

Community Capacity Development Office  
 Montavilla/Hazelwood Neighborhood  
 2004 Weed and Seed Official Recognition Application

**1) MANAGEMENT STRUCTURE**

**A. CONTACT PERSON**

Name: Sharon White  
 Organization: Lents/Brentwood-Darlington Weed & Seed  
 Title: Site Coordinator  
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**B. STEERING COMMITTEE, NEIGHBORHOOD RESOURCES, COORDINATING PARTNERS**

Membership of the Montavilla/Hazelwood (MH) Weed and Seed Steering Committee is comprised of a diverse group of area stakeholders. As suggested in Weed and Seed OR recommendations, the MH Steering Committee has representatives from four key groups: a designee of the US Attorney, residents, City, County and State government, and local law enforcement.

The Steering Committee is comprised of dedicated stakeholders from the targeted neighborhoods as well as a core of experienced individuals from the Lents/Brentwood Darlington Weed and Seed Steering Committee. This body has the authority to make all final decisions regarding the strategic plan. It will guide and coordinate all future planning and implementation efforts. The Steering Committee will also have oversight responsibilities for outcome measures and conduct regular performance reviews for the Weed and Seed Site Coordinator.

Note: \* Indicates Committee Members that live in the designated neighborhood.  
 + Indicates Steering Committee Members that are new.

Name	Title	Organization Affiliation	Membership	Date of MOA	Type of Service/ Resources Commitment to Weed and Seed Effort
Anne Peterson	Executive Director	Mid-County Caring Community	2004	October 2004	Community convener supporting partnership linkages
*+Arlene Kimura	Resident	Hazelwood Resident	2004	October 2004	Commitment to participate on the Steering Committee

+Brendan McGuire	Neighborhood Response Team	Portland Police Bureau Southeast Precinct	2004	October 2004	Staff to participate on the Steering Committee; staff for implementing law enforcement strategies
Caroline Wong	Deputy District Attorney	Multnomah County Neighborhood District Attorney Southeast Precinct	2004	October 2004	Staff to participate on the Steering Committee; staff for implementing law enforcement strategies
*Chris Griffin	Resident	Montavilla Resident and Metropolitan Family Service	2004	October 2004	Staff to participate on the Steering Committee
Commander Greg Hendricks	Commander	Portland Police Bureau East Precinct	2004	October 2004	Staff to participate on the Steering Committee; staff for implementing law enforcement strategies
Commander Rosanne Sizer	Commander	Portland Police Bureau Southeast Precinct	2004	October 2004	Staff to participate on the Steering Committee; staff for implementing law enforcement strategies
+Debbe Hamada	Director	East Portland Community Center	2004	October 2004	Staff to participate on the Steering Committee
Denise Gour	Project Manager	Volunteers of America	2004	October 2004	Staff to participate on the Steering Committee
Diane Peterson	LOCC Manager	U.S. Attorney's Office	2004	October 2004	Staff to participate on the Steering Committee and coordinate meetings with US Attorney's Office and federal law enforcement partners
Ed Marihart	Supervisor	City of Portland Neighborhood Inspections	2004	October 2004	Staff to participate on the Steering Committee; staff for implementing nuisance abatement strategies
Elizabeth Kenney-Wong	Executive Director	Southeast Uplift Neighborhood Program	2004	October 2004	Staff to participate on the Steering Committee
Ellen Osoinach	Deputy District Attorney	Multnomah County Neighborhood District Attorney East Precinct	2004	October 2004	Staff to participate on the Steering Committee; staff for implementing law enforcement strategies
+Galina Boyechko	Crime Prevention Coordinator	City of Portland Crime Prevention Southeast	2004	October 2004	Staff to participate on the Steering Committee; staff to implement crime prevention strategies
+Havilah Ferschweiler	Outreach Coordinator	Southeast Uplift Neighborhood Program	2004	October 2004	Staff to participate on the Steering Committee
Katherine Anderson	Crime Prevention Coordinator	City of Portland Crime Prevention Southeast	2004	October 2004	Staff to participate on the Steering Committee; staff to implement crime prevention strategies
*+Kimberly McClain	Resident	Montavilla Resident	2004	October 2004	Commitment to participate on the Steering Committee
Libby	Director of	Boys & Girls	2004	October	Staff to participate on the Steering

Lescalleet	Program Operations	Clubs of Portland Metropolitan Area		2004	Committee; programs and services for youth
Lieutenant Killinger	Lieutenant	Portland Police Bureau Southeast Precinct	2004	October 2004	Staff to participate on the Steering Committee; staff for implementing law enforcement strategies
+Myriam Demezas	Family Advocate	Human Solutions	2004	October 2004	Staff to participate on the Steering Committee
Robyn Gregory	Community Court Coordinator	Multnomah County Community Court	2004	October 2004	Staff to participate on the Steering Committee; staff for implementing law enforcement and prevention/intervention/ treatment strategies
*+Roger Warren	Resident	Montavilla Resident	2004	October 2004	Commitment to participate on the Steering Committee, Faith-Based Connections
*+Shirley Holmes	Resident	Hazelwood Resident	2004	October 2004	Commitment to participate on the Steering Committee
Susan Stoltenberg	Executive Director	Portland Impact	2004	October 2004	Staff to participate on the Steering Committee
*+Victor Flaming	Resident	Montavilla Resident	2004	October 2004	Commitment to participate on the Steering Committee

Strategic planning for the Montavilla/Hazelwood Livability Coalition Weed and Seed application began in spring of 2003 by a core group of Lents/Brentwood-Darlington (LBD) Weed and Seed Steering Committee participants (four individuals plus the Weed and Seed Site Coordinator) comprising the “Expansion Task Force” subcommittee. The Expansion Task Force was charged with identification of a new Weed and Seed target area in the underserved (high need, limited resources) area of East Portland. Their first task was development of criteria for selection of a new site. Initial sites considered included Powellhurst-Gilbert, Centennial, Montavilla, Hazelwood and Mt. Scott. Site identification variables included 2000 census data, violent crimes, weapon offenses, locations of the ex-offender population, free and reduced lunch program sites, community assets, domestic violence rates, gang rates, prostitution rates, drug abuse cases, and neighborhood crimes.

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“The Weed and Seed Planning process has empowered me as a neighborhood resident to get involved by giving me an opportunity to voice my concerns. This program provides residents a forum that allows us to take an active role in selecting services that will meet our community’s unique needs.”  
*Chris Griffin*  
*Montavilla Resident*

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Rapid escalation of drug related crimes, changing demographics, and need for intervention to prevent further deterioration narrowed the target area to Montavilla and Hazelwood, two neighboring communities with similar crime statistics and need for community intervention and prevention strategies as Lents and Brentwood-Darlington. The potential for community participation is strong and this area has already identified important community assets that would lead to successful implementation of a Weed and Seed strategy. In late 2003 both neighborhoods were invited to partner with the Lents/Brentwood-Darlington Weed & Seed on a collaborative strategic planning session that would leverage the experience and success of LBD Weed and Seed and lead to the development of a new 5-year plan for implementing ‘weeding’ and ‘seeding’ activities in their community.

The LBD Weed & Seed Site Coordinator, Sharon White, made presentations to both Neighborhood Associations and community stakeholders to generate interest and clarity about the responsibilities and benefits of becoming a designated Weed and Seed site. On May 24, 2004, a full day Strategic Planning meeting was held at the Portland Police Bureau Community Room in the Hazelwood neighborhood. Individuals attending the Strategic Planning meeting included a broad array of residents and community stakeholders.

Participants were: Kimberly McClain and Sandra McDaniel - Montavilla Neighborhood Association. Mike Masat - REACH CDC, Paul Lasner - Specialized Housing Inc., Sara King - Portland Development Commission, Amy Corbett - Metropolitan Family Service, Brendan McGuire - Portland Police Bureau, Reverend Kurt Neilson - St. Peter and St. Paul Episcopal Church, Colleen Kim - IRCO/Asian Family Center, Galina Boyechko - ONI Crime Prevention, Jeff Nelson - Portland Police Bureau, Arlene Kimura - Chair, and Shirley Holmes - Hazelwood Neighborhood Association, Rosanne Lee - ONI Crime Prevention Southeast Uplift, Rhona Blackton - Grant Writer, Larry Graham - Portland Police Bureau, Libby Lescalleet - Boys & Girls Club of Metropolitan Portland, Sergeant Reed Hunt - Portland Police Bureau Southeast Precinct, Fran Weick, Helen Estrada and Myrian Demezas - Human Solutions, John Welch - Lents Resident, Judy Welch - Lents Neighborhood Association, Katherine Anderson - ONI Crime Prevention East Portland Neighborhood Office, Denise Gour - Volunteers of America, Havilah Ferschweller - Southeast Uplift, Caroline Wong - Neighborhood District Attorney SE Precinct, Bob Calhoun - East Portland Community Center, Mitch McKee - City of Portland Senior Housing Inspector, Ellen Osoinach - Neighborhood District Attorney East Precinct, Sharon White, LBD Weed & Seed Site Coordinator. Mr. RC Gamble was the Technical Assistant facilitator provided by the Community Capacity Development Office to assist in the meeting facilitation.

The LBD Weed & Seed Site Coordinator has provided administrative support for the neighborhood planning process and will assist with their Application for Official Weed and Seed Recognition. Additional community planning meetings were held on 6-17-04, 7-15-04, 7-29-04, 8-19-04, and 9-9-04 to work on leverage of best practices from other W & S communities, information sharing, strategy and partner development. Meeting participation at the follow-up Strategic Planning Meetings continued strong with involvement from approximately eight to fifteen individuals at each meeting.

The LBD Weed & Seed Steering Committee was formed in 1999. In order to maximize experience and success, the Montavilla/Hazelwood Livability Coalition consists of some of the same participants as the Lents/ Brentwood-Darlington Weed & Seed Steering Committee along with new community stakeholders. Both groups continue to meet on a monthly basis. It is anticipated that the Montavilla/Hazelwood Livability Coalition will meet on a bi-monthly basis during the remainder of 2004 and early 2005 with subcommittees meeting more frequently. If awarded OR, the Montavilla/Hazelwood Livability Coalition will serve as the Weed and Seed Steering Committee and will meet monthly.

The Montavilla/Hazelwood (MH) Weed and Seed Steering Committee will leverage energy, experience and prior success from the five-year process conducted in Lents/Brentwood-Darlington. Earlier return on investment can be expected due to these “lessons learned”. The weed and seed action plan will be developed and implemented by the Steering Committee with assistance from subcommittees focused on four principal Weed and Seed elements:

- *Weed Subcommittee:* will focus on strategies and activities that support law enforcement, community policing, and crime prevention.
- *Seed Subcommittee:* will focus on strategies and activities that support problem solving, intervention and treatment, neighborhood restoration, and community policing (bridge between weeding and seeding).
- *Resource Subcommittee:* will identify potential funding sources, oversee Weed and Seed budgets, and track Weed and Seed partnerships and projects.
- *Executive Subcommittee:* will oversee and advise the Weed and Seed Coordinator and subcommittees, and make decisions on behalf of the Steering Committee when the full committee is unable to meet.

The MH Steering Committee will implement a collaborative approach to law enforcement, community policing, intervention, prevention and treatment, and neighborhood restoration strategies. It will advocate for the on-going implementation of the project by providing policy guidance for the agencies that have committed to the goals and objectives described in this application. This guidance will include demonstration of un-met community needs that can be best addressed if all partners direct time, energy and resources to the same issues.

During Community Needs Assessment and Weed and Seed strategy development the responsibility of the Montavilla/Hazelwood Livability Coalition area is:

- To develop a strategic plan that represents the interests, concerns, and needs of the target community.
- To establish policy for accomplishing the mission, goals, and desired outcomes of the Weed and Seed Project.
- To act as a catalyst for partnering, problem solving, prevention, and systemic change in the target area.
- To act as a conduit for information and resources to residents in the target area.

## C. DAY-TO-DAY MANAGEMENT

The current LBD Weed and Seed Coordinator, Sharon White will continue to provide day-to-day management until OR is received from the Department of Justice. During strategy development the Weed & Seed Site Coordinator responsibility is:

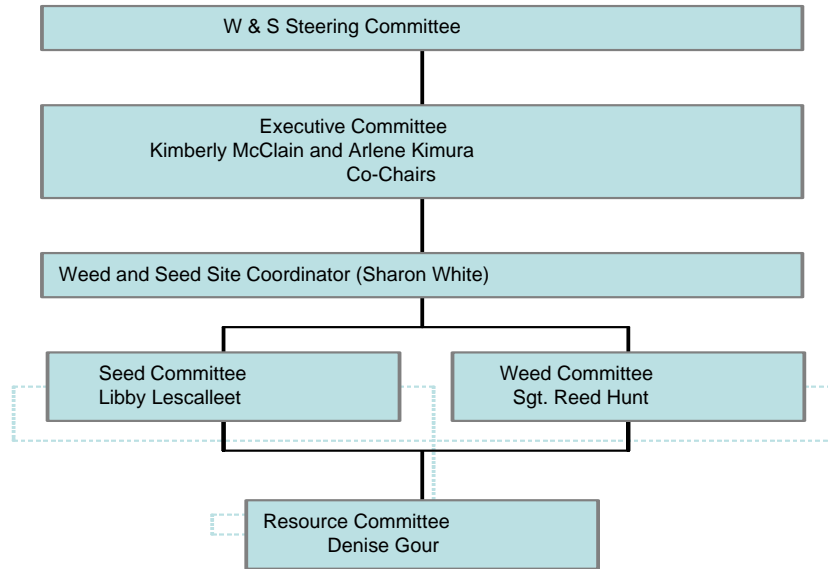
- To coordinate and facilitate Strategic Planning meetings that will lead to the development of a strategic plan that represents the interests, concerns, and needs of the target community.
- To expedite the planning and implementation process through application of lessons learned and experience from the LBD Weed and Seed experience.
- To act as a catalyst for partnering, problem solving, prevention, and systemic change in the target area.
- To act as a conduit for information and resources to residents in the target area.
- To ensure the minutes of each Strategic Planning Meeting are taken and distributed to the appropriate members within 5 working days prior to the next scheduled meeting.

The coordinator is accountable to the steering committee to approve an annual work plan.

Primary responsibilities include:

- < Support the organization's mission through the development and implementation of the Weed & Seed strategy as defined in the application for Official Recognition.
- < Develop, direct, and monitor the annual budget.
- < Use appropriate technology tools to accomplish job functions.
- < Initiate new funding opportunities.
- < Provide effective support of staff, interns, and/or volunteers.
- < Communicate to and involve the Executive Committee in day-to-day issues and Steering Committee participants in major issues.
- < Prepare written reports to the Executive Office for Weed and Seed and other funders as needed to meet program guidelines.
- < Represent the organization before various audiences including City Council, local fairs, community events, Neighborhood Association Boards, etc.
- < Ensure the minutes of each Steering Committee and Executive Committee meetings are taken and distributed to the appropriate members within 5 working days prior to the next scheduled meeting.
- < Collaborate effectively with people from diverse cultural, social, economic backgrounds.
- < Establish and maintain productive relationships with members, organizational allies, funders, government officials, staff, and other stakeholders.

## Montavilla/Hazelwood Livability Coalition Organizational Chart



The Montavilla/Hazelwood Livability Coalition Steering Committee will implement a collaborative approach to law enforcement, community policing, intervention, prevention and treatment, and neighborhood restoration strategies. It will advocate for the on-going implementation of the project by providing policy guidance for the agencies that have committed to the goals and objectives described in this application. A governance plan that will include policies, procedures and by-laws will developed early in the Weed and Seed implementation process and will include, at a minimum:

### **Voting procedure:**

- **Meeting Notice** shall be given of the date, time, and place of a meeting at least ten days prior to the meeting time. Requests for meetings shall go to the Site Coordinator for notification of the steering committee members. Written notice may be delivered personally, by facsimile, or other forms of written communication.
- **Quorum.** Two-thirds of the voting members must be present to constitute a quorum.
- **Proxies.** A member may be represented at a meeting in person or by written proxy.
- **Voting.** Policy and fiscal actions will require a vote. On each action requiring a vote by the members, each voting member shall be entitled to one vote. All decisions shall be approved upon a vote of 2/3rds of the voting members present.
- **Records of Votes.** The coordinator shall be responsible for appointing a person to record all votes taken by the voting members. A record of these votes shall be sent to the members in written form with the Notice of Meetings as specified above.

The Steering Committee will hire a full time Weed and Seed Site Coordinator to monitor day-to-day operations and report to the Committee on action plan implementation issues and opportunities. This will entail site visits and the development of project reporting forms that provide the Steering Committee and EOWS with performance data for tracking and fine-tuning implementation and for measuring impacts. The Coordinator will have an office in the target area. Several partners have indicated ability to provide space. The Steering Committee will review and make a final selection after receiving Official Designation as a new Weed and Seed site.

## **D. FINANCIAL MANAGEMENT**

### **1. Identify potential fiscal agent.**

In July 2003 a core group of Lents/Brentwood-Darlington Weed & Seed Steering Committee Members formed the “Future Structure Task Force” (three individuals plus the Site Coordinator) to examine six possible fiscal structures:

- Pursuing our own 501 c-3 designation
- Developing a 501-c-3 with the OSECC or other 501-c-3
- Developing a 501-c-3 with all local Weed & Seed organizations
- Continuing to partner with Southeast Uplift (current fiscal agent)
- Becoming a program of the City of Portland
- Becoming a program of Multnomah County

Following thoughtful analysis, the Future Structure Task Force recommended that the Lents/Brentwood-Darlington Weed & Seed site continue to contract with Southeast Uplift Neighborhood Program for fiscal services until September 30, 2005 (end of the current 5 year funding cycle) and release a Request For Proposal from Portland Impact and Southeast Uplift for fiscal agent services with the Montavilla/Hazelwood Livability Coalition following OR as a Weed and Seed Community.

Both non-profit organizations responded to the RFP and Southeast Uplift was ultimately selected as the fiscal agent for the Montavilla/Hazelwood Livability Coalition based on the following rationale:

- Southeast Uplift has served as the fiscal sponsor of the Lents/Brentwood-Darlington Weed & Seed site since October 2000 until the present;
- Southeast Uplift has successfully navigated the A-133 auditing process and have four+ years experience developing the systems and understanding the process of administering a large Federal grant;
- Southeast Uplift has provided fiscal sponsorship for several known non-profits in the community and provided the staff support and expertise that supported their transition from projects of Southeast Uplift to independent non-profit corporations;

- Southeast Uplift has as its core program areas the following: citizen participation, urban planning technical assistance; and community development/organizing.

The decision to hire Southeast Uplift as the future fiscal agent was presented to and approved by the Lents/Brentwood-Darlington Weed & Seed Steering Committee and the MH Livability Coalition.

## **2) NEIGHBORHOOD SELECTION AND COMMUNITY NEEDS ASSESSMENT**

### **A. THE DESIGNATED NEIGHBORHOOD**

#### **1. Name and Location of Site:**

The Montavilla/Hazelwood Livability Coalition targets the neighborhoods of Montavilla and Hazelwood (see map) in the City of Portland, Multnomah County, Oregon, to become a designated Weed and Seed project in southeast Portland, Oregon. Approximate size of site: 6.28 square miles and 37,166 population.

The City of Portland, Oregon currently has two designated Weed and Seed sites: Albina Weed and Seed and Lents/Brentwood-Darlington Weed and Seed. Both Weed and Seed sites are currently in their fifth year of operation and due to expire in September 2005.

#### **2. Identify specific boundaries of the designated neighborhood.**

The neighborhoods of Montavilla and Hazelwood in southeast Portland, Oregon include the following boundaries:

**Montavilla** begins at the corner of SE 68<sup>th</sup> Ave. and I-84 and continues:

- |                     |                                      |
|---------------------|--------------------------------------|
| a. East on I-84     | d. North on SE 76 <sup>th</sup>      |
| b. South on I-205   | e. West on Burnside                  |
| c. West on Division | f. North on SE 68 <sup>th</sup> Ave. |

**Hazelwood** begins at the corner of I-205 and I-84:

- |                                       |                                       |
|---------------------------------------|---------------------------------------|
| a. Northeast on I-84                  | g. North on SE 130 <sup>th</sup> Ave. |
| b. East on Halsey                     | h. West on Stark Street               |
| c. South on SE 148 <sup>th</sup> Ave. | i. South on SE 112 <sup>th</sup> Ave. |
| d. West on Stark Street               | j. West on Division                   |
| e. South on SE 140 <sup>th</sup> Ave. | k. North on I-205                     |
| f. West on Division                   |                                       |

Montavilla and Hazelwood share I-205 as a common boundary physically connecting the two neighborhoods. The target neighborhoods include all or a portion of the following census tracts: 16.01, 16.02, 17.01, 17.02, 81, 82.01, 82.02, 92.01, and 93.02. A map of the designated area is enclosed for your review.

**3. Describe the Site Selection and Need Assessment Process.**

Montavilla and Hazelwood were selected as a potential Weed and Seed site because of the needs and assets within the two communities, the opportunities for improvement, commitment of community stakeholders, and existence of strong coalition partnerships. Site identification variables included 2000 census data, violent crimes, weapon offenses, locations of the ex-offender population, free and reduced lunch program sites, community assets, domestic violence rates, gang rates, prostitution rates, drug abuse cases, and neighborhood crimes.

Rapid escalation of drug related crimes, changing demographics, and need for intervention to prevent further deterioration narrowed the target area to Montavilla and Hazelwood, two neighboring communities with similar crime statistics and need for community intervention and prevention strategies as Lents and Brentwood-Darlington. The potential for community participation is strong and this area has already identified important community assets that would lead to successful implementation of a Weed and Seed strategy.

Demographics - The population of the target area is 35,903. The table below compares the racial characteristics of the target area with all of Multnomah County. Compared to the County, the target area has higher percentages of Asian, Native American, and Hispanic citizens and a smaller percentage White and Black citizens.

RACE	TARGET AREA	Multnomah County
White	73.83	75.51
Black	3.19	6.51
Native American	.99	.89
Asian, Pacific Islander	9.97	6.25
Hispanic Origin	7.81	6.81
Other(includes other, Hawaiian, and 2 or more races)	4.21	4.04
TOTAL	100	100

Approximately 23% of citizens in the target area speak a language other than English. In contrast, 17% of citizens in Portland speak a language other than English. Spanish, Asian, and Indo-European languages represent the bulk of the non-English speakers in the target area.

There are a total of 13,666 households in the target area. Single-parent female-headed households comprise approximately 13% of the households in the target area compared to 7% Countywide. This is significant because of the increased likelihood of parental supervision problems in single parent families and the research linking poor parental supervision with delinquency.

**I. Reasons for Selection of Target Area**

***Decreased Livability and High Crime:***

In 2002, the City of Portland analyzed comprehensive surveys and interviews of residents from eight neighborhood areas in Portland.<sup>1</sup> The City concluded that city livability ratings remained high except for two areas: Outer Southeast and East neighborhoods. Our target area includes both Outer Southeast and East neighborhoods. The livability issues identified in Outer Southeast and East are present in the target site, which is a representative cross-section of these neighborhood areas. Despite an overall improvement in resident satisfaction with neighborhood conditions, the City Auditor noted that the neighborhoods of which the target area is a part were less satisfied.

Contributing to that dissatisfaction is the fear of crime. The City found that fewer residents reported feeling safe in the neighborhood of which the target area is a part than in any other area of the City. For example, over the past five years the city identified that the number of residents reporting a feeling of safety in their neighborhood declined by 5 percent. Over the past 10 years, the neighborhoods of which the target area is a part reported feeling less safe at night. This is significant because residents in all other areas of the City reported an increase or continuation of feeling safe, particularly at night.

In addition, to feeling physically unsafe, residents expressed concern about property crimes. The neighborhood of which the target area is a part reported an 8 percent increase in the percent of residents whose vehicles were broken into last year.

Crime was not the only factor contributing to residents' unhappiness. The City auditor also found that the neighborhoods of which the target area is a part reported feeling much worse than any other part of the City regarding their housing conditions. Only 39 percent of residents in the neighborhoods of which the target area is a part rate neighborhood housing physical conditions "good" or "very good," while over 76 percent in the more affluent areas of Portland rate conditions "good" or "very good."

Access to the types of services and activities that contribute to livability are also lacking in the neighborhoods of which the target area is a part. Those neighborhoods rated closeness to parks lower than other areas of Portland. And citizens showed decreased satisfaction with access to shopping and services. Residents in the target area echo the sentiments expressed in the City's larger survey. In 2004, the Montavilla and Hazelwood Livability Coalition surveyed residents about what they perceived as the biggest problems in their neighborhood. Residents consistently reported that drugs and lack of activities for youth contributed to their dissatisfaction. One respondent summarized the link between the concerns by stating "lots of older parents leaving home and their kids coming in, taking over, and doing drugs" when asked if he or she felt that the target area had a crime problem.

Crime statistics support residents' perception that their area has a crime problem. Statistics reveal that the target area is one of the hardest hit by crimes that contribute to a decline in livability.<sup>2</sup> For example, the target area is among the top third in Portland for gun-related

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<sup>1</sup> City of Portland Service Efforts and Accomplishments: 2001-02, Auditor's Rep. No 290 (2002). Unless otherwise noted, all information in this section comes from the Auditor's report.

<sup>2</sup> All crime statistics taken from Portland Police Bureau Data Systems unless otherwise noted.

assaults and domestic violence. Twenty percent of all the prostitution cases in Portland come from the target area. Twenty-five percent of all robberies in the East neighborhood area come from the target area.

Perhaps most alarming is the rise in drug activity involving methamphetamine. From 2000-2003, the target area contributed an average of 12% of all the drug cases in their neighborhood area. In the first six months of 2004, the target area has contributed 17% of all the drug incidents. Of those incidents, methamphetamine was the drug discovered 51% of the time. Contrast that with the target area in 2000, in which methamphetamine accounted for only 34% of the drug incidents.

## II. Neighborhood Potential

The City Auditor's report also hints at the potential for increased livability in the neighborhoods of which the target area is a part. *Regarding crime, the Auditor found that 60% of residents in neighborhoods of which the target area is a part indicated they were "willing" or "very willing" to help the police improve the quality of life in their neighborhood.*

In addition, the residents in the target neighborhood indicated they felt that housing in their neighborhood was affordable. This is significant because Portlanders in neighborhoods outside the target area rate housing affordability as low, and indicate it has gotten worse over the past five years. The promise of progress contained in these statistics is also found in resident comments to the Montavilla Hazelwood Livability Coalition. Adult respondents indicated that they longed for a greater sense of community.

### B. Community Need Assessment Narrative

**Community Needs Assessments** were developed using data extrapolated from several surveys including:

1. Montavilla/Hazelwood Livability Coalition Survey 2004
2. Portland State University Survey, March 2004
3. Southeast Uplift Neighbor Survey 2002 (Montavilla Neighborhood)

Highlights from these three surveys include:

Over 50% of respondents indicated increased drug activity and having been a victim of crime. 39% of adults and 46% of youth surveyed have witnessed criminal activity in their own neighborhood, 23% of youth have one or more gang involved friends, 41% fear being burglarized, 59% reported problems with graffiti and vandalism, 48% reported problems with residents who don't take proper care of their property, and on all surveys, an average of 50% stated support for working on neighborhood issues and needs with another 46% stating need to work on public safety issues for the community.

The communities of Montavilla and Hazelwood exhibit high crime, low community attainment, risk and protective factors, strong community potential, effective collaborative partnerships, and active grass-roots problem solving abilities that make them a good match with the Weed and

Seed strategy. Underlying causal elements include rapid increase in population density; and incoming population that is more ethnically diverse, younger, and more likely to live in poverty than the population of the community even five years ago. These rapid changes have resulted in increased distress and decreased quality of life for longer-term residents; they can no longer consider themselves immune from the “big city” problems of street crime, drug abuse and gang violence. Newer residents are frequently immigrants who face enormous cultural and economic challenges. The dynamics have polarized the community, increased racial, ethnic and class tensions, and decreased the quality of life for all residents. Montavilla and Hazelwood are located at busy crossroads and transit junctions increasing public transportation access. This is especially conducive to gang activity as it allows for easy access and fast retreat for gang affected youth from throughout the Portland Metropolitan area.

**City of Portland Police reports and 2000 Census Data indicate:**

- Methamphetamine is present in a greater percentage of arrests in Montavilla and Hazelwood than other arrests. In 2000, between 30 – 40% of all drug arrests in Montavilla and Hazelwood involved methamphetamine. In 2004, 63% of drug arrests in Montavilla involved methamphetamine (Portland Police Bureau Data Systems).
- The 4-year average of drug incidences for Montavilla between the years of 2000 – 2003 was 80. In the first six months of 2004, the drug incidence rate for Montavilla was 68. If Montavilla continues to progress at the same monthly average, the drug incidence rate for 2004 will be a 57% increase in the rate of drug incidence from the previous four year average (Officer Dave Dobler, Portland Police Bureau Crime Analyst).
- Hazelwood accounts for a disproportionate share of robberies both in East Precinct and in the City of Portland.
- Poverty: According to 2000 Census data, 13.92% of Montavilla residents and 15.72% of Hazelwood residents live below poverty. The City of Portland average for households below poverty is 12.94%. These numbers indicate a higher than average number of households living below poverty live in Montavilla and Hazelwood.
- Female Single Parent Head of Household: 10.70% City of Portland families are female single parent head of household families. 13.31% of Montavilla residents and 13.19% of Hazelwood residents are female single parent head of household families. These numbers indicate an average 23.8% increase in female head of household family units in Montavilla and Hazelwood over the City of Portland neighborhood average (2000 Census).
- Education: 5.19% of City of Portland individuals aged 25 years old or above have less than a 9<sup>th</sup> grade level of school achievement. 7.60% of Montavilla residents and 8.51% of Hazelwood individuals aged 25 years old or above have less than a 9<sup>th</sup> grade level of school achievement. These numbers indicated a greater than average number of individuals aged 25 year old or above that live in Montavilla and Hazelwood have less than a 9<sup>th</sup> grade level of school achievement.

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“I have been a resident of Hazelwood for 40 years. As the population in Hazelwood grows, so does the increase in drug usage, meth homes, burglaries, car prowls, and other related crimes that enables them to get money for drugs. It is important to me to bring the Weed & Seed strategy there to provide added resources to reduce crime in the neighborhood”.

*Shirley Holmes*

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**Unique Elements of Montavilla and Hazelwood:** There are many unique attributes of this target area – some positive, some negative. One of the most significant challenges from the “weeding” perspective is its location. As a primary crossroads for the Portland Metropolitan area, the neighborhood is at higher than normal risk for home invasion, burglaries, drug-related crime and random vandalism due to easy ingress and egress by non-residents. Gentrification throughout Portland displaced persons needing affordable housing to the Montavilla and Hazelwood area. In addition, immigrants from Mexico, Central and South America, Eastern Europe, Southeast Asia, and Africa moved into the area seeking low-cost housing. This migration increased the number of single parent households, the number of households with incomes below the federal poverty line, and the percent of free or reduced lunch in all area schools.

Rapid growth and increased diversity in the Gateway (Montavilla/Hazelwood) area have created a challenge for schools, local government and service providers. 13.92% of Montavilla and 15.72% of Hazelwood Residents live below the poverty rate compared to 12.9% for Portland as a whole. High rates of unemployment are mirrored in Oregon’s rate of unemployment, which spiked to 7.4% in August 2004—one of the highest in the US. The Latino population increased 437% between 1990 and 2000. At the same time Gateway became home to immigrants from the Ukraine, Romania, Czechoslovakia, Russia, and other former soviet countries. Immigrants from various countries in Southeast Asia relocated here, as did African immigrants. Over the past 7 years the number of ESL (English as second language) learners in local schools has increased by 383%. Contrary to the national average, crime rates in the target area are increasing. In addition, recent estimates on race and ethnicity in Oregon show that minority population; particularly Hispanics and Asian Americans have increased rapidly since the 2000 census. While total population increased by 4%, the increase in Hispanics was 18.5% and Asian American 16.5%.

Although the problems noted above are significant, there is much potential, especially if designated a Weed and Seed Community. The downward spiral will not likely be reversed without new resources and staff to effectively engage the community. The MH Steering committee is comprised of the majority of service providers who can provide expertise and resources to the MH Weed and Seed Community. A strong, well-connected alliance will prevent service delivery redundancy and result in more efficient use of funds. The following initiatives and groups have been formed in response to growing public safety, economic and social service needs in the area. All have committed support to ensure a successful Weed and Seed Community effort for Montavilla and Hazelwood.

- **“Opportunity Gateway”:** The Gateway Business Area in Hazelwood was designated an Urban Renewal District by the City of Portland Development Commission. By 2015, it is projected that Gateway will be the most accessible location in the Portland metropolitan area. (As noted earlier this is a mixed blessing.) It takes advantage of two interstate freeways, light rail transit to downtown, Northeast Portland, Gresham, and the airport, the area is growing rapidly. Nearly 1,000 housing units have been built over the past several years.

The Opportunity Gateway process is a collaboration between residents, businesses, and other members of the Gateway community and the City of Portland to guide future growth. In February 2000, the Opportunity Gateway Concept Plan and Redevelopment Strategy was

accepted by the Portland Development Commission and the City Council. The plan features upgrades to the transportation and open space networks in Gateway, as well as new housing, employment, and public institutions such as an education center.

- **Neighborhood Associations:** The Montavilla and Hazelwood Neighborhood Associations are active grass-roots problem solving organizations. They receive technical assistance through the City’s Office of Neighborhood Involvement and Southeast Uplift, the coalition of Southeast and Outer Southeast Portland neighborhood associations. The potential for these organizations to contribute to the “weeding and seeding” of the target area is enhanced by their ability to work with government, non-profit, and business partners.
- **Project Safe Neighborhoods** (local effort): The Project Safe Neighborhood Portland Gun Violence Reduction Project is a collaborative effort between the City of Portland Office of Neighborhood Involvement, Northeast Coalition of Neighborhoods, East Portland Neighborhood Office, and the Oregon US Attorney. This gun reduction effort aims to implement community action teams to mobilize key stakeholders and begin to educate the public on what action they can take regarding gun violence. The Community Action Teams will employ a multi-disciplinary approach to educate and train the community on the prevalence of gun violence, and resources within the community to address gun violence. The community of Hazelwood is a direct partner in Portland Gun Violence Reduction Project.
- **Oregon Project Safe Neighborhoods** (federal effort): The goal of Project Safe Neighborhoods is to reduce gun violence and create safer communities by prosecuting weapons cases in federal court where serious sentences are available for prohibited persons found to be in possession of firearms or ammunition. The effectiveness of the project is based upon the ability of federal, state and local agencies to cooperate in a united offensive to investigate refer and prosecute weapons cases in federal court in Portland, Eugene and Medford.
- **Mid-County Caring Community:** City, County, and State agencies, schools, local businesses, and unaffiliated residents meet regularly through the Mid-County Caring Community to integrate their community development efforts across bureaucratic and budgetary boundaries.
- **SUN Schools** (Schools Uniting Neighborhoods) are designed to build on the central role that schools play in our communities. Schools are often the most accessible location for learning, family support, and recreational activities. SUN schools extend the operating day of school facilities to provide academic enhancement and personal/family/community development resources during after-school and evening hours. Binsmead, in the target area, is a designated SUN school.
- **Community Policing:** The City of Portland Police Bureau has two designated Neighborhood Response Team officers committed to working with residents, businesses, and stakeholders in Montavilla and Hazelwood, one officer is from East Precinct, the other officer is from Southeast Precinct.

- **David Douglas High School 21<sup>st</sup> CCLC:** David Douglas High School received a \$338,250 21st Century Community Learning Center program grant to focus on improving academic achievement and providing enrichment activities, such as art, music, drama, or special interest activities for students.

**Social Services:** A wide range of community based programs provide services to low income people and youth in the target area including:

- **Boys and Girls Clubs of Portland** - Metropolitan Area programs and services promote and enhance the development of boys and girls by instilling a sense of competence, usefulness, belonging and influence.
- **Human Solutions** helps families gain self-sufficiency by providing affordable housing, skill development and family support services.
- **IRCO** (Immigrant Refugee Community of Oregon) helps to assist refugees, immigrants and multi-ethnic communities to develop self-sufficiency and cultural awareness while affirming and preserving each culture within an ever-changing global environment.
- **Metropolitan Family Service** is a single agency with many different programs serving many people including children and families, older adults, and people with disabilities.
- **Portland Impact** helps people overcome and avoid financial hardships, advocate for changes that will eliminate poverty and provides employment, education and safety net services that enhance the economic capacity and self-sufficiency.
- **Volunteers of America** works to change lives by promoting self-determination and building strong communities. Today, through the dedication of 240 staff members and more than 500 volunteers; VOA helps hundreds of families, men, woman and children with a continuum of services--touching individuals from all walks of life, from the youngest to the oldest.
- **el Programa Hispano** provides leadership, outreach, employment and training, access to resources and ESL training for the Hispanic community.

Information was gathered by surveying area residents over the past 24 months. Data was collected on citizen perceptions of schools, public safety, community “well-being,” and neighborhood needs and resources. Although these surveys were helpful in planning our Weed and Seed initiatives, we believe a single instrument administered to identify community needs more precisely is necessary. Such an instrument will be developed in collaboration with Portland State University to identify un-met needs and measure progress in meeting those needs over time.

From a global perspective, the most serious concerns deal with reduction of the high crime rate, increase of services that support residents in ways that can help them achieve a higher quality of life, number of children living in poverty, and increase in youth and gang criminal behavior.

The most serious un-met needs that have emerged from surveys already completed are: (1) improved neighborhood appearance and community connections; (2) increased youth programs; (3) greater law enforcement visibility; and (4) insufficient resources for public safety, especially traffic, drug problems and the criminal activity related to drug use.

Committee members, in reviewing client service levels and numbers of residents on waiting lists, concluded that almost all areas of services are in need of heightened service levels, especially in the areas of police enforcement, health, recreation, housing code enforcement and education and training. Survey respondents identified un-met needs and gaps in services in the following areas:

- Recreational and leadership programs for at-risk youth
- Drug and alcohol treatment in the community
- Early childhood prevention and intervention programs
- After school programs for youth
- Comprehensive educational programs that support school retention and graduation
- Programs to integrate and engage new immigrants. Minority populations have increased dramatically in the last five years
- Inadequate culturally appropriate resources for ethnic populations
- Drug, gun, and prostitution related crimes
- Traffic and parking conditions
- Police presence

Clearly, the community-identified areas of concern warrant a weed and seed approach. Diminishing local funds to address these concerns increase the importance of official recognition as a new Weed and Seed site.

**Neighborhood Data**

- a) **Crime Data:** According to Portland Police crime stats, the top 3 crime issues in Montavilla/Hazelwood are: 1.) Drug related crimes (especially related to petty theft, burglaries, Methamphetamine use and manufacturing); 2.) Prostitution and 3.) Gun Violence

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“Ultimately, the question is whether Montavilla is a good place for a kid to grow up. Weed and Seed and its partner organizations will help make Montavilla safe so that the American dream can unfold for the next generation.”

*Roger Warren  
Resident of Montavilla*

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Please note the escalation of robberies over the past four years. This is a trend expected to continue and worsen. Many, if not most, are directly related to gang activity or drug use.

<b>Crime Indicator</b>	<b>2000 Montavilla/ Hazelwood</b>	<b>2001 Montavilla/ Hazelwood</b>	<b>2002 Montavilla/ Hazelwood</b>	<b>2003 Montavilla/ Hazelwood</b>
<b>Homicide</b>	0 / 0	3 / 1	0 / 0	0 / 0
<b>Forcible Rape</b>	8 / 17	11 / 18	10 / 25	11 / 9
<b>Aggravated Assault</b>	77 / 144	81 / 98	61 / 104	83 / 101
<b>Robbery</b>	21 / 47	27 / 59	30 / 55	32 / 70
<b>Drug Incident Rate</b>	76 / 98	78 / 91	91 / 80	76 / 111

- In Oregon, methamphetamine has passed marijuana to become the second primary drug of abuse for adults in treatment.
- Oregon is currently a source state for methamphetamine across the United States.
- Methamphetamine is tied to almost all property and identity theft crimes in Oregon.
- In 1993, 8% of the adults in treatment were there because of amphetamines. In 2002 this number increased to 19%.

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“As a block captain and the crime prevention officer of the Montavilla Neighborhood Association, I have seen a consistent increase in home burglaries – 35% over last year according to police statistics. This increase is significantly greater than any other neighborhood and is a reflection of the growing drug activity and “meth labs” in our area.

The Weed & Seed program would help with an increase in education, focused police resources on problem areas and greater follow through with troubled residents through community court”.

*Victor Fleming  
Resident and Block Captain*

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**Demographic/Economic/Social Data:**

According to 2000 Census data:

<i>RACE</i>	<i>TARGET AREA</i>	<i>Multnomah County</i>
White	73.83	75.51
Black	3.19	6.51
Native American	.99	.89
Asian, Pacific Islander	9.97	6.25
Hispanic Origin	7.81	6.81
Other(includes other, Hawaiian, and 2 or more races)	4.21	4.04
TOTAL	100	100

- 10.70% City of Portland families are female single parent head of household families. 13.31% of Montavilla residents and 13.19% of Hazelwood residents are female single parent head of household families. These numbers indicate an average 23.8% increase in female head of household family units in Montavilla and Hazelwood over the City of Portland neighborhood average.
- 83.05% of City of Portland residents speak English. 77.87% of Montavilla residents and 75.81% of Hazelwood speak English. These numbers indicated a less than average number of non-English speaking individuals live in Montavilla and Hazelwood.
- 12.94% of City of Portland households live below the poverty level. 13.92% of Montavilla residents and 15.72% of Hazelwood households live below the poverty level. These numbers indicated a more than average number of households living below poverty live in Montavilla and Hazelwood.
- 5.19% of City of Portland individuals aged 25 years old or above have less than a 9<sup>th</sup> grade level of school achievement. 7.60% of Montavilla residents and 8.51% of Hazelwood individuals aged 25 years old or above have less than a 9<sup>th</sup> grade lever of school achievement. These numbers indicated a greater than average number of individuals aged 25 year old or

above that live in Montavilla and Hazelwood have less than a 9<sup>th</sup> grade level of school achievement.

Demographic changes over the past decade are highlighted in the following excerpt:<sup>3</sup>

Portland and its suburbs experienced significant economic growth and demographic change during the 1990s, a trend underscored by Census 2000. Portland's foreign-born population more than doubled in size during the 1990s, and contributed to the city's youthful profile. At the same time, Portland's natural setting and robust job market in the 1990s made it a destination for domestic migrants as well. The city gained considerable numbers of 25- to 34-year-olds over the decade even as their numbers declined nationwide.

One in four blacks and Hispanics in Portland live below the poverty line, and African American households earn about \$15,000 less on average than Asian and white households. These economic disparities have likely worsened since Census 2000 was conducted, as the city's unemployment rate has risen significantly. Low income families in the Portland area meanwhile may be facing increasing difficulties obtaining affordable housing, as rents increased rapidly during the 1990s.

*Portland in Focus: A Profile from Census 2000* concludes that:

- **Racial and ethnic diversity is on the rise in Portland due to increasing immigration.** The city today has nearly equal populations of black, Asian, and Hispanic residents, who together represent 20 percent of all Portlanders. The city also claims the second-highest proportion of multiracial residents among the 23 Living Cities. Driving this growing diversity was a more-than-doubling of Portland's foreign-born population during the decade. The city's immigrants themselves are quite diverse: Thirty-eight percent hail from Asian nations, and Europe and Latin America each contribute one-quarter of Portland's foreign-born. As in many metropolitan areas, however, an increasing number of immigrants in Portland are settling directly in the suburbs, which gained more than five times as many foreign-born residents in the 1990s as the central city.
- **Residents of Portland are young and mobile.** Baby Boomers aged 35 to 54 are by far the nation's largest age cohorts, but people in their late 20s and early 30s make up Portland's largest age groups. Because of this age tilt, households in Portland are considerably smaller on average than those in most U.S. cities, typically consisting of singles and childless couples. In addition to attracting young people from abroad, Portland was a magnet for domestic migrants in the U.S. during the 1990s. More than a quarter of Portland residents lived in a different city five years prior, and the city gained a significant number of 25- to 34-year-olds even as their numbers declined nationwide. Still, suburbs were the destination for most new households in the Portland region; areas outside the city gained 30,000 married couples with children over the decade.
- **Homeownership rose in Portland during the 1990s for only some groups, and housing costs increased substantially for renters.** Portland experienced a considerable

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<sup>3</sup> Living Cities - Portland in Focus: A Profile from Census 2000, November 2003  
Community Capacity Development Office  
Montavilla/Hazelwood Livability Coalition 2004 OR Application  
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rise in its homeownership rate during the 1990s, and 56 percent of its residents owned their own homes in 2000. Gains among the city's white and Asian households drove these increases, however. The homeownership rate for blacks remained the same, and that for Hispanics dropped, perhaps owing to recent immigration. At the same time, in-migration to Portland and rising household incomes in the 1990s produced a rapid run-up in rents. Median rental costs increased 19 percent between 1990 and 2000, the second-highest such rise among the 23 Living Cities. These costs highlight what may be a growing need for affordable housing among the city's renters, nearly 41,000 of whom (41 percent) paid at least 30 percent of their income on rent in 2000.

**b) Additional Neighborhood Indicators:**

One of the most pressing and difficult problems facing our target area to stop the escalation of criminal activity and “break the cycle of crime”. Risk factors include life events or experiences associated with an increase in problematic behaviors such as alcohol and other drug use. Protective factors include life events or experiences that reduce or moderate the effect of exposure to risk factors. The most effective prevention and intervention projects focus on risk and protective factors within five major life domains: individual, family, peer, school and community.

Risk factors included as neighborhood indicators include poverty – especially the numbers of youth in poverty, single-family units with female head of household, immigration of non-English speaking families juvenile and gang criminal activity and low academic achievement.

<b>Risk Factor</b>	<b>Montavilla/Hazelwood</b>	<b>City of Portland</b>
Households Below Poverty	14.82%	12.94%
Family unit – female head of household	13.25%	10.70%
Non-English speaking families	23.16%	16.95%
Low academic achievement – Less than 9 <sup>th</sup> Grade Education	8.055%	5.19%

Based on target area data, both Montavilla and Hazelwood exhibit high risk factors and low protective factors. Unless this trend is reversed, the likelihood of reduced social and economic capital for community participants is predictable.

Growth in the number of renters continues to outpace home ownership. From 1990 to 2000, homeownership in the Gateway Area increased by 7% and the number of renter households increased by 11%. City wide, home ownership increased by 25% and rentals by 12%.  
 Source: 1990 Census and 2000 Census

A high percent of home ownership is a common indicator of communities that residents describe as “well maintained” and “good places to live”. Social capital is high in these areas and the crime rates tend to be lower than areas with high percentage of rental units. It is for this reason, that neighbors indicate a desire for programs to increase home ownership in the target community.

On a brighter note, positive changes have occurred in the neighborhoods of Lents and Brentwood-Darlington as a spin-off of the Lents/Brentwood-Darlington Weed & Seed collaborative effort. After almost five years of Weed and Seed investment in LBD, violent crime counts and rates have *decreased significantly* in both Lents and Brentwood/Darlington in contrast to both the three and five year periods before the start of Weed and Seed.

For Brentwood/Darlington the mean count of violent crime in the last 3 years was 93 per year. In the 3 years prior to Weed and Seed it was 128 per year. For Lents the mean count of violent crime in the last 3 years was 193 per year. In the 3 years prior to Weed and Seed it was 270 per year.

<b>Violent Crime Counts</b>	<b>1996 - 1997</b>	<b>1997 - 1998</b>	<b>1998 - 1999</b>	<b>1999 - 2000</b>	<b>2000 - 2001</b>	<b>2001 - 2002</b>	<b>2002 - 2003</b>
Brentwood-Darlington	3.9%	9.7%	-17.0%	-5.7%	-19.1%	2.2%	-3.2%
Lents	-1.3%	-1.6%	-11.5%	-12.6%	-17.4%	-10.3%	18.9%
City Total	-3.8%	-11.4%	-6.9%	-6.4%	-22.0%	0.2%	0.3%
<b>Robbery Counts</b>	<b>1996 - 1997</b>	<b>1997 - 1998</b>	<b>1998 - 1999</b>	<b>1999 - 2000</b>	<b>2000 - 2001</b>	<b>2001 - 2002</b>	<b>2002 - 2003</b>
Brentwood-Darlington	14.3%	-12.5%	-57.1%	16.7%	0.0%	42.9%	20.0%
Lents	-5.7%	6.0%	-15.1%	-15.6%	-5.3%	25.0%	-4.4%
City Total	-4.8%	-17.1%	-15.2%	5.8%	-15.8%	1.4%	10.7%

Crime rates in neighboring communities without a Weed and Seed investment increased. As an important W & S return on investment, average violent crime rates in Brentwood/Darlington over the last three years is *significantly less* than the average for all City neighborhoods over the last three years. The average property crime rate in Brentwood/Darlington over the last three years is *significantly less* than the average for all City neighborhoods over the last three years.

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“I would like to see Weed and Seed come to the Montavilla/Hazelwood site because I have seen the positive results it has brought to the Brentwood-Darlington site. The same kinds of problems that were entrenched in the LBD neighborhoods, such as active drug houses, open street prostitution and absentee landlords, are all becoming common in the Montavilla area. The added resources we had to confront these problems helped reduce them and make the area a better place to live and more importantly plant roots.”

**Sgt. Reed Hunt**  
**Portland Police Bureau**

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Strategies to reduce crime and improve resident participation for the LBD Weed & Seed have included:

- 1) Initiating the “Lents Homeownership Initiative”, a broad-based, collaborative effort to increase home ownership in the Lents Urban Renewal District and support existing homeowners with assistance to maintain their property and stay in their homes. This effort will work to address neighborhood concerns about property owners and landlords that do not maintain their property.
- 2) Developing a Task Force of community stakeholders to select targeted “hot-spot” areas for implementing a more focused approach to our weed and seed efforts. This has included obtaining police maps

indicating calls for service, arrests, and housing code complaints. The maps are overlaid to determine the areas of greatest needs and systems are in place to conduct focused outreach and intensified weeding and seeding efforts.

The Montavilla/Hazelwood Livability Coalition Steering Committee will implement these same strategies in the new target area Weed and Seed site. There is little doubt that Montavilla and Hazelwood will experience similar results after a five-year investment in community weeding and seeding. These results will not likely happen without assistance from outside resources. Oregon State, county and city governments are implementing significant cost reductions in all areas, including public safety and local community planning.

### **C. Economic Revitalization**

In Oregon, communities tend to choose between an enterprise community and an Urban Renewal/tax increment financing (TIF) strategy for revitalization. The Enterprise Zones offer property and business owners tax credits for private investment, while TIF leverages funding for public sector improvements from growth in assessed value of taxable property over time. These are two opposing tools as use of one would be counter-productive to the other. Opportunity Gateway chose urban renewal as a redevelopment strategy. Gateway refers to the area bound by 97<sup>th</sup> Ave. on the west (shared border between Montavilla and Hazelwood), just beyond NE Weidler on the north (Hazelwood), approximately 106<sup>th</sup> Ave. on the east (Hazelwood), and SE Market on the south (Hazelwood). The majority of this area lies within the Hazelwood neighborhood.

Environmental blight in Gateway results from the following physical and economic conditions: 1) Defective design and quality of construction; 2) Faulty interior arrangement and exterior spacing; 3) Inadequate provision for ventilation, light, sanitation, open spaces and recreation facilities; 4.) Obsolescence, deterioration, dilapidation, mixed character or a shifting of uses; 5) Economic dislocation, deterioration or disuse of property resulting from faulty planning; 6) Existence of inadequate streets and other rights of way, open spaces and utilities; 7) Prevalence of depreciated values, impaired investments and social and economic maladjustments to such an extent that the capacity to pay taxes is reduced and tax receipts are inadequate for the cost of public services rendered; and 8) Growing or total lack of proper utilization of areas, resulting in a stagnant and unproductive condition of land potentially useful and valuable for contributing to the public health, safety and welfare.

Montavilla has experienced waves of growth and decline since the early 1900s. Escalation of commercial disinvestment and decreased neighborhood identity coupled with growing minority populations began in the 1980's and continue today. As the neighborhood demographics become more diverse, neighbor relations suffered. Strategies to introduce multi-cultural awareness and understanding are desperately needed. Residents tend to fear rather than appreciate one another.

Montavilla, like Gateway exhibits characteristics of blight. Core area housing is generally in fair to poor condition. Most lots are small with little or no setback and multi-family apartment complexes and converted houses dominate the north and east side of Montavilla (bordering Hazelwood and the Gateway area). Role models for site improvements are rare. W&S strategies

will assist with attitudinal changes needed to foster neighborhood upgrades, clean up and visual improvements. The snowball effect that occurs when one property owner makes a change is impressive and was evidenced in Lents Brentwood Darlington.

Street lighting is insufficient during evening and nighttime hours; streets often are unpaved, poorly paved or have potholes; and high traffic volumes and low quality streets make bike and pedestrian travel more difficult. These conditions contribute to lack of outdoor exercise and overall health of residents. The seeding part of the W & S strategy will create community pressure to increase investment in these important infrastructure and quality of life issues.

The Gateway Regional Center Urban Renewal plan features upgrades to transportation and open space networks in Gateway, as well as new housing, employment, and public institutions such as an education center. The plan was accepted by the Portland Development Commission and City Council in June of 2001. This established the Regional Center as a tax increment district capable of financing up to \$164 million for public improvements over 20 years. The plan estimates \$11 million will be available during the first 5 years.

However, these funds can only be used for “brick and mortar” projects, not for community planning or law enforcement. Weed and Seed funds are needed to compliment this investment with community planning and increased law enforcement activity.

The objectives of Opportunity Gateway are to:

- Transform the Gateway district into a Regional Center with enhanced housing, employment, recreational and cultural opportunities for east Portlanders.
- Begin implementing projects that embody the concepts established by the Opportunity Gateway Concept Plan and Redevelopment Strategy.
- Create public spaces, transportation and pedestrian improvements, and projects to enhance Gateway’s viability as a livable center of activity.
- Create a character for the district to make it identifiable as a special and distinct place.
- Encourage public and private investment that is consistent with the values and aspirations of the Gateway community.
- Strengthen the partnerships established through the Opportunity gateway planning process.
- Continually raise the level of informed participation among those interested in Gateway’s redevelopment.

Opportunity Gateway will have a direct impact on neighborhood improvements in Hazelwood and an indirect impact on physical and social improvements in Montavilla. A complimentary Weed and Seed strategy will allow for community planning and enhanced law enforcement for both areas.

#### **D. Federal Program Coordination**

The following federal programs will be coordinated as part of our Weed and Seed effort:

- **Project Safe Neighborhoods** (local effort): The Project Safe Neighborhood Portland Gun Violence Reduction Project is a collaborative effort between the City of Portland Office of Neighborhood Involvement, Northeast Coalition of Neighborhoods, East Portland Neighborhood Office, and the Oregon US Attorney. This gun reduction effort aims to implement community action teams to mobilize key stakeholders and begin to educate the public on what action they can take regarding gun violence. The community Action Teams will employ a multi-disciplinary approach to educate and train the community on the prevalence of gun violence, and resources within the community to address gun violence. The community of Hazelwood is a direct partner in Portland Gun Violence Reduction Project.

- **Community Court:** The Community Court Project is an example of the “Weed” and the “Seed” joining in one effort. Through enforcement and prosecution, prevention and treatment, the Project hopes to reduce crime and the fear of crime and improve social conditions for residents. The Community Court Project is a highly collaborative program that relies on the coordination and partnership of at least 9 core partners. This number does not include the secondary social service and community organizations that receive referrals from the Community Court social services program and the Community Court judge. As a result of this collaboration, the Community Court has been able to achieve many of the law enforcement and community enrichment objectives envisioned when the program began.

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“I know that request for a Weed and Seed grant from the United States Department of Justice, Office of Juvenile Justice and Delinquency Prevention can be an enduring yet rewarding process. I welcome the opportunity to join in your fight against substance abuse in the Montavilla/Hazelwood neighborhoods. I want to express my willingness to continue participating in these collaborative law enforcement efforts and pledge the support of the Portland District Office’s Demand Reduction Program.”

*Kenneth W. Magee*  
*U.S. Department of Justice*  
*Drug Enforcement Administration*

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- **SUN School Initiative** (Schools Uniting Neighborhoods) is designed to build on the central role that schools play in our communities. Schools are often the most accessible location for learning, family support, and recreational activities. SUN schools extend the operating day of school facilities to provide academic enhancement and personal/family/community development resources during after-school and evening hours. Binsmead, in the target area, is a designated SUN school.

- **David Douglas High School 21<sup>st</sup> Century Community Learning Center** - David Douglas High School received a \$338,250 21st Century grant to focus on improving academic achievement and providing enrichment activities, such as art, music, drama, or special interest activities for students.

### 3) WEED AND SEED STRATEGY

#### A. Description of the Strategic Planning Process

A supportive and collaborative coalition was one of the greatest strengths and contributor to success of the Lents/Brentwood-Darlington Weed & Seed. LBD sustained a diverse group of community stakeholders working together in partnership to address weeding and seeding issues

in Lents and Brentwood-Darlington since before the site received Official Recognition in 2000. The site has experienced consistent participation at monthly Steering Committee Meetings, joined forces to target existing and bring new resources to the community, worked effectively to maintain existing programs and services, and partnered to develop creative solutions to address community problems.

LBD collaboration with the Montavilla/Hazelwood Livability Coalition affords an opportunity to share and replicate tools and resources leveraged by the Lents/Brentwood-Darlington Weed & Seed site. This collaborative effort was initiated in late 2003 and strategic planning continues with members of the Montavilla/Hazelwood Livability Coalition today.

During the Strategic Planning Process, members of the Montavilla/Hazelwood Livability Coalition were divided into three subcommittees focusing on key planning elements.

**Developing A Diverse Steering Committee:** Individuals working on this subcommittee include Myriam Demezas, Human Solutions; Holly Dolan, Resident/Faith-Based Volunteer, Havilah Ferschweiler, SEUL; Shirley Holmes, Hazelwood Resident; Arlene Kimura, Hazelwood Resident; Roger Warren, Montavilla Resident; and Kimberely McClain, Montavilla resident. **Committee charge:** develop a diverse and inclusive Steering Committee representative of the community, educate others about Weed & Seed, and invite residents to participate in the Strategic Planning Process.

**Statistical Research and Data Collection:** Individuals working to support this subcommittee include Galina Boyechko, ONI Crime Prevention; Rosanne Lee, ONI Crime Prevention; Ellen Osoinach, East Precinct Neighborhood DA; Anne Peterson, Mid County Caring Community; Susan Stoltenberg, Portland Impact; and Caroline Wong, SE Precinct Neighborhood DA. **Committee charge:** 1) Identify what statistics/data information needs to be gathered, 2) Get the new statistics/data, and 3) Develop conclusions about the statistics/data information relative to crime in Montavilla and Hazelwood.

**Identifying A Focused Area Within Montavilla and Hazelwood:** Individuals working on this subcommittee include Bob Calhoun, East Portland Community Center; Chris Griffin, Metropolitan Family Service; Libby Lescalleet, Boys & Girls Clubs; Ed Marihart, Office of Neighborhood Involvement; and Debbe Hamada, East Portland Community Center. **Committee charge:** 1) Determine what crime maps are need from Portland Police Bureau and get them; 2) Define what service maps are needed from ONI Housing Inspection and get them; and 3) Develop a community survey to measure unmet needs and gaps in services.

In addition to subcommittee work, the coalition participated in numerous meetings to share ideas, present information, validate survey data, network with others, and move the strategic planning process forward.

Partnerships that have helped shape the decision to use a Weed and Seed approach in Montavilla and Hazelwood include law enforcement, crime prevention, City and County government, non-profit organizations, and others. The specific organizations include:

Portland Police Bureau, City of Portland Housing Inspection, Multnomah County Community Court, Multnomah County District Attorney, Volunteers of America, Boys and Girls Club of Metropolitan Portland, Metropolitan Family Service, Portland State University, Southeast Uplift Neighborhood Program, Multnomah County School and Community Partnerships, US Department of Justice, Portland Impact, ROSE CDC, Neighborhood Associations, and Residents.

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“This was one of the better planning efforts I have worked on over my many years of neighborhood involvement. I feel confident that our Weed and Seed Community Plan accurately reflects community priorities and un-met need. The process was inclusive and thorough. I look forward to the opportunity to convert these plans into action through the weed and seed process”.

*Arlene Kimora  
Chair, Hazelwood Neighborhood  
Association*

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Representatives from these various groups provided input, feedback and supported the effort to develop a Weed & Seed site in collaboration with the Montavilla/Hazelwood Livability Coalition.

The strategy plan reflects the crime problems and needs in the community as presented by anecdotal reports from individuals living-in and serving the residents of the target area, data acquired from community surveys, and research and analysis of crime stats and information obtained from the Portland Police Bureau, 2000 Census, Housing Inspection, Multnomah County, and other resources.

Information obtained from the sources indicated above were presented to coalition members, worked into a strategic plan, and presented to coalition members for buy-off and support. If needed modifications were made to more closely reflect the needs of the community and experience of coalition participants.

## **B. Timeframe**

The Weed and Seed strategy outlined in this document covers a five-year timeframe beginning October 1, 2005 and ending September 30, 2010. Many of the tasks presented in this strategy will continue after the end of the Weed and Seed designation. The Montavilla/Hazelwood Livability Coalition will continue to bring new resources and partnerships into the target area to expand existing programs, introduce new tactics for eliminating crime, educating residents, engaging neighbors in crime prevention and neighborhood restoration efforts, and leveraging community resources.

The strategic plan outlined in this document is extensive and ambitious. Many of these prevention strategies will require several years for measurable impact. However, we expect short-term success in several areas, primarily due to the lessons learned and resources from collaboration with the LBD Weed and Seed site.

The Montavilla/Hazelwood Livable Coalition has the capacity and systems in place to effectively monitor the progress of the Weed and Seed strategy and make changes as needed. The Coalition will be responsible for managing the following:

- **Progress Reports:** Coalition partners receiving funding from our site are required to submit semi-annual progress reports outlining how the funding was used, how many individuals

were served, what impact their program/service has had on the community, recommendations for improvement, etc.

- Information Sharing: Steering Committee participants receive information like best practices, national trends, new initiatives, etc. at monthly Steering Committee meetings
- Reports and Statistics: Community surveys, evaluation reports, crime statistics, and anecdotal information will be reviewed annually to determine if our site is proceeding as anticipated or if strategy modifications need to be made to strengthen our approach.
- Annual Review: The Steering Committee will engage in annual Strategic Planning Retreats to review where we have been, outline our goals for the following year, and celebrate our successes. This is an opportunity to review in greater detail our past, discuss our future, and gain consensus among coalition partners.

### C. Sustainability and Leveraging

W & S funding represents an investment in the future of this community. These DOJ seed monies are a catalyst to secure local public and private investment to sustain project activity beyond a five-year period. The Montavilla/Hazelwood Livability Coalition is taking steps towards long-term sustainability by identifying community resources, inviting other community stakeholders to participate with our strategy and coalition efforts, identifying possible outside funding resources, and developing capacity to bring new and additional resources to the target area. One **unique and important strategy** is our effort to increase the percentage of existing program resources and energy that are dedicated to high priority areas of need. **The impact of focused collaborative effort on areas of greatest need cannot be understated.**

**Partner resources** that complement and will help sustain the Weed and Seed effort include:

- Volunteers of America and Portland Impact offer access to an established volunteer coordination infrastructure to expand volunteerism in our service area.
- Southeast Uplift Neighborhood Program and East Portland Neighborhood Office offer free technical assistance for citizen participation, community development, organizing and urban planning; and access to an established network of Neighborhood coalitions and partners.
- Portland Police Bureau, Multnomah County District Attorney's Office, City of Portland Housing Inspection, DEA, US Attorney's Office, and others bring experience implementing a weed and seed strategy, existing City/County/State/federal resources into the target area, and a willingness to continue partnering with the Montavilla/Hazelwood Livability Coalition to implement a 5-year weed and seed strategy.
- Lents/Brentwood-Darlington Weed & Seed coalition partners bring an existing relationship with the Lents Homeownership Initiative (LHI) and the Robert Wood Johnson Foundation "Active Living By Design" to expand our network of community partners.

The following federal programs will be coordinated as part of our Weed and Seed effort:

- **Project Safe Neighborhoods** (local effort): The Project Safe Neighborhood Portland Gun Violence Reduction Project is a collaborative effort between the City of Portland Office of Neighborhood Involvement, Northeast Coalition of Neighborhoods, East Portland Neighborhood Office, and the Oregon US Attorney. This gun reduction effort aims to implement community action teams to mobilize key stakeholders and begin to educate th

public on what action they can take regarding gun violence. The community Action Teams will employ a multi-disciplinary approach to educate and train the community on the prevalence of gun violence, and resources within the community to address gun violence. The community of Hazelwood is a direct partner in Portland Gun Violence Reduction Project.

- **Oregon Project Safe Neighborhoods** (federal effort): The goal of Project Safe Neighborhoods is to reduce gun violence and create safer communities by prosecuting weapons cases in federal court where serious sentences are available for prohibited person found to be in possession of firearms or ammunition. The effectiveness of the project is based upon the ability of federal, state and local agencies to cooperate in a united offensive to investigate, refer and prosecute weapons cases in federal court in Portland, Eugene and Medford.
- **SUN Schools** (Schools Uniting Neighborhoods) are designed to build on the central role that schools play in our communities. Schools are often the most accessible location for learning, family support, and recreational activities. SUN schools extend the operating day of school facilities to provide academic enhancement and personal/family/community development resources during after-school and evening hours. Binsmead, in the target area, is a designated SUN school.
- **David Douglas High School 21<sup>st</sup> Century Community Learning Center:** David Douglas High School received a \$338,250 21st Century Community Learning Center program grant to focus on improving academic achievement and providing enrichment activities, such as art, music, drama, or special interest activities for students.
- **Gateway Regional Center Urban Renewal Plan** approved by the City Council in June 2001 established the Regional Center as a tax increment district capable of financing up to \$164 million for public improvements over 20 years. The plan estimates \$11 million for public improvement projects, (brick and mortar) will be available during the first 5 years.

#### **D. Evaluation Plan**

The Montavilla/Hazelwood Livability Coalition will partner with Dr. Brian C. Renauer, Ph.D. from Portland State University to implement the evaluation plan. Dr. Renauer has provided evaluation services for the Lents/Brentwood-Darlington Weed & Seed, Rockwood Weed and Seed, and Albina Weed and Seed sites. Dr. Renauer sits on the Executive Committee for the federal Project Safe Neighborhoods effort in Portland, Oregon and has strong and established working relationships with multiple community partners including City of Portland and Multnomah County.

Brian Renauer is an Assistant Professor in the Administration of Justice Division in the Mark Hatfield School of Government at Portland State University. Dr. Renauer's expertise is on the intersection of law enforcement and communities working together to create safer, sustainable neighborhoods. He worked on the initial Weed and Seed application for Albany, NY in the South End neighborhood and interviewed key participants. Throughout 1999 and 2000 he worked on a National Institute of Justice project focused on developing measurement protocols to examine how police and communities interact and work together to solve problems (Police-Community Interaction Project). He worked with Portland, Oregon area Weed and Seed sites and Clackamas County Community Prosecutor to develop and implement surveys of

neighborhood residents to examine their perceptions of safety, quality of life, and community prosecution efforts in their neighborhood. He has access to various measurement protocols that can be utilized for process and outcome evaluations.

Dr. Renauer was selected from a pool of proposals submitted in response to a Request for Proposal process initiated by the Lents/Brentwood-Darlington Weed & Seed in 2002. The project proposals were reviewed by a team of Lents/Brentwood-Darlington Weed & Seed Steering Committee members and presented to the Steering Committee for approval.

Evaluation services identified from Dr. Renauer include:

1. Assist in planning an evaluation system for the Weed and Seed grant and its activities.
2. Assistance in implementing a quantitative and qualitative data gathering process.
3. Work with the steering committee and partners (when necessary) to find shared objectives.
4. Identify baseline numbers for comparative analysis over the life of the grant.
5. Help plan a data-gathering plan for bi-yearly Weed and Seed reports.
6. Suggest possible instruments for gathering data (survey instruments, etc.)
7. Develop a Process Evaluation by systematically examining how the interested parties in the Weed & Seed program work together to identify problems, develop solutions to problems, and implement proposed action plans to address problems.
8. Develop an Outcome Evaluation by systematically examining the impacts of the actions implemented by the Weed & Seed program on the Lents/Brentwood-Darlington community (including residents, businesses, crime, arrestees, and schools)

Evaluation reports generated by Dr. Renauer will be developed on a yearly basis or as needed. The Site Coordinator will monitor measurable outcomes with assistance provided by the evaluator, Portland Police Bureau, Multnomah County, and stakeholder partners.

## **E. Strategic Plan**

### **LAW ENFORCEMENT**

The overall Law Enforcement strategy is to address problems in the target neighborhood that are associated with the “broken window” concept.<sup>4</sup> This concept theorizes that low-level drug dealing, prostitution, theft, graffiti, and other vandalism impact neighborhoods adversely by increasing the fear of crime and reducing its livability. Expected outcomes include reduction in more serious crime once these are under control. Our plan is to concentrate efforts on addressing community livability crimes that affect the day-to-day lives of the residents, business owners and guests of the target neighborhood – primarily sale and use of drugs, prostitution, and property crimes.

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<sup>4</sup> Tipping Points – How Little Things Can Make A Difference – Malcolm Gladwell  
Community Capacity Development Office  
Montavilla/Hazelwood Livability Coalition 2004 OR Application  
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“As neighborhood prosecutors, we have listened to the residents of Montavilla and Hazelwood describe their struggle to live well in a neighborhood plagued by drug use, care break-ins, and vandalism. Weed and Seed can help us to participate as active partners, rather than lone actors, in that struggle.”

*Ellen Osoinach and  
Caroline Wong*

*Neighborhood Deputy  
District Attorneys*

The main thrust of the law enforcement strategy is to break the cycle of crime that comes with low-level drug dealing and community livability crimes. We will first utilize law enforcement officers to run drug house missions and target enforcement in the area to weed out those residents who are breaking the law and thus contributing to the degradation of the neighborhood. Next, we will target those same residents’ properties by working closely with Portland’s Housing Inspection to bring the properties back to code. This step will require ONI Housing Inspection to notify the District Attorney’s office of the most egregious violators so the DA’s Office can review these cases for possible criminal charges based on building code violations.

Finally, all non-violent misdemeanor crimes committed in the target area will be arraigned in a Community Court. This will benefit the community in at least three important ways. First, the resolution of these cases will occur in a more timely fashion. Second, the sentence will include community service, which will be performed in the community. Third, offenders with social service needs will be connected to service agencies.

By including the housing code violations in its jurisdiction, the court will get a more complete picture of problems experienced by the offender and his/her family and will make a more appropriate referral for the offender’s social service needs.

Weed and Seed law enforcement partners include both the Multnomah County Sheriff’s Office (MCSO) and the Portland Police Bureau (PBS). Officers from both agencies routinely receive assistance in mid and east county from the Gresham Police Department as well.

Law Enforcement Strategy 1:

Goal	Concentrate law enforcement and housing code violations enforcement in the target area.
Objectives	<ol style="list-style-type: none"> <li>1. Increase community livability by decreasing quality of life crimes and housing code violations.</li> <li>2. Continue to utilize citizen-driven search warrants to eliminate drug houses from neighborhoods.</li> <li>3. Continue to use the City of Portland’s Chronic Nuisance Ordinance to close drug houses after service of the warrant.</li> <li>4. Office of Neighborhood Involvement (ONI) Housing Inspection housing inspectors will continue to aggressively enforce the housing code in the target area.</li> <li>5. Aggressively utilize the housing code to clean up drug houses and utilize services to help prevent them from becoming drug houses in the future.</li> </ol>
Tasks	<ol style="list-style-type: none"> <li>1. Utilize law enforcement officers to run drug house missions and target enforcement in the area</li> <li>2. Target those residents’ properties by working closely with ONI to bring the properties back to code.</li> <li>3. ONI to notify the District Attorney’s office of the most egregious housing</li> </ol>

	code violators so the DA's Office can review these cases for possible criminal charges based on building code violations. 4. All of the misdemeanor crimes committed in the target area will be arraigned in a Community Court.
Implementation Plan - Partners	PBS, MCSO, ONI Crime Prevention, Multnomah County Neighborhood-based Deputy District Attorney, Multnomah County Community Justice/Adult and Juvenile Parole and Probation, residents, neighborhood and business associations.
Implementation Plan	Start: in progress; Completion: ongoing
Dates (Timeline)	Process to begin with W & S and become institutionalized by law enforcement agencies for as long as needed
Evaluation Criteria: Outcome Measure(s)	Use Part I Crime statistics, calls for service, and crimes by category for the target area to establish a baseline. A comparison will be made utilizing future crime statistics for the target area. Outcomes should reflect an elimination of 15 currently identified chronic call locations and a 10% reduction in the overall incidence of crime.

Law Enforcement Strategy 2:

Goal	All non-violent misdemeanor crimes committed in the target area will be arraigned in a Community Court.
Objective	Focus prosecution resources in the target area by utilizing a Community Court.
Task	<ol style="list-style-type: none"> <li>1. All defendants who are charged with non-violent misdemeanor crimes in the target area will be arraigned in Community Court.</li> <li>2. The Court will assign the same judge to hear all Community Court cases.</li> <li>3. Every effort will be made to ensure that all defendants who plead guilty in community court will be sentenced to do community service in the Community Court's catchment area.</li> <li>4. Community service opportunities will be identified by the Community Court Steering Committee (which consists of community residents, business owners, Crime Prevention Specialists, court personnel, Portland Police, and social service providers), neighborhood associations, and other community organizations.</li> <li>5. Social service agencies will be available to the defendant for immediate referral from the court in order to address the defendant's social service needs.</li> <li>6. Community Court will hear ONI Housing Inspection housing code violation hearings.</li> <li>7. The Community Court judge will have the ability to be flexible and creative in the sentencing of housing code violators by delaying their rulings so that violators will have incentive to clean up their property.</li> <li>8. Negotiations with persons who receive chronic nuisance letters will occur in the Community Court.</li> </ol>
Implementation Plan - Partners	Multnomah County Courts, Multnomah County District Attorney's Office, residents, Portland Police Bureau, MCSO, ONI crime prevention, ONI

	Housing Inspection, Multnomah County Department of Community Justice, Metropolitan Public Defender, various social service agencies, Alternative Community Service Program of the Department of Community Justice.
Implementation Plan	Start: October 1, 2005; Completion: September 30, 2010
Dates (Timeline)	Instituted by: Year one of five year plan
Evaluation Criteria: Outcome Measure(s)	A minimum of 2000 volunteer hours will be contributed to social service agencies and projects in the target area. Establish and maintain successful completion rates for community service at 60%.

Law Enforcement Strategy 3:

Goal	Concentrate prosecution efforts on the target area.
Objective	Reduce fear of crime and increase quality of cases and case screening by utilizing Neighborhood-based prosecutors.
Task	<ol style="list-style-type: none"> <li>1. Continue to improve prosecutor-police coordination in case development and case screening by early and frequent involvement by the Neighborhood-based Deputy District Attorney in the investigative processes.</li> <li>2. Continue to improve officer skills by the Neighborhood-based Deputy District Attorney writing frequent training bulletins for distribution at the Precinct level.</li> <li>3. Continue to improve prosecution-based prevention and education by having the Neighborhood-based Deputy District Attorney do crime-prevention presentations to Neighborhood groups and community members.</li> </ol>
Implementation Plan - Partners	Multnomah County District Attorney's Office, Portland Police Bureau, MCSO, Neighborhood and Business groups, ONI Crime Prevention, residents.
Implementation Plan	Start: in progress; Completion: September 30, 2010
Dates (Timeline)	Collaborative participation will be enhanced in years 2-5 of the Weed & Seed timeline.
Evaluation Criteria: Outcome Measure(s)	Use the statistical information to establish a baseline. Additional information will be gathered from surveys regarding citizens' views of crime and the physical condition of their neighborhood. Outcomes should reflect a decrease in residents' fear of crime and increased satisfaction with the physical condition of their neighborhood.

## COMMUNITY POLICING

A cornerstone of the MH Community Policing Strategy is development of mutual trust between law enforcement personnel and citizens. Residents have asked for greater police visibility and presence in their community. The Weed and Seed strategy will help increase resident/police contact, increase information sharing and help law enforcement understand and address needs of residents. Planning surveys indicate resident desire for greater traffic and pedestrian safety, cleaner and safer public spaces, and reduced noise and other nuisance abatement concerns.

The MH Weed and Seed community policing strategy centers on developing, promoting and supporting active, functional partnerships between citizens and all of the agencies that contribute to public safety. This strategy is consistent with the approach to community policing adopted by Portland Police and MCSO that encourages a problem solving partnership between citizens and police. This partnership jointly identifies community safety issues, determines resources, and applies innovative strategies designed to create and sustain healthy, vital neighborhoods.

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“The Weed and Seed Strategy of providing supportive services to a neighborhood while adding community policing resources will allow Montavilla and Hazelwood residents to become more aware, more involved and more able to tackle crime problems in a constructive, community enhancing way. Police have extra funds to focus on specific hot spots of crime while social service agencies are able to provide free services such as parenting classes and back-to-school events to low-income residents. And finally a more involved community that gets to know its police officers is able to support law enforcement efforts in meaningful ways long after Weed and Seed funding has ended.”

*Amy Corbett, Metropolitan Family Services*

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### Community Policing Strategy 1:

Goal	Encourage a problem solving partnership between citizens and police.
Objective	<ol style="list-style-type: none"> <li>1. Build, and maintain trust and communication to support citizen crime reporting and joint problem solving between the citizens and the police.</li> <li>2. Develop, promote, and support active, functional partnerships between citizens and all of the agencies that contribute to public safety.</li> <li>3. Reduce fear of crime and promote a sense of neighborhood and personal safety for residents.</li> </ol>
Task	<ol style="list-style-type: none"> <li>1. Utilize Community Policing Partnership Agreements as a problem-solving tool.</li> <li>2. Educate residents on crime reporting; including documentation thorough use of incident logs, enforcement of Prostitution and Drug Free Zones, Escort and Modeling Ordinance, and Chronic Nuisance Ordinance.</li> <li>3. Prioritize existing resources to focus on chronic nuisance problem locations and build capacity by enhancing partnership and communication.</li> <li>4. Provide current profiles and trends on gang activity and provide gang outreach education and resources to the community.</li> <li>5. Promote, recruit and train volunteers for the ONI Graffiti Abatement Program.</li> <li>6. Utilize existing and planned neighborhood, coalition, school, and precinct newsletters and web pages to increase awareness of public safety strategies and report neighborhood success stories.</li> </ol>

	<ol style="list-style-type: none"> <li>7. Provide information to landlords and property owners on crime prevention measures.</li> <li>8. Establish annual community policing awards to recognize individuals and collaborative efforts.</li> <li>9. Promote, train and coordinate community-based public safety programs, such as Neighborhood, Apartment and Business Watch, Community Foot Patrols, Park Watch, and increase residents' involvement in public safety activities. Increase and maintain the number of active public safety programs.</li> <li>10. Enhance the working partnership among the PPB Neighborhood Response Team, ONI Crime Prevention, and residents in chronic nuisance and other joint problem solving efforts. Educate residents on chronic nuisance abatement reporting mechanisms.</li> <li>11. Coordinate with other agencies and implement a door-to-door survey that identifies chronic nuisances, drug, gang and other problem locations, perceptions of crime and suspicious activity, sense of personal safety, and attitudes about public safety efforts and police presence.</li> <li>12. Support the use of alternative law enforcement patrol approaches such as bicycle details, canine units, air support unit, reserve officers, motorcycle detail, and ATV to effectively handle certain types of incidents of crime, as needed and resources allow.</li> <li>13. Enlist residents' assistance in reporting suspicious and criminal activity for targeted drug house missions, minor in possession of alcohol and tobacco stings, and prostitution missions.</li> <li>14. Organize and coordinate National Night Out activities to increase the number of events and number of participants in the neighborhoods.</li> </ol>
Implementation Plan - Partners	Office of Neighborhood Involvement (ONI) Crime Prevention, East and Southeast Precinct Neighborhood Response Teams, MCSO, Portland Police Bureau Drugs and Vice Division, Multnomah County Neighborhood-based District Attorney, City of Portland City Attorney, Mid-County Caring Community, Resolution Northwest Neighborhood Mediation Project, Multnomah County Community Justice/Adult and Juvenile Parole and Probation, ONI Housing Inspection, Portland and David Douglas Public Schools, neighborhood associations, Portland Police Bureau (PPB) Gang Enforcement Team, Project Safe Neighborhoods, residents, Oregon Liquor Control Commission (OLCC), Bureau of Licenses, business associations, United States Attorney's Office, National Crime Prevention Council.
Implementation Plan	Start: in progress; Completion: on-going
Dates (Timeline)	Process to begin with W & S and become institutionalized by community policing partner agencies for as long as needed
Evaluation Criteria: Outcome Measure(s)	Use statistical information to establish a baseline. A comparison will be made utilizing future reports and community surveys. Outcomes should reflect both a 15% increased awareness of and a 5% increased involvement in public safety activities and initiatives. Additional indicators will include the number of resolved identified problem locations, number of new and continuing

	Neighborhood, Apartment and Business Watches and Community Foot Patrols, number of problem solving meetings and partnership agreements, reduced repeat calls for service at the same location; and number of events and participants in National Night Out activities.
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Community Policing Strategy 2:

Goal	Create and sustain healthy and vital neighborhoods.
Objective	1. Empower residents to build community self-reliance through community assets and identification of gaps in public safety services.
Task	<ol style="list-style-type: none"> <li>1. Maintain, enhance and promote the Office of Neighborhood Involvement's Neighborhood Mediation Center volunteer training program to establish neighborhood based peer mediation.</li> <li>2. Promote and increase participation in neighborhood and public safety issues.</li> <li>3. Integrate offenders back into the community and assist offender families with service needs. Promote and partner with established community-based organizations that provide community education, public information and activities for children and families.</li> </ol>
Implementation Plan - Partners	Residents, Resolutions Northwest Neighborhood Mediation Program, ONI Crime Prevention, Portland Police Bureau, and neighborhood associations, Police Activities League (PAL), Multnomah County Neighborhood-based District Attorney, Portland Parks and Recreation, Portland public, private and alternative high schools, Boys and Girls Club, Mid-County Caring Community, Schools Uniting Neighborhoods, Volunteers of America, SE Works, Metropolitan Family Service, Work Force Systems, Human Solutions, plus more non-profit and social service organizations.
Implementation Plan	Start: October 1, 2005; Completion: on-going
Dates (Timeline)	Collaborative participation will be enhanced in years 2-5 of the Weed & Seed timeline.
Evaluation Criteria: Outcome Measure(s)	Use statistical information to establish a baseline. A comparison will be made utilizing future reports and community surveys. Outcomes should reflect a 5% increase of residents' involvement in public safety activities and increasing linkages with agencies focused on assisting with ex-offender integration back into their communities.

**PREVENTION/ INTERVENTION/ TREATMENT**

Over the past decade, a unique partnership of state and local governments, neighborhood residents, and community-based organizations have leveraged attention and limited resources toward community building efforts. The Mid County Caring Community has been instrumental in creating a seamless system of social service provision. Poverty, language barriers, gang activity, need for community education, limited services for youth and families, under funded public services, lack of safe and affordable housing, health/mental health services, and a shortage

of employment and job training activities are some of the dominant issues confronting the MH area.

Community assets are an important component of successful community building. People at risk of criminal activity or experiencing challenges due to criminal activity and violence become distanced from rather than incorporated into solutions. It is crucial to remember that they are not "those" people, but ourselves. Our prevention/intervention/ treatment strategy is designed to build on the assets of those impacted by crime: offenders, victims, neighbors, and their families; to integrate them into our weed and seed activities, and to recognize their role in creating a healthier community.

Prevention/ Intervention /Treatment Strategy 1:

Goal	Build on the assets of those impacted by crime and those experiencing high risk factors for failure.
Objective	<ol style="list-style-type: none"> <li>1. Strengthen and expand support for families and individuals. Support would include drug and alcohol rehabilitation, restoration or protection of the family, parent training, adult education, job training and placement, housing, etc.</li> <li>2. Increase participation of neighborhood residents in crime prevention and community policing efforts.</li> <li>3. Maximize opportunities for collaboration between law enforcement, community policing, and service providers.</li> </ol>
Task	<ol style="list-style-type: none"> <li>1. Reduce the stigma of being a recipient of services and encourage the individual strengths of everyone in the community by offering services whenever possible, making special effort to reach targeted populations, improving service integration between agencies, and removing barriers to accessing services.</li> <li>2. Improve the linkage to available resources for Community Court participants and their families. Establish a community resource link at the court location that provides access to an array of housing, employment, counseling, childcare, and other resources. Provide personalized assistance, individual coaching, and language translations through existing services.</li> <li>3. Develop a network of safe havens by utilizing public/private schools, community centers, and faith-based organizations.</li> <li>4. Provide access to school-based health care, before and after-school enrichment activities, outreach to students' families, drug and alcohol related services, and other services that support the community's student population.</li> <li>5. Coordinate weekend and school vacation activities and pursue ways to enhance existing family support services in ways that breach barriers and de-stigmatize recipients.</li> <li>6. Identify resident constituencies and encourage participation by people from a wide range of ages, perspectives, and cultural backgrounds.</li> <li>7. Enhance service integration efforts by involving local residents, community-based organizations, government partners, and school</li> </ol>

	<p>representatives in regularly scheduled networking opportunities and events that build leadership skills and attract services to the area in response to identified needs.</p> <p>8. Promote and increase participation in neighborhood and public safety issues.</p> <p>9. Enlist residents' assistance in reporting suspicious and criminal activity for targeted drug house missions, minor in possession of alcohol and tobacco stings, and prostitution missions.</p> <p>10. Organize and coordinate National Night Out activities to increase the number of events and number of participants in the neighborhoods.</p> <p>11. Organize and coordinate public forums, trainings, and meeting to educate residents and community stakeholders about public safety and crime issues.</p>
Implementation Plan - Partners	Mid-County Caring Community, Human Solutions, Boys and Girls Club, Metropolitan Family Service, Portland Impact, Multnomah County Community and Family Services, Multnomah County Health Department, Portland Public Schools, David Douglas Schools, Portland Parks and Recreation, SUN Schools, Portland Community College, Volunteers of America, and many other service providers and neighborhood residents, Multnomah County District Attorney, State of Oregon Circuit Court, Multnomah County Community Justice/ Adult Probation and Parole, Portland Police Bureau Southeast and East Precincts, ONI Crime Prevention.
Implementation Plan	Start: October 1, 2005; Completion: on-going
Dates (Timeline)	Collaborative participation will be enhanced in years 1-5 of the Weed & Seed timeline.
Evaluation Criteria: Outcome Measure(s)	Increase school attendance by 4% each year using attendance data from Portland Public Schools and David Douglas Schools. Provide social services and/or social service referrals to 20% of Community Court defendants. Increase resident participation in crime prevention and other community policing efforts by 4%. Attendance at periodic events, workshops, and neighborhood celebrations should increase by 5% per year.

## NEIGHBORHOOD RESTORATION

The Montavilla and Hazelwood area is rapidly becoming a community of renters rather than homeowners. A high concentration of poverty and distressed housing conditions are emerging. Gentrification and substantial increases in housing costs in other geographic areas of Portland have forced displacement of persons needing low-income housing. This has resulted in a high percentage of rental units, and decreased home ownership.

The outward appearance of a community is important to growth of social capital. Community planners recognize the “domino effect” that occurs when blighted areas are cleaned and

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“What a wonderful job the folks from Community Court service have done helping with yard and building maintenance. The Community Center is a much more welcoming site for our Loaves & Fishes lunch program, organizational meetings and family gatherings, as the service crews help by painting, mowing grass, trimming bushes and keeping the building and grounds groomed and inviting.”

*Susan Stoltenberg, Executive Director  
Portland Impact*

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revitalized. Neighboring property owners, even if a renter, tend to do their part to improve the visual condition of their grounds. Our second restoration strategy will use court appointed community service volunteers to begin a massive city clean up operation.

The MH Weed and Seed will work closely with Opportunity Gateway, a redevelopment strategy to assist Gateway in transforming into a Region Center. By 2015, it is projected that Gateway will be the most accessible location in the Portland metropolitan area. It takes advantage of two interstate freeways, light rail transit to downtown, Gresham, and the airport.

Neighborhood Restoration Strategy 1:

Goal	Restore and enhance neighborhood livability throughout the Weed and Seed target area.
Objective	<ol style="list-style-type: none"> <li>1. Increase neighborhood pride through clean-up projects and reduction of blighted and unsightly community eyesores.</li> <li>2. Build and maintain trust between community policing partners and neighborhood residents and promote a sense of neighborhood.</li> </ol>
Task	<ol style="list-style-type: none"> <li>1. Identify and develop community improvement service projects for Community Court offenders.</li> <li>2. Involve members of neighborhood associations, service agencies, community development corporations and other community-based organizations in developing community service projects for Community Court defendants that enhance the public safety, livability, and appearance of the target area.</li> <li>3. Continue to support the Community Policing Partnerships with Montavilla and Hazelwood neighborhoods.</li> <li>4. Assist with recruitment of volunteers to work on public safety projects such as graffiti removal, park watches, neighborhood watches, neighborhood clean ups, paint-a-thons, etc.</li> <li>5. Support community celebration events such as Back to School, concerts in the park, family night activities, and events that inform, entertain, and enrich target area residents.</li> <li>6. Encourage community participation in preserving community assets (Montavilla Library and others) in Montavilla and Hazelwood.</li> <li>7. Establish a nuisance hotline for people to report anonymously, poor housing conditions and neighborhood nuisance.</li> <li>8. Promote and support neighborhood clean up and community enhancement efforts in Montavilla and Hazelwood.</li> </ol>
Implementation Plan - Partners	Boys and Girls Club, Portland Parks and Recreation, Mid-County Caring Community, Human Solutions, Portland Impact, Volunteers of America, Metropolitan Family Service, Southeast Uplift Neighborhood Coalition, neighborhood associations, ONI Crime Prevention, City of Portland Bureau of Housing and Community Development, Portland Development Commission, Portland Public Schools, David Douglas Schools, Portland Community College, faith-based organizations, REACH Community Development Corporations, East Portland Neighborhood Office, and local residents.

Implementation Plan	Start: October 1, 2005; Completion: on-going
Dates (Timeline)	Collaborative participation will be enhanced in years 2-5 of the Weed & Seed timeline.
Evaluation Criteria: Outcome Measure(s)	Success measured by hours of labor contributed by Community Court defendants and the dollar value of those hours calculated at the minimum wage. The hours of labor and the value of that labor should increase on an annual basis plus a 5% increase in citizen participation in community projects and events over recent historical participation.

Neighborhood Restoration Strategy 2:

Goal	Increase community stability
Objective	Develop strategies to use homeownership as a means for community revitalization and crime reduction
Task	<ol style="list-style-type: none"> <li>1. Work with City, county and Habitat for Humanity to promote homeownership</li> <li>2. Initiating a “Homeownership Initiative”, a broad-based, collaborative effort to increase homeownership, support existing homeowners with property maintenance and ability to retain home ownership. This effort will work to address neighborhood concerns about property owners and landlords that did not properly maintain their property.</li> <li>3. Provide Construction training for the court-appointed volunteer workers</li> </ol>
Implementation Plan - Partners	Multnomah County, City of Portland BHCD, Habitat for Humanity, Lents Homeownership Initiative
Implementation Plan	Start: October 1, 2005; Completion: on-going
Dates (Timeline)	Process to begin with W & S and become institutionalized by community partner agencies for as long as needed
Evaluation Criteria: Outcome Measure(s)	Implement home ownership programs by year two. Home ownership is a measure of community stability and studies demonstrate that increased homeownership correlate positively with decreased crime rates. This goal will be measured by the type and number of efforts directed by the committee and its partners for low-income homeownership. Target: increase home ownership in the target area by 10% by year 5.

Neighborhood Restoration Strategy 3:

Goal	Facilitate the full and productive use of the Gateway land for appropriate regional center uses.
Objective	<ol style="list-style-type: none"> <li>1. Transform Gateway district into a Regional Center with enhanced housing, employment, recreational and cultural opportunities for east Portlanders.</li> <li>2. Maximize investment in the District.</li> <li>3. Create a character for the district to make it identifiable as a special and</li> </ol>

	<p>distinct place.</p> <p>4. Continually raise the level of informed participation among those interested in Gateway's redevelopment.</p>
Task	<ol style="list-style-type: none"> <li>1. Utilize community participation during the predevelopment and construction phases of development.</li> <li>2. Inform community stakeholder of the Gateway Urban Renewal project and process through newsletters, email notifications, flyers, news articles, etc.</li> <li>3. Support the Economic Development Work Group Advisory Committee to identify opportunities to stimulate increased economic development and business growth in the Gateway Urban Renewal Area.</li> <li>4. Support the Parks and Open Space Advisory Committee to review public open space activities in the Gateway Regional Center. Activities include: a) Advocating for new public open space in the regional center, correcting for its significant lack of open spaces and making it more human scaled; b) Participating in the location and programming of new parks and open spaces; c) Coordinating with other committees and providing input on their work when appropriate.</li> <li>5. Support the Design and Development Advisory Committee to guide and enhance the realization of the Gateway Regional Center vision through the thoughtful use of guidelines, incentives, regulations, and other tools for the benefit of existing and future residents, as well as the entire region. Activities include: a) An on-going, inclusive public process; b) Indepth analysis of the current and proposed regulatory environment; c) Understanding the dynamics and interrelatedness between the public and private realms.</li> <li>6. Support the Transportation Committee to provide input into all transportation related projects and programs in the Gateway Regional Center. The committee has a truly multi-modal focus and is concerned with striking balance between the needs of the pedestrian, transit user, bicyclist, and motorist. Specific areas of work include: a) Street network improvements/additions and operations enhancements, such as the realignment of NE 99th at Glisan; b) Streetscape improvements, such as the 102nd Boulevard concept; c) The creation of street design guidelines and right-of -way plans for the district.</li> <li>7. Support the Gateway Housing Strategy Advisory Committee to guide the development of a Housing Study and Implementation Strategy for the Gateway Regional Center that is consistent with adopted housing policies of Comprehensive Plan Housing Policy, the Opportunity Gateway Urban Renewal Plan, the Outer Southeast Community plan, Metro 2040 Plan and growth management policies, and all other applicable policies. Activities include: a) Review demographic, economic and market data pertaining to the Study area; b) Review housing goals and objectives of housing plans and policies; c) Educate and communicate the housing policies and plans to the community; d) Identify community issues, concerns and solutions related to housing development; e) Review all data and recommendations compiled by PDC and consultant staff; f) Identify areas for clarification</li> </ol>

	and additional sources of information; g) Identify groups of existing residents or stakeholders who need additional outreach, recommend outreach strategies, and assist with outreach; h) Periodically update the PAC with findings during the process; i) Recommend priorities for the use of tax increment resources and other resources to meet housing goals and objectives; j) Review existing programs, incentives and funding sources available to implement the Gateway Housing Strategy; 8. Produce a Housing Strategy Report; k) Reconvene annually to monitor the Housing Strategy Implementation.
Implementation Plan - Partners	City of Portland, residents, Human Solutions, private lending institutions, Metro, Oregon State Department of Transportation, Reach Community Development Corporation, private developers, business, Bureau of Planning, and Portland Parks & Recreation, and commercial property owners.
Implementation Plan	Start: 2000; Completion: 2015
Dates (Timeline)	Process will be implemented by community partner agencies until 2015.
Evaluation Criteria: Outcome Measure(s)	Success will be measured by physical and visible improvements and a renewed investment in the Gateway Urban Renewal District by lending institutions, developers, businesses, and residents. Physical changes will include new streets and traffic patterns that are pedestrian friendly, increased and improved parks, new street lighting, a new community meeting facility, increased rental options, additional parking capacity to serve retail businesses, plus more.

## COORDINATION AND COMMUNITY RESIDENT PARTICIPATION

### A. LINKAGES AND INFORMATION SHARING

Memoranda Of Agreement (MOA): MOA's with all partners spell out their respective commitment to implementation of the strategic plan; time and resources they will make available, and acceptance of a long-term role in the Weed and Seed Community. MOA's were submitted from the following partners:

US Attorney's Office, Multnomah County District Attorney's Office, Portland Police Bureau East Precinct, Portland Police Bureau Southeast Precinct, City of Portland Office of Neighborhood Involvement, City of Portland Residential Inspections, Southeast Uplift Neighborhood Program, Portland Impact, Montavilla Community Association, Hazelwood Neighborhood Association, Boys & Girls Clubs of Portland Metropolitan Area, Montavilla Community Center, and East Portland Community Center.

Three of these MOA's contain commitments to sponsor a "Safe Haven" facility: East Portland Community Center, Montavilla Community Center and the Boys and Girls Club of Portland Metropolitan Area through services at Lincoln Park School.

We believe the Weed and Seed Steering Committee is a team of dedicated people and organizations who will comply with the essence of the MOA if not exceed its dictates with high levels of collaboration and involvement.

### **Linkages and Information Sharing:**

Three important links are currently in place that will continue in the new Weed and Seed site: Links between the Weed and Seed coordinator and residents, the Weed and Seed Steering Committee and residents, and weeding and seeding activities in tandem with the Community Court.

Weed and Seed Coordinator: The present Weed and Seed Site Coordinator will be retained to serve as the Site Coordinator for the new target area. Sharon White was hired on as Site Coordinator for the Lents/Brentwood-Darlington Weed & Seed site when it first received funding in October 2000. She brings to the coalition four years of experience, strong community connections, successful grants management, coalition building experience, and several awards including ROSE CDC "Community Partner Award in April 2004, Office of Justice Executive Office for Weed and Seed "Honorable Mention Award" in May 2003, City of Portland Community Policing "Problem Solving Award" in April 2002.

One of the coordinator's primary duties will be to maintain contact with residents. This will be partly accomplished by the coordinator's attendance at community events, Montavilla Neighborhood Association and Hazelwood Neighborhood Association meetings, Mid-County Caring Community monthly meetings, Project Safe Neighborhood meetings, as well as other regularly scheduled meetings in the target area. The coordinator will have an office in the target area in order to be more accessible to the residents. The coordinator will also develop brochures, newsletters, and electronic notifications about the community and various programs being undertaken.

Weed and Seed Steering Committee: The Coordinator will be responsible for attending all of the Steering Committee and Executive Committee meetings and report on the progress of the site. The Steering Committee will have open meetings during evening hours so that all residents of the target area can attend if they so desire. The Steering Committee will develop links with the Mid-County Caring Community, Southeast Uplift, East Portland Neighborhood Office, ONI Crime Prevention, Opportunity Gateway Urban Renewal District, and task forces and committees focusing on the target area to assure that local resources are used as efficiently as possible.

Community Court: A primary linkage for the Weed and Seed site is with the Multnomah County Community Court (MCCC) project partnership. This court will address the goal of dealing with low-level, and "quality of life" crimes in its community. The MCCC will first and foremost be a problem-solving forum. It will address the problem of low-level crime with an approach that

combines personal accountability of the offender, swift community and victim restitution by the offender, and community outreach to the offender in the form of social services and programs.

The MCCC will address the shortcomings of the current system. First, the courtroom experience will not be anonymous or impersonal. The offender will be cited to the Community Court. Community members may be present at court and may know the offender. Second, the offender will speak with the Community Court Judge at length about the offense he or she committed and the reasons for committing it. Through this process, the judge will learn information about the offender, which will help the judge craft a sentence designed to impress upon the offender the negative impact of his/her crime and, if necessary, refer and assist the offender with social services.

To the best of our ability, the MCCC community service program will be located in the target community. The sentences will be designed to (1) provide labor to the community where it is most needed or (2) make the offender account directly for the damage he has done, e.g., someone who tags a building will be required to whitewash his/her graffiti. The community service will thus both restore and improve the community and raise the offender's awareness of the effect his/her criminal actions have upon the community. Unlike traditional sentences, Community Court community service sentences will be served or completed within a very short time.

The MCCC will have social service providers on site. The providers will be present to answer questions about social services available, perform preliminary eligibility screening, initial needs assessments and intake processing, and schedule initial appointments. These services will be available to Community Court defendants and community members alike. The court may mandate initial social service consultations.

Currently, defendants from the Southeast Community Court and Northeast Community Court choose to do their community service at one of the agencies on a Community Court-approved list. The list has been developed based on agencies' needs and services offered, with an attempt to involve agencies from other Weed & Seed sites. The Community Court will work to establish new social service partners in the Montavilla/Hazelwood Weed & Seed catchment area to increase the community service contributed to that site.

Community Policing linkages are currently established due to the efforts of the LBD Weed & Seed and will be strengthened with the implementation of the Montavilla/Hazelwood Livability Coalition Weed & Seed strategy. Community Policing linkages currently in place include:

- 1) Portland Police Neighborhood Response Team officers and personnel attend monthly Weed and Seed Steering Committee meetings, serve on the Executive Committee, and participate on sub-committees when needed;
- 2) Portland Police Neighborhood Response Team officers attend monthly neighborhood association meetings in both target communities and discuss current crime issues and trends and listen to neighborhood concerns;
- 3) Portland Police Neighborhood Response Team officers interface with City of Portland Crime Prevention Coordinators to report neighborhood concerns and potential problem areas;
- 4) Portland Police Bureau coordinates activities with the Weed & Seed Site Coordinator and Steering Committee annually when preparing the budget and outlining target tasks for the

upcoming fiscal year.

Building upon these existing connections ensures that Community Policing efforts will be coordinated with the other elements of our strategy.

In addition to the prevention/intervention/treatment linkages listed above with the Community Court Project, the Montavilla/Hazelwood Livability Coalition Weed & Seed Steering Committee will set aside time for partnership presentation to inform and educate community partners about efforts and activities. The site will publish a weekly electronic newsletter, Opportunity Alert, outlining news, events, funding opportunities, and community partner activities. This document, currently produced by the LBD Weed & Seed, is distributed to nearly 100 residents and community partners to enhance communication, linkages, and partnership awareness.

## **B. ROLE OF RESIDENTS IN STRATEGY IMPLEMENTATION**

The residents of the target area neighborhoods, Montavilla and Hazelwood, have been involved in various public safety projects and anti-crime measures for many years. A neighborhood coalition office serves both neighborhoods: Southeast Uplift serves Montavilla and East Portland Neighborhood Office serves Hazelwood. Both communities have crime prevention and other resources provided through the neighborhood association network.

Weed and Seed strategies will build upon the existing community policing and neighborhood association framework to identify and solve problems. Both neighborhood associations have worked with their respective police precinct commanders to establish solid community-policing partnerships. Residents who participated in developing the Weed and Seed strategies were able to build on existing relationships with Precinct personnel from the Southeast and East Precincts of the Portland Police Bureau. Residents from both neighborhoods meet with precinct personnel on a regular basis at Neighborhood Association meetings to review progress made on community policing goals.

Residents will have a variety of volunteer, and possibly employment, opportunities that will creatively utilize their talents and energy for prevention, intervention, and treatment efforts,. They will have opportunities to become members of a neighborhood or park watch, participate in SUN School and safe haven activities, become trained community mediators to resolve neighbor to neighbor disputes, and assist with community surveys to collect resident input on successes and problems. Residents will also participate on Mid-County Caring Community Action Team projects, activities, and events that support parent and student efforts to achieve public school benchmarks.

As was stated in the Neighborhood Restoration section, residents will be involved in the policy, budget, and project development decision-making process for the Urban Renewal District that includes a significant portion of Hazelwood and borders with Montavilla. In addition, residents will have volunteer opportunities to assist in the creation and coordination of community restoration projects for offenders participating in the Southeast Community Court. And finally, every man, woman and child will be encouraged to participate in community celebrations and

information fairs in various capacities including event planning and coordination and event activity staffing.

**C. CONTINUED COMMUNITY OUTREACH AND PARTNERSHIP BUILDING**

Community residents were involved in all phases of the Weed and Seed strategy including:

- 1) Educating residents about the Weed & Seed strategy and working to develop and strengthen the Montavilla/Hazelwood Livability Coalition through presentations at the Montavilla Neighborhood Association and Hazelwood Neighborhood Association meetings, attending neighborhood community events at the Gateway Business Association “Fun-O-Rama” and East Portland Community Center “Nibble, and meeting one-on-one with residents in Montavilla and Hazelwood between December 2003 to the present;
- 2) Gaining resident input through community surveys;
- 3) Inviting residents to participate in a collaborative effort to develop a five-year strategic plan for weeding and seeding activities by personal invitation, distribution on printed flyer, and electronic notification, between February 2004 to the present; and
- 4) Selecting and prioritizing critical areas of need to be included in the strategic plan.

Strategic Planning meetings were conducted on the following dates:

<u>Date</u>	<u># Resident Participants</u>	<u>Date</u>	<u># Resident Participants</u>
5-24-04	5	6-17-04	5
7-15-04	4	7-29-04	3
8-19-04	6	9-9-04	6

As an ongoing matter, residents expect to be involved in the implementation of the strategy’s goals, services, and programs by serving in one or more capacities:

- Participating in the Montavilla/Hazelwood Livability Coalition monthly or bi-monthly Steering Committee meetings
- Serve as a Steering Committee Executive Committee or sub-committee member
- Support ONI Crime Prevention as a Block Watch, Community Foot Patrol, or Park Watch supporter
- Participate in monthly Neighborhood Association meetings
- Support the Gateway Opportunity urban renewal project as an advisory committee member
- Volunteer at the Montavilla Community Center, East Portland Community Center, Boys and Girls Club, SUN School, or other community facility that fosters safe, drug-free youth and family activities
- Report criminal activity to the Police and/or Crime Prevention Coordinator
- Assist in neighborhood clean-ups
- Recruit new partners and community stakeholders to participate in the Montavilla/Hazelwood Livability Coalition
- Work to bring new resources to the target area.

**Outreach to residents** is one of the most vital components of the Outer Southeast Weed and Seed Project. The success of the entire project involves engaging residents in planning, implementing and evaluating the Weed and Seed strategies. We will promote the project through a variety of techniques and media, including, but not limited to the following:

- **Partner Promotion:** Each partner organization will outreach to residents through presentations at their association or group meetings and in-house publications.
- **Fact Sheet and Brochure:** The Coordinator will develop and distribute a simple one page fact sheet which provides an overview of Weed and Seed and how residents can get involved. Within one year, the Coordinator will develop and distribute a brochure that will highlight successful Weed and Seed projects. The brochure will also provide valuable local resource and referral information for area residents.
- **Outreach to Diverse Communities:** The fact sheet, brochure, and other materials will be carefully translated to assure proper cultural context for the information. The primary languages for translation are Spanish, Vietnamese, and Russian.
- **Community Based Organizations:** The project will utilize existing community based organizations such as churches, neighborhood schools (especially SUN Schools), the Outer Southeast Caring Community service providers, libraries, fraternal and service organizations to publicize Weed and Seed.
- **Print and Broadcast Media:** The project will work with local community newspapers, such as the *Good Neighbor News*, metropolitan newspapers, such as *The Oregonian*, local commercial and cable access television stations, and local radio stations to help build interest and investment in Weed and Seed.
- **Electronic Media:** The project will develop a Weed and Seed web site, which will provide all the same information as the brochure plus updated information about Weed and Seed programs. The site will be linked with the sites of community resource programs and service providers.
- **Public Service Announcements (PSAs):** The project will partner with local media, radio and television, to produce public service announcements as an outreach tool to residents. The PSAs will rely on residents to create, produce and "star in" these announcements.
- **A Local Documentary:** The project will collaborate with Marshall High School and Portland Community College students to script, film, edit and produce a short documentary about Outer Southeast Weed and Seed.