

AGENDA
NEIGHBORHOOD AND PUBLIC SAFETY ISSUES COMMITTEE

WEDNESDAY, FEBRUARY 15, 1995

7:00 P.M.

CITY HALL COUNCIL CHAMBERS
915 I Street, 2nd Floor
Sacramento, California

1. Deployment Strategies for the Community Oriented Policing Services (COPS): Phase I Grant Program

RECOMMENDATION OF STAFF: Forward to Council and Adopt Staff
Recommendations

COMMITTEE MEMBERS: Steinberg (Chair), Kerth, Fargo, Waters



1

DEPARTMENT OF
POLICE

CITY OF SACRAMENTO
CALIFORNIA

February 6, 1995

HALL OF JUSTICE
813 SIXTH STREET
SACRAMENTO, CA
95814-2495

PH 916-264-5121

Neighborhood and Public Safety Issues Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: DEPLOYMENT STRATEGIES FOR THE COMMUNITY ORIENTED
POLICING SERVICES (COPS): PHASE I GRANT PROGRAM

LOCATION AND COUNCIL DISTRICT

City. All Council districts.

SUMMARY

On January 17, 1995, the Sacramento City Council approved the acceptance of the Community Oriented Policing Services (COPS): Phase I grant award (hereinafter referred to as the COPS Grant Program). The COPS Grant Program staff report presented to Council included thirteen (13) proposed Neighborhood Police Officer (NPO) sites. Responsibility for determining the most effective deployment of the 23 new police officers authorized under the COPS Grant Program was assigned to the Neighborhood and Public Safety Issues Committee for recommendations. The NPO site recommendations made by the Police Department were based on a broad range of effectiveness issues, and staff recommends approval of these sites. In addition, staff recommends approval of the two phased implementation timeline, with program start dates in July and September 1995.

CONTACT PERSON: Lt. Paul Marshall
Planning and Research Division
(916) 264-7327

COMMITTEE/COMMISSION ACTION

None

1

Neighborhood and Public Safety Issues Committee
Re: Deployment Strategies for COPS Grant Program
February 6, 1995
Page 2

STAFF RECOMMENDATION

Staff recommends approval of the proposed NPO sites detailed in the COPS Grant Program report presented to Council on January 17, 1995. Staff also recommends approval of the revised program start dates of July and September 1995.

BACKGROUND INFORMATION

On January 17, 1995, the Sacramento City Council approved the acceptance of the COPS Grant Program funding. All required documentation to officially accept the COPS grant was signed by the City Manager and sent to the U.S. Department of Justice on January 19, 1995. Information on the original grant and the basis for the proposed site selections is summarized along with a revised implementation time line.

Original Grant Proposal: The program proposal for which the Sacramento Police Department sought federal grant funds consists of the deployment of 23 additional Neighborhood Police Officers (NPOs) into Sacramento's neighborhoods. These NPOs will use Problem Oriented Policing tactics and a strategy known locally as the *Neighborhood Reclamation and Protection Plan* (NRPP). A detailed explanation of the NRPP concept and strategies may be found in the NRPP report adopted by the City Council in April 1992 (**APPENDIX A**).

The NRPP strategies actually predate the Police Department's ten year strategic plan and were developed through meetings with community groups, City departments, and other governmental agencies. The NRPP strategies, which were formally adopted by the City Council in 1992, are the basis for expansion of the city's Neighborhood Revitalization program and a key initiative in the Police Department's strategic plan. Sacramento began its first neighborhood reclamation projects in 1991 and is currently operating twelve (12) such projects. All of these projects have had a significant effect in reducing crime and disorder in the areas in which they have been implemented. With this grant, the Police Department will increase its number of NPOs to forty-seven (47) toward our city-wide goal of 100 (**APPENDIX A1**).

The emphasis on problem resolution through the use of Problem Oriented Policing (POP) and multi-disciplinary partnering strategies is central to the success of neighborhood reclamation. In terms of the COPS Grant Program, implementation of neighborhood reclamation strategies will follow two fundamental principles. First, in severely troubled neighborhoods, the NPOs will work with residents and public and private service providers to resolve neighborhood crime and disorder problems using a combination of traditional and non-traditional law enforcement methods.

Neighborhood and Public Safety Issues Committee
Re: Deployment Strategies for COPS Grant Program
February 6, 1995
Page 3

Second, in neighborhoods that are relatively stable, the NPOs will work to maintain the quality of life and minimize the potential for the displacement of criminal activity from other parts of the City. See **APPENDIX A2**.

NPO Site Recommendations: The recommendation of the thirteen (13) neighborhoods proposed for the COPS Grant Program was based on the original application and 1992 NRPP report. The site selections provide a strategic approach toward a long range solution of the city's public safety needs. Some of the sites are not among the city's highest crime areas. The selections include a mixture of areas needing reclamation due to crime problems and some in need of revitalization due to economic and visual blight and/or protection due to their potential as a "displacement" area.

The process of selecting the proposed sites was a collaborative one including line and staff personnel of the Police Department, various city departments, allied agencies such as the Sacramento Housing and Redevelopment Agency (SHRA), probation, parole and numerous community members. Quantitative information was considered, but statistics don't always explain a problem and seldom identify an area in need of reclamation or protection. Therefore, qualitative information from the people who live and work in the affected areas was the key to the discussions and identification of the proposed sites. Priority was given to distributing NPOs into business corridors that are centers of community life and commerce. Experience has shown these corridors are a key to revitalization of a much larger surrounding area. As partnerships between businesses, neighborhoods and public safety are formed, they become the catalyst for economic growth and reclamation. **APPENDIX B** summarizes the NPO sites presented to the City Council on January 17, 1995. **APPENDICES B1** through **B13** contain the maps of the 13 proposed NPO sites, which incorporate the sites named in the original grant application.

Factors considered in determining the proposed sites were:

- criminal activity in a neighborhood,
- calls for service,
- problems identified by police officers from citizens in their patrol districts,
- City Council complaints,
- active POP projects,
- citizen input at community forums,
- community meetings with the Sector Captains,
- input from allied agencies,
- strategic plan quarterly reports,
- potential "displacement" neighborhoods,
- areas where residents indicate a high level of fear about crime, and

Neighborhood and Public Safety Issues Committee
Re: Deployment Strategies for COPS Grant Program
February 6, 1995
Page 4

Implementation Time line: The selection process for the NPOs hired under the COPS Grant Program will result in more experienced officers becoming NPOs, with newly hired officers replacing those officers in the Patrol Division. The Patrol Division, however, cannot cope with the immediate reassignment of 23 experienced officers without training police officers to replace them. Therefore, the actual initiation of NPO projects will not occur until the new officers are sufficiently trained to replace experienced patrol officers assigned as NPOs.

The COPS Grant Program staff report presented to the City Council on January 17, 1995, outlined a three phased implementation beginning in May 1995 and continuing through September 1995. Due to the unavailability of fully trained replacement police officers, and the anticipated delay in the review and approval of NPO sites, the May 1995 start date is not feasible. After consultation with the U.S. Department of Justice, it was agreed that the Police Department may revise the deployment schedule to begin in July 1995 as long as the deployment is concluded before the end of the federal budget's fiscal year or September 30th.

As a result of training needs and time constraints, the Police Department proposes start dates in July and September 1995. The July start date will include the four commercial sites; a combination site containing a business corridor, a large parkway and residential areas; and three sites containing large parks which commonly experience increases in criminal activity during the summer months. The second group, which includes the remaining five (5) sites, will be assigned in September 1995, to coincide with the beginning of the school year.

FINANCIAL CONSIDERATIONS

The total COPS Grant award is \$1,985,665 over three years. The terms of the COPS Grant Program require quarterly financial reports to document the expenditure of grant funds. For purposes of financial reporting, the City of Sacramento's official program start date was October 1, 1994.

First Quarter (October through December 1994): The City had no grant fund expenditures during the first quarter of the grant period because no trained replacement officers were available.

Second Quarter (January through March 1995): By the end of the second quarter of the grant period, the Police Department will be requesting reimbursement for the salaries of all 23 police officers authorized under the COPS Grant Program award:

Neighborhood and Public Safety Issues Committee
Re: Deployment Strategies for COPS Grant Program
February 6, 1995
Page 5

- Seven (7) new police officers hired in January 1995 have completed academy training and are currently in field training. It is anticipated that these new officers will be trained sufficiently by **July 1995** to replace more experienced officers assigned as NPOs. A request for reimbursement for the salaries of these seven officers will be made for the second quarter of the grant period.
- Eight (8) "lateral transfer" police officers will be hired in March 1995 and will attend five weeks of orientation training. These officers will begin field training in April 1995. It is anticipated that these officers will be trained sufficiently by **July 1995** to replace more experienced officers who will be assigned as NPOs. A request for reimbursement for the salaries of these eight officers will be made for the second quarter of the grant period.
- Eight (8) additional "police recruits" will complete academy training, be sworn in as police officers, and begin their field training, in late March 1995. It is anticipated that these new police officers will be trained sufficiently by **September 1995** to replace the more experienced police officers who will be assigned as NPOs. These officers will be included in the request for reimbursement of salaries submitted for the second quarter of the grant period.

ENVIRONMENTAL CONSIDERATIONS

None

POLICY CONSIDERATIONS

According to the terms of the COPS Grant Program award, the Police Department must submit a revised implementation plan to the U.S. Department Justice, COPS Office, within 90 days of the City Manager signing the award acceptance letter - or no later than April 19, 1995. No payment of grant funds will be made to the City until this plan has been reviewed and approved by the COPS Office.

NPO Sites: The Police Department recommends adoption of the NPO sites identified in the COPS Grant Program report submitted to the Council on January 17, 1995. The recommendation of these thirteen (13) NPO sites is based upon the need to effectively distribute limited resources to implement a city-wide program.

5

Neighborhood and Public Safety Issues Committee
Re: Deployment Strategies for COPS Grant Program
February 6, 1995
Page 6

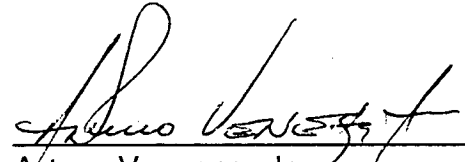
Implementation Priority: It is proposed that the 23 new NPOs from the COPS Grant Program be assigned to the thirteen (13) recommended sites in the following manner:

- **July 1995:** To the four (4) sites containing the business corridors. These include the Broadway, Del Paso Boulevard, Mack Road, and Stockton Boulevard business corridors (**APPENDICES B1, B2, B4, and B10**, respectively).
- **July 1995:** To the South Natomas site which contains the Northgate business corridor and the American River parkway (**APPENDIX B-9**).
- **July 1995:** To an additional three (3) sites containing public parks experiencing unusually high levels of calls for service and/or criminal activity. These are South Land Park, Tahoe Park, and Winn Park (**APPENDICES B8, B11 and B13**, respectively).
- **September 1995:** To the remaining five (5) sites.

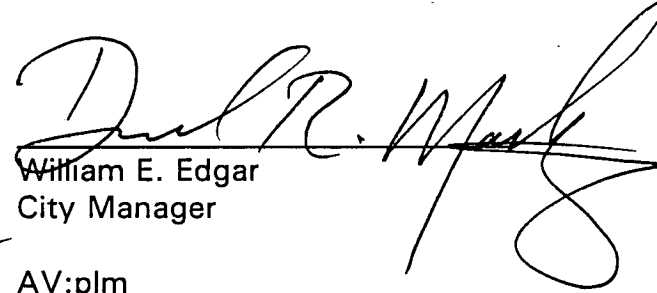
MBE/WBE REPORTS

Materials and services will be procured in accordance with the City's MBE/WBE policy.

Respectfully submitted,


Arturo Venegas, Jr.
Chief of Police

RECOMMENDATION APPROVED:


William E. Edgar
City Manager
AV:plm

Attachments
Ref: 2-11



OFFICE OF THE
CITY MANAGER

CITY OF SACRAMENTO
CALIFORNIA

February 12, 1992

CITY HALL
ROOM 101
915 I STREET
SACRAMENTO, CA
95814-2684

916-264-5704
FAX 916-264-7618

City Council
Sacramento, California

HONORABLE MEMBERS IN SESSION:

SUBJECT: Neighborhood Reclamation and Protection Plan (NRPP) to Reduce
Drug and Gang Activity

LOCATION AND COUNCIL DISTRICT

Citywide program, initial focus in Districts 1 & 4.

SUMMARY

This report is in response to a request by the City Council to develop an alternative strategy to the Drug and Gang problems which would not require extensive planning and studying of the issue. A program, utilizing existing resources, can be implemented immediately as a pilot in one neighborhood. Alkali Flat is recommended as the pilot neighborhood. This program proposes to take back and hold onto neighborhoods hard hit by drug and gang problems. Key elements of this program are:

- The Police Department intensifies efforts to clear the neighborhood of the drug/gang element.
- Code enforcement effort to address blight and physical deterioration.
- Community mobilization programs to support efforts, offer improved access to recreation and human services.
- Neighborhood Police Officers.
- Policy Review Committee: Council Members, Staff, Other Agency, Community Representatives.

STAFF RECOMMENDATIONS

Staff recommends the adoption of two resolutions attached to this report, which would:

- 1) Approve the use of the Neighborhood Reclamation and Protection Plan (NRPP) as an action plan for scaling back drug and gang problems in the City of Sacramento; and
- 2) Approve Alkali Flat as the target area for staff to initiate the Neighborhood Reclamation and Protection Plan.

TABLE OF CONTENTS

Page
Number

2	Background
6	Financial Considerations
6	Policy Considerations
7	MBE/WBE
8	Exhibit A/Anti-Drug and Gang Programs in Other Communities
11	Exhibit B/NRPP Organization Charts
15	Exhibit C/List of Targeted Neighborhoods Recommended by Police Department

BACKGROUND

On November 26, 1991, the City Council approved a resolution which elevated the problem of drugs and gangs to an emergency status. The staff report and accompanying resolution, proposed the development of a multiple-discipline master plan to address this problem over a number of years. While our Council supported this approach in a resolution, they also requested less planning and more immediate action. In response, staff explored alternative approaches currently used in San Jose, known as Project Crackdown and the Community Reclamation Project, a federally funded anti-drug and gang program in the Harbor area of Los Angeles County. It has also been learned that a very similar program is in place in Norfolk, Virginia, which has been recognized as an early success by the U.S. Office of National Drug Control Policy.

In addition, the City of Sacramento has had recent experience in using a similar approach in the public housing areas of New Helvetia and River Oaks. The Police Department used multiple police resources to clear these areas of highly visible drug and criminal gang activity. For about two months, this effort was supported by SHRA which funded overtime for off-duty officers to supplement existing on duty police personnel. To provide long

term law enforcement maintenance, SHRA approved funds to pay for two (2) police officers for this area. These officers will be trained in Problem Oriented Policing and to work closely with the community.

With SHRA as the "landlord" they retain responsibility for the physical condition of the property, and have various staff and programs in place similar to the code enforcement effort proposed for NRPP. Community mobilization has occurred in these areas, which is reflected in the existence of organized community groups and the availability of SHRA staff committed to supporting tenant activism. Experiences gained in the New Helvetia/River Oaks areas provide a local basis for the development of a more comprehensive NRPP model to be initiated in a single target area.

Neighborhood Reclamation and Protection Plan

The Neighborhood Reclamation and Protection Plan is recommended for City Council approval as an immediate response to Sacramento's drug and gang problems. The Neighborhood Reclamation and Protection Plan is proposed as an alternative to the development of a master plan as proposed and adopted by the Council on November 26, 1991 and reflects elements of programs in other communities (Exhibit A). EMT Study recommendations will be considered as Neighborhood Reclamation and Protection Plan projects are being implemented. An NRPP neighborhood project will generally proceed as follows:

- The Police Department develops and initiates a variety of law enforcement actions to clear the neighborhood of criminal drug and gang activity.
- A code enforcement effort starts with the collection of data which will help guide a major community clean-up day and other long term efforts.
- A community mobilization effort starts with a community survey to identify concerns.
- The community is invited to a City sponsored "kick-off" meeting attended by the Mayor, district Council Members, Police Chief and various City staff who explain NRPP.
- Citizens are invited to participate in a major clean-up day.
- On the clean-up day, multiple City departments, and community members work to paint out graffiti, remove abandoned cars, trim trees, replace and put up lights needed for safety, remove junk and debris and clean the streets.
- The clean-up day is capped with a celebration which includes food, music, and the distribution of NRPP t-shirts, caps and frisbees with a motivational slogan (i.e. "NRPP...No more drugs and gangs here!").

- Citizens are mobilized to create a neighborhood Community Action Team to provide leadership for the long term health of the community.
- The Community Action Team is helped to produce a short, mid and long range action plan which will be supported, as resources permit, by various City departments.
- Various public and private agencies, neighborhood groups, businesses, churches and community members are encouraged to participate with the neighborhood in implementing the action plan.
- - Neighborhood police officers are assigned to the area and an NRPP special phone number is posted to provide improved access to police and other City services needed to protect reclamation gains.

NRPP Organizational Support

A **Neighborhood Reclamation and Protection Plan Policy Committee** (Exhibit B) is recommended to insure the emergency status of drugs and gangs is appropriately considered in the use of City resources. The NRPP Policy Committee would meet monthly and is recommended to include the Mayor, two Council Members, the City Manager, the Police Chief, the Director of Planning and Community Development, the Director of Parks and Community Services, an Executive Deputy Director of SHRA, a representative of Sacramento Twenty-One, and three community representatives. The Mayor is the recommended chairperson for this committee (or a designee), and the Mayor is recommended to select the two participating Council Members, and all non-City government members. The Police Department's community affairs committees are a recommended source for the community representatives, and the Steering Committee for Sacramento Twenty-One may be willing to provide a representative.

As directed by the NRPP Policy Committee, the coordination of technical support for target area activities will be the responsibility of the **Implementation Task Force** (Exhibit B), chaired by a Deputy City Manager. The Implementation Task Force will review and approve neighborhood action plans. The Task Force will be responsible for the availability and provision of resources needed by the NRPP Action Teams to carry out approved plans. The Implementation Task Force will meet monthly and report to the Neighborhood Reclamation and Protection Plan Policy Committee.

The creation of a new multiple department consortium of teams, or the **Neighborhood Reclamation and Protection Plan Action Teams** (Exhibit B) is recommended to support work in one area. The NRPP Action Teams will be comprised of:

- community mobilization/coordination team
- law enforcement team
- community code enforcement/cleanup team.

Each team will have a coordinator. Team Coordinators will jointly develop plans with the Neighborhood Reclamation and Protection Plan Coordinator, who will be the Anti-Drug and Gang Coordinator assigned to the Office of the City Manager. Together, all coordinators will carry out action plans approved and supported by the Implementation Task Force.

The mission of NRPP Action Teams will be to work in partnership with community members and other public and private organizations to reclaim target neighborhoods so as to create environments resistant to drugs and gangs.

Objectives include reducing the fear of crime, frustration over blight and disorder, and apathy which incapacitates healthy and active community life needed for effective resistance. Fear reduction will be the goal of the law enforcement team, frustration reduction will be the goal of the code enforcement team, and apathy reduction will be the goal of the community coordination/mobilization team. Long term protection will be maintained by a new neighborhood program which will supplement existing Citywide police services and other City services which may be needed to insure extended drug and gang resistance in historically at risk neighborhoods.

A prioritized list of thirteen target areas (Exhibit C) was prepared by the Police Department and is recommended for project inclusion by the Anti-Drug and Gang Implementation Task Force.

The Alkali Flat target area is recommended as the first sites which will serve as a model for future program expansion. This will require the Police Department to temporarily redirect services from other areas to support a target area problem solving strategy to clear out the criminal drug and gang element. SHRA can fund two officers needed for long term area protection in Alkali Flat (funds are only available for one year), which has been supported by the Alkali Flat Project Area Committee. Non-law enforcement maintenance needs are anticipated to require staff support for code enforcement and community coordination activities. Efforts will be made to involve community members, community based organizations, schools, churches and businesses in the reclamation and long term maintenance of project gains.

By using the Neighborhood Reclamation and Protection Plan Action Team approach, NRPP has a recommended implementation time of approximately one year for each project neighborhood to reach a maintenance status.

NRPP Impact and Staffing

A concentration of resources in a single area will result in reductions in Citywide service levels by participating departments. This may be offset if target neighborhood improvements reduce service demands in at risk neighborhoods. In addition, as the community prepares a plan for its own revitalization, demands for increased non-law enforcement services should be anticipated. In San Jose, this approach included development of new recreational programs and facilities. Also, there is the issue of displacement which could move problems in one area into another. While the concentration and intensity of problems will likely be lessened, NRPP will nevertheless affect Citywide services.

To develop a model program, the following personnel will be assigned as team coordinators and participants:

- A Recreation Superintendent will coordinate the Community Coordination/Mobilization effort, with the Recreation Supervisor serving as the daily team leader, with assistance of a Neighborhood Improvement Coordinator for community mobilization.
- A Police Commander to head the Law Enforcement Team and, with assistance from two POP Officers, to develop a problem solving strategy which will require the short-term assistance of various police teams, i.e. TAC, CSU, Street Drug Enforcement, Traffic, etc.
- A Fire Prevention Safety Officer to head the Code Enforcement/ Community Cleanup Team, which will require the assistance of personnel and resources such as Code Enforcement, Dangerous Building Inspections, Fire Prevention and Public Works.

If this program is expanded to other areas, we will need to replace the Fire Prevention Officer and a Recreation Superintendent with permanent staff in FY 92/93 or permanently reassign them to this project. The latter would reduce current service levels in the Fire and Parks & Community Services Departments. Also, as depicted in Exhibit A, program expansion will necessitate significant staff increases in law enforcement, code enforcement and recreation/community mobilization personnel.

To measure the impact of NRPP, staff will attempt to identify grant funds which could be used for program evaluation. This is an important activity for at least three reasons:

- Participating communities and staff need clear information on the success of their efforts.
- Accountability for policy and program staff.
- We will need to measure what works so as to develop successful models for future replication.

FINANCIAL CONSIDERATIONS

Upon approval of this program, funding alternatives for its expansion will be identified for City Council consideration. This program is anticipated to require the redirection of existing allocations. Current allocations can support the initial development of a model Neighborhood Reclamation and Protection Plan project in the Alkali Flat target area.

The Police Department projects that maintenance of project area gains will require the permanent assignment of four (FTE) Police Officers to this area. In a separate report, staff will be recommending the use of \$191,000 Tax Increment funds to finance two of these officers in Alkali Flat, (and \$191,000 of other SHRA funds for two officers in New Helvetia/River Oaks). The Tax Increment funds are available for only one year (for further

information on the costs, see Exhibit A). Funding for the other two maintenance officers needed for Alkali Flat has not been identified. Without added resources, the Police Department, like other departments, must look to existing programs as a source for these maintenance personnel.

POLICY CONSIDERATIONS

There are several key policy considerations which should be addressed, including but not limited to:

1. Is it the Council's desire to develop a neighborhood based anti-drug and gang program rather than maintain and/or expand current Citywide activities?
2. Is the NRPP approach more desirable than the "San Diego Model" which the Council authorized staff to pursue on November 26, 1991? There are insufficient staff resources to implement NRPP and develop a multi-year master plan for implementation of a Citywide anti-drug and gang campaign.
3. There is a strong possibility that implementing an NRPP type plan which focuses City efforts in target areas, will impact the delivery of some City services to other areas. It could result in slower responses to requests for services and/or reduced levels of services to areas not targeted.
4. Similarly, focusing services to target areas and changing the processes for delivering services to those areas, may result in the use of delivery systems which are inconsistent with current Council supported policies/procedures.

MBE/WBE

Not applicable.

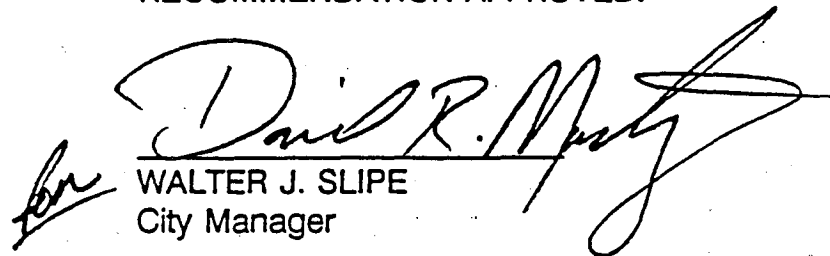
Respectfully submitted,



MATT POWERS

Interim Anti-Drug & Gang Program Coordinator

RECOMMENDATION APPROVED:



WALTER J. SLIPE
City Manager

FOR MORE INFORMATION CONTACT:

Matt Powers
Interim Anti-Drug & Gang Program Coordinator
264-7626

FOR COUNCIL MEETING OF MARCH 17, 1992

Anti-Drug and Gang Programs in Other Communities

The Neighborhood Reclamation and Protection Plan will share elements of programs in operation in other communities which serve as models for Sacramento. Similar programs are in place in San Jose, Los Angeles County. Norfolk, Virginia like San Diego and San Jose's Project Crackdown, provides a multiple discipline response to emphasizing the problem of drugs and gangs. Both were developed to provide neighborhood based services, as opposed to the provision of centralized programs which deliver service on a Citywide basis. Both San Diego and San Jose have experienced reductions and delays in the provision of Citywide services as a byproduct of their neighborhood oriented programs. Both programs include a heavy reliance on law enforcement activity. And, both include the provision of other City services so as to produce an improved quality of life and provide for long-term neighborhood resistance to drug and gang activity. These two programs are reported to be successful by their staff and their local media. Neither have a strong program evaluation component which would assist in measuring effectiveness.

San Jose's Project Crackdown is the model most similar to that proposed for Sacramento. San Jose is currently supporting Project Crackdown with one Police Deputy Chief, as Project Director; a law enforcement team comprised of one Police Lieutenant, two Sergeants, eighteen Police Officers; a code enforcement team comprised of one Supervising Code Enforcement Officer, and three Code Enforcement Officers; a community mobilization team comprised of one Recreation Superintendent; three Community Coordinators, six part-time Community Workers, and monies for services and supplies.

The mission of Project Crackdown is to reclaim neighborhoods plagued by drug and gang problems. Their objectives are to reduce the fear of crime, frustration over conditions of blight and disorder and community apathy. These objectives are actively pursued by a consortium of teams which represent multiple City departments who work in collaboration with community members.

Project Crackdown has six active neighborhood projects, and is providing ongoing increased City service levels in three neighborhoods which have reached a maintenance status. Project Crackdown staff report they will need additional staff in order to expand this program to new areas.

Similar to Project Crackdown in Los Angeles County, there is the Community Reclamation Project which was federally funded to produce a reclamation model for a community based anti-drug and gang program. The Community Reclamation Project was funded by the Office of Juvenile Justice and Delinquency Prevention and the United States Office of Substance Abuse and Prevention to operate programs in Carson, Harbor City, Lomita and Wilmington in the Harbor area of Los Angeles County. This model will serve as a reference source for Sacramento's Neighborhood Reclamation and Protection Project. Similar grant funds are currently not available for Sacramento.

Duplication of San Jose's Project Crackdown staffing and support in Sacramento would cost approximately \$3,006,223 and would support work in four to five areas.

Position	No.	Salary/ Benefits	Equip. Serv./ Supplies	Total Per Position	Total
Police Lieutenant	1	\$94,433	\$40,180	\$ 134,613	\$ 134,613
Police Sergeant	2	\$81,427	\$40,180	\$ 121,607	\$ 243,214
Police Officer	18	\$68,500	\$26,630	\$ 95,130	\$1,712,340
Supervising Nuisance Abatement Officer	1	\$49,677	\$20,000	\$ 69,677	\$ 69,677
Nuisance Abatement Officers	3	\$40,000	\$20,000	\$ 60,000	\$ 180,000
Supervising Dangerous Building Inspector III	1	\$51,029	\$20,000	\$ 71,029	\$ 71,029
Housing & Dangerous Building Inspector I	3	\$47,450	\$20,000	\$ 67,450	\$ 202,350
Recreation Superintendent	1	\$65,000	\$20,000	\$ 85,000	\$ 85,000
Neighborhood Improvement Coordinator	3	\$40,000	\$20,000	\$ 60,000	\$ 180,000
Other					\$ 128,000
Total					\$3,006,223

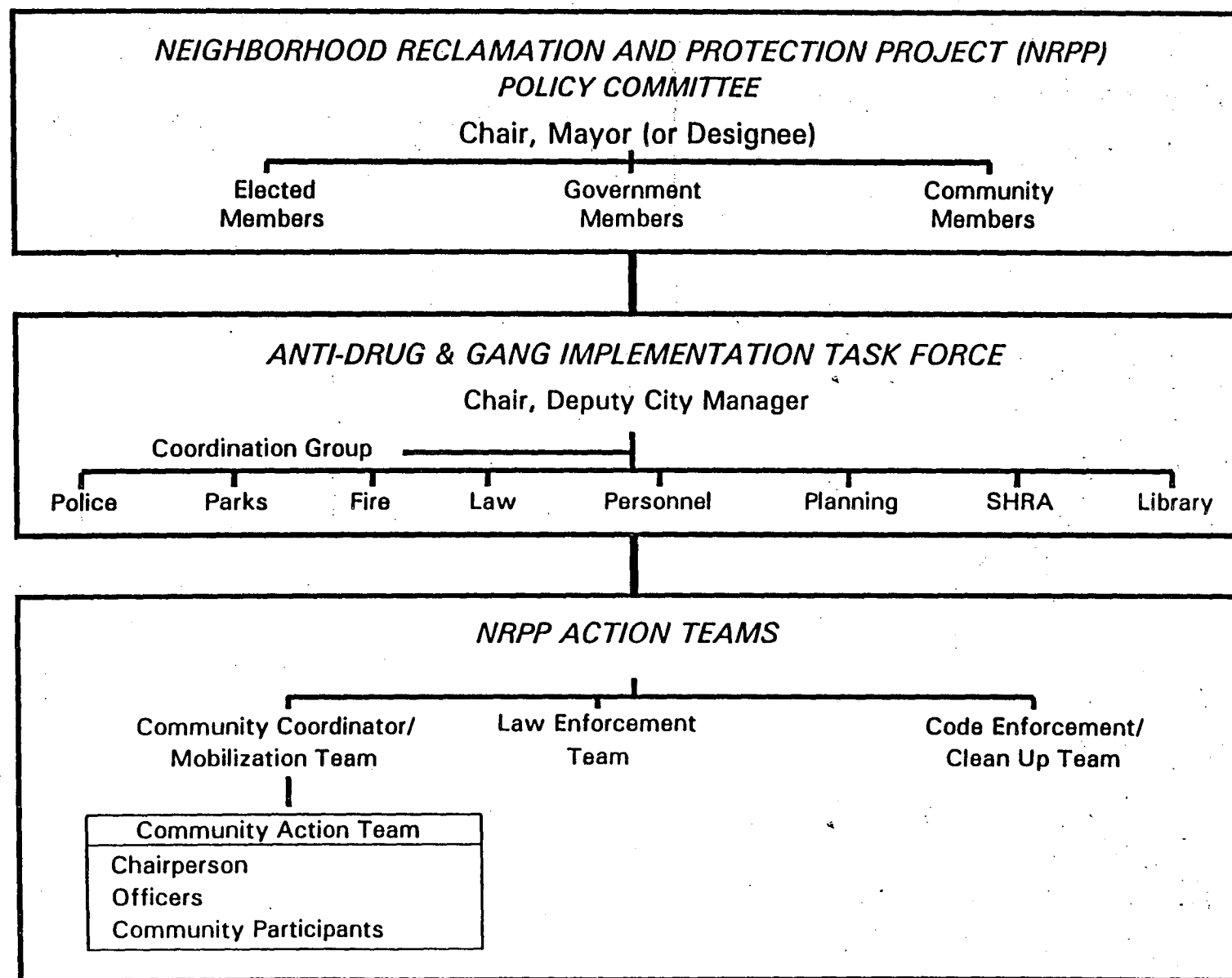
For Sacramento to open similar projects for all of the recommended target areas would require staff and support estimated to cost between \$8 - \$10 million. Full costs are difficult to determine since our target areas are significantly larger than those in San Jose. Moreover, new programs and facilities may be needed in these areas and costs will not be known until neighborhood plans and alternatives are available for consideration by Council. In San Jose, some areas have required the development of mini-community recreation centers, which also serve as locations for police community outreach centers.

The Police Department estimates 60 sworn personnel would be needed to maintain Neighborhood Reclamation and Protection Plan gains in historically at risk areas. These officers would have a present associated cost of \$6.3 million. For both San Jose and San Diego, law enforcement accounts for roughly 66% -75% of total program operations. In some of these areas, there is the possibility of financial support from SHRA, which could reduce the affect on the General Fund (i.e. Oak Park, Del Paso Heights, and Alkali Flat redevelopment areas).

The Community Reclamation Project in Los Angeles County is supported by local municipalities, but is a program managed by their County Probation Department. The approach is, however, community based and will serve as a reference for NRPP development.

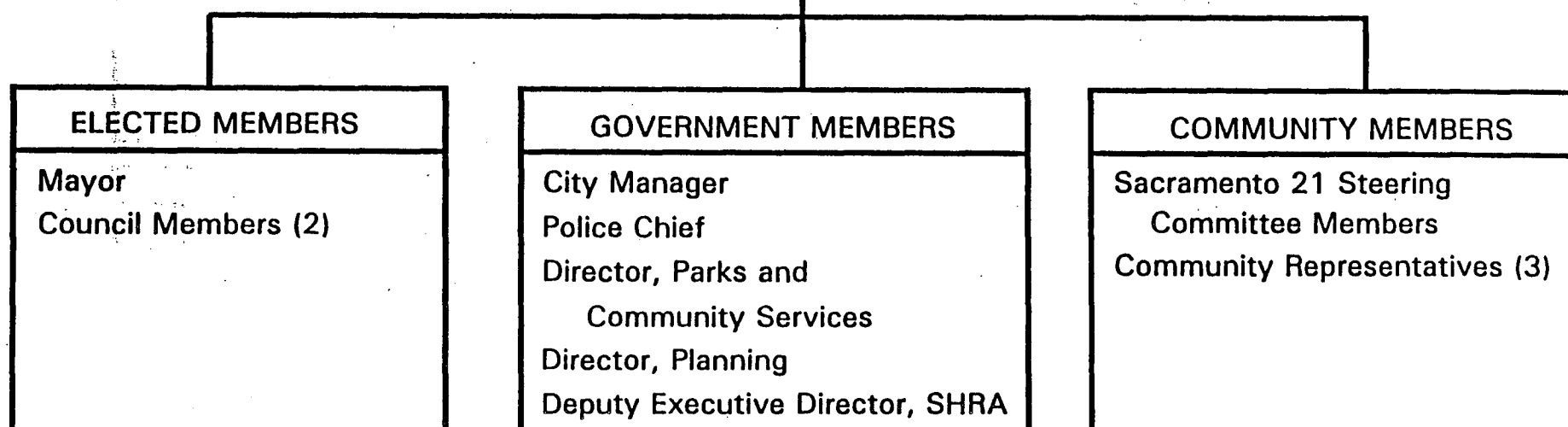
In addition, the Norfolk, Virginia PACE program is being hailed as a successful new program for cleaning up drug infested neighborhoods. PACE, or Police Assisted Community Enforcement uses a three stage approach which is similar to NRPP. PACE is funded with federal grant funds and a property tax increase. Like other similar programs, for Norfolk the issue of ongoing neighborhood maintenance is a community concern. This should concern Sacramento, as Norfolk has significantly higher staffing ratios and greater funding flexibility. Nevertheless, this program reflects the general applicability of a neighborhood based anti-drug program in other communities, and elements will be considered as NRPP is implemented.

NEIGHBORHOOD RECLAMATION AND PROTECTION PROJECT ORGANIZATION



**NEIGHBORHOOD RECLAMATION AND PROTECTION PROJECT (NRPP)
POLICY COMMITTEE**

CHAIRPERSON, MAYOR (or Designee)



2/11/92

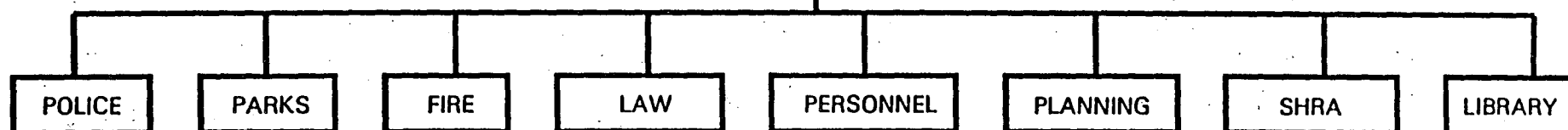
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**ANTI-DRUG & GANG IMPLEMENTATION
TASK FORCE**

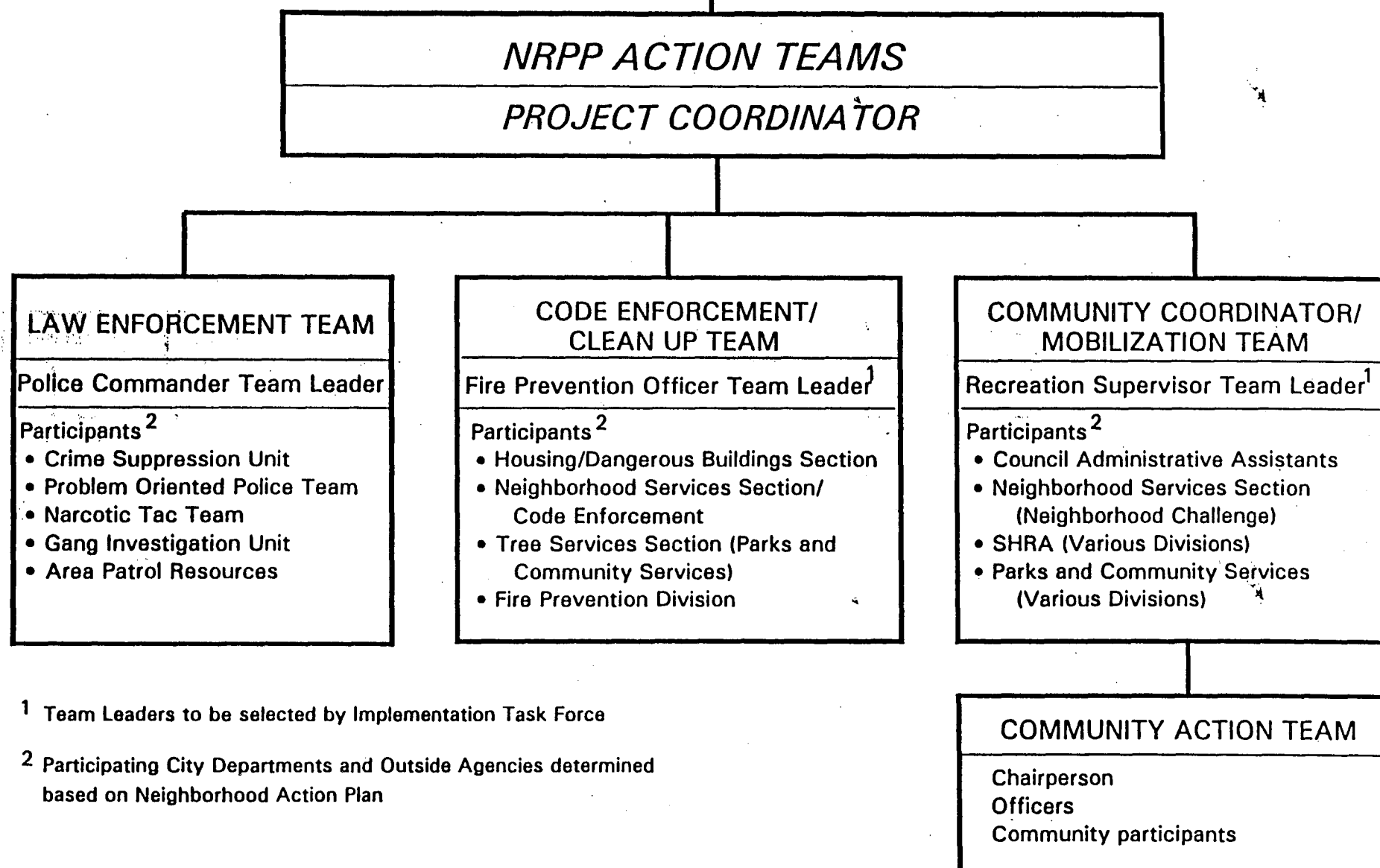
COORDINATION GROUP

Anti-Drug/Gang Coordinator
Budget Manager
Citizen's Assistance Officer

CHAIR, DEPUTY CITY MANAGER



2/11/92



¹ Team Leaders to be selected by Implementation Task Force

² Participating City Departments and Outside Agencies determined
based on Neighborhood Action Plan

List of Targeted Neighborhoods Recommended by the Police Department

1. Alkali Flat: Southern Pacific Railroad Tracks (north), H Street (south), 19th Street (east) and Seventh Street (west).
2. Mack Road: Brookfield (north), Bramford (south), Highway 99 (east) and Franklin (west).
3. Oak Park: Highway 50 (north), 12th Avenue (south) Stockton Boulevard (east) and Highway 99 (west).
4. Franklin Villa: Florin (north), Brookfield (south), Franklin (east) and 29th Street (west).
5. Del Paso Heights: 1-80 (north), Arcade Creek (south), Marysville (east) and Rio Linda (west).
6. Franklin Boulevard: 12th Avenue (north), 47th Avenue (south), Highway 99 (east) and 24th Street (west).
7. Strawberry Manor: 1-80 (north), Lampasas (south), Rio Linda (east) and East Levee (west).
8. Glen Elder: Fruitridge (north), City limits (south) Power Inn (east) and 65th Street Expressway (west).
9. Meadowview: Meadowview (north), City limits (south), Southern Pacific Railroad Tracks (east) and Freeport (west).
10. Southside/Downtown: Capitol (north), I-80/Highway 50 (south), 15th Street (east) and I-5 (west).
11. Gardenland: San Juan (north), Garden Highway (south) east levee (east) and I-5 (west).
12. Stockton Boulevard: 21st Avenue (north), City limits (south) 65th Street Expressway (east) and Stockton (west).
13. River Oaks/New Helvetia: Broadway (north), Vallejo (south), Muir Way (east), and I-5 (west).

CERTIFIED AS TRUE COPY
of Resolution No. 92-235

RESOLUTION NO. 92-235

ADOPTED BY THE SACRAMENTO CITY COUNCIL

APR 7, 1992

ON DATE OF _____

FEB 3 1995
DATE CERTIFIED
[Signature]
CITY CLERK CITY OF SACRAMENTO

**RESOLUTION AUTHORIZING THE IMPLEMENTATION OF A
NEIGHBORHOOD RECLAMATION AND PROTECTION PLAN PROJECT
(NRPP) TO ADDRESS DRUG AND GANG PROBLEMS IN SELECTED
AREAS IN THE CITY OF SACRAMENTO, THROUGH COMMUNITY
MOBILIZATION AND IMPROVED COORDINATION AND DELIVERY OF
CITY SERVICES**

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO THAT:

1. A Neighborhood Reclamation and Protection Plan Project (NRPP) is hereby approved as a coordinated Citywide campaign to create a drug and gang-free Sacramento. The NRPP shall combine, coordinate and concentrate City resources in selected neighborhoods to eradicate drug and gang activities, and shall work with community members in those areas to develop and implement appropriate action plans.
2. A NRPP Policy Committee shall be created to monitor project progress, select target areas and review and approve the use, need and redirection of resources. Membership on the Committee shall consist of the Mayor, two Council Members, the Assistant City Manager, the Chief of Police, the Director of Planning and Community Development, the Director of Parks & Community Services, an Executive Deputy Director of SHRA, a representative of Sacramento 21, and three community members. The Mayor shall serve as the chair of the Policy Committee and shall appoint the two Council Members on the Committee, the representatives of Sacramento 21 and the community members. Meetings shall be held monthly.
3. The City's Anti-Drug and Gang Implementation Task Force shall coordinate technical support for target area activities. The Implementation Task Force shall meet on a monthly basis and shall report to the NRPP Policy Committee.
4. A multiple department consortium of action teams shall be developed to support work focused in selected areas. The NRPP action teams will consist of a community mobilization/coordination team, a law enforcement team, and a community code enforcement/cleanup team.

FOR CITY CLERK USE ONLY

RESOLUTION NO.: 92-235

DATE ADOPTED: APR 7, 1992

22

5. NRPP shall initially be implemented in one target area to be determined by Council resolution. Depending on the results achieved in the initially chosen area, NRPP may be expanded to other areas/neighborhoods.

Anne Ruden
MAYOR

ATTEST:

Patricia A. Burrows
CITY CLERK

FOR CITY CLERK USE ONLY

ORDINANCE NO.: 92-235
DATE ADOPTED: APR 7 1992

23

RESOLUTION NO.**92-236**CERTIFIED AS TRUE COPY
of Resolution No. 92-236

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF APR 7 1992FEB 3 1995
DATE CERTIFIED
Margaret K. Hume
CITY CLERK CITY OF SACRAMENTO

A RESOLUTION SELECTING THE REDEVELOPMENT AREA OF ALKALI FLAT AND THE ALKALI FLAT TARGET AREA IDENTIFIED BY THE POLICE DEPARTMENT, SOUTHERN PACIFIC RAILROAD TRACKS (NORTH), H STREET (SOUTH), 19TH STREET (EAST) AND SEVENTH STREET (WEST) AS THE FIRST NEIGHBORHOOD RECLAMATION AND PROTECTION PLAN PROJECT AREA.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO, that the redevelopment area of Alkali Flat and the Alkali Flat target area identified by the Police Department, Southern Pacific Railroad Track (north), H Street (south), 19th Street (east) and Seventh Street (west) is hereby selected as the first Neighborhood Reclamation and Protection Plan (NRPP) project area and will serve as a model for future duplication of this approach in other areas.

Anne Rudin
MAYOR

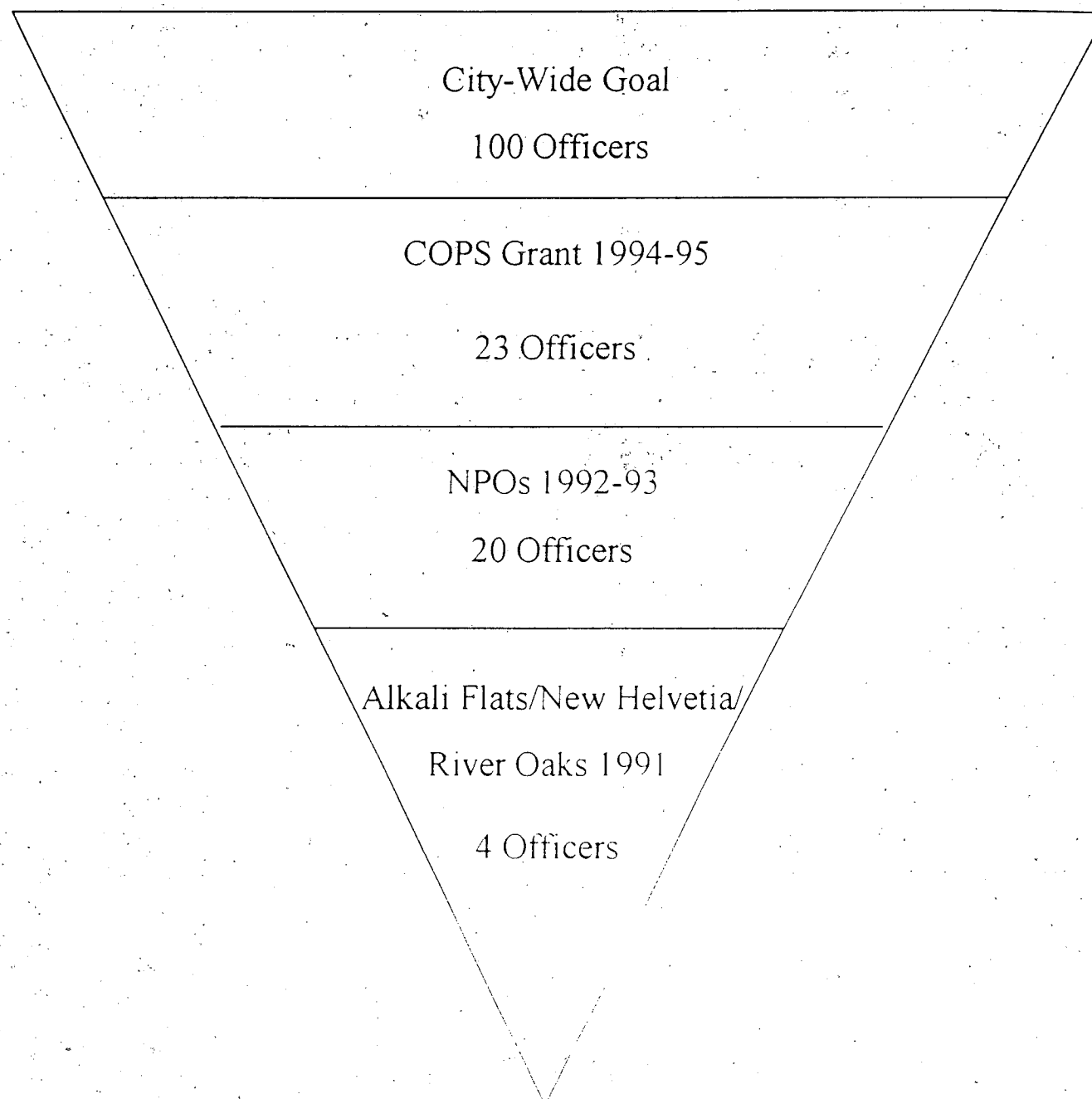
ATTEST:

Nelie Burrows
CITY CLERK

FOR CITY CLERK USE ONLY

RESOLUTION NO.: **92-236**DATE ADOPTED: APR 7 1992**24**

Growth of Community-Oriented Policing Services

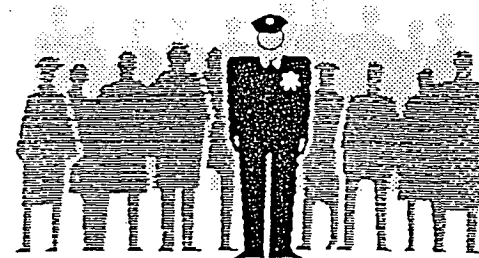




Traditional Policing

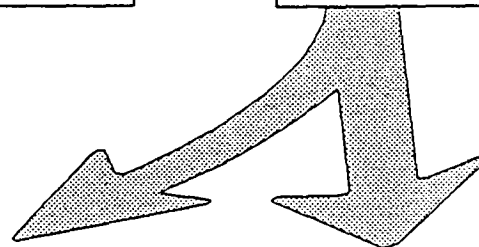
Emphasis is on enforcing laws and making arrests
Provides short-term solutions to problems.

VS.



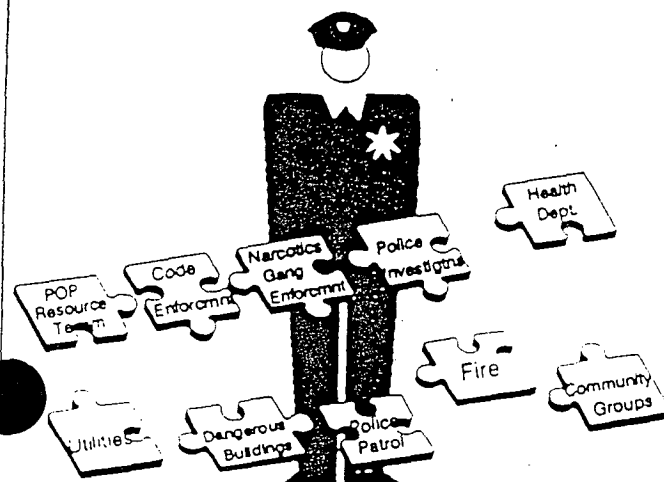
Community Oriented Policing (COP)

Style of policing that promotes police, community and government agencies working together to solve problems and determine type of law enforcement services to be provided.



Problem Oriented Policing (POP)

Strategy for solving a variety of problems. POP looks for long-term solutions to the whole problem. Police coordinates with community groups, government agencies and outside organizations to solve problems.



Neighborhood Police Officers (NPO)

Strategy which teams police officers with troubled neighborhoods to solve problems and reclaim areas for residents. NPO's will be in addition to regular patrol forces and will not respond to calls for service. NPO's will use POP strategies and neighborhood education and mobilization to solve problems.

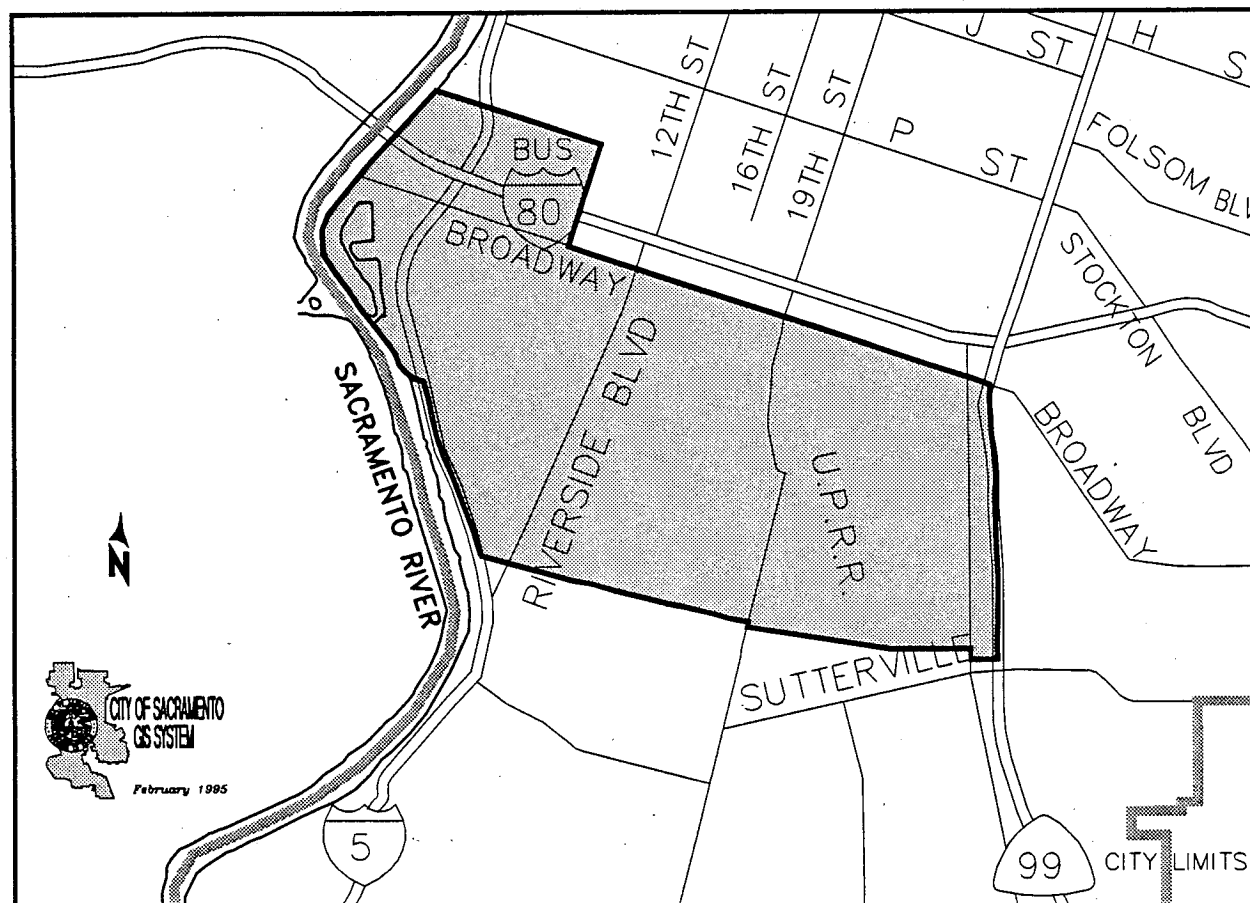


SUMMARY OF RECOMMENDED NPO SITES

APPENDIXPROPOSED NPO SITE

B1	Broadway Business Corridor/Old Land Park
B2	Del Paso Boulevard Business Corridor
B3	East Sacramento
B4	Mack Road Corridor
B5	Meadowview
B6	Noralto/South Hagginwood
B7	Pocket/Greenhaven
B8	South Land Park
B9	South Natomas
B10	Stockton Boulevard Business Corridor
B11	Tahoe Park Community
B12	Valley Hi
B13	Winn Park/Midtown

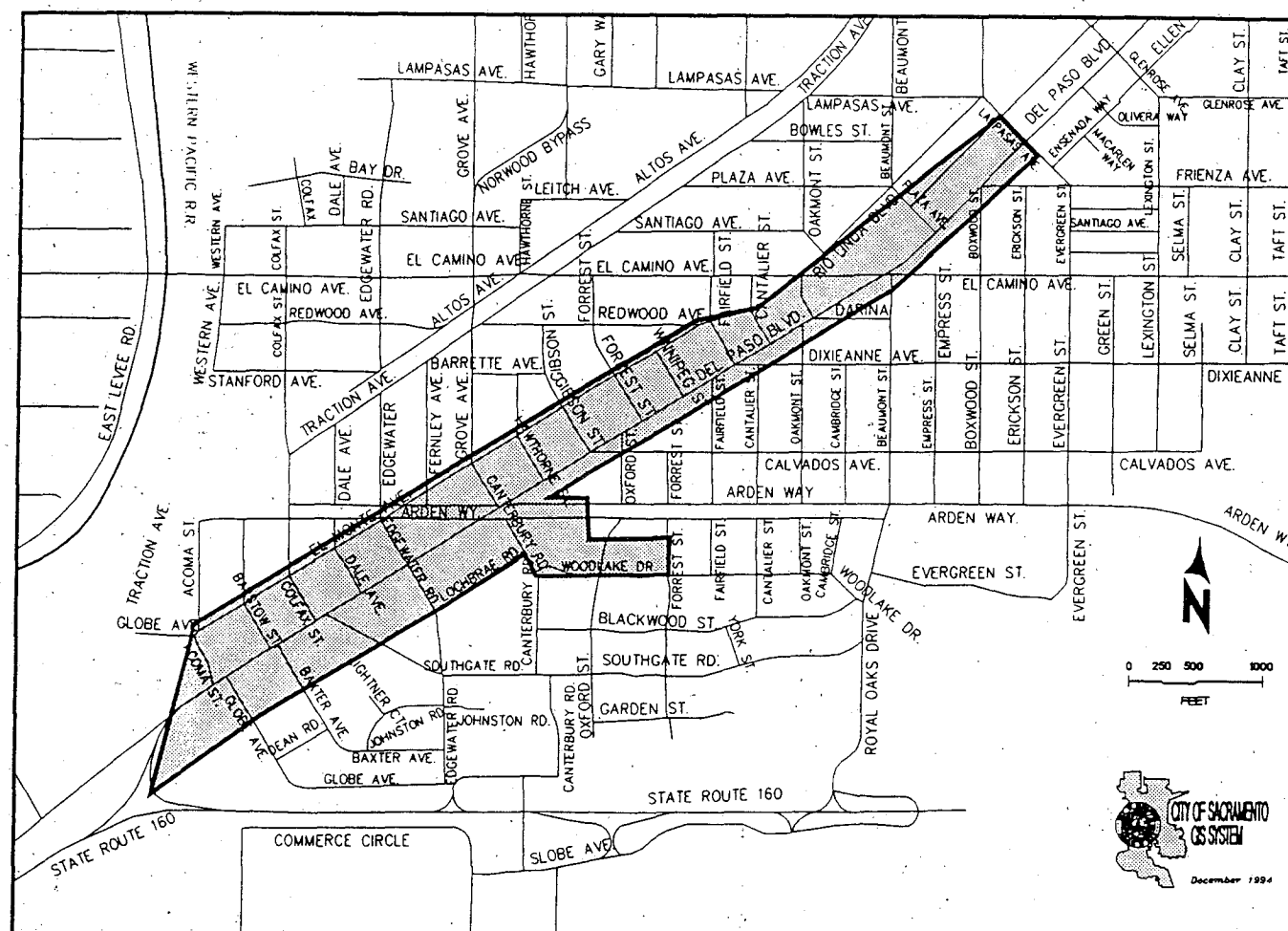
Broadway Business Corridor/Old Land Park



Boundaries: PATROL SECTOR 3: The Broadway Business Corridor NPO site will incorporate Southside Park and the area commonly known as Old Land Park. The Broadway business corridor includes the businesses and adjacent neighborhoods along the strip running from Miller Park on the west to Highway 99 on the east. Southside Park and neighborhoods (T Street to W/X Freeway, I-5 to 8th Street) immediately adjacent to it is included in the NPO area. Old Land Park neighborhoods (Broadway to 11th Avenue, and Riverside Blvd. to Freeport Blvd.) will also be included in this NPO area.

Profile: The main problems in this area include public intoxication, cruising, panhandlers, homelessness, graffiti, gangs and vandalism. NPO's engaged in existing programs at New Helvetia and River Oaks can assist the new NPO's in implementing Community Oriented Policing and problem solving strategies. Two (2) NPO's will be assigned to the Broadway Business Corridor.

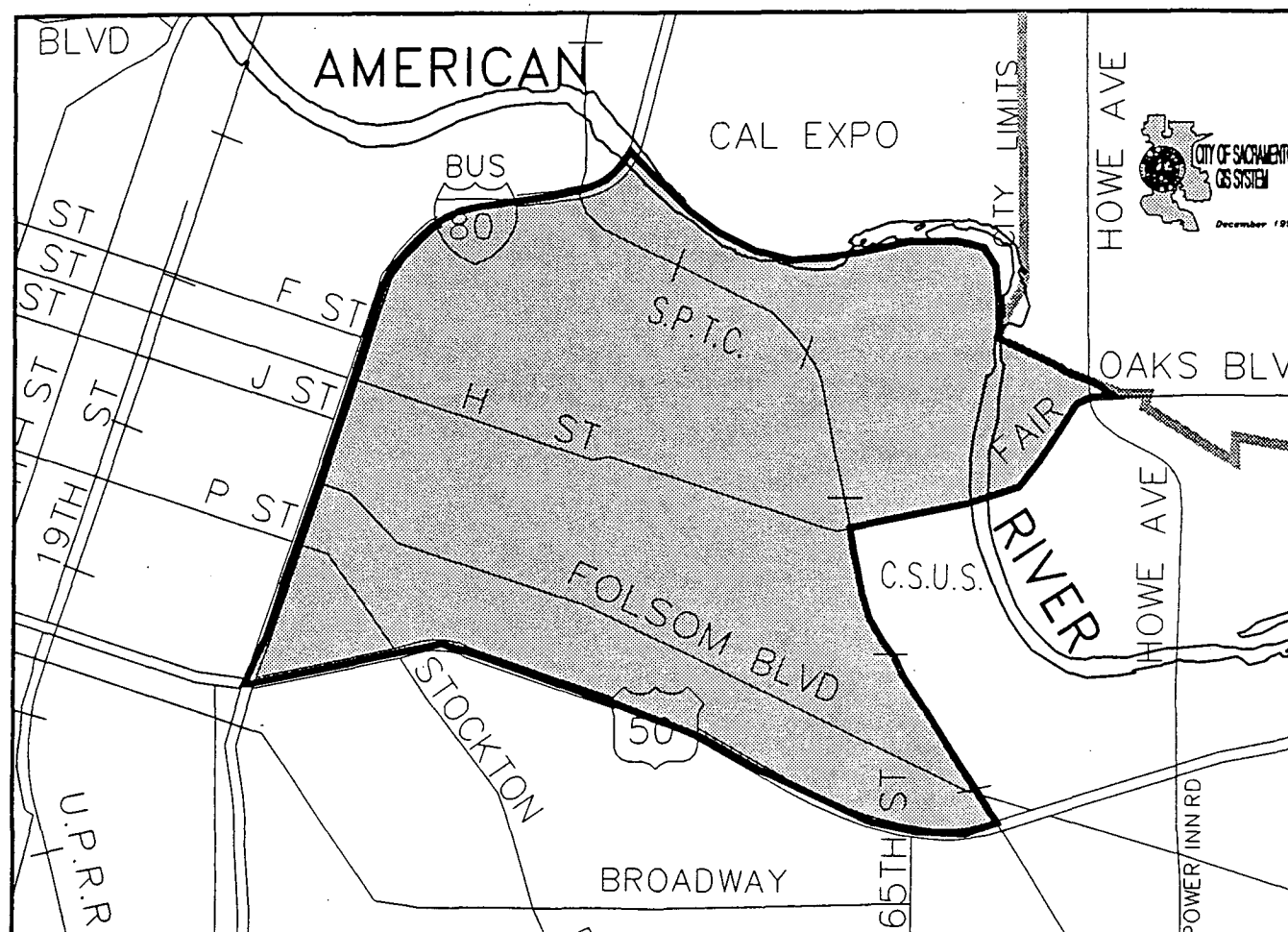
Del Paso Boulevard Business Corridor



Boundaries: PATROL SECTOR 4: The Del Paso Boulevard Business Corridor NPO area includes the area generally bounded by SSR 160 on the south, Evergreen Street on the north, Woodlake Park, and those areas bordering the business strip which contribute to general crime and disorder problems.

Profile: Del Paso Blvd. contains a mix of light manufacturing companies, restaurants, retail and commercial establishments, motels, liquor stores, and second hand shops. The "Boulevard", as it is commonly known, is the recent victim of displacement of criminal activity from other areas. Already, with an indigenous offender population, including prostitutes, drug addicts, etc., the business strip is fast becoming a haven for those of similar character who have been displaced by police/landlord pressure elsewhere in the City, and who have found a home on the "boulevard." The planned Arden/Garden Highway Connector will add another dimension to the business district along Del Paso Blvd. The presence of NPO's on the "Boulevard" will be a positive influence on the business and development climate. Two (2) NPO's will be assigned to this area.

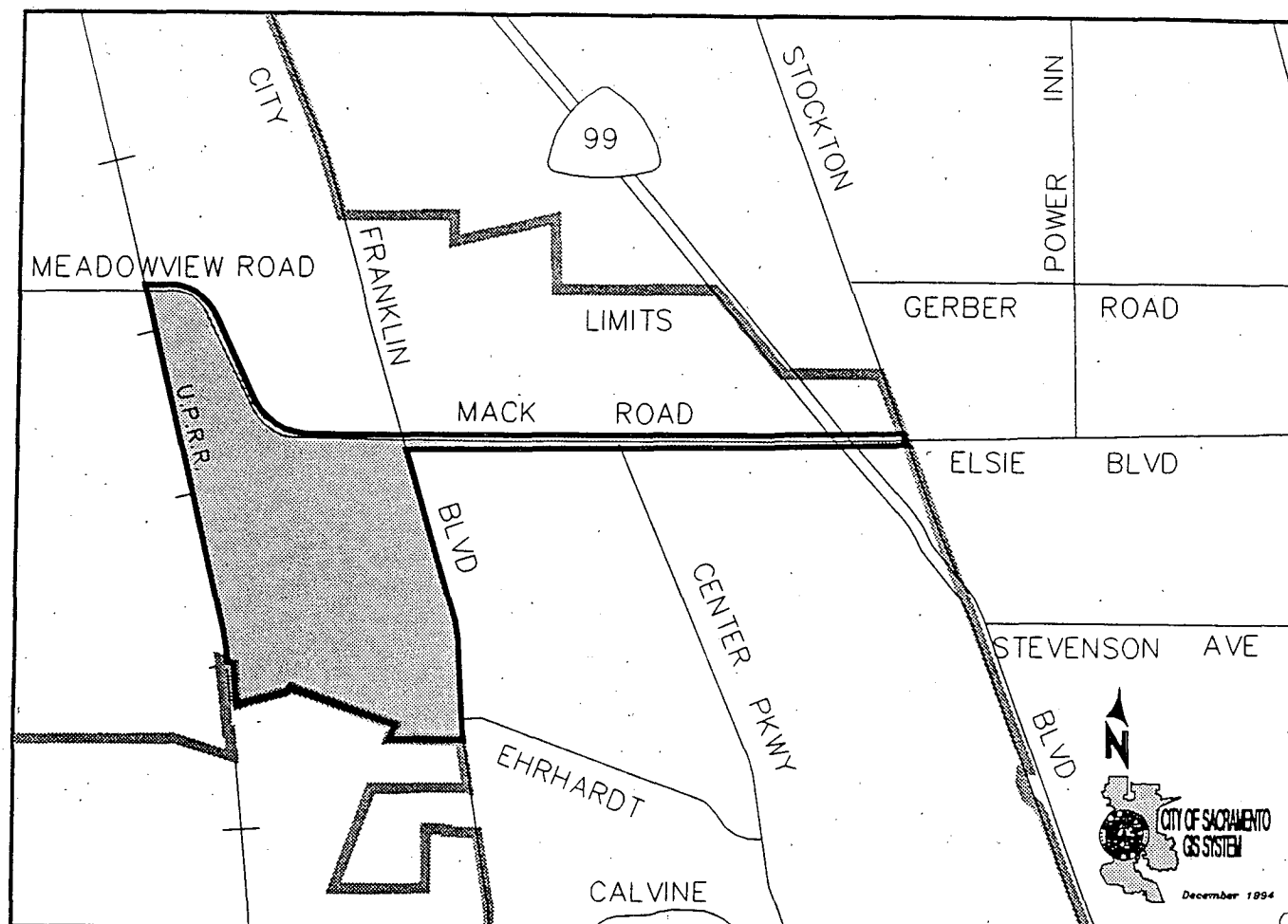
East Sacramento



Boundaries: PATROL SECTOR 1: The East Sacramento/River Park NPO area includes neighborhoods generally bounded by the American River on the north, Highway 50 on the south, Business 80 on the west, and J Street/Southern Pacific Railroad Tracks on the east. The area includes McKinley Park and River Park.

Profile: East Sacramento is primarily residential with businesses located along the area's major thoroughfares. Neighborhood problems in East Sacramento include burglaries, auto thefts, and vandalism. A neighborhood problem-solving program will seek to coordinate problem solving activities in the area as well as act as a liaison with various neighborhood associations. One (1) NPO will be assigned to the East Sacramento area.

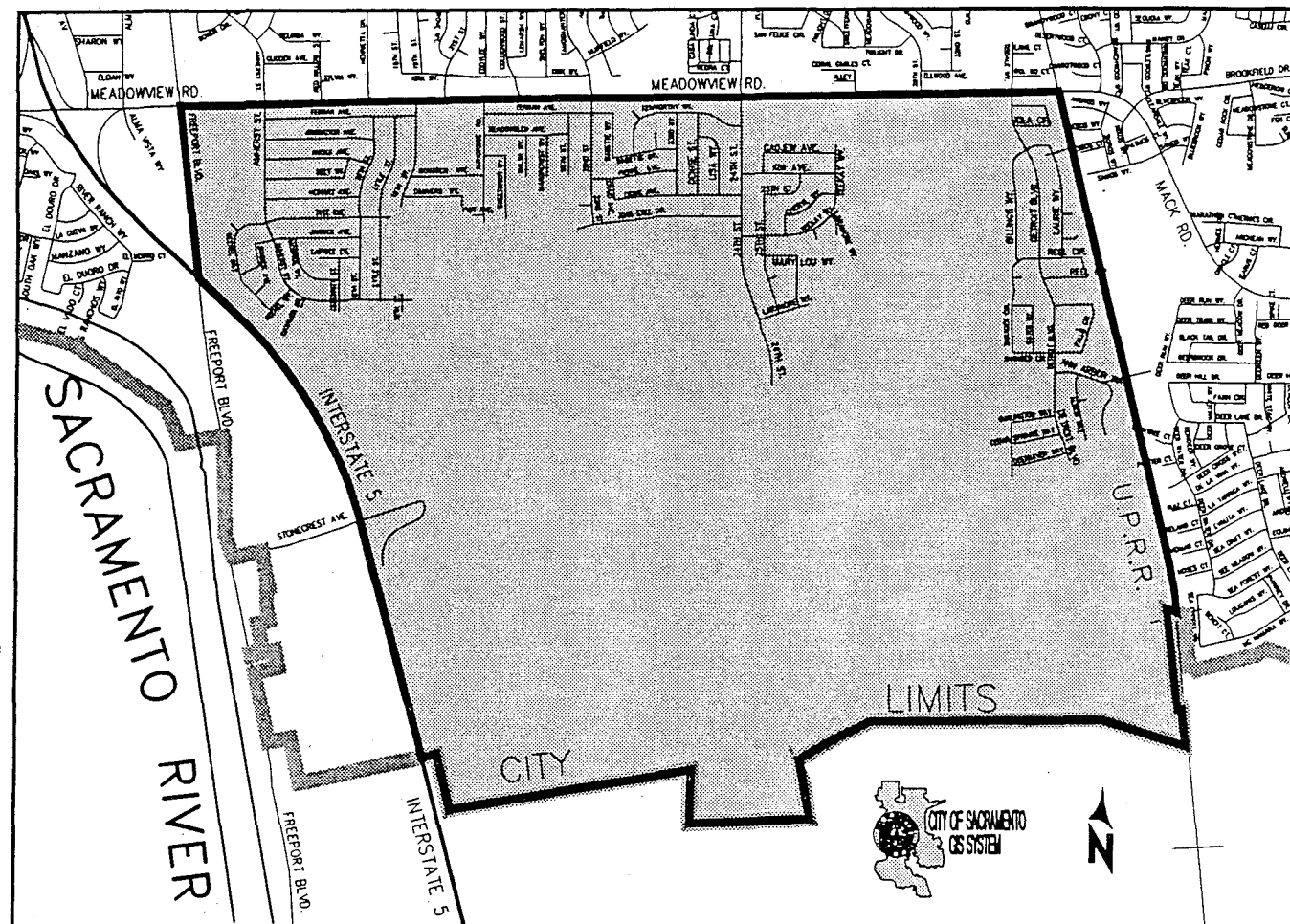
Mack Road Corridor



Boundaries: PATROL SECTOR 2: The Mack Road NPO area is generally bounded by Mack Road on the north, the City limits on the south, the Union Pacific Railroad tracks on the west, and Franklin Blvd. on the east. This NPO site also includes the businesses along, and neighborhoods immediately adjacent to, the strip of Mack Road that runs from Franklin Blvd. to Stockton Blvd.

Profile: The Mack Road NPO area consists of several commercial businesses and large apartment complexes with 300 or more apartments. Major problems have included drug sales and use, gangs, and the homicide of an apartment complex security guard. Some displacement of criminals and criminal activity has occurred as a result of nearby NPO/POP projects. Calls for service are very high in this area. NPO's will be able to identify the sources of problems, coordinate outside help, and build up the area to be less vulnerable to displacement. Two (2) NPO's will be assigned to the Mack Road area.

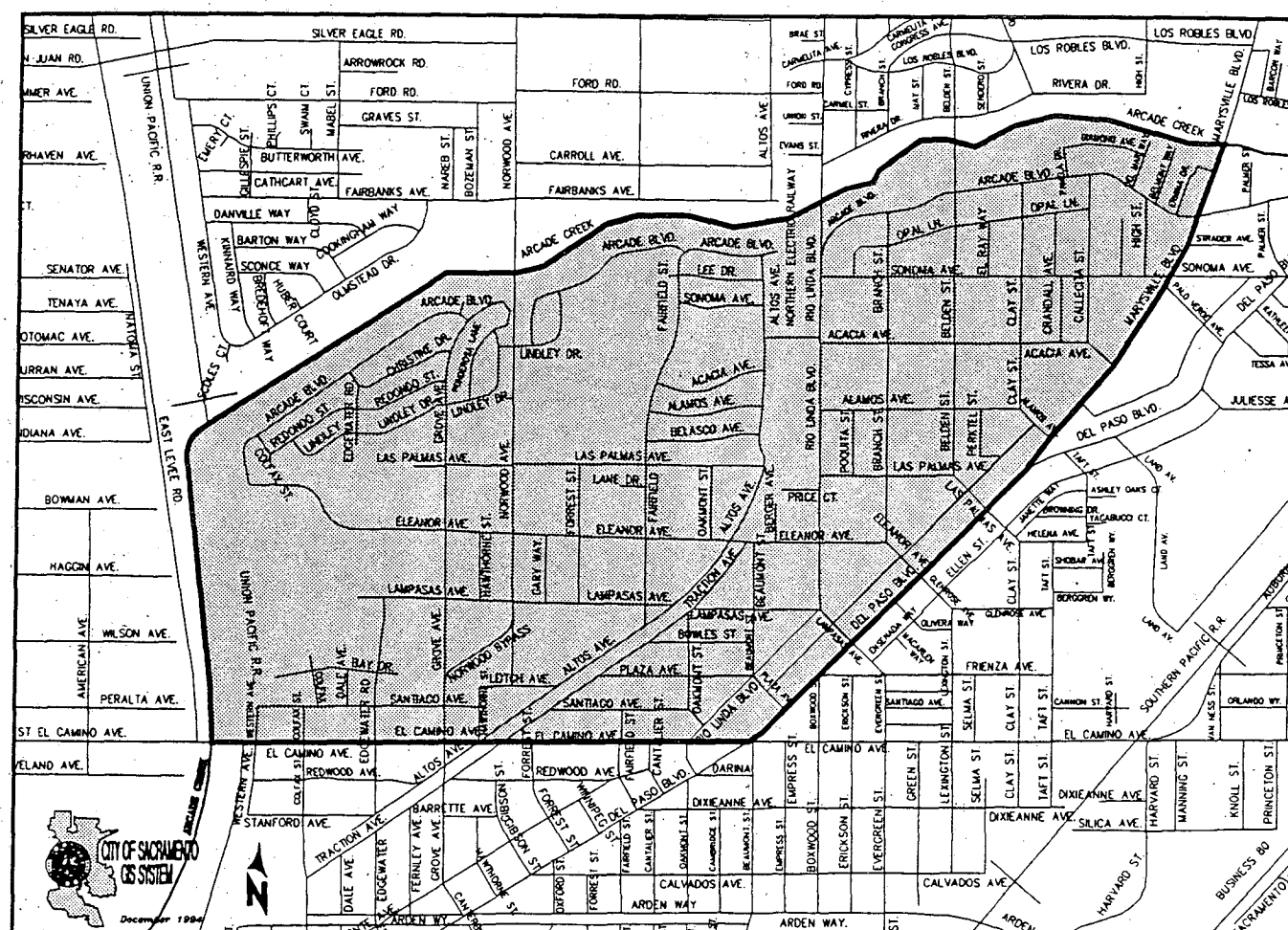
Meadowview



Boundaries: PATROL SECTOR 2: The Meadowview NPO area is generally bounded by Meadowview Road on the north, the City limits on the south, Freepoint Blvd./Interstate 5 on the west, and the Union Pacific Railroad tracks on the east.

Profile: The Meadowview NPO area is the most economically deprived and diverse in Patrol Sector 2. It is almost completely without commercial businesses and is plagued with gangs and drugs. Major problems include burglaries, robberies, drive-by-shootings, home invasion robberies, gang wars, and assaults. Calls for service are very high in this area. Two (2) NPO's will be assigned to the Meadowview area.

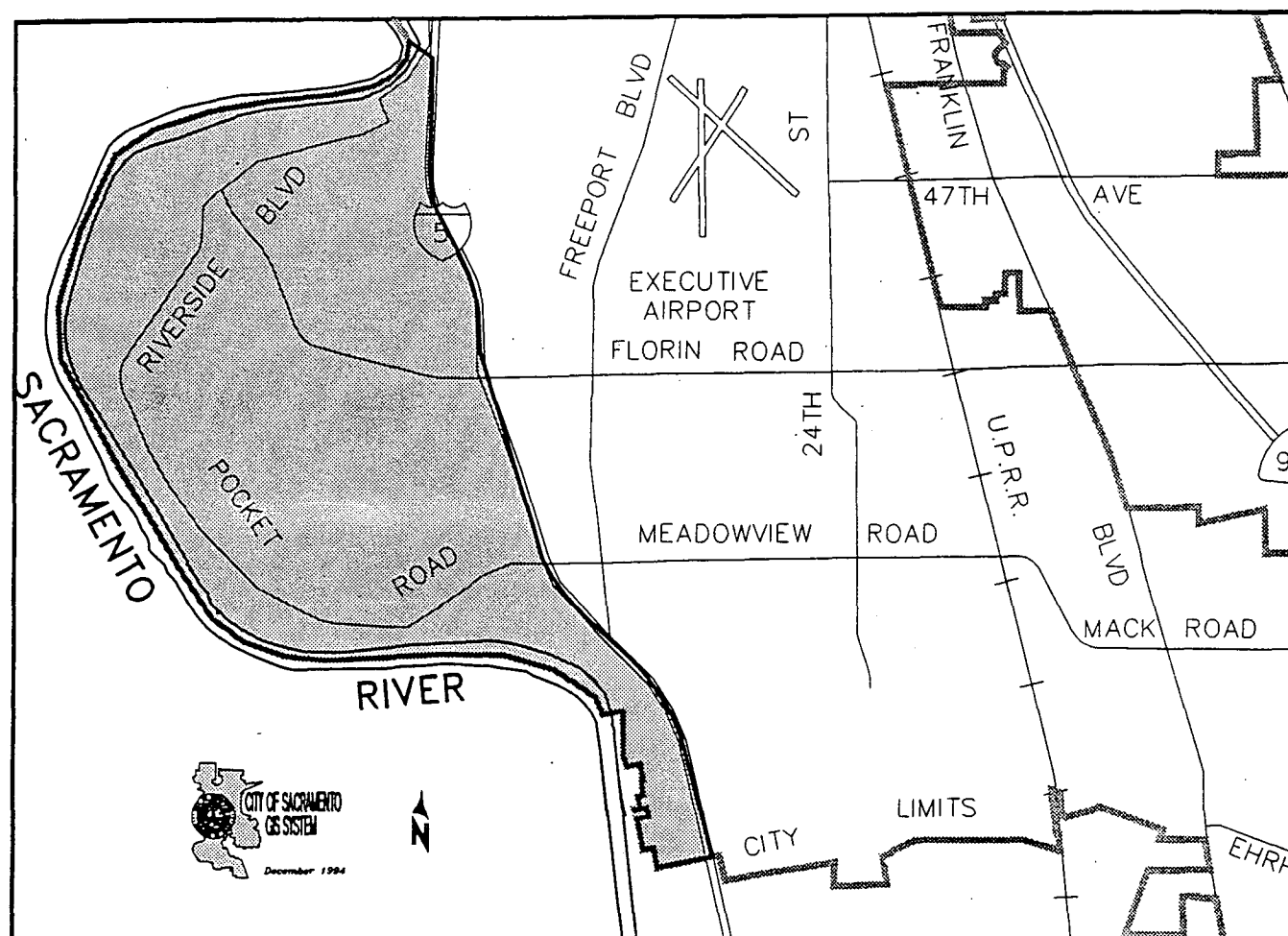
Noralto/South Hagginwood



Boundaries: PATROL SECTOR 4: The Noralto/South Hagginwood NPO area is generally bounded by Arcade Creek on the north, El Camino Blvd, on the south, the East Drainage Canal on the west, and Del Paso Blvd. on the east.

Profile: This area is an older housing district with a very diverse ethnic population. There are many high density apartment complexes in the area that are old, subject to blight, and have absentee landlords. There are also several parks in the area which are the source of numerous calls for service. Two (2) NPO's will be assigned to the Noralto/South Hagginwood area.

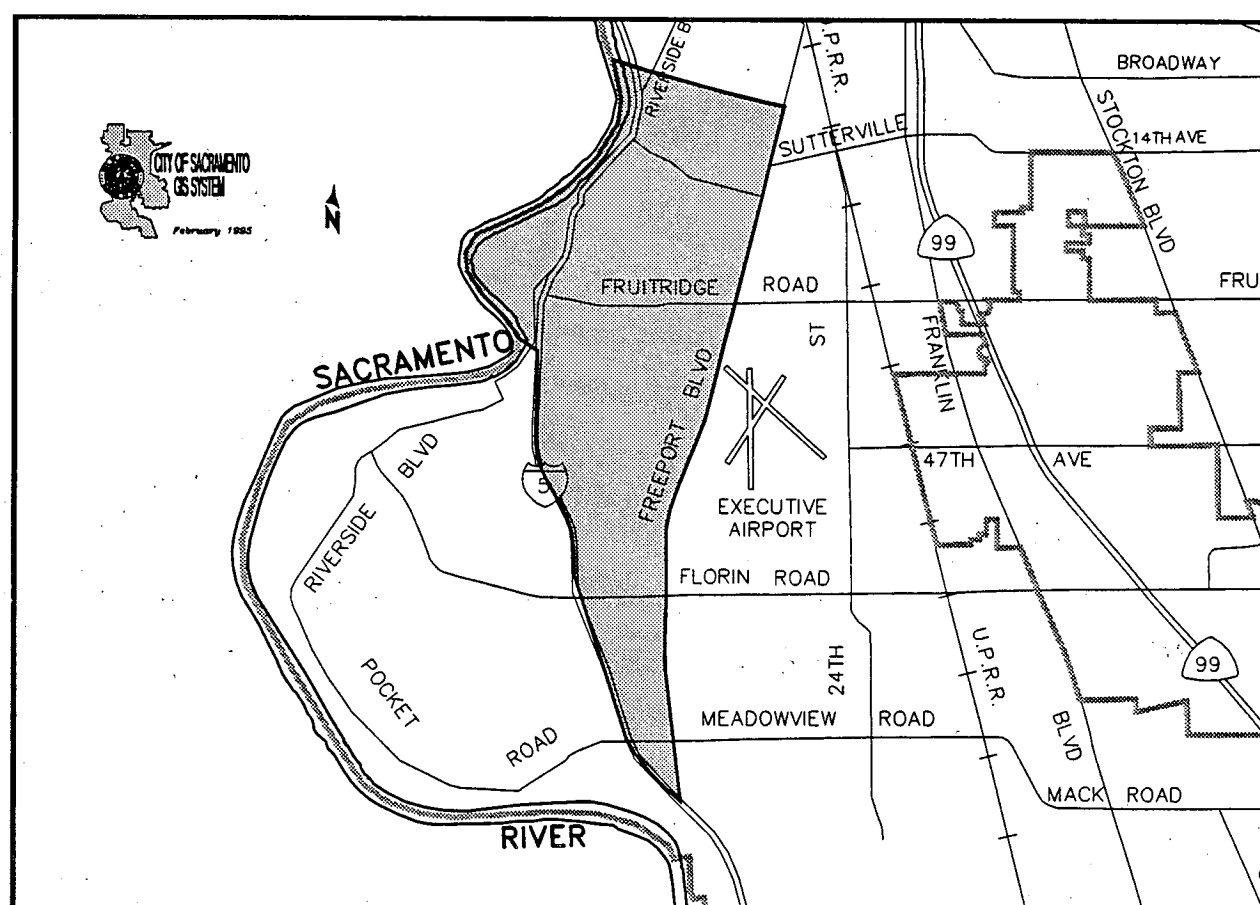
Pocket/Greenhaven



Boundaries: PATROL SECTOR 2: The Pocket/Greenhaven NPO area includes the area generally bounded by 43rd Avenue on the north, the Sacramento River and City limits on the south, the Sacramento River on the west, and Interstate 5 on the east.

Profile: Although a middle to upper economic community, Pocket/Greenhaven neighborhoods have been affected by gang activity and drugs. Major problems include robberies, burglaries, cat burglaries, assaults and drug arrests. A steady rise in problems at apartment complexes in this area has been attributed to displacement of criminal activities from other parts of the City. An NPO would be able to network with the community and mobilize appropriate resources to stop crime series which impact this area, and develop strategies to discourage displacement. One (1) NPO will be assigned to the Pocket/Greenhaven area.

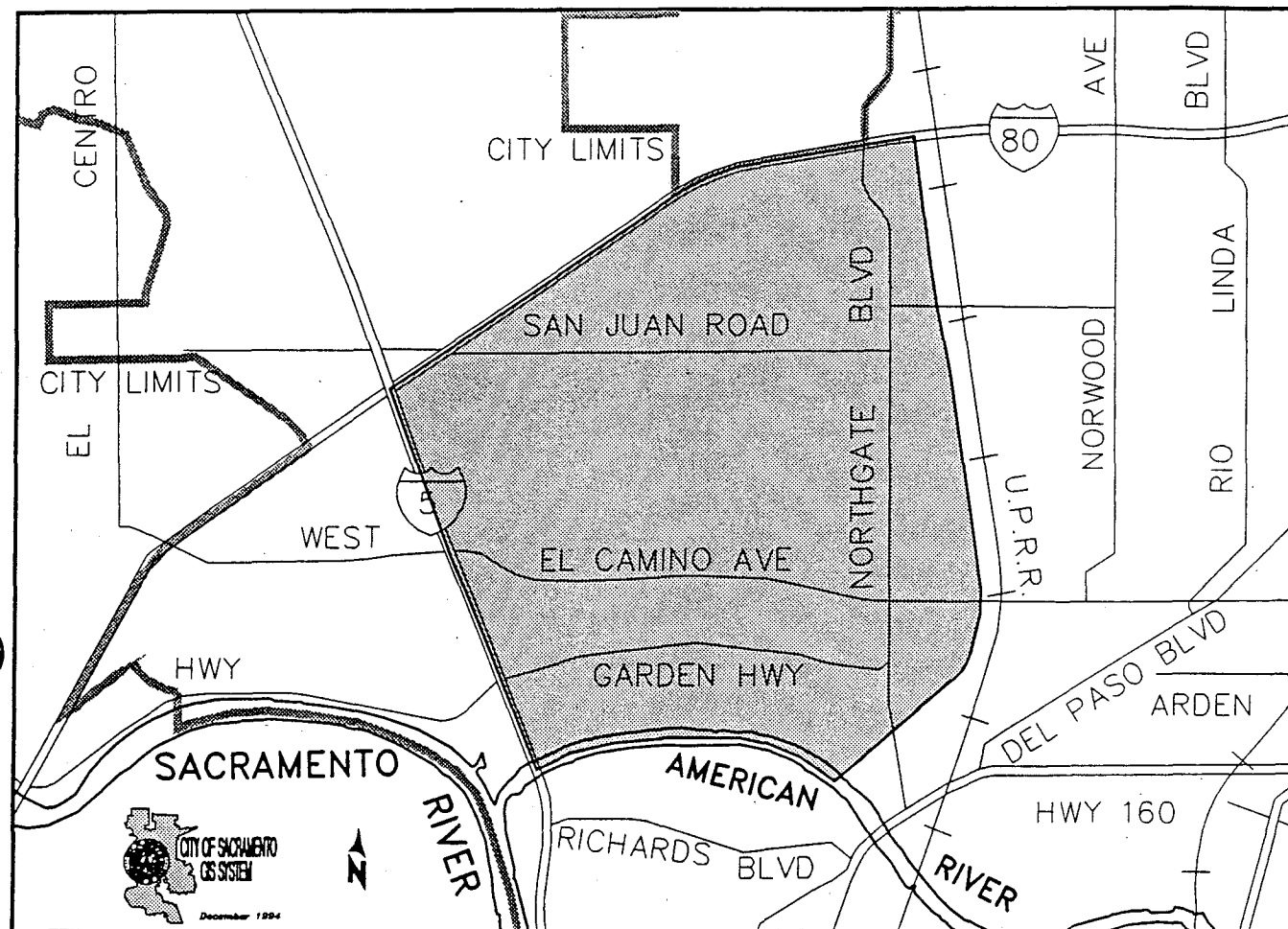
South Land Park



Boundaries: PATROL SECTOR 2: The South Land Park NPO area is generally bounded by 8th Avenue on the north, Interstate 5 on the south, the Sacramento River and Interstate 5 on the west, and Freeport Blvd. on the east.

Profile: This area experiences many of the same problems as other neighborhoods in Sector 2. Traffic problems are created by the major roadways in the area. Officers assigned to the South Land Park area are often called to other patrol districts in Sector 2 to handle calls for service. William Land Park, which is located in this NPO area, experiences problems with cruising, gang activities, sexual assaults, and public nuisances. An NPO would liaison with the community and City officials to address problems and maintain park safety. One (1) NPO will be assigned to the South Land Park area.

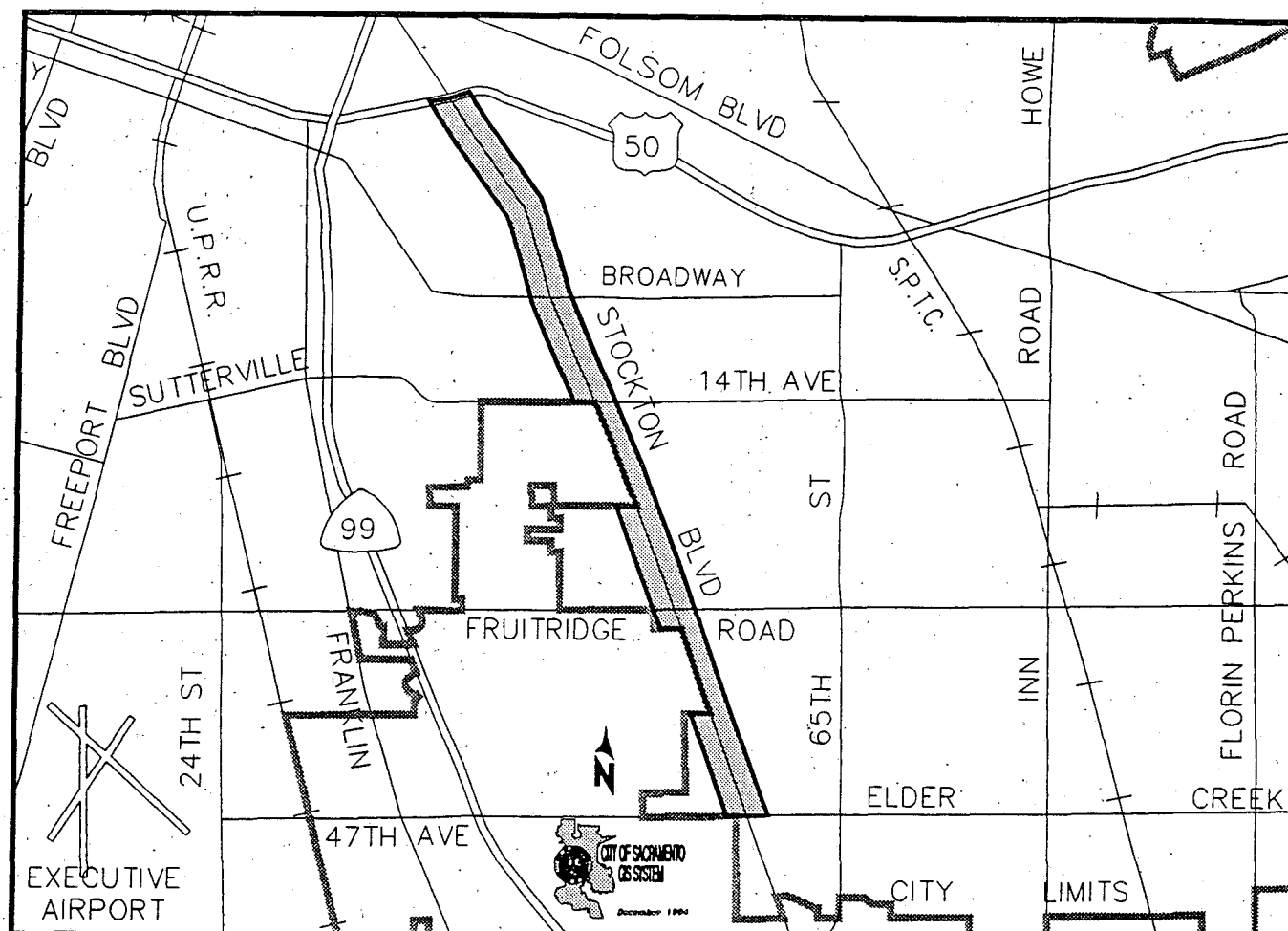
South Natomas



Boundaries: PATROL SECTOR 4: The South Natomas NPO area includes the area generally bounded by Interstate 80 on the north, the American River levee on the south, Interstate 5 on the west, and the East Drainage Canal on the east.

Profile: The South Natomas area is a fast developing diversified community of businesses, industry and residences. It is a mixture of cultures, and of old and new housing districts. Some of the largest apartment complexes in the City are located in South Natomas. Traffic, gangs and drugs are the principal complaints of South Natomas residents. The presence of NPO's working in conjunction with the active community groups will help to establish and preserve a level of order that will contribute to a better quality of life in the community. Two (2) NPO's will be assigned to the South Natomas area.

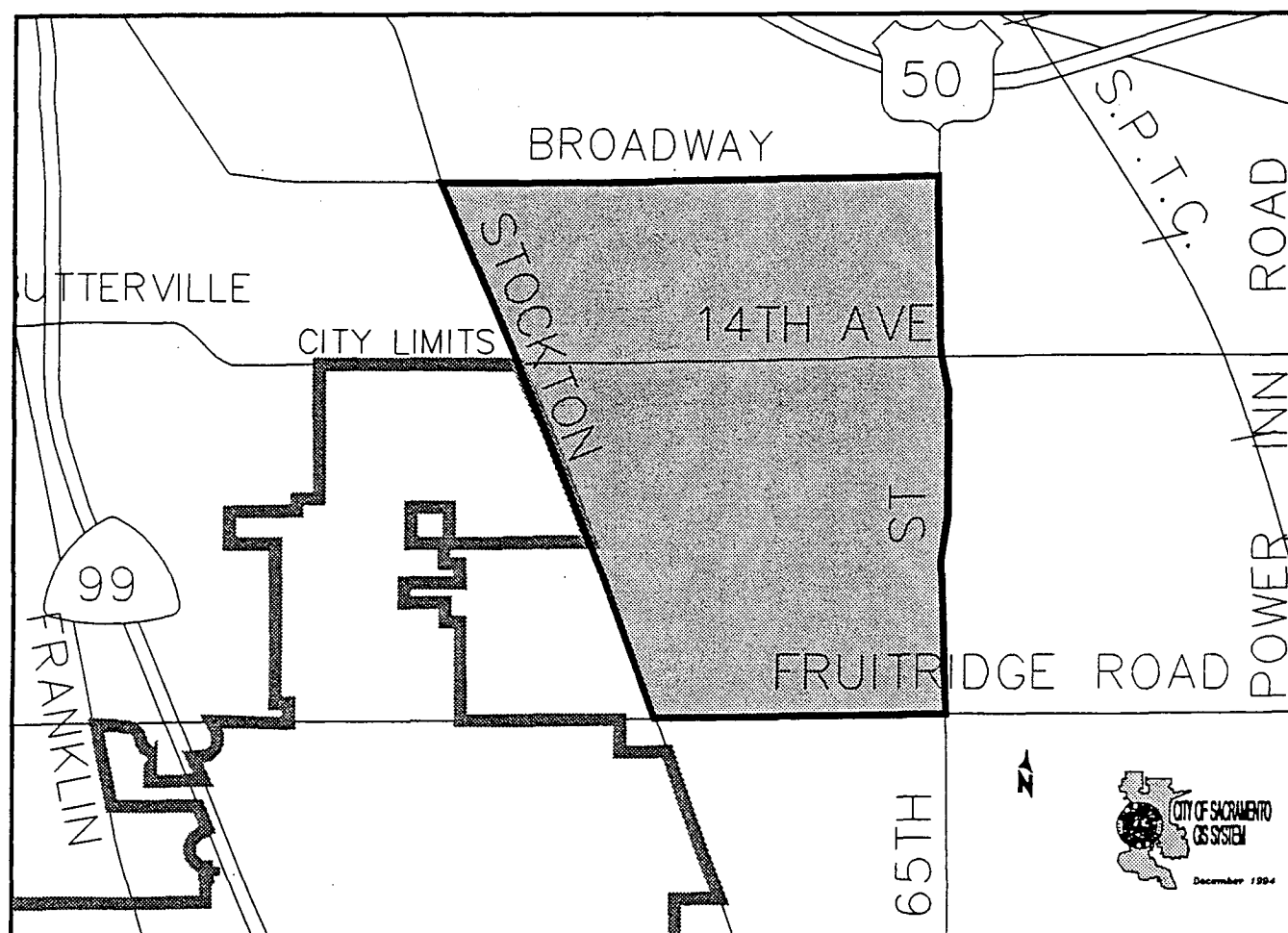
Stockton Boulevard Business Corridor



Boundaries: PATROL SECTOR 3: The Stockton Boulevard Business Corridor includes the businesses located on Stockton Blvd, from Highway 50 to 47th Avenue, along with the neighborhoods adjacent to this strip of Stockton Blvd which will affect, or be affected by businesses in the area.

Profile: Major problems in this area include gangs and drugs, graffiti and vandalism, prostitution, trespassing, robberies, and traffic congestion. This area is bordered by the Oak Park Revitalization Plan NPO's. New NPO's will work with existing NPO's in developing weed and seed strategies for the Stockton Blvd area as well. Two (2) NPO's will be assigned to work the Stockton Blvd. Business Corridor.

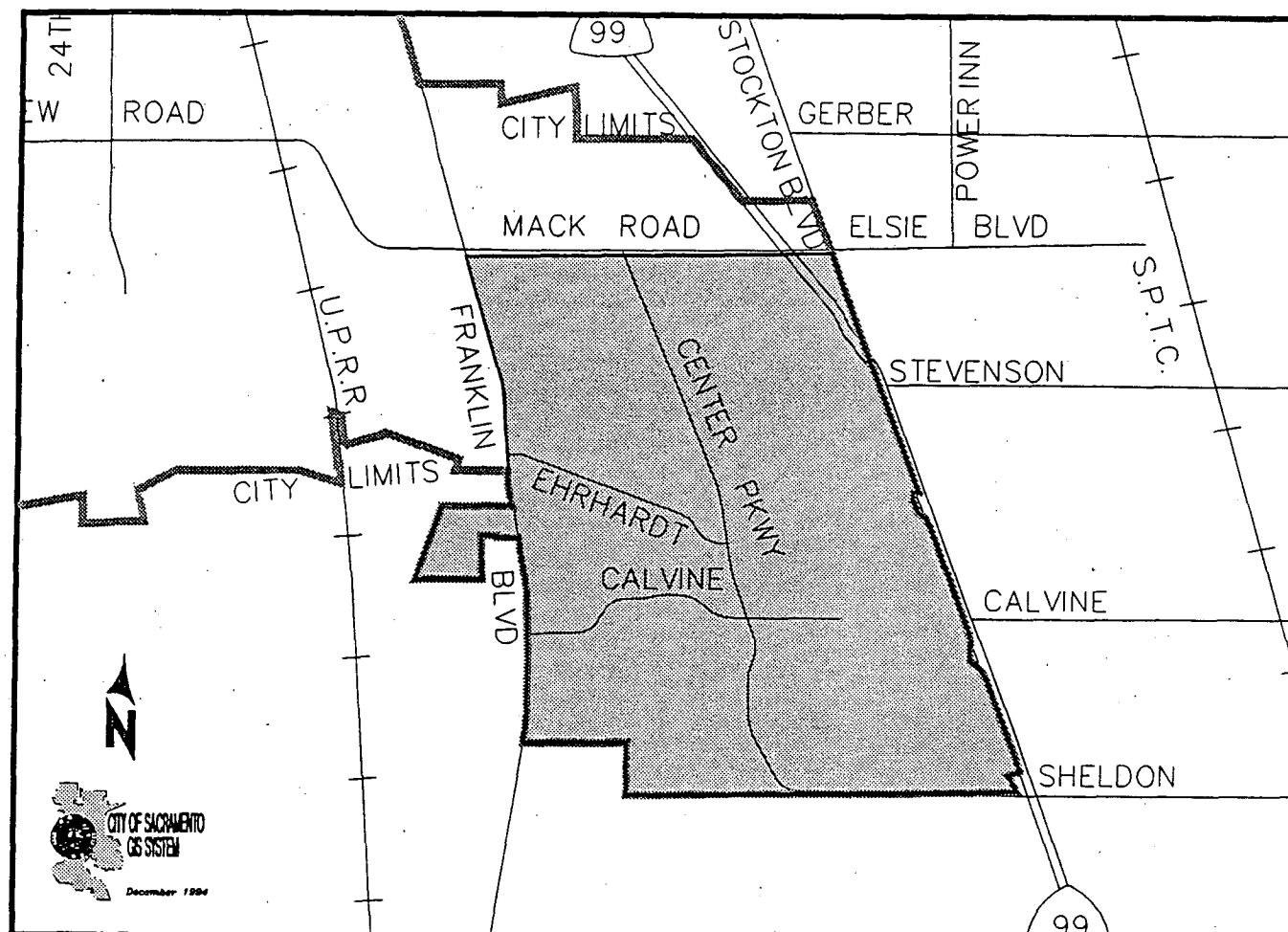
Tahoe Park Community



Boundaries: PATROL SECTOR 3: The Tahoe Park Community NPO area is generally bounded by Broadway on the north, Fruitridge Road on the south, Stockton Blvd. on the west, and 65th Street Expressway on the east.

Profile: The main problems experienced in this area include gangs and drugs, graffiti and vandalism, trespassing, prostitution, burglaries, and traffic. Two (2) NPO's will be assigned to the Tahoe Park area.

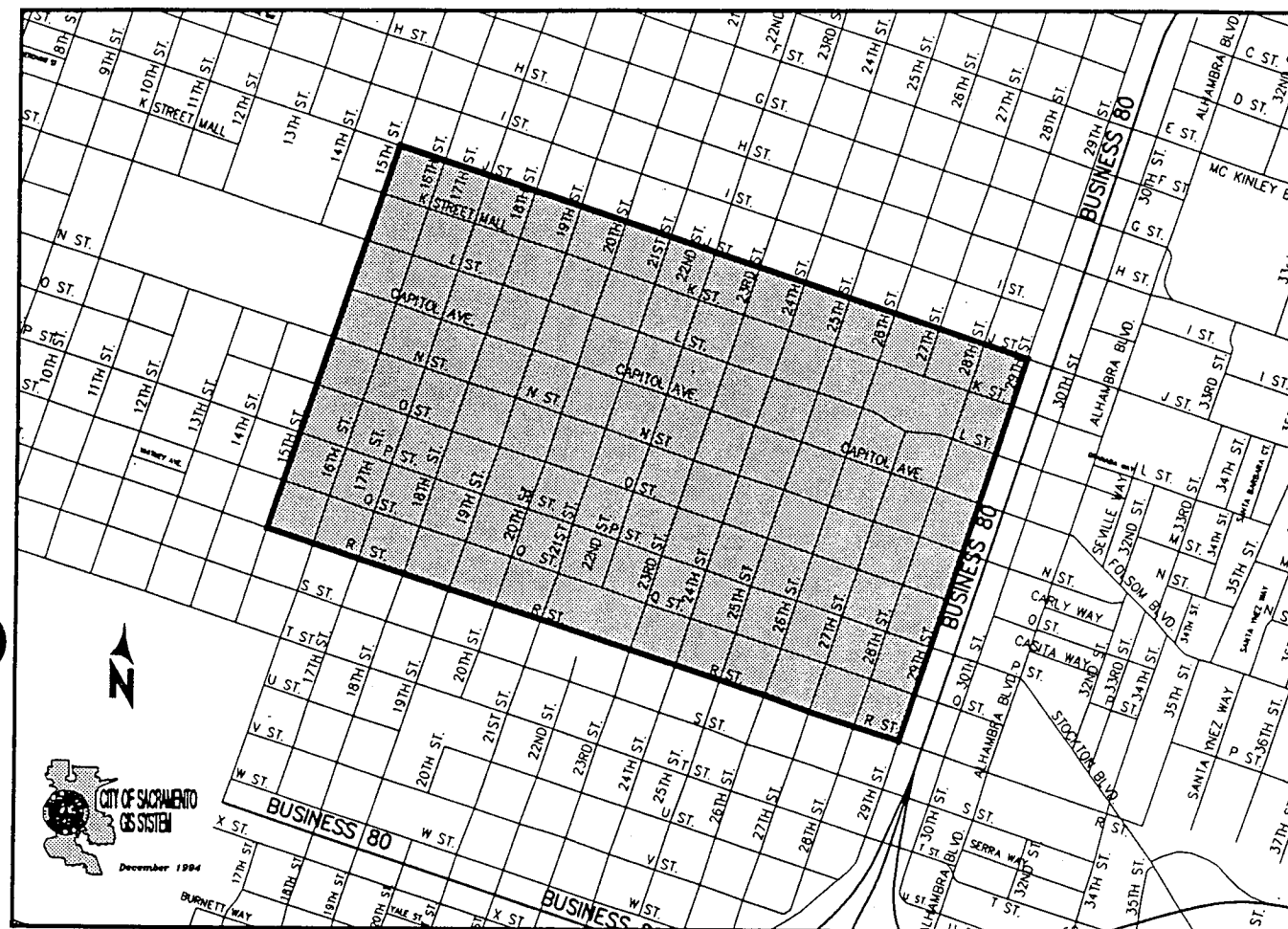
Valley Hi



Boundaries: PATROL SECTOR 2: The Valley Hi NPO area is generally bounded by Mack Road on the north, the City limits on the south, Franklin Blvd. on the west, and Highway 99 on the east.

Profile: This area has grown rapidly and has accumulated all the problems associated with growth, to include problems with drugs, burglary and auto theft series, and gangs. Calls for service are high in this part of Sector 2. Citizens in the area are fearful of using the parks and going to businesses in the area because of the gang related violence. Two (2) NPO's will be assigned to the Valley Hi area.

Winn Park/Midtown



Boundaries: PATROL SECTOR 1: The Winn Park/Midtown NPO area includes neighborhoods generally bounded by J Street on the north, R Street on the south, Business 80 on the east, and 15th Street on the west. The area includes Winn Park, Fremont Park, and the R Street Corridor.

Profile: Like neighboring Downtown, Midtown is a mix of Victorian style homes, high density apartments, and a busy business district. Unlike Downtown, Midtown has not been the beneficiary of any neighborhood policing programs until now. Neighborhood problems in Midtown include chronic narcotics activity, alcohol related problems, and increased gang activity. Two (2) NPO's will be assigned to the Winn Park/Midtown area.