

The Washtenaw County Sheriff's Office requests funding for the implementation of a Community Outreach Team. The purpose is to take our community policing philosophy to the next level by engaging communities beyond our normal law enforcement activities to solve root causes of criminal behavior.

The Issue:

As with many law enforcement agencies, our goal is not only to keep our neighborhoods safe, but to build strong communities. We believe however, that the best way to do so is through non-traditional, proactive, strategic partnerships with the community instead of more formalized mechanisms that are based on traditional, reactive, enforcement-based policing. Deputies that fully understand the communities they work in, are willing to have an open and transparent dialogue with neighbors, are committed to adapting strategies where appropriate because of community concerns and priorities, are focused on establishing trust with residents, and are willing to maximize opportunities to deliver police services in partnership with the community are essential.

Addressing root causes of community problems is key to our success in developing and implementing comprehensive strategies to keep communities safe. As the county sheriff we hold a unique position that allows us to be the facilitator of bringing all of the necessary stakeholders to the table to attack these difficult community issues. Although many times we come to the table due to concerns related to crime, these problems are not just a law enforcement problem and they cannot be solved with traditional law enforcement measures. In many cases we are looking at deep rooted community problems where we as law enforcement are but one very important tool in addressing the issue.

For example, back in the early 90's areas of Washtenaw County were beset with gang activity. As a response, various law enforcement entities came together for a major operation that ended with a significant number of gang members being sent off to prison for 10 to 15 year terms. It is now 10 to 15 years later and many of these same members are being released without significant changes made to the community that originally bred the development of gang behavior. From a traditional law enforcement stand point we were very successful in arresting and locking up gang members. However, of the 24 gang members that were locked up 24 are back in our community with no significant changes to the root causes.

The Michigan Prisoner Reentry Initiative (MPRI) states that Washtenaw County has one of the highest recidivism rates in the State of Michigan at 76%. Compare this to the State of Michigan as a whole (46%) and you can see a disproportionate number of re-offenders within Washtenaw County. Our overall objective is to begin impacting the recidivism rate within our county.

Our Response:

Understanding that we sit in a unique position to engage community residents, influence community resources, and work with other components of the criminal justice system, the WCSO will engage communities to develop comprehensive neighborhood improvement strategies that will address root causes of community problems and facilitate systemic change in strategically identified neighborhoods.

Community Policing as a philosophy focuses on non-traditional enforcement strategies, but is still focused on the community from a law-enforcement perspective. Our Community Outreach Team however, is the liaison between the streets, community residents, and law-enforcement. By engaging the community system on three fronts our goal is systemic community change to address root cause problems. Addressing street youth, building community resident's capacity, and developing law-enforcement strategies to keep communities safe ultimately provide the Washtenaw County Sheriff's Office with a unique programmatic approach to improving the quality of life in our neighborhoods. In addition, recently released inmates are less likely to reoffend if they have sustainable employment. By employing recently released inmates we are providing them with an opportunity for employment while simultaneously utilizing their unique experiences to reach the youth of our community. Additionally, building a sense of ownership and community within neighborhood residents and recently released offenders who now live in those communities provides a foundation for successful revitalization of our most troubled areas.

In short, working within our county jail and with key partners such as the Michigan Prisoner Reentry Initiative an assessment will be done to identify appropriate candidates. We will then train and hire former inmates as they reenter our neighborhoods so that they may assist in relationship building with residents, facilitated prevention programs for youth, assisting residents in the development and implementation of a community revitalization strategy, and ongoing training for our deputies. Like it or not the fact remains that many of our residents that have committed crimes are leaders of certain segments of the community. It is these segments that we propose to engage and work within.

Objectives:

Objective 1: Hiring of community engagement program coordinator to oversee project development and implementation. This position will work with our Peer Outreach Workers (POW's) and work to build relationships with key community partners in an effort to bring all of the necessary stakeholders to the table for successful community change.

Objective 2: Twenty (20) members returning from jail/prison will be identified as potential Peer Outreach Workers (POW's) and invited to POW training. These citizens will be identified by working within our jail and in partnership with our county probation/parole offices. All 20 trainees will be compensated for attending.

Objective 3: Ten (10) of the original twenty will complete the entire POW training.

Objective 4: Five (5) will complete training and be hired as POW's that will become the WCSO Community Outreach Team.

Objective 5: POW's will focus on four (4) key neighborhoods. These neighborhoods will be selected based upon need. Items such as calls for service, crime rate, poverty rate, number of parolees returning to the community, relationships with the WCSO, and overall negative perceptions of the neighborhood will all be considered.

Objective 6: Each of the four (4) key neighborhoods will convene a neighborhood steering committee. This committee will develop and begin implementation of a community revitalization plan aimed at addressing root problems within that community. This steering committee will be made up of residents, POW's, community stakeholders such as business owners, churches, schools, community resource providers, and local elected officials. It should be noted that we have previously completed the development phase of this process in one of our neighborhoods and are currently in the implementation phase.

Objective 7: POW's will speak within each of our 10 high schools and provide tours of our jail as part of the "Keeping It Real" series. Keeping it real is a jail tour series aimed at high school aged youth. The purpose is to give young people access to the realities of incarceration prior to them actually being locked up.

Objective 8: POW's will provide a minimum of one (1) youth program per neighborhood per week for eight (8) weeks during the summer months. Currently we offer the Ballin' Basketball Series. Ballin' is a free 3 on 3 basketball tournament that is focused on building community amongst our youth through positive interactions.

Objective 9: POW's will assist in the development and implementation of a training series for our deputies. This training will allow our deputies to fully understand the communities they work in, provide them with an open and transparent dialogue, assist in adapting our law-enforcement strategies, and work to establishing trust with residents.

Objective 10: Those former inmates that participate in the POW program will be 50% less likely to reoffend.

Measureable	Outcome	Timeframe
1	Street Outreach Coordinator will be hired to fully implement the community engagement program.	Immediately
20	Recently released inmates will be selected to participate in POW training.	4 weeks
10	Of those recently released will become trainees that will complete the community engagement training along with personal skill building.	12 weeks
5	Trainees will be hired as POW's that will make up our Community Outreach Team.	13 weeks
4	Key neighborhoods will be targeted as focus area for our Community Outreach Team.	Completed
4	Neighborhoods will convene a steering committee.	6 months
24	Speaking engagements	14 weeks
3	Summer long Youth Prevention Programs	Immediately
3	Deputy trainings	9 months
50%	Reduction in recidivism rate amongst those that participate in the program.	2 years

Organization Capability:

Upon taking office one of our first decisions was to restructure the Sheriff's administrative team to include a Director of Community Engagement within the command structure. Among other things, this position's focus is to reintroduce the community policing philosophy to the Washtenaw County Sheriff's Office (WCSO). In doing so, we have made a significant organizational commitment to the importance of community policing. This commitment to building relationships & trust with our citizens, engaging them as partners, retraining and equipping our deputies with the skills required, and having the resources necessary to fully implement a community policing philosophy aimed at enhancing the quality of life for our citizens is the reason we seek funding.

Washtenaw County has worked with many federally funded grants in the past and is adept at reporting on our progress, both financially and operationally. Our Budget Analysis will create a separate business unit to show a history of grant funds received and expended. In addition, we currently have a system in place for all grants within the county that involves our Budget Office, Finance Department, County Administration, and the county department seeking funds so that applying for, receiving, and reporting on grant funds is tracked appropriately.



Budget Detail Worksheet

Purpose: The Budget Detail Worksheet may be used as a guide to assist you in the preparation of the budget and budget narrative. You may submit the budget and budget narrative using this form or in the format of your choice (plain sheets, your own form, or a variation of this form). However, all required information (including the budget narrative) must be provided. Any category of expense not applicable to your budget may be deleted.

A. Personnel - List each position by title and name of employee, if available. Show the annual salary rate and the percentage of time to be devoted to the project. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

Name/Position	Computation	Cost
		SUB-TOTAL _____

B. Fringe Benefits - Fringe benefits should be based on actual known costs or an established formula. Fringe benefits are for the personnel listed in budget category (A) and only for the percentage of time devoted to the project. Fringe benefits on overtime hours are limited to FICA, Workman's Compensation, and Unemployment Compensation.

Name/Position	Computation	Cost
		SUB-TOTAL _____
		Total Personnel & Fringe Benefits _____

C. Travel - Itemize travel expenses of project personnel by purpose (e.g., staff to training, field interviews, advisory group meeting, etc.). Show the basis of computation (e.g., six people to 3-day training at \$X airfare, \$X lodging, \$X subsistence). In training projects, travel and meals for trainees should be listed separately. Show the number of trainees and the unit costs involved. Identify the location of travel, if known. Indicate source of Travel Policies applied, Applicant or Federal Travel Regulations.

Purpose of Travel	Location	Item	Computation	Cost
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TOTAL _____

D. Equipment - List non-expendable items that are to be purchased. Non-expendable equipment is tangible property having a useful life of more than two years and an acquisition cost of \$5,000 or more per unit. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Expendable items should be included either in the "supplies" category or in the "Other" category. Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high cost items and those subject to rapid technical advances. Rented or leased equipment costs should be listed in the "Contractual" category. Explain how the equipment is necessary for the success of the project. Attach a narrative describing the procurement method to be used.

Item	Computation	Cost
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TOTAL _____

E. Supplies - List items by type (office supplies, postage, training materials, copying paper, and expendable equipment items costing less than \$5,000, such as books, hand held tape recorders) and show the basis for computation. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Generally, supplies include any materials that are expendable or consumed during the course of the project.

Supply Items	Computation	Cost
		TOTAL _____

F. Construction - As a rule, construction costs are not allowable. In some cases, minor repairs or renovations may be allowable. Check with the program office before budgeting funds in this category.

Purpose	Description of Work	Cost
		TOTAL _____

G. Consultants/Contracts - Indicate whether applicant's formal, written Procurement Policy or the Federal Acquisition Regulations are followed.

Consultant Fees: For each consultant enter the name, if known, service to be provided, hourly or daily fee (8-hour day), and estimated time on the project. Consultant fees in excess of \$450 per day require additional justification and prior approval from OJP.

Name of Consultant	Service Provided	Computation	Cost
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*Subtotal*_____

Consultant Expenses: List all expenses to be paid from the grant to the individual consultants in addition to their fees (i.e., travel, meals, lodging, etc.)

Item	Location	Computation	Cost
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*Subtotal*_____

Contracts: Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source contracts in excess of \$100,000.

Item	Cost
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*Subtotal*_____

TOTAL_____

H. Other Costs - List items (e.g., rent, reproduction, telephone, janitorial or security services, and investigative or confidential funds) by major type and the basis of the computation. For example, provide the square footage and the cost per square foot for rent, or provide a monthly rental cost and how many months to rent.

Description	Computation	Cost
		TOTAL _____

I. Indirect Costs - Indirect costs are allowed only if the applicant has a Federally approved indirect cost rate. A copy of the rate approval, (a fully executed, negotiated agreement), must be attached. If the applicant does not have an approved rate, one can be requested by contacting the applicant's cognizant Federal agency, which will review all documentation and approve a rate for the applicant organization, or if the applicant's accounting system permits, costs may be allocated in the direct costs categories.

Description	Computation	Cost
		TOTAL _____

Budget Summary- When you have completed the budget worksheet, transfer the totals for each category to the spaces below. Compute the total direct costs and the total project costs. Indicate the amount of Federal requested and the amount of non-Federal funds that will support the project.

Budget Category	Amount
A. Personnel	_____
B. Fringe Benefits	_____
C. Travel	_____
D. Equipment	_____
E. Supplies	_____
F. Construction	_____
G. Consultants/Contracts	_____
H. Other	_____
Total Direct Costs	_____
I. Indirect Costs	
TOTAL PROJECT COSTS	_____
Federal Request	_____
Non-Federal Amount	_____

Budget & Budget Narrative (Attachment 2)
JAG Formula Program: Local Solicitation
Washtenaw County Sheriff's Office
DUNS# 020111969

Personnel & Fringe: In order to fully run the Community Outreach Team we would like to hire a part-time Community Engagement Coordinator. This position will train our Peer Outreach Workers (POW's) and work to build relationships with key community partners in an effort to bring all of the necessary stakeholders to the table for successful community change. This position will be paid \$14.40/hour and work 30 hours/week. This particular grant will fund this position for two years.

Salaries: \$14.40 per hour x 30 hours per week x 52 weeks per year x 2 years = **\$44,928**

Fringe: \$44,928 x (7.65% FICA/MCA + 2.14% WC) + \$132 UE per year x 2 first two pays per month x 12 months x 2 years = **\$4,662**

Director Salary and Fringes: 5% per of the Directors overall time will be dedicated to this program and therefore part of the grant will go to cover these costs.

(Total fringes for Directors include FICA/MC, hospitalization, life insurance, long term disability, retirement and retirement health care, dental, unemployment, severance, liability/tuition, and workman's compensation.) = **\$6,403**

In addition we will be hiring five (5) Peer Outreach Workers who will assist in relationship building with residents, facilitated prevention programs for youth, assisting residents in the development and implementation of a community revitalization strategy, and ongoing training for our deputies.

Stipends: 5 Peer Outreach Workers x \$8.00/hr x 20 hrs/week x 52 weeks per year x 2 years = **\$83,200**

Total for two year period \$139,193

Travel: To ensure that our Peer Outreach Workers have transportation to attend trainings, community events, and other work related duties we will be paying for bus transportation. 5 POW's x 2 trips/day x 4 days/week x 52 weeks x 2 years = (4,106 trips/ year) x \$1.75/trip = **\$7,280**

Total for two year period \$7,280

Equipment: Qwizdom is an instant voting presentation device that will be utilized during neighborhood revitalization sessions, deputy trainings, presentations with young people, and to facilitate ongoing evaluation/research of the effectiveness of our program. This tool provides a fun and interactive way to engage groups as well as measure effectiveness within each training session. As a research tool Qwizdom allows us the capability to do ongoing questionnaires and measure a range of objectives. The software has been purchased previously and these funds will be utilized to purchase the handheld devices. 30 handheld remotes, 1 master control, 1 sensor, and 1 charger = **\$3,000.**

We will also purchase two digital cameras in an effort to fully document and record all of our community outreach events. 2 cameras x \$125 = **\$250**

Total for two year period: \$3,250

Supplies: In order to have a fully functioning program that engages our neighborhoods effectively supplies such as postage, printing, and office supplies are needed.

To fully publicize our many events printing materials will be needed. Items such as fliers, signs, and banners over a two year period are budgeted at **\$3,000**.

Office supplies are budgeted at **\$3,000**

Postage is budgeted over a two year period to cost **\$3,000**

Training materials for both our POW's and Deputies are budgeted to cost **\$2,000**. These materials will be used to put together a comprehensive training manual along with general supplies for an 8 week training course.

Total for two year period: \$11,000

Total project cost for two years: \$160,723