End: On-going*

Task 1.3.2: Increase the School Resource Officer involvement in coordinating activities and share useful prevention tools with the students.

*Start: Nov. 2001*

*End: On-going*

Task 1.3.3: Increase law enforcement participation in recreation/Safe Haven activities.

*Start: Nov. 2001*

*End: On-going*

**Partners:** OSSOM, Hood River Prevention Office, Cascade Locks Interested in Kids, Teen Court, Next Door Inc., Tobacco Prevention Officer, School Resource Officer, Cascade Locks School, Hood River School District, and City Parks and Recreation Department.

**Measurable Outcomes:** 25% increase in participation and planning of prevention events confirmed by reports from law enforcement, committee meeting minutes, and committee documentation.

**Goal 2: Have accessible treatment options for residents of Cascade Locks.**

**Objective 2.1:** Research transportation options for residents that want and need treatment and support.

Task 2.1.1: Explore funding options to provide transportation.

*Start: Jul. 2002*

*End: Sept. 2002*

Task 2.1.2: Investigate car-pooling possibilities.

*Start: Jun. 2002*

*End: Sept. 2002*

**Partners:** Neighborhood Watch, City of Cascade Locks, Colombia Area Transit, and Greyhound.

**Measurable Outcomes:** Identification of funding source (if needed), and identification of at least two possible solutions resulting from various round table discussions.

**Objective 2.2:** Bring a treatment facility or out patient treatment to Cascade Locks.

Task 2.2.1: Continue to collaborate with federal, state, county, city and health providers to acquire or construct a facility for treatment in Cascade Locks.

*Start: Nov. 2001*

*End: Continue until complete*

**Partners:** Hood River County Social Service, Prevention, Treatment and Health Providers, City of Cascade Locks, Cascade Locks Interested in Kids, Hood River County Commission on Children and Families, Law Enforcement and Emergency Services, Public transportation, Columbia Area Transit, Hood River County Board of Commissioners.

**Measurable Outcomes:** Identify space and or funding for services in needed areas for youth and families. Providing transportation or relocating service sites by second year of program. Document the number needing transportation service through surveys. Document the number utilizing transportation services when made available.

#### 4. Neighborhood Restoration

**Problem:** Cascade Locks is an incorporated rural town in Hood River County having 7.1% of the entire county's low-income households with only 5% of the total population. The town is located 20 miles east of the County seat where most support services are offered. The economic situation is bleak. The residents are dependent on a dying timber and wood manufacturing industry and seasonal minimum wage jobs catering to tourists. In 1999, 51% of all households qualified for assistance and 53% of the children in school were eligible for free and reduced lunches. 28% percent of the population is under 18 years old, many who are children of previous generations living in poverty.

In 1988, Cascade Lumber Mill closed its operations in Cascade Locks resulting in the loss of 50 jobs and in such a small community this was devastating to its economy. As a result, the City was declared a "severely affected community" by the Oregon Economic Development Department under their Timber Response Program.

Economic development, especially industrial activities, was limited in the past because of the capacity of the City's wastewater facility, which has been replaced. The new wastewater facility has increased its capacity and has

expanded its services to the new industrial park addition. This opens up the potential for new industry.

There is a serious housing shortage, both for rentals and single-family homes. The shortage is especially acute for homes in the middle and upper value categories, which has hindered efforts to attract industrial development. Many professionals have chosen to live in nearby towns because of the difficulty of finding suitable housing and the degradation of the entire community. Fortunately, there is ample open space available for housing development.

The City has a high level of unemployment (15%) with a significant number of people dependent on government assistance programs, as documented in the number of students (53%) receiving free and reduced lunch in the schools. There are no county or state job-readiness programs in Cascade Locks to train, or re-train workers. People in need of this service must travel to the City of Hood River, 20 miles to the east, as noted previously, a significant barrier to those without licenses or automobiles and severely limited public transportation.

Residents of Cascade Locks are proud of their K-12 school, its central location in the community as well as the significant role it plays in community activities. There is concern about it being retained in the community, with discussions each year at the district level to bus students to Hood River Valley High School in order to cut expenses. The school offers basic education but lacks programs and opportunities typically available in larger schools. There is an expressed need to increase community involvement in the school, and to increase school involvement in the community.

There are no medical facilities or practicing doctors in the City. Lack of health care facilities is a detriment to residents and hampers the ability of the City to attract new developments. The City is working diligently to build a community building to house health care, county agencies, emergency services and law enforcement.

There is an on-going effort to build a stronger “sense of community” in the City. Many dedicated people are involved with community affairs. Because non-city residents own several businesses, they are not active in community affairs. There is no movie theater in town and few opportunities for cultural experiences exist. A common complaint, as in many smaller towns, is that there is not much for the youth of the community to do, and few job opportunities or professional openings for them to return to after accessing additional training or education.

The City of Cascade Locks has potential for revitalization. Cascade Locks offers a beautiful, unique setting for residential housing, recreation, employment, education, and business development opportunities. Growth

embraces the aesthetics and quality of life in the city and compliments the surrounding forested, mountainous setting in the heart of the Columbia River Gorge. The community has a beautiful and historic geographic location and a small town atmosphere where citizen involvement in civic, cultural and social activities is easily accessible.

**Strategy:** The Cascade Locks Weed and Seed strategy is to cleanup and beautify, strengthen ties between school and the community, increase and extend the tourism industry, increase the number of family wage jobs, attract new business and professional services, increase recreational opportunities, rehabilitate existing buildings and homes, expand education opportunities, and improve the overall image and livability of the community.

**Goal 1: Enhance the appearance of Cascade Locks to draw new business to promote economic development.**

**Objective 1.1:** Beautify and cleanup the downtown area.

Task 1.1.1: Promote the Community Design Master Plan to the city residents to increase awareness and to build support.

*Start: Jul 2002*

*End: Oct. 2002*

Task 1.1.2: Continue to investigate funding sources to rebuild streets and provide downtown parking.

*Start: Oct. 2002*

*End: Continue until complete*

Task 1.1.3: Continue to beautify downtown area with landscaping and cleanups. Involve youth and adult offenders requiring community service to assist in beautification and cleanup efforts. Involve students, garden clubs, business and residents in general cleanup and beautification projects. Offer contests on neighborhood beautification projects.

*Start: Nov. 2001*

*End: On-going*

Task 1.1.4: Update city zones to make beautification mandatory rather than voluntary.

*Start: Dec. 2001*

*End: Jul 2002*

**Partners:** City, City Planning Commission, Action Team, Garden Club, Ordinance Enforcement Officer, Neighborhood Watch, Tourism Committee, and the Business Association.

**Measurable Outcomes:** Landscape at least one piece of property a year in the downtown area. 90% increase in business owner cleanup and maintenance of downtown areas. One neighborhood beautification contest each year. Document results with pictures and videos for public display. One youth driven beautification project in conjunction with the school each year. One work crew/community service beautification project each year.

**Objective 1.2:** Involve the business owners in enhancing the business climate in Cascade Locks.

Task 1.2.1: Develop a plan to involve business leaders in promoting economic development.

*Start: Feb. 2002*

*End: Jul. 2002*

Task 1.2.2: Increase business owner participation in the Business Association to form roundtable discussions that would examine ways to improve the business climate.

*Start: Mar. 2002*

*End: May 2002*

**Partners:** Local Business Owners, City, Action Team, and Business Association.

**Measurable Outcomes:** One new business owner a year will join the Business Association.

**Objective 1.3:** Beautify residential areas.

Task 1.3.1: Work with and support the Garden Club to help expand their efforts.

*Start: On-going*

*End: On-going*

Task 1.3.2: Promote fall and spring community cleanup days.

*Start: Nov. and Apr. all years*

*End: On-going*

Task 1.3.3: Utilize the neighborhood watch program to assist in organization and management of neighborhood beautification projects.

*Start: March 2002*

*End: On-going*

Task 1.3.4: Involve high school students in community beautification projects.

*Start: Mar. 2002*

*End: On-going*

Task 1.3.5: Develop an awards and incentives program for cleanup efforts.

*Start: Nov. and Apr. all years*

*End: On-going*

Task 1.3.6: Explore specific options to encourage the development of homes in the middle and upper price range.

*Start: Jan 2003*

*End: On-going*

Task 1.3.7: Provide adequate infrastructure to support development of new housing.

*Start: Jan 2002*

*End: On-going*

**Partners:** City, City Planning Commission, Hood River County Building Inspector, Action Team, Garden Club, Ordinance Enforcement Officer, Neighborhood Watch, Tourism, Business Association and residents, and Cascade Locks Interested in Kids.

**Measurable Outcome:** Conduct community assessment of residents to determine which homes need cleanup or beautification assistance. Prioritize them according to need, working on two projects per year with the Garden Club, Ordinance Officer and Neighborhood Watch to repair and or clean up the property. Hold two communities clean up programs a year Survey communities after completion of projects, in conjunction with other annual Weed and Seed Projects to see if they are satisfied with the changes.

**Goal 2: Improve relationship between the school and local residents.**

**Objective 2.1:** Improve the relationship the schools employees have with the community.

Task 2.1.1: Develop incentives for teachers to live in Cascade Locks.

*Start: Sept. 2003*

*End: On-going*

Task 2.1.2: Increase participation of school employees in community affairs.

*Start: Jan. 2002*

*End: On-going*

Task 2.1.3: Elect students to serve as advisors to City Council and Port District Commission.

*Start: Jan 2002*

*End: Selection, Jan. 2002; representation Jan. 2003 (elections yearly)*

Task 2.1.4: Provide line of communication between the school and community via local access cable television.

*Start: Mar. 2002*

*End: On-going*

Task 2.1.5: Coordinate with the school to develop school program that requires community service activities.

*Start: Sept. 2002*

*End: On-going*

**Partners:** Hood River School District, Cascade Locks School, Parent Teacher Organization, Local School Committee, OSSOM, School Resource Officers, Cascade Locks Interested in Kids, and residents.

**Measurable Outcome:** Elect two students, one to serve on the City Council and the other to serve on the Port Commission. Have one community potluck a year at the school to build relationships and increase communication between teachers and community members. Have one field day per year to encourage participation and communication between teachers, staff and students in a non-academic activity. Use local access cable TV for advertising school events in the community.

### **Goal 3: Enhance economic growth by promoting tourism opportunities in Cascade Locks.**

**Objective 3.1:** Promote and lengthen the tourist season.

Task 3.1.1: Inform the community of agencies that work within economic development and attend the meetings.

*Start: Nov. 2001*

*End: On-going*

Task 3.1.2: Collaborate with already existing agencies to identify and market winter and fall activities and small conferences in the Cascade Locks area. Focus on the fall colors in the Columbia River Gorge and the majestic river view.

*Start: Jun. 2002*

*End: On-going*

Task 3.1.3: Market the City's assets on the Internet by using students to create and maintain the web site as part as an on going class project.

*Start: Jan 2002*

*End: Web site development Apr. 2002; maintenance, on-going*

Task 3.1.4: Focus on the Native American culture as a way to draw in tourists.

*Start: Nov. 2001*

*End: On-going*

Task 3.1.5: Collaborate with Hood River County Chamber of Commerce to market Cascade Locks to the State of Oregon as well as the world.

*Start: Mar. 2002*

*End: On-going*

**Partners:** Tourism, City, Port, Warm Springs Tribe, and Action Team.

**Measurable Outcomes:** Identify and target at least one additional event per year that encourages tourism. Add one in the spring and a following one in the fall. Document the number of participants and ask local businesses to document the financial impact.

#### **Goal 4: Increase the number of family wage jobs available in the City.**

**Objective 4.1:** Draw new businesses, professional services, and industry to locate in Cascade Locks.

Task 4.1.1: Pursue marketing the Port of Cascade Locks' industrial park to possible businesses.

*Start: Nov. 2001*

*End: On-going*

Task 4.1.2: Encourage the development of private industrial lands.

*Start: Nov. 2001*

*End: On-going*

Task 4.1.3: Form a special team of Cascade Locks Ambassadors whose mission will be to identify, contact and recruit prospective new businesses.

*Start: Jan 2002*

*End: On-going*

**Partners:** Business Association, Action Team, City Council, City Administrator, Public Works, Public Utilities, Planning Commission, Fire Chief and Port.

**Measurable Outcomes:** Form team with at least one member from each of the partnering agencies to identify one business or type of business to recruit to Cascade Locks. Form plan on recruitment tactics.

**Objective 4.2:** Increase the number of skilled workers in the City.

Task 4.2.1: Provide job training and higher education opportunities to the local residents. (Distance learning, community education, and job training)

*Start: Sept. 2002*

*End: On-going*

Task 4.2.2: Promote job training and school to work programs for high school students.

*Start: Nov. 2002*

*End: On-going*

Task 4.2.3: Explore transportation options to higher education institutions and job opportunities.

*Start: Jan. 2003*

*End: On-going*

Task 4.2.4: Coordinate with the school to create long distance learning opportunities for students and residents.

*Start: Sept. 2002*

*End: On-going*

Task 4.2.5: Secure funding to bring high-speed telecommunications to Cascade Locks.

*Start: Jan. 2002*

*End: May 2002*

**Partners:** Mid Columbia Council of Governments, Employment agency, Cascade Locks School, Community Education, Hood River County School District, City, Mt. Hood Community College, Port, and Telecommunication Committee, Public Transportation, CAT

**Measurable Outcomes:** Open up the school computer lab one night a week for long distance learning or job training possibilities. Identify one form of community/public transportation to job training programs in Hood River or Mount Hood Community College

**Goal 5: Increase and diversify recreational opportunities for residents.**

**Objective 5.1:** Finish Tooth Rock Park.

Task 5.1.1: Apply for funding to finish the park.

*Start: Nov. 2001*

*End: Sept. 2002*

**Partners:** City of Cascade Locks, Parks and Recreation, Cascade Locks Interested in Kids, youth and families

**Measurable Outcomes:** Apply for at least one grant per year to fund park completion. Organize at least one fundraiser a year for the park. Have at least four workdays a year to work on Skate Park. One community service work party per year at park.

**Objective 5.2:** Implement regulations to furnish Safe Haven facilities.

Task 5.2.1: Collaborate with Planning Commission and local government to implement a policy requiring new development to furnish Safe Haven facilities or primary funding for park and open space.

*Start: Mar. 2002*

*End: Jun. 2002*

**Partners:** City of Cascade Locks and Parks and Recreation, Housing partners, Cascade Locks Planning Commission.

**Measurable Outcomes:** Identify at least one Safe Haven or recreation area to furnish. Secure funds to finish the agreed upon area.

**B. Timeframe**

A five-year plan was selected by the Steering Committee to be the most appropriate time frame for the initiation, implementation, and monitoring of the Weed and Seed Strategic Plan. As noted in the Strategic Plan itself most of the strategies will start within the first year. Many of the strategies are to be maintained beyond the five-year mark. Part of the problem that we face here in Cascade Locks is a cultural norm of tolerance of criminal activity and lack of trust and respect for law enforcement. Change of behavior or cultural norms in any community is not only difficult but time consuming. These norms must be changed in order to have proper development and to form a community in Cascade Locks. Hence, with these on going strategies not only are we hoping to change the face of Cascade Locks, but also to maintain it.

Other considerations such as, the need for funding to implement certain parts of the strategy were taken into account. Sufficient time must be allocated to identify

the funding source, apply and receive funding and to initiate and implement the project. In respect to community revitalization, major milestones will be difficult to measure in the first two years of the implementation process. Monitoring and evaluations are critical components to any program and for most of the programs in the strategy to go through the entire cycle of a project (initiation, implementation, modification, monitoring, and evaluation) would take at least five years.

## **IV. Coordination**

### **A. Memorandum of Agreement Attached**

### **B. Linkages**

The Cascade Locks Weed and Seed Strategic Plan has critical links to agencies and resources that will be pulled together by the Weed and Seed Coordinator to meet the needs of the community.

**Weed and Seed Coordinator:** The Steering Committee with the help of the City Administrator will make every effort to recruit and select a coordinator who is familiar with Cascade Locks and who has experience working in rural communities. One of the many duties the Coordinator is to maintain and develop contact with residents, government agencies, non-profits, service providers, students and families to establish an open line of communication. This will be accomplished by attending various meetings in Cascade Locks, involvement with after school and Safe Haven programs, as well as the Neighborhood Watch programs. The Coordinator will have an office in City Hall that will facilitate his or her contact with City Staff and events in the City. The Coordinator will also be responsible for developing brochures and newsletters about the initiatives being undertaken in Cascade Locks.

**Weed and Seed Steering Committee:** The Coordinator will be responsible for attending all of the Steering Committee meetings and report on the progress of the Strategic Plan. The Steering Committee will have meetings during the lunch hour to facilitate presentations and attendance by agency members. It is anticipated that evening meetings will be held on an as need basis. There is representation from each of the areas detailed in the strategic plan and these members will be expected to report and collaborate with the committee.

**Law Enforcement:** The City Ordinance Officer and the police officer assigned to Cascade Locks will collaborate in the community policing efforts and neighborhood watch programs. They will also attend the meetings and report on the progress of their efforts. Law enforcement will initiate and participate in prevention programs with the youth.

**Project PM:** Project PM is an after school program (Safe Haven) that offers alternative after school activities, prevention programs, and assisting students to meet academic benchmarks. The Weed and Seed Coordinator will work closely with the program director in diversifying and enhancing the Project PM program. This will be a crucial part of the Safe Haven component of the Strategic Plan.

**Action Team:** The Action Team is a group of 14 citizens representing various sectors of the City. This group has developed an Economic Development Plan for the City of Cascade Locks. The Coordinator will also work closely with this group and others to implement the community revitalization component of the strategic plan. The Coordinator will attend the Action Team's monthly meetings and form a close working relationship with the facilitator of the Action Team.

The Weed and Seed Coordinator will be the glue that links the above mentioned components so that each is aware of the progress of the implementation efforts, adjustments, and changes to this strategy. Since Cascade Locks is a small community this will be feasible for one individual to accomplish.

### **C. Resident Input**

The residents of Cascade Locks will be involved in various activities, workshops, and meetings that will be held in the City. The local residents will also have various activities where they can volunteer their time. This will be encouraged and announced via local media. They will have opportunities to become members of various sub-committees, participate in school or Safe Haven activities, and will also have the opportunity to be trained to be chair of their neighborhood watch program. Law enforcement will also be holding workshops to increase awareness among citizens on reporting and identifying crime in their neighborhoods. The workshops will also be televised on the local access television station. The Tourism Committee and the Garden Club will also recruit volunteers to enhance the downtown area and the residential areas to beautify Cascade Locks. The neighborhood watch program will be an important community organization to receive resident input and feedback not only in the community policing component but all of the needs and issues in the community. There will also be a web site where residents can comment and ask questions about specific programs in the City. Establishing open lines of communication between the agencies is a crucial factor in implementation, evaluation, and the sustainability of the Strategic Plan. Extensive efforts will be made by all of the partners in the Strategic Plan to establish this vital goal.

### **D. Outreach**

Outreach to the residents is an important part of the Cascade Locks Weed and Seed Strategic Plan. The success of the projects lies heavily in engaging the local residents in planning, implementing, monitoring, and evaluating the Weed and

Seed Strategies. The project will be promoted through a variety of ways, including but not limited to the following:

**Fact sheet and pamphlet:** The Coordinator will develop and distribute a fact sheet that provides an overview of the Weed and Seed Strategic Plan and how they can get involved.

**Community Based Organizations:** The Coordinator and the Steering Committee will utilize the local organizations such as churches, coalitions, school and library to publicize Weed and Seed.

**City Newsletter:** The Coordinator will submit an article about Weed and Seed and progress of the Plan in the City News Letter *Locks Tender* that is published on a quarterly basis. (see Attachment E)

**Local Access Television:** Meetings, events, and programs will be advertised on the local access television station to increase awareness of the Plan and to build interest amongst the residents.

**Electronic Media:** A web site will be developed which will provide information about Weed and Seed. This web site will have all of the information that is mentioned above and will be advertised on the local access television station.

**Local News Paper:** Hood River News. Articles will be submitted to Hood River News to share Weed and Seed Strategies with other communities in the County.

**Word of Mouth Recruitment:** Targeting strategic individuals for involvement in areas in which their expertise is invaluable.

# **Cascade Locks Weed and Seed Bylaws**

## **Cascade Locks, Oregon**

### **ARTICLE I NAME**

SECTION 1 The name of the program is the Cascade Locks Weed and Seed Program. The Executive Committee of the Steering Committee shall determine the office location. This program shall be governed by these Bylaws, and in accordance with any rules and regulations that may be promulgated by the Steering Committee to accomplish effectively the purpose of the program.

### **ARTICLE II PURPOSE**

SECTION 1 The purpose of the program is as follows:

1. To enrich the quality of life for persons residing in the Weed and Seed area by implementing community-based comprehensive multi-agency strategies to “weed” out violence and drugs and “seed” the area with educational, recreational, social and economic development thereby creating a safe environment.
2. To link and integrate federal, state, and local law enforcement and criminal justice efforts with federal, state and local social services, and private sector and community efforts to increase the impact of existing programs and resources and to identify new programs that enhance the efforts of Weed and Seed.

### **ARTICLE III BOUNDARIES**

SECTION 1 The entire City of Cascade Locks is the designated Weed and Seed Site.

### **ARTICLE IV STEERING COMMITTEE**

SECTION 1 The principal representative body of the Weed and Seed Program shall be the Steering Committee.

SECTION 2 The membership of the Steering Committee shall not exceed fifty (50) members. However, the Executive Committee has the authority to appoint additional members as needed. Membership

shall include representatives of: community based federal, state and local governments and law enforcement agencies, community residents, not-for-profit organizations, businesses, neighborhood associations, schools, faith community, fraternal and civic organizations. Each selected member is called the “primary” member. Each primary member is entitled to submit the name of a designee affiliated with the same organization as the primary member. The name of the designee must be submitted in writing to the Weed and Seed Coordinator.

SECTION 3            The designee shall serve as an alternate for the primary member of the Steering Committee when the primary member is unable to serve or attend a meeting of the Steering Committee or a subcommittee of the Steering Committee. In the absence of the primary member the designee shall have all rights, privileges and powers of the primary member under these bylaws. Each member and their designee of the Steering Committee who is selected to represent a specific geographic area (neighborhood association) must reside in said area.

#### **ARTICLE V ELECTION OF OFFICERS**

SECTION 1            The officers of the Weed and Seed Programs shall be the Chairperson and the Vice Chair. The officers shall be elected by the Steering Committee.

SECTION 2            The Chair shall be the principal representative of the program, and subject to the oversight of the Steering Committee and the fiscal oversight of the Cascade Locks Weed and Seed Program.

SECTION 3            Elections shall be held at the annual meeting in September. A Nominating Committee shall consider candidates for the Chair, and Vice Chair, receive nominations and prepare a recommended slate of candidates to the full Steering Committee at the annual meeting.

SECTION 4            Additional nominations may be made from the floor. Consent of the nominee must be obtained. All candidates must meet the requirements set forth by these bylaws.

SECTION 5            Candidates must have the following qualifications: (1) Reside in, own property or represent a business or organization located or operating in the City of Cascade Locks and (2) Be a current member of the Steering Committee.

SECTION 6 The election shall be conducted by the Nominating Committee. Election of officers shall be by written or verbal ballots cast by official members of the Steering Committee at the time of the election. The Weed and Seed Coordinator shall maintain a current list of the official membership of the Steering Committee. Only one vote may be cast by each member. The votes shall be tabulated immediately by the Nominating Committee and the results announced to the Steering Committee.

SECTION 7 The elected officers shall assume office October 1. The term of office shall be yearly.

SECTION 8 An officer may voluntarily resign at any time by delivering a written letter of resignation to the Weed and Seed Coordinator.

#### **ARTICLE VI REMOVAL OF STEERING COMMITTEE MEMBERS AND OFFICERS**

SECTION 1 All officers and members or their designees of the Steering Committee are expected to attend Steering Committee meetings.

SECTION 2 Removal for Unexcused Absences

- A. Any officer, member and/or designee who misses three (3) consecutive regular meetings of the Steering Committee, without notice to the Weed and Seed Coordinator, may be subject to removal as a Steering Committee member in accordance with the procedures of this Article.
- B. The Weed and Seed Coordinator shall recommend to the Chair to place on the agenda of the next regularly scheduled Steering Committee meeting a call for a vote to remove the member.
- C. If a vote is called for the removal of a member under this section, the vote of two-thirds (2/3) of the Steering Committee present at a meeting where a quorum exists is required to remove the member.

SECTION 3 Removal of an officer or Member for Cause due to Willful Misconduct. Any member of the Steering Committee may be removed from membership for willful misconduct.

- A. Willful misconduct includes disruptive behavior at Steering Committee meetings, other Weed and Seed Committee

- meetings, and any other activities when representing Weed and Seed when such acts bring discredit to the program.
- B. Any disruptive member may be asked by the Chair to leave the meeting. If the member refuses to leave the meeting, law enforcement may be called. Failure to leave constitutes willful misconduct.
  - C. Willful misconduct also includes: unauthorized solicitation of funds and or goods on behalf of Weed and Seed, unauthorized representation of the Weed and Seed program to the media, city or county officials or any other body.
  - D. If willful misconduct is brought to the attention of the Executive Committee, the Chair shall advise the member of the allegations and give the member an opportunity to respond to the allegations in writing in at least ten (10) working days prior to the Executive Committee meeting where the allegations may be considered. The Executive Committee will bring a recommendation to the Steering Committee.
  - E. If a vote is called for the removal of a member under this section, the vote of two-thirds (2/3) Steering Committee present at a meeting where a quorum exists is required to remove the member.

SECTION 4 Voluntary Resignations. Any member may voluntarily resign at any time by delivering a written letter of resignation to the Weed and Seed Coordinator.

**ARTICLE VII VACANCIES**

SECTION 1 Whenever a vacancy exists, the vacancy shall be filled by the Steering Committee within sixty (60) days, if practical, from the date on which the vacancy is declared.

SECTION 2 Vacancies in the Steering Committee shall be filled by a majority vote of the Steering Committee, after the individual is nominated by a member.

SECTION 3 Mid-term vacancies in the positions of the Chair and Vice Chair shall be filled by an election consistent with the nominating and eligibility sections of Article V; the newly-elected officer shall serve for the remainder of the original term.

## ARTICLE VIII MEETINGS

- SECTION 1      Regular meetings. Regular meetings of the Steering Committee shall be held at least once a month if possible at a location designated by the Steering Committee. Written notice of such meeting including time, place and agenda shall be mailed, hand or electronically delivered at least five (5) working days in advance of the designated meeting.
- SECTION 2      Executive Meetings. Regular meetings of the Executive Committee shall be held as needed by the subcommittee.
- SECTION 3      Special Meetings. Notice of all special meetings of the Steering Committee, which may be called by the Chair or upon the request of any five (5) members of the Steering Committee, stating the agenda, place, time and date of the meeting shall be provided in writing, whenever possible, at least forty-eight (48) hours prior to the special meeting. The agenda shall be limited to only those items for which the meeting is called. The necessity to call a special meeting must coincide with issues or events that present an immediate danger to the public health, safety, or welfare of the program, which requires emergency action. A special Steering Committee meeting may be scheduled by any procedure that is fair under the circumstances and necessary to protect the public interest.
- SECTION 4      Written notice stating the place, date, time and agenda of each meeting shall be mailed, hand or electronically delivered to each Steering Committee member at least five (5) working days prior to such meetings.
- SECTION 5      All regular, special or committee meetings (except those issues that involve personnel matters or are otherwise exempt under Oregon Law) shall be open to the general public.
- SECTION 6      Quorums. The presence of one-third (1/3) of the members of the Steering Committee shall constitute a quorum. In the absence of a quorum, business may be conducted. However, any vote taken in the absence of a quorum shall not be binding.
- SECTION 7      Voting. Each member of the Steering Committee present at the time called for a vote shall be entitled to one (1) vote. No vote may be cast by proxy, or absentee ballot, at any meeting of the Steering Committee. A motion, proposal or other matter voted on by the members shall be approved, and binding upon the Steering

Committee if, at a meeting where a quorum is present, a majority of the voting members present vote to approve the motion, proposal or matter voted upon.

SECTION 8

Minutes. The Weed and Seed Coordinator or Chair of Steering Committee is responsible for ensuring that the minutes of each Steering Committee meeting and each Executive Committee meeting are taken. If the Weed and Seed Coordinator is absent, the Chair shall appoint someone to take the minutes. Minutes of the previous Steering Committee meetings shall be distributed to all Steering Committee members no less than five (5) working days prior to the next Steering Committee meeting. The minutes shall be made available to the public upon request. Minutes of the previous Executive Committee meetings shall be distributed to all members no less than five (5) working days prior to the next Executive Committee meeting.

**ARTICLE IX RESPONSIBILITIES AND POWERS OF THE STEERING COMMITTEE**

SECTION 1

The general powers and responsibilities of the Steering Committee are outlined below.

- A. Provide direct oversight and management of program goals and objectives.
- B. Coordinate the activities of Weed and Seed committees.
- C. Approve changes to the program.
- D. Document program activity.
- E. Evaluate the program.
- F. Develop and implement activities that are consistent with the goals and objectives of the Weed and Seed initiative.
- G. Recruit, screen, interview and hire candidates for employment. Make recommendations to City of Cascade Locks. Supervise and evaluate the day-to-day activities of the coordinator and other Weed and Seed employees.
- H. Make policies and rules of procedures for the Steering Committee, Standing and subcommittees subject to applicable federal, state and local regulations and policies.

**ARTICLE X COMMITTEES OF THE STEERING COMMITTEE**

SECTION 1

Executive Committee

- A. The Steering Committee shall appoint an Executive Committee consisting of the Chair and Vice Chair and the chairs of the

three standing sub-committees of the Steering Committee. Executive Committee shall also include a representative of the City of Cascade Locks.

- B. Assist in the annual application for Weed and Seed funds by approving the application process.
- C. Review procedures presented by staff that need input from residents and partners.

SECTION 2 Standing and Special Committees. The Steering Committee may, from time to time, establish standing and special committees to carry out specific activities of the program. Standing committees shall include, but not be limited to, the following: Weed, Seed and Resource. Special committees are utilized to address non-recurrent matters that arise because of specific needs, problems, or changes that effect the operation, goals, and objectives of the program. Chairs or Co-Chairs of the Standing Committees are appointed by the Chair of the Steering Committee and confirmed by the Steering Committee.

SECTION 3 Term of Standing and Special Committee Membership. Each member of any standing or special committee shall serve until the next annual meeting of the Steering Committee and until a successor is appointed, unless such committee shall be abolished or its members are removed or cease to qualify as members of the Steering Committee.

SECTION 4 Quorum at Standing and Special Committee Meetings. A majority of the members of any standing or special committee shall constitute a quorum of such committee. Any act of a committee where a quorum was present shall be declared as an official act of such Committee.

## **ARTICLE XI COMPENSATION AND CONFLICTS OF INTEREST**

SECTION 1 Steering Committee members and members of Standing and Special Committees of the Steering Committee shall serve without salary, but the Steering Committee may recommend reimbursement by the program for approved expenses incurred by members in the performance of their duties. No member of the Steering Committee, Standing and Special Committees may solicit or receive funds, gifts or other compensation unless approved by the Steering Committee. Reasonably priced plaques and certificates given by the program to a member of the program in

recognition of exemplary service are not considered to be gifts under this section.

## SECTION 2

No member or immediate family member shall be interested, directly or indirectly, in any contract relating to the operations conducted by the program, unless:

- A. Authorized by a two-thirds 2/3 vote of the members present and voting at a meeting where a quorum is present and where such member is not necessary to ensure a quorum, and:
- B. The fact and nature of the interest shall have been fully disclosed and known to the members of the Steering Committee present at the meeting at which the contract is so authorized.

## **ARTICLE XII INSPECTION OF PROGRAM RECORDS**

### SECTION 1

The program records, membership lists, and minutes of the Executive and Steering Committee meetings shall be kept at the Weed and Seed office and shall be open to inspection during regular office hours. All original documents, financial records, and copies of the minutes will be kept at the fiscal agent's office.

## **ARTICLE XIII FISCAL YEAR**

### SECTION 1

The fiscal year of the program shall begin on the first day of October and shall end on the last day of September of each year. The fiscal year of the program shall be in accordance with all applicable laws and statutes of the State of Oregon and those pertinent requirements and regulations of federal, state, Hood River County and the City of Cascade Locks.

## **ARTICLE XIV AMENDMENT OF BYLAWS**

### SECTION 1

These bylaws may be amended by a majority (quorum) of the Steering Committee at a regular meeting where recommended bylaws changes have been made at least seven (7) days in advance of the meeting.

**CASCADE LOCKS INTERESTED IN KIDS**  
**CASCADE LOCKS WEED AND SEED STRATEGY**  
**PARTNERSHIP AGREEMENT**

**Background**

Cascade Locks Weed and Seed Strategy is a collaborative effort by the United States Attorney's Office, the State of Oregon, Hood River County, and the City of Cascade Locks to reduce crime and drug trafficking in Cascade Locks. The goal of this Weed and Seed Strategy is to restore the livability in Cascade Locks by increasing the law enforcement coverage, implementing community policing, developing economic and social opportunities by collaborating with Federal, State and local agencies, private organizations and community groups.

The purpose of this document is to confirm the commitment of the partners to the Cascade Locks Weed and Seed Project. This Partnership Agreement identifies the project, the partners, the goals, specific commitments by individual partners, and administration of the agreement. The commitments include specific obligations, such as, personnel, financial, equipment, facilities and services. The following partners are committed to maintain regular communication in the implementation process of the Cascade Locks Weed and Seed Strategy.

**Partners**

1. United States Attorney's
2. Office State of Oregon Department of Human Services Office of Alcohol and Drug Abuse Programs
3. State of Oregon Department of Human Resources
4. City of Cascade Locks
  - Recreation Department
  - Ordinance Officer
  - Action Team
5. Hood River County Sheriff's Department
6. Hood River City Police Department
7. Hood River County School District
8. Cascade Locks School Oregon Safety On the Move
9. Hood River County Prevention Office
10. Hood River County Commission on Children and Families
11. Next Door Inc.
  - Teen Court
  - New Parent Services

12. Business Association
13. Cascade Locks Parent Teacher Organization

### **Major Goals**

- Participate in the Steering Committee.
- Maintain communication between the parties and be responsible partners to each other.

### Weed and Seed Partnership Agreements

- 1. United States Attorney**  
**1000 SW 3<sup>rd</sup> Avenue, Suite 600**  
**Portland Oregon 97204**  
**Phone (503) 727-1000**

The United States Attorney Agrees to:

- Provide support, leadership, and technical assistance to the Cascade Locks Weed and Seed Steering Committee.
- Participate in Weed and Seed Steering Committee Meetings

- 2. State of Oregon Department of Human Resources**  
**Office of Alcohol and Drug Abuse Programs**  
**500 Summer Street NE E86**  
**Salem Oregon 97301-1118**  
**[www.oadap.hr.state.or.us](http://www.oadap.hr.state.or.us)**  
**Phone (503) 945-5763**  
**Fax (503) 378-8467**

The Office of Alcohol and Drug Abuse Programs agrees to:

- Provide technical assistance and support to Cascade Locks Interested in Kids Weed and Seed Strategy.

### **3. City of Cascade Locks**

**City Council**

**PO Box 308**

**Cascade Locks Oregon 97014**

**Phone (541) 374-8484**

City of Cascade Locks agrees to:

- Contract or hire (1) full time person to provide overall leadership and coordination of the Weed and Seed program, with their assignments to be renewed each year should the program be funded. The City of Cascade Locks will pay the costs of these services from Weed and Seed funds.
- Adopt the Cascade Locks Weed and Seed Strategy as an official plan.
- Provide office space to personnel assigned to the Weed and Seed program.
- Serve as the fiscal agent for all Weed and Seed grant funds.
- Provide space for Weed and Seed Safe Haven activities and services.
- Provide meeting space for the Weed and Seed Steering Committee.
- Provide meeting space for partner agencies.
- Facilitate collaborative efforts between the Ordinance Enforcement, Weed and Seed Coordinator and Law Enforcement in regards to Weed and Seed Strategy.
- Provide meeting space for community and neighborhood watch meetings.
- Provide part-time Ordinance Enforcement Officer to assist with Weed and Seed Strategy.
- Fund Recreation Department to provide diverse cultural activities for youth and families (Safe Haven).
- Fund a facilitator for the Action Team Committee dedicated to working on Economic Development of Cascade Locks.

### **4. Hood River County Sheriff's Office**

**309 State Street**

**Hood River Oregon 97031**

**Phone: (541) 386-2098**

Hood River County Sheriff Office agrees to:

- Collaborate with other law enforcement and ordinance entities to establish a schedule providing 24-hour coverage in Cascade Locks.
- Provide one full time officer dedicated to Cascade Locks. This full time officer will assist with implementation of Neighborhood Watch and Community Policing programs.
- Provide extra coverage during high-risk times.
- Provide prevention programs for youth.
- Provide assistance with stings and drug dog searches.
- Provide Crime Data specific to Cascade Locks.
- Serve on Weed and Seed Steering Committee
- Collaborate with drug enforcement and other law enforcement agencies to reduce drug crime.
- Seek out training for Community Policing, Neighborhood Watch, and methamphetamine reduction.
- Participate in youth and community prevention awareness events and activities.

## **5. Hood River City Police Department**

The Hood River City Police Department agrees to:

- Provide a School Resource Officer to Cascade Locks School 10 hours a week based on COP in the school grant.
- Said School Resource Officer will provide prevention programs and build relationships with staff and students as well as perform law enforcement duties.
- Said School Resource Officer that will serve on the Weed and Seed Steering Committee.

## **6. Hood River County School District**

**Cascade Locks School**

**PO Box 920**

**Hood River Oregon 97031**

**Phone (541) 386-2511 District**

**Phone (541) 374-8467 School**

Cascade Locks School K-12 agrees to:

- Provide the venue and target participants for best practice substance abuse prevention education.
  - a. Wise Skills
  - b. Life Skills
  - c. Project Alert
- Participate in youth and community prevention awareness events and activities.
- Provide space when available for alternative after school and summer time activities.
- Provide media access with a prevention focus to parents and students through school newsletters, school sign, posters and intercom system according to school policies and procedures.
- Participate annually in the Healthy Teen Survey administer by Oregon Health Division and Office of Alcohol and Drug Abuse Program.
- School Principal or designee will serve on the Weed and Seed Steering Committee.
- Cascade Locks School will recognize Oregon Student Safety On the Move as an Official School Club and give their full support to the program.
- Collaborate efforts between 21<sup>st</sup> Century Project PM Program and Cascade Locks Interested in Kids Weed and Seed Committee to provide higher education, prevention programs, alternative activities, and community outreach.

## **7. Cascade Locks School Oregon Student Safety on the Move**

**PO Box 279**

**Cascade Locks Oregon 97014**

**Phone (541) 374-8467**

Oregon Student Safety on the Move agrees to:

- Provide prevention resources and prevention awareness to youth and coordinate alternative activities for Cascade Locks youth.

**8. Hood River County Commission on Children and Families**

**Hood River County Prevention Office**

**Maija Yasui, Prevention Specialist**

**P.O. Box 856**

**Hood River, Oregon 97031**

**Phone (541) 386-3335**

Hood River County Prevention Office agrees to:

- Provide technical assistance around prevention best practices through certified prevention coordinator.
- Attend the Weed and Seed Steering Committee Meetings.
- Serve on the Weed and Seed Executive Steering Committee.
- Assist in accessing funds for program activities.
- Facilitate collaboration and partnership[s] with service providers in Hood River County.
- Provide Statistical information and program success measurement assistance.
- Provide technical assistance on community mobilization.
- Provide tobacco prevention services.

**9. Hood River County Commission on Children and Families**

**Joella Dethman, Director**

**PO Box 856**

**Hood River Oregon 97014**

**Phone (541) 386-2500**

As the Director of Hood River County Commission on Children Families I agree to give technical assistance for:

- Comprehensive community mapping.
- Strategic planning for youth 0-18
- Inclusion of CLIK as a Committee of the Hood River County Commission on Children and Families

- CLIK representation on the Hood River County Commission on Children and Families
- Support of prevention activities and through the Prevention Coordinator
- Prevention Activity Funds.

## **10. Next Door Inc.**

**Bob Johnson, Director**

**PO Box 661**

**Hood River Oregon 97031**

**Phone (541) 386-4098**

Next Door Inc., agrees to:

- Provide resources and facilitator for substance abuse prevention education especially designed for youth and parents.
- Participate in youth and community prevention awareness events and activities.
- Assist in accessing state, regional and federal training around drug prevention efforts.
- Contract to do gender specific, culturally appropriate groups for high-risk middle and high school youth in Cascade Locks.
- Contract to offer best practice Parenting Programs in Cascade Locks.
- Programs housed under Next Door:

New Parent Services, Youth and Family Services: Parenting Wisely, Parent and Child Series, Parenting for a Positive future, Strengthening Multi-Ethnic Families, Teen Court, Big Brother Big Sister, New Parent Outreach-Home visiting, Project Alert, P.A.C.T. anger management education.

## **11. Business Association**

**William Secrist**

**PO Box 558**

**Cascade Locks Oregon 97014**

**Phone (541) 374-8511**

Cascade Locks Business Association agrees to:

- Collaborate with Cascade Locks Interested in Kids by having a member of the Business Association serve on the Weed and Seed Steering Committee.
- Work with local businesses to implement a City Wide Drug Free Work Place Policy.
- Work with local businesses to increase tourism, promote economic growth and community revitalization.
- Participate in youth and community prevention awareness events and activities.

## **12. Cascade Locks Parent Teacher Organization (PTO)**

**Greg Hauer**

**PO Box 279**

**Cascade Locks Oregon 97014**

**(541) 374-8467**

PTO agrees to:

- Collaborate with the Cascade Locks Weed and Seed Steering committee and provide assistance in the strategy at the school and community level.

## **Administration**

- The coordinating agency at their office will keep the original signed partnership agreement. Copies will be provided to all parties. The Weed and Seed coordinator will co-facilitate meetings and send written notice of all meetings.
- The parties agree to meet regularly to review the Partnership.

## **Legal Status Agreement**

All participants are committed to maintaining the safety and livability of the area. It is to this end that all participants signing below enter into this Partnership Agreement. All participants understand that this agreement is NOT a legally binding contract and is not intended to be by the participants.

**Signatures of Participating Parties:** By their signature, the following parties agree to abide by the Cascade Locks Weed and Seed Partnership Agreement.

1. United States Attorney's Office

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|            |           |      |
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| Print Name | Signature | Date |
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2. State of Oregon Department of Human Services Office of Alcohol and Drug Abuse Programs

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|            |           |      |
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| Print Name | Signature | Date |
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3. City of Cascade Locks

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|            |           |      |
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| Print Name | Signature | Date |
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4. Hood River County Sheriff's Department

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| Print Name | Signature | Date |
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5. Hood River City Police Department

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| Print Name | Signature | Date |
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6. Hood River County School District

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| Print Name | Signature | Date |
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7. Cascade Locks Oregon Safety on the Move

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| Print Name | Signature | Date |
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8. Hood River County Prevention Office

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| Print Name | Signature | Date |
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9. Hood River County Commission on Children and Families

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| Print Name | Signature | Date |
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10. Next Door Inc.

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11. Business Association

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12. Cascade Locks Parent Teacher Organization

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