

APPLICATION FOR WEED AND SEED DESIGNATION

ROCKWOOD NEIGHBORHOOD GRESHAM, OREGON

I. MANAGEMENT STRUCTURE

A. Contact Persons for this application:

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B. Steering Committee

The membership of the Rockwood Weed and Seed Steering Committee is comprised of a diverse group of area stakeholders. As suggested in the Weed and Seed Implementation Manual, the Rockwood Steering Committee has representatives from four key groups: the US Attorney or a designee; residents of the designated neighborhood; City of Gresham, Multnomah County and State of Oregon governmental representatives; and local law enforcement officials.

1. Membership List

- Judy Alley, Director, Snow-Cap +
- Chuck Becker, Mayor of the City of Gresham
- Jeff Beiswenger, Comprehensive Planner, City of Gresham
- Malcolm Boswell, Demographics, State Employment office+
- Susan Brady, Director, Head Start, Mount Hood Community College+
- Karen Burger-Kimber, Director, Metro East Portland Interfaith Hospitality Network
- Polly Burton, Touchstone Program, Multnomah County +*
- Lorena Campbell, Director, East County Caring Community+
- Hope Cervantez, Public Relations, Kaiser Permanente+
- Alejandro Chavez, Housing Authority of Portland
- Carol Cole, Director, Field Services Manager, Multnomah County Health Department +
- Sean Cruz, Board Member, Albina Weed and Seed
- Karen Cusick, Employment Supervisor, Gresham Employment Office+
- Dennis Donin, Public Relations, CODA+
- Charlotte Dorsey, Color My Web
- Rey Espana, Aging Services, Multnomah County
- Beth Faulhauber, Police Activities League+
- Bernie Giusto Chief of Police, Gresham Police Department+
- Bill Haney, Manager, Fred Meyers Food Store+
- Brian Holt, Adult Community Justice, Multnomah County+
- Jeff Howes, Multnomah County District Attorney Office+
- Claudia King, Human Solutions+
- Don King, Director, Small Business Development Center, MHCC
- Theresa Kuminski, Chair, Rockwood Neighborhood Association *
- Pat Kunert, Principal, Portland Lutheran School+
- Hud Lasher, Superintendent, Reynolds School District+
- Francisco Lopez, El Programa Hispano, Catholic Charities+
- Kathy Minden, Salvation Army, Neighborhood Activist*
- Shelly Parini, Economic Development, City of Gresham+
- Joan Pasco, East County One Stop Career System
- Diane Peterson, Department of Justice
- Tip Phankone, Sterling Savings Bank+
- Carla Piluso, Captain, Gresham Police Department
- Fred Rau, School to Work, Centennial School District
- Richard Ross, Community Planning Manager, City of Gresham
- Jolene Scott, Neighborhood Leader*
- Zeke Smith, Youth Employment Institute

- Patti Swanson, Director, Eastwind Children and Family Services
- Rebecca Teasdale, Manager, Rockwood Library
- Vicki Thompson, Councilor, City of Gresham
- Maura White, Director Police Activities League

*Indicates member lives in target area

+ Indicates member works in the target area

2. The Role of the Steering Committee

The Steering Committee is comprised of dedicated stakeholders from all areas of the Rockwood community. This body has the authority to make all final decisions regarding the strategic plan. It will guide and coordinate all future planning and implementations efforts. The Steering Committee will also have oversight responsibilities for outcome measures. Their first meeting was held on March 28th, 2001.

While the Steering Committee has been meeting regularly since March 2001, Weed and Seed planning was underway in November 2000. At that time, a series of exploratory meetings were held with existing Weed and Seed coordinators and board members as well as a representative from the Department of Justice. Additional meetings were held with the City of Gresham officials.

Sharron Kelley, with the assistance of Brett Walker and Jeff Beiswenger, initiated and guided the process, organized the Steering Committee, staffed the working committees and wrote the application for site designation. All the committee members contributed data and their expertise toward the development of the plan.

The Steering Committee initiated four working committees to develop a strategic plan for the Rockwood area: the Community Policing Committee, Health and Social Services Committee, Neighborhood Revitalization Committee and Economic Development and Jobs Committee. [See attached, Addendum #1]. Each committee met formally four times from May through August to develop the strategic plan. A total of 18 meetings were held to finalize the strategic plan. This represents over 700 person hours of group planning and countless more on individual efforts and informal meetings.

Day to day communications were made chiefly through the Internet. It is anticipated that e-mails will continue to be the chief form of communication. This provides both instant communication and a document trail to track changes in and the evolution of the plan. A web

page was developed by Charlotte Dorsey to assist the committee member to view minutes and other communications of general interest. It also serves well as an outreach and feedback device. It is intended that this interactive web site become a communication tool for all the sites in the State of Oregon to share information and lessons learned. Because the site is interactive, members of the public can share their concerns and participate in the Weed and Seed activities in their local areas as well.

The address of our web site is [http: www.weedandseedoregon.org](http://www.weedandseedoregon.org)
[See attached, Addendum#2].

It is anticipated that the Steering committee will meet monthly. The Executive Committee will meet bi-monthly and the working committee will meet on an as needed basis. The organizational chart is attached, Addendum #3.

In future meetings, by- laws will be adopted. Until that time, the Steering Committee has operated under the East County One Stop Career Systems by- laws regarding quorums, proxies and voting.

C. **Day-To-Day Management**

The current Weed and Seed coordinator, Sharron Kelley, will continue this effort until we receive the Designation from the Department of Justice. After receiving the Designation, a permanent coordinator will be hired by the Weed and Seed Steering Committee as an employee of the East County One Stop Career Systems, a 501c-3 non-profit, using a portion of the Weed and Seed Initiative Grant. The Coordinator will report to the Steering Committee and the Executive Committee, staff the working committees and be responsible for the implementation of the plan. The coordinator will be housed in an area that allows interaction with other community stakeholders. One option is to have an office at the City of Gresham office complex to allow coordination with Police and Community & Economic Development Department Personnel, and provide access to meeting rooms and support facilities. Another option would be to house the coordinator in the Rockwood neighborhood, in conjunction with the Safe Haven site. Either site will provide space where the Weed and Seed Coordinator would be visible and available in the Rockwood Weed and Seed site

The East County One Stop Career Systems will be the fiscal agent, fund elements of the plan with Weed and Seed dollars and seek grants from other sources to fund the balance of the plan. The Steering Committee will be the final authority for budget approval.

D. Evaluation

Evaluation will be a collaborative effort with university researchers and private consultants, headed by Shelley Kowalski, Ph.D. Dr. Kowalski has the responsibility of evaluating programs within Multnomah County Government and is under contract by the ECOS to support the Rockwood Weed and Seed effort in Rockwood. She will lead a team that included Bill Feyerherm, Ph.D. from Portland State University and Ethan Seltzer, from the Center for Metropolitan Studies at PSU. Evaluation will stress outcome obtainment in its summative component and program re-design in its formative efforts. Evaluation will work closely with program designers to ensure the best possible program planning. Dr. Kowalski's resume is attached, Addendum #4.

II. NEIGHBORHOOD SELECTION AND ASSESSMENT

A. The Designated Neighborhood

The target area boundaries include census tracts 96.03, 96.04, 96.05, 96.06, 97.02, and 98.01. These are the new census tracts created for the Census 2000, replacing the 1990 tracts numbering 96.01, 96.02, 97.02 and 98.01. This report is based on a collection of data from a number of sources, primarily the 1990 Census and the U. S. Census Bureau's 1996 American Community Survey [ACS] data. When available, data from the U.S. Census Bureau's 2000 Census is used, however the full complement of 2000 data is not yet available. A map of the study area has been included as a part of this application. [See Attached, Addendum #5]. The total population for these six census tracts in 2000 was 28,836.

B. Community Needs Assessment

Rockwood is unique in several ways. Population density is increasing rapidly. The incoming population is more ethnically diverse, younger, and more likely to live in poverty than the population of the community even five years ago, and certainly more than the rest of Gresham and Multnomah County. The rapid changes have resulted in increased stress 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. The newer residents are quite frequently

immigrants who face enormous cultural and economic challenges. The dynamics have the potential to polarize the community, increase racial, ethnic and class tensions, and decrease the quality of life for all residents.

1. Demographic Characteristics of the Neighborhood

The Rockwood area has several socioeconomic and other characteristics that distinguish it from Gresham and Multnomah County as a whole: data from the 1990 and the 2000 Census illustrates dramatic changes in the area over the last decade. In 2000, the total population living in Rockwood was 28,836 persons compared to 23,478 persons in 1990-an increase of 22.8%. Since 1990, Hispanic/Latino populations have increased by over 500.0% in Rockwood. Other minority groups have also increased. The Rockwood area has a larger than average household and family size, with a high percentage of children. The number of persons living in poverty is higher than the region and has increased markedly since 1990.

a. Rockwood Minority Populations

A significant portion of Rockwood's population increase was from new Hispanic/Latino residents moving into the area. Hispanic/Latino population increased in Gresham from 3.3% in 1990 to 11.9% in 2000. In census tract 98.01 alone the Hispanic/Latino population is now 38.0%. The six Rockwood census tracts combined are 20.0% Hispanic/Latino up from only 4.0% in 1990.

While the Hispanic/ Latino population increase was the most dramatic in Gresham and Rockwood, the Asian/Pacific Islander and the foreign born population also increased notably. According to the 2000 Census, Asian/Pacific Islanders represent 4.0% of the population in Rockwood census tracts compared to 2.1% in 1990. In 2000, tract 96.05 had an Asian/Pacific Islander population of 6.5%. This a near doubling of this minority group in the area.

The Rockwood area has a significant population of residents who were born in foreign countries. The 1996 Foreign Born population represents 11.5% of the population in Rockwood census tracts. In census tract 98.01 alone, the percentage was 22.0%. The data from the 2000 Census is not yet available for this category but the percentages are expected to be much higher than in 1990. The majorities of these new residents are from Russia, the Ukraine and other Eastern European, once USSR, nations, and as such have unique assimilations issues.

b. Household and Family Size

According to the 2000 Census, household and family sizes are larger than the region's average in Rockwood tracts. The average household size in Rockwood is approximately 2.8 persons per households, compared to 2.67 in Gresham and 2.37 in Multnomah County. The average family size in Rockwood is approximately 3.3 persons per family, compared to 3.17 in Gresham and 3.03 in Multnomah County.

The percentage of families with children is higher in Rockwood than Gresham and Multnomah County. In the Rockwood census tracts, 57.2% of families have children under 18 years old and 15.4% have children under 6 years old. In Gresham 56.2% of families have children under 18 and 13.8% have children under 6. In Multnomah County 50.8% of families have children under 18 and 13.0% have children under 6.

This report is based on a collection of data from a number of sources and represents 1990 and 1996 census tracts 96.01, 96.02, 97.02 and 98.01. These census tracts have been converted for the Census 2000 to 96.03, 96.04, 96.05, 96.06, 97.07 and 98.01. When available, data from the U.S. Census Bureau's 2000 Census is used. The full complement of 2000 data is not yet available, so the U.S. Census Bureau's 1996 American Community Survey [ACS] data is used when necessary. Both are excellent sources of information.

c. Incomes and Poverty

Poverty in Rockwood is a significant issue, particularly in children under the age of 12. The average annual per capita income in the study area was \$12,435 in 1996 compared to \$27,093 in Multnomah County. The percentage of the Rockwood population in poverty has increased since 1990. In 1990, the Rockwood poverty rate was 11.1% compared to 15.0% in 1996 [ACS data]. This is higher than the Gresham percentage of 11.3% and the Multnomah County percentage of 14.1% in 1996. Census tract 98.01 in Rockwood has the highest 1996 poverty percentage in Gresham [25.8%]. The City of Gresham is anticipating an additional increase in the poverty rate in the study area, which will be shown fully when the Census 2000 data is available.

In 2001, 79.83% of the children in Alder Elementary School and 68.92% in Davis Elementary School were eligible for the Free/Reduced Lunch Program. Both of these schools are in the study area, indicating the target area's children are poor and in need of significant assistance.

d. Language and Education

Language spoken at home and English proficiency are two important indicators of the ability to successfully integrate into the community. 1990 census tracts 96.02, 97.02 and 98.01 have the highest concentrations of people who speak limited or no English in Multnomah County. The ACS data from 1996 indicates a total of 1,208 people in the target area have limited or no English speaking skills in the study area. The study area also includes a high percentage of population with less than high school education compounding any language barrier issues. Without English fluency and at least a high school education, successfully obtaining a job, home and basic social services becomes highly problematic.

e. Housing Characteristics

In 1997, the City of Gresham estimated 66% renter occupancy rate in the study area. This is higher than the Multnomah County's overall rate, indicating that housing prices and lower wages are preventing the stabilizing nature of home ownership

1. Neighborhood Deterioration

a. The Crime Rate

The numbers of calls and the types of crimes in Rockwood are of great concern. The police call rate in the target area was 16.72% in the year 2000 compared to the average call rate of 4.69% in all other areas in the City of Gresham. The target area has a history of high crimes rates but in recent years, the amount of serious crimes has increased. This comes at a time when the crime rate has decreased generally in Multnomah County. [See attached, Addendum #6].

b. Gang Violence

The Gresham Police Department is acutely aware of a growing Gang presence in Rockwood and have begun to take measures to track and respond to the unique characteristics of gang violence. In the last thirty days, [September of 2001] there were two shootings in the target area. In addition, Rockwood residents are suspects in a stabbing and a fatal shooting in Portland.

c. Domestic Violence

Calls in Gresham totaled 905 in 2000 resulting in a 10 per 1000 rate compared to a 7 to 1000 rate in Portland. Not only does this

represent a 30% higher rate, but according to Multnomah County domestic violence coordinator, Chiquita Rollins, this figure is significantly lower than the actual occurrences of domestic violence, due to ethnic and cultural barriers to reporting such behavior to law enforcement.

d. Child Abuse

There were between 45 and 85 reports each month during the first seven months of 2001 in the Gresham area. These calls were significantly higher in the study area than in Portland. [See attached, Addendum #7]. These calls included sexual abuse and neglect and there is every reason to believe such incidences are underreported, as explained in the section on domestic violence.

e. Teen Pregnancy

Birth rates per thousand females age 10 to 17 indicate a high concentration in 1990 census tracts 96.01 and 96.02 and moderate in Census tracts 97.02 and 98.01. A report titled "The Health of Multnomah County" indicated that in all areas outside of the study area, teen pregnancy had decreased by an average of 10.6% while the target area had an increase of 37.5% percent in teen pregnancy.

f. Economic Devolution

The high crime rate and the increased poverty of the residents have contributed to a decrease in the economic viability of the study area. Both chain and local businesses necessary to the community viability are reluctant to open shops in the area. While residential rents are increasing, commercial property is going vacant. A representative from Cushman Wakefield, a national real estate firm, reported, "The Rockwood area can only command half the price per square foot [for real estate rental and purchase], as can comparable areas." Consequently, devolution of retail mix is occurring as well as a high vacancy rate.

g. Fear of crime

Fear of crime has resulted in significant problems ranging from employment to socialization. According to a study of Social Capital by Multnomah County for the Sun School Initiative, the Clear Creek catchment's area, which borders Rockwood, faces lower degrees of neighboring, a sense of community, self-efficacy, and personal activism than in Multnomah County as a whole. Rockwood residents have a greater fear of walking both during the day and at night than residents in

other areas of Multnomah County. A number of issues have contributed to this fear of crime and lack of social capital: discrimination, language barriers and the greater fears of crime together create a vicious circle that reduces the opportunity for greater community involvement and betterment.

h. Drugs and alcohol

Numerous researchers have identified drugs and alcohol as a significant contributor to the high crime rate. Drug and alcohol abuse and addiction increase with decreases in socio-economic status, employment and education. There seems to be another vicious cycle of drug dependence and poverty at work in this area.

i. Discrimination

Discrimination was identified as another major issue in a survey conducted by the East County Caring Community. A recent Multnomah County task force has been set up to investigate civil rights abuses in East Multnomah County [included in the target area] and the need for stronger language in and enforcement of a County-wide civil rights ordinance. Initial findings show that there is a significant need for educational outreach particularly in Gresham and the target area. Full report due in December.

j. Lack of Social Capital

A number of issues have contributed to the lack of social capital in the Rockwood community. Discrimination, language barriers, and the transient nature of the population are a few of the contributing factors.

k. Economic Revitalization

While there are no signs within Rockwood that indicate a renewal of economic vitality in recent years due to a number of major businesses having moved from the area leaving either vacancies or retail devolution, the City of Gresham is moving forward to develop a plan for a Urban Renewal District in Rockwood which would provide many of the necessary infrastructure changes needed in this community. In addition, The City of Gresham has collaborated with the community and developed a Rockwood Action Plan. This plan addresses a number of issues that compliment the strategies incorporated in our Weed and Seed plan.

1. Miscellaneous

The Steering Committee members, functioning as the working committees identified the following additional issues as priorities: alcohol and drug abuse, housing conditions, access health, dental, and mental health services, lack of positive activities for children and families, ethnic challenges and the high dropout rate.

3. Inventory of Resource Providers

The Rockwood Weed and Seed Steering Committee is composed of the majority of the providers located in East Multnomah County who could provide either expertise or services to the Rockwood community.

It is the belief of the Steering Committee that a higher level of services and greater efficiency could be achieved through coordination and collaboration among these providers and as a consequence have organized accordingly.

The organizations currently doing business in Rockwood include:

- Kaiser Permanente
- Multnomah County Health Department
- Portland Lutheran School
- Centennial School District
- Reynolds School District
- The Housing Authority of Portland
- El Programa Hispano
- Multnomah County Adult and Juvenile Community Justice
- Human Solutions
- City of Gresham
- East County Caring Community
- Multnomah County Library
- Police Activities League
- Eastwind Children and Family Services
- CODA
- Snow-Cap
- Oregon State Employment Office
- Multnomah County District Attorney's Office
- Wallace Medical Services
- Multnomah County Touchstone Program
- Two neighborhood associations

Every organization listed as doing business in Rockwood as well as all the remaining organizations on the Steering Committee have committed to

participating in all the meetings, providing resources to support the continuation of the planning and implementation of the plan as indicated in the MOA. The level of community and organizational support for this study is tremendous.

We anticipate others joining us in this effort in future years and will remain flexible within our organization to encourage an inclusive environment.

4. The Most Serious Unmet Needs

The most serious unmet needs in the Rockwood area are the reduction of the high crime rate and the increase in services that support the residents in ways that can assist them in achieving a higher quality of life. In a survey conducted in 1999 the residents of Rockwood indicated that education and training including ESL classes, a community center, adequate and affordable housing, health and dental care were a few of their top priorities. Discrimination and a need to be treated with dignity and respect were stated as an additional issue. [See attached, addendum #8].

Also of great concern is the high number of children in poverty. These children are in risk of joining juvenile gangs and growing into adult offenders. Children in poverty face greater challenges and barriers, making it even more difficult for them to get the education necessary to move out of poverty than adults. It is the belief of the committee members that they must be a primary focus.

The committee members, in reviewing their client service levels and the numbers of those on waiting lists, concluded that in all areas of services the residents of Rockwood are in great need of heightened service levels in the areas of police enforcement, health, recreation, housing code enforcement and education and training.

Resident Input

The Rockwood Steering Committee relied on information from the providers who are currently working in the area, input from area residents and business owners, and a survey conducted by the Caring Community titled The Rockwood Community-Building Initiative Listening Process. [See attached, Addendum #8]. In spite of the fact that this survey was conducted in March of 1999, it was used in this report due to the consistency it showed in more recent less formal situations. Additional outreach is planned as well. On October 6th, a meeting with the business community will be hosted by the City of Gresham. The Rockwood Steering Committee planning process incorporated input from every source available to them.

III. WEED AND SEED STRATEGY

A. The Planning Process

The Rockwood weed and Seed Steering Committee organized four working committees that were charged with developing plans that would solve the problems within this distressed community. Each of the committee members has either the experience gained from working or living in the area and/ or the professional expertise of the field they represent. The plan contained in this document represent their collective views.

B. Timeframe

The plan prepared by the Steering Committee is both ambitious and long term. The prevention strategies will require many years to reach fruition. We have also made a number of commitments in the plan for immediate action however we believe that at a minimum, we will need five years to accomplish our major goals.

C. Components of the Strategy

Our strategic plan is organized in the four recommended categories that both weed out the negative elements while planting the seeds of community wellness. Our plan incorporates economic development, employment opportunities and improved housing conditions, prosecution, adjudication and supervision, prevention and intervention of social problems including crime and drug abuse while community policing bridges law enforcement's weeding aspects with the seeding aspects of the Safe Haven.

While the Safe Haven is addressed in a number of sections of our strategic plan, it may be appropriate to reiterate the value of such a service to both the committee and the community and the planning that has occurred to date in this section. The Rockwood Weed and Seed Steering Committee is committed to ensuring that one or more Safe Havens will be available in our target area. After we receive our designation, we will develop a process to select Safe Havens for recognition and/or funding that best address the urgent issues affecting our target area. We will consider accessibility, security and safety, service availability, appropriateness of hours available to youth and other criteria.

It is also a goal of the committee to provide a community center that would provide a number of services to adults as well as children. The community center could serve as a Safe Haven as well.

The Gresham Police Department would also like to have a presence in the Rockwood area through a community policing office. In addition to reducing the crime rate, such a facility would have a calming effect on the residents reducing their fear of crime and serve as a place where young people might congregate as well.

LAW ENFORCEMENT

The Steering Committee has prioritized five areas of primary concern to be addressed through law enforcement and community policing activities in the Rockwood site: gang activity, domestic violence, child abuse, street level crimes and all other juvenile crimes.

Gang activity has increased and has become a significant issue in the last year and as a result, has become a high priority. The City of Gresham has organized a six-member gang enforcement team to address the gang problem. The Mayor of Portland's Gang Task Force has focused heavily on gang activity in Rockwood and considers Rockwood to be the most active center for gang activity in Multnomah County.

The crime rate in the Rockwood area is significantly higher than other areas in the City of Gresham. Further, the incidence of domestic violence and child abuse is higher than in all other areas in Multnomah County.

Drug use and distribution and alcohol abuse, major factors in the incidence of crime are addressed in several other areas of our strategic plan.

Strategy 1

The incidence of violent gang activity in Rockwood has created the need to coordinate the services of all the policing agencies in East Multnomah County, the Portland Police Bureau and Multnomah County Office of Community Justice to share intelligence and manpower. All of these agencies have formed a coalition to address this issue.

Goal:
Reduce violent gang activity.

Objective 1.1

Support and expand the current efforts of the Gresham Police Department.

Implementation Plan

The Gresham Police Department will form a task force with the Portland Police Bureau, Multnomah County Sheriff's Office, Parole and Probation, Troutdale Police Department and Fairview Police Department. As part of the effort Gresham will share gang intelligence information and coordinate enforcement efforts.

Objective 1.2

Develop a diversion plan targeting youth who have committed minor gang related offenses.

Implementation Plan 1.2

Multnomah County Office of Community Justice and Eastwind Children and Family Services will collaborate on the development of a plan. It is expected that the plan will take up to one year to develop and will be dependant on funding.

Evaluation Criteria

Success of these efforts will be measured by a 20% reduction in gang activity and not the dispersal and reactivation in other areas. Use Part I Crime Statistics for 2000, calls for service and crime by categories for the target area to establish a baseline. Trend analysis will be done for a five-year period.

Strategy 2

The issue of domestic violence and child abuse in the Rockwood area is complex due to the high rate of under reporting. This is due to the fact that immigrant cultures tend to have different views of domestic violence, fear of landlords taking action against the victim if the police are called to the complex, and the false belief that if an immigrant calls the police that INS will become involved.

Goal:

Reduce the incidence of domestic violence, child abuse and recidivism.

Objective 2.1

Inform the residents of Rockwood about the laws and consequences regarding domestic violence and child abuse.

Implementation Plan 2.1

Increase the amount and accessibility of public information available to people in the area about laws regarding domestic violence and child abuse. Assure that this information is available in languages spoken in the area. Partners include the Multnomah County Department of Community Justice, and the East County Caring Community DV Team and the Gresham Police Department. This program will take up to two years to implement.

Evaluation Criteria

A statistically significant increase in the number of domestic violence calls and reports by the Gresham Police Department. Establish a baseline of domestic violence recidivism rates; outcome should reflect a 15% reduction in recidivism.

Objective 2.2

Increase the accessibility and cultural competence of services to batterers and victims.

Implementation Plan 2.2

The Steering Committee in cooperation with the Gresham Police Department and the East County Caring Community DV Team will develop a plan within the next year.

Evaluation Criteria

The presence of domestic violence services and materials in culturally appropriate terms, including multi-lingual written materials within one year. The increased availability of culturally appropriate domestic violence services and materials should result in an increase of case filings short term [1-2 years], accompanied by a reduction in recidivism and occurrence more long term [over 5 years].

Strategy 3

Street level crimes diminish the quality of life of the residents of Rockwood and enforcement of these types of crimes has proven to be effective in reducing more serious criminal activity. Street level crimes include alcohol consumption, loitering disturbances, intimidation, assaults and drug dealing.

Goal:

Reduce street level crimes.

Objective

Reduce street level crimes and nuisances, such as alcohol consumption, loitering, disturbances, intimidation, assaults and street level drug dealing targeting apartment complexes. Work with the businesses whose patrons may be involved in generating these types of crimes.

Implementation Plan 3.1

The Gresham Police Department will continue reporting drinking related incidents to the Liquor Control Commission. In addition, statistics will be collected in areas surrounding restaurants, bars and stores that sell liquor in the Rockwood area. The statistics will be taken into account before liquor licenses are renewed. The Gresham Police Department will collect these statistics.

Implementation Plan 3.2

The Gresham Police Department will target the Rockwood area for increased enforcement of street level crimes. This will include increased patrols along with a coordinated community policing effort in the area. The Department will work with business owners and business managers for assistance.

Implementation Plan 3.3

The Gresham Police Department will implement a property manager accountability process at apartment complexes within the Rockwood Weed and Seed area. The Police Department will work with the Steering Committee to identify an appropriate apartment complex to be included in the program. The Multnomah County Department of Community Justice will also be a partner. This program is currently underway and would be expanded under the Weed and Seed program. A second Complex could be added by October 2002.

Implementation Plan 3.4

Increase Rockwood community involvement in the Gresham court. This may include establishing a community court for certain misdemeanor, violations of the City Code and nuisance problems. A community court is operated by the District Attorney's Office and will require funding. The judge who is assigned to Gresham court may identify other means to increase community involvement in his court.

Evaluation Criteria

All of these activities will be operational within the next 18 months with the exception of those that require funding.

Implementation Plan 3.5

The Gresham Police Department will work with the community members to identify and list abandoned buildings and drug houses in the Rockwood Area. Surveys to be undertaken in the next 18 months.

Evaluation Criteria

A reduction of street level crime conviction to less than 2% of the population in the target area. Using crime statistics, calls for services and reports, establish baseline street crime and recidivism rate for the area and show a statistically significant reduction in the occurrence and recidivism. Establish and maintain successful completion rates of community court and community service sentences at 70%.

Using crime statistics and perceptions of crimes from the Community Citizen's survey and the Sun Social Capitol survey, establish a baseline. Outcomes should reflect a 25% decrease in residents' fear of crime, a 40% increase in awareness of community policing and law enforcement efforts, and a 15% increase in Public safety activities.

Strategy 4

The Rockwood area has several existing programs to divert juveniles from crime. Weed and Seed strategies provide an opportunity to coordinate these programs with law

enforcement activities. Additional activities are outlined in the Community Policing Section of this application

Goal:

Reduce juvenile crime.

Objective

Divert youth from criminal activities and initiate enforcement activities.

Implementation Plan 4.1

Employ and expand the current diversion programs operated cooperatively by the Multnomah County Department of Community Justice, Department of Community and Family Services, Eastwind Children and Family Services and with other contract agencies.

Evaluation Criteria

Implementation Plan 4.2

Increase enforcement for serious crime within the target area. Target at-risk juvenile behaviors such as curfew violations, Minor in Possession offenses and criminal mischief that provide an opportunity to identify at-risk youth and link them to diversion programs. The Gresham Police Department, the District Attorney's office and the Multnomah County Office of Community Justice will be responsible for this plan

Implementation Plan 4.3

Develop training for police, juvenile court, school and other professionals who work with youth to help them identify youth and families who show early signs of delinquency. Provide training and information about helping agencies and individuals to whom the families can be referred. This will require a number of agencies that have direct involvement with youth. The development and implementation of the plan is anticipated to require 18 months.

All of these efforts will be accomplished within the next 18 months by the City of Gresham, and the GPD with the exception of portions of 3.3, which will be dependant on resources.

Evaluation Criteria

50 more juveniles will be put into diversion programs within the first two years of implementation.

A 25% increase in the number of serious charges for juveniles coupled with a minimum of a 25% increase in diversion and alternative sentencing. Show a reduction in such convictions by the end of 5 years.

COMMUNITY POLICING

The cornerstone of the Rockwood community policing strategy is the development of mutual trust between law enforcement personnel and the citizens of Rockwood. The Weed and seed strategy will help to increase citizen/police contact, increase information sharing and learn the needs of neighborhood residents.

Strategy 1

Goal:

Create an environment of mutual trust between the police and neighborhood residents.

Objective 1

Increase the presence of community police officers in Rockwood and increase community involvement in crime prevention. Community involvement and partnership with law enforcement will help reduce crime through preventative measures.

Implementation Plan 1.1

Establish a public safety and community center in central Rockwood. This would provide a Rockwood outpost for Gresham police officers. This is a high priority of the Gresham Police Department, but is subject to funding availability.

Implementation Plan 1.2

Strengthen neighborhood associations in the area by increasing their membership and supporting their efforts. Provide mediation services to help resolve conflicts in the area before they can escalate into criminal activity. The City of Gresham will provide these services.

Implementation Plan 1.3

Organize community resources such as the Latino Parents Alliance, neighborhood associations, apartment managers, the Multnomah County Department of Community Justice and the Gresham Police Department to develop programs such as neighborhood watch projects.

Implementation Plan 1.4

Expand the Safe and Healthy Community Program headed by the Multnomah County Department of Community Justice and the Gresham Police Department. This involves providing information to community residents about public safety, and social and health services available to them.

These activities will be operational within the next 18 months assuming resources are available.

Implementation Plan 1.5

The Gresham Police Department will work with the Weed and Seed Coordinator to host community forums in the Rockwood area. The forums will focus on public safety, but other City departments and organizations outside the City could be invited. Two Community forums will be held every year.

Implementation Plan 1.6

The Gresham Police Department will begin a pilot project to train 2-3 community volunteers to serve as a bridge/facilitator/translators at incidents and events. This will be completed within the next 18 months.

Evaluation Criteria

Using data from the Multnomah County Citizen's Survey and the Sun Social Capitol survey, establish a baseline of community perceptions of public safety and activism in the community. Outcomes should reflect a 45% increase in awareness and a 15% increase in involvement in public safety activities and initiatives.

Perceptions of the community and fears of crime should show statistically significant improvement in the target area. Additional indicators will include the number of new and continuing Neighborhood, Apartment and Business Watches, Community Foot Patrols, number of problems solving meetings and partnership agreements, reducing repeat calls for service at "hot spots" and an increasing level of community participation in National Night Out and other such community events. Outcomes will include a 30% increase in the memberships of such associations and meetings.

At least 9 community volunteers will be trained by year 5.

Strategy 2

The Weed and Seed strategy will engage the youth in Rockwood in positive and enriching activities in order to prevent gang and other criminal involvement. The strategy will also work to create a safe environment for youth.

Goal:

Create positive activities for youth.

Implementation Plan 2.1

Hold a series of youth summits sponsored by local agencies to gather input from youth and professionals who work with youth to identify and implement actions to prevent

juvenile crime and gang involvement. This will include sharing information about the resources available to youth. It will also involve increasing the availability of prosocial activities and safe havens such as the Police Activities League and Eastwind Children and Family Services.

This activity will be implemented in the next year and will be joint projects of the Gresham Police Department and Multnomah County Department of Community Justice and the East County Caring Community.

Evaluation Criteria

At least 100 youth will participate in youth summits. The number of youth who feel cared for and respected, as measured by the Search Institute's Developmental Asset Survey will increase by 25% by year three.

Strategy 3

Law enforcement and community policing efforts will be coordinated with community revitalization efforts to increase livability in the Rockwood area.

Goal:

Create a safer and more livable community.

Objective

Eliminate visual blight and increase the quality of affordable housing.

Implementation Plan 3.1

Enforce housing code violations, tow abandoned vehicles and employ the graffiti removal task force. The Gresham Police and Code Enforcement Department will be responsible for these activities.

Evaluation Criteria

20% increase in the number of enforcement efforts in code violations in two years.

Implementation Plan 3.2

The Weed and Seed coordinator will work with neighborhood residents and the Gresham Police department to implement a "take back the streets" program. This approach was used with success in the Albina weed and seed site in Portland, Oregon and involves the coordination of neighborhood residents one block at a time. This will require the coordination of neighborhood groups, the Weed and Seed coordinator and the steering committee to designate three blocks/streets per year to adopt the program.

Evaluation Criteria

Using data from the Multnomah County Citizen's Survey and the SUN Social Capitol Survey, establish a baseline of community perceptions of public safety and activism in the community. Outcomes should reflect a 45% increase in awareness and a 15% increase in involvement in public safety activities and initiatives.

Implementation Plan 3.3

Employ the "Enhanced Safety Property" designations. Offer a series of training programs to the apartment owners in Rockwood to educate them about ways to reduce crime within their complexes and how to achieve the designation. Weed and Seed funds may be needed to do structural improvements when necessary.

This effort could be accomplished in the next 18 months depending on resources.

Evaluation Criteria

20 % of the apartment owners are offered training programs every year for the next five years.

PREVENTION/ INTERVENTION/ TREATMENT

Poverty, single parents, domestic violence, child abuse, teen pregnancy, and gang activity are some of the dominant issues confronting the Rockwood area. Because of the large number of children in this area, particularly those in poverty, early childhood intervention programs are a primary focus of our prevention and intervention strategies.

The following recommendations include several programs: one that begins before birth and follow children through the age of two; Head Start which supports children until the age of five, a Mentoring program and a big brother/ big sister like companion program which assists youth until graduation from high school. The recommendations strive to create a seamless set of services for in-need children from birth to high school and graduation.

Because alcohol and drug abuse and inadequate access to health care and other social services are also contributing factors to the high crime rate and poverty, programs that address these issues are also included in the recommendations.

Discrimination is also a top priority. Because of the high concentration of poverty and racial segregation in this area, the City of Gresham is in danger of becoming polarized. The feelings of the residents are addressed in a community survey entitled Rockwood

Community- Building Initiative Listening Process conducted by the East County Caring Community.

Poverty stemming from lack of education, training, and language barriers are addressed in the plan. The data developed by the Oregon Employment Department guided many of the strategies in the Prevention/Intervention plan. [See attached, Addendum #9]. This information shows in detail the dearth of living wage jobs in the area and the lack of education and training opportunities for those with the greatest need for such services.

Strategy 1

Goal:

Increase access to strength based approach to alcohol and drug treatment.

[The definition for strength based treatment is centered on the following principles; people have the capacity to grow and change, treatment is more effective when the focus is on individual strengths rather than pathology, the client is the director of the helping relationship, positive relationship-building and repairing is essential and assertive outreach into the community is critical and acknowledgment of a person's community as the center of resources.]

Objective

Make strength-based culturally competent treatment and alcohol and drug assessments readily available within the community.

Implementation Plan

Work with Multnomah County, CODA and Kaiser/Permanente and other health care providers to initiate services to the residents of Rockwood. The Weed and Seed Coordinator will be responsible for initiating this activity. These services will begin as soon as resources become available and are intended to be ongoing.

Evaluation Criteria

This strategy will be considered effective if the number of services and programs available in the area increase by 30% by year two. Programs and services will be assessed on 1) adherence to the strength based approach; 2) cultural competency; 3) the number of residents served during the course of the study.

Strategy 2

Goal:

Provide both universal and selective alcohol and drug prevention services.

Given their education levels and lack of English speaking skills, the study area population will need broad support in this area. Universal prevention services will work to change community norms regarding such behaviors as public drinking and intoxication. Other measures will address selected populations within the community, including juveniles and non-native, non-English speaking workers and workplaces.

Objective

Conduct workshops with the business community that educate them regarding alcohol and drug free work places; design culturally specific A&D educational materials directed toward youth and initiate education developed to change community norms.

Implementation Plan

The Gresham Area Chamber of Commerce and the City of Gresham are organizing a Rockwood business organization that will provide a basis for outreach and education on drug prevention. The Office of Addiction Services and the Health Department within Multnomah County are willing to help develop the materials. We anticipate the Weed and Seed resources will assist with the funding. These activities will commence immediately with appropriate resources.

Evaluation Criteria

Data from the annual Multnomah County Auditor's Citizens Survey and the annual Sun Social Capitol survey will be used to measure perceptions of community problems around drugs and alcohol and access to treatment and services for these problems. Less than 10% of those surveyed will indicate that drugs and alcohol are a problem by year two.

Further, this strategy will be deemed successful to the extent that culturally- appropriate and viable prevention strategies are created. Focus groups with both using and non-using youth from the study area will be conducted to measure the probable impact of such materials. While ideally, this strategy aims to have a reduction in the number of new users and addicts in the area, no casual analysis of such a phenomenon is realistic.

Strategy 3

Goal:

Reduce alcohol and drug use in the apartment buildings in Rockwood

Objective

Expand the Drug Elimination Team model [A HUD funded program operated by the Housing Authority of Portland.] to the apartments in Rockwood. This program includes three tiers-law enforcement, family intervention and prevention.

Implementation Plan 3

The Housing Authority of Portland is willing to lend their assistance and expertise through staff training and the sharing of printed material. The goal is to develop the program through volunteers and staff and implement the program in selected apartment complexes throughout the community. Partners are the Housing Authority of Portland, apartment owners and managers and the Weed and Seed staff, the Gresham Police Department and committee members.

Evaluation Criteria

A 75% decrease in perceptions of drug and alcohol use in the apartment complexes by year two. Program successes will be determined through pre and post-surveys of apartment owners and managers and Gresham police officers to patrol the area on their perceptions of drug use in the complexes. A local tool is being developed for this surveying.

Strategy 4

Goal:

Reduce teen pregnancy, the use of alcohol and drugs and tobacco, improve the outcome of pregnancies by improving health behaviors, assist new parents in providing more competent care for their children.

Objective

Initiate the Nurse-Family Partnership. The Nurse-Family Partnership is a highly refined approach to the long -established service of home visitations. It has been tested and refined and found to be consistently effective in a series of studies by Dr. David Olds.

This program is targeted toward low- income, first time mothers. Nurses begin making home visits during pregnancy and continue through the first two years of the child's life. The nurses also involve family members and fathers when appropriate.

Implementation Plan

Multnomah County initiated this program in areas outside the Rockwood community several years ago. Resources will be directed to expand program activity to the Rockwood area as soon as they are available. This program is long term and it is expected that there should be, at a minimum, a five-year commitment.

Evaluation Criteria

A 10% reduction in teen pregnancy each year of implementation; a 50 % increase in the number of Rockwood women receiving pre-natal care and corresponding increase in the number of healthy weight babies born. Evaluation will mirror that currently on-going for the Family-Nurse Partnership in other areas of Multnomah County. Weed and Seed evaluators will work closely with those from the County in collecting data on the numbers of pregnant women receiving pre-natal care, drug & alcohol treatment and education and other indicators of program success.

Strategy 5

Goal:

Reduce gang activity, poverty and increase the assets of and opportunities for children and youth.

Implementation Plan

Initiate a big brother/big sister type program and expand the Mentoring program. These programs have proven that one person can make a difference in a child's development by giving them a sense of hope as well as opportunities for positive growth. Both programs require that an adult or college age student participate regularly in the lives of grade and high school age students. Recruitment of mentors will be from the local college and service organizations. Stipends will be paid when necessary. The partners in this project are Eastwind Center and the Weed and Seed coordinator. Both programs could be operational within a year and are intended to be long term but are dependant on resource availability. Both programs are listed in the recently released document-"Promising and Proven Substance Abuse Prevention Programs" from the Center for Substance Abuse Prevention and Substance Abuse and Mental Health Services.

Evaluation Criteria

30 juveniles partnering with mentors or in similar programs in the first two years. As this program has been evaluated extensively by the Center for Substance Abuse Prevention and SAMHS, evaluation will focus on program implementation rather than outcome or impact. It is assumed that if the program is implemented as designed, the outcomes, which are long term and far ranging will ensue as in the other areas where the programs have existed successfully for some time.

Strategy 6

Goal:

Increase access to health, dental and mental health services.

The high poverty rate in the study area has resulted in a need for health services for both youth and adults. Davis and Alder, two elementary schools in the target area with a combined student body population of 1,191, had a total of 4,566 health care encounters in the 2000 school year. The Reynolds School District and Multnomah County Education Service District have both requested assistance in providing basic health services. Access to health services has been exacerbated by the lack of affordable transportation

Implementation Plan

Develop a school base health clinic that would include alcohol and drug services within the Reynolds School District, a mobile unit that would serve both the schools and apartments and provide bus passes to access health clinic in other areas.

Each of these activities will require coordination and resources. Bus passes will be the first activity, a mobile unit will be the transitional action and the school-based clinic is intended to be the long-term goal. These activities will take a minimum of five years to achieve. Partners include the Reynolds School District, the Multnomah County Health Department and nonprofit health organizations.

Evaluation Criteria

100 buss passes distributed in the first year of implementation is the first outcome measure. The longer term outcomes measured will be the existence of a school based health clinic and an operational mobile unit. Interim measures will include the progress toward creating a school- based clinic as well as the distribution of bus passes.

Strategy 7

Goal:

**Increase pro- social service and educational activities for youth and families.
Develop a Safe Haven for the youth within the community.**

Implementation Plan

Develop activities that include culturally specific crafts for families, joint events involving Russian and Latino families, community events for youth that include music, Internet and computer services for homework support using scholarships as an incentive and ESL classes. Activities for youth will be provided from 3:00 to 7:00 PM as a crime prevention measure. These functions require a community center or a meeting place. The City of Gresham is working toward the development of an Urban Renewal Project in

Rockwood. If successful, money generated from the District would help fund a community and government center or other funds may be found. The Police Activity League facility, the Multnomah County Library in Rockwood, Portland Lutheran School and community rooms in apartments would serve as the initial and alternate sites for these activities. These activities are intended to be permanent and will require a year or more to develop and implement.

Evaluation Criteria

As this is a long- term strategy, evaluation will focus first on the interim outcomes of progress made toward implementation. This will include focus groups and document analysis of plans and meeting minutes to assess progress and project viability. Questions will include: Has a reasonable effort been made to secure both temporary and permanent sites? Have culturally competent curriculum for activities been developed? Are these based on nationally recognized best practices? Has community interest in attendance at such activities increased?

Strategy 8

Goal:

Improve ethnic challenges and diminish discrimination.

Implementation Plan 8.1

Develop a trans cultural education program, a campaign that educates monolingual English speakers regarding discrimination, classes that educate and empower targeted groups about government and other legal issues. Each of these education and training programs are available through the Metropolitan Human Rights Center and Technical Services for Community Services [TACS] and will be presented to the community in the facilities described in Strategy 7.

Implementation Plan 8.2

Expand ESL and SSL classes and Spanish literacy classes for Spanish speakers. The East County One Stop Career Center is developing a program that will support this effort in work related circumstances. Mount Hood Community College is an additional partner.

The majority of this activity area will be developed and initiated within 18 months and are intended to ongoing except the ESL and SSL classes which are dependant on additional resources.

Evaluation Criteria

Numbers of community meetings and attendance rates will determine the success of trans cultural educational programs.

Pre and post testing for the existence and increase of ESL and SSI classes at ECOS and MHCC will determine strategy success. Are there more ESL classes at these locations after 12 and 18 months? Can ESL and SSI students and potential students secure the courses and materials they need with greater ease after the program has been implemented? What are the attendance and completion rates for the new courses?

Strategy 9

Goal:

Support youth and families with childcare and other critical services.

Objective 9.1

Locate Head Start and other services in Rockwood.

Implementation Plan 9.1

Mount Hood Community College Head Start has the resources to operate such a service but is lacking an appropriate place. There are a number of other organizations that would locate in Rockwood if given the opportunity. The Weed and Seed Steering Committee members will collaborate to locate space. This project is estimated to take approximately two years or more.

Evaluation Criteria

The Head Start program has been rigorously evaluated and proven highly successful. For the purpose of this grant, evaluation will be limited to the outcome of viable space to locate the program. If a space is found, is it easily accessible, well located, and sufficiently equipped to meet the needs of Head Start families?

NEIGHBORHOOD RESTORATION

The Rockwood community within the six designated 2000 census tracts, is chiefly a rental community. The demographics suggest that a high concentration of poverty and distressed housing conditions are emerging. Gentrification and substantial increases in housing costs in other geographic areas has attracted those seeking more affordable housing into the community.

These issues have had a debilitating effect on the commercial and retail portions of the community as well. Vacancy rates for commercial properties have increased as well as retail devolution with much needed retail and other job producing businesses leaving to newer more affluent suburban areas. The high crime rate has diminished the image of the area as a healthy place to conduct business furthering the barriers of attracting new businesses.

Strategy 1

Goal:

Improve the business vitality and image of the business community

Objective 1.1

Develop a business recruitment plan that includes retention efforts with an emphasis on developing minority and resident owned businesses, which provide vital services to the area residents.

Implementation Plan 1.1

The Small Business Development Center of Mount Hood Community College, the City of Gresham's Economic Development team and the Gresham Area Chamber of Commerce in collaboration with the Oregon Association of Minority Entrepreneurs and Rockwood business owners will develop the plan. Relocation of minority owned businesses to Rockwood as well as technical support will be additional services provided by these agencies. This project is expected to take up to 5 years to accomplish.

Evaluation Criteria

Plans will be reviewed by a panel of experts in economic development at the University of Oregon and Portland State University. The program will be successful if no business of benefit to the community relocates to another area and 5 new resident and minority-owned businesses emerge within 1 year of the plans implementation.

The experts will assess the plans for comprehensive planning, feasibility of implementation, and understanding of the demographics and socio-economic realities of the area.

Objective 1.2

Develop a series of community events such as a children's parade, Dia de Los Ninos, food fair, health fair, health fair, Run for Rockwood Relay, street dances, farmers market, international market, held on a regular basis.

Implementation Plan 1.2

The Weed and Seed coordinator in cooperation with the Steering Committee members and other relevant organizations will orchestrate these events.

Objective 1.3

Develop a Community Logo and sign to identify the Rockwood area.

Implementation Plan 1.3

Work with local schools to have a drawing contest. Develop support from the business community to finance the sign.

Objective 1.4

The City of Gresham, Multnomah County, and Tri-Met have proposed a "Rockwood Commons" facility. This facility could house a number of community uses, including: a Gresham Police precinct, a health clinic, educational facilities childcare, a public market and community meeting rooms. This facility would have a positive impact on the Weed and Seed strategy by bringing a central focus to a number of community uses. The City of Gresham is researching funding options for such a facility.

Implementation Plan 1.4

This objective will be achieved through the successful implementation of the urban renewal efforts by the City of Gresham

Evaluation Criteria

Implementation plans 1 through 1.3 will be assessed through surveying of the participants at several of the community events. Surveys will ask for perceptions of community-strengths and livability. It will collect data on knowledge of and perceptions about community identity and the community logo. To proxy a control group, similar questions will be asked of those who have not attended any activities through a mail back questionnaire printed in the local paper or similarly mass-distributed. Outcomes should reflect both a 45% increased awareness of Rockwood's businesses and community identity and 15% increase in positive perceptions about Rockwood's images. The plan will be successful if at least 50% of those surveyed feel Rockwood is a good place to do business and that families can do all their basic shopping in their own community.

Strategy 2

Goal:

Increase community stability in Rockwood

Objective

Develop strategies to use homeownership as a means for crime prevention

Implementation Plan 2.1

Work with the City, County, Habitat for Humanity and other to promote homeownership.

Implementation Plan 2.2

Provide construction-training opportunities for volunteer workers.

These goals will require the assistance of relevant members of the Steering Committee, City and County government, MHCC and will take up to three years to implement.

Evaluation Criteria

Increase the number of home ownership programs by 20% by year two. Homeownership has often been a measure of community stability and studies show that increases in ownership correlate positively with decreased crime rates. The plan for this goal is to draw from these findings to develop a plan for homeownership. This goal will be measured then by the type and number of efforts directed by the committee and its stakeholders for low-income homeownership. Progress towards planning and process by which the issues of homeownership in the area are addressed will be measured through focus groups with the stakeholders and analysis of any plans they develop.

A 15% increase by year two in residents' involvement in homeownership and community building activities as measured by the County's Citizen Survey.

Strategy 3

Goal:

Improve Networking with all elements of the community. [Schools, churches, medical offices, neighborhood organizations.]

Implementation Plan 3.1

Develop a Rockwood multilingual monthly newsletter with information about when and where resources are available as well as community events.

Implementation Plan 3.2

Establish a community safety phone line that people can call to report suspicious activity.

Evaluation Criteria

Evaluation criteria include the existence of the newsletter and phone line and surveys of users of these services. Readers and users will be asked on the effectiveness of and extent of outreach provided by the networking effort. Outcome measure will show a 15% increase in community awareness and a 10% increase in community participation in activities each year of implementation. The strategy will be successful if at least 50% of those surveyed are satisfied with their level of community engagement and knowledge about community activities as measured by the County Citizen and Sun Social Capitol Surveys.

Strategy 4

Goal:

Improve housing conditions

Implementation Plan 4.1

Provide opportunities for continuous education for apartment managers.

Implementation Plan 4.2

Form a tenants association and partner with agencies such as the Fair Housing Council to allow tenants to report housing violations.

Implementation Plan 4.3

Establish a nuisance hotline for people to report anonymously poor housing conditions and neighborhood nuisances.

Implementation Plan 4.4

Hold informal sessions to listen to concerns of renters and educate them regarding access to services.

Implementation Plan 4.5

Expand Human Solution's Ready to Rent Program to the residents of Rockwood

Partners include the Fair Housing Council, Human Solutions, Inc, apartment owners and managers, the Weed and Seed Steering Committee and staff and will be dependant on resources and take up to 5 years to accomplish.

Evaluation Criteria

This strategy will be assessed through five measures:

1. The creation of a tenants association with at least 20% of tenants attending meetings or are otherwise involved in the association.
2. The creation of a Hot Line. At least 20 calls per month with an above average of satisfaction ratings by users.
3. The creation of at least five informal sessions with renters. At least 20% of the tenants will have attended the sessions and they will show above average satisfaction.
4. At least three opportunities for apartment managers to get opportunities to get education on landlord-tenant laws and pertinent issues.
5. Expansion of the HIS program to three new sites/complexes.

Strategy 5

Goal:

Develop leadership in the community

Implementation Plan 5.1

Develop strategies to promote leadership in youth

Implementation Plan 5.2

Develop strategies to identify adult leaders in the community

Implementation Plan 5.3

Work with groups such as the Alliance of Latino Parents currently involved in leadership development.

Evaluation Criteria

Outcomes will include 30% of those surveyed feeling as though they are more supported by local leadership after 1 year of implementation. This strategy will be assessed through the following: have culturally competent strategies to identify leaders and promote youth leadership been created? Are these plans based on nationally recognized best practices? Do the adults and youth leadership [especially in the Latino community] feel more supported by the committee's effort [ascertained through surveying]?

Strategy 6

Goal:

Decrease poverty/ increase wealth

Objective

Increase upward mobility in the workforce

Implementation Plan 6.1

The East County One Stop Career System, The Gresham Area Chamber of Commerce, The City of Gresham and the Gresham Employment office will work with the business community to support entry-level job workers in their efforts to achieve upward career mobility. One year is estimated for the development of the plan. Full implementation will be phased in over a five-year period.

Implementation Plan 6.2

The City of Gresham is in the process of completing a Business Climate Survey to help identify issues and develop strategies for helping Rockwood businesses. The City of Gresham, Economic development Team will continue to monitor the business climate in Rockwood and present this information to this information to the Steering Committee twice annually.

Implementation Plan 6.3

Develop a youth employment plan. The effect of the implementation of such a plan would be to increase future employment opportunities and to divert youth from negative activities. The Youth Employment Institute, Reynolds High School, the State Employment Office and other relevant agencies will work together to develop a plan targeted toward the youth in the Rockwood area. This plan would include assessment of employment barriers, job readiness training, job placement, and retention services. It would also involve engaging the business community to create a network friendly to employment of young people.

Implementation Plan 6.4

Develop job readiness training programs for the under and unemployed through MHCC, the business community, East County One Stop Career Systems and Worksystems, Inc.

Implementation Plan 6.5

Improve numbers of and access to family wage jobs through cooperative agreements with employers and the regional mass transportation provider, Tri Met.

Evaluation Criteria

A 10% increase in the number of Rockwood residents who earn a living wage [over \$10.00/hour for a family of four]. Experts in economic development at Portland State University and the University of Oregon will review both plans for the adult and youth employment. The experts will review the plans for the following criteria: 1) feasibility of implementation: 2) comprehensive planning: 3) proper analysis of the factors that prevent full employment and living wage jobs. As the employment rate and economic conditions are far outside the committee's locus of control, and the project is long-term in nature, the plans will be evaluated on feasibility and planning rather than impact

At least 25% of the unemployed or underemployed in the community will have attended job readiness training. The job readiness training indicated in 6.4 will be assessed by expert review as the two plans above. Further, the trainings will be assessed through focus groups with program participants and One Stop career counselors.

The outcome measure of 6.5 will be measure through the existence of written cooperative agreements. One Stop clients will be surveyed on their method of transportation to work before and after implementation of the cooperative agreements. It is assumed that a successful plan will result in more clients using public transportation to go to living wage job sites.

IV. COORDINATION

A. Memoranda Of Agreement

We have included our Memoranda of agreements in attached, Addendum #10. Because of the size of our committee we designed an agreement that would require the commitments of our partners to fulfill their portion of the implementation of the strategic plan as well as agree to a commitment of time and the agreement is worded accordingly. All of our partners realize they have made a long-term commitment and because of their participation in the planning process, we believe the Weed and Seed Steering Committee is a team of dedicated people who will comply with the essence of the purpose of the MOA if not exceed its dictates with high levels of collaboration and involvement.

B. Linkages And Information Sharing

The Weed and Seed Steering Committee members will continue to rely on the phone, fax and especially e-mails for day-to-day communications. Our web page will be our source of more complex documents as well as an opportunity for others to communicate with us. We anticipate continuous communication between the District Attorney's Office, the Gresham Police Department and the Multnomah County Office of Community Justice through all modes of communications.

Because of the size and diversity of the Steering Committee, we anticipate continuing our face-to-face meetings to occur on a monthly and semi-monthly basis.

The Safe Haven concept fits well into the goals of the community and the Steering Committee. Our long term goal is to create not only a place for our youth but a service center that combines several agencies such as the Gresham Police Department, child care services such as Head Start, ESL classes for adults. Communications will be facilitated through such a facility and become a core service.

C. Role Of The Residents in Strategy Implementation

Community Policing in the City of Gresham requires the involvement of the residents in resolving criminal behaviors and the Gresham Police Department has held a number of community meeting to forward that agenda. The recommendations in the plan will require additional outreach as well.

The residents have placed a community room or a Safe Haven as one of their highest priorities. They see it as a place for homework assistance, ESL classes, recreation and a host of other services now lacking in Rockwood. The Steering Committee members support their request and are eager to add services such as Head Start, youth services and other critical services as well.

D. Outreach And Mobilization

Our plan has identified a number of vehicles to further communications within the community: a multilingual monthly newsletter about when and where services are available, a community safety phone line that people can call to report suspicious activities, continuous education for apartment owners, nuisance hotlines and informal sessions for renters to voice their concerns and leadership development directed toward all age groups. We envision this phone line to be a “warm” line where professionals knowledgeable about available services will listen to people and broker referrals to appropriate agencies.

We believe all of these activities will both further communications as well as serve as problem solving vehicles. All of these vehicles will adhere to the social marketing principals of education through outreach and outreach through active participation. Communication will follow the Weed and Seed philosophy of involving the community in ridding itself of negative elements as well as fostering a healthy and self- sufficient community.