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January 4, 1994

City Council and
Redevelopment Agency of the
City of Sacramento
Sacramento, California

APPROVED
BY THE CITY COUNCIL

JAN 4 1994

OFFICE OF THE
CITY CLERK

AG 94-001



Honorable Members in Session:

SUBJECT: INDIVIDUAL PROJECT AGREEMENT WITH THE SACRAMENTO
POLICE DEPARTMENT FOR INCREASED POLICE SERVICES FOR
THE OAK PARK REDEVELOPMENT PROJECT AREA

LOCATION AND COUNCIL DISTRICT

Oak Park Project Area, District 5

RECOMMENDATION

Staff recommends adoption of the attached resolution which authorizes the Executive Director to execute an Individual Project Agreement (IPA) attached hereto as Attachment I and all related documents with the City of Sacramento to fund increased police services for the Oak Park Redevelopment Project Area. The resolution also contains findings that the increased police services will benefit the Project Area and that this expenditure of funds, therefore, constitutes a redevelopment activity.

CONTACT PERSONS: Anne Moore, Acting Director
Community Development, 440-1357
Cassandra Jennings, Program Manager
Neighborhood Development Division, 440-1322

FOR COUNCIL MEETING OF: January 4, 1994

SUMMARY

This staff report requests authorization for the Executive Director to execute an IPA and all related documents with the City of Sacramento to fund increased police services for the Oak Park Redevelopment Project Area. This action augments the joint Police Department and Sacramento School District "Oak Park Revitalization Plan", a comprehensive effort to suppress crime and introduce positive programs for youth in the Oak Park community.



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OAK PARK PROJECT AREA COMMITTEE (PAC) ACTION

At its October 6, 1993, meeting, the Oak Park Project Area Committee (PAC) adopted a motion recommending approval of an IPA with the City of Sacramento Police Department to fund two additional police officers for the Oak Park Redevelopment Project Area. The motion also recommends that at least three Oak Park residents representing the community's cultural diversity be appointed to each of the three Oak Park Revitalization Plan advisory subcommittees. The vote of the PAC was as follows:

- AYES: Baxter, Crump, Dansby, Gibbs, Kline, Lango, Lucero, Millar, Roberts

- NOES: White, Wolff

- ABSTENTION: None

- ABSENT: Cavese, Eckerman, Hernandez

COMMISSION ACTION

At its meeting of December 15, 1993, the Sacramento Housing and Redevelopment Commission adopted a motion recommending adoption of the attached resolution. The votes were as follows:

- AYES: Diepenbrock, Dobbins, Harland, Holloway, Moose, Rotz, Williams, Yew, Simon
- NOES: None
- NOT PRESENT TO VOTE: Amundson
- ABSENT: Cespedes

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BACKGROUND

"OPERATION REVITALIZATION"

In March 1992, the Federal government, through the Attorney General's Office, devised a "Weed and Seed" Plan to reclaim and revitalize city neighborhoods throughout the nation. The City of Sacramento was not selected to participate in this program. However, Governor Wilson, the State Attorney General and the legislature realized the value of the federal Weed and Seed Plan and developed a similar program for cities in the State of California which were not selected in the original federal program. The State program, called "Operation Revitalization", is funded from two sources: State Drug Suppression in Schools Act funds and federal Anti-Drug Abuse Act funds.

Through a request for proposals (RFP) issued by the State Office of Criminal Justice Planning (OCJP), the City of Sacramento, as well as other jurisdictions statewide, was invited to submit proposals to OCJP for consideration.

OAK PARK REVITALIZATION PLAN

The Sacramento Police Department, in conjunction with the Sacramento City Unified School District, developed and submitted a plan titled "The Oak Park Revitalization Plan" (OPR Plan). The OPR Plan problem statement, which identifies specific criminal activity occurring in the Oak Park Redevelopment Project Area to be addressed by the OPR Plan, is attached as Exhibit A to Attachment I. On July 14, 1993, the Police Department received notification that it was selected to receive \$518,500 for implementation of its OPR Plan.

The OPR Plan encompasses the original "weed and seed" concept, beginning with a heavy concentration of crime suppression (or "weeding") using a combination of law enforcement efforts. After these initial suppression efforts, neighborhood police officers (NPOs) trained in problem oriented policing techniques will continue to focus on the target area. These NPO officers will continue to coordinate all law enforcement efforts in the area as well as other city resources including code enforcement officers and building inspectors.

While the law enforcement efforts continue, school district staff at Sacramento High School will introduce (or "seed") programs to suppress the presence of drugs on campus, counsel elementary and junior high school students from feeder schools, provide recreational activities, and work with high-risk youth in the area. Drug/alcohol identification and intervention training for teachers and parents will be provided. Counseling by public and private service providers will be made available for students

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and parents. A half-time juvenile probation officer will be made available to the high school from the Sacramento County Probation Office. In addition, various non-profits, governmental and community-based organizations, will provide needed support and social services to community residents.

The entire effort will receive guidance and direction from a Project Oversight Committee chaired by the Chief of Police. This committee will meet quarterly and interface with three subcommittees; a Law Enforcement Committee; a Neighborhood Revitalization Committee; and an Economic Development Committee. The latter subcommittees will be composed of government leaders, law enforcement, educators, business persons, clergy, property owners and neighborhood residents. Agency staff have been asked to participate in the implementation of the project with a staff representative serving on the Economic Development and the Neighborhood Revitalization committees.

The Police Department requested and the Oak Park PAC approved the funding of two additional police officers for a one year period from Oak Park tax increment funds as the required local match to leverage state funds. Additionally, a recent U.S. Department of Housing and Urban Development (HUD) grant which was awarded to the Housing Authority of the City of Sacramento to fund 2.0 full-time equivalent (FTE) police officers to provide additional police services to benefit public housing residents will be used in conjunction with the program. Previously the Agency approved Community Development Block Grant (CDBG) funding for two .75 FTE positions, a building inspector and nuisance abatement officer from CDBG contingency funds (\$78,750). The positions will also work in support of the Oak Park Revitalization Plan.

The IPA recommended in this report will provide funds for a one year Neighborhood Police Officer pilot program to supplement the OPR Plan described above. Because the Plan is designed to be comprehensive in its approach, it draws on the participation and resources of many participants. Following is a summary of the federal, state and local funds totalling over \$1.1 million committed to or recommended for the Oak Park Revitalization Plan;

Office of Criminal Justice Grant	\$518,000
HUD Grant through SHRA	\$250,000
Drug Free Zone Officer City funded	\$101,600
Neighborhood Police Officers proposed Tax Increment funding	\$200,000
CDBG funding	\$ 78,750
Total	\$1,148,350

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All of the resources listed above will be exclusively dedicated to the Oak Park area and will provide a total of seven additional police officers exclusively serving that community. The Office of Criminal Justice Grant will fund a full-time Police Sergeant, and Police Officer; a part-time Code Enforcement Officer; a part-time Building Inspector; a part-time Probation Officer; a full-time Program Facilitator; and part-time Social Worker Interns; Recreation Specialists; and various support staff.

The HUD Grant funds two full-time Police Officers. The proposed SHRA funded NPO Program will fund two full-time Neighborhood Police Officers, a part-time Code Enforcement Officer and a part-time Building Inspector. The Drug Free Zone Officer is funded through the Police Department's Budget and is dedicated full-time to the Oak Park Area.

FINANCIAL CONSIDERATION

Implementation of the Agency funded NPO Program as summarized in the attached IPA is scheduled to begin on January 1, 1994. Funding will extend for 12 consecutive months expiring on December 31, 1994. A 12-month program cost analysis for employee services, supplies and equipment is as follows:

	<u>CITY</u> <u>FY '93-94</u>
Salary and Benefits	
2 - Police officers	\$150,000*
Services and Supplies	
1 - Fully equipped patrol vehicle	26,150
Fleet maintenance	8,800
2 - Handie-talkies or walkie - talkies	4,600
1 - Cellular telephone with monthly service	1,300
2 - Pagers with monthly service	350
Youth Tutoring Program	1,000
Telephone installation and service	400

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Training courses-specialized	1,500
Polygraph and psychiatric testing	400
Safety equipment	4,200
Uniform allowance	<u>1,300</u>
Total one year cost	<u>\$200,000</u>

- * This amount represents maximum salaries and benefits. This amount may be reduced, depending on the seniority/salary ranking for the selected NPO officers.

Oak Park 1993 Tax Allocation Revenue Bond (TARB) proceeds will fund the Neighborhood Police Officers Program for the initial 12 months in an amount not to exceed \$200,000. At the conclusion of the twelve months the City will have the option of continuing the Program with other funds.

Additional funds for a part-time Code Enforcement Officer and Dangerous Building Inspector are available from the Agency's 1993 CDBG funds and were previously recommended and approved in a separate report.

POLICY CONSIDERATIONS

Execution of an IPA with the Department of Police will furnish the resources necessary for the implementation of the NPO Program portion of the Oak Park Revitalization Plan to combat gang- and drug-related violence in the Oak Park Redevelopment Project Area. Police services through the NPO program assist in the: 1) reduction of crime; 2) reversal of a negative community image; 3) creation of an environment for new investment; and 4) alleviation of blight in the Oak Park Redevelopment Project Area.

Additional police services are of primary benefit to the Oak Park Redevelopment Project area and directly relate to the redevelopment purpose of providing for the protection of property and public health and safety of persons and businesses within the Oak Park Redevelopment Project Area. Previous Agency action has allowed for the funding of police services for a limited duration as long as there is a demonstrated redevelopment purpose. This recommendation is consistent with the Oak Park Redevelopment Plan and the 1991 Oak Park Revitalization Strategy.

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ENVIRONMENTAL REVIEW

The proposed action does not constitute a project under CEQA per Guidelines Section 15378(b), nor federal undertaking under NEPA.

M/WBE CONSIDERATIONS

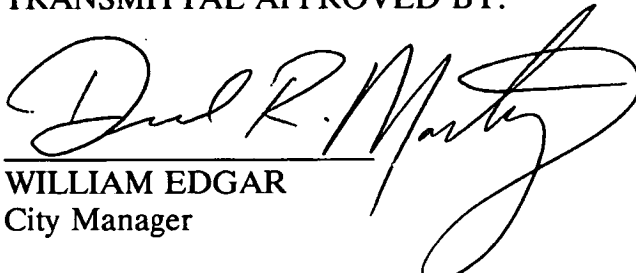
The action proposed in this report has no M/WBE impact.

Respectfully submitted by,



JOHN E. MOLLOY
Executive Director

TRANSMITTAL APPROVED BY:



for: WILLIAM EDGAR
City Manager

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RESOLUTION NO. 94-001

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

APPROVED
BY THE CITY COUNCIL

JAN 4 1994

OFFICE OF THE
CITY CLERK

**OAK PARK REVITALIZATION PLAN:
INDIVIDUAL PROJECT AGREEMENT FOR POLICE OFFICERS
AND BUDGET AMENDMENT**

WHEREAS, the City of Sacramento wishes to enter into an agreement with the Redevelopment Agency of the City of Sacramento (Agency) to fund two police officer positions for the Oak Park Revitalization Plan in the Oak Park Redevelopment Project Area (Project Area).

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SACRAMENTO:

Section 1. The City Manager of the City of Sacramento, or a designated representative, is authorized to execute an individual project agreement (IPA) with the Agency in the form of Attachment I, to provide two police officers and equipment necessary to police the Project Area as part of the Oak Park Revitalization Plan.

Section 2. The General Fund Revenue Budget for fiscal year 1993/94 is amended to receive revenue of \$118,140 from the Agency for the provision of police officers and equipment as part of the Oak Park Revitalization Plan.

Section 3. The General Fund Administrative contingency is increased and then reduced, by \$118,140 for transfer to the Police Department's operating budget (101-710-7012-499).

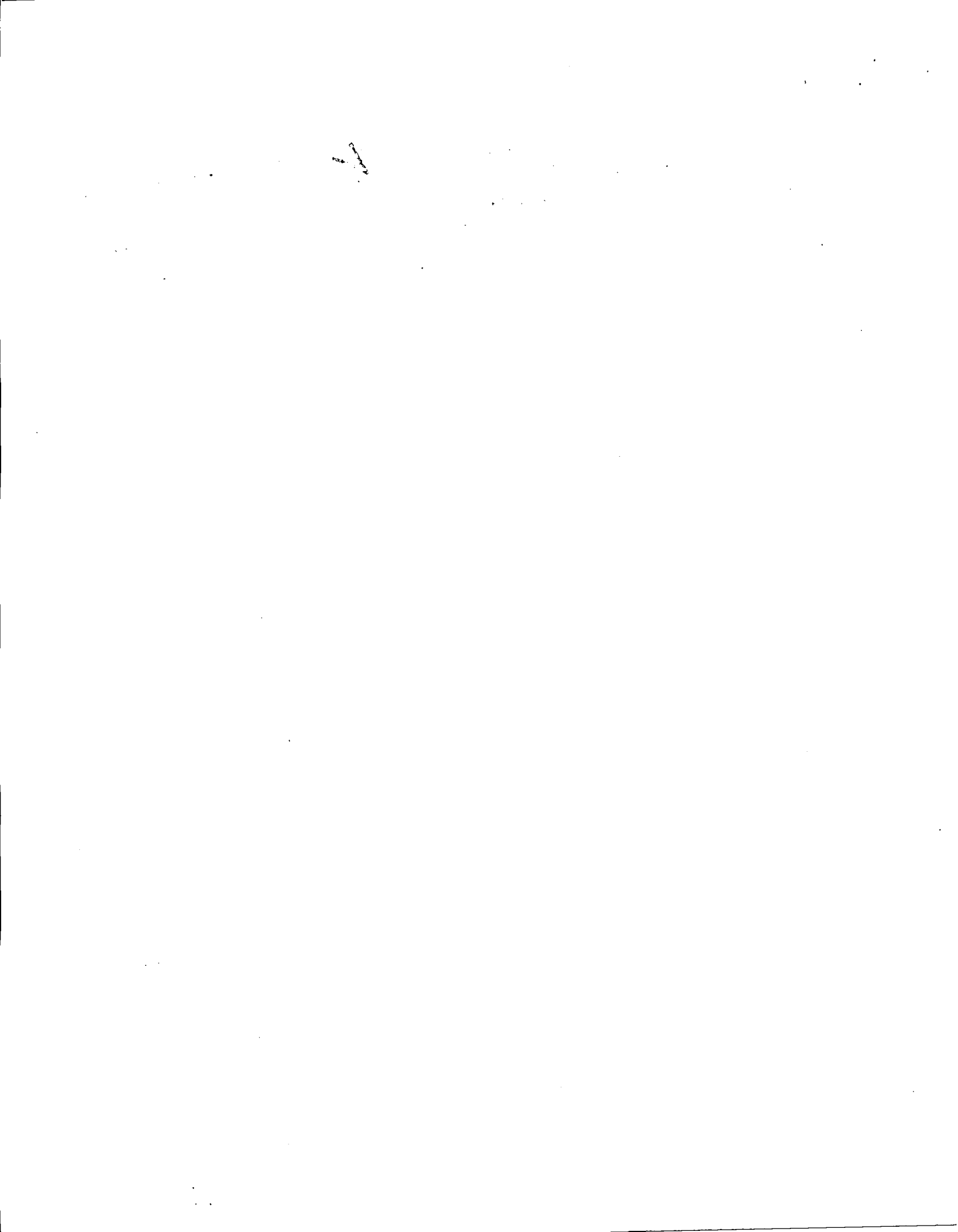
Section 4. The Police Department is augmented by two F.T.E. Police Officer positions.

Section 5. The Police Department's Office of Operations operating budget be increased by \$118,140 to provide salaries, supplies and equipment for two Neighborhood Police Officers in the Oak Park Redevelopment Project Area.

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____



Section 6. The funds received under the agreement with the Agency shall not be used to supplant expenditures by the City of Sacramento.

MAYOR

ATTEST:

CITY CLERK

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FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

RESOLUTION NO. 94-001

ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO

ON DATE OF _____

**OAK PARK REVITALIZATION PLAN:
INDIVIDUAL PROJECT AGREEMENT FOR POLICE SERVICES
AND AMENDMENT OF AGENCY BUDGET**

WHEREAS, crime in the Oak Park Redevelopment Project Area (Project Area) discourages investment and endangers the safety of residents and others within the project area;

WHEREAS, the expenditure of 1993 Tax Allocation Revenue Bond funds for additional police services in the Project Area would likely decrease the incidence of crime in the Project Area; and

WHEREAS, the decrease in incidence of crime in the Project Area will result in the elimination of blight and further redevelopment of the Project Area.

NOW, THEREFORE, BE IT RESOLVED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO:

Section 1: The Redevelopment Agency of the City of Sacramento hereby finds that the above recitals are true and correct.

Section 2: The Executive Director is authorized to execute an Individual Project Agreement (IPA), in the form of Attachment I, with the City of Sacramento to fund two (2) police officer positions for twelve (12) months to police the Project Area as part of the Oak Park Revitalization Plan.



FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

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Section 3: The Executive Director is authorized to take all actions as necessary to implement the IPA.

CHAIR

ATTEST:

SECRETARY

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FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

INDIVIDUAL PROJECT AGREEMENT

This Agreement is entered into as of _____, by and between the SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (hereinafter "Agency"), and the CITY OF SACRAMENTO (hereinafter "City").

RECITALS

WHEREAS, the CITY OF SACRAMENTO (CITY) and the REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO and the HOUSING AUTHORITY OF THE CITY OF SACRAMENTO entered into a Master Project Agreement on April 1, 1984;

WHEREAS, the Master Project Agreement authorizes the City Manager and Executive Director to enter into a Memoranda of Agreement for provision of CITY services to be paid for by funds allocated in the AGENCY's budget or CITY's Community Development Block Grant (CDBG) budget;

WHEREAS, the Agency desires to utilize the staff and expertise of the City to hire two police officers to police the Oak Park Redevelopment Project Area; and

WHEREAS, the Agency has determined that it has sufficient funds to fund the City of Sacramento Department of Police to hire two additional police officers to police the Oak Park redevelopment project area.

NOW THEREFORE, the parties hereto agree and covenant as follows:

AGREEMENT

1. The City of Sacramento Department of Police will assign two additional police officers (each officer will work a 4-day/10-hour per day work week) to patrol the Oak Park Redevelopment Project Area, as described in Exhibit A, exclusively for a twelve (12) month period commencing January 1, 1994, under the Neighborhood Police Officers Program. The two officers will be in addition to officers normally assigned to the police districts within the Oak Park redevelopment area.
2. The Agency agrees to pay the City for the costs associated with the assignment of the two officers, for a total sum not to exceed TWO HUNDRED THOUSAND DOLLARS (\$200,000).
3. The Agency agrees to make one payment to cover the twelve (12) month period. The payment will cover the costs incurred by the City from January 1, 1994, through December 31, 1994.
4. The Neighborhood Police Officers Program set forth herein shall be accomplished according to the program description set forth in Exhibit A attached hereto and made a part hereof.

5. City has established a budgeted line item breakdown of the aforementioned total sum as follows:

	<u>CITY</u> <u>FY '93-94</u>
Salary and Benefits	
2 - Police Officers	\$150,000
Services and Supplies	
1 - Fully equipped patrol vehicle	26,150
Fleet Maintenance	8,800
2 - Handie-Talkies	4,600
1 - Cellular Telephone with monthly service	1,300
2 - Pagers with monthly service	350
Youth Tutoring Program	1,000
Telephone Installation and service	400
Training Courses-Specialized	1,500
Polygraph and Psychiatric	400
Safety Equipment	4,200
Uniform Allowance	<u>1,300</u>
Total one year cost	<u>\$200,000</u>

6. The Agency will transfer 1993 Tax Allocation Revenue Bond funds to the City of Sacramento General Fund Revenue Budget as follows: \$200,000, for fiscal year 1993-94 on or before January 1, 1994.
7. It is mutually agreed that pursuant to Section 895.4 of the Government Code, the City shall indemnify and hold harmless the Agency from any costs, claims or liability, including court costs, investigation and attorney's fees, resulting from the acts of or omissions of the City or its employees in providing any services under this IPA.
8. This IPA may be amended or cancelled at any time prior to termination by mutual consent of the parties. In no event shall this IPA be cancelled without thirty (30) days prior written notification.

IN WITNESS WHEREOF, the parties hereto have executed this agreement
as of the date first written above.

APPROVED AS TO FORM:

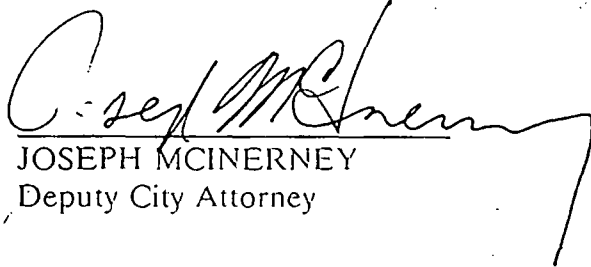
SACRAMENTO HOUSING
AND REDEVELOPMENT
AGENCY

DANA W. PHILLIPS
General Counsel

JOHN E. MOLLOY
Executive Director

APPROVED AS TO FORM

CITY OF SACRAMENTO



JOSEPH MCINERNEY
Deputy City Attorney

WILLIAM H. EDGAR
City Manager

ATTEST

VALERIE A. BURROWES
City Clerk

ARTURO VENEGAS, JR
Chief of Police

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PROBLEM STATEMENT

The Sacramento Police Department, and Sacramento Senior High School (a school within the Sacramento City Unified School District) as co-applicants (hereinafter referred to as *APPLICANTS*), are proposing a comprehensive, collaborative community revitalization program dedicated to the Oak Park community in the city of Sacramento. The target area to be affected by the anti-drug activities described in the **Oak Park Revitalization Plan** is within City Council District 5, and is in an Enterprise Zone and Employment Incentive Area generally bounded by U.S. Highway 50 on the north, Fruitridge Road on the south, State Highway 99 on the west, and Stockton Boulevard/Martin Luther King Boulevard on the east.

The target area includes more than 18,000 residents of varying ethnicity, economic status, and ages. In terms of ethnic diversity, the target population consists of 25.4% white, 26.8% black, 27.5% hispanic, and 18.7% asian/pacific. More than 20% of the City's Spanish speakers, and one in six of all the City's Asian population (including Cambodian, Laotian, Hmong and Mien), all with limited English speaking skills, live in or near the target area. About half of the residents in the project area are unemployed or not in the work force. The incidence of poverty in Council District 5 is higher than for Sacramento as a whole. One of every four district residents, 26%, was living in poverty at census time. Approximately 80% of the families in the area receive some Aid to Families with Dependent Children. The percentages of people in the area receiving general assistance, food stamps, medical assistance is more than three times what the county as a whole experiences. Community based organizations in the target area, such as the Oak Park Neighborhood Multi-Service Center also provide medical and substance abuse treatment.

The target area contains proportionally more preschool and school age children (34.1%) than the rest of the City (26.4%), and the target area has a large percentage of high school dropouts. Only 38% of the residents live in owner-occupied housing, with the rest living in rental units or public housing units.

When compared to other areas of the City, the Oak Park community experiences among the highest rates of drug offenses, burglary and violent crimes such as murder, rape, robbery, and aggravated assault.

Many crimes committed in the Oak Park area are attributable to supporting the habits of drug abusers and/or gang activity aimed at protecting

"turf" and supporting drug trafficking in the Oak Park community. The target area is home to the sales of virtually all of the prominent illegal drugs including rock and powdered cocaine, marijuana, heroin and methamphetamine. While this is not a problem unique to the Oak Park area, it is more prevalent here than in most parts of the city. Arrests for possession and sales of rock cocaine, in particular, are tragically higher in this area than in other neighborhoods. Sales of rock cocaine are often conducted in public view. Residents frequently find their streets, sidewalks, and even their yards littered with used, contaminated syringes which present obvious hazards, especially for unwary children.

The Sacramento Police Department (SPD), while very active in narcotics enforcement in the Oak Park area, has been unable to stem the flow of drugs into this area (especially rock cocaine). In 1992, SPD officers made 506 arrests for drug offenses, including the possession, possession for sale, and sales of drugs. The Narcotics/Gangs Division devotes approximately 30% of its time and enforcement efforts in the Oak Park area. In addressing the environmental conditions which attract the criminal element to this area, the Department has initiated Problem Oriented Policing (POP) strategies in the Oak Park area. Of the 54 POP projects opened in 1992, 33 (61%) were drug and/or gang related. Of the 26 POP projects opened in 1993, 14 (54%) are drug and/or gang related).

The Oak Park Revitalization Plan proposed by the *APPLICANTS* will include anti-drug abuse suppression, prevention, intervention and treatment components. The specific "anti-drug abuse" and "drug suppression in the schools" activities proposed will be delivered to the designated target area through a partnership with various law enforcement, education, and public and private organizations. Anticipated benefits of the Oak Park Revitalization Plan include (1) increased community participation in the development and execution of strategies aimed at curbing drug abuse and criminal activity in the Oak Park Community, (2) improved service delivery through increased coordination and collaboration between the community, schools, various government, law enforcement and service providers, and (3) the establishment of a viable *model* for the suppression/prevention of crime and drug abuse which can be replicated

in other Sacramento communities. The development and implementation of the Oak Park Revitalization Plan will occur in five phases over the duration of the 18 month grant.

■ **PHASE ONE - Program Development:** This phase of the program will concentrate on the solicitation of community input and support, and the development of an organizational structure.

Solicit Community Support and Interaction: Without benefit of federal funding, the Sacramento Police Department began coordinating the development of the Oak Park "weed and seed" project with the U.S. Attorney's Office in late 1992. A preliminary version of this Oak Park Revitalization Plan was discussed with a long standing community advisory group (Oak Park Project Area Committee - PAC, in December 1992, and received tentative support. Community representatives are being asked to assist in refining this proposal to further reflect the desires and needs of Oak Park residents and businesses.

Develop Organizational Structure: The Oak Park Revitalization Plan will incorporate the use of four committees responsible for overall project coordination and management of project-specific objectives and activities. On approval of the Sacramento City Council, the Project Oversight Committee (POC) will be appointed by the Sacramento Chief of Police, with input from the local community and other sources. Three *operational committees*, including a Law Enforcement Committee, a Neighborhood Revitalization Committee, and an Economic Development Committee will also be established with members appointed by the Chief of Police.

■ **Project Oversight Committee (POC):** Federal, State and local law enforcement efforts, community-oriented policing activities, schools, social services, and community initiatives will be coordinated by the POC in a multi-disciplined attack on local violent crime, narcotics trafficking and drug abuse in the target area. The POC will also work to stimulate social and economic development. Members of the POC will include the representatives of the Chief of Police, the Mayor, the area's City Councilmember (District 5), the City Manager, the U.S. Attorney, the Sacramento County District Attorney, the Presiding Superior/Municipal Court Judge, the Director of the Sacramento Housing and Redevelopment Agency. A representative of Prevention Intervention Advisory Committee (same as the Suppression of Drug In Schools Local Advisory Committee) and County Alcohol and Drug Advisory Board (same as the County Master Plan Committee) will also participate on the POC. Selected neighborhood representatives and the

Chairpersons of the Law Enforcement, Neighborhood Revitalization, and Economic Development Committees will also serve on the POC.

- **Law Enforcement Committee (LEC):** The Oak Park Revitalization Plan seeks to develop a long term police/community focused partnership by incorporating elements of Community Oriented Policing (COP). As an innovative policing philosophy, it is believed that COP will encourage community participation in decision-making, redefine police/community roles and accountability, and result in deploying police personnel at a level closer to neighborhood residents. The LEC will consist of law enforcement components necessary to address the problems identified in a needs assessment (conducted in phase 2). For the Sacramento Police Department, this would include elements of Patrol (especially our Problem Oriented Policing officers), Narcotics/Gangs, Traffic, and the newly created Youth and Community Services Division. For allied agencies, representatives from the Bureau of Narcotics Enforcement (BNE), County Probation Department, Bureau of Narcotics Enforcement (BNE), the County District Attorney's Office, and the Presiding Superior/Municipal Court Judge will also be on this committee. Federal law enforcement representatives will be included from the U.S. Attorney's Office, the Federal Bureau of Investigation (FBI), and Alcohol, Tobacco and Firearms (ATF). Also participating on the LEC will be one representative from the Sacramento Unified School District, and two citizens from the Oak Park community who will be responsible for providing a community perspective on various law enforcement actions in the target area.

- **Neighborhood Revitalization-Committee (NRC):** The NRC will be responsible for developing a needs assessment of the residents of Oak Park community and developing a plan to address the most serious needs of the neighborhood. Concurrent with activities of the Law Enforcement Committee, the NRC will address the issues of prevention, intervention and treatment, as well as the revitalization of social services and housing in the Oak Park community. Members of this committee will include representatives from the Sacramento Housing and Redevelopment Agency (SHRA), a representative from the Oak Park PAC Housing Subcommittee, City Manager's Office, City Department of Neighborhood Services, Sacramento High School, and the County Department of Health and Human Services. Additionally, representatives from the community, such as civic groups and church organizations will

participate on this committee.

- **Economic Development Committee:** A crucial component to the Oak Park Revitalization Plan is a comprehensive economic development plan for the neighborhood. Many social problems have their genesis in poverty. In order to effectively reduce crime and improve the neighborhood for residents, the "seeding" strategy must reverse a downward economic spiral and create a neighborhood in which business thrives. This committee will be composed of representatives from the City Manager's Office, the SHRA, a representative of the Oak Park PAC Economic Development Subcommittee, neighborhood residents, and representatives of area business associations.

- **PHASE TWO - Implementation Plan Development:** A needs assessment will be completed within 90 days of the formulation of the NRC. This needs assessment will be completed by surveying the residents of the project area by door-to-door survey similar to surveys conducted by community volunteers, City staff and police department personnel in the Drug Free Zone around the Fourth Avenue Park (in the target area), in the Mack Road corridor, and in the Neighborhood Reclamation and Protection Plan (NRPP) area of downtown Sacramento. Information from the needs assessment survey will be made part of the NRC plan, and will be the first building block in the plan for law enforcement's response to the Oak Park target area. Officers selected to participate in the Oak Park Revitalization Plan will use information from the survey in developing and implementing POP strategies in this area.

- **PHASE THREE - Initiate "Weed" Activities:** An important, and perhaps the most visible component of the Oak Park Revitalization Plan will be the increased law enforcement activities directed at suppressing crime in the Oak Park community, particularly drug and drug-related offenses. Suppression strategies will focus on law enforcement, adjudication, prosecution and supervision activities designed to target, apprehend and incapacitate violent criminals in the Oak Park area. Special enforcement activities will include;

- increased suppression of street level drug usage and sales (e.g., "street sweeps")
- intensified narcotics investigations to identify, arrest and prosecute major trafficking organizations
- targeted prosecution of repeat and violent offenders

- victim/witness assistance and protection services.

The most obvious elements of the "weed" component include specially trained police officers called Neighborhood Police Officers (NPO), Narcotics/Gangs officers, federal law enforcement agencies, Housing and Dangerous Buildings Inspectors, and Code Enforcement Officers.

- **Neighborhood Police Officers (NPO):** NPO's will dedicate their services to the Oak Park target area and the achievement of program goals. They will supplement patrol officers normally assigned to the Oak Park area. NPO's will receive training in Community Oriented Policing (COP) philosophy and the innovative problem solving strategies of Problem Oriented Policing (POP). The application of community policing strategies is expected to raise the level of community involvement in crime prevention activities to solve drug-related problems in their neighborhood and enhance the level of community security. Deployed in a variety of configurations (i.e., mobile, foot, and/or bicycle patrol), NPO's will be involved in substantial "weeding" activities (i.e., enforcement activities), using primarily the concepts and tactics learned in their COP and POP training. They will remain active in the project area to facilitate initial "seeding" activities, preserve the gains made in suppressing drug and gang activity in the area, and to discourage the return of the criminal element. This approach has proven very effective and is currently being utilized in two neighborhood-based revitalization projects in other parts of the City.

- **Narcotics/Gangs Officers:** Through close working relationships, the NPO's will bring the resources of the Sacramento Police Department's Gang and Narcotics Divisions to bear on specific areas identified in the needs assessment. Experiences in the NRPP area indicate that the use of Narcotics/Gangs Officers and other specialized units focused on specific drug and gang problem areas can result in the quick and efficient elimination of the problems.

- **Federal Assistance:** The two federal agencies most likely to be integrated into this law enforcement strategy are the Federal Bureau of Investigation (FBI) and Bureau of Alcohol, Tobacco and Firearms (ATF). The FBI may address gang-related activity with potential RICO prosecutions using robbery, extortion, narcotic dealing activity, as predicates. Additionally, the FBI, where appropriate, may be used in enforcing the recently enacted car jacking statute. ATF may also be used in anti-gang activity as well as drug offenses in which a weapon is used and

Triggerlock cases.

- **Local Prosecution/Probation:** The County District Attorney's Office will target drug offenders from the Oak Park Revitalization Plan project area for expeditious prosecutions, and enhanced sentencing where appropriate. The County Probation Department will provide more intense supervision of convicted drug offenders arrested or living in the target area.

- **Housing and Dangerous Buildings:** Addressing nuisance code violations, substandard or dangerous buildings conditions during increased law enforcement activities in an area, can help eliminate drug and gang activity. A Housing and Dangerous Buildings inspector will check on existing substandard or dangerous building cases in the target area and aggressively enforce requirements to correct deficiencies on building in the area. The inspector will coordinate with Code Enforcement and the Police Department on the most serious cases involving illegal activities as well as nuisance violations.

- **Code Enforcement:** Nuisance and Vehicle Abatement Officers will address the problems of abandoned vehicles, blight and physical deterioration including junk, debris and illegally dumped tires. These officers will work with neighborhood groups and activities to identify problem properties and trouble spots in the target area for enforcement action, and they will coordinate with the Housing and Dangerous Buildings Inspector and the Police Department regarding any serious complaints involving possible illegal activity as well as nuisance and zoning violations.

▣ **PHASE FOUR - Implement "Seed" Activities:** Some "seeding" activities will occur in conjunction with the increased law enforcement, however, the bulk of seeding efforts will not occur until the NRC has completed its assessment of the area. The NRC is expected to propose a variety of "seed" programs, to include (1) programs to assist in the rehabilitation of property, (2) expanded youth recreation and employment initiatives, (3) new substance abuse treatment and intervention programs, and (4) community anti-drug and gang activities coordinated by the local educational system and the Prevention/Intervention Advisory Committee. Community participation is anticipated to be the catalyst for success in this area. Community empowerment and self-help efforts will be supported.

- **Schools:** Schools will provide coordination of prevention, intervention and treatment

services to identified high risk students in the school system within the Oak Park Revitalization Plan target area. They will either provide or contract for a variety of school-based programs to meet the goals of this project. Strategies of the Sacramento City Unified School District (and individual schools within the target area) will focus on the establishment of new, or expansion of existing school programs, such as enhanced educational activities, after-school activities, counseling and mentoring services, nutritional guidance, drug education, and after school care, and family-oriented programs.

■ **Social Services:** Public and private social service providers will coordinate and target resources to improve housing, economic status, education and health services, and rehabilitative and support services. For example, the *APPLICANTS* will coordinate "seeding" activities with the Sacramento Housing and Redevelopment Agency (SHRA) as that agency focuses its activities in the Oak Park area, such as maintaining and increasing affordable housing stock, retaining existing business and attracting new business to the area, and the enhancement of major Oak Park streets and public facilities. The *APPLICANTS* will continually work with area health and human services providers to develop new and/or expand existing services.

■ **PHASE FIVE - Evaluation:** The POC, along with the three operational committees will develop an evaluation plan. Consulting services will be used to help the POC develop an appropriate evaluation model. The evaluation will focus on the achievement of goals outlined in the **Oak Park Revitalization Plan**. It will look at the effectiveness of delivering public safety and community services through a multi-disciplined approach, and the impact that approach has had on the community's sense of security, and the promotion of its health and well being. Useful statistics for review will include, but are not limited to (1) the increase/decrease in the percentage of youth in the area who drop-out of school, (2) changes in the number of crack babies born in local hospitals who are from parents in the target area, and (3) the net change in the area crime rate (particularly drug related offenses) and/or calls for police services.