

RES 17-018

Wilmington, Delaware
February 16, 2017

4334

Sponsor:

Council
Member
Walsh

Co-
Sponsor

Council
Member
Turner

WHEREAS, pursuant to Section 2-363 of the City Code, the Council deemed it necessary and proper to specify the requirements for review and approval of City-sponsored grant applications and proposals, including authorization for expedited grant applications when necessary, prior to Council's approval by resolution; and

WHEREAS, City Code Section 2-10 requires agreements with other governmental or quasi-governmental agencies for mutual support be approved by Council; and

WHEREAS, the City, through the Office of the Mayor, has submitted a grant application for the Byrne Criminal Justice Innovation Program Fiscal Year 2017 Competitive Grant, which requires a memorandum of understanding between partners, to the U.S. Department of Justice for funds in the amount of \$999,216.91; and

WHEREAS, the proposed grant funds will be used to establish a multi-sector partnership led by the Office of the Mayor named Revitalization Agenda for West Center City (RAWCC); and

WHEREAS, RAWCC's goals are (1) reducing crime and violence; (2) reducing physical blight and enhancing the opportunities for quality housing; and (3) increasing quality programming to lead to stable and rewarding employment in West Center City; and

WHEREAS, pursuant to the grant, RAWCC would engage in the required approximately yearlong planning phase followed by a two year implementation phase; and

WHEREAS, the Governor, Delaware's Congressional Delegation, Delaware Department of Correction, Councilman Turner, and community members submitted letters of support; and

WHEREAS, the grant does not require a local match; and

WHEREAS, for timing purposes, the application for said grant was submitted in advance of City Council approval by resolution; and

WHEREAS, the Council deems it necessary and proper to authorize the grant application, for the aforesaid purpose.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON that the Office of the Mayor's grant application to the U.S. Department of Justice in the amount of \$999,216.91 a copy of which is attached hereto, is hereby authorized.

BE IT FURTHER RESOLVED that the Mayor of Wilmington, or his designee, shall be authorized to take all necessary actions to accept any and all funds associated with the grant application and to fulfill the grant requirements.

Passed by City Council,
February 16, 2017

ATTEST: Maribel Seijo
City Clerk

Approved as to form this
16 day of February, 2017

William B. Zaron Jr.
Assistant City Solicitor

SYNOPSIS: This Resolution authorizes a grant application of the Office of the Mayor to the U.S. Department of Justice in the amount of \$999,216.91. The funds will be used to plan and implement Revitalization Agenda for West Center City, which will be a multi-sector partnership led by the Office of the Mayor to reduce crime and violence; reduce physical blight and enhance the opportunities for quality housing; and increase quality programming to lead to stable and rewarding employment in West Center City. There is no local match required.

Application for Federal Assistance SF-424			
* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s) _____ * Other (Specify): _____	
* 3. Date Received: 02/02/2017	4. Applicant Identifier: _____		
5a. Federal Entity Identifier: _____	5b. Federal Award Identifier: _____		
State Use Only:			
6. Date Received by State: _____	7. State Application Identifier: _____		
8. APPLICANT INFORMATION:			
* a. Legal Name: City of Wilmington			
* b. Employer/Taxpayer Identification Number (EIN/TIN): _____	* c. Organizational DUNS: _____		
d. Address:			
* Street1:	800 N. French Street		
Street2:	_____		
* City:	Wilmington		
County/Parish:	_____		
* State:	DE: Delaware		
Province:	_____		
* Country:	USA: UNITED STATES		
* Zip / Postal Code:	19801-3537		
e. Organizational Unit:			
Department Name:	Division Name:		
Office of the Mayor	_____		
f. Name and contact information of person to be contacted on matters involving this application:			
Prefix:	Mr.	* First Name:	William
Middle Name:	Bruce		
* Last Name:	Larson		
Suffix:	Jr.		
Title:	Assistant City Solicitor		
Organizational Affiliation: _____			
* Telephone Number:	302-576-2114	Fax Number:	_____
* Email:	wblarson@wilmingtonde.gov		

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

*** Other (specify):**

*** 10. Name of Federal Agency:**

11. Catalog of Federal Domestic Assistance Number:

CFDA Title:

*** 12. Funding Opportunity Number:**

*** Title:**

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

*** 15. Descriptive Title of Applicant's Project:**

Attach supporting documents as specified in agency instructions.

Application for Federal Assistance SF-424	
16. Congressional Districts Of:	
* a. Applicant: <input type="text" value="DE-001"/>	* b. Program/Project: <input type="text" value="DE-001"/>
Attach an additional list of Program/Project Congressional Districts if needed.	
<input type="text"/>	<input type="button" value="Add Attachment"/> <input type="button" value="Delete Attachment"/> <input type="button" value="View Attachment"/>
17. Proposed Project:	
* a. Start Date: <input type="text" value="10/01/2017"/>	* b. End Date: <input type="text" value="10/31/2020"/>
18. Estimated Funding (\$):	
* a. Federal	<input type="text" value="999,216.91"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="999,216.91"/>
* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?	
<input type="checkbox"/> a. This application was made available to the State under the Executive Order 12372 Process for review on <input type="text"/>	
<input type="checkbox"/> b. Program is subject to E.O. 12372 but has not been selected by the State for review.	
<input checked="" type="checkbox"/> c. Program is not covered by E.O. 12372.	
* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)	
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
If "Yes", provide explanation and attach	
<input type="text"/>	<input type="button" value="Add Attachment"/> <input type="button" value="Delete Attachment"/> <input type="button" value="View Attachment"/>
21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)	
<input checked="" type="checkbox"/> ** I AGREE	
** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.	
Authorized Representative:	
Prefix: <input type="text" value="Mr."/>	* First Name: <input type="text" value="William"/>
Middle Name: <input type="text" value="Bruce"/>	
* Last Name: <input type="text" value="Larson"/>	
Suffix: <input type="text" value="Jr."/>	
* Title: <input type="text" value="Assistant City Solicitor"/>	
* Telephone Number: <input type="text" value="302-576-2114"/>	Fax Number: <input type="text" value="302-571-4565"/>
* Email: <input type="text" value="WBLarson@wilmingtonde.gov"/>	
* Signature of Authorized Representative: <input type="text" value="William Larson"/>	* Date Signed: <input type="text" value="02/02/2017"/>

Other Attachment File(s)

* Mandatory Other Attachment Filename:

To add more "Other Attachment" attachments, please use the attachment buttons below.

**FY17 Byrne Criminal Justice Innovation Program
Category 2: Planning and Implementation**

Project Abstract

Applicant: City of Wilmington

Project Title: Revitalization Agenda for West Center City (RAWCC)

Target Neighborhood, Boundaries, Population, and ZIP Code: West Center City (WCC) is the target neighborhood. It is located in the 19801 ZIP code, just west of downtown Wilmington. It is bordered on the north by Delaware Avenue, on the south by Martin Luther King, Jr. Boulevard, on the west by North Adams Street (adjacent to Interstate-95), and on the east by North Tatnall Street. Approximately 4,700 people reside in this area, accounting for roughly 6.5% of Wilmington's population. Because much of the crime problem in WCC is concentrated in a small number of "hot spots," which are generally centered on the drug trade and other associated behaviors, this project will focus efforts on this area. While these hot spots currently exist within a concentrated area (North Adams Street to North Washington Street, West 4th Street to West 9th Street), it is recognized that hot spot locations can and do shift over time. Part of the planning phase will involve collecting and analyzing data to further refine and pinpoint the precise hot spot locations within WCC that will be the focus of the project.

Funding from Federal Investments that Occur, Serve, or Overlap in WCC: There are limited federal investments in WCC. William "Hicks" Anderson Community Center offers free meals to low-income individuals through the Evening Feeding Program and Summer Food Service Program for Children. Additionally, the YWCA located in WCC receives federal investment through the Emergency Solutions Grant and Community Development Block Grants for home-life management and housing counseling. Interfaith Community Housing of Delaware, Inc. (ICHDE) also receives Community Development Block Grants for housing counseling and its Youth Ambassador Program. The partnerships' ability to coordinate these ongoing efforts with new initiatives will improve available programming for the community.

In 2014, Wilmington was selected as a Phase 1 site for the Department of Justice's Violence Reduction Network (VRN). Through this program, the Wilmington Police Department received assistance in creating its first dedicated homicide unit, as well as increasing homicide case clearance rates from 10% to nearly 50%. These new efforts, and the accompanying additional resources, have had a direct and positive impact on Wilmington and its communities, including in WCC.

Research Partner: Police Executive Research Forum (PERF)

Fiscal Agent: City of Wilmington

Project Coordinator Status: Hiring a Project Coordinator will be one of the first activities of the RAWCC planning phase. This position will be managed under the Office of the Mayor.

Project Goals and Objectives Summary: The RAWCC project seeks to accomplish the following three goals and accompanying objectives:

1. **Reduce crime and violence.** This goal will be achieved through reducing gun and gang-related violence, reducing recidivism, and increasing police-community trust and engagement. Some of the evidence-based/informed strategies that will be explored and refined to fulfill the objectives include targeted enforcement and increased police presence, increased use of foot patrols, violent crime incident reviews and gang audits to identify key offenders, and a collaborative re-entry program for previously adjudicated individuals. The Wilmington Police Department will work with the Delaware Department of Justice, other partner agencies, and the community in furtherance of this goal.
2. **Reduce physical blight and enhance opportunities for quality housing.** This goal will be achieved through reducing the number of vacant and abandoned properties and increasing community involvement in addressing blight. To fulfill these objectives, various evidence-based/informed strategies will be explored and/or refined, including: targeting properties that have sat vacant the longest; stricter code enforcement; providing information and resources to residents to help them address small code violations; community-based projects to rehabilitate or make positive temporary use of vacant properties; and providing the community with resources to report and help address and remove nuisance properties through organized efforts. Additionally, the City's Crime & Blight Team will work with city and state partners to identify properties that can be stabilized by the Wilmington Neighborhood Conservancy Land Bank and renovated or rebuilt by our housing partners to provide high quality, affordable housing for residents.
3. **Increase quality programming that leads to stable and rewarding employment.** This goal will be achieved by providing employment and job training opportunities and establishing the Hicks Center as the focal point for RAWCC activities. Youth development programs, development of job training programs related to specific employment opportunities, apprenticeship programs, and connecting job training with other social services (social skills, GED preparation, etc.) are some of the evidence-based/informed strategies that will be explored and/or refined to fulfill the objectives for this goal. The Delaware Department of Health and Social Services, along with our community partners such as ICHDE and the Wilmington HOPE Commission, have existing programing that can be coordinated and expanded into WCC to help accomplish this goal.

The City of Wilmington and PERF anticipate fully developing and selecting the evidence-based/informed strategies during the initial planning year, after conducting a comprehensive needs assessment to identify specific crime drivers and community perceptions of crime, identify and inventory problem properties and indicators of blight, and evaluate the scope and quality of existing social service programing in WCC.

Other Resources to Support BCJI Efforts: A number of partners have agreed to work with the City of Wilmington on the RAWCC project, with the Wilmington Police Department playing a

central role throughout. Other partners have several existing initiatives that may be leveraged in the course of the project. For example, the Wilmington Neighborhood Conservancy Land Bank Corporation will be fully operational in 2017. Through City and State legislation, the Land Bank will be able to utilize its resources to obtain and stabilize vacant properties in WCC. Additionally, ICHDE offers social service programs to the community, such as the Freedom Arts Initiative, that may also be leveraged.

Other partners with resources to support this initiative include: the Wilmington Renaissance Corporation, the Wilmington Housing Partnership Corporation, the Wilmington HOPE Commission, the Delaware Department of Health and Social Services, the Delaware Department of Justice, the City's inter-agency Crime & Blight Team, and the following City of Wilmington departments: Law, Finance, Licenses and Inspections, Planning, Real Estate and Housing, Police, Public Works, and Parks and Recreation. The Mayor's Office will convene a Leadership Council consisting of these and additional partners to help guide RAWCC, inform the process, and help finalize the RAWCC plan.

Permission to Share Abstract Publicly: BJA may share this abstract.

Project Narrative File(s)

* Mandatory Project Narrative File Filename:

To add more Project Narrative File attachments, please use the attachment buttons below.

Project Narrative

Statement of the Problem

Plagued by persistently high rates of homicides, shootings, and other violent crimes, Wilmington, DE was dubbed “Murder Town USA” by *Newsweek* magazine in December 2014.¹ Two years later, violent crime remains a major problem in the city. Wilmington consistently ranks near the top among cities with the highest violent crime rates. Using FBI violent crime data, Neighborhood Scout recently ranked Wilmington as the fifth most dangerous U.S. city of 25,000 or more people.² In 2016, Wilmington, which has a resident population of 71,948, had 124 non-fatal shootings and 28 homicides. Its homicide rate last year—39 per 100,000 people—was more than twice that of Philadelphia (17 per 100,000). Wilmington’s homicide rate is also substantially higher than the rate for U.S. cities with 50,000-99,999 residents, which was 3.7 in 2015.³

Along with issues of crime and violence, Wilmington faces significant economic and social challenges as well. Wilmington’s median household income (\$40,465) is about two-thirds of the Delaware state average (\$60,509).⁴ The city’s poverty rate is 24%,⁵ compared with a 16% urban poverty rate nationally.⁶ Demographically, Wilmington is a diverse city: 58.0% percent of residents are Black, 27.9% are White, 12.4% are Hispanic, and 1.7 are other.⁷

As in other cities, crime in Wilmington is not evenly spread across the city, but is concentrated in a handful of neighborhoods. One of these neighborhoods is West Center City (WCC), located just west of downtown Wilmington. In a 2015 report by the Wilmington Public Safety Strategies Commission (PSSC) supported by the Police Foundation, WCC was identified

¹ <http://www.newsweek.com/2014/12/19/wilmington-delaware-murder-crime-290232.html>.

² <https://www.neighborhoodscout.com/neighborhoods/crime-rates/top100dangerous/>.

³ <https://ucr.fbi.gov/crime-in-the-u.s/2015/crime-in-the-u.s.-2015/tables/table-16>.

⁴ <http://www.census.gov/quickfacts/table/PST045215/1077580.10>.

⁵ <http://www.census.gov/quickfacts/table/PST045215/1077580.10>.

⁶ <http://blogs.census.gov/2016/12/08/a-comparison-of-rural-and-urban-america-household-income-and-poverty/>.

⁷ <http://www.census.gov/quickfacts/table/PST045216/1077580.10>.

as one of five “hotspot areas” experiencing the highest levels of violent crime, burglary, drug dealing, and neighborhood disorder.⁸ Over the last four years, WCC has experienced an annual average of nearly 4 homicides and 23 non-fatal shootings, along with 221 assaults, 55 robberies and almost 127 burglaries. In 2016, WCC (which represents about 6.5% of the population of Wilmington) accounted for 13.7% of the city’s shootings and approximately 13% of reported violent crime. There were 1,128 drug arrests in Wilmington in 2016; 141 (12.5%) occurred within WCC. The PSSC report found that the hot spots within WCC had among the highest densities of severe crime in all of Wilmington.⁹

WCC is located within the 19801 ZIP code. While WCC shares this ZIP code with downtown Wilmington, the neighborhood is largely isolated from the rest of the city—physically, socially and economically. Wedged between several major roadways, WCC is bordered on the north by Delaware Avenue and on the south by Martin Luther King Jr. Boulevard, both major thoroughfares to Interstate-95, which runs next to North Adams Street, the western boarder of WCC. North Tatnall Street runs along WCC’s eastern border, separating the neighborhood from downtown Wilmington. There are no public schools located in WCC and outside of a few small retail businesses, there is little economic activity concentrated in the neighborhood. This isolation contributes to a lack of social capital and the entrenched nature of the crime, violence, and blight problems that can be traced back through the neighborhood’s long history.

⁸ https://www.policefoundation.org/wp-content/uploads/2015/04/WPSSC-Final-Report-3_31_15.pdf, pp. 9 of CAD analysis.

⁹ https://www.policefoundation.org/wp-content/uploads/2015/04/WPSSC-Final-Report-3_31_15.pdf, pp. 4-7 of Crime analysis and CAD incident analysis” section.

*History of West Center City:*¹⁰ WCC is one of the nation's oldest neighborhoods. It was a hub for Quaker activity in the mid-1700s, and it served as a key part of the Underground Railroad in the 19th Century. During the Civil War, as industry flourished and the area's population grew, many of WCC's neighborhood characteristics were established, including blocks of row houses and open park spaces. Much of that early character is evident in WCC today.

However, the mid-20th century hit Wilmington hard, especially in WCC. Construction of I-95, which began in 1963, split the original WCC neighborhood in two.¹¹ After the 1968 assassination of Dr. Martin Luther King, Jr., riots erupted in WCC and other parts of Wilmington. As a result, the National Guard occupied Wilmington for nine months following the riots, the longest occupation of an American city since Reconstruction. Businesses fled WCC and never returned. The impact of these events is still apparent in the community.

Today, WCC is largely residential with a number of churches and service organizations operating throughout the community. Approximately 4,700 residents live in WCC. Approximately 62.0% of WCC residents are Black, 14.9% are White, 13.0% are Hispanic, and 11.3 are other.¹² Nearly 60% of residents in WCC are under the age of 40, with 30.9% of residents between the ages of 18 and 39.¹³ More than 40% of WCC residents live below the poverty line (compared with 24% in Wilmington as a whole and 12.5% in Delaware).¹⁴

Given its history of crime and blight, attempts have been made to revitalize the area, and there has been some success on the outskirts of the greater WCC neighborhood. However, many parts of the neighborhood are still plagued with gun violence, gang activity and other crime.

¹⁰ Historical information compiled from ICHDE's Prospectus (pp. 3-4) and WCC Strategic Plan (pp. 26-28)

¹¹ Modern WCC comprises the area east of I-95.

¹² <http://www.ci.wilmington.de.us/home/showdocument?id=352>

¹³ <http://www.ci.wilmington.de.us/home/showdocument?id=352>.

¹⁴ <http://www.ci.wilmington.de.us/home/showdocument?id=352>.

Drugs and weapons come in quickly and easily using I-95, and WCC's proximity to the interstate makes it a prime hub for trafficking. At least 9.3% of the properties sit vacant, and absentee landlords complicate efforts to improve dilapidated conditions and thereby improve neighborhood safety. Residential instability is connected to low levels of collective efficacy¹⁵, which can lead to increased levels of crime and disorder.¹⁶

Over the years, various organizations have launched efforts to combat crime and revitalize WCC. For example, the Interfaith Community Housing of Delaware (ICHDE) has studied the neighborhood and put together ideas and plans to address the most pressing issues. As a key cross-sector partner, many of its ideas are incorporated into the objectives and strategies in this proposal.¹⁷ Additionally, newly-elected Mayor Mike Purzycki has made a priority of addressing the type of crime, disorder and opportunity issues that are affecting WCC.¹⁸ However, the results of past efforts have been mixed, largely because of the lack of a unified plan that concentrates resources in one localized area and includes the appropriate cross-section of partners working together. Further, the City budget is constrained by a limited ability to raise revenue, as well as and increasing costs of City pensions and health care. Addressing issues of crime and poverty across the city places tremendous demands and financial pressure on the City government.

In recent years, one notable federal intervention has targeted crime and violence in Wilmington. In 2014, the city was named as one of five pilot sites for the Department of Justice's Violence Reduction Network (VRN). The VRN focused on improving Wilmington's

¹⁵ Sampson, Robert J. and Stephen W. Raudenbush. 1999. "Systematic Social Observation of Public Spaces: A New Look at Disorder in Urban Neighborhoods." *American Journal of Sociology* 105 (3): 603.

¹⁶ Maxwell, C. D., J. H. Garner, et al. (2011). Collective Efficacy and Criminal Behavior in Chicago, 1995- 2004: [147.http://search.proquest.com/docview/884408696?accountid=26333](http://search.proquest.com/docview/884408696?accountid=26333).

¹⁷ See, for example, *West Center City Strategic Neighborhood Plan*,

<http://wilde.delawarehourexchange.org/wp/2016/09/west-center-city-neighborhood-strategie-plan/>.

¹⁸ <http://www.mikeformayor2016.com/Plans/Purzycki%20Public%20Safety%20Plan.pdf>.

homicide investigations and increasing the homicide clearance rate, which was just 10% at the start of the initiative. As a result of VRN, WPD created its first dedicated homicide unit, and the homicide clearance rate increased by 40%.¹⁹ However, Wilmington—and WCC, in particular—are in need of additional assistance to address, in a comprehensive manner, the range of issues that contribute to crime and violence in the first place.

Locally, there have been efforts to strengthen the relationship between the Wilmington Police Department (WPD) and the WCC community. As in many cities, those relationships have been tested in recent years by events such as police use of force, both nationally and in Wilmington. WPD focused on community policing in 2015, which involved consistent beat assignments and officers regularly attending community meetings and events. These activities were designed to build both formal and informal social controls, enhance community trust, and reduce tensions that had, at times, led some residents to be uncooperative with the police. However, with other priorities at hand, the prior Administration ended the formal community policing program in early 2016. Changes in the police officers assigned to the area have limited the WPD's ability to generate and sustain relationships with the community. Leveraging the potential demonstrated by the VRN's success and these community policing efforts is a priority for the new administration and WPD moving forward.

Within WCC, much of the crime problem is concentrated in a small number of “hot spots,” which were identified by the research team that contributed to the PSSC report.²⁰ The hot spots within WCC are between North Adams Street and North Washington Street and West 4th Street to West 9th Street. Half (31 out of 62) of the robberies in WCC in 2016 occurred within these boundaries, as well as 75.6% (65 out of 86) of the aggravated assaults. Of the 17 shootings

¹⁹ <https://www.vrnetwork.org/ItemsOfInterest/AnnualReport2015/VRNSites/#Wilmington>.

²⁰ https://www.policefoundation.org/wp-content/uploads/2015/04/WPSSC-Final-Report-3_31_15.pdf.

in WCC in 2016, 13 (76.4%) occurred within these 20 blocks.²¹ In early 2016, a much needed daycare center, located at West 6th Street and North Madison Street, moved out of the neighborhood after a woman was grazed by a bullet on the same block—an indication of the ripple effect that crime and violence can have in these hot spots.²²

When community resources such as this leave WCC, it weakens formal and informal social control in the community.²³ This, in turn, has contributed to the continued decline of the neighborhood, which already suffered from physical decay of its housing stock, a high level of transient rental units, and many property owners who are negligent or who live out of town or state. These issues contribute to low levels of social cohesion and cooperation among residents, which prevent the community from addressing problems of crime and violence.²⁴ Interrupting and reversing that cycle of crime and decay, and increasing the capacity of the community to address these issues, represent critical needs in WCC today.

Project Design and Implementation

Goals and Objectives. The Revitalization Agenda for West Center City (RAWCC) proposes a comprehensive, community-oriented approach to reduce crime and improve neighborhood conditions within WCC. The collective vision is to create a safe, socially organized, and economically viable community in which residents, police, and City and State agencies, and neighborhood-based organizations work collaboratively to stabilize and revitalize WCC. To achieve this vision, the project has three primary goals: (1) reduce crime and violence in the target area; (2) reduce physical blight and enhance opportunities for quality housing; and

²¹ http://data.delawareonline.com/abcapps/crime/map/?time_frame=year.

²² <http://www.delawareonline.com/story/news/local/2015/11/10/violence-chases-day-care-wilmington/74874020/>.

²³ Bursik, Robert J., Jr. and Harold Grasmick. 1993. *Neighborhoods and Crime: The Dimensions of Effective Community Control*. New York: Lexington.

²⁴ Sampson, R. J. (1997). *Neighborhoods and Violent Crime: A Multilevel Study of Collective*. *Science*, vol. 277, pp. 2.

(3) increase quality programming that leads to stable and rewarding employment. Through the integration of services and partnerships, and the building of community capacity, RAWCC will provide a concentrated and coordinated approach to achieve these goals.

Goal #1: Reduce crime and violence

The project team will perform a comprehensive needs assessment to identify specific crime drivers and confirm the identified hot spots (recognizing that hot spots can change rapidly in a neighborhood) and assess community perceptions of crime through activities such as surveys, focus groups and interviews. This will include meeting with existing civic associations, block captains, and neighborhood leaders. The data collection will guide the development of a comprehensive strategy to address these crime drivers, drawing on a continuum of approaches including enforcement, prevention, and intervention. The team will work to select and refine implementation strategies, identifying and building on evidence-based/informed approaches to target the identified problems and innovative strategies devised locally. Following are some of the strategies that will be explored and refined to meet the objectives under Goal #1:²⁵ targeted enforcement and increased police presence in identified hot spots;²⁶ increased use of foot patrols;²⁷ violent crime incident reviews and gang audits to identify key offenders;²⁸ gang member and repeat offender “call-in” sessions;²⁹ and a collaborative re-entry program for previously adjudicated individuals.³⁰ Collaborative problem-solving between the police and

²⁵ This project will emphasize strategies that are evidence-based/informed; research-based/informed, and innovative.

²⁶ <http://www.smartpolicinginitiative.com/sites/all/files/Braga%20%20Bond%202008.pdf>.

²⁷ Ratcliffe, Jerry H. et al. “The Philadelphia Foot Patrol Experiment: A Randomized Controlled Trial of Police Patrol Effectiveness in Violent Crime Hotspots.” *Criminology* 49, no.3 (2011): 818.

²⁸ https://nnscommunities.org/uploads/Corsaro_Engel_NOLA_Evaluation_The_Most_Challenging_of_Contexts_CP_P_2015.pdf.

²⁹ <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=207>.

³⁰ <http://www.urban.org/sites/default/files/allfresco/publication-pdfs/413252-Evaluation-of-the-Allegheny-County-Jail-Collaborative-Reentry-Programs.PDF>.

community will also be explored. This type of strategy has shown promise in some areas.³¹ With focused attention and oversight, it can be effective in WCC.

Objective #1: Reduce gun and gang-related violence. Targeted enforcement and increased police presence in the localized hot spots will be emphasized through tactics such as foot and bicycle patrols. In addition, collaborative problem-solving between police and residents will be explored. To ensure these efforts are focused on the precise locations and problems causing the most harm, the project will leverage the WPD's recently created Real Time Crime Center, which utilizes technology to plan and coordinate deployment efforts and share information between patrol units for more targeted and effective enforcement.

Objective #2: Reduce recidivism. Together with the Wilmington HOPE Commission, the Department of Correction, and other partners, the City will develop a partnership focused on reducing recidivism in WCC. Building on the HOPE Commission's Achievement Center model, the project would seek to bring a full range of services—employment, social, and treatment—into a unified program focused on WCC. Additionally, building on the Centers For Disease Control and Prevention Community Advisory Council report issued in January 2017, RAWCC will work with the HOPE Commission and the Department of Health and Social Services to focus on restoring young people (ages 16 to 24) who have gone down the wrong path.³²

Objective #3: Increase police-community trust and engagement. Working with the WPD, RAWCC will seek to re-establish community policing initiatives in WCC. Consistent beat assignments for officers, greater WPD participation in community meetings and events, and new approaches for the WPD and residents to engage in collaborative problem-solving are among the strategies that will be employed. The project's planning phase will involve gathering information

³¹ <https://www.crimisolutions.gov/ProgramDetails.aspx?ID=299>.

³² <http://www.ci.wilmington.de.us/home/showdocument?id=2860>.

from community members to understand their priorities and existing capacities, and to further refine strategies to enhance partnerships with the police.

Goal #2: Reduce physical blight and enhance opportunities for quality housing

The project team will partner with the Delaware Department of Justice (DE DOJ) and other partners to identify and inventory problem properties and other indicators of blight in the targeted areas. In addition to providing a baseline measure, this data collection, combined with input from residents and other community partners, will help guide the development of a comprehensive strategy to address blight and enhance quality housing opportunities. The following are some of the strategies that will be explored and refined in meeting the objectives under Goal #2: targeting properties that have sat vacant the longest;³³ stricter code enforcement;³⁴ providing information and resources to residents to help them address small code violations;³⁵ community-based projects to rehabilitate or make positive temporary use of vacant properties;³⁶ and providing the community with resources to report and help address and remove nuisance properties through organized efforts.³⁷

Objective #4: Reduce the number of vacant and abandoned properties. In coordination with the Crime and Blight Team and the Wilmington Neighborhood Conservancy Land Bank, the city will develop a comprehensive strategy for vacant land management in WCC, including a temporary maintenance program for vacant lots, with the goal of converting these into neighborhood assets that are used in healthy, positive ways. In the short term, strict code enforcement will be emphasized for residential and commercial properties in WCC, with the

³³ Han, Hye-Sung. "The Impact of Abandoned Properties on Nearby Property Values," *Housing Policy Debate* 24, no. 2 (2014):328.

³⁴ <https://www.huduser.gov/portal/periodicals/em/winter14/highlight1.html#title>.

³⁵ http://archwaypartnership.uga.edu/wp-content/uploads/2010/03/code-enforcement_march2010.pdf.

³⁶ <https://www.huduser.gov/portal/periodicals/em/winter14/highlight1.html#title>:

<https://www.huduser.gov/portal/periodicals/em/winter14/highlight4.html#title>.

³⁷ <http://www.mtas.tennessee.edu/TMBP/Reports/Best%20practices%20codes%20enforcement.pdf>.

intent to gain compliance from nuisance property owners. In the long term, the goal is for the Land Bank to strategically accumulate properties, bundle them, and make them available to housing partners that will rehabilitate or rebuild the properties turning them into quality affordable housing.

Objective #5: Increase community involvement in addressing blight. RAWCC will create opportunities for residents to participate directly in neighborhood revitalization and beautification efforts, such as painting murals, cleaning up, and improving facades. Specific projects will be developed in collaboration with cross-sector partners, including the Interfaith Community Housing of Delaware (ICHDE) and the Wilmington Renaissance Corporation (WRC), which have successfully completed several art installation projects in WCC with input and assistance from the community.

Goal #3: Increase quality programming that leads to stable and rewarding employment

Improving the economic and employment opportunities of individuals living in WCC is a critical component of any long-term strategy to revitalize the community and make it safer. Following are some of the strategies that will be explored and refined in meeting the objectives under Goal #3: youth development programs (such as summer jobs);³⁸ development of job-training programs related to specific employment opportunities;³⁹ apprenticeship programs;⁴⁰ and connecting job training with other social services (social skills, GED preparation, etc.).⁴¹

Objective #6: Provide employment and job training opportunities. RAWCC will work with community partners to maximize the potential for quality job training and gainful employment. For example, ICHDE and the HOPE Commission partnered to pilot a construction

³⁸ <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=426>.

³⁹ <https://www.dol.gov/asp/evaluation/jdt/jdt.pdf>.

⁴⁰ <https://www.dol.gov/asp/evaluation/jdt/jdt.pdf>.

⁴¹ <https://www.dol.gov/asp/evaluation/jdt/jdt.pdf>; <https://www.dol.gov/asp/evaluation/jdt/jdt.pdf>.

training program in WCC that led to attendees successfully obtaining apprenticeships and construction jobs. Through RAWCC's partnerships, attendees can be paired with social service agencies that provide soft skills training, GED preparation, and other services. RAWCC will work to expand existing programs like this and develop similar programs to provide more opportunity in WCC.

Objective #7: Establish the William "Hicks" Anderson Community Center as the focal point for RAWCC activities. The Hicks Center is a tremendous resource for WCC, but crime problems near the center and limited resources have mitigated its effectiveness. Under RAWCC, the Hicks Center will be established as the focal point for community safety and revitalization efforts, to include police-community partnership building, job training, and other activities. RAWCC will work with WPD to make sure Hicks is a safe haven so that partners can expand resources and opportunities at Hicks. Such programs may include youth employment, youth training, adult job training, trauma-informed care, mental health care, mentorship, relationship development, arts, and athletics.

The project team will develop a continuum of solutions that will include enforcement strategies, such as hot spot policing, targeted enforcement, and foot patrols; prevention strategies, including community policing, collaborative problem-solving, nuisance abatement, and community development and beautification; and intervention strategies, such as comprehensive re-entry programs and job training.

The planning phase will be used to conduct a comprehensive needs assessment and establish community partnerships and resident involvement to build the capacity of the cross-sector team to sustain long-term collaboration. Also during the planning phase, additional crime drivers will be identified and further research will be performed to identify strategies (evidence-

based/informed, research-based/informed, and innovative) that are best suited to address the unique needs of WCC.

Planning and Research Partner Role. The planning phase is designed to identify and make the necessary adjustments to the initiative before finalizing the project's Comprehensive Implementation Plan (CIP), and to solidify the roles and involvement of all project partners and stakeholders. This time will be used to hire a professional Project Coordinator, expand the project's partnerships, ready the WCC community and cross-sector project leadership team, and secure the necessary resources for its full implementation. The Mayor's Office will convene a Leadership Council—consisting of representatives from the Mayor's Office, WPD, established partners, additional community organizations, and residents—to help guide RAWCC, inform the process, and help finalize RAWCC's plan for West Center City.

In consultation with the Project Coordinator and the Research Partner Police Executive Research Forum (PERF), the Leadership Council will establish the collaboration's management infrastructure (subcommittees, communications, meeting frequency, etc.) and meet regularly to ensure the program's critical milestones are achieved and to collectively address issues that may arise. At the program's outset, the City will host a kick-off meeting with the Leadership Council to develop a plan for community outreach, engagement and communications, and to create a resource directory and identify additional resources or partnerships that would enhance the project. The Council will then initiate a broader community and stakeholder engagement process to refine the project's goals, objectives, solutions, implementation plans and performance measures; engage new partners; identify an early action project to demonstrate the viability and level of commitment to the project; and develop or refine partner MOUs.

With the assistance of PERF, the planning phase will also include data collection and analysis on relevant project performance measures, including crime data from WPD, Department of Correction data, housing data, and other relevant data provided by members of the cross-sector partnership. Information about community perceptions of the police and crime issues will be collected, and community input on strategies to address blight and other neighborhood problems will be gathered. This will provide a reference point from which to assess project performance measures after implementation.

The achievement of project goals and objectives will be closely monitored through a comprehensive project management approach and through regular tracking of performance measures related to project objectives by the research partner. The Leadership Council will be chaired by a representative of the Mayor's Office, and the Project Coordinator will support the accomplishment of project activities on a daily basis.

A detailed project task and timeline outlining project activities, key milestones, and deliverables during the planning phase is included as an attachment to this document.

Theory and Logic Model: Through engaging the community in neighborhood revitalization efforts, RAWCC aims to enhance collective efficacy among residents, which can lead to reductions in crime and violence.⁴² During the planning phase, PERF will help guide the development of a formal logic model for the intervention, identifying specific resources, activities, and expected outcomes for the program.

Founded in 1976, PERF is an independent research organization that has researched and identified best practices on a range of issues such as reducing police use of force, developing

⁴² Sampson, Robert J., Stephen W. Raudenbush, and Felton Earls. 1997. "Neighborhoods and Violent Crime: A Multilevel Study of Collective Efficacy." *Science* 277 (5328): 918-924; Sampson, Robert J. and Stephen W. Raudenbush. 1999. "Systematic Social Observation of Public Spaces: A New Look at Disorder in Urban Neighborhoods." *American Journal of Sociology* 105 (3): 603.

community policing and problem-oriented policing, using technologies to deliver police services to the community, and evaluating crime reduction strategies. PERF has worked on national initiatives and conducted research and provided management services in dozens of individual jurisdiction throughout the country.

PERF will assist the City in further refining the project's goals, objectives and strategies; assist in assessing crime drivers; help identify and develop tailored solutions; and assist in community engagement and stakeholder information gathering. PERF will be responsible to ensure the project's goals are clearly defined and *measurable*; assist the partners in identifying and crafting solutions; identify performance measures and available data sources; conduct data collection and analysis; monitor program fidelity; document and assess the impacts of the solutions; and assist with the production of the final report. As a member of the Leadership Council, PERF will provide the overall analytical support to assess progress and impacts and to inform any refinements to the project's implementation plan. All project partners will commit to sharing information that contributes to the analysis and measurement aspects of the project. The WPD's Real Time Crime Center can help support informed decision-making on prevention and enforcement activities.

Resident Engagement and Community Capacity. RAWCC will employ a multi-pronged approach to community involvement, which will include community representation on the Leadership Council, community meetings for residents, collection of information on resident perceptions of crime and blight, and ideas for improvement. In addition to the Leadership Council, RAWCC will work to establish a group of community members and stakeholders to serve as an advisory group for its efforts and hold community meetings to allow for a sharing of ideas with the neighborhood at large.

Implementation Strategies and Activities. The City of Wilmington will formalize its partnerships and host a kickoff meeting with the Leadership Council to develop a plan for community engagement and stakeholder communications, and to establish subcommittees for completing work. For each of the three identified goals, a subcommittee of Leadership Council members and community representatives will be established. The subcommittees will be responsible for developing and prioritizing the efforts within their goal area, and for overseeing the evidence-based/informed strategies related to their specific objectives (see pages 7-11 for a listing of strategies.) The subcommittees will work together to refine detailed action plans to complete the specific strategies and activities related to each of the three project goals. The communications plan and detailed action plans for each subcommittee will comprise the project's "Comprehensive Implementation Plan."

The Leadership Council will be tasked with ensuring that information and updates about RAWCC are disseminated within the partnership and to other city and criminal justice partners. The Leadership Council and its subcommittees will meet on a regular basis throughout the life of the project. During each meeting, subcommittees will report to the group on progress since the previous meeting and identify activities and next steps that will be achieved moving forward. Informal meetings on specific activities will take place among council members, subcommittees, and partners on an as-needed basis, and will be monitored by the project coordinator. Updates will be posted in a variety of ways accessible to the community after each meeting (or more frequently as updates are available), and the Project Coordinator will use appropriate social media platforms to provide brief updates and direct project partners and the community to RAWCC's webpage.

Capabilities and Competencies. RAWCC's cross-sector partnership includes a wide range of existing competencies and opportunities that through coordinated partnerships will expand capabilities to serve WCC. The City of Wilmington has a long and proven track record of fiscally managing federal grants including issuing subawards. It routinely manages grants from the following federal departments: Agriculture, Energy Environmental Protection Agency, the Executive Office of the President, Homeland Security, Housing and Urban Development, Justice, and Transportation. Additionally, it has existing structures to responsibly handle subawards for federal grants, including regularly administering Community Development Block Grants to local organizations including some in WCC. In the last fiscal year Wilmington responsibly managed over \$16 million in federal grants. The City Finance Department, Treasurer's Office, and Audit Department work together to ensure federal guidelines are met in the management of all grants.

In addition to offering sound fiscal management, the City has a long track record of working with federal, state, community, and private partners on projects. The City routinely works with Neighborhood Planning Councils in each councilmatic district to distribute capital funds for projects envisioned by local civic associations and residents. It also engages residences in a variety of cultural, athletic, and educational activities at Hicks Center. Most recently, the Administration formed a partnership with City, County, State, and Federal law enforcement agencies to address a spike in shootings.⁴³

The Mayor's Office brings to bear several departments and agencies that will support RAWCC's effort:

⁴³ <http://delawarebusinessnow.com/2017/01/purzycki-gets-help-from-state-and-county-in-crackdown-on-violent-crime/>.

- **Wilmington Police Department:** WPD is authorized to deploy up to 320 officers to protect and serve the people of Wilmington. Through its Real Time Crime Center, the WPD can use up-to-date crime data to inform its deployment strategies in WCC and support other enforcement efforts.
- **Crime & Blight Team (CBT):** Following the recommendations of a recent report from the Center for Community Progress and one of the nation's leading experts on urban blight, the City created the CBT in early 2016. It is an interdisciplinary team of City and State officials focused on addressing the physical blight and criminal activity occurring at properties throughout the city. The team's efforts are supported by a commitment from the city to collect and map data sets through ArcGIS, thus allowing team members to make informed, data-driven decisions in specific neighborhoods.
- **Licenses & Inspections (L&I):** This Department is responsible for preventing the degradation of physical structures through proactive code enforcement. In coordination with the CBT, L&I will be able to help stabilize and improve the conditions of housing in WCC.
- **Law:** The Law Department provides support to push properties to Sheriff's sale that have been identified by the CBT and its partners. This allows vacant, blighted, and nuisance properties to be moved out of the hands of irresponsible property owners and instead purchased by productive housing partners.
- **Planning, and Real Estate and Housing:** Through the integrated efforts of the CBT, these two departments will help identify properties that require direct enforcement action by the City and its partners.

- Public Works: Public Works will be able to address many of the short/mid-range blight issues that have built up in WCC and can assist with traffic management and calming.
- Parks and Recreation: Parks and Recreation operates the Hicks Center located in the heart of WCC, Helen Chambers Park which sits adjacent to Hicks, and a collection of smaller pocket parks throughout the neighborhood. There is a significant opportunity for expanding the programming offered through Hicks, as well as the City's Summer Youth Employment program for WCC residents.

Additionally, RAWCC's non-profit and state government partners further extend the partnership's capacity and capabilities.

- ICHDE: Headquartered in WCC, ICHDE builds affordable housing and offers social service programming in the community.
- WRC: Through the Creative District initiative, WRC is focused on developing creative production and consumption in WCC and moving forward the overall revitalization of the community, including new "live and work" opportunities in the community.
- Wilmington Housing Partnership (WHP): Through various building and renovation projects, WHP has created hundreds of affordable housing units for Wilmington residents, with WCC being one of its target areas.
- Wilmington Neighborhood Conservatory Land Bank: The recently formed Land Bank will become fully operational in 2017. Through State and City enabling legislation, it is well positioned to obtain and stabilize vacant properties in WCC.
- The HOPE Commission: The HOPE Commission has a proven track record of working with adult males returning to WCC from prison to reduce recidivism.

- Delaware Department of Health and Social Services (DHSS): DHSS is the primary state agency addressing the public's health and social service needs. Its priorities, which align with RAWCC, include working to expand the capacity of community centers (such as Hicks) to offer additional programs focusing on violence prevention and positive youth development, year-round youth employment programs, work-based learning, service opportunities, and soft and hard skill development.
- DE DOJ: As the State's chief law enforcement agency, the agency has broad responsibility to address many of the problems targeted by RAWCC, including nuisance landlords, and other forms of neighborhood blight. Its Crime Strategies Unit is designed to focus on those issues and other crime strategy issues in a data-driven manner.

Plan for collecting data. For each of the identified goals and objectives, performance measures will be established, and PERF will collect and analyze relevant data to determine whether proposed RAWCC outcomes were accomplished. The Leadership Council, in conjunction with the Project Coordinator and PERF, will develop a performance management plan that includes ongoing data collection, analysis, and data sharing with project partners. Performance and outcome data will be reported through BJA's Performance Measurement Tool (PMT). PERF will analyze data on both process and outcome measures for the identified objectives. Process measures will be used to guide and assess the program implementation by allowing the partnership to determine whether strategies are being implemented as intended. Outcome measures will allow PERF to determine whether the program has successfully achieved its intended goals.

Sustainability plan. RAWCC's progress will be sustained through a number of methods and will be a key component of the Leadership Council. First, our data-driven approach will

provide evidence of success that can be used to advocate for not only the re-appropriation of existing resources but also additional support for successful programs in future City and State budgets. Our non-profit partners will also be able to use this data to garner additional private support. For example, successful changes to the policing model and deployment strategy in WCC can likely be supported long-term by reallocating existing resources. Second, parts of the plan will be self-sustaining through the positive long-term impact that the program will have on surrounding property parcels and the community itself. For example, WRC recently converted a vacant lot that had been a dumping ground for trash and mattresses into a statute garden, which residents are now working to keep it clean. Other blight and housing improvements will be sustained through our housing partners as they improve the housing stock and work to increase the number of owner-occupied dwellings. The lessons learned by members of the CBT through the concentrated focus in WCC would continue to be applied; the positive impact on nuisance and blighted properties on one block will help turn the tide against blight in future focus areas of not only WCC but the city as a whole. Other programs, such as job skills training, can be sustained through volunteers. Finally, we expect the Leadership Council to continue to meet and coordinate efforts after the grant period ends and project successes to be replicated in other parts of Wilmington and the State.

Project Planning and Implementation Timeline

PLANNING PHASE

0 – 2 Months

Milestone 1:

- Accept award (*City of Wilmington*)
 - Submit any additional budget information to Bureau of Justice Assistance (BJA)
 - Participate in BCJI orientation and training webinars (*City of Wilmington, PERF*)
 - Hire Project Coordinator (*City of Wilmington*)
- Solidify partnerships (*City of Wilmington*)
 - Formalize community partnerships and project leadership, and ensure the community is fully engaged and active in the project and planning process (*City of Wilmington*)
 - Establish cross-sector management team structure (i.e., Leadership Council) and determine frequency of meetings/communications, methods for decision-making and conflict resolution (*Project Coordinator and City of Wilmington*)

2 – 4 Months

Milestone 2:

- Announce project and its goals/intent by cross-sector Leadership Council (*City of Wilmington*)
 - Host a kick-off meeting with the Leadership Council (*Project Coordinator*)
 - Develop a plan for ongoing community outreach and communications (*Project Coordinator*)
 - Conduct asset mapping or develop a resource directory (*Project Coordinator*)
 - Identify additional partnerships and resources needed (*Leadership Council members*)
 - Identify, verify, and prioritize crime hotspots within the identified neighborhood (*Project Coordinator, Crime and Violence Subcommittee, PERF*)
 - Develop a strategy, drawing on a range of evidence-based and innovative approaches to address crime drivers (*Project Coordinator, Crime and Violence Subcommittee, PERF*)
 - Develop a draft project implementation plan (*Project Coordinator, Subcommittee Leaders*)
 - Develop or revise MOUs as needed, and develop a memo describing the above (team membership, how often do you meet, how will you make decisions) (*Project Coordinator*)
- Initiate broader community and stakeholder engagement (*City of Wilmington, Project Coordinator*)

- Implement project communications plan and stakeholder engagement plan activities (*Project Coordinator*)
- Expand outreach to additional stakeholders, community members, and partners to provide input and to develop a Comprehensive Implementation Plan (CIP), including Early Action Project (*Project Coordinator, Leadership Council members*)

Milestone 3:

- Finalize Project Strategic Plan and Early Action Project (*Project Coordinator, Leadership Council members*)
 - Incorporate additional input to finalize project goals/objectives and strategies (*Project Coordinator*)
 - Confirm partner roles and commitments (*Leadership Council members*)
 - Select Early Action Project (*Project Coordinator and Leadership Council members*)

4 – 5 Months

- Finalize Comprehensive Implementation Plan, including documentation and evaluation methods (Deliverable 1) (*Project Coordinator, Subcommittees, PERF*)
 - Discuss and develop research strategy with cross-sector team (*PERF*)
 - Identify data sources, begin discussions for regular data exchange (*Project Coordinator, Subcommittees, PERF*)
 - Negotiate contract/scope of work with research partner (*PERF and City of Wilmington*)
 - Send Research MOA to BJA (Deliverable 2) (*PERF*)
 - Initiate regular data exchange (*Project Coordinator, Subcommittees, PERF*)

5 – 8 Months

Milestone 4:

- Implement Early Action Project (*Project Coordinator, Leadership Council members*)
 - Develop Early Action Project strategy (*Project Coordinator*)
 - Implement Early Action Project (*Project Coordinator, Leadership Council members*)
- Collect data from diverse primary and secondary sources consistent with research strategy for Early Action Project (*PERF*)
- Begin data exchanges and conduct data analysis to examine patterns and drivers of crime (*PERF*)
- Complete Early Action Project (*Project Coordinator, Leadership Council members*)
- Announce requirements and process for obtaining sub-awards (*Project Coordinator, City of Wilmington*)

9 – 12 Months

Milestone 5:

- Complete assessment and documentation of Early Action Project (*PERF*)

Milestone 6:

- Prepare a final report on the Planning Phase, including:
 - Findings from assessment of Early Action Project, and
 - Findings from the first stage of project research and data analysis (*Project Coordinator, PERF*)
- Adjust list of hotspots and/or target problems (repeat offenders, problem/nuisance properties, landlords, etc.) to be the focus of the BCJI activity as needed (*Project Coordinator, Leadership Council members, PERF, City of Wilmington*)
- Identify drivers of crime and prioritize them based on importance and the team's capacity to respond (*Project Coordinator, Leadership Council members, PERF, City of Wilmington*)
- Identify primary evidence-based or innovative response strategies, or identify methodology for selecting appropriate evidence-based or innovative strategies to respond to priority concerns (*PERF*)
- Incorporate findings into the Comprehensive Implementation Plan (*Project Coordinator*)
- Discuss findings of planning phase and progress with cross-sector Leadership Council, residents and community members (*Project Coordinator, PERF*)
- Submit Planning Phase final report narrative and Comprehensive Implementation Plan for full project (including plan to reduce crime, analysis methods, methodology findings, and theory and/or logic model for range of strategies the partners plan to pursue, and partner roles, etc.) (Deliverable 3) (*Project Coordinator*)
- Receive applications for sub-awards (*Project Coordinator, City of Wilmington*)

IMPLEMENTATION PHASE

12 – 14 Months

- Respond to feedback on the final report on the Planning Phase and Comprehensive Implementation Plan (*Project Coordinator*)
- Identify any adjustments needed to BCJI budget to execute the Comprehensive Implementation Plan (*Project Coordinator*)
- Following receipt of BJA Plan approval, pursue budget modifications as needed (*Project Coordinator*)
- Begin execution of the Comprehensive Implementation Plan (*Project Coordinator, Leadership Council members*)
- Hire Youth Intervention Specialist (*City of Wilmington, Project Coordinator*)
- Issue sub-awards (*City of Wilmington, Project Coordinator*)

14 – 20 Months

- Implement activities outlined in the Comprehensive Implementation Plan (*Project Coordinator, Leadership Council members*)

- Continue stakeholder meetings and community engagement and outreach (*Project Coordinator, Leadership Council members*)
- Continue data collection/exchanges and analysis of data to track and monitor progress(*Project Coordinator, Subcommittees, PERF*)
- Make adjustments to the Comprehensive Implementation Plan as needed; report internally on progress relative to theory of change or logic model (*Project Coordinator*)
- Adjust Comprehensive Implementation Plan approach as needed to align with strategy and goals (*Project Coordinator*)
- Develop additional partnerships as needed to support economic development and other long-range goals(*Project Coordinator, Leadership Council members*)

20 – 24 Months

- Assess implementation of the CIP to date, and impacts of adjustments made (*PERF*)
- Assess community response to implementation plans and execution of strategies (*PERF*)
- Report on program progress and data analysis/findings related to project; gather stakeholder feedback (*PERF*)
- Prepare interim report on program progress/findings (*Project Coordinator, Subcommittees, PERF*)

25 Month

- Meet with the Leadership Council to review progress and feedback on Year 2 implementation of the Comprehensive Implementation Plan (*Project Coordinator*)
- Respond to stakeholder feedback and identify any adjustments needed to existing programs, partnerships, or the Comprehensive Implementation Plan Year 3 (*Project Coordinator*)
- Adjust Comprehensive Implementation Plan approach as needed to align with strategy and goals; report internally on progress relative to theory of change or logic model (*Project Coordinator*)
- Identify new partners or stakeholders needed to accomplish program goals(*Project Coordinator, Leadership Council members*)
- Revise asset map or resource directory(*Project Coordinator*)

26 - 32 Months

- Implement activities outlined in the Comprehensive Implementation Plan (*Project Coordinator*)
 - Continue stakeholder meetings and community engagement and outreach (*Project Coordinator, Leadership Council members*)
 - Continue data collection/exchanges and analysis of data to track and monitor progress (*PERF*)

- Make adjustments to the Comprehensive Implementation Plan as needed; report internally on progress relative to theory of change or logic model (*Project Coordinator, Leadership Council, PERF*)

32 - 36 Months

- Continued implementation of the Comprehensive Implementation Plan (*Project Coordinator, Leadership Council members*)
 - Continue stakeholder meetings and community engagement and outreach (*Project Coordinator, Leadership Council members*)
 - Continue data collection/exchanges and analysis of data to track and monitor progress (*Project Coordinator, Subcommittees, PERF*)
- Final assessment of the overall implementation of the Comprehensive Implementation Plan and impacts of adjustments made (*PERF*)
 - Report on program progress and data analysis/findings related to project; gather stakeholder feedback (*Project Coordinator, PERF*)
- Prepare and present final report on program progress/findings to all partners (*Project Coordinator, Leadership Council members, PERF*)

Budget Narrative File(s)

* Mandatory Budget Narrative Filename:

To add more Budget Narrative attachments, please use the attachment buttons below.

BUDGET NARRATIVE

A. PERSONNEL

Project Coordinator. During the first stages of the Planning Phase, the City of Wilmington will contractually hire a Project Coordinator who will oversee and facilitate coordination and collaboration among the Research Partner, the Mayor's Office, other City Departments, State agencies, the RAWCC Leadership Council, partner organizations, and residents. The Project Coordinator will also serve as the point of contact for the US Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, and will be responsible for ensuring compliance with grant regulations and federal reporting requirements. The Project Coordinator will work at a full-time capacity throughout the duration of the project and is budgeted to cost \$75,000.00 in year one, \$80,000.00 in year two, and \$80,000.00 in year three of the project for a total cost of \$235,000.00.

Youth Intervention Specialist. During the last two years of the grant, the City of Wilmington will contractually hire a Youth Intervention Specialist, who will be responsible for working directly with youth between the ages of 14-18 who reside in West Center City and who have been identified by the Wilmington Police Department, the Delaware Department of Corrections, the Delaware Court system, or other partners as needing the intervention and consistent presence of a professional intervention specialist. The Youth Intervention Specialist will work at a full-time capacity through the last two years of the project and is budgeted to cost \$50,000.00 in year two and \$50,000.00 in year three of the project for a total cost of \$100,000.00.

Total Wilmington Personnel costs are **\$335,000.00**

B. PLANNING PHASE COSTS/CITY PROJECTS AND EXPENSES

Year 1 - Planning Phase

Early Action Projects are projected to include partner and community engagement meetings, community data collection activities or other strategic projects identified by the Leadership Council. The costs associated with these Early Action Projects are budgeted at \$15,000.00 as specified.

Years 2 and 3 - City Projects and Expenses

City Projects and Expenses are projected to include additional community and partner meetings during the remainder of the project period. The costs associated with year two expenses are budgeted at \$10,000.00. The costs associated with year three expenses are budgeted at \$10,000.00.

Total Planning Phase and City Projects and Expenses costs are **\$20,000.00**

C. TRAVEL

The City has budgeted for two people to attend two regional BCJI Training Meetings and one BCJI Training Meeting in Washington, D.C. during the project period. For the first regional BCJI Training Meeting (projected in year one of the project), rail transportation is budgeted at \$125.00 (per person). Hotel costs are budgeted at \$225.00 for two nights (per person). Meals and incidental expenses are calculated at \$69.00 per day for 2.5 days. Ground transportation is budgeted at \$25.00.

The second regional BCJI Training Meeting (projected in year three of the project) is budgeted for Rail transportation at \$125.00 (per person). Hotel costs are budgeted at \$225.00 for two nights (per person). Meals and incidental expenses are calculated at \$69.00 per day for 2.5 days (per person). Ground transportation is budgeted at \$25.00 (per person).

The BCJI Training Meeting occurring in Washington, D.C. (projected in year two of the project) is budgeted for Rail transportation at \$125.00 (per person). Hotel costs are budgeted at \$225.00 per night (per person) for two nights. Meals and incidentals are calculated at \$69.00 per day for 2.5 days (per person). Ground transportation is budgeted at \$25.00 (per person).

Total Wilmington Travel costs are **\$4,635.00**

D. DIRECT COSTS

Total direct costs are **\$374,635.00**

E. INDIRECT COSTS

Wilmington's indirect rate of 10.00% is charged against all direct costs minus certain subcategories. Indirect costs total **\$37,463.50**.

Total Wilmington project costs are \$412,098.50.

Wilmington Budget Summary

- A. CIVILIAN/NON-SWORN POSITIONS: \$335,000.00**
- B. PLANNING PHASE AND CITY PROJECTS: \$20,000.00**
- C. TRAVEL: \$4,635.00**
- D. DIRECT COSTS: \$374,635.00**
- E. INDIRECT COSTS: \$37,463.50**

TOTAL WILMINGTON PROJECT COST: \$412,098.50

**POLICE EXECUTIVE RESEARCH FORUM
BUDGET NARRATIVE
RESEARCH PARTER
SUBGRANTED FROM CITY OF WILMINGTON**

A. PERSONNEL

Chuck Wexler, PERF's Executive Director, will devote 1% of his time in all three years of the project for a total salary cost of \$6,724.52. Wexler, the Project Advisor, will guide the project, assist with overall strategy development, and review all project work and deliverables.¹

Kevin Morison, PERF's Director of the Program Management, will devote 3% of his time to this project in year one, 12% in year two, and 11% in year three for a total salary cost of \$40,607.57. Morison will serve as PERF's Project Director and will work with Wilmington's Project Coordinator to coordinate multiple aspects of this project. Morison will coordinate research activities between PERF and the Fiscal Agent, and will participate and monitor the project to ensure the timely achievement of all tasks, goals, and deliverables to ensure that funds are being used in the most cost-effective manner. Morison will lead in drafting and editing project deliverables.

Sean Goodison, PERF's Deputy Director of the Center for Applied Research and Management, will serve as the project's Research Director. Goodison will devote 5% of his time in year one, 17% of his time in year two, and 16% of his time in year three for a total salary cost of \$42,003.20. He will oversee all research aspects of this grant throughout the project period. He will provide guidance on overall project design and lead data collection, assessment, and analysis efforts.

Rachael Arietti, Research Associate, will devote 6% of her time in year one, 17% of her time in year two, and 16% of her time in year three to the project for a total salary cost of \$28,868.30. She will work with Goodison to conduct all research activities throughout the project period including data collection, assessment, and analysis. She will work with Morison and the Fiscal Agent to coordinate and conduct site visits and implement strategies identified during the planning phase of the project. She will also assist in the development and drafting of project deliverables, publications, and progress reports.

Research Assistant, PERF's research assistant assigned to the project will devote 6% of his or her time in year one, 13% in year two, and 13% in year three for a total salary cost of \$18,289.00. The Research Assistant will assist project staff in aspects of the project research. The Research Assistant will also assist in other aspects of the program including managing site visit logistics, assisting in the development of deliverables, and other project tasks.

Total PERF salary costs are **\$136,492.59**.

¹Wexler's salary will comply with the current SES salary scale cited in the section "Limitation on Use of Award Funds for Employee Compensation." PERF will absorb the excess costs for his time on this project.

B. FRINGE BENEFITS: Leave is calculated at 16.55% of salary. Leave includes annual leave (vacation), funeral leave, holidays, personal leave, sick leave, jury leave and other leave (e.g., maternity/paternity). Other fringe benefits are calculated at 29.15% of salary. These benefits include Social Security, Unemployment Insurance, Disability Insurance, and Pension.

Total PERF costs for fringe and leave amount to **\$62,377.11**.

C. TRAVEL

As the Research Partner, PERF has budgeted for necessary travel to the proposed site throughout the project period. PERF anticipates conducting four site visits in year one, five site visits in year two, and five site visits in year three to Wilmington, DE. PERF anticipates sending two staff members in year one and three staff members to all site visits in years two and three. PERF has budgeted for train fare to cost \$125.00 per person (per trip) for all three years of the project. Hotel costs are budgeted at \$124.00 per night (per trip) in years two and three (for the planning phase, there are no overnight stays anticipated). Meals and incidental expenses are calculated at \$69.00 (per person) per day for 0.75 days during site visits occurring in year one and \$69.00 (per person) total for 1.5 days during site visits occurring in years two and three. Ground transportation is budgeted at \$25.00 per person per trip for all three years.

PERF has budgeted for one person to attend two regional BCJI Training Meetings and one BCJI Training Meeting in Washington, D.C. throughout the duration of the project period. For the regional BCJI Training Meetings, Airfare or Rail transportation is budgeted at \$350.00. Hotel costs are budgeted at \$180.00 for two nights. Meals and incidental expenses are calculated at \$69.00 per day for 2.5 days. Ground transportation is budgeted at \$25.00.

Since PERF is based in Washington, D.C., we have not budgeted for Airfare or Rail, Hotel, Meals and incidentals, or Ground transportation for the BCJI Training Meeting occurring in Washington, D.C. (projected in year two of the project).

Total PERF travel expenses amount to **\$14,754.00**.

D. EQUIPMENT/TECHNOLOGY

None

E. SUPPLIES

The cost of basic office supplies (pens, paper, printer ink, etc.) is estimated at \$25.00/month for three years (36 months) for a total of **\$900.00**.

F. CONSULTANTS/CONTRACTS

Consultant Time

PERF may supplement our in-house expertise with consultants to address niche issues or specialized skills required by the project. We anticipate bringing in some minimal outside

expertise depending on the issues identified and analytical requirements. PERF has budgeted for 1.5 days for one consultant at a rate of \$500.00 per day to assist PERF as a subject matter expert in year one of the project. PERF has budgeted for a total of four days each for one consultant at a rate of \$500.00 per day to assist PERF in years two and three of the project.

Consultant Travel:

In the planning phase, PERF anticipates potentially needing consultant expertise on site in Wilmington for short-term consultation. In year one of the project, PERF has budgeted for one consultant to make one site visit. Airfare or Rail transportation is budgeted at \$350.00. We anticipate this will be a one-day trip and there will be no hotel costs. Meals and incidentals are calculated at \$69.00 per day for 0.75 days. Ground transportation is budgeted at \$25.00. There is no consultant travel budgeted for years two and three, as we anticipate the consulting needs may be analytical or advisory in nature.

Total consultant time and travel costs are **\$5,176.75.**

G. CONSTRUCTION

None

H. OTHER DIRECT COSTS

Copying is budgeted at \$20.00 per month for 36 months (for a total of \$720.00). Telephone, internet, and conference call expenses have been budgeted at \$100.00 per month for 36 months, for a total cost of \$3,600.

Total Other Direct Costs amount to **\$4,320.00.**

I. DIRECT COSTS

Total direct costs are **\$224,020.45.**

J. INDIRECT COSTS

PERF's Department of Justice-approved indirect rate of 48.70% is charged against all direct costs minus certain subcategories.

Note: As a Federal Grantee, PERF is required to allocate its indirect costs in an equitable manner that is consistent with our Negotiated Indirect Cost Rate Agreement (NICRA) with the United States Department of Justice. PERF's cost accumulation and distribution method is audited by an independent firm annually and the results of the audit are submitted to the federal government.

Indirect costs total **\$109,097.96.**

Total PERF project costs are \$333,117.41.

PERF Budget Summary

A. PERSONNEL: \$136,492.59

B. FRINGE BENEFITS: \$62,377.11

C. TRAVEL: \$14,754.00

D. EQUIPMENT: \$0.00

E. SUPPLIES: \$900.00

F. CONSTRUCTION: \$0.00

G. CONSULTANTS/NON-INDIRECT BEARING SUBCONTRACTS: \$5,176.75

H. OTHER DIRECT COSTS: \$4,320.00

DIRECT COSTS: \$224,020.45

I. INDIRECT COSTS: \$109,097.96

TOTAL PERF PROJECT COST: \$333,118.41

**PARTNER ORGANIZATIONS/INITIATIVES
SUBGRANTED FROM CITY OF WILMINGTON**

Below is a preliminary budget for grant money to be spent on programming:

Recidivism Initiative In West Center City - this initiative is budgeted to receive \$47,000.00 in year two and \$47,000.00 in year three of the project from the City of Wilmington. This funding will be utilized to extend recidivism programs, such as those run by the HOPE Commission, towards individuals who are residing in West Center City and who fit within the scope of the Commission's goals to reduce recidivism in Wilmington. The existing support efforts of the HOPE Commission have shown significant success in reducing the rates of recidivism for those most at-risk.

Wilmington Parks & Recreation Department - is budgeted to receive \$50,000.00 in year two and \$50,000.00 in year three of the project from the City of Wilmington. This funding will be utilized for the expansion of operating hours for William "Hicks" Anderson Community Center in the evenings and during the weekend. This additional funding will expand the availability of the additional 10 "safe haven" hours per week to a year-round basis. The limited current extended hour opportunities have been utilized by the community youth and adults alike when offered, and the additional availability of extended hours throughout the year will create a broader platform for Hicks Center to further solidify its positive role in the community.

Cultural Programming - this initiative is budgeted to receive \$10,000.00 in year two and \$10,000.00 in year three of the project from the City of Wilmington. This will include the expansion of culturally enriching programming for youth from the West Center City community, to be held at Hicks Center. Local cultural organizations and professionals will be tapped to provide this additional programming during afterschool and weekend hours.

Youth Employment Initiative - is budgeted to receive \$20,000.00 in year two and \$20,000.00 in year three of the project from the City of Wilmington. This initiative will utilize the services of local related partners to help educate and prepare the young people of West Center City on a variety of employment and professionalism skill sets.

Total Partnership Organizations/Initiative project costs are **\$254,000.00**

PROJECT BUDGET SUMMARY

City of Wilmington Total Project Costs: \$412,098.50

PERF Total Project Costs: \$333,118.41

Partnership Organization Total Project Costs: \$254,000.00

Total Federal Request: \$999,216.91

City of Wilmington		
SUMMARY		
A. PERSONNEL		TOTAL
Year one	\$ 75,000.00	
Year two	\$ 130,000.00	
Year three	\$ 130,000.00	
Total Personnel		335,000.00
B. PLANNING PHASE/EXPENSES		
Year one	\$ 15,000.00	
Year two	\$ 10,000.00	
Year three	\$ 10,000.00	
Total Planning Phase/Expenses		35,000.00
C. TRAVEL		
Year one	\$ 1,545.00	
Year two	\$ 1,545.00	
Year three	\$ 1,545.00	
Total Travel		4,635.00
TOTAL DIRECT COSTS		\$ 374,635.00
D. INDIRECT COSTS (10.00% of Direct Costs)	Amount	
year one	\$ 9,154.50	
year two	\$ 14,154.50	
year three	\$ 14,154.50	
Total Indirect		\$ 37,463.50
TOTAL EXPENSES		\$ 412,098.50

Police Executive Research Forum

SUMMARY		
A. PERSONNEL		TOTAL
Year one	\$ 18,731.80	
Year two	\$ 58,932.36	
Year three	\$ 58,828.43	
Total Personnel		136,492.59

B. FRINGE BENEFITS	Amount	
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Year one	\$	8,560.43	
Year two	\$	26,932.09	
Year three	\$	26,884.59	
Total Fringe Benefits			62,377.11

C. TRAVEL (staff and participants)

Year one	\$	2,521.50	
Year two	\$	5,662.50	
Year three	\$	6,570.00	
Total Travel			14,754.00

D. EQUIPMENT

	<u>Number</u>	<u>Price</u>	<u>Amount</u>
Total Equipment			

E. SUPPLIES

	<u>Cost</u>	<u>Months</u>	<u>Amount</u>
Year one	\$ 25.00	12	\$ 300.00
Year two	\$ 25.00	12	\$ 300.00
Year three	\$ 25.00	12	\$ 300.00
Total Supplies			900.00

F. CONSTRUCTION

Total Construction

G. CONSULTANTS/CONTRACTS

	<u>#</u>	<u>Days</u>	<u>Rate</u>	<u>Amount</u>
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Consultants	year one	1	1.50	\$ 500.00	\$ 750.00
	year two	1	4.00	\$ 500.00	\$ 2,000.00
	year three	1	4.00	\$ 500.00	\$ 2,000.00
Consultant Travel					
Year One				\$	426.75
Year Two				\$	-
Year Three				\$	-

Total Consultants 5,176.75

H. OTHER

	<u>Year one</u>	<u>Year two</u>	<u>Year three</u>	<u>Total</u>
Copying	\$ 240.00	\$240.00	\$ 240.00	720.00
Postage and Delivery	\$ -	\$0.00	\$ -	-
Telephone	\$ 1,200.00	\$1,200.00	\$ 1,200.00	3,600.00
Webinar License	\$ -	\$0.00	\$ -	-
Laptop/software purchase	\$ -	\$0.00	\$ -	-
Total Other				4,320.00

TOTAL DIRECT COSTS \$ 224,020.45

INDIRECT COSTS (48.70% of Direct Costs)

	<u>Amount</u>
year one	\$ 15,939.75
year two	\$ 46,395.00
year three	\$ 46,763.21
Total Indirect	\$ 109,097.96

I.

SUBCONTRACT EXPENSES

<u>year one</u>	<u>year two</u>	<u>year three</u>
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Total Subcontract Expenses \$ -

TOTAL EXPENSES \$ 333,118.41

Partner Organizations/Initiatives

	<u>year one</u>	<u>year two</u>	<u>year three</u>	<u>Amount</u>
Recidivism Initiative In West Center City	\$ -	\$ 47,000.00	\$ 47,000.00	\$ 94,000.00
Wilmington Parks & Recreation Department (Extended Safe Haven Hours)	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 100,000.00
Cultural Programming	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 20,000.00
Youth Employment Initiative	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 40,000.00

TOTAL EXPENSES \$ 254,000.00

TOTAL PROJECT EXPENSES \$ 999,216.91

DRAFT Revitalization Agenda for West Center City Budget

Year 1 - \$150,000.00

Year 1	
Wilmington	\$100,699.50
PERF	\$ 48,670.23
Budget	\$149,369.73

Year 1	\$ 149,369.73
Year 2	\$ 424,361.45
Year 3	\$ 425,485.73
Total	\$ 999,216.91

City of Wilmington/Fiscal Agent

A. PERSONNEL	Hours	Hourly Rate	TOTAL		
RAWCC Project Coordinator	0	\$ -	\$ 75,000.00		
Total Personnel			75,000.00		
B. PLANNING PHASE			TOTAL		
Early Action Projects (Survey #1, Meetings, Etc.)			\$ 15,000.00		
Total Planning Activities			15,000.00		
C. TRAVEL					
Regional BCJI Training Meeting	<u>Days</u>	<u>Price</u>	<u># Trips</u>	<u># Persons</u>	<u>Amount</u>
Air/Rail Transportation	1	\$ 125.00	1	2	\$ 250.00
Hotel	2	\$ 225.00	1	2	\$ 900.00
Meals	2.5	\$ 69.00	1	2	\$ 345.00
Ground Transportation/Parking	1	\$ 25.00	1	2	\$ 50.00
Total Travel					1,645.00
Total Direct Costs					91,645.00
D. INDIRECT COSTS			10.00%		9,164.50

TOTAL WILMINGTON COSTS	\$100,699.50
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PERF/Research Partner
*Funds Sub-granted to PERF from City of Wilmington

A. PERSONNEL	% Time	Hours	Hourly Rate	TOTAL	
Chuck Wexler	1%	20	\$ 98.89	\$ 1,977.80	
Kevin Morison	3%	65	\$ 72.50	\$ 4,712.50	
Sean Goodison	5%	100	\$ 50.00	\$ 5,000.00	
Rachael Arietti	6%	115	\$ 34.10	\$ 3,921.50	
Research Assistant 1	6%	120	\$ 26.00	\$ 3,120.00	
Total Personnel				18,731.80	
B. FRINGE BENEFITS			Rate	Amount	
Paid Leave			16.55%	3,100.11	
Fringe Costs			29.15%	5,460.32	
Total Fringe Benefits				8,560.43	
C. PERF Staff Travel					
Travel for 4 Site Visits	<u>Days</u>	<u>Price</u>	<u># Trips</u>	<u># Persons</u>	<u>Amount</u>
Amtrak	1	\$ 125.00	4	2	\$ 1,000.00
Hotel	0	\$ 124.00	4	2	\$ -
Meals	0.75	\$ 69.00	4	2	\$ 414.00
Rental Car/Parking	1	\$ 25.00	4	2	\$ 200.00
Regional BCJI Training Meeting	<u>Days</u>	<u>Price</u>	<u># Trips</u>	<u># Persons</u>	<u>Amount</u>
Air/Rail Transportation	1	\$ 350.00	1	1	\$ 350.00

Hotel	2	\$ 180.00	1	1	\$ 360.00
Meals	2.5	\$ 69.00	1	1	\$ 172.50
Ground Transportation/Parking	1	\$ 25.00	1	1	\$ 25.00

Total PERF Travel 2,521.50

D. EQUIPMENT

Number	Price	Amount
0	0	\$ -

Total Equipment

E. SUPPLIES (general office supplies i.e. pens, paper, ink, etc)

Cost	Months	Amount
25	12	\$ 300.00

Total Supplies 300.00

F. CONSTRUCTION

Total Construction

CONSULTANTS/CONTRACTS

Consultants/Contracts	Number	Days	Rate	Amount
Consultant (TBD)	1	1.50	\$ 500.00	750.00

Travel for 1 Site Visit	Days	Price	# Trips	# Persons	Amount
Amtrak	1	\$ 350.00	1	1	\$ 350.00
Hotel	0	\$ 180.00	1	1	\$ -
Meals	0.75	\$ 69.00	1	1	\$ 51.75
Rental Car/Parking	1	\$ 25.00	1	1	\$ 25.00

Total Consultants/Contracts and Expenses 1,176.75

E. OTHER

	Cost	Months/#	Amount
Copying	\$ 20.00	12	\$ 240.00
Postage and Delivery	\$ -	0	\$ -
Telephone/Internet	\$ 100.00	12	\$ 1,200.00
Webinar	\$ -	0	\$ -
Laptop Purchase/Software Update	\$ -	0	\$ -

Total Other Direct Costs \$ 1,440.00

Total Direct Costs \$32,739.48

G. INDIRECT COSTS

48.70% 15,939.75

H. SUBCONTRACT

Number	Days	Rate	Amount
0	0.00	\$ 500.00	-

Total Consultants/Contracts and Expenses

TOTAL PERF COSTS \$48,670.23

TOTAL PLANNING PHASE COSTS \$149,359.73

DRAFT Revitalization Agenda for West Center City Budget

Year 2 - \$425,000.00

Year 2		Year 1	\$ 149,369.73
Wilmington	\$282,639.50	Year 2	\$ 424,381.45
PERF	\$141,661.99	Year 3	\$ 425,485.73
Budget	\$424,281.45	Total	\$ 999,216.91

City of Wilmington/Fiscal Agent

A. PERSONNEL	Hours	Hourly Rate	TOTAL
RAWCC Project Coordinator	0	\$ -	\$ 80,000.00
Youth Intervention Specialist			\$ 50,000.00
Total Personnel			130,000.00

B. TRAVEL	Days	Price	# Trips	# Persons	Amount
Washington, D.C. BCJI Training Meeting	1	\$ 125.00	1	2	\$ 250.00
Air/Rail Transportation					\$ 900.00
Hotel	2	\$ 225.00	1	2	\$ 900.00
Meals	2.5	\$ 69.00	1	2	\$ 345.00
Ground Transportation/Parking	1	\$ 25.00	1	2	\$ 50.00
Total Travel					1,545.00

C. CITY PROJECTS/EXPENSES	TOTAL
Community and Partner Meetings, local travel	\$ 10,000.00
Total City Projects/Expenses	10,000.00

Total Direct Costs 141,545.00

D. INDIRECT COSTS 10.00% 14,154.50

TOTAL WILMINGTON COSTS \$155,699.50

PERF/Research Partner

*Funds sub-granted to PERF from City of Wilmington

A. PERSONNEL	% Time	Hours	Hourly Rate	TOTAL
Chuck Wexler	1%	24	\$ 98.89	\$ 2,373.36
Kevin Morison	12%	240	\$ 75.40	\$ 18,096.00
Sean Goodison	17%	358	\$ 52.00	\$ 18,616.00
Racheel Arietti	17%	350	\$ 35.46	\$ 12,411.00
Research Assistant 1	13%	275	\$ 27.04	\$ 7,436.00
Total Personnel				59,932.36

B. FRINGE BENEFITS	Rate	Amount
Paid Leave	16.55%	9,753.31
Fringe Costs	29.15%	17,176.78
Total Fringe Benefits		26,930.09

C. PERF Staff Travel	Days	Price	# Trips	# Persons	Amount
Travel for 6 Site Visits					
Amtrak	1	\$ 125.00	5	3	\$ 1,875.00
Hotel	1	\$ 124.00	5	3	\$ 1,860.00
Meals	1.5	\$ 69.00	5	3	\$ 1,552.50
Rental Car/Parking	1	\$ 25.00	5	3	\$ 375.00
Washington, D.C. BCJI Training Meeting					
Air/Rail Transportation	0	\$ -	1	1	\$ -
Hotel	0	\$ -	1	1	\$ -
Meals	0	\$ -	1	1	\$ -
Ground Transportation/Parking		\$ -	1	1	\$ -

Total PERF Travel 5,662.50

D. EQUIPMENT

Number	Price	Amount
0	0	\$ -

Total Equipment

E. SUPPLIES (general office supplies i.e. pens, paper, ink, etc.)

Cost	Months	Amount
25	12	\$ 300.00

Total Supplies 300.00

F. CONSTRUCTION

Total Construction

G. CONSULTANTS/CONTRACTS

Consultants/Contracts	Number	Days	Rate	Amount
Consultant (TBD)	1	4.00	\$ 500.00	2,000.00

Consultant Expenses

TRAVEL

Travel for 2 Site Visits	Days	Price	# Trips	# Persons	Amount
Airfare/Train	1	\$ 350.00	0	1	\$ -
Hotel	2	\$ 180.00	0	1	\$ -
Meals	2.5	\$ 69.00	0	1	\$ -
Ground Transportation/Parking	3	\$ 25.00	0	1	\$ -

Total Consultants/Contracts and Expenses 2,000.00

H. OTHER

	Cost	Months/#	Amount
Copying	\$ 20.00	12	\$ 240.00
Postage and Delivery	\$ -	0	\$ -
Telephone/Internet	\$ 100.00	12	\$ 1,200.00
Webinar	\$ -	0	\$ -
Laptop Purchase/Software Update	\$ -	0	\$ -

Total Other Direct Costs \$ 1,440.00

Total Direct Costs \$95,266.95

I. INDIRECT COSTS

48.70% 46,395.00

TOTAL PERF COSTS \$141,661.95

PARTNER ORGANIZATIONS/INITIATIVES
*Funds sub-granted from City of Wilmington

	TOTAL
Recidivism Initiative In West Center City	\$ 47,000.00
Wilmington Parks & Recreation Department (Extended Safe Haven Hours)	\$ 50,000.00
Cultural Programming	\$ 10,000.00
Youth Employment Initiative	\$ 20,000.00

Total Partner Organizations \$127,000.00

TOTAL YEAR 2 COSTS \$424,381.45

DRAFT Revitalization Agenda for West Center City Budget

Year 3 - \$425,000.00

Year 3	
Wilmington	\$252,699.50
PERF	\$142,786.23
Budget	\$425,485.73

Year 1	\$ 349,369.73
Year 2	\$ 424,361.45
Year 3	\$ 425,485.73
Total	\$ 999,216.91

City of Wilmington/Fiscal Agent

A. PERSONNEL	Hours	Hourly Rate	TOTAL
RAWCC Project Coordinator	0	\$ -	\$ 80,000.00
Youth Intervention Specialist	0	\$ -	\$ 50,000.00
Total Personnel			130,000.00

C. TRAVEL	Days	Price	# Trips	# Persons	Amount
Regional BCJI Training Meeting					
Air/Rail Transportation	1	\$ 125.00	1	2	\$ 250.00
Hotel	2	\$ 225.00	1	2	\$ 900.00
Meals	2.5	\$ 69.00	1	2	\$ 345.00
Ground Transportation/Parking	1	\$ 25.00	1	2	\$ 50.00
Total Travel					1,545.00

D. CITY PROJECTS/EXPENSES	TOTAL
Community and Partner Meetings, local travel	\$ 10,000.00
Total City Projects/Expenses	10,000.00

Total Direct Costs 141,545.00

E. INDIRECT COSTS 10.00% 14,154.50

TOTAL WILMINGTON COSTS 315,699.50

PERF/Research Partner
*Funds sub-granted to PERF from City of Wilmington

A. PERSONNEL	% Time	Hours	Hourly Rate	TOTAL
Chuck Wexler	1%	24	\$ 98.89	\$ 2,373.38
Kevin Morison	11%	227	\$ 78.41	\$ 17,799.07
Sean Goodison	16%	340	\$ 54.08	\$ 18,387.20
Rachael Arietti	16%	340	\$ 36.87	\$ 12,535.80
Research Assistant 1	13%	275	\$ 28.12	\$ 7,733.00
Total Personnel				58,828.43

B. FRINGE BENEFITS	Rate	Amount
Paid Leave	16.55%	9,736.11
Fringe Costs	29.15%	17,148.49
Total Fringe Benefits		26,884.59

C. PERF Staff Travel	Days	Price	# Trips	# Persons	Amount
Travel for 5 Site Visits					
Amtrak	1	\$ 125.00	5	3	\$ 1,875.00
Hotel	1	\$ 124.00	5	3	\$ 1,860.00
Meals	1.5	\$ 69.00	5	3	\$ 1,552.50
Rental Car/Parking	1	\$ 25.00	5	3	\$ 375.00
Regional BCJI Training Meeting	Days	Price	# Trips	# Persons	Amount
Air/Rail Transportation	1	\$ 350.00	1	1	\$ 350.00
Hotel	2	\$ 180.00	1	1	\$ 360.00
Meals	2.5	\$ 69.00	1	1	\$ 172.50
Ground Transportation/Parking	1	\$ 25.00	1	1	\$ 25.00

Total PERF (Travel) 8,570.00

D. EQUIPMENT

Number	Price	Amount
0	0	\$ -

Total Equipment

E. SUPPLIES (general office supplies i.e. pens, paper, ink, etc.)

Cost	Months	Amount
25	12	\$ 300.00

Total Supplies 300.00

F. CONSTRUCTION

Total Construction

G. CONSULTANTS/CONTRACTS

Consultants/Contracts
Consultant (TBD)

Number	Days	Rate	Amount
1	4.00	\$ 500.00	2,000.00

TRAVEL

Travel for 2 Site Visits

Days	Price	# Trips	# Persons	Amount
0	\$ 125.00	0	1	\$ -
0	\$ 124.00	0	1	\$ -
0	\$ 69.00	0	1	\$ -
0	\$ 25.00	0	1	\$ -

Total Consultants/Contracts and Expenses 2,000.00

H. OTHER

Copying
Postage and Delivery
Telephone/Internet
Webinar
Laptop Purchase/Software Update

Cost	Months/#	Amount
\$ 20.00	12	\$ 240.00
\$ -	0	\$ -
\$ 100.00	12	\$ 1,200.00
\$ -	0	\$ -
\$ -	0	\$ -

Total Other Direct Costs \$ 1,440.00

Total Direct Costs \$26,023.02

I. INDIRECT COSTS

48.70% 46,763.21

TOTAL PERF COSTS \$142,786.23

PARTNER ORGANIZATIONS/INITIATIVES
*Funds sub-granted from City of Wilmington

Recidivism Initiative In West Center City	\$ 47,000.00
Wilmington Parks & Recreation Department (Extended Safe Haven Hours)	\$ 50,000.00
Cultural Programming	\$ 10,000.00
Youth Employment Initiative	\$ 20,000.00

Total Partner Organizations \$127,000.00

TOTAL YEAR 3 COSTS \$425,685.73

Congress of the United States
Washington, DC 20515

February 1, 2017

Acting Attorney General Dana Boente
U.S. Department of Justice
950 Pennsylvania Ave, NW
Washington, DC 20530-0001

RE: Application for Byrne Criminal Justice Innovation Program Grant

Dear Acting Attorney General Boente:

We are writing in support of the above application submitted by the City of Wilmington in Delaware to the Byrne Criminal Justice Innovation Grant Program.

The City of Wilmington faces well documented challenges in the areas of community support and revitalization, and in order to combat those challenges it is our belief that more investments should be made in the areas of crime reduction, reducing blighted and vacant homes and more specifically, addressing the needs of one of the most underserved communities in the city, the West Center City neighborhood. It is also our belief that the proposed collaborative effort between The City of Wilmington, Police Executive Forum and other community partners like the HOPE Commission, presents an extremely promising model and effort that could help solve the challenges facing our states most populous city.

Through targeted research and community based efforts, the City of Wilmington and its partners hope to eliminate high level drug and violent crimes, while addressing soaring rates of child and adult poverty that plague the aforementioned areas. In the face of continued population growth, this type of integrated and collaborative effort is necessary to the longevity and success of Wilmington. We fully support the efforts of the city, under the direction of Mayor Mike Purzycki, and its partners to address the needs of our city's underserved population.

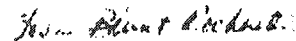
We appreciate your time and consideration of this proposal and ask that you contact us once a decision is rendered. Should you have any questions we can be reached through our respective staff members, Larry Windley in Senator Carper's office at (302) 674-3308, Andrew Dinsmore in Senator Coons' office at (302) 573-6345, and Courtney McGregor in Congresswoman Blunt Rochester's office at (302) 830-2328.

Sincerely,

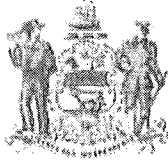


Thomas R. Carper
United States Senator

Christopher A. Coons
United States Senator



Lisa Blunt Rochester
Member of Congress



STATE OF DELAWARE
OFFICE OF THE GOVERNOR
TAIN ALL BUILDING, SECOND FLOOR
MARTIN LUTHER KING, JR. BOULEVARD SOUTH
DOVER, DELAWARE, 19901

JOHN CARNEY
GOVERNOR

PHONE: 302-744-4101
FAX: 302-739-2775

February 1, 2017

The Honorable Michael S. Purzycki
Mayor, City of Wilmington
Louis L. Redding City/County Building
800 N. French Street, 9th Floor
Wilmington, DE 19801

Dear Mayor Purzycki:

I am writing this letter to express my support for the Byrne Criminal Justice Innovation Program grant application submitted to the U.S. Department of Justice by the City of Wilmington. This \$1 million grant program would provide critical support for the city's efforts to reduce crime, while also tackling the issues of blighted and vacant homes, and the need for specific social services to achieve a better quality of life in West Center City. I believe that funding provided through the Byrne Criminal Justice Innovation Program would make a significant difference in improving the safety and wellbeing of residents living in a neighborhood that's facing some of the greatest difficulties of anywhere in the city. With the Office of the Mayor taking the lead, working alongside the Police Executive Research Forum and other community partners, I have full faith and confidence that the city can effectively utilize these resources to successfully design and implement place-based and community oriented crime strategies with a research component.

Under the leadership of your office, I am encouraged by the robust partnership being formed to implement this proposal, which is comprised of city departments, community groups and non-profits like Interfaith Community Housing of Delaware, Inc. and the HOPE Commission. Despite the multitude of difficult issues facing West Center City, including high rates of drugs and violent crime, along with widespread poverty and low rates of owner-occupied homes, this proposal brings together some of the most prominent community non-profit organizations in the city to collaborate on solutions that will have a real impact on those who need it most. With the support of a grant from the Byrne Criminal Justice Innovation Program, I firmly believe the city's proposal will go a long way in achieving the larger goal of reducing the crime rate in Wilmington.

I appreciate the opportunity to express my support for the City of Wilmington's grant application, and I ask that you please contact my office to inform us of the Department of Justice's decision once it is available. Should you have any questions, I can be reached through my staff member, Albert Shields in my Wilmington office at (302) 577-3210 or Albert.Shields@state.de.us.

Sincerely,

John C. Carney
Governor
State of Delaware



Perry Phelps
Commissioner
STATE OF DELAWARE
DEPARTMENT OF CORRECTION
Office of the Commissioner
245 McKEE ROAD
DOVER, DELAWARE 19904

February 2, 2017

Mayor Mike Purzycki
City of Wilmington
800 N. French Street
Wilmington, DE 19801

Re: Letter of Support for Byrne Criminal Justice Innovation Program

Dear Mayor Purzycki,

The Delaware Department of Correction (DDOC) is pleased to support the City of Wilmington on its grant application under the Byrne Criminal Justice Innovation Program to work with police, community partners including housing and reentry organizations, and City departments. The partnership that the City has described to us would seek to address crime in Wilmington, reduce some of the blighted and nuisance properties that drag our communities down, and increase the number of human services that are lacking in the West Center City area of Wilmington.

A recent analysis completed by the DDOC found that 27% of all the sentenced inmates who were released from prison in Fiscal Year 2016 claimed Wilmington as their last known address. The next most common city of origin, Dover, represented 12% of the releases- less than half the percentage of Wilmington. If crime can be prevented and addressed in Wilmington, this would have a major impact on the size of Delaware's prison population.

The DDOC welcomes any and all opportunities to work with the City of Wilmington and its partners, if selected for this grant. Thank you for your efforts to improve public safety and to make Wilmington a better place.

Sincerely,

A handwritten signature in cursive script that reads "Joanna R. Champney".

Joanna R. Champney, M.A.
Chief, Planning & Research



City of Wilmington
Va'Shun "Vash" Turner
City Council Member, 5th District

Louis L. Redding City/County Building
800 N. French Street
Wilmington, Delaware 19801-3537

phone (302) 576-2140
fax (302) 571-4071
www.WilmingtonDE.gov

February 1, 2017

Mayor Michael S. Purzycki
Office of the Mayor
800 N. French St.
Wilmington, Delaware 19801

Dear Mayor Michael S. Purzycki:

I write to express my support for the Office of the Mayor's application for the Byrne Criminal Justice Innovation Program grant. As a longtime resident of West Center City and its representative to Wilmington City Council, I understand its significant challenges and the community's deep desire for change. Revitalization Agenda for West Center City is exactly the type of multi-sector partnership we need, so that West Center City can reach its full potential.

Interfaith Community Housing of Delaware is already doing tremendous work in West Center City and a formal partnership with the Office of the Mayor and Revitalization Agenda for West Center City's other partners will allow it to expand its programming and impact. Prior to running for City Council, I attended and graduated from ICHDE's Resident Leadership Development Academy. It gave me the tools and inspiration to become a Block Captain and coordinate several community events. I stand with my fellow Resident Leadership Development graduates ready to work together to improve West Center City.

This grant can serve as a turning point for West Center City. I wish you success in RAWCC's application.

Sincerely,

Va'Shun Turner, 5th District Council Member

January 30, 2017

City of Wilmington, DE Mayor's Office
800 N. French Street
Wilmington, DE 19801
C/O Bill Larson

Greetings Bill:

Being a Block Captain for the 400 Block of West 5th Street over the past 20+ years has brought with it great joys and challenges. During this time civic groups and individual residents have long sought and pleaded for a greater level of involvement from their elected officials. Historically there has been a divide between the grassroots of our communities and the local, county, state and federal governments. This creates barriers to true/ open, authentic and sustained resident and civic engagement.

I am honored that Wilmington's Mayor Mike Purzycki has decided to lead his administration in a very different direction. His immediate actions to support the work being done in West Center City are a breath of fresh air. By supporting the established community based organizations and resident led initiatives in our community our entire city will benefit. Mayor Purzycki's efforts to unite, strengthen and support residents like me, organizations like our block club and our overarching West Center City Futures Initiative are very encouraging and extremely welcomed. An improved relationship with our local government opens the doors to opportunities that will build upon the community based change we have worked to generate for decades.

Our block club's collaboration with the city has provided our block club with the supports needed to establish and maintain our "It's A Beautiful Day in Our Neighborhood" series which included community block parties, festivals and youth and family centered activities. These events and programs are the hallmark of change within our community. We thank the Mayor for his willingness to partner and show support for our community. I am certain that our partnership will continue to be effective at reaching and engaging families and providing them with the supports to improve the functioning of our block through our home by home methodology.

It is evident that without the hands on community based supports of the Mayor's office and the West Center City Futures Council our programs would not be have been able to meet the needs and provide ongoing supports to families in West Center City. The role of the block captains in establishing this partnership has been vital. The community based leadership and direction of the resident leaders helps to address the needs of the community.

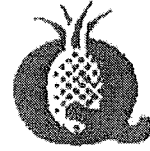
Again, we are 100% in support of the Mayor's efforts in West Center City, and believe that increased support and resources would only strengthen the positive outcomes in our community.

Thank you kindly.

Sincerely,



Carolyn Peak- Block Captain 400 Block of West 5th Street



QUAKER HILL

QUAKER HILL NEIGHBORHOOD ASSOCIATION
512 W. 4th Street
Wilmington, DE 19801

January 31, 2017

Mayor Michael S. Purzycki
Office of the Mayor
800 N. French St.
Wilmington, Delaware 19801

Dear Mayor Michael S. Purzycki:

On behalf of the Quaker Hill Neighborhood Association's Board, I write to express my enthusiastic support for the City's application for the Byrne Criminal Justice Innovation Program grant. As you know, I am President of the Quaker Hill Civic Association (part of West Center City) and a longtime community activist. I serve on the Wilmington Creative District Steering Committee, which overlaps with West Center City, and I chaired the West Center City Strategic Neighborhood Plan of 2010. I have long understood the neighborhood's serious challenges and the limited resources available to address them.

I was pleased to learn of your desire to apply for this grant and focus the City's efforts in West Center City. The Revitalization Agenda for West Center City partnership is exactly the type of broad partnership that we need to jump start progress in West Center City. The additional resources provided in this grant, the City's re-focusing of existing resources, and the coordination of the partnership organizations will help West Center City flourish. I sincerely hope the City receives the grant, and I look forward to working with the Administration on efforts to revitalize West Center City.

Very Truly Yours,

Cassandra T. Marshall
President, Quaker Hill Neighborhood
Association

cc: B. Marin, Esq.
S. Reilly

Sean E Reilly
310 West Street
Wilmington, DE 19801

Dear US Department of Justice,

January 31, 2017

In regards to the grant application to the U.S. Department of Justice's Byrne Criminal Justice Innovation Program from The Mayor's office in Wilmington, DE. I'm writing to express the urgency for this grant that will focus on the revitalization of the West Center City community in Wilmington.

I am 34 years a home owner in one of the oldest homes in Quaker Hill (c1741). There is more history condensed into a few blocks in Quaker Hill than in any other part of the State of Delaware and this history needs to be supported. This grant will aid that effort and then some.

I'm also the VP of Quaker Hill Neighborhood Assn for over a decade and am hands on daily with the upkeep and responsibilities for our community and its' needs.

We have the need for additional resources and coordination for efforts in West Center City Wilmington.

I support this effort lead by the Mayor's Office to coordinate the efforts of the City, non-profits, and the community.

The time is perfect for this grant as other initiatives are occurring drawing investment interests into our Quaker Hill/West Center City area.

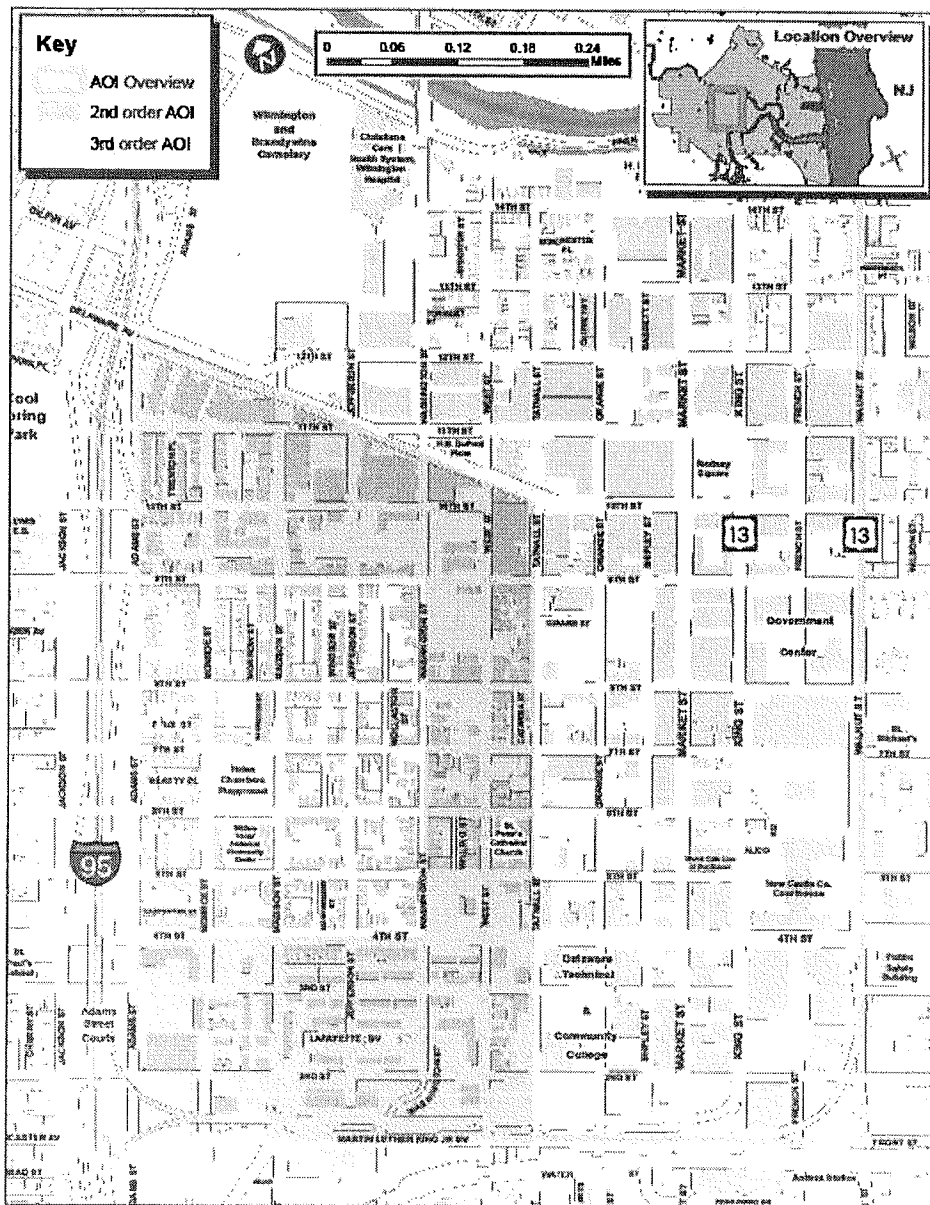
I have waited my lifetime for your considerations and I thank you or your time.

Regards,

Sean Reilly

Wilmington Map Focused on West Center City of Wilmington

West Center City (WCC) is the target neighborhood. It is located in the 19801 ZIP code, just west of downtown Wilmington. It is bordered on the north by Delaware Avenue, on the south by Martin Luther King, Jr. Boulevard, on the west by North Adams Street (adjacent to Interstate-95), and on the east by North Tatnall Street. Much of the crime problem in WCC is concentrated in a small number of "hot spots," which mostly exist within the focus areas boarded by North Adams Street, North Washington Street, West 4th Street, and West 9th Street.



Partnership Agreement Memorandum of Understanding for Revitalization Agenda for West Center City

This Memorandum of Understanding is hereby entered into for the purpose of participating in the planning process for the City of Wilmington, Office of the Mayor's (Mayor's Office) Byrne Criminal Justice Innovation Program project grant application, Revitalization Agenda for West Center City (RAWCC). The success of the RAWCC planning process is greatly dependent on strong collaboration and highly engaged partnerships with local stakeholders, community members and project partners. As such, the Mayor's Office is convening a Leadership Council to help guide RAWCC, inform the process, and help finalize the RAWCC plan for West Center City. This agreement outlines the responsibilities of the Mayor's Office, Wilmington Police Department (WPD), Interfaith Community Housing of Delaware, Inc. (ICHDE), Wilmington Renaissance Corporation (WRC), Wilmington Housing Partnership Corporation (WHP), Wilmington Neighborhood Conservatory Land Bank Corporation (WNCLB), Delaware Department of Justice (DOJ), Delaware Department of Health and Social Services (DHSS), and The Wilmington HOPE Commission, Inc. (HOPE Commission) for RAWCC. In short, RAWCC has three primary goals: 1) reducing crime and violence in the target area; 2) reducing physical blight and enhancing the opportunities for quality housing; and 3) increasing quality programming to lead to stable and rewarding employment.

I. Vision and Current Activities

Mayor's Office: Under the new leadership of Mayor Michael Purzycki, the Mayor's Office is dedicated to improving distressed neighborhoods and economic vitality. In addition to several initiatives by the police department focused on reducing crime, the Mayor's Office is leading a multi-department Crime and Blight team that includes Law, License & Inspections, Planning, Real Estate & Housing, WPD, and Public Works along with the Delaware Department of Justice. Still in its infancy, the Crime & Blight team works to combine the efforts of all of the City's blight-reduction tools in a strategic and planned manner that focuses in on specific geographic areas, improving the physical environment and quality of life of the residents. The Mayor's Office seeks to bring the City's departments, RAWCC partners, and the community together to revitalize West Center City, which is one of the most distressed neighborhoods in the City.

ICHDE: The mission of Interfaith Community Housing of Delaware, Inc. is to act as a catalyst to revitalize and strengthen neighborhoods by providing sustainable housing and home ownership services and support low and moderate income households, empower residents for leadership, and promote individual and community asset building. In addition to building affordable housing in West Center City, ICHDE has started several community programs in the neighborhood, which include Block Captains, Youth Ambassadors, Residential Leadership Development Academy, and a Construction Training Program.

WPD: The mission of WPD is to work in a true partnership with our fellow citizens, and to raise the level of public safety through law enforcement and thereby reduce the fear and incidence of crime. This mission will be fostered by every member of the department. WPD is working on implementing technology-based policing methods through its new Real Time

Crime Center. This technology will be used to further the crime reduction goals of the project. WPD regularly works with federal and local partners on crime reduction. It was a member of the Department of Justice's Violence Reduction Network and recently announced Operation Safe Streets in which it is partnering with other local and federal law enforcement agencies to end the spike in crime this year.

WRC: Wilmington Renaissance Corporation (WRC) is the nonprofit, nonpartisan, public-private partnership that develops and implements big ideas to improve Wilmington, Delaware. WRC is now implementing its major multi-year creative placemaking initiative, Creative District Wilmington. This community building neighborhood revitalization strategy expands downtown efforts into West Center City. The Creative District seeks to build community capacity and resiliency in these neighborhoods by using creative placemaking initiatives that infuse artists and the arts into community and economic development strategies. The success of this work, done in partnership with the community, is reliant upon the building of strong social capital and connectivity.

WHP: The mission of WHP is to collaborate with select private, non-profit, and governmental entities to increase the City of Wilmington's affordable housing stock by promoting renovation/rehabilitation and limited new home construction in strategically selected areas while supporting low-to-moderate income individuals and neighborhoods, and contributing to the overall neighborhood stabilization and economic vitality through homeownership. Through its residential improvement and stabilization effort, WHP concentrated on a few at-risk areas of the city, including West Center City, where it seeks to increase affordable homeownership, raise property values, entice private investment, reduce blight, and develop partnerships to further these goals.

WNCLB: Conceived in 2015, WNCLB was created to address vacant property issues in the City of Wilmington, and is dedicated to the productive and adaptive re-use of problem parcels. The function of the land bank is to unify funding for revitalization projects in Wilmington, and to provide overarching support to invest in strategic issues in Wilmington's communities. WNCLB will soon appoint its executive director and start accumulating properties. WNCLB is looking to focus on West Center City as part of its revitalization efforts.

DOJ: Delaware's Attorney General, the State's chief law enforcement officer, has the broad responsibility to combat crime, safeguard families, fight fraud, and protect consumers through the state. In meeting this mission, the Attorney General is supported by an experienced and highly respected senior leadership team consisting of the Chief Deputy Attorney General, Chief of Staff, State Prosecutor, State Solicitor, and Directors of the Family and Fraud & Consumer Protection Divisions, as well as more than 400 staff who work in the Office of the Attorney General. They are committed to the common goal of serving all Delawareans with integrity and dedication. Deputy Attorneys General, with critical support from criminal investigators, social workers, paraprofessionals, and administrative staff, prosecute criminal cases, enforce environmental laws, provide counsel to state agencies, ensure the public's access to open government, protect the abused, and

much more. The Crime Strategies Unit within the Department of Justice works to target landlords who turn a blind eye to criminal activity, helps property owners who want to be part of the solution to keep their properties in better condition, and partners with nonprofit organizations, the corporate community, and local law enforcement to remove the blighted, vacant and derelict rental properties and replace them with refurbished homeowner-occupied units.

DHSS: The Delaware Department of Health and Social Services is a state department focused on improving the quality of life for Delaware's citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations. It offers a variety of services including child support, public health, social, substance abuse, and mental health. Partnering with DHSS provides an opportunity to improve access to and the quality of social services available in West Center City.

HOPE Commission: HOPE Commission is dedicated to contributing to the solution that will help to reduce incidents of violent crime and assist with healing the Wilmington community. It focuses on supporting individuals returning home from prison with the stated goal to break the cycle of negative academic and social factors leading children of an incarcerated parent down a similar path. It provides evidence based interventions and case management support, prison in-reach coupled with community outreach, family engagement and behavioral health services each aimed at recidivism reduction. In addition to its efforts to curb recidivism, it is already partnering with ICHDE and a number of other service provider partners (Delaware Center for Justice, Department of Correction, Superior Court, Connections, CSP) on job training and other community reintegration programs that can be expanded in West Center City, which is one of its target areas.

II. Responsibilities and Expectations

For this project, the Mayor's Office serves as the "lead" organization. As the lead organization, the Mayor's Office is responsible for the following:

- Convene the RAWCC's Leadership Council;
- Coordinate planning activities for RAWCC, including organizing focus groups, interviewing key stakeholders, and expanding the community partnerships;
- Facilitate communications and information sharing with the Leadership Council;
- Draft and complete the RAWCC implementation plan;
- Measure key outcomes and indicators for the project implementation;
- Oversee the implementation of the project over the three year grant period;
- Hire a staff member to coordinate the project and allocate existing City resources in a manner to implement RAWCC;
- Direct the City's Parks and Recreation Department, which operates the William "Hicks" Anderson Community Center in West Center City, to work with community and non-profit partners to increase available programming and access to the Center in accordance with the plan developed by the Leadership Council;

- Organize community meetings in West Center City to engage with and listen to community members and associations as they provide input into the RAWCC planning process; and
- Direct City services to decrease crime and blight in West Center City.

Under this Agreement, ICHDE agrees to:

- Participate in quarterly meetings over the grant period (October 2017 – October 2020);
- Support outreach efforts for community meetings and planning activities such as focus groups, community survey days, etc.;
- Participate in community meetings in West Center City to engage with and listen to community members and associations as they provide input into the RAWCC planning process;
- Share data as needed to support the planning and implementation efforts RAWCC;
- Track and report its in-kind staffing hours and amounts for the purpose of Mayor's Office reporting;
- Provide support through the West Center City Futures Initiative- Implementation Manager, who will work with the City to coordinate ICHDE's programs with the project initiatives (ICHDE is in the process of hiring additional staff members to expand their social service programing in West Center City); and
- Work to expand its existing programing in West Center City including Block Captains, Youth Ambassadors, Residential Leadership Development Academy, and Construction Training Program.

Under this Agreement, WPD agrees to:

- Participate in quarterly meetings over the grant period (October 2017 – October 2020);
- Participate in community meetings in West Center City to engage with and listen to community members as they provide input into the planning process;
- Share data as needed to support the planning and implementation efforts of the project;
- Track and report its in-kind staffing hours and amounts for the purpose of the Mayor's Office reporting;
- Provide support through Scott Reed, Chief's Aide, and department leadership, who will work with the City to coordinate WPD's involvement in the program;
- Utilize the Real Time Crime Center to further the project's goals; and
- Provide manpower and staffing for crime reduction efforts in West Center City.

Under this Agreement, WRC agrees to:

- Participate in quarterly meetings over the grant period (October 2017 – October 2020);
- Support outreach efforts for community meetings and planning activities such as focus groups, community survey days, etc.;

- Participate in community meetings in West Center City to engage with and listen to community members and associations as they provide input into the RAWCC planning process;
- Share data as needed to support the planning and implementation efforts RAWCC;
- Track and report its in-kind staffing hours and amounts for the purpose of Mayor's Office reporting;
- Provide support through Laura Semmelroth, Creative District Strategist, who will work with the City to coordinate WRC efforts with RAWCC's initiatives; and
- Work to expand its Creative Placemaking efforts to revitalize vacant and distressed spaces through community partnerships to reduce crime and build neighborhood pride and vitality.

Under this Agreement, WHP agrees to:

- Participate in quarterly meetings over the grant period (October 2017 – October 2020);
- Support outreach efforts for community meetings and planning activities such as focus groups, community survey days, etc.;
- Participate in community meetings in West Center City to engage with and listen to community members and associations as they provide input into the RAWCC planning process;
- Share data as needed to support the planning and implementation efforts of RAWCC;
- Track and report its in-kind staffing hours and amounts for the purpose of Mayor's Office reporting; and
- Provide support through Steven Martin, Executive Director, who will work with the City to coordinate WHP's efforts to reduce blight, stabilize housing, and create affordable housing.

Under this Agreement, WNCLB agrees to:

- Participate in quarterly meetings over the grant period (October 2017 – October 2020);
- Support outreach efforts for community meetings and planning activities such as focus groups, community survey days, etc.;
- Participate in community meetings in West Center City to engage with and listen to community members and associations as they provide input into the RAWCC planning process;
- Share data as needed to support the planning and implementation efforts of RAWCC;
- Track and report its in-kind staffing hours and amounts for the purpose of Mayor's Office reporting; and
- Provide support through the soon-to-be-named Executive Director, who will work with RAWCC to coordinate its efforts to acquire targeted properties in an effort to revitalize West Center City.

Under this Agreement, the Delaware DOJ agrees to:

- Participate in quarterly meetings over the grant period (October 2017 - October 2020);
- Participate in community meetings in West Center City to engage with and listen to community members and associations as they provide input into the RAWCC planning process;
- Provide support through the DE DOJ's Crime Strategies Unit, who will partner with both the City's Nuisance Property Program and the City's Crime & Blight Team, providing specific focus on existing and emerging nuisance properties in the designated area of West Center City;
- Provide support through Deputy Attorney General A.J. Roop and the staff of the Crime Strategies Unit to work with the Nuisance Property Program and Crime & Blight Team to accomplish RAWCC's goals and objectives relating to blighted and nuisance properties;
- Share data and institutional knowledge relating to properties in the focus area that are, or are emerging into, nuisances in the community; and
- Track and report its in-kind staffing hours and amounts for the purpose of Mayor's Office reporting.

Under this Agreement, HOPE Commission agrees to:

- Participate in quarterly meetings over the grant period (October 2017 – October 2020);
- Support outreach efforts for community meetings and planning activities such as focus groups, community survey days, etc.;
- Participate in community meetings in West Center City to engage with and listen to community members and associations as they provide input into the RAWCC planning process;
- Share data as needed to support the planning and implementation efforts of RAWCC;
- Track and report its in-kind staffing hours and amounts for the purpose of Mayor's Office reporting;
- Provide support through Jim Elder, Acting Executive Director and Director of Clinical Services, who will work with RAWCC to coordinate the HOPE Commission's efforts and programing designed to reduce recidivism to help prevent crime in West Center City; and
- Work to expand its existing partnership with ICHDE to improve job training opportunities in West Center City.

Under this Agreement, DHSS agrees to:

- Participate in quarterly meetings over the grant period (October 2017 – October 2020);
- Support outreach efforts for community meetings and planning activities such as focus groups, community survey days, etc.;
- Participate in community meetings in West Center City to engage with and listen to community members and associations as they provide input into the RAWCC planning process;
- Share data as needed to support the planning and implementation efforts of RAWCC;

- Track and report its in-kind staffing hours and amounts for the purpose of Mayor's Office reporting; and
- Provide support through the Office of the Secretary, which will work with RAWCC to improve access to and quality of social services in West Center City.

III. Time Period

This Memorandum of Understanding shall follow the grant time period, beginning upon signing this document and remaining in place through October 31, 2020.

IV. Termination

This Agreement may be terminated in whole or in part by any party without cause. Written notice of termination shall be given in writing to the Mayor's Office, WPD, ICHDE, WRC, WHP, WNCLB, DOJ, HDSS, and HOPE Commission, and shall be sent via certified or registered mail with return receipt requested. Failure to honor any of the obligations stated above may also result in the termination of this Agreement.

In Witness Whereof, parties have executed this Memorandum of Understanding.

CITY OF WILMINGTON, OFFICE OF THE MAYOR

Signature: _____

Print name: _____

Title: _____

Date: _____

WILMINGTON POLICE DEPARTMENT

Signature: 

Print name: Chief Bobby L. Cummings, M.S.

Title: Chief of Police

Date: 01 FEB 17

WILMINGTON HOUSING PARTNERSHIP CORPORATION

Signature: _____

Steven Martin

Print name: _____

STEVEN MARTIN

Title: _____

Executive Director

Date: _____

2/2/2017

WILMINGTON NEIGHBORHOOD CONSERVANCY LAND BANK CORPORATION

Signature: Christian Willauer

Print name: Christian Willauer

Title: Executive Director

Date: Feb 1, 2017

INTERFAITH COMMUNITY HOUSING OF DELAWARE, INC.

Signature: *Gary Pollio*

Print name: GARY POLLIO

Title: Exec. Dir.

Date: 1/31/17

WILMINGTON RENAISSANCE CORPORATION

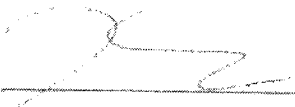
Signature: *Carrie W. Gray*
Print name: Carrie W. Gray
Title: Managing Director
Date: 2/1/17

DELAWARE HEALTH AND SOCIAL SERVICES

Signature: Rita M. Landgraf
Print name: Rita M Landgraf
Title: Cabinet Secretary DHSS
Date: 2/2/17

THE WILMINGTON HOPE COMMISSION, INC.

Signature: _____



Print name: _____

Jim Elder

Title: _____

Director Clinical Services

Date: _____

1-21-17

DELAWARE DEPARTMENT OF JUSTICE

Signature:  _____

Print name: Albert J. Russo, Jr (AJ)

Title: Unit Head, Crime Strategies Unit

Date: 1/31/17

Cross-Sector Partnership Memorandum for Revitalization Agenda for West Center City

This Memorandum sets forth the framework for the Revitalization Agenda for West Center City (RAWCC) in support of the City of Wilmington's application for the Byrne Criminal Justice Innovation Program Grant.

I. History of the Partnership

RAWCC is a new partnership designed to plan and implement a Byrne Criminal Justice Innovation Program Grant. Wilmington Mayor Michael Purzycki ran for office on a platform that included the idea of establishing neighborhood stabilization units. The idea is to coordinate the efforts of various City departments in specific target areas using data-driven methods to reduce crime and blight. Since taking office on January 3, 2017, the Mayor's Office has worked to establish a partnership that expands that idea to include additional State agencies and non-profits to apply for this grant. This growing partnership will provide for the coordination of efforts between State, local, and private entities to create synergies that maximize our efforts and effectiveness to (1) reduce crime and violence in the target area, (2) reduce physical blight and enhance the opportunities for quality housing, and (3) increase quality programming to lead to stable and rewarding employment.

II. Key Partners and Leadership

The following entities are key partners in RAWCC's efforts and will have representatives on the Leadership Council. During the planning phase of the grant, we expect to further expand the number of partners and the scope of their engagement.

Mayor's Office: The Mayor's Office will lead RAWCC. Under the new leadership of Mayor Michael Purzycki, the City's Administration is dedicated to improving distressed neighborhoods and increasing economic vitality. The Mayor's Office is chairing a multi-department Crime & Blight Team that includes Law, Finance, License & Inspections, Planning, Real Estate & Housing, Wilmington Police Department, Public Works, and the Delaware Department of Justice. Still in its infancy, the team works to combine the efforts of all of the City's blight-reduction tools in a strategic and planned manner that focuses in on specific geographic areas to improve both the physical environment and quality of life for residents. The Mayor and his senior staff are fully behind this effort and will work diligently to establish and lead RAWCC's Leadership Council.

Interfaith Community Housing of Delaware, Inc. (ICHDE): ICHDE will play key roles in engaging the community, offering programming, and enhancing housing stock. Both the Executive Director and the West Center City Futures Initiative-Implementation Manager of ICHDE will lead its efforts. ICHDE is experienced in surveying and seeking input from West Center City (WCC) residents. Additionally, it already offers several community programs including Block Captains, Youth Ambassadors, Residential Leadership Development Academy, and a Construction Training Program that can be expanded through

RAWCC partnerships. Further, the organization already has one building project in WCC and is looking to expand those efforts to provide additional high quality, affordable housing.

Wilmington Police Department (WPD): WPD, through the Police Chief and his Aide, will lead the policing aspect of the crime reduction efforts. This will include sharing public safety data with RAWCC and being a part of the overall data analysis process. The data analysis will inform deployment and development strategies. Finally, WPD will work with partners to improve community relations and collaborative problem solving.

Wilmington Renaissance Corporation (WRC): WRC's Managing Director and Creative District Strategist will lead WRC's work with RAWCC. The Creative District Strategist has considerable on-the-ground experience in the neighborhood and will continue WRC efforts to reduce blight and offer art and culture opportunities to WCC residents.

Wilmington Housing Partnership (WHP): WHP's Executive Director and Board of Directors Chairman are committed to developing affordable housing in WCC. They will work with RAWCC to target properties for rehabilitation and redevelopment, as well as to strive to enhance the housing stock and increase the number of owner-occupied homes in WCC.

Wilmington Neighborhood Conservancy Land Bank (WNCLB): WNCLB's Board of Directors support the RAWCC initiative and is in the process of hiring an Executive Director, who will work with the City and RAWCC partners to accumulate and stabilize critical masses of contiguous properties in WCC. Those properties will be strategically bundled together for RAWCC's housing development partners, who will renovate or rebuild the properties to enhance the housing stock available for lower income individuals.

Delaware Department of Justice (DE DOJ): The Crime Strategies Unit within the DE DOJ, under the leadership of the Deputy Attorney General in charge of the unit, will work with RAWCC to analyze the crime prevention strategy and address nuisance properties in WCC.

Delaware Department of Health and Social Services (DHSS): The Office of the Secretary will lead DHSS's partnership efforts with RAWCC. DHSS offers a whole host of service programs that can be focused on WCC, and it is working to implement recommendations from the Center for Disease Control Community Advisory Council to address crime in Wilmington from a public health perspective.

Wilmington HOPE Commission: The HOPE Commission's Acting Executive Director and Clinical Director will lead its work with RAWCC. It will assist with the crime reduction efforts through recidivism prevention that targets populations living in WCC.

III. Roles in RAWCC

The Mayor's Office and RAWCC Leadership Council will ensure the grant requirements are met. They will be overseen as follows:

Research data collection and analysis: Police Executive Research Forum (PERF) will be primarily responsible for the research data collection and analysis. WPD will provide PERF with the needed crime data and the Mayor's Office will ensure PERF has all appropriate data from other City departments.

Planning and Strategy Development: The Leadership Council, under the leadership of the Mayor's Office and the Project Coordinator, will be primarily responsible for the planning and strategy development.

Community Engagement: The Mayor's Office and ICHDE will take the lead in community engagement. As part of the initial process, they will work to expand the partnership to include additional community groups, which will further assist in community outreach and engagement.

Law Enforcement: WPD will be primarily responsible for the law enforcement aspects of RAWCC. It will coordinate efforts with various state agencies, including the Department of Justice and Department of Correction, as needed.

IV. Management Structure

RAWCC will be led by a Leadership Council chaired by the Mayor's Office. Each member of the partnership as well the community will have representation on the Council. The Mayor's Office, in consultation with the Leadership Council, will hire a full-time Project Coordinator for RAWCC, who will serve the Council. The Project Coordinator will be responsible for working with RAWCC partners to implement RAWCC's plan for WCC.

The Council will include sub-committees for each of its three goals. The crime and violence subcommittee will focus on identifying, verifying, and prioritizing crime hot spots within WCC, and then refining the approaches to address crime drivers. The blight and quality housing subcommittee will focus on identifying and inventorying nuisance properties within WCC, and then refining strategies to address the properties and create new opportunities for quality housing. The employment programming subcommittee will focus on identifying the barriers to employment within WCC, and then developing and refining strategies to provide quality programming that will lead to stable employment for adults now and youth in the future. The exact make-up of each committee will be based on the various partners' expertise and experience and will be determined once the full Leadership Council meets. The Mayor's Office will have representation on all sub-committees.



**U.S. DEPARTMENT OF JUSTICE
OFFICE OF JUSTICE PROGRAMS**

OMB Number: 1121-0329
Expiration Date: 12/31/2018

FINANCIAL MANAGEMENT AND SYSTEM OF INTERNAL CONTROLS QUESTIONNAIRE

The financial management system of each non-Federal entity must provide for the following

- Retention requirements for records
- Requests for transfer of records
- Methods for collection, transmission and storage of information
- Access to records
- Restrictions on public access to records

(1) Identification, in its accounts, of all Federal awards received and expended and the Federal programs under which they were received. Federal program and Federal award identification must include, as applicable, the CFDA title and number, Federal award identification number and year, name of the Federal agency, and name of the pass-through entity, if any.

(2) Accurate, current, and complete disclosure of the financial results of each Federal award or program.

(3) Records that identify adequately the source and application of funds for federally-funded activities. These records must contain information pertaining to Federal awards, authorizations, obligations, unobligated balances, assets, expenditures, income and interest and be supported by source documentation.

(4) Effective control over, and accountability for, all funds, property, and other assets. The non-Federal entity must adequately safeguard all assets and assure that they are used solely for authorized purposes.

(5) Comparison of expenditures with budget amounts for each Federal award.

(6) Written procedures to document the receipt and disbursement of Federal funds including procedures to minimize the time elapsing between the transfer of funds from the United States Treasury or the pass-through entity and the disbursement by the non-Federal entity whether the payment is made by electronic funds transfer, or issuance or redemption of checks, warrants, or payment by other means.

(7) Written procedures for determining the allowability of costs.

APPLICANT ORGANIZATIONAL INFORMATION

1. Name of Organization and Address:

Organization Name:

Street1:

Street2:

City:

State:

Zip Code:

2. Authorized Representative's Name and Title:

Prefix: First Name: Middle Name:

Last Name: Suffix:

Title:

3. Phone: 4. Fax:

5. Email:

6. Year Established: 7. Employer Identification Number (EIN): 8. DUNS Number:

9. Type of Organization:

State Municipality Non-Profit Higher Education Tribal For-Profit

Other:



**U.S. DEPARTMENT OF JUSTICE
OFFICE OF JUSTICE PROGRAMS**

OMB Number: 1121-0329
Expiration Date: 12/31/2018

AUDIT INFORMATION

An audit is conducted using generally accepted auditing standards (GAAS) or Generally Accepted Governmental Auditing Standards (GAGAS) and results in an audit report with an opinion.

10. The organization has undergone the following types of audit(s)(Please check all that apply):

- OMB A-133 Single Audit
- Financial Statement Audit
- Defense Contract Agency Audit (DCAA)
- None
- Programmatic Audit & Agency:

Other Audit & Agency:

11. Most Recent Audit: Within the past 12 months Within the past two years More than two years

Name of Audit Agency/Firm: City of Wilmington, DE/Belfint, Lyons & Shuman, P.A.

AUDITOR'S OPINION:

12. On the most recent audit, what was the auditor's opinion?

- Unqualified Opinion
- Qualified Opinion
- Disclaimer, Going Concern or Adverse Opinions

Please enter the number of findings:

Please enter the amount of questioned costs:

Were material weaknesses noted in either the Financial Statement or Single Audit? Yes No

ACCOUNTING SYSTEM

13. Which of the following best describes your accounting system:

- Manual
- Automated
- Combination

14. Does the accounting system identify the receipt and expenditure of program funds separately for each grant? Yes No Not Sure

15. Does the accounting system provide for the recording of expenditures for each grant/contract by budget cost categories shown in the approved budget? Yes No Not Sure

16. Does your accounting system have the capability to document the recording of cost sharing or match for each grant? Can you determine if documentation is available to support recorded match or cost share? Yes No Not Sure

17. Are time distribution records maintained for each employee that specifically identify effort charged to a particular grant or cost objective? Yes No Not Sure

18. Does the accounting/financial system include budgetary controls to preclude incurring obligations or costs in excess of total funds available or by budget cost category (e.g. Personnel, Travel, etc.)? Yes No Not Sure

19. Is the organization familiar with the existing Federal regulation and guidelines containing the Cost Principles and procedures for the determination and allowance of costs in connection with Federal grants? Yes No Not Sure



**U.S. DEPARTMENT OF JUSTICE
OFFICE OF JUSTICE PROGRAMS**

OMB Number: 1121-0329
Expiration Date: 12/31/2018

PROPERTY STANDARDS, PROCUREMENT STANDARDS, AND TRAVEL POLICIES

PROPERTY STANDARDS

20. Does your property management system(s) provide for maintaining:
(1) a description of the equipment; (2) an identification number; (3) source of the property, including the award number; (4) where title vests; (5) acquisition date; (6) federal share of property cost; (7) location and condition of the property; (8) acquisition cost; & (9) ultimate disposition information?

Yes No Not Sure

PROCUREMENT STANDARDS

21. Does your organization maintain written procurement procedures which (1) avoid unnecessary purchases; (2) provide an analysis of lease and purchase alternatives; and (3) provide a process for soliciting goods and services?

Yes No Not Sure

22. Does your procurement system provide for the conduct to determine selection on a competitive basis and documentation of cost or price analysis for each procurement action?

Yes No Not Sure

23. Does your procurement system include provisions for checking the "Excluded Parties List" system for suspended or debarred sub-grantees and contractors, prior to award? <https://www.sam.gov/>

Yes No Not Sure

TRAVEL POLICY

24. Does your organization:

(a) maintain a standard travel policy? Yes No

(b) adhere to the Federal Travel Regulation? (FTR) Yes No

SUBRECIPIENT MANAGEMENT AND MONITORING

25. (For Pass-through entities only). Does your organization have controls in place to monitor activities of subrecipients, as necessary, to determine that Federal awards are used for authorized purposes in compliance with laws, regulations, and the provisions of the award and that performance goals are achieved (2 CFR200)?

Yes No Not Sure

N/A (Your organization does not make subawards.)

STANDARDS FOR FINANCIAL MANAGEMENT SYSTEMS AND APPLICANT CERTIFICATION

I certify that the above information is complete and correct to the best of my knowledge. This document must be certified by the organization's Authorized Representative, Executive Director, Chief Financial Officer, Chairman of the Board of Directors, or similar position.

Name: Date:

Title: Executive Director Chief Financial Officer Chairman

Other

Phone:

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

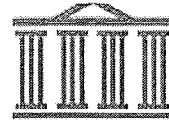
1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	TITLE
William Larson	Assistant City Solicitor
APPLICANT ORGANIZATION	DATE SUBMITTED
City of Wilmington	02/02/2017

Standard Form 424B (Rev. 7-97) Back

February 2, 2017



POLICE EXECUTIVE
RESEARCH FORUM

The Honorable Michael S. Purzycki
Mayor of Wilmington
Louis L. Redding City/County Building
800 North French Street, 9th Floor
Wilmington, DE 19801

Dear Mayor Purzycki,

The Police Executive Research Forum (PERF) is pleased to support the City of Wilmington's proposal for the Revitalization Agenda for West Center City (RAWCC) project. PERF is committed to serving as the Research Partner (RP) for this initiative. PERF would be primarily responsible for assisting the City in developing performance measures and collecting and analyzing project data. PERF would participate in all aspects of the program to monitor, document, and assess its implementation. PERF will also assist in developing the project's Comprehensive Implementation Plan, interim report, and final summary report at the end of this initiative.

PERF is an independent research organization that focuses on critical issues in policing. Since its founding in 1976, PERF has identified best practices on fundamental issues such as reducing police use of force; developing community policing and problem-oriented policing; using technologies to deliver police services to the community; and evaluating crime reduction strategies. PERF strives to advance professionalism in policing and to improve the delivery of police services through the exercise of strong national leadership; public debate of police and criminal justice issues; and research and policy development. All of PERF's work benefits from PERF's status as a membership organization of police officials, academics, federal government leaders, and others with an interest in policing and criminal justice. PERF is well versed in data collection issues and data analysis. For example, PERF assisted St. Louis City and County in conducting a policing study which required collecting and analyzing crime and police department data from more than 70 local police departments, and developing comprehensive recommendations for improving policing in the region. PERF is also the research partner on a project examining the impact of body-worn cameras on the public's perception of the police in Arlington, Texas.

Sean Goodison, Ph.D., is the Deputy Director of PERF's Center for Applied Research and Management. Dr. Goodison was the lead researcher on the two initiatives cited above, as well as other PERF research projects, and he is the proposed lead researcher for the RAWCC project as well. He completed his Ph.D. in Criminology and Criminal Justice from the University of Maryland in 2014. He has over 15 years of experience conducting and leading research and evaluation efforts on various criminal justice topics. Dr. Goodison spent seven years with the Metropolitan Police Department in Washington,

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1120 Connecticut Avenue, NW Suite 930 Washington, DC 20036
Tel: 202.466.7820 Fax: 202.466.7826 TTY: 202.466.2670 www.PoliceForum.org

DC focusing on place-based crime analysis. He is proficient in Statistical Package for Social Science (SPSS) and Stata, as well as the mapping software ArcGIS. His recent work includes:

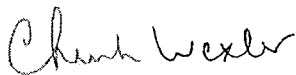
- 2011. "Crime in New Orleans: Analyzing Crime Trends and New Orleans' Responses to Crime," with Charles Wellford and Brenda Bond.
- 2014. "The Undiscovered Country: Homicide, Dynamic Change, and Deterrence in Washington, D.C. Neighborhoods, 1998-2006," which explores socioeconomic factors and changes within neighborhoods in Washington, D.C.
- Forthcoming. "Citizen Perceptions of Body-Worn Cameras: A Randomized Controlled Trial," which describes an evaluation of citizen perceptions of body-worn cameras.

Dr. Goodison will be supported by a team of PERF staff with extensive education and experience in the collection, analysis and presentation of data.

During the planning phase of the RAWCC initiative, PERF proposes to conduct a comprehensive needs assessment, drawing on crime and arrest data, calls for service, and other relevant data from Wilmington Police Department to identify specific crime drivers within identified hot spots. PERF will also assist the City in efforts to gauge community perceptions of crime, levels of trust, and capacity to address neighborhood problems. Analysis of this data will guide the development of a comprehensive strategy to address crime drivers, drawing on evidence-based/informed approaches to target identified problems. PERF will also analyze City of Wilmington data on vacant and abandoned properties, as well as resident participation in revitalization efforts and job training activities, pre- and post-implementation. In the final year of the project, PERF will conduct a time-series analysis of these factors to determine whether the project has achieved its proposed goals and objectives.

In late 2016, the City of Wilmington hired PERF to conduct a national search for a police chief for the Wilmington Police Department. Outside of that, PERF has not worked with the City of Wilmington or the Wilmington Police Department previously. PERF looks forward to the opportunity to work closely with the city and the police department on this endeavor.

Sincerely,



Chuck Wexler
Executive Director
Police Executive Research Forum

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Tel: 202.466.7820 Fax: 202.466.7826 TTY: 202.466.2670 www.PoliceForum.org

RESEARCH INDEPENDENCE AND INTEGRITY

This project will meet the highest standards of scientific objectivity and integrity. The Police Executive Research Forum (PERF) has a long track record of conducting independent, objective research involving law enforcement agencies. None of the parties involved in the proposed project have any stake in the outcomes that could potentially corrupt the integrity of the research.

The City of Wilmington has hired PERF to assist the City in performing its executive search process for the position of Chief of Police for the Wilmington Police Department. PERF's executive search consultants assist with advertising the position, review applications, recommend candidates to the city, and assist in the interview process. Ultimately, the final hiring decision is made by the City of Wilmington. Additionally, selection of the new police chief will occur after this proposal is submitted and approximately six months before awards will be announced. The proposed research team recognizes the need to maintain evaluation independence and integrity, and understands this relationship may present the appearance of a potential conflict of interest. The team offers assurances that the research proposed herein will not be included in conducting the executive search or providing recommendations to the City of Wilmington, and will not be biased by any personal or financial conflict.

All PERF research reports undergo a rigorous internal review process before they are released, and we understand that our final report will be carefully scrutinized by a peer review panel.

PERF Conflict of Interest Policy

Employees may not use nor disclose confidential or proprietary information in any outside activity. A conflict of interest arises when an employee uses information gained from employment with PERF for personal gain. A conflict of interest exists if any of the employee's outside interests, business or otherwise, adversely affect performance. Employees have a primary occupational responsibility to PERF and are expected to avoid any activity that may interfere, or have the appearance of interfering, with the ability to provide faithful and diligent service to the organization.