

**REGULAR MEETING AGENDA
LODI IMPROVEMENT COMMITTEE**

July 10, 2012

6:00 P.M.

**CARNEGIE FORUM – COUNCIL CHAMBERS
305 W. PINE STREET
Lodi, California**

For information regarding this Agenda please contact:
JOSEPH WOOD
TELEPHONE: (209) 333-6711

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6:00 p.m. Regular Meeting

Roll Call

**Minutes May 8, 2012 – Regular Meeting
June 16, 2012 – Special Meeting**

Treasurer's Report

Announcements/Presentations

Agenda Items:

- A. Gang Reduction, Intervention, Prevention Program
- B. Follow up on Issues from Previous Meetings

Department Reports

- Community Development
- Police Department
- Public Works

Comments by the Public on Non-Agenda Items (5 minute limit per speaker)

Comments from Board members on Non-Agenda Items (5 minute limit per speaker)

New Business

Topics for Upcoming Meetings

Adjournment

Pursuant to Section 54954.2(a) of the Government Code of the State of California, this agenda was posted at least 72 hours in advance of the regularly scheduled meeting (or 24 hours in advance of a special meeting) at a public place freely accessible to the public 24 hours a day.

Joseph Wood
Neighborhood Services Manager

**LODI IMPROVEMENT COMMITTEE
REGULAR MEETING MINUTES
May 8, 2012**

6:00 P.M.
ROLL CALL

BOARD		STAFF
<u>PRESENT</u>	<u>ABSENT</u>	
Tim Litton (Chair)		Joseph Wood, CDD
Lisa Nixon (Vice Chair)		Araseli del Castillo, CDD
Fran Forkas	X	
Robert Takeuchi		
Sunil Yadav		

MINUTES

April 17, 2012 – Regular Meeting

Motion by Mr. Takeuchi to approve the minutes, second by Mr. Yadav.
Approved unanimously

TREASURER’S REPORT

No funds at this time

ANNOUNCEMENTS/PRESENTATIONS

Mr. Wood asked if anyone from the audience wishes to speak to please come to the podium so your voice can be recorded and to also please state your name.

AGENDA ITEMS

A. Review of Property Maintenance Ordinance

Mr. Wood stated that this issue was brought before the LIC at the request of Mayor Mounce. Several months ago, she was contacted by a Lodi resident that he was frustrated that a neighbor had allowed their front yard to go to dirt. The resident had originally contacted the City Attorney to inquire whether there was any City code that prohibited this. Mr. Wood stated that the current Property Maintenance Ordinance does address issues such as dead or dying vegetation, but it does not address a yard that is void of vegetation completely.

Mr. Wood stated in the staff report provided that he researched with three other cities to see what their ordinance stated.

City of Costa Mesa, California

Landscaping. For R-1 (zoned) properties, all unpaved areas visible from the public right-of-way shall be landscaped and the landscaping shall be maintained in a healthy condition free of drying, dead, diseased, decayed, discarded and/or overgrown vegetation.

City of Fort Collins, Colorado

No dirt Yards. At least 80% of a yard area (visible from the public street or sidewalk) must be covered with ground cover plants or other landscaping material, such as mulch, gravel, stone or paving bricks, or grass.

City of Sacramento, California

Landscaping Ordinance Summary – Front and side yard setback areas outside of legal fence must be:

- Landscaped – The landscape may include grass, annuals, perennials, groundcover, shrubs, trees, and any design elements such as planters, rocks, mulch, or similar elements when integrated as part of the landscape. However, only living vegetation may be used as a primary ground cover.
- Irrigated – Can be a hose, watering can, drip irrigation, underground sprinklers or other functional means.
- Maintained – All landscaping materials shall be mowed, trimmed, and/or maintained as often as necessary to prevent overgrowth and blight. No junk, debris, or other similar materials shall be stored in the landscaped setback area.

Mr. Wood stated the basis of the City of Lodi's Property Maintenance Ordinance is under three findings that the City Council adopted whenever they created it:

- 1) Control or eliminate conditions which are detrimental to health, safety and welfare.
- 2) Preserve the quality of life and alleviate certain socioeconomic problems created by physical deterioration of property; and
- 3) Protect property values and further certain aesthetic considerations for the general welfare of all residents of the City of Lodi.

Mr. Wood stated that any proposed amendment to the Property Maintenance Ordinance would still need to meet those three criteria. The Code Enforcement staff was not able to be at the meeting, but Mr. Wood talked with them stating that he was putting this together. They are in the process in the near future going away from the Property Maintenance Ordinance because when they have taken cases to court they have deemed too vague on how it is applied to certain situations. They are looking into adopting the International Property Maintenance Code being one of the documents that could be adopted by this jurisdiction. It touches on a number of the general requirements, especially yard conditions that the Property

Maintenance Ordinance was meant to address, however it is much more specific. Mr. Wood stated that one other opportunity we have to implement some type of regulation is through the zoning regulations. Currently the City of Lodi is in the process of doing a Development Code update. The current zoning standards that the City operates under are based from the 1950's. A more comprehensive landscape requirement could be added to the new Development Code..

Mr. Wood stated that the Mayor is looking for some type consensus or comments for the Lodi Improvement Committee of one way or the other or taking considerations any comments from the public.

Mr. Litton asked if anyone had any recommendations. Mr. Litton stated he would like to have a percentage of vegetation.

At least 80% of a yard area (visible from the public street or sidewalk) must be covered with ground covered **such as** ground cover plants or other landscaping material.....

Mr. Yadav stated that he owns a property on W. Rose St. and the City of Stockton went after him. The front is ground level and he goes once in a while to clean up. The home is vacant with no water and the City of Stockton was sending him citation after citation so he asked the City of Stockton what kind of landscaping they wanted. They stated they wanted it covered up so he installed concrete block to match the driveway and added a couple plants that don't need water. That satisfied them.

Mr. Takeuchi stated that one more comment should be made about paragraph G from the current nuisance ordinance. If you put in a percentage that the Chairman was suggesting it would create unnecessary problems because we have "or other vegetation" included in the current language and all we are concerned about is if there is a property with no vegetation would that in itself be unlawful and I don't think that it should be.

Mr. Litton asked what the definition of "no vegetation" was? Mr. Litton stated if they put no vegetation he personally thinks it does not violate the nuisance law.

Mr. Wood stated that if Community Improvement pursues the International Property Maintenance Code the existing property maintenance ordinance within the municipal code will go away. It is unlikely that the International Code would be able to add the additional language that is being looked at, so it may fall in default to the development code. Mr. Wood asked if there is some recommendation from the Committee to pursue some type of guidelines and spell out what they would like to see. If this was to go to Council those would be looked at and the public would have a chance to comment and council can adjust those accordingly.

Public member Gary Grieder who resides at 2338 Rockingham Cir. thanked Mr. Wood for what he has done and appreciates the committees review on this and their time. Mr. Grieder stated that he is a neighbor who has let their yard go. In talking with residents they say they are scared to death of the water meters and think that their water bills are going to go way up. Mr. Grieder would like to request that the

committee take a hard look at this and encourage some type of covering and not just leaving the yards in dirt.

Public Member Doug Chaney stated he is concerned with people who have city park strips, located between the sidewalk and the curb. He believes that is going to be a problem.

Mr. Litton asked if anyone had recommendation of what they would like to see. Mr. Litton stated he would like to see a vegetation percentage for example; if you take the City of Fort Collins, Colorado ordinance and change the following:

No Dirt Yards. At least 80% of a yard area (visible from the public street or sidewalk) must be covered with ground cover plants or other landscaping material, such as **but not limited to** mulch, gravel, stone or paving bricks, or grass **but not less than 30% of vegetation.**

Mr. Wood stated he would like take those guidelines and bring it back at the next meeting for review. Mr. Wood would like to incorporate this in the development code.

Mr. Litton stated what he would like to see in the recommendation is to overhaul it of course but secondly keep it from one extreme to the other.

B. Follow up on Issues from Previous Meetings

Main Street Project

Mr. Wood stated he spoke with Brad Doell and he replied that it had been on his mind and he has secured the use of a lift but because of what happened this past week with the loss of one of their firefighters, they've had that to deal with that right now but he will follow up to talk about a schedule of moving forward in completing the painting of the building.

Mr. Wood invites anyone to drive by on Main Street as there has been an incredible improvement. Mr. Wood stated he will definitely be looking into one of the properties for a Community Improvement award.

Celebration on Central

Mr. Wood stated that Celebration on Central event scheduled for Sunday, May 20th has been postponed. No date has been set as of this time, but we are expecting that it will be late-summer, early fall.

DEPARTMENT REPORTS

A. Community Development

Planning Commission – Past Action

None

Neighborhood Services Division

None

Building Division

Mr. Wood that the Temporary C of O has been issued for Home Depot and will be getting their final Certificate of Occupancy as they opened up recently.

B. Police Department

- **District/Watch Commander**

None

- **Community Improvement Unit/Code Enforcement**

Mr. Wood stated he is still in the process of formulating the program on gang intervention and the whole gang effort. It is still a work in progress.

B. Public Works

Mr. Wood stated the two projects block grant funded the alley improvement project and the ADA improvement curb cuts is going to council this month to award contracts.

COMMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

Doug Chaney stated he has been working a lot with Gravity Church. They have been reaching out a lot to the Eastside. He stated he is disappointed with Lodi because no one cares.

COMMENTS FROM THE BOARD MEMBERS ON NON-AGENDA ITEMS

Mr. Litton stated he coaches girl sports for 10-12 years and three of those kids are from the Eastside and stated how can you keep kids out of trouble if they have no where to go.

Mr. Wood stated he has reached out to the Giants Community Fund about getting a Jr. Giants here next year so we are going to be looking into a number of folks who would like to coach.

Mr. Takeuchi asked Mr. Wood if the Lodi Improvement Committee passes a motion would that help the kids on the Eastside in regards to the block grant fund.

Mr. Wood replied they are only given so much money and we are limited to putting only 15% of that toward public services. The rest is for projects.

NEW BUSINESS

Topics for Upcoming Meetings

A. Looking Ahead

June 12th – Gang Intervention

June 16th – Goal Setting Session

ADJOURNMENT

There being no further business before the Committee, the meeting was adjourned at 7:26 p.m.

Respectfully submitted,

Araseli del Castillo, Recording Secretary

LODI IMPROVEMENT COMMITTEE GOAL SETTING MEETING

June 16, 2012

9:00 A.M.
ROLL CALL

BOARD		STAFF
<u>PRESENT</u>	<u>ABSENT</u>	
Tim Litton (Chair)	Lisa Nixon (Vice Chair)	Joseph Wood, CDD
Fran Forkas	Robert Takeuchi	
Sunil Yadav		

MINUTES

None

TREASURER'S REPORT

None

ANNOUNCEMENTS/PRESENTATIONS

Mr. Wood asked that anyone from the audience wishing to speak should do so from the podium.

AGENDA ITEMS

A. Goal-Setting Session for 2012/13

Review Previous Goals and Accomplishments

Mr. Wood referenced the staff report that listed four previous years of goals and topics that had been set out.

2008

- Continued improvements of the Eastside much like with what's happening with the Main St. project.
- LIC has a venue for public forums.
- Better coverage from the Lodi News-Sentinel.
- Carnegie Forum a better venue for meetings.
- Coordination of efforts among local non-profits.

2009

- Eastside Summit.
- Affiliation with Keep California Beautiful.
- Lodi Ave. Improvement Project Plan.
- More communication with the public.
- Invite other organizations to participate in meetings.

- * Loel Center
- * Community Partnership for Families
- * El Concilio
- * Increase participation with other agencies/organizations.
- * Lodi News Sentinel
- * LOEL Center
- * Mexican-American/Other ethnic groups
- * County Agencies
- * Youth Commission/LUSD

2010

- Water Meter Installation
- Affordable Housing/General Housing Issues
- Housing Assistance Programs
- Gangs/Gang Intervention
- Main Street Project
- Outreach to LUSD on Quality of Life Issues

2011

- Cherokee Lane Improvements
- Main Street Project
- Affiliation with Keep California Beautiful
- Celebration on Central
- Membership
- Beautification Projects
- Community Improvement Award

Mr. Litton mentioned that the goal of looking at Cherokee Lane for improvements in 2011 seemed to be forgotten. He recommended that we keep goals listed on the agenda.

Mr. Yadav suggested that we move on from Main Street to Cherokee Lane. Not all of it is bad, just isolated areas that lack frontage improvements.

Mr. Litton suggested that we try to arrange a walking tour of Cherokee Lane to identify exactly what improvements are necessary and where. Mr. Wood suggested that a transit bus could be arranged and if based around a public forum on the matter, the public could be included.

Mr. Litton suggested that volunteer beautification projects along Cherokee Lane be identified and that we look to include organizations such as Tree Lodi. He also mentioned that a Celebration on Central-type event at a centralized Cherokee Lane location such as Rancho San Miguel could help build support for such a project.

As far as Eastside activities, Mr. Litton wondered whether the Celebration on Central event might be better if it were located further down Central Avenue, south of Lodi Avenue. Mr. Wood mentioned that he would bring that up at the event planning meetings.

Mr. Forkas mentioned that the Alley Drainage Improvement Projects should be listed as an accomplishment from the last two years.

Projects/Issues for 2012/13

Mr. Wood mentioned that he had provided a copy of the Project Narrative from the CalGRIP grant and asked if there was any interest in developing projects/activities to support the gang program.

There was some discussion regarding sports and afterschool programs for Eastside kids. Oscar Orejel from the audience stated that Afterschool Programs are not necessarily the answer, whereas having afterschool activities available is best.

Mr. Litton stated that sports is the idea as an alternative from gangs and wondered whether there is a charge for afterschool programs. Mr. Wood replied that there is likely a charge as parents had come forward when the program was being eliminated and offered to pay more to keep it in place. Mr. Litton recalls a time when there were flag football teams at each school.

Mr. Wood mentioned that he has received a packet from the Giants Community Fund regarding Junior Giants and that he will be trying to get that started in Lodi again next year, as that program is focused directly on Eastside kids/families. Beyond that, there is a need to identify businesses to sponsor and coach other youth sports activities at Eastside parks and schools.

It was at that time that Chair Litton gave the floor to David Nielson and Oscar Orejel from the public to speak about their "Lodi Rainbow Project".

Mr. Nielson stated that there are common goals between the LIC and the Rainbow Project. They are adopting Hale Park and supporting the handball tournament as part of the gang intervention/prevention effort. Mr. Nielson stated that Mayor Mounce is supportive of handball court improvements there. He also mentioned getting more activities based from the Community Room there at Hale Park.

Mr. Nielson stated that their other projects, such as the clean up of the Masonic Cemetery between Lodi and Woodbridge, improvements at Candy Cane Park, bi-monthly alley clean up/improvements and also the idea of a community garden on a vacant lot on Cherokee Lane and Elm Street. In addition they would also like to pursue efforts to clean up/rehabilitate the Alexander's Bakery/Sunset Theater on Lodi Avenue and the UPRR lot between Pine and Elm Streets.

While they are in support of the gang intervention/prevention program that the City of Lodi is initiating, they are taking the lead on an anti-bullying campaign that would establish bully-free safe zones at schools. He went on to explain the details of that program.

Mr. Forkas asked in regards to the anti-bullying, what is being done about the bullies? Mr. Nielson went on to explain that while the main focus is to help the victim cope, it does allow the bully to be identified and as more people identify a specific bully, school admin can take appropriate actions.

In regards to gang issues, Mr. Orejel stated that he lives across from Hale Park and from his observations, gang activity there is limited to 12:00am – 2:00am.

Mr. Wood mentioned that there have been several reports that the gangs are controlling Hale Park and “charging” families to use them during the day. Mr. Orejel stated that he has not seen anything that would support those claims. Mr. Wood related what one young gang member had said at a meeting several years back, that if you want the gangs out of a specific park, just hold events there and they’ll move on to someplace else. Applying that theory, it would appear that more public activities at Hale Park would eliminate the gang presence during normal hours.

Mr. Nielson stated that there are a number of improvements that can/should be made at Hale Park. For one, the Pipe Art Project could be removed and the materials recycled to fund other improvements. He also stated that one of the adjacent apartment complexes is populated with a number of ex-cons and they have voiced an interest in having weightlifting equipment available in the community room. Mr. Nielson believes that a number of programs and services can be operated from the Hale Park Community Room.

Mr. Nielson suggested that there be a summit meeting of local organizations that could focus their efforts on Hale Park. He provided staff with a list of organizations (see attached) that could attend.

Review of Goals Identified for 2012/13

In addition to the following goals that have been established for the coming year, it was also decided to keep these goals referenced on the monthly agenda/staff report in order to schedule future action:

1. Cherokee Lane
 - a. Start with a Tour of Cherokee Lane.
 - b. Identify specific improvements needed.
2. Summit of Organizations/Agencies
 - a. Compile a list of beautification projects.
 - b. Include Parks & Rec Commission, Youth Commission, Tree Lodi.
3. Eastside Afterschool Programs & Activities
 - a. Possible Joint Meeting with Parks & Rec Commission.
 - b. Build off of Summit Meeting and Gang Program.
4. Community Improvement Award
 - a. Eliminating City Council proclamation.
 - b. Do in conjunction with Lodi News-Sentinel.
 - c. Similar to Chamber’s Ribboncutting events at businesses.
5. Main Street Project

6. Movie Night at the Park
 - a. Community gathering
7. Soliciting Financial Support
 - a. Local banks provide annual donations for community events.

COMMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

None

COMMENTS FROM THE BOARD MEMBERS ON NON-AGENDA ITEMS

None

NEW BUSINESS

Schedule for upcoming meetings:

July 10th – Gang Program Presentation
August 14th – Cherokee Lane Tour
September 11th – *Open*
October 9th = Summit Meeting

ADJOURNMENT

There being no further business before the Committee, the meeting was adjourned at or about 11:20 a.m.

Respectfully submitted,
Joseph Wood, City Liaison

Proposed Summit Invitations

Edwin - Breakthrough Project

Paul Denel - Lodi Boys & Girls Club

Lodi Adapt a Child

Virginia Snyder

Ann Cerny

Judge David Warner - Mason's

Kiwanis

Rotary

Knights of Columbus

1st United Methodist Church

St. Marks

St. Paul's Lutheran Church

FIRST CONGRESSIONAL

Mayor Jo Anne Mounce

FIRST BAPTIST

Peacekeepers



MEMORANDUM, City of Lodi, Community Development Department

To: Lodi Improvement Committee
From: Joseph Wood, Neighborhood Services Manager
Date: July 5, 2012
Subject: Staff Report for Regular Meeting of July 10, 2012

I. Treasurer's Report

No funds at this time.

II. Announcements/Presentations

III. Agenda Items:

A. Lodi's Gang Reduction, Intervention, Prevention Program

Gang-related crime in Lodi has increased in recent years, despite the Lodi Police Department's strong suppression efforts. As the frequency and severity of gang violence has grown and the community's street gangs have become more complex, the Police Department's traditional enforcement strategies have become less effective than they once were. The Police Department is implementing a new comprehensive strategy to address gang violence.

Police Chief Mark Helm will be present to make a presentation regarding this new Gang Reduction, Intervention, Prevention (GRIP) Program, which is funded through a grant from the State of California's Emergency Management Agency. Copies of the Project Narrative from the grant application are attached to this staff report.

The planned approach for this new program is made up of three components: Prevention, Intervention and Suppression.

Prevention – Lodi Police Department's four School Resource Officers (SRO) already provide anti-gang education to sixth-grade students using the Gang Resistance Education and Training (GREAT) Program. As those sixth-grade students transition from elementary to middle school, SRO staff will have identified those that are already involved with gangs or at-risk of gang involvement and will make referrals to two new Youth Outreach Unit (YOU) staff. YOU staff will have the responsibility of following up with the youth and their families to provide resources and referrals as options for youth that are desiring to leave gangs or avoid entering them. Grants funds will also be provided to community-based organizations to provide supportive services to youth and their families.

The Prevention component also involves the City's existing Community Improvement – Code Enforcement Unit. Grant funds will be used to pay the costs for a part-time code enforcement officer to pursue proactive enforcement on properties within the targeted areas.

Intervention – The Youth Outreach Unit will be the primary tool for intervention, with assistance from SRO's and from community-based organizations that will be funded to partner with this program. YOU staff will work in neighborhood settings wherever young people at risk of violence are found, whether that be in parks, at schools, out on the streets or in homes or apartment complexes. Additional support will come from the LPD, Lodi Unified, SJ County Probation and the District Attorney's Office.

Suppression – The Lodi Police Department will engage in a two-pronged approach of suppressing gang activity and dismantling gang leadership, and connecting at-risk youths with the YOU staff for further intervention. LPD will be performing problem-oriented policing that focuses on specific locations and/or individuals that are the source of gang activities. Officers will pass information regarding substandard building conditions to the Community Improvement Unit, who will then address the nuisance conditions with the property owners/residents.

B. Follow up on Issues from Previous Meetings

Property Maintenance Ordinance

The recommendation from the LIC regarding the creation of a Landscaping Ordinance within the Development Code is currently being worked on by the consultant that is handling the Development Code update. Once draft language has been provided, I will be sure to bring it back before the LIC for review.

Celebration on Central

The next Celebration on Central event scheduled for Sunday, September 30th. I will provide more information from the Planning Committee as it is available.

2012/13 Goals and Objectives

- Cherokee Lane
 - Tentatively set for August 14th
 - Begin meeting and adjourn to tour.
- Summit of Organizations/Agencies
 - Tentatively set for October 9th
- Eastside Afterschool Programs & Activities
- Community Improvement Award
 - Review at least one candidate at the August 14th meeting.
- Main Street Project
 - Brad Doell from the Lodi Professional Firefighters Assn did respond that they are interested in picking this project up again and that they have secured the use of a lift to access the higher reaches of the building.
- Movie Night at the Park
- Soliciting Financial Support

IV. Department Reports

A. Community Development Department

- **Planning Commission**
- **Neighborhood Services Division**
- **Building Division**

B. Police Department

- **District/Watch Commander**
- **Community Improvement Unit/Code Enforcement**

C. Public Works

V. New Business

A. Looking Ahead

- **August 14 – Cherokee Lane Project/Tour**
- **September 11 – *Open***
- **October 9 – Summit Meeting**

B. PROJECT NARRATIVE

1. PROBLEM STATEMENT

a. Gang and Youth Violence Problem.

The insidious growth of gang activity in the City of Lodi has reached a tipping point. No longer is gang crime a mere nuisance to those who live within or near the neighborhoods that harbor dangerous gang criminals. The threat of violence claiming innocent victims now threatens to hold entire City blocks hostage as more and more residents live in fear and helplessness as the number of gang shootouts intensifies.

A 20-year-old old man was murdered in November 2011 by gang members. A 14-year-old boy was arrested for the crime, while an 18-year-old remains at large. The shooting occurred shortly after 3 p.m. in broad daylight on an east Lodi street, and a day after police investigated a shooting that occurred at 11 a.m. on a nearby street.

A few weeks later, another man was stabbed outside the City of Lodi's Community Center. Two gang members attending a quincenera at the Center were arrested. The escalating violence has not escaped the attention of residents, who are increasingly contacting the Lodi Police Department and Lodi City Council to ask, "What are you going to do about it?"

The statistics below illustrate a troubling trend: Not only is gang crime increasingly rapidly in Lodi, but the number of juveniles participating in violent crime and the use of guns in crimes is growing at an even faster pace.

Gang members stepped up their activity from 2010 to 2011, with gun use spiking upward. In 2010, the Lodi Police Department identified 42 Hispanic males as suspects in various gang-related crimes involving weapons, arresting 28, including 12 juveniles and one as young as 12

years old. In addition, Lodi Police arrested eight males with gang ties for various gun violations and 18 more for other weapons violations.

In 2011, Police identified 63 male suspects for gang-related violent crimes, all of which was inflicted on Hispanic male victims. Lodi Police arrested 30 males for gun violations – a nearly four-fold increase – and 12 for other weapons violations, including 19 juveniles, eight of whom were age 15 or younger. All suspects of gang-related crimes in Lodi the past two years have been males.

Year-over-year, gang-related crime increased by 25 percent in 2011, the same rate as the increase in Part 1 crime citywide after the City enjoyed a *14-percent decrease* in Part 1 crime from 2009 to 2010.

Lodi Police began tracking gang-related crimes in July 2009 after a major software purchase and computer upgrade. Statistics since then show gang crime rapidly escalating, from 203 in 2010 to 253 in 2011. Comparing the final six months of the past three years shows gang-crime rising from 76 in July-December 2009 to 87 over the same period in 2010 and to 111 in 2011.

The preponderance of gang-related crime occurs in a concentrated area of Lodi – approximately 2 1/2 square miles -- that is at risk of gang activity for several reasons, namely a high poverty rate and an underperforming student population with school discipline problems. The City has 217 documented gang members as of Dec. 14, 2011, some as young as 12, and seven gangs (four aligned with Surenos, three with Nortenos), as documented by the Lodi Police Department. Some 100 are documented juveniles.

Lodi's criminal street gang members continue to be involved in homicides, drive-by shootings, aggravated assaults, and robberies. The State of California, Office of the Attorney General, reports Lodi has the second-most number of violent crimes among San Joaquin County cities,

despite ranking fourth in population behind Stockton, Tracy and Manteca. Lodi, with a population of approximately 63,400, had 262 violent crimes in 2009, which far exceeded the 153 in Tracy (population 79,235) and 182 in Manteca (population 65,632).

Lodi is part of the federal government's Stockton-Lodi Metropolitan Statistical Area, an area ravaged by high unemployment and low wages. Lodi's southern boundary is two miles from Stockton's northern boundary. In 2008, Forbes Magazine listed Stockton as the second-most "miserable" city to live in the United States, trailing only Detroit, Mich., because of high crime, high unemployment and a high foreclosure rate.

While Lodi is unlike Stockton in most respects, it is not immune from the region's economic turmoil. The City of Lodi's unemployment rate was 11.8 percent in November 2011. There has not been a month in the past three years in which Lodi's unemployment rate was lower than 10.9 percent, according to the State of California's Economic Development Department. The foreclosure rate in Lodi mirrors that of California overall and is roughly double the national rate.

The concentration of gangs in east Lodi, a high drop-out rate in local schools, high unemployment rate, coupled with the easy access to firearms and lack of good paying jobs have contributed to this current crisis.

b. Target Population:

The Lodi Police Department CalGRIP-funded program will focus on boys ages 12 to 17, most of who live in Census Tract Nos. 44.01 and 45 within the City of Lodi (also 42.03 and 43.06). Tracts 44.01 and 45 have a total population of 13,412, with 760 boys in the 10-17 age group, according to U.S. Census estimates.

Activities funded by the grant will not target all boys identified above for prevention activities, but those identified with a family member involved in gangs with a history of delinquent behavior, poor academic performance and delinquent or antisocial behavior in school.

According to Lodi Police Department statistics, the vast majority of gang members are active in the Nortenos or Surenos, gangs with a long history of violent activity in California.

According to the U.S. Census Bureau (2005-2009 American Community Survey), there are 760 male youths ages 10 to 17 living in the 44.01 and 45.0 tracts. The Census identifies 81 percent (613) of these as Hispanic or Latino. An additional 70 youths in adjacent tract 43.06 are identified as Hispanic or Latino, and adjacent tract 42.03 has 85 Hispanic/Latino youth ages 10-17 for a target population total of 768 Hispanic/Latino male youths ages 10-17.

Wyrick and Howell (Wyrick, P. A. and Howell, J. C. 2004. "Strategic Risk-Based Response to Youth Gangs," *Juvenile Justice*, 10(1), 20–29) found that no single factor could be blamed for gang involvement. Instead, a combination of factors – individual, family, school, peer group and community – were most responsible. These factors exist in the targeted population as shown below. In Lodi Census Tracts 44.01 and 45:

- 47 percent of Hispanic or Latino males ages 12 to 17 live in poverty, compared to 28 percent of the overall population in the two major Census tracts and 20 percent of the City's overall population. Poverty is one of the Family Risk Factors cited by Wyrick and Howell, and an impoverished neighborhood is a Community Risk Factor.

- Roughly one of every three households with children has a single parent (801), compared to one in four for the rest of the City of Lodi. Broken homes are a strong predictor of gang membership (Family Risk Factor), although poor family management is amenable to change, according to Wyrick and Howell.

School Risk Factors are present in the schools that serve the target population. This is shown through truancy and disciplinary statistics, as well as test scores.

- The dropout rate at Lodi High School, where most children from these tracts would attend high school, was 12.8 percent overall, but 19.3 percent for Hispanic and Latino students. Liberty High, a continuation high school that serves these tracts, has a 21.4 percent dropout rate overall, and 23.3 percent for Hispanic/Latino students, according to the California Department of Education.

The targeted area is served by two elementary schools that send the youths to middle schools outside the area. One is Lawrence Elementary, which has a student population that is 86 percent Hispanic or Latino; the other is Heritage Elementary, with an 84-percent Hispanic/Latino population, according to the California Department of Education's 2010-11 API demographic report.

- Lawrence scored 687 on the latest California Academic Performance Index, below the State average of 808 for grades 2-6. Heritage scored 652.
- Lawrence has designated 69 percent of its 337 students as English Learners, 97 percent as participants in free or reduced-price lunch, and only two parents of 337 children identified themselves as college graduates.
- At Heritage, 79 percent of 301 students are English Learners, 97 percent participating in free or reduced-price lunch, and seven parents identified themselves as college graduates.

Statistics for truancy and other behavioral problems are escalating at schools that serve the target population.

■ **Lawrence Elementary School:** 58 suspensions due to violence/drugs in the 2010-11 school year compared to 26 the previous year.

■ **Heritage Elementary School:** 16 suspensions due to violence in 2010-11 vs. 5 in 2009-10. Truancy rate increased from 12.5 percent to 14.1 percent.

■ Two middle schools serve students in this target area, as well as the rest of the City and outlying areas: Lodi Middle School and Millswood Middle School. Lodi had an API of 733 in 2011 and Millswood scored 713, compared to the state average of 778 for grades 7-8.

■ **Lodi Middle School:** 7 expulsions and 200 suspensions for violence/drugs in 2010-11 vs. 6 expulsions and 176 suspensions in 2009-10 and 5 expulsions and 140 suspensions in 2008-09. Truancy rate increased from 8.6 percent to 11 percent to 14.1 percent.

■ **Millswood Middle School:** 7 expulsions and 140 suspensions for violence/drugs in 2010-11 vs. 8 expulsions and 109 suspensions in 2009-10 and 8 expulsions and 72 suspensions in 2008-09. Truancy rate increased from 8.5 percent to 16.3 percent.

■ **Lodi High School:** 28 percent truancy rate in 2010-11 vs. 26 percent in 2009-10.

Wyrick and Howell found that low achievement in school is a major predictor of future gang involvement. Future gang members have a problem with truancy and low academic aspirations. Appropriate mentoring can improve a child's approach to his or her education.

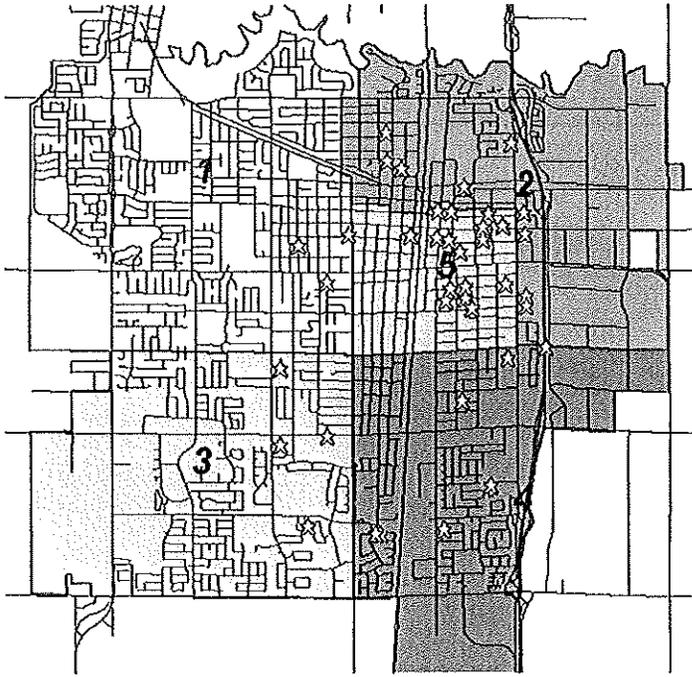
c. Target Area:

Lodi is located in northern San Joaquin County, in the northern part of the San Joaquin Valley. The city is a hub for agricultural operations surrounding the City that have attracted immigrant farm workers to the region for nearly a century.

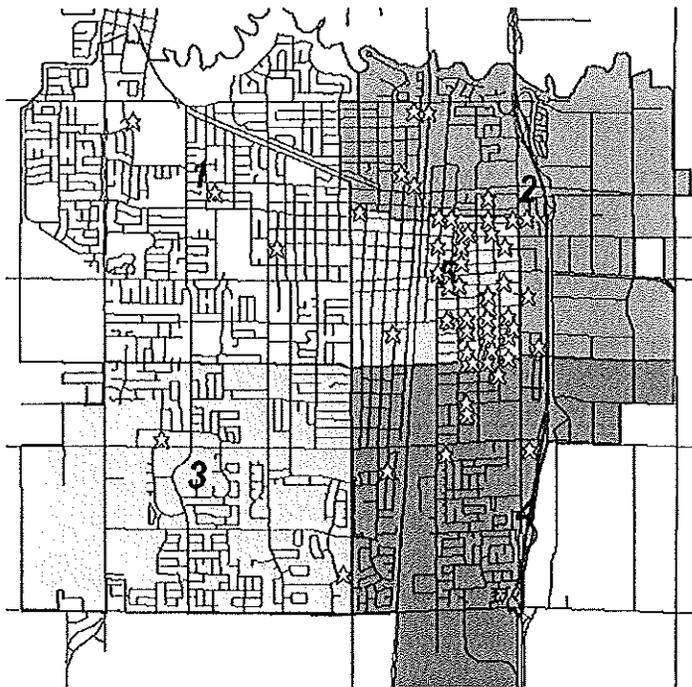
The target area is predominantly within U.S. Census Tracts 44.01 and 45, as well as parts of Census Tracts 43.06 and 42.03. These tracts are part of the San Joaquin County Enterprise Zone, created in 2008, and included because of their low-income characteristics. The area also makes up most of the Lodi Police Department's patrol districts 2, 4 and 5, which are indicated on the following maps indicating the location (and growth) of violent gang-related crime.

The area is generally south of Turner Road, east of the Union Pacific Railroad tracks to Cherokee Lane, and north of Kettleman Lane. One neighborhood south of Kettleman Lane, between Hutchins Street and the UPRR tracks and north of Century Boulevard, is also in the target area (part of Census Tract 43.06), and the Target Area within Tract 42.06 is contiguous to Tract 45, between Lockeford Street and Turner Road, and east of Pleasant Avenue to the UPRR tracks.

2010 gang-related weapons offenses



2011 gang-related weapons offenses



Most of the Target Area lies within Lodi's oldest neighborhoods, some dating to the City's incorporation in 1906. The area was the focus of a proposed redevelopment project area that noted the blight and deterioration of its housing stock and low socio-economic profile. In its March 6, 2008 Preliminary Report for the Lodi Community Improvement Project, the Lodi Redevelopment Agency noted:

- Although 25 percent of the City's population lived in the project area, 54 percent of the City's crime occurred there. Part 1 crime in the project area was *three times higher* than the rest of the City.
- For persons 25 years or older in the proposed Project Area, nearly 37 percent have not received a high school diploma. This compares to 27 percent for the City of Lodi and 29 percent of San Joaquin County as a whole."
- The proposed Project Area's median household income is \$33,765, which is significantly lower than the City's median of \$39,570, and also lower than the County's \$41,282.
- The proposed Project Area's per capita income is only \$16,302, which also is significantly lower than the City's per capita income of \$18,719 and the County's of \$17,365.
- The percentage of owners in the proposed Project Area is 43 percent, as compared to 54 percent and 60 percent for the City and County respectively.
- Nearly 35 percent of proposed Project Area households earn less than 50 percent of the County's median household income, as compared to 24 percent for the City.
- The average year for structures built in the proposed Project Area is 1961, compared to 1972 for the City and 1973 for the County, while the average age of

buildings in the Project Area is in excess of 60 years.

- A structure-by-structure analysis found 22 percent of buildings in the Project Area in a state of disrepair.
- One-third of rental properties in the Project Area were owned by absentee landlords.
- 83 percent of the properties in the Project Area exhibit at least one characteristic of physical blight.

2. PLANNED APPROACH

a. Project Plan

A single approach will not accomplish the desired result, so the City of Lodi has developed a multi-pronged strategy that encompasses prevention, intervention, education, family services and gang suppression and enforcement. Our efforts will be divided into three manageable components: Prevention, Intervention, and Suppression. Grant funds will be used to provide new services the City of Lodi currently can not afford.

Of the \$250,000 requested over two years, \$150,000 will be used for Police Department overtime related to special enforcement activities, \$50,000 will fund a part-time Code Enforcement Officer and \$50,000 will be allocated to Community Based Organizations to provide services such as after-school tutoring, mentoring and parenting assistance.

The City will provide \$85,000 in a cash match for two part-time Youth Outreach Workers and \$165,000 in in-kind matches with the services of a Police Department crime analyst, City Manager's Office administrative oversight, Gang education presentations, G.R.E.A.T. program instruction, clerical support, and Lodi Police Foundation underwriting.

Prevention/Education

The City of Lodi Police Department's four School Resource Officers already provide anti-gang education to sixth-grade students in the City using the G.R.E.A.T. (Gang Resistance Education and Training) program.

While the Department believes this is an effective program, there is not a follow-through to seventh grade, where Lodi students transition from elementary to middle school. School Resource Officers, however, will have identified those youths already in gangs, or considered at risk of joining gangs. SRO's will continue working with students, but will provide names to Youth Outreach Workers who will be hired with City funds. These outreach workers will make home visits and coordinate with the grant-funded Community Based Organizations to provide the social services that best fit the family's needs in order to help children leave or resist joining gangs. These services will consist of family and individual counseling and after-school tutoring.

In addition to receiving referrals from School Resource Officers, the Outreach Workers will take referrals from school officials and family members and determine the best resource for the children. The Outreach Workers will keep a case list, monitor their progress such as school attendance and discipline, and ensure they participate in after-school homework and/or tutoring. Each Youth Outreach Worker will be assigned to work in what is considered Norteno or Sureno "turf" in Lodi, with East Lodi Avenue the dividing line.

Prevention also includes special assignment duties on overtime that will be paid with grant funds. Police officers will be assigned to the target area for bicycle and foot patrols, methods intended to show Police presence as well as gain intelligence about gang activities and at-risk youth. As the target area is only approximately 2 ½ square miles, it allows officers to focus on a

small geographic area. This is conducive to foot and bicycle patrols where officers can develop relationships with residents and take measures to prevent gang violence.

Another step in prevention is the involvement of the City of Lodi's Community Improvement Division, which carries out code-enforcement responsibilities. Blight and neglected properties become havens for gangs. The grant will fund a part-time code enforcement officer to focus on properties associated with gang activity. The officer will identify those properties with the assistance of patrol officers, Youth Outreach Workers, School Resource Officers and the Police Partners (volunteer group). The Code Enforcement officer will evaluate the properties, post violation notices and work with landlords to ensure their properties do not harbor gang members.

The Code Enforcement Officer hired with grant funds will be able to target 100 properties in violation for each 12-month period, with prosecution by the City Attorney's Office for more difficult cases.

Yet another element will be additional opportunities for City-sponsored recreational activities. The City will have its liaison to the Boosters of Boys & Girls Sports (the nonprofit group that coordinates youth sports) serve as a member of the Coordinating and Advisory Council to assist in providing youth sports scholarships for at-risk youth.

The Youth Outreach Workers will identify at-risk youth and encourage them to participate in after-school tutoring provided by the Lodi Boys & Girls Club. Tutors will keep a list of participants and notify the outreach workers if attendance slips, prompting a home visit to investigate the reason or reasons for the absences.

Through its partnership with the Lodi Boys & Girls Club, the City will use grant funding for a well-established after-school program that other Boys & Girls Clubs have used successfully. "Project

Learn” was developed in the late 1990s to provide an academically beneficial program for youths that emphasizes homework help and tutoring, high-yield learning and leisure activities, parent and adult involvement, collaboration with schools and incentives.

A Columbia University study found that 30 months after the program was established, Project Learn participants had 15-percent higher grade-point averages than those youths participating in other after-school activities. The City projects 25 new participants in each year of the grant period.

The Community-Based Organizations also will be a resource for the Youth Outreach Workers to obtain parenting help for those who are having difficulty controlling their children and give them the tools needed to help their children make the choices needed to avoid gang activity.

Intervention

Youth Outreach workers will be our front-line intervention workers, with backup from School Resource Officers and our Community Based Organization partners. This program will be based upon Boston's Operation Ceasefire, focusing on conflict resolution, media, community organizing, mentoring and case management. The Youth Outreach Workers work in neighborhood settings wherever young people at risk of violence are found, such as parks, schools, street corners and apartment complexes.

Other intervention support will come from police officers, Lodi Unified School District, the Lodi-based juvenile probation officer from the San Joaquin County Probation Department and the San Joaquin County District Attorney's Office.

As in the prevention element, Outreach workers will be visiting homes of east Lodi youths and their families. In the intervention mode, the Youth Outreach Workers will visit homes of those youths who have been identified as documented gang members and their juvenile associates.

Youth Outreach Workers build the bridge between the youth and their families, with a collaboration of government and community based organizations to accomplish the mission and vision. Each will provide case management services to a minimum of 50 youths (100 total), which equates to approximately one of every seven boys ages 12-17 in the Target Area.

Lodi Unified School District maintains "gang contracts" with those students identified as possible gang members. These contracts are available to School Resource Officers, who will refer these cases to Youth Outreach Workers for home visits and follow-up.

The safety of gang-involved clients, their families, grant team members and the community at-large is the primary consideration in delivering services.

Youth Outreach Workers will collect and maintain statistics related to their case work, such as number of home visits, contacts, number of service referrals and perceived successes. The Youth Outreach Workers also will assist the Lodi Police Department and partner agencies in bring at-risk youth to two annual gang forums, or call-ins, consistent with the Operation Ceasefire model. These forums, held at small settings in Lodi, will include speakers such as the U.S. Attorney's Office, Department of Corrections and Rehabilitation, parole officers, police officers and family members of gang members who either met violent deaths or are incarcerated. The forums are intended to dissuade at-risk youths from participating in gang activities.

Suppression Component

The Lodi Police Department will build upon successful partnerships and strategies and direct operations through a two-pronged approach: Suppressing gang activity and dismantling gang leadership, and connecting at-risk youths with Youth Outreach Workers who can then direct intervention efforts at the identified youth and their families.

The Lodi Police Department's patrol officers, Special Investigations Unit detectives and grant-funded enforcement teams will be performing problem-oriented policing. That includes contacting problem individuals, working with parents and landlords in a multi-faceted approach and not just pushing the problem elsewhere or temporarily avoiding conflicts. Officers will pass information to code enforcement officers to address blighted housing that attracts crime.

The Police Department's crime analyst will provide officers with up-to-date information about crime trends such as hot spots and problem addresses so that officers in the field are informed about the neighborhoods they are patrolling, and target locations for additional enforcement.

The Police Department also will work with the San Joaquin County law-enforcement agencies to develop a multi-agency task force that will combat gang crime in the county's various cities, including Lodi. Grant funds will be used to pay for overtime on task force operations within the Lodi city limits.

The Police Department will track overall crime statistics as well as gang-related crimes as it currently does through its computer-aided dispatch and records management system database that can be manipulated to determine crime statistics and trends in any geographic area within the City of Lodi. With the tracking system in place, the Police Department will be able to analyze any trends in gang-related crime as various elements of the grant program are put in place.

Using \$72,500 in grant funds for each of the two years, the Lodi Police Department will select officers for some 1,164 hours of overtime assignments each year. Officers will make contacts with documented gang members, conduct surveillance and participate in foot and bicycle patrols. In addition, officers will closely monitor parolees and probationers, ensuring that parole conditions and probation terms targeting gang behaviors are being followed. Another \$2,500 in annual funds will be used for Youth Outreach Worker expenses, such as cell phones, business cards and vehicle mileage reimbursement, and training expenses.

b. Expected Outcomes

On the Suppression side, the goal of the Lodi Police Department is to reduce incidents of gang violence by 25 percent, remove 20 guns from the possession of gang members or violent offenders, identify and dismantle the leadership of at least one Norteno and one Sureno gang.

The Prevention/Education component has the goal of increasing the grade-point averages of those participating in the Boys & Girls Club's Project Learn after-school program by 10 percent.

These objectives would be achieved by the end of this grant period.

The Lodi City Manager's Office, through the Youth Outreach Workers, will track the number of youth referred by the workers and their case load. The Lodi Police Department will track the number of violent crimes, the number of gang-related crimes and number of guns seized.

c. Project Implementation

The Lodi Police Department, under the City Manager's direction, will have lead responsibility in implementing and managing the proposed project. Meanwhile, the Youth Outreach Workers, a component of prevention/education and intervention, will report to directly to the City Manager, with some assistance and guidance provided by the Police Department. The City desires Youth

Outreach Workers who are former gang members with a time-tested and proven track record of positive service to their communities, but can relate to the challenges facing Lodi's Target Area youth.

The Lodi Police Department will conduct quarterly Advisory Board meetings. The Lodi Police Department is headed by Chief of Police Mark Helms, whose previous experience includes work as a captain and deputy chief for the City of Stockton's Police Department, which used the Project Ceasefire model for its Operation Peacekeeper anti-gang program. Chief Helms' familiarity with this program will be an asset to the Lodi Police Department's implementation of the grant.

The Suppression component will be head by the Police Department's Special Investigations Unit (SIU). This unit is composed of six detectives, four of whom are assigned to gang crime. SIU will oversee law enforcement investigations related to grant activities and will coordinate activities with the Youth Outreach Workers, Police Department district commanders, the City Manager's Office and the San Joaquin County District Attorney's Office. The SIU has been headed the past two years by a Sergeant who has 26 years of law-enforcement experience and is a graduate of the FBI National Academy. In addition, the unit is a member of the California Gang Investigators Association's Northern California branch, the California Narcotics Association and the California Narcotics Officers Association, and works regularly with the U.S. Marshals, FBI and ATF.

d. Coordinating and Advisory Council.

The coordinating and advisory council for this project will consist of the City of Lodi Chief of Police; the Police Department's Support Services Division lieutenant, the Police Department's Special Investigations Unit supervisor; a representative of the Lodi City Manager's Office; the

Associate Superintendent of Elementary Education from Lodi Unified School District; the principal of Heritage Elementary School from the Lodi Unified School District; Lodi Area Crimestoppers; the City of Lodi Parks, Recreation & Cultural Services' liaison to the Boosters of Boys & Girls Sports; and representatives of the Lodi Boys & Girls Club and the San Joaquin Community Partnership for Families.

The Coordinating and Advisory Council will meet monthly the first three months after implementing grant-funded activities, and quarterly thereafter. The Coordinating and Advisory Council will review the status of the program as reported by the Special Investigations Unit Supervisor, the City Manager's Office designee and stakeholders, make recommendations and ensure ongoing commitment and cooperation. One of the assignments of the Youth Outreach Workers is to work with residents in the target area and afford them a voice in identifying services and activities in the community that may lead to the development of other community groups, such as block watches and other alliances/coalitions.

In its early meetings, the Council will identify three to five crucial problems that must be addressed to effectively deal with Lodi's gang problem and identify the desirable outcome of each. Immediate suppression activities will be required to address imminent threats of harm, but the long-term goal is to intervene and prevent future gang activities.