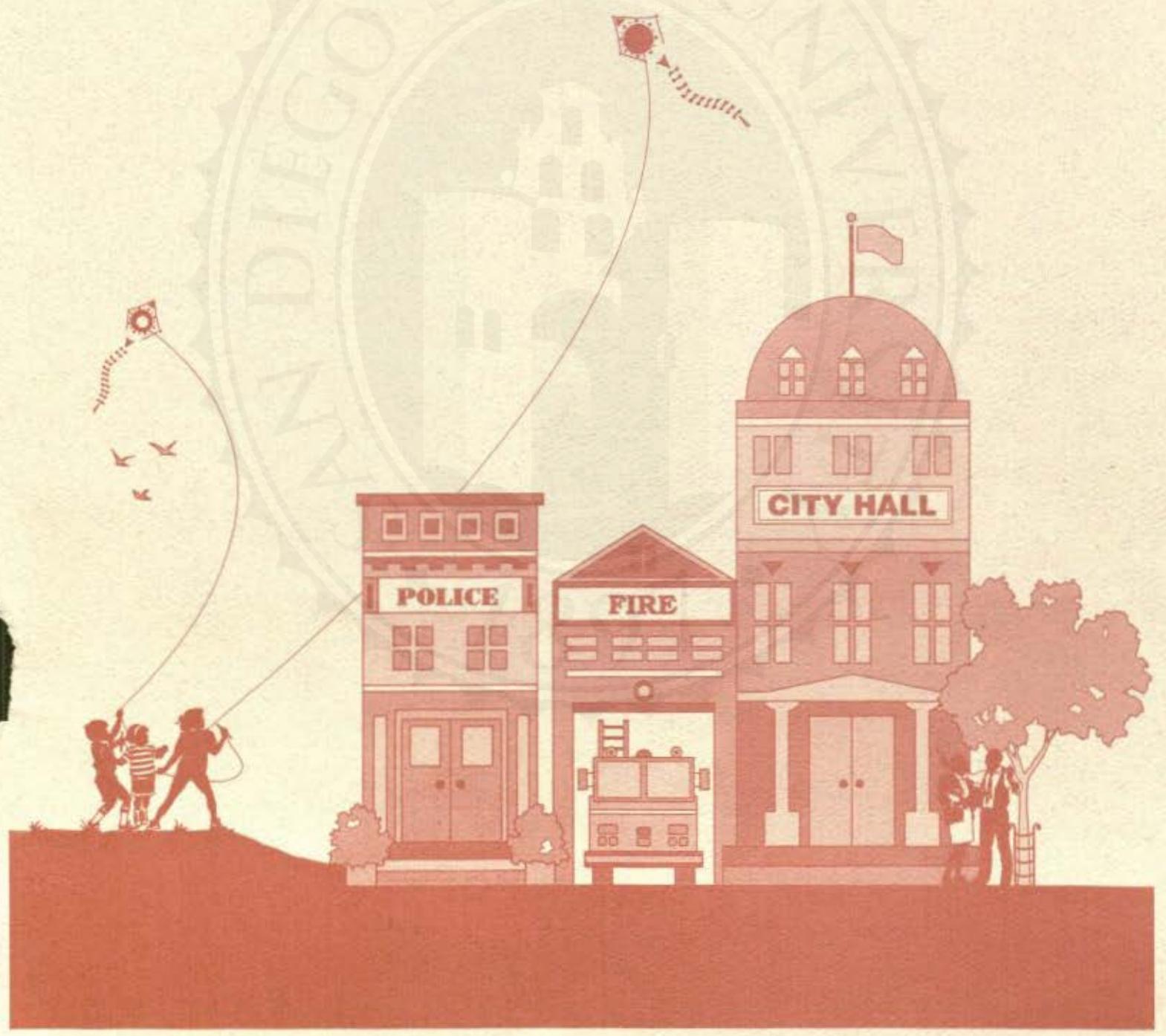


City Heights Economic & Crime Summit Report



City Heights
Economic
& Crime
Summit Report

June 1994

Draft

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♿ This information, or this document (or portions thereof), will be made available in alternative formats upon request.

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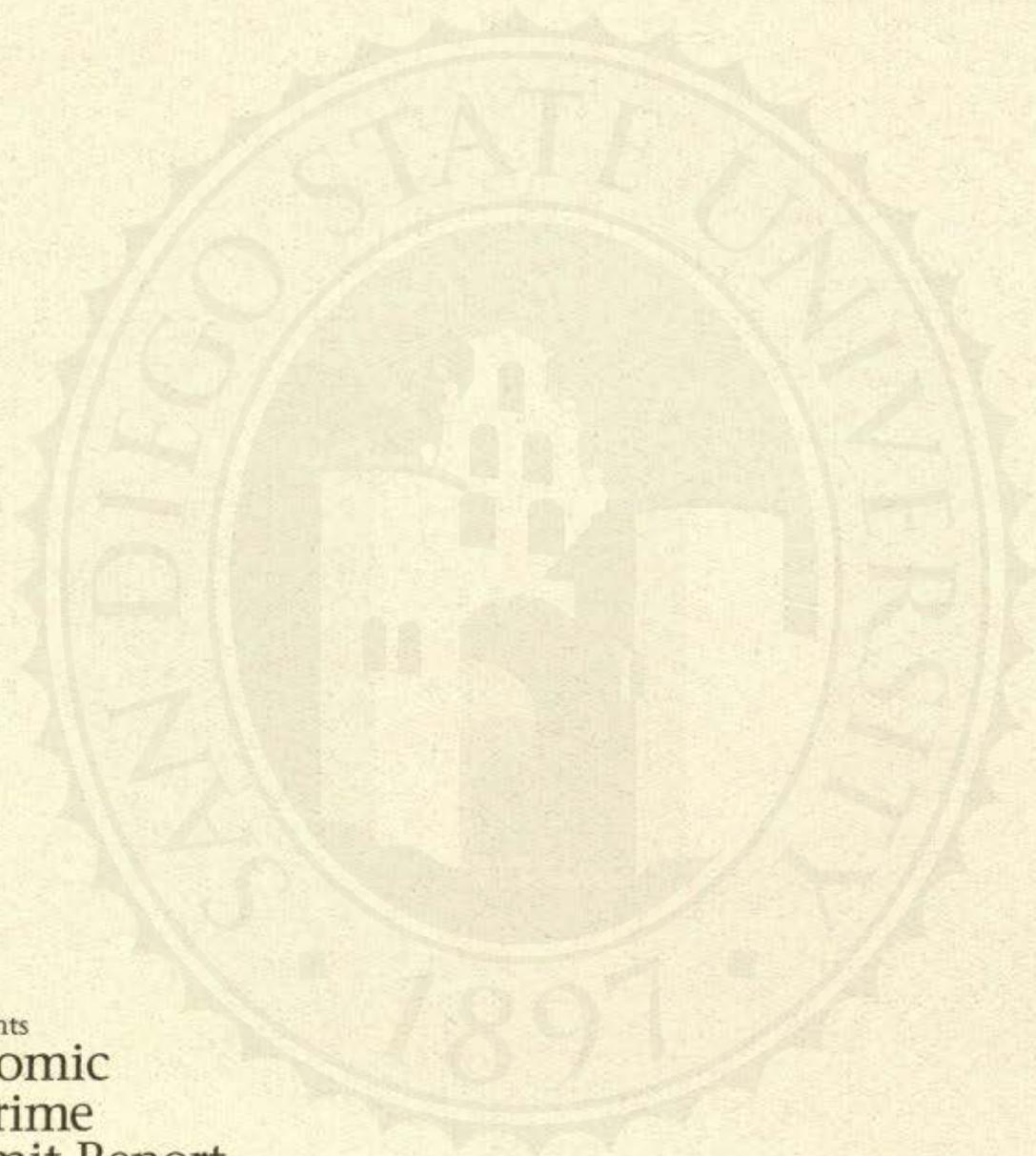
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Letters of Transmittal

CITY HEIGHTS IMPROVEMENT PARTNERSHIP

MEMORANDUM

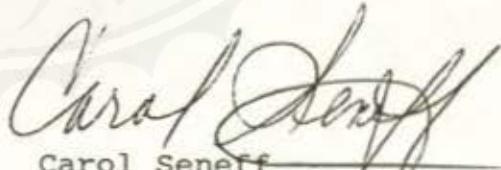
DATE: June 6, 1994
TO: Interested Parties
FROM: Carol Seneff, Chair, City Heights Improvement Partnership
RE: Endorsement of City Heights Summit Report

On April 22-24, 1994, members of our community and guests from other communities, public and private agencies, schools, churches, and elected offices gathered for the first City Heights Crime and Economic Summit. This Summit was the realization of over three years of the City of San Diego and residents of City Heights learning to work together to identify and address our mutual problems.

The attendees at the Summit were asked to look at our challenges and find innovative strategies to help us develop a plan for action that we could present to the policy makers and the residents for joint resolution. Our time together during the week-end was exhausting and difficult, but most of all, inspiring and rewarding as we watched and participated with a host of diverse cultures and interests who came together with a mutual goal--to make things better in our community.

We proudly endorse the results of the work of every committed person who came to the Summit. The report that is attached here is the culmination of that dedication and commitment. Now it is up to us, the people who live and work in City Heights, to begin to create the plan of action that will move us forward.

Please join us in the most important step in our process--developing the plan for implementing the ideas that were crafted during the Summit experience. Your commitment is critical to our mutual success in making our vision for bettering our community come alive.


Carol Seneff
Chair, "The Partnership"



THE CITY OF
SAN DIEGO

CHRISTINE KEHOE
Councilmember, Third District

June 3, 1994

Dear Residents of City Heights
Honorable Mayor and City Councilmembers:

As Councilmember for the Third District I am pleased to transmit for your review and comment the report of the City Heights Crime and Economic Summit, which took place on April 22-24.

A great number of committed residents, City staff, and the San Diego Police Department worked long and hard in making the Summit a reality. This report represents the culmination of the intensive, three day workshop, in which participants were charged with addressing the issues and concerns facing City Heights - and more importantly, to prescribe possible strategies for effecting positive solutions.

I am very committed to working with the community and my colleagues on Council to put these recommendations into action. Prior to implementation, it is important to take these recommendations back the community for additional review and comment. The Human Relations Commission, City Heights Partnership, San Diego Organizing Project, City Heights Community Planning Committee, Mid-City Development Corporation, City Heights CDC, and area Business Improvement Associations are some of the organizations that will review this report over the next two months.

It is my intention to bring this report, accompanied by the additional comments and recommendations back to Council in late summer or early fall for implementation.

Respectfully submitted,

Christine Kehoe
Councilmember
Third District

CK:nh





THE CITY OF

SAN DIEGO

CITY ADMINISTRATION BUILDING • 202 C STREET • SAN DIEGO, CALIFORNIA 92101

OFFICE OF THE
CITY MANAGER
(619) 236-6363

June 1994

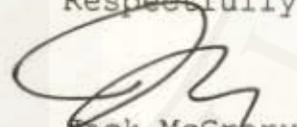
Dear Members of the City Heights Community and
The Mayor and Council:

As a member of the City Heights Partnership and as City Manager of San Diego I am pleased to transmit the report of the City Heights Economic and Crime Summit to your review and comment.

As you know, this report is the result of an intense 3-day effort, that many of you were part of, which produced a number of recommendations for improving the quality of life in Mid-City and will service a model for other neighborhoods of San Diego.

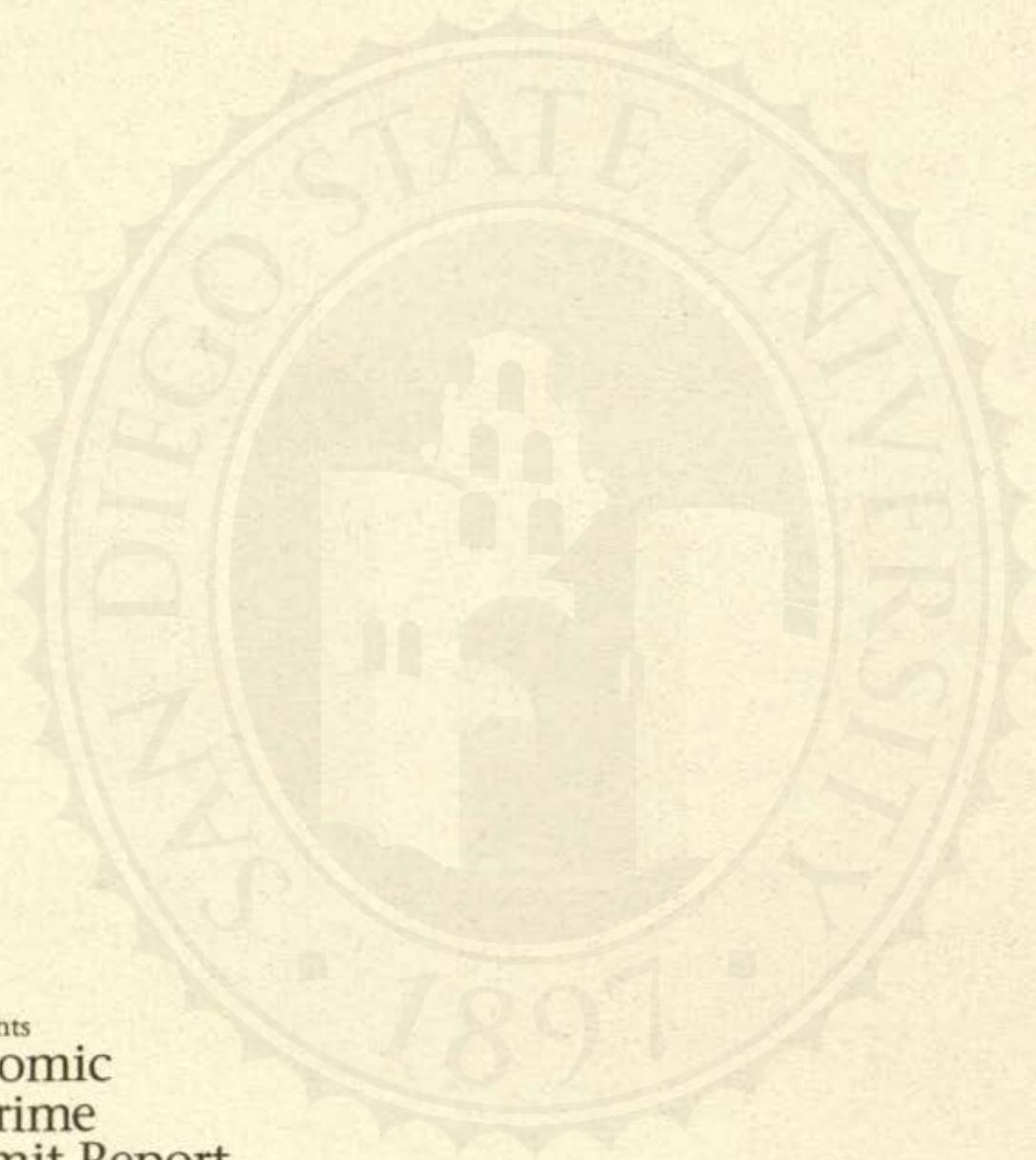
I am pleased with the directions outlined in the report and I am very pleased with the role the dedicated City staff were able to play and will continue to play. I look forward to your comments, revisions and suggestions, and more importantly I look forward to working with you to put the first recommendations into action.

Respectfully submitted,


Jack McGrory
City Manager

JM:chr





City Heights
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Executive Summary

EXECUTIVE SUMMARY

THE SUMMIT CONVENES

The Community of City Heights through the "Partnership" held a Summit meeting which brought together the community, business, City, County, Schools, and Social Service agencies. The Summit was called to address the need for change, assess community issues and develop solutions and was held at the Wilson Academy (Middle School) in City Heights on April 22 through 24, 1994.

More than 400 individuals participated in the Summit. Participants represented a multiplicity of views which included community residents and businesses, religious, for profit and non-profit organizations working in the community, professionals in the various fields of economic development, architecture, planning, education, art, law, and government agency staff from City Schools, the County Probation, State Attorney, NCCD and City staff from Police, Economic Development, Planning, Human Relations Commission, Community Services, Arts and Culture, Parks and Recreation and other City Departments.

The Summit pre-designated a core group of individuals with knowledge in the various fields of education, planning, financing and policing, and community representatives as Working Team(s) charged with developing recommendations and interacting with Focus Groups of community and local technical representatives. The Working Teams spent the weekend with overnight stays at the Wilson Academy Friday and Saturday. On Sunday Working Teams presented their recommendations at a plenary session of the Summit.

SUMMIT CONCLUSIONS

The Summit was well received and exceedingly well rated by all participants. Working Team recommendations emphasized the positive aspects of the community, and the objective of building upon these positive traits and community traditions. Teams realized that "topic areas" overlapped and stated that no single solution could stand alone. A "Holistic" multi-disciplinary approach was recommended. The overarching objective identified by all teams was best stated by the Land Use team's song with the rhyme:

"Accentuate the positive,
Eliminate the negative,
Latch on to the affirmative and
Don't mess with "Mr. In-between"

A number of recommendations were made to community residents and business to enhance their organization's effectiveness. Proposals included greater community control, including the establishment of community banks, an Economic Development Center, housing improvements, more aggressive code enforcement, community

oversight of local schools, and cooperation with government agencies, and business. Emphasis was given to enhanced crime preventive programs, and recognition of the great multi-cultural assets of the community.

Many programs suggested can be implemented immediately while others will take more time and substantial funding. In all cases continued and enhanced community-city partnership was proposed. A suggested Action Program proposal is included in this report for purposes of discussion.

The review of Summit comments suggests that the program preparation, and the actual meeting was very well received, and could have future application.

COMMUNITY REVIEW PROGRAM

The results of the Summit which are incorporated into this report will be subject to further review by the community. The City Heights Partnership will be soliciting additional input and reaction from the various community groups. The participation of all groups and interests in City Heights will be solicited. A Community Forum will also be sponsored by the City Heights Partnership for July 9, 1994 starting at 8:00 a.m. The purpose of this Forum will be for all groups and individuals who participated as well as new people and organizations joining the process who did not get a chance to participate earlier or who wish to hear the results of the public review to become further involved in Summit recommendations and implementation. This Forum will be held prior to making final recommendations to the City Council, the San Diego Unified School District, the San Diego County Board of Supervisors and other responsible agencies identified which are key to the effective implementation of the Summit's recommendations.



THE CITY OF
SAN DIEGO

CHRISTINE KEHOE
Councilmember, Third District

June 24, 1994

Jimmy Slack
County Board of Supervisor
1600 Pacific Highway, Room 335
San Diego, CA 92101

Dear Summit Attendee:

Thank you again for your participation in the City Heights Crime and Economic Summit held on April 22-24. I believe that the Summit was an important first step in the work to address the issues that affect the City Heights community.

As a follow-up to the Summit, we have scheduled a meeting on the morning of July 9 from 8:00 to 12:00 p.m. I would like to invite you to attend this meeting which is intended to bring the participants of the Summit back together to review and comment on the draft Summit Report.

Review of the Report by the participants is very important at this time because the Partnership planning committee is beginning the outreach process to community groups to seek additional input on the Summit recommendations.

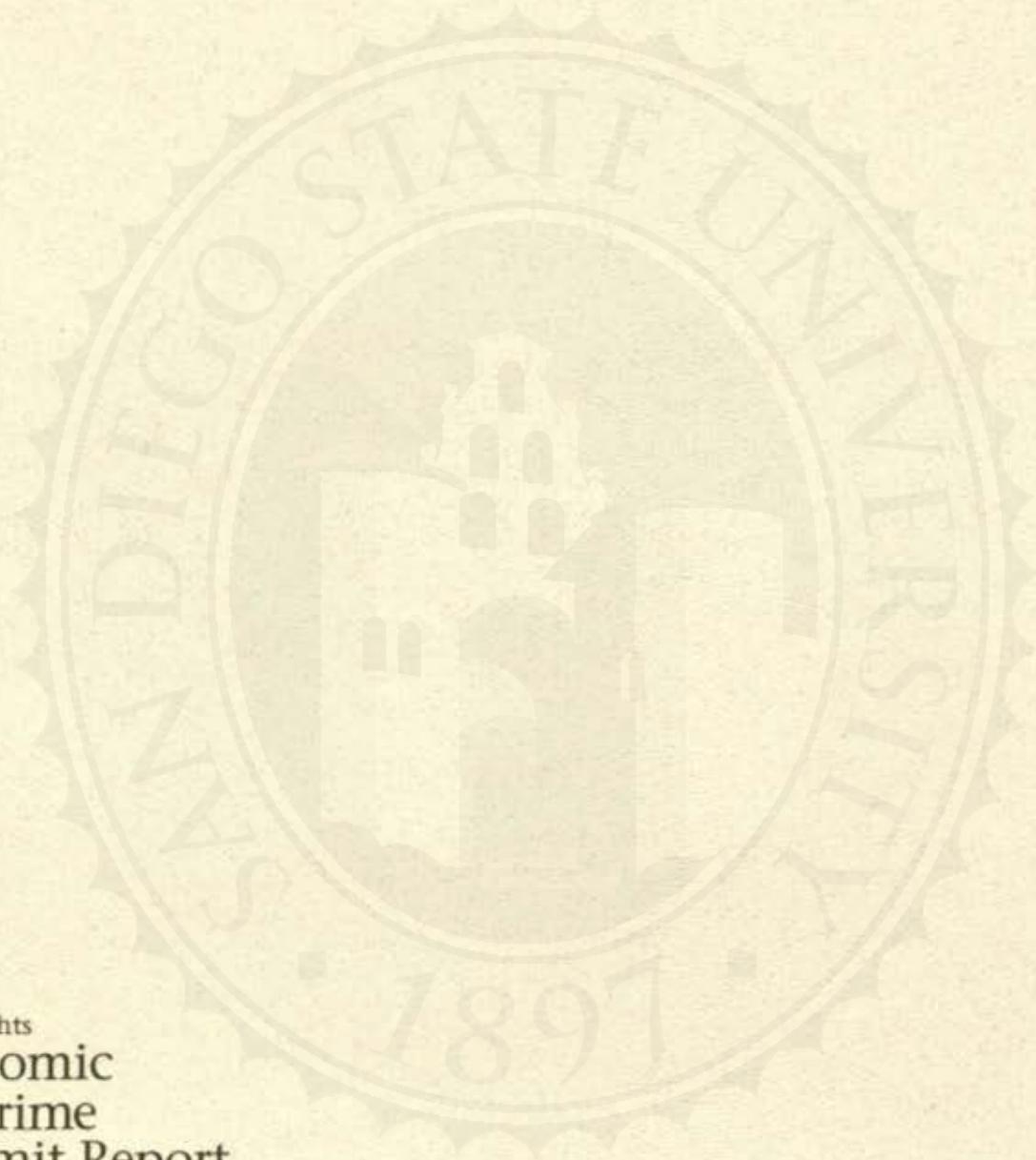
The meeting will be held at the same location of the Summit - Wilson Academy Middle School which is at Orange Avenue and 39th Street in City Heights.

Sincerely,

Christine Kehoe
Councilmember
Third District

CK:lme





City Heights
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Introduction

INTRODUCTION

BACKGROUND AND CALL TO ACTION

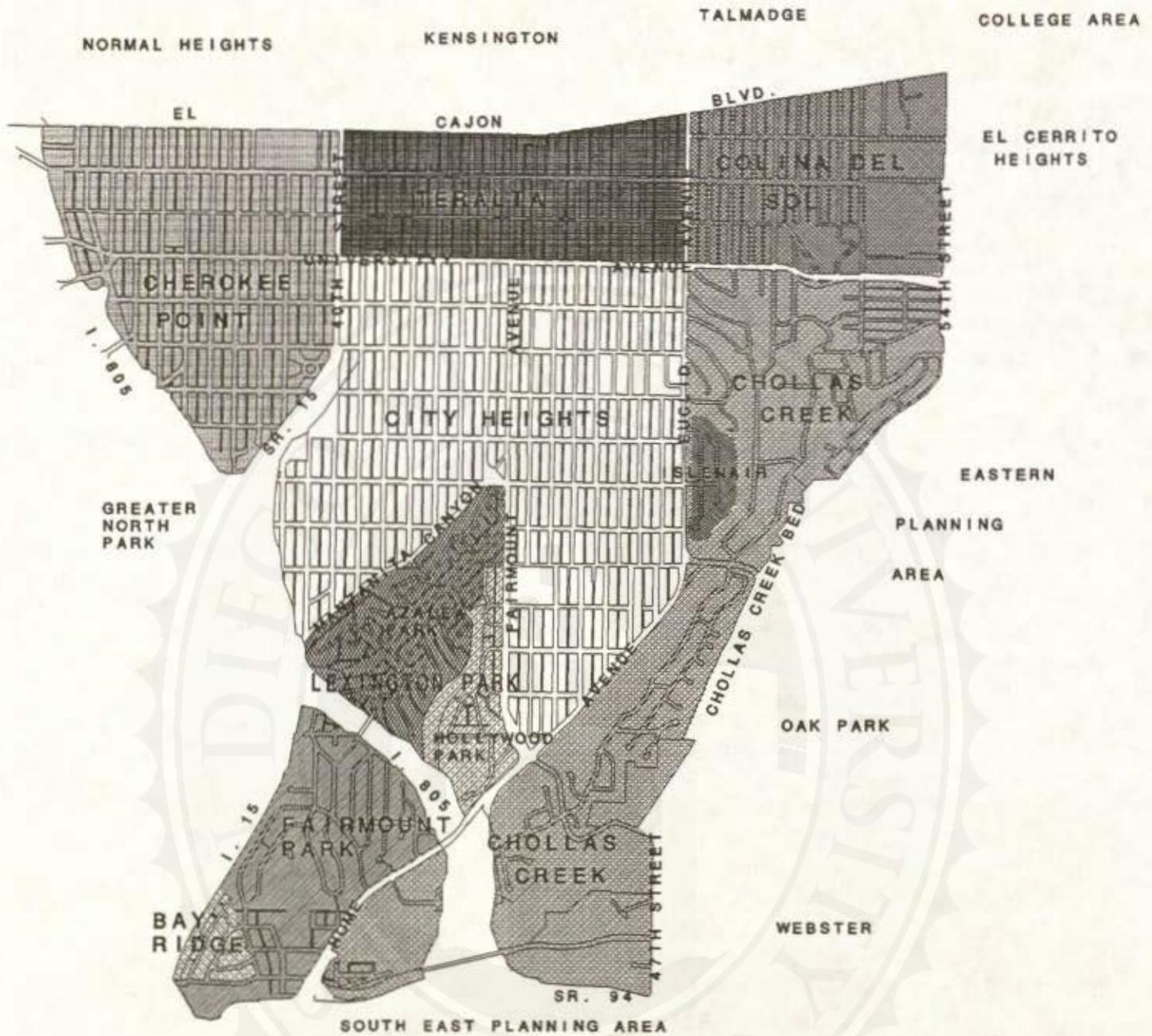
In March 1990, the residents of City Heights held a community meeting to address quality of life issues in their neighborhoods. As an outcome of this meeting, the "City Heights Improvement Partnership" was formed. The "Mission" of the Partnership is to create a collaboration between City agencies and community residents to address ongoing neighborhood concerns.

Since that early 1990 date, the Community Enhancement Subcommittee of Partnership has had numerous accomplishments including the formation of a Neighborhood Service Team consisting of the City's departments of Police, Fire, Litter Control, Building Inspection, and Neighborhood Code Compliance. This Team has effectively addressed numerous neighborhood issues of blight and safety and has been a successful demonstration project, currently being considered for application by other communities in the City.

The Law Enforcement Subcommittee has had a major influence in building strong relations between the community and the police. City Heights was the pilot for the Neighborhood Policing Program implementation, which has proven to be an effective approach for fighting crime using "Problem Oriented Policing" technology.

In the Winter of 1993-94 leaders of the Partnership began discussing other methods to impact the health and viability of the City Heights neighborhoods on a long term basis. Despite the demonstrated successes produced by the Partnership, elements of crime are not being sufficiently addressed or successfully displaced by the existing programs, while some corrective measures depend greatly on economic activity, jobs availability, and other crime preventive programs.

As a result of the above discussions Partnership, in cooperation with the City of San Diego, identified the need to bring experts and the community together to address in a comprehensive manner the multiplicity of issues confronting the City Heights Community. In January 1994, the Partnership distributed over 1,000 invitations to community groups, and individuals asking for their participation in the City Heights Economic and Crime Summit. The Summit was designed as a three day overnight event co-sponsored by San Diegans United for Safe Neighborhoods, San Diego Neighborhood Housing Services/Neighborhood Reinvestment Corporation and the Mid-City Development Corporation. Government agencies at all levels of government were also invited to participate. The City Heights Partnership made a special effort to include the participation of representatives of the many ethnically diverse groups representing the more than 30 different languages spoken throughout the City Heights Community.



City Heights Area Neighborhoods

City Heights Summit • April 22-24, 1994

THE CITY HEIGHTS COMMUNITY CONTEXT

City Heights is located within San Diego's Mid-City Community Planning Area, and is bounded by El Cajon Boulevard on the North, 54th Street and Chollas Creek on the East, State Route 94 (SR-94) to the South, and the Interstate Freeways 805 and 15 (I-805, I-15) to the West.

In the 1920's and 1940's the area developed along the El Cajon Boulevard and University Avenue trolley corridor, as a suburban community known, at that time, as East San Diego. Prior to this urbanization, the area was home to ranches and before that, Indian villages.

Today City Heights is a community in and of itself, with 70,000 inhabitants (1990 Census) residing in a number of distinctive residential neighborhoods: Lexington Park (Azalea Park, Hollywood Park); Teralta; Colina del Sol; Islenair, Fairmount Park; and Bayridge. In addition, Cherokee Point, Chollas Creek, Ridgeview and other neighborhoods are still in the process of identifying their own more precise boundaries.

This large and populous community of City Heights straddles many political boundaries which include: three City councilmanic districts (3, 4, & 7); two County Supervisorial Districts (2 & 4); two State Assembly Districts (76 & 79); two State Senate Districts (39 & 40); and two United States Congressional Districts (49 & 50).

City Heights has experienced a doubling of its population since 1950. The 1990 Median Income for City Heights residents has been maintained at \$20,500 (in 1990 dollars) with practically no change since 1980. Individuals under the poverty level standards have increased slightly from 1980 to 1990, to almost 30 percent of the population. Unemployment has increased from 9 percent in 1980 to 11 percent in 1990.

Neighborhood conditions are one of the chief concerns in City Heights. Over two-thirds of the housing units in the City Heights community are rented. Owner occupancy of housing in 1990 was at 34 percent, a dramatic reduction from 52 percent owner occupancy of housing in 1980. In the past 20 years, new construction has been almost exclusively multifamily units.

The increase in ethnic diversity is another significant of change in this community with 97 percent white makeup in 1950 and 93 percent in 1960, to 30 percent in 1990 with corresponding increases in the African-American population to 23 percent, Hispanic to 30 percent, and Asian 17 percent in 1990.

City Heights has changed dramatically over the last two decades. Concerns on the top of everyone's list are density, home ownership, economic development, inadequate public facilities, crime, gang activity and graffiti, support for youth, and opportunities for unifying the community and enhancing education and pride.

CITY HEIGHTS ECONOMIC AND CRIME SUMMIT AGENDA
APRIL 22 - 24, 1994

The three day meeting was attended by approximately 400 people and who participated as follows:

Friday, April 22

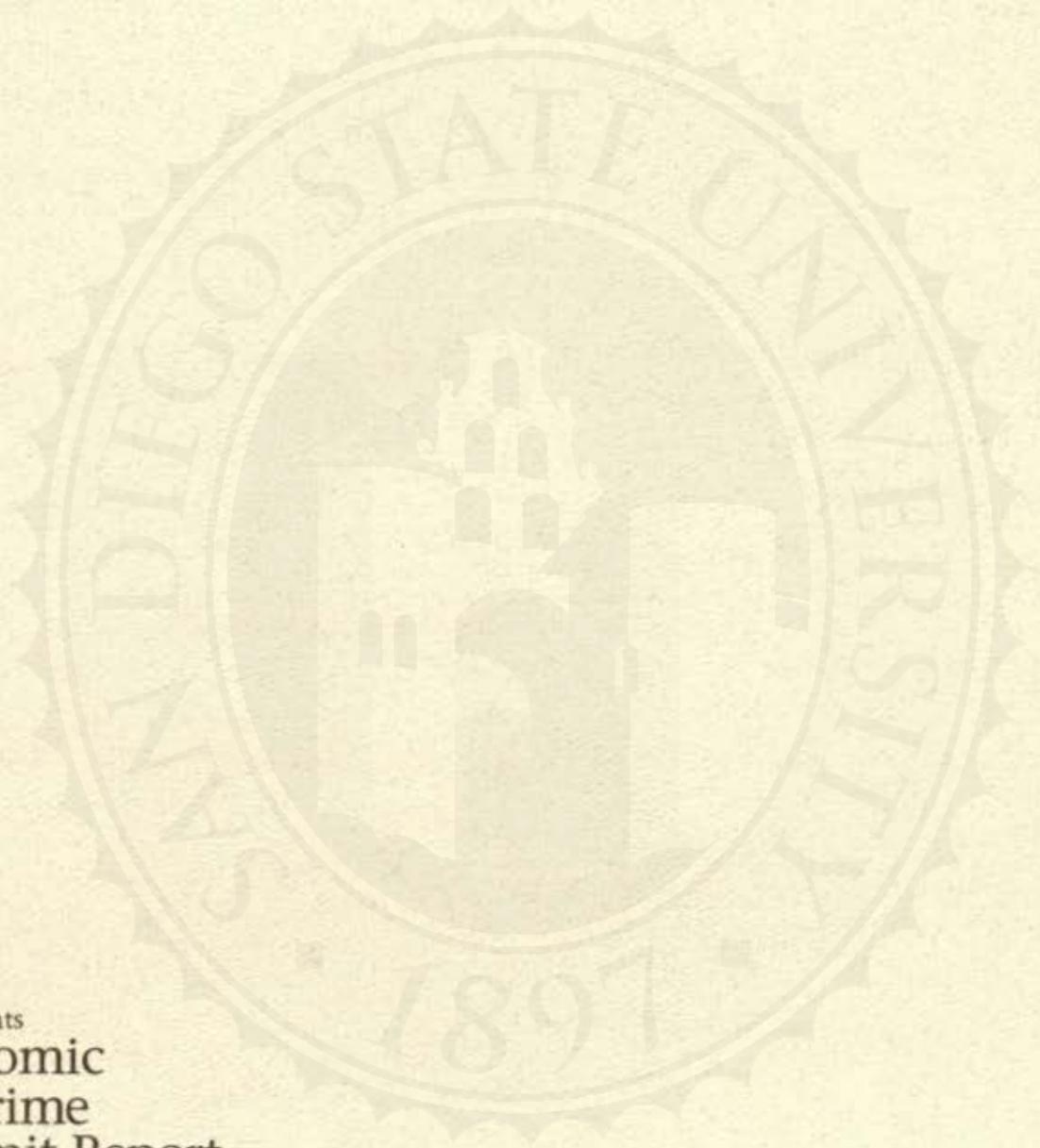
- 2:00 - 4:00 p.m. Registration at the Wilson Academy
- 4:00 - 4:30 p.m. Opening Remarks and Welcome - Statements of Commitment and Support by Mayor Susan Golding, City Councilmembers, County Board of Supervisors, Community Colleges, San Diego Unified School District, State, and Federal Representatives
- 4:30 - 5:30 p.m. Plenary Session: City Heights -- Its Citizens, Resources, and Challenges by the Citizens of City Heights
- 5:30 - 6:00 p.m. Overview and Expectations for Summit
- 6:00 - 7:00 p.m. Team Organization/Guest Orientation
- 7:00 - 8:00 p.m. Dinner at Wilson Academy
- 8:30 - 10:30 p.m. City Heights by Night (tour of area)
- 10:30 p.m. Sleeping Accommodations available at the Wilson Academy

Saturday, April 23

- 7:00 - 8:30 a.m. Breakfast and Team Meetings at Wilson Academy
- 8:30 - 10:30 a.m. Community Focus Groups
- 10:30 - 11:30 a.m. Team Meetings (prepare requests for data collection by staff)
- 11:30 - 12:30 p.m. Lunch at Wilson Academy and Guest Speaker
- 12:30 - 2:30 p.m. City Heights by Day (walk in community, talk to residents, businesses, environmental assessment)
- 2:30 - 4:30 p.m. Resource/Technical Focus Groups (City staff, community development specialists, schools, etc.)
- 4:30 - 5:30 p.m. Team Meetings (prepare requests for data collection by staff)
- 5:30 - 6:00 p.m. Meet with staff to submit data collection requests
- 6:00 - 7:30 p.m. Dinner
- 7:30 - 10:30 p.m. Team Meetings for Problem Identification, Collecting and Reviewing Data
- 10:30 p.m. Sleeping Accommodations available at the Wilson Academy

Sunday, April 24

- 6:45 - 7:15 a.m. Coffee, Juice and Muffins
- 7:15 - 9:00 a.m. Team Meetings for Presentation Preparation, Summit Evaluation
- 9:00 - 10:00 a.m. Presentation of First Four Teams
- 10:00 - 11:00 a.m. Brunch
- 11:00 - 12:00 p.m. Presentations of Remaining Five Teams
- 12:00 - 12:30 p.m. Acknowledgments and Adjournment



City Heights
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Summit Structure

SUMMIT STRUCTURE

SUMMIT DESIGN

The suggestion for the Summit began to take form as a focus for the community with participation of visionaries including corporate officers, political and public officials, law enforcement agency personnel, educational professionals, health care and social service providers, religious leaders, housing professionals, attorneys, military officials, and a cross-section of residents including community leaders and police.

To obtain the best possible results, the Summit incorporated a "hands-on" experience in the City Heights Community and involved an intensive weekend of work. Participants had an opportunity to experience the various neighborhoods during both daytime and evening hours, visit local parks and community centers and other facilities and businesses. Participation was by "invitation only" at no cost, with a requested commitment of attendance for the entire weekend. The Summit began Friday, April 22nd at 4:00 p.m. and ended Sunday, April 24, in the early afternoon. The Community's Middle School (Wilson Academy) opened its doors to the community as the head-quarters in the Summit.

The goals of the Summit were to develop innovative strategies and provide ideas for:

- revitalizing the community,
- inspiring residents to become more active in the community, and
- forging relationships and coalitions of respect, celebrate the diversity of opinion, and multi-cultural fabric of the community.

The City Heights Partnership Summit Planning Team identified nine topics for discussion. These topics were studied and evaluated by Working Teams. The Working Teams undertook research, field work, and obtained public testimony from Focus Groups. Focus Groups involved both technical experts and City Heights residents and business people who identified problems, local and programmatic conditions, and possible solutions. The Working Team developed the recommendations and solutions that appear in this report based on their study, analysis and the testimony taken during the Summit.

The information that follows provides a more precise description of the Summit's background, Working Team and Focus Team structure and topics discussed at the Summit.

BRIEFING BOOK

A Briefing Book describing the City Heights Community, as well as its Citywide and regional context was prepared to appraise participants of existing conditions, issues, opportunities, demographic conditions and trends, and public facility planning and

financing programs. Additionally the Briefing Book included details of the Summit itself and descriptions of the various active groups in the community, their objectives and programs. The Briefing Book was made available to the Working Teams ten days prior to the Summit opening. Other participants received copies at the Summit.

TOURS

The community groups in cooperation with business, and City staff put together a number of nighttime and daytime tours. Tour routes included major community "sites and sounds," schools, business districts, and were designed to expose Summit participants to the community. Tours were taken by bus, minibus, and walking during nighttime and daytime hours. The tour routes were tailored to be various team themes, with "open tours" also available on request to any site or location desired by the various teams. Appendix D includes the various tour routes taken.

WORKING TEAMS

Working Teams made up by community representatives and experts in many fields, were established and charged with coordinating discussion on the various topics, analyzing all information and developing SUMMIT recommendations. Their role was to work throughout the Summit, see the community via tours, prepare background reports, hear community and technical expert testimony, and come up with solutions to the problems or issues identified. New, unorthodox solutions were encouraged, as well as non-technical solutions. Simple, doable solutions were encouraged, and responsible entities charged with carrying out solutions were identified as well as possible implementation procedures.

Working Teams included a Core Support Group made up of four or five people representing:

- Technical Expert and Facilitator
- Residents
- Business persons
- Community based Police Officer
- Student Resource Coordinator

Other representatives included:

- Youth
- Professional experts
- Non-profit organizations operating in City Heights
- Government Agency (Local, State, Federal)
- Citywide business and industry representatives

FOCUS GROUPS

Focus Groups were established and designed to give information to the Working Team(s). The information gathered became the basis for the Summit's recommendations drafted by the Working Teams.

Focus groups were divided into two types:

The Community Focus Group

Made up of residents, local business owners, people employed in the City Heights community, youth groups, seniors, other community groupings and individuals of all ages which are the recipients of the services. This was the first group that met with the Working Team. The Community Focus Group provided a community perspective, background, problem identification, and local solutions to community problems. The Community Focus Groups met for two hours on Saturday morning with the Working Teams. In addition, these community representatives were invited to stay throughout the summit and interact with other participants.

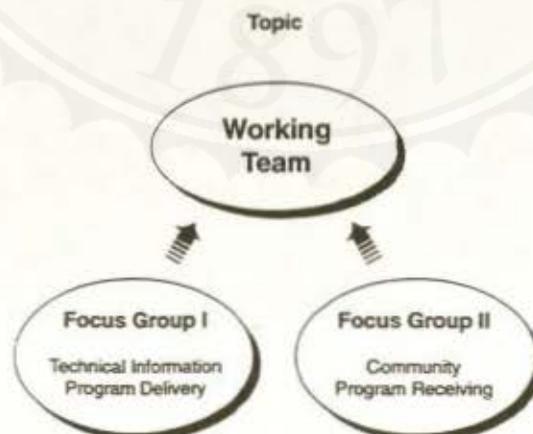
The Technical Focus Group

Made up of individuals and technocrats responsible for Service/Program delivery to the community. The Summit Working Teams used these Technical Focus Groups to find out what programs/solutions were technically applicable to resolve problems identified earlier by the Community Focus Groups, and what programs or other means are available for implementation. Often technical Focus Groups identified problems or technical structures which impeded swift problem resolution. The technical Focus Groups met for two hours on Saturday afternoon with the Working Team, and presented technical answers to problems identified.

WORKING STRUCTURE

Team relationship

The graphic that follows, describes the relationship of Working Teams and Focus Groups.



TOPICS OF DISCUSSION

Nine topics were identified as representing specific subject areas critical to community development and improvement. Working Teams and Focus Groups were structured and assigned to cover these individuals topics.

In addition, the "Partnership" identified a set of overarching General Guiding Principles which had to be considered as part of every topic in order to effectively reflect the unique character and needs of the community.

General Guiding Principles

- Diversity of interest and agendas within City Heights
- Multi-cultural diversity and issues
- Densification and its impact in the community
- Communication bridges to understanding and appreciating each other.
Specifically: How is information shared? and How do people network?

Topics

The following Topics were suggested for discussion a Working Team was structured for each topic.

Education

Elements: Schools, Training, Curricula, Multi-culturalism, Health, Youth, Libraries, and other educational activities in and out of school sites.

Community Involvement

Elements: Communication, Community groups, Volunteerism, Leadership, Interfaith Institutions, Government lobby, Neighboring, Cross-cultural Communication,

Economic Development

Elements: Jobs, Labor, Commercial development, Redevelopment, Youth, Industrial development,

Housing

Elements: Needs, Demographics, Cultural, Zoning, Code Enforcement, Ownership, Property Management, Capital resources, Neighboring,

Public Facility, Program and Services Financing

Elements: Infrastructure, Political responsibility, Redevelopment, Schools, Libraries, Police Station, Community input and review, Funding sources, Timing,

Multi-culturalism

Elements: Arts & humanities, Immigration, Leadership, Language, Acculturation, Education, Schools, Relationships,

Land Use

Elements: Transportation, Schools, Parks & Recreations, Energy, Environment, Long Range Planning, Zoning, Land Use and Density, Architecture and Design, Redevelopment, Code Compliance,

Crime

Elements: Graffiti, Gangs, Drugs, Prostitution, Curfew, Truancy, Education, Community Involvement, Neighborhood Policing/Citizens Patrol, Facilities, Code Compliance, Undocumented Persons,

Health and Human Services

Elements: Social services, Youth, Seniors, Veterans Affairs, Disabled, Homeless, Health, Medical concerns, AIDS, Substance Abuse, Code Compliance, Recreation, Undocumented Persons,

All Working Teams were assigned a "Facilitator" with some expertise in the topic under consideration, so that the discussion could be more effectively guided. The facilitator was charged with guiding the discussion and conversation without injecting professional bias, except to help identify data resources that would help to answer questions by the Working Team. During the Summit, participants were asked to use a four step decision making model (SARA) which stands for scanning, analysis, response, and assessment.

Working Team discussions, exchanges with Focus Groups, and deliberations were written by a recorder and are included in Appendix B to this Report.

Working Team, and Focus Group membership was recorded and is also included in Appendix C to this Report.

With the information gathered and the notes taken, the Working Team(s) drafted a series of recommendations for presentation at the Summit's Plenary Session on Sunday. The Working Teams Recommendations are included in Appendix A to this Report.

All participants to the Summit were asked to evaluate the structure and management of the Summit. An analysis has been made of the responses received which is contained in Appendix E. The overall conclusion was very positive. A number of specific recommendations were made to improve future efforts, these recommendations are also included and will be given due consideration in future planning for other summit programs.

SUMMIT RECOMMENDATIONS AND ACTION PLAN

More than 140 recommendations were generated by the Working Teams during the Summit. These recommendations which are included in detail in the body of this report and Appendix A, and B fall into the following major themes:

Overall Theme: Accentuate the positive character of City Heights and build on the Community's assets.

- *Improve educational programs with greater integration of schools into the Community's physical, social and economic fabric.*
- *Enhance economic development opportunities, training, and employment referrals.*
- *Concentrate on crime intervention and prevention.*
- *Establish multi-cultural recognition and awareness of the 34 languages spoken in City Heights via education and development of a cultural center.*
- *Enhance community empowerment and access to government.*
- *Coordinate and outreach health and human services for the Community.*
- *Coordinate improvements to public and private facilities programs and services identifying more funding sources and joint use.*
- *Enhance housing rehabilitation, maintenance and design.*
- *Make City Heights the "Positive Cross-roads" of San Diego and develop a Community Bank to foster Community investment and development.*

Major new programs that could positively affect the future of City Heights include:

Community Schools Program

Establish a Community Action Group to work with Schools and educational institutions on educational issues to among other things, develop retention and outreach programs for good teachers, institute mentoring programs, develop smaller schools, rehabilitate and upgrade existing schools, open school sites to the Community for their better integration into the Community "fabric," and coordinate with other educational institutions such as public libraries, recreation center, YMCA, and other non-profit organizations.

Community Arts Center

Establish a Community group to work with Business, the City, and educational institutions to develop a centrally located Community Arts Center as the source of multi-cultural activities and study, home to visiting artists, the Community Gardens, and sponsor of cultural arts educational programs in the schools as well as multi-cultural arts fairs and community forums.

Youth Fun Center

Establish a program to provide recreational activities for youth, mentorship, job training, continuing education, and after school activities designed to focus the energies of youth towards positive endeavors.

Community Bank

Establish a Community based financial organization to set community priorities and make loans to community residents and businesses for Community improvements, rehabilitation, revitalization, promote home ownership and owner residency in City Heights, recycling buildings and improving design, architecture and building and site maintenance.

Hiring Hall and Economic Development Center

Establish a Community/Business group to implement an Economic development Center where employment services are provided as well as, business development, job training and vocational and career selection seminars.

Mid-City Police Station

Establish a Community/Police group to develop the Mid-city Police Station as a Community facility, expand police patrols, neighborhood policing and volunteer activities, citizen patrol, coordinate with security services for business, and initiate legislation to impound drug dealer transportation.

Public Facilities Task Force

Establish a Community/City task Force to develop a Community facilities and services financing plan for City Heights, identifying comprehensive funding packages using a number of funding resource combinations and seeking joint use of public facilities with other public agencies, non-profit organizations, and the private sector. Instill pride in City Heights by demanding first class public facilities.

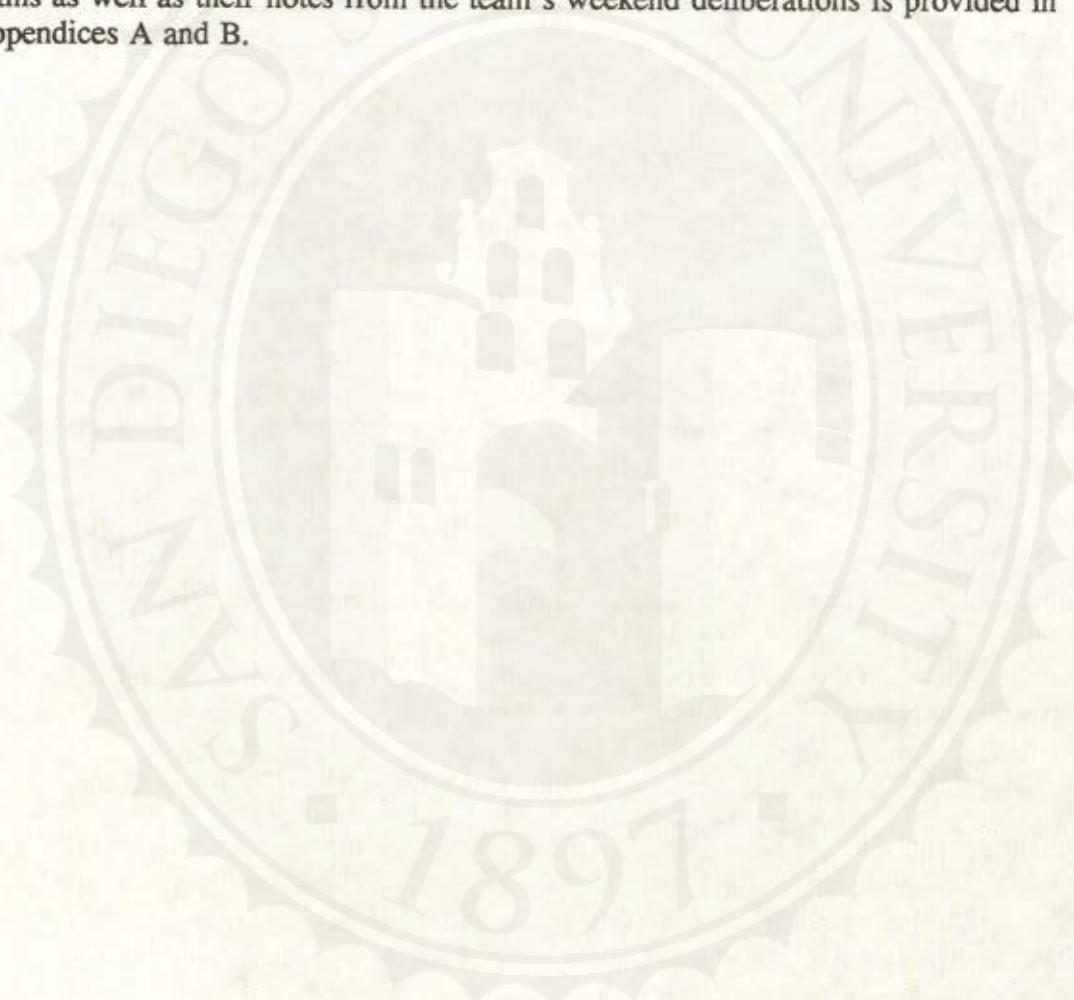
Action Plan

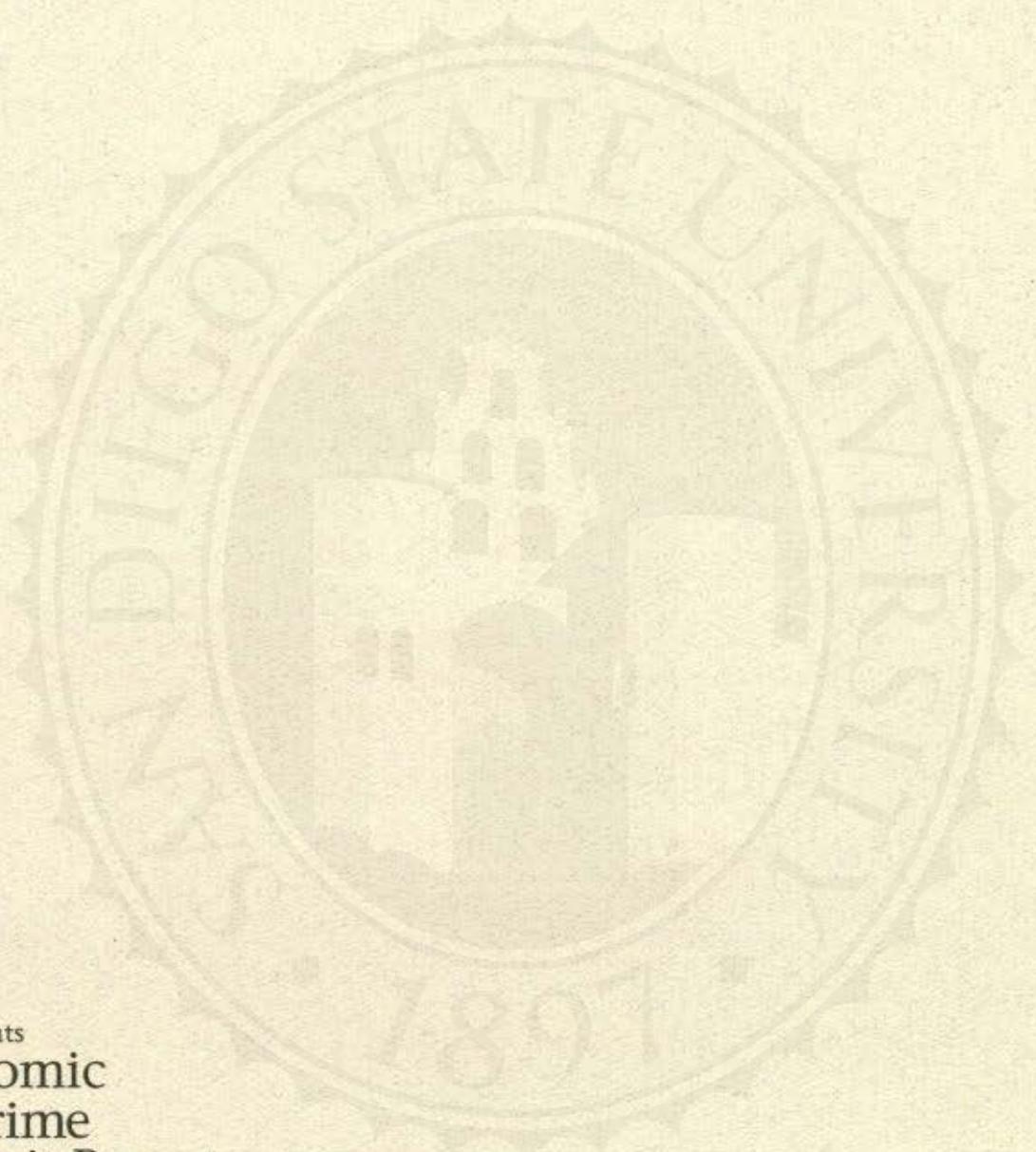
Out of those recommendations, a "draft" action plan has been prepared, which divides the various Summit recommendations into three basic categories:

1. Policy Issues requiring a policy decision be made to modify existing programs and launch new ones;

2. Administrative decisions which can be expedited and implemented via the various agencies and group administration process; and
3. Special projects which involve comprehensive programs and projects in a number of key areas, education, youth, the arts, economic development, and the community bank.

The "Suggested Action Program and Implementation Strategy" section to this report identifies those programs in relation to their suggested implementation category. This section is designed as a working document which the community, government entities, institutions and non-profit organizations and business groups will be asked to provide input to. A faithful listing of the Summit Recommendations prepared by the working teams as well as their notes from the team's weekend deliberations is provided in Appendices A and B.





City Heights
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Summit Working
Team Recommendations

SUMMIT WORKING TEAM RECOMMENDATIONS

The following summit recommendation synopsis has been drafted based on the public presentations made by the various Working Teams at the Summit's Plenary Session of Sunday April 24, 1994. Proposals have been grouped into units to make their organization more consistent throughout. Additional information and detail, including problem identification, ideas generated, and recorded discussions, are included in Appendices A, and B.

EDUCATION

Education involves the whole community not just schools. Based on this concept education in City Heights envisions a broad partnership of parents, School District and Community Colleges, the City and the County.

Improve School design and function by:

- Designing schools with "front door marketing" approach. Invite the community.
- Reducing the size of new schools: The new Elementary School proposed for City Heights should be divided into two schools with smaller more manageable enrollments.
- Having the Middle School reflect a strong health care and recreational component and library.
- Modernizing all City Heights schools by September, initiating a site specific bond issue for school maintenance.
- Having ongoing maintenance also include Library maintenance with improvements to the roof and ceiling, more books, and extended hours.

Enhance School/Community relationships by:

- Making a percent of the jobs (in public education and related institutions) available to City Heights residents, parents or graduates from the City Heights Community.
- Creating an ombudsman committee (from the community) to deal with multi-cultural (educational) issues.
- Establishing an educational "Contract" entered into by parents with students and Schools to assure children are educated.
- Assuring that every child must have a mentor. Hire 150 mentors during 1994-95 to reach up to 1,000 in five years.

- Establishing an "Education Oversight Committee" from City Heights (community) formed to help the Schools and make sure the programs are effectively delivered to the Community.

ECONOMIC DEVELOPMENT

- Inventory all of the resources which currently exist for economic development and prioritize based on community input.
- Expand the resources available in order to effect more strategic changes with an emphasis on equitable tax distribution, commitment from the lending community and leveraging of private investment.
- Facilitate the establishment of an Economic Development Center for the community's use of the existing and expanded resources through home and business counseling, employment and training programs targeted to residents and decentralization and consolidation of services in the Neighborhood Service Center.
- Expand the opportunities for business development through leveraging development opportunities to meet a variety of needs, greater flexibility to allow some industrial uses, hiring, strategic business recruitment, and youth enterprises.
- Promote resident ownership and control of neighborhoods as an economic development strategy.
- Conduct an aggressive marketing campaign for City Heights to include ethnic restaurants, shopping, investment and celebration in the neighborhoods.
- Develop an action plan which brings together the various economic development activities in City Heights to increase their effectiveness and clarify roles.

CRIME

The City Heights Community is a safe community, but it has to become safer.

Landlords and property owners have to invest in education, mentoring, and helping to finance the education of children.

Solutions have to have a holistic approach. One single solution will not solve the problem(s). The following actions need to be taken concurrently:

- Volunteer City Heights on Patrol
- Expand the VIP Program
- Encourage community reporting of all crimes

- Start up Neighborhood Watch Groups
- Paint-out Graffiti NOW
- Instill self-esteem for children and family
- Parents and adults take responsibility for kids
- Provide a directory of programs for High Risk youth

City Heights should become a community of pride by:

- Establishing a continuum of activity
- Assuring community buy-in
- Having the City Attorney expedite abatement of violations
- Implementing and enforcing Municipal Codes
- Taking away drug dealer transportation (impounding cars of drug dealers)
- Limiting the proliferation of liquor stores, bars. Alcohol results in domestic violence, gun use (and killings).

Institute a "Drug User Accountability Program" by:

- Using the model established in Phoenix with the motto "do drugs do time"
- Making drug users and sellers uncomfortable
- Making drug users spend time in jail, taking away their cars, making them pay fines

Institute a community atmosphere toward crime prevention by:

- Making land owners accountable
- Cleaning up streets more frequently
- Making trash collections more frequently in high density areas like City Heights
- Having the City operate drug rehabilitation centers
- Instituting "White Lights"

Increase resident's security by:

- Increasing illumination
- Constructing "Speed Bumps" in residential streets and alleys
- Funding "CHOP" (City Heights Patrol)

- Expanding the use of off-duty police officers for private security
- Making special security requirements part of a business permit for uses such as check cashing, alcohol sales, etc.

Enhance Policing by:

- More prostitution stings
- Legalizing prostitution
- More foot patrols
- More residents hired by police
- Greater police officer presence at schools
- More police volunteers
- Organizing the "Neighborhood Watch" hierarchy
- Eliminating the 2:30 Police shift near school sites
- Working with property management on landlord training
- Providing good signage at Police Storefronts
- Expanding the Police Storefront operation to 8:00 PM

COMMUNITY EMPOWERMENT

City Heights is a strong, just, healthy community open to the input of all peoples, ages, ideas

- Empower individuals
- City should get first hand information from its residents without the need for translators (in-betweens)
- Reach out to City Heights residents to validate (Summits) findings and solutions
- Reconvene the group in 45 days to review further community input and develop recommendations
- The community should create its own problem solving process
- Involve the community without bias
- Enhance community center coordination

PUBLIC FACILITY, PROGRAM, AND SERVICE FINANCE

Obtain the funding needed for Public and Private Facilities via a variety of methods such as:

- Using available bonding capacity
- Empowerment Zone/Enterprise Zone grants
- Private foundations
- Public/private partnerships
- Joint use of facilities with other agencies or groups

- Create an alternative process of funding capital facilities that eliminates the inequity of development Impact Fees.

- Convene a Task force of City Heights to develop (in 60-90 days) a Facilities Financing Plan and prioritize both capital and operating funds.

Instill Community pride in City Heights by:

- Influencing financial loan institutions (and branches) to remain in the Community.
- Creating more local business and home ownership.
- Education and public relations programs about good features in City Heights
- Educating landlords and tenants
- Aggressive Code Enforcement
- Removing public financial benefits from unworthy tenants who destroy property and violate rules of reasonable conduct.
- Demand first class standards for public facilities and services in City Heights
- Expedite completion of SR-15
- Increase night lighting
- Providing private "public facilities" such as grocery stores, medical services, quality entertainment, and landscape streets.

HEALTH AND HUMAN SERVICES

There are presently gaps and overlaps in health and human care services in the City Heights Community.

- Develop a strategic plan for continuum of strong families and strong neighborhoods.
- The Police Department should help to implement health and human care.
- Agencies know they are in City Heights, but residents are not aware of the services, better outreach is necessary.
- Use CDBG funding to expand the Mid-City Clinic. The County should provide operating funds.
- Provide care and services in City Heights which are accessible and affordable.
- Sponsor a Community Resource Fair.
- Institute a "Neighbor to Neighbor Day". Let each other know who they are in the community.
- Agency employees should use local businesses, restaurants, etc.

HOUSING

- Increase support services and infrastructure.
- Establish a 5 year moratorium on new multi-family development to get a handle on and stabilize the community.
- Improve the quality of ownership and management of housing.
- Consolidate property management programs.
- Improve design and architecture, rehabilitate existing buildings, attract new public and private capital, and provide more extensive code compliance in City Heights.
- Adopt an appearance ordinance, strengthen the abatement ordinance, and coordinate code compliance.
- Establish a policy for small lots by de-emphasizing lot consolidation.
- Coordinate Police Department crime suppression with property owner involvement and adequate environmental design.

LAND USE

Emphasize a positive image and identity of City Heights as the cross-roads of the City. Planning must be comprehensive and include physical, social, and economic components. All actions have to be driven by the community.

Emphasize the positive by:

- Making people the number one resource
- Kids need to be told they are good
- Promoting and patronize businesses in the community
- Improving gateways to the community
- Incorporating the schools into the community (fabric)
- Taking away negativity

Establish a program for venture capital by:

- Establishing a Community Bank - "Cross-Roads Home Loan"
- Soliciting Business, individual investment in local bank
- Soliciting government agency investment in local bank
- Establishing a lending criteria by the community group
- Promoting home ownership and occupancy
- Using a resource-pool of ideas via elder and retired residents

Protect and enhance quality of life by:

- Maximizing public facility use
- Establishing a tree planting program
- Completing restoration of the "Tower" and Egyptian Garage
- Finding an operator for the Academy Theater
- Instituting the "Cross-Roads Litter cats Patrol"
- Designing the Mid-City Police Station and Community facility
- Strengthening Community Identification

- Preparing guidelines for Bungalow rehabilitation
- Meeting park acreage General Plan standards by acquiring more park land indifferent sites and sizes, including development of mini-parks to replace abandoned housing sites.

Coordinate existing resources by:

- Having neighborhood groups promoting code compliance and building rehabilitation.
- Acquiring vacant properties and recycling existing buildings
- Inventorying community resources to know what we have
- Preparing visions-Goal statement and instituting an annual Community Visions-Goal Forum

MULTI-CULTURALISM

Acculturation requires a long period of time. In our "microwave society" acculturation which traditionally has taken hundreds, even thousands of years, is expected to happen instantly. Long term solutions should be multi-dimensional to include physical, mental, social, emotional, and spiritual elements.

Establish cohesive art programs, planning and organization by:

- Creating a centrally located Community Cultural Center
- Identifying and inventorying all local cultural resources
- Sponsoring Arts Festivals and Forums consistently
- Inviting visiting artists to practice, exhibit in City Heights
- Establishing a direct relationship to SD Commission for Arts & Culture
- Integrating the Community Gardens into the Cultural Center
- Addressing cultural diversity and arts in the schools
- Using existing vacant storefronts for art exhibits and fair

Integrate immigrants into the community by:

- Establishing a community organization to interface with immigration and related agencies

- Developing joint community/agency programs for immigrant assimilation and integration
- Obtaining funding for community organizations from immigration placement agencies

Establish educational standards to account for multi-cultural needs and values by:

- Creating a Community Educational Action Group to work with the School district on educational issues
- Having teachers able to function in multi-cultural multi-language environments
- Recruiting and retaining teachers with financial and other incentives
- Providing scholarships to City Heights residents
- Providing community based incentives for teachers
- Having the City Heights community participate in school principal and teacher selection
- Having schools and community work with parents toward multi-cultural cross training
- Instituting "Community Aids" in schools
- Instituting a "Mentoring" program by residents and businesses

Recognize multi-cultural features in community development by:

- City and Chamber of Commerce assisting small business to understand regulations
- Instituting on-site management in apartment complexes
- Pro-actively marketing positive business in City Heights
- Increasing street tree planting and night lighting

Create unified and effective community programs for youth by:

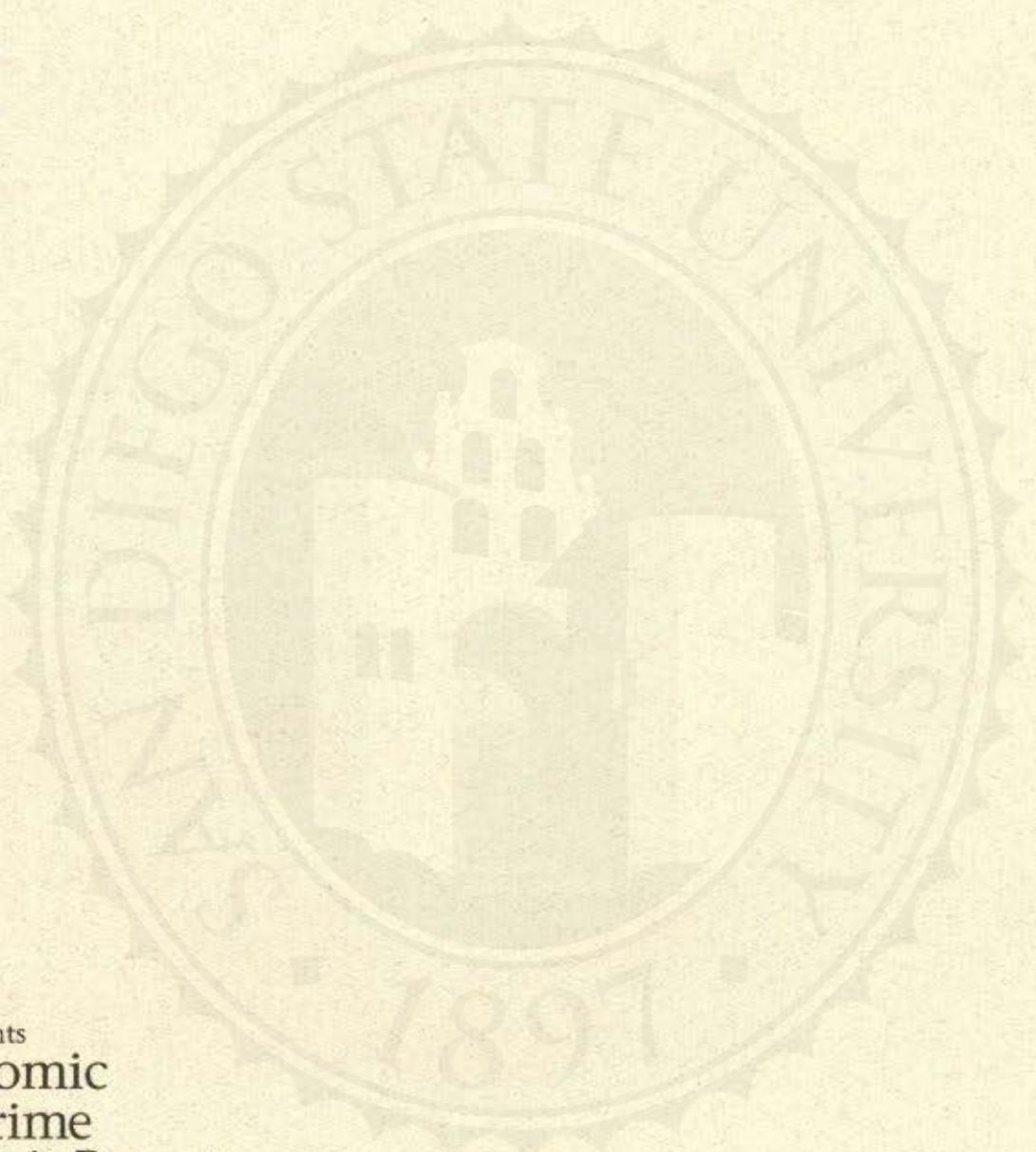
- Establishing a Community organization to develop comprehensive youth programs
- Developing an after school "Youth Fun Center"
- Expanding the "Safe Heaven" Program into City Heights

Establish inter-cultural connections and collaboration with common objectives by:

- Sponsoring Community Conferences to develop common objectives
- Recruiting cross-culturally for Community Conferences
- Establishing an ongoing dialogue between community and City
- Creating positive public relations with the media
- Creating a local newspaper to disseminate positive information
- Creating a Community Directory available in all languages spoken in City Heights

WORKING TEAM CONCLUSIONS

Although each Working Team worked separately and had different topic areas. Each Team came up with recommendations related to topics covered by other teams. Teams concluded that a "Holistic Approach" was necessary and no single recommendation could stand alone.



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Suggested Action Program and
Implementation Strategy

SUGGESTED ACTION PROGRAM AND IMPLEMENTATION STRATEGY

From the recommendations provided by the Summit Working teams, an Action Program and Implementation Strategy has been developed. The Action Program is divided into three elements:

1. Policy Issues - requiring a decision by the applicable policy making agencies or groups to either change existing policies, or chart new policies for the future.
2. Administration Actions requiring no Policy decision, and which can be implemented by the administrative structure(s) in the various agencies or groups.
3. Special Projects requiring further group organizations, study and planning, approval, and programming.

POLICY ISSUES

The following "Policy Issues" will need to be addressed comprehensively by the identified Lead Agency in partnership with the Community. Other contributing agencies are also identified as is the Working Team(s) which made the proposal(s).

School District Lead

- Design schools with "Front Door Marketing." Invite the community. (S.D. Unified School District and Community).
Working Team: Education; Land Use; Multi-culturalism
- Reduce the size of new schools (400-500 students) - (School District and Community).
Working Team: Education
- Have the middle school reflect a strong health care and recreational component. (San Diego Unified School District and community).
Working Team: Education
- Initiate a site specific bond issue for school maintenance (San Diego Unified School District and community).
Working Team: Education
- Integrate City library and park and recreation programs and facilities with schools (City/school District Agreement).
Working Team: Education

- A percent of the jobs in public education and related institutions should be made available for City Heights residents (Schools, City, County, Government Agencies, Non-Profit Organization).

Working Team: Education; Multi-culturalism

- Establish an educational "contract" between parents, students and schools to assure children are educated (community, schools), defining the roles and goals and responsibilities of each group.

Working Team: Education

City of San Diego Lead

- Rezone commercial zones to industrial to develop a distribution center.

Working Team: Economic Development

- Impound drug dealer cars, improve steep fines, jail time or drug users (City Attorney, Police Department).

Working Team: Crime

- Limit proliferation of liquor stores, bars, alcohol sales (City Attorney, Planning Department, Police).

Working Team: Crime

- Prepare "do drugs do time" ordinance (City Attorney, Police Department, Community).

Working Team: Crime

- Permit use of Police Officers for private security (City Police, Business, Community).

Working Team: Crime

- Make special security requirements part of permit requirements for uses such as check cashing, alcohol sales, etc. (City Attorney, Planning Department, Police Department, Community).

Working Team: Crime

- Adopt an "Appearance Ordinance" to strengthen the existing "Abatement Ordinance" and coordinate code compliance (City Planning, City Attorney, Enforcement).

Working Team: Housing

- Establish a policy in small lots and development and de-emphasize lot consolidation (City Planning, Community).

Working Team: Housing

- Prepare guidelines for "Bungalow" rehabilitation (City Planning, Community).

Working Team: Land Use

- Establish a five-year moratorium on new multifamily development to stabilize the community (City Planning, City Attorney, Community).

Working Team: Housing; Economic Development; Public Facility, Program and Service Financing

Community Lead

- Parents and adults take responsibility for kids.
Working Team: Education; Multi-Culturalism
- Government agency encourage employees to use local City Heights business (Government employees in City Heights and business in cities and non-organizations in City Heights).
Working Team: Economic Development; Land Use; Multi-Cultural

ADMINISTRATIVE ACTIONS

These are actions which may be taken by administrative entities of the various agencies and groups, requiring no further policy decision.

School District Lead

- Assuring that every child has a mentor. (Have 150 mentors in 1994-95 to reach 1,000 in five years) - (School District, Community, Business).
Working Team: Education; Multi-Cultural
- Establish an "Education Oversight Committee" to help schools and make sure programs are effectively delivered to the community (Community, School District).
Working Team: Education; Multi-Cultural;

City of San Diego Lead

- Preserve historic buildings as a special community marketing feature (City Planning Department, Economic Development, Community).
Working Team: Economic Development; Multi-Cultural; Land Use
- Hire City Heights resident workers for major projects, local businesses, and local Security Services (City, Economic Development, Business, Community, Police, School District).
Working Team: Economic Development; Public Facility, Program, and Service Financing; Crime
- Produce maps and brochures identifying City Heights business and eateries (City Economic Development, Business, Community).
Working Team: Economic Development; Land Use; Multi-Culturalism

- Establish - expand a volunteer City Heights on Patrol - CHOP (Police Department, Neighborhood Code Compliance, Community).
Working Team: Crime
- Expand VIP program (Police Department, Neighborhood Code Compliance, Community).
Working Team: Crime
- Neighborhood Watch (Police Department, NPP).
Working Team: Crime
- Paint-Out Graffiti (Community, Neighborhood Pride and Protection-NPP).
Working Team: Crime
- Provide a directory of programs for High Risk Youth (City, County, School District, Community, Non-profit Organizations).
Working Team: Crime; Multi-Culturalism
- Have City Attorney expedite abatement violations (City, Attorney, Neighborhood Code Compliance, Community, NPP).
Working Team: Crime
- Enforce Municipal Codes (Police, City Attorney NPP).
Working Team: Crime; Multi-Culturalism; Economic Development; Housing
- Make land owners accountable for crime or their property (City Attorney, Police, Community).
Working Team: Crime; Housing
- Clean streets more frequently (City General Services).
Working Team: Crime
- Make trash collections more frequently (City Waste Management).
Working Team: Crime
- Institute "While Lights" and increase illumination (City General Services, Community).
Working Team: Crime; Multi-Culturalism; Public Facility, Program and Service Financing
- Construct "Speed Bumps" in residential streets (City Engineering, General Services, Community).
Working Team: Crime
- More Prostitution Stings (City Police, Community).
Working Team: Crime

- More foot and bike patrols (City Police, Community).
Working Team: Crime
- Create Police Officer presence at schools (City Police, Community).
Working Team: Crime
- More Police Volunteers (City Police, Community).
Working Team: Crime
- Organize the Neighborhood Watch hierarchy (City Police, Community).
Working Team: Crime
- Eliminate the 2:30 p.m. police shift near school sites (City Police, School District, Housing Commission, Community, Businesses).
Working Team: Crime
- Work with property management or landlord training and consolidate property management programs. Institute on-site management (City Police, Neighborhood Code Compliance, Housing Commission, Community, Businesses).
Working Team: Crime; Housing; Multi-Culturalism
- Provide good signage at Police Storefronts (City Police, Community).
Working Team: Crime
- Expand the police Storefronts operation to 8:00 p.m. (?) (City Police, Community).
Working Team: Crime
- Enhance community center coordination (City Manager, Community).
Working Team: Crime
- Expand the Mid-City clinic with CDBG. County to provide operating funds (City Community Services, County, Community).
Working Team: Health and Human Services
- Coordinate Police Department crime suppression with property owner involvement and adequate environmental design (City Police, Planning, Enforcement).
Working Team: Crime
- Improve gateways to the community (City Planning, Engineering, Economic Development, State, CALTRANS, Community, Business).
Working Team: Land Use; Economic Development

- Complete and restore the "Tower" and Egyptian Garage (City Economic Department, MCDC, Community, Business).
Working Team: Land Use; Economic Development
- Find an operator for the Academy Theater (City Economic Development, MCDC, Community, Business).
Working Team: Land Use
- City and Chamber of Commerce assist small business to understand regulations (Neighborhood Code Compliance, Business, Community).
Working Team: Multi-Culturalism

Community Lead

- Reconvene the Summit in 45 days to review further input on community empowerment programs (Community, Business, City, County).
Working Team: Community Empowerment
- Promote and patronize businesses in the community (City Economic Development, Community, Business).
Working Team: Economic Development; Land Use; Multi-Culturalism
- Use existing vacant storefronts for art exhibits and fair (Art Walk) - (City Economic Development, School District, Colleges, Universities, Art Organizations, Business, Community).
Working Team: Multi-Culturalism
- Proactively market positive business in City Heights (Community, business, City, San Diego Media and Papers).
Working Team: Economic Development; Land Use; Multi-Culturalism

SPECIAL PROJECTS

The following Special Projects involve comprehensive programs that will require Community leadership in partnership with an interdisciplinary multiple agency TEAM, for effective implementation.

Community Schools

Implementation will require the establishment of a TEAM with participation from the Community, San Diego, San Diego Unified School District, City of San Diego, San Diego County, State Education Agencies, and local businesses.

- Create a community education action group to work with the school district on education issues.

Teachers able to function in multi-cultural - multi-language environment
Recruiting and retaining teachers with financial and other incentives
Providing scholarship to City residents
Provide Community based incentives for teachers
Participate in school principal and teacher selection
Institute "Community Aides" in schools
Institute a "Mentoring" program by residents and businesses
Working Team: Multi-Culturalism

- The new Elementary School proposed for City Heights should be divided into two new schools with smaller more manageable enrollments.
Working Team: Education
- Have the Middle School reflect a strong health care and recreational component.
Working Team: Education
- Integrate City library activities in an adjacent to City school sites.
Working Team: Education
- Library maintenance requires roof and ceiling improvements, more books and extended hours.
Working Team: Education
- Create an ombudsman committee to deal with multi-cultural (educational issues).
Working Team: Multi-Culturalism; Education
- Work with landlords and property owners to invest in education, mentoring, helping finance educational children.
Working Team: Economic Development; Public Facility, Program and Service Financing; Housing; Multi-Culturalism
- Incorporate the schools into the community fabric.
Working Team: Education; Land Use; Multi-Culturalism

Community Arts Center

Will require the establishment of a TEAM from the Community, Business Sector, non-profit organizations, City Arts Commission, San Diego Unified School District, local universities, colleges, and arts groups to implement the following:

- Create a centrally located cultural center to:
 - Identify and inventory cultural resources
 - Sponsor Arts Festivals
 - Invite artists to practice, exhibit in City Heights

Establish a direct relationship to address cultural diversity and arts in schools
Use exiting vacant storefronts for art exhibits and Fair
Working Team: Multi-Culturalism

- Sponsor a Community Resource Fair.
Working Team: Multi-Culturalism; Health and Human Services
- Institute a "Neighbor to Neighbor Day" let each other know who they are in the Community.
Working Team: Health and Human Services
- Inventory Community Resources
Working Team: Health and Human Services; Multi-Culturalism; Land Use
- Create a Community Directory in all languages spoken in City Heights.
Working Team: Multi-Culturalism
- Institute annual Community Visions and Goals Forum.
Working Team: Multi-Culturalism; Land Use

Economic Development Center

Will require the establishment of a TEAM from the Community, business, industry, the City, San Diego Unified School District, Community Colleges, UCSD, other local universities, State Employment and Welfare, and non-profit organizations.

The objective of the Center will be to provide:

Business Development
Housing Improvement
Employment Services
Hiring Hall
Youth Center
Vocational and career selection aids
Community job training programs
Information Center
Enhance home ownership
Patronize City Heights business, buy, eat, and invest in City Heights
Action Plan to address fragmented nature of City Heights Services
Working Team: Economic Development; Health and Human Services;
Multi-Culturalism

Community Bank - "Cross-Roads Home Loan"

Will require the establishment of a TEAM from the business sector, Community, the Mid-City Development Corporation, City, County, State, and Federal agencies involved in economic development.

The objective of the Community Bank will be to:

Solicit business and individual interest in local bank
Solicit Government Agency investment in local bank
Community establish lending criteria
Promote home ownership and occupancy
Use elder retired residents as resource pool of ideas
Institute the "Cross-Roads Litter Cats Patrol."
Strengthen Community identification
Promote code compliance and building rehabilitation
Improve design and architecture, rehabilitate existing buildings, attract new public and private capital, and provide extensive code compliance
Working Team: Land Use; Economic Development; Crime; Housing; Multi-Culturalism

Mid-City Police Station

Will require the establishment of a TEAM with City Police, County policing and judicial agencies, Community, Business, non-profit organizations, San Diego Unified School District, and other government agencies and universities to implement the following tasks:

- Operate drug rehabilitation centers
Working Team: Crime
- Designing the Mid-City Police Station and Community Facility.
Working Team: Land Use

Public Facilities Task Force

Will require the establishment on an interdisciplinary TEAM of Community, Business, City, County, School District, and other agency and non-profit organizations to coordinate public facility Capital Projects development, operation, and public services delivery. Implementation will include:

Identification and prioritization of Public Facility needs
Identification of operating costs
Creation of alternative processes to fund capital facilities
Seeking joint use and operation
Seeking multiple funding solutions
Working Team: Public Facility, Program and Service Financing

Parkland Acquisition

Will require the establishment of a TEAM with City Parks and recreation, Economic Development, Planning, San Diego County Parks Department, Community, non-profit organizations, State, Federal, and Special District Agencies, and the Business Sector to implement the following:

- Meet park acreage General Plan standards. Acquire land, including mini-park development on abandoned housing sites.
Working Team: Land Use
- Acquire vacant properties and recycle existing buildings.
Working Team: Land Use; Economic Development; Housing; Multi-Culturalism

Community Immigration Council

- Establish a community organization to interface with immigration agencies:

Develop programs for assimilation and integration

Obtain funding

Working Team: Multi-Culturalism

Youth Programs

- Establish a Community organization to develop comprehensive youth programs to implement:

Develop after school "Youth Fun Center"

Expand Safe Haven Program into City Heights

Working Team: Multi-Culturalism; Crime

Establish a community organization to sponsor:

Community conferences to develop Common Community Objectives

Recruit cross-culturally

Establish on-going dialogue with City and County

Create positive public relations with media

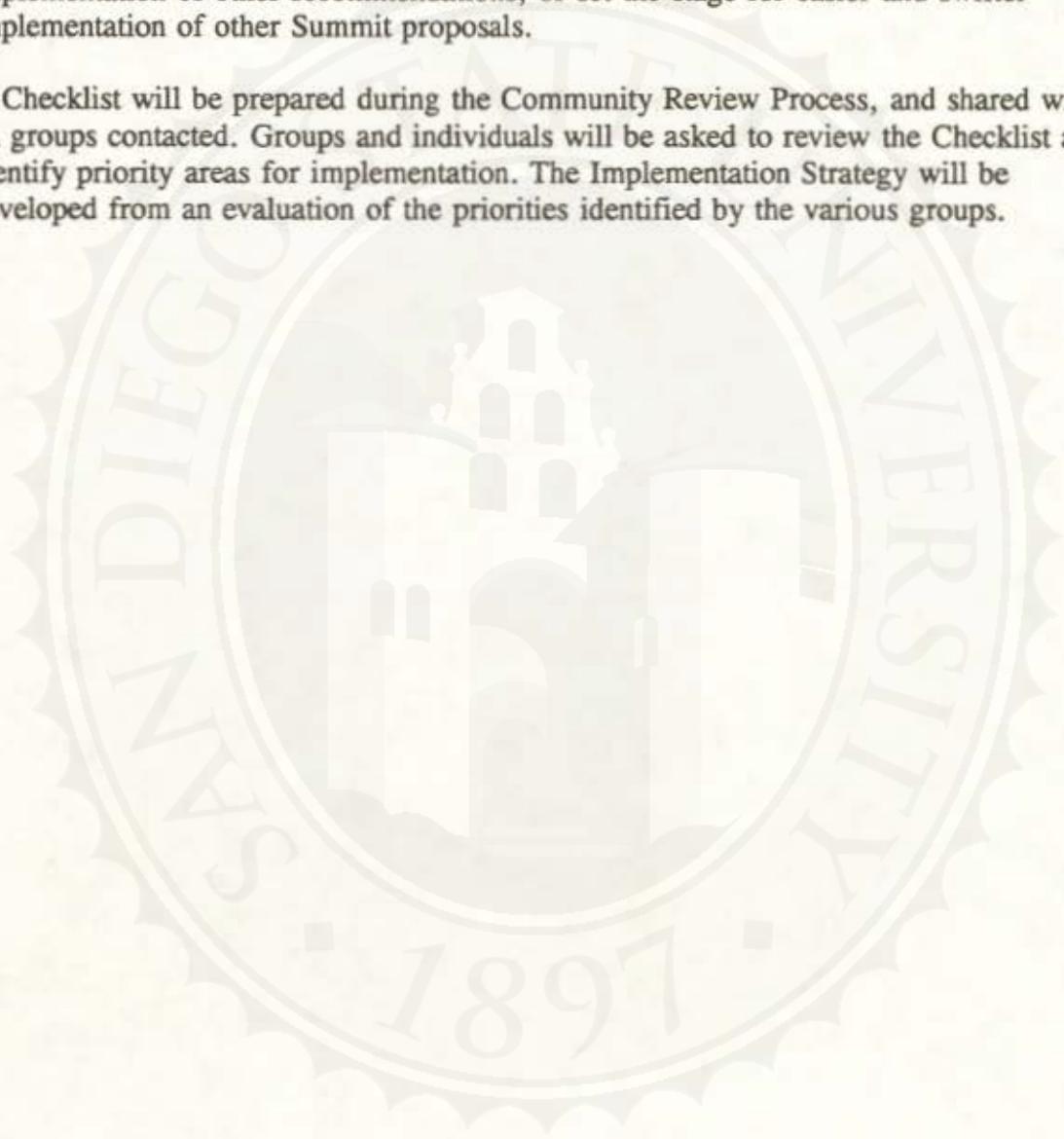
Create local newspaper to disseminate positive information on City Heights

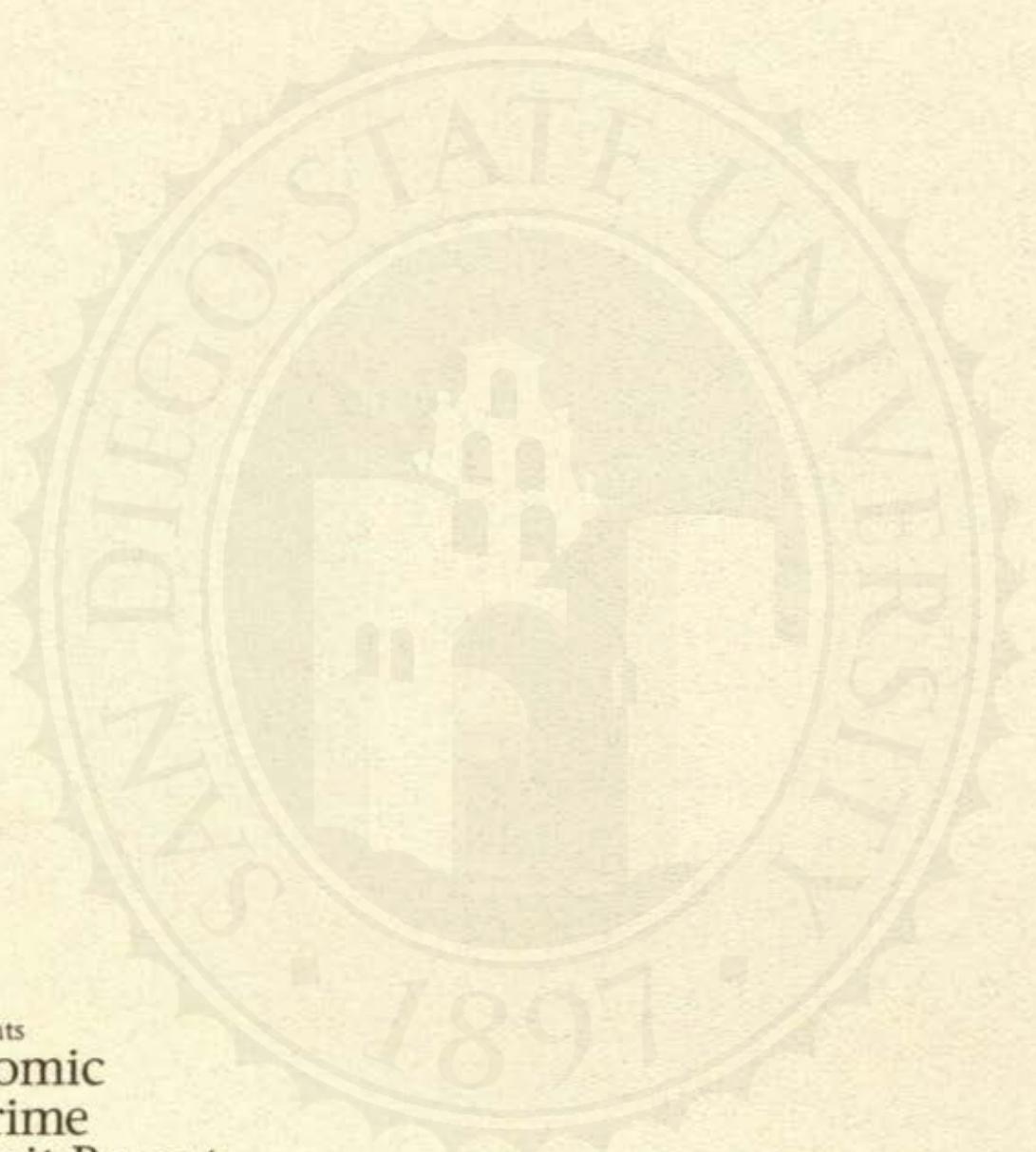
Working Team: Multi-Culturalism; Crime; Economic Development

SUGGESTED IMPLEMENTATION STRATEGY

During the course of Community review of this document, Summit recommendations will be identified in conjunction with existing programs under implementation in City Heights. This document will be prepared to initiate implementation of the Summit's recommendations. The selected actions will be subject to community review and input to assure both effectiveness and expeditious implementation. The objective should be to carefully select projects for their ability to automatically trigger wider implementation of other recommendations, or set the stage for easier and swifter implementation of other Summit proposals.

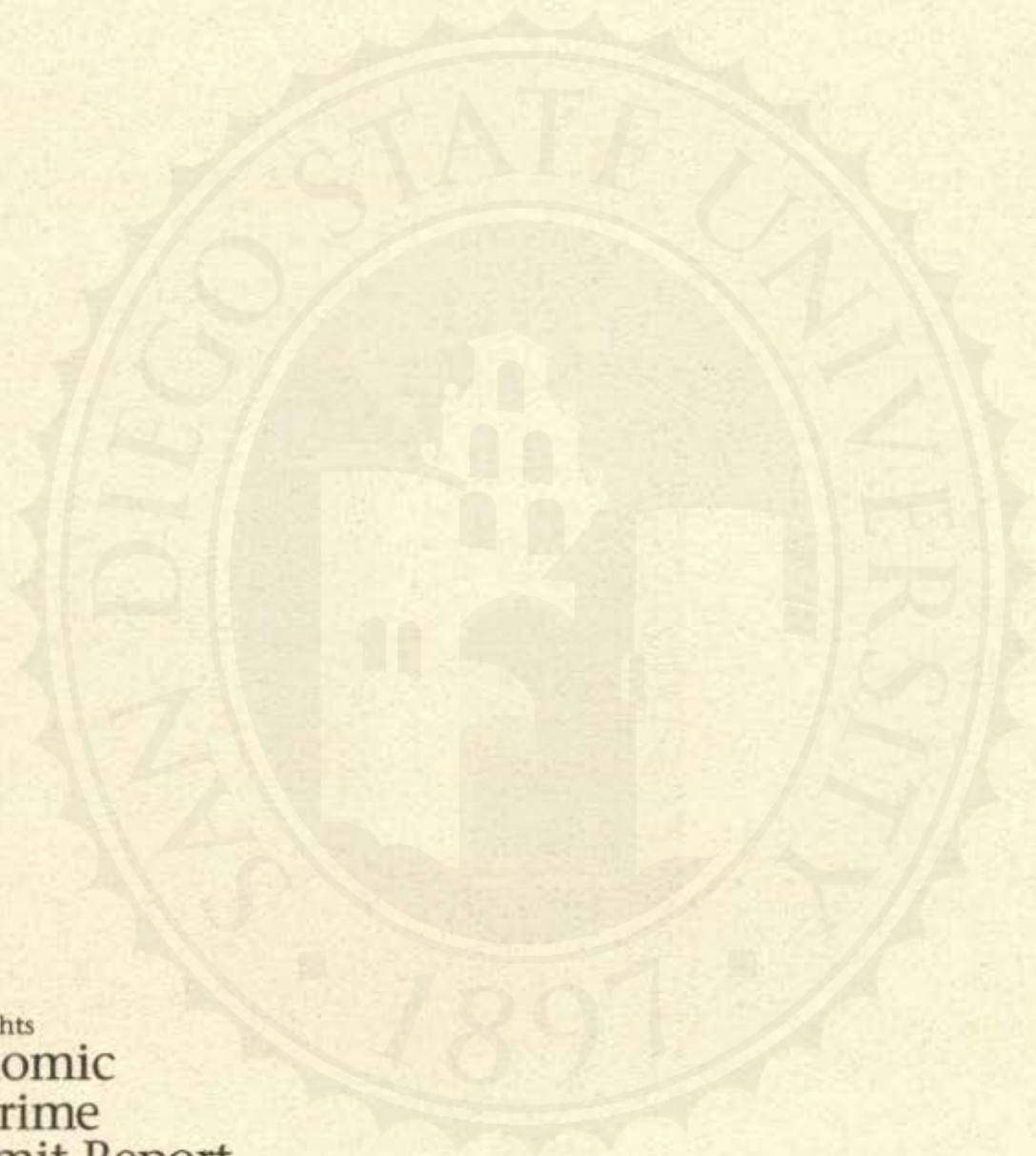
A Checklist will be prepared during the Community Review Process, and shared with all groups contacted. Groups and individuals will be asked to review the Checklist and identify priority areas for implementation. The Implementation Strategy will be developed from an evaluation of the priorities identified by the various groups.





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Appendices



City Heights
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Appendix A
Working Team Recommendations

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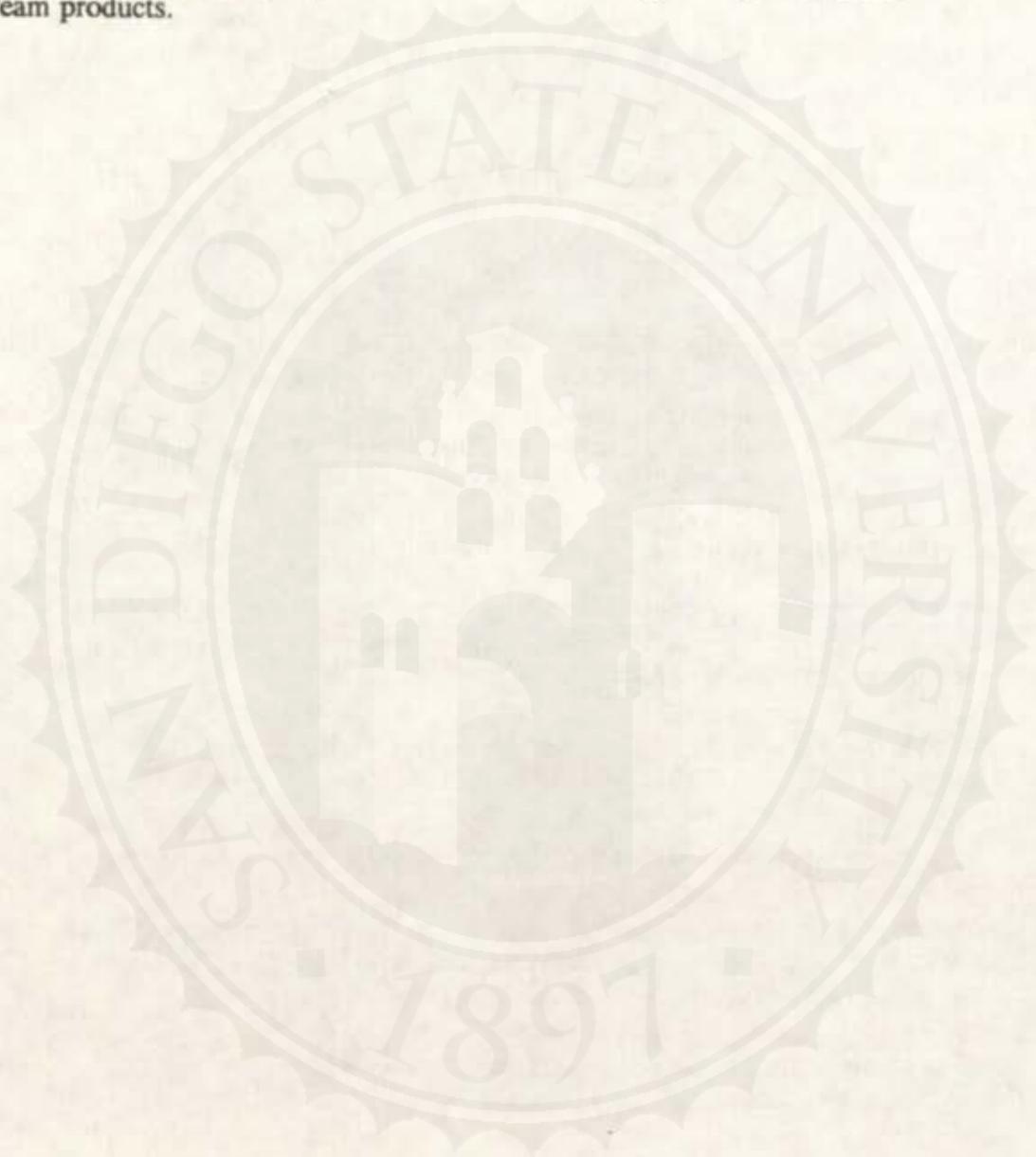
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APPENDIX A - WORKING TEAM RECOMMENDATIONS

The following information compiles the concluding notes and reports made available by the Working Teams at the conclusion of the Summit. The information is presented with the terminology and format provided by the Working Teams. In a few cases, format has been slightly adjusted to assure consistency among the various Team products.



EDUCATION

More and Smaller Schools

Problem

There are not enough elementary and middle schools in City Heights to serve the current student population; those that exist are too large and crowded and there is no focal point within the community where the various educational needs and related services are provided. In addition, there is a lack of "points of community pride."

Goal

The goal is to maximize the realization of the potential of each student in City Heights.

Solution

Begin by designing and building additional new elementary and middle schools in City Heights that accommodate the range of services needed by the students and community and become "points of pride". The design and landscaping should be such that it invites the community in to use the facilities. Involve all stakeholders in the development and the implementation of the plan.

What are the specific first steps?

1. Build two adjoining Hoover-Crawford Elementary schools on the site that has already been selected; one a K-2 school with a capacity of 500 and the second a 3-5 school with a capacity of 500.
 - a. Design these schools with a student per acre ratio of not more than 100 students.
 - b. Design the classrooms in flexible clusters for class sizes of 20 or fewer.
 - c. Include at the schools provisions for day care, latch key programs, health clinics and park and recreation services and some shared facilities such as auditorium and cafeteria.
2. Build a middle school at the site already selected with a capacity of 500 for 6-8 grade students.
 - a. Design the schools with a student per acre ratio of not more than 100 students.
 - b. Include at the site provisions for latch key programs, health clinic, library, park and recreation services.

Time-Line

Within the next ninety days (not later than August 1, 1994) involve the community, the City and the county and complete the conceptual design for each of the schools.

Who is responsible?

The School Board, the City Council, and the Board of Supervisors to set forth the vision of the guiding concepts and to direct the respective staffs to carry out such direction and guidance in collaboration with the community.

Modernize each existing School in City Heights

Problem

Existing City Heights schools are inadequate in many respects to meet today's educational and related community needs. Their existing facilities are not even nearly in equity with the new schools being built north of (Interstate Freeway 8).

Goal

The goal is to maximize the realization of the potential of each student in City Heights.

Solution

1. Develop a master plan for the modernization of each existing school in City Heights. The development of such plans to conform to the generic criteria of new schools north of (Interstate Freeway 8).
2. Pass a site specific bond issue for the needed modernization of each existing school in City Heights.
3. Develop a process for the ongoing modernization of existing schools in City Heights, the development of such plans to conform to the generic criteria of new schools north of (Interstate Freeway 8).

Who is Responsible?

The School Board in collaboration with the City Council and the County Supervisors.

Timeline

1. By August 1, 1994 the school board to have established a collaborative working commitment, planning guidelines process with the City Council and County Supervisors.
2. By September 1, 1994, the working groups composed of the several staffs and community representatives have started the modernization, master planning for each existing City Heights school.

Major Maintenance of each City Heights School

Problem

1. The physical condition of existing City Heights schools are in severe need of major remedial maintenance (ie. roofs, paint, etc.).
2. There is not an adequate plan to plan, fund and accomplish this urgently needed major maintenance.
3. Preventative maintenance is not adequately funded in the operation budget.

Goal

Maximize Potential

Solution

1. Identify all the major remedial maintenance needs of each school in City Heights. This is to include but not be limited to what is called deferred maintenance.
2. Plan, prioritize, and cost all the major remedial maintenance needs at each City Heights school. Such planning to be coordinated with the modernization - master plan being developed.
3. Pass a site specific major remedial maintenance bond issue to accomplish said urgent corrective actions.
4. Increase the funding in the operating budget for preventative maintenance to obviate the need for future catch-up major maintenance bond issues.

Timeline

1. By January 1, 1995, have developed a catch-up major remedial maintenance plan for each City Heights school.
2. By November 1996, have passed a bond issue to fund this catch-up major remedial maintenance.
3. By January 1, 1998 have completed all catch-up major maintenance at each City Heights school.
4. By July 1, 1995 have increased the preventative maintenance budget and operating as needed to obviate further major remedial maintenance.

Who is responsible?

School board

An Adequate Library

Problem

Because the existing City Heights library has an active usership of 50,000 patrons in a space of 3,000 square feet versus the 10,000 square feet mandated for new libraries, and because funds have been so drained that the existing City Heights library has only 40 cents per patron to spend on replacement of old and the addition of new books, and due to the deplorable physical condition of the current building, several roof leaks being visible and ceiling tiles fallen thus threatening the destruction of the libraries holdings, most particularly its collection of S.E. Asian literature, we demand that the existing City Heights library be immediately given.

1. A new roof and ceiling
2. More money for books
3. That library hours and staff be expanded
How? That concerned members of the community including heritage groups and the existing friends of the library be organized into a committee whose purpose is to agitate for the above three goals.
 - a. By starting immediately a letter writing campaign to the Tribune and other major media, the Mayor, the City Council, the City Manager, the Library and School Board demanding change.
 - b. By sending committees to meet with the above agencies if necessary to engage in peaceful demonstrations.
 - c. By circulating petitions in City Heights.
 - d. By demanding a site-specific bond issue and by engaging in highly publicized fundraising measures.

Multi-Cultural Communication

Problem

We have seen an increasing communication breakdown between parent school and community. Due to language and cultural barriers, economic and educational differences, the bridge of trust has been eroding steadily.

Solution

We recommend an ombudsman committee to service as a mediator between these three factions. Appointed by the citizens educational review board, these volunteers from the area would be on call by the school administrations to assist and mediate resolving conflicts, cultural issues and bureaucratic stalemates.

Problem Statement

There is a need to establish a volunteer City Heights student mentoring program for every student attending schools in this area.

Background/Rationale

Mentoring programs have a high degree of success in assisting students to achieve their full potential as students and socially adjusted citizens of their communities.

Solution

Volunteer mentors selected from parent groups, university students, businessmen and women, the medical and health community and other interested organizations should be trained to become mentors. Planning for these programs should be by August 1994 and implementation should be by October 1994. To begin with the goal is to train 1,500-200 mentors in this time period of to the end of June 1995. By 1998 one thousand mentors.

Who: County City School and Local organ partnership, citizen oversight committee will establish the guidelines of the program.

Jobs

Problem

Parents of City Heights students are unemployed and have difficulty providing a stable home for themselves and their children. High school students graduate without a guarantee of a career ladder job and become unemployed.

Solution

Target a specific number of the 40,000 jobs the mayor has committed to create over the next four years to unemployed City Heights parents and high school graduates.

Target Community college district and PIC training to ensure that the unemployed parents and graduates are prepared to fulfill the requisites of the targeted jobs.

Who is Responsible?

Mayor, City Council, Chamber of Commerce, PIC, RIC, Community College, School District and OTBS economic development entities. Mayor convenes group and is primarily responsible.

Timeline

Coincides with the Mayor's time table to create the 40,000 new jobs. Within three months, Mayor proposes number of new jobs to be targeted to City Heights.

Accountability Contracts

Problem

No real system exists for accountability and outcomes. Need to examine a way to hold everyone accountable and at the same time create a system for parent involvement.

Solution

Create specific contracts between parents and the school district whereby specific outcomes would be guaranteed. Both parties to the contract would specify what they would be responsible for in order to fulfill the contract. For example, school would guarantee 21st century literacy standards. Parents would guarantee to bring students to school, help with homework, arrive to school prepared.

Who is responsible?

Parents students, schools and school district, community oversight group.

Timeline

Follow time-line usually used for presentation of new initiatives. (Note the outcomes are specified in 16 expectations of Superintendent - this is putting teeth into them.)

I see no sooner than March/April of 1995 - realistically September 1996.

ECONOMIC DEVELOPMENT

Inventory/Resources

- Financial
- Human
- Technical
- Federal
- State
- Local
- Private
- Non-Profit

Expand the Resources

- Equitable Tax Distribution
- Lender Commitment
- Private Investment

Facilitate Community Use of Resources

- Home and Business Counseling
- Employment/Training Programs/Value-Added
- Neighborhood Service Centers

Expand Business Opportunities

- Rezone for Mixed Land Use and Light Manufacture
- Facade Revitalization
- Develop Business Incubators
- First Source Hiring
- Strategic Business Recruitment and Development
- Creation of Youth Enterprise
- Leverage Development Opportunities

Increase Resident Ownership & Control of Neighborhoods

- Home in Heights

Marketing

- Eat in the Heights
- Buy in the Heights
- Invest in the Heights
- Celebrate the Uniqueness of the Heights

Develop an action plan that addresses the fragmented nature of economic development initiatives and resources in the City Heights community.

CRIME

What can the San Diego Police Department do?

Solution

1. Focus on drugs, prostitution, and curfew and truancy violations.
2. Focus narcotics efforts on outside residents coming in to City Heights to buy drugs.
3. Utilize more prostitution sting details.
4. Encourage officers to patrol more on foot.
5. Hire more officers who ethnically represent City Heights.
6. Explore providing incentives to attract officers to live in City Heights.
7. Facilitate a greater presence of police officers in grades 1-8.
8. Maintain the close working relationship with City Heights On Patrol (CHOP).
9. Explore the full potential of police volunteers (preliminary investigation of selected crime types, evidence collection, traffic control, security inspections).
10. Organize a hierarchical structure for the Neighborhood Watch Program to facilitate development and continuity of groups.
11. Provide specific training and ongoing crime and prevention information to Neighborhood Watch Groups and businesses.
12. Change the 2:30 p.m. shift change to provide a full complement of patrol officers when children leave school each day.
13. Assist the Property Owners Association in providing landlord training.
14. Install native language signs at the Indo-Chinese storefront.
15. Expand business hours at police storefronts to 8:00 p.m.

What can Police Officers do?

Solution

1. Develop (through training and community contact) more cultural awareness.
2. Treat everyone with respect, regardless of their appearance.

3. Participate in mentor programs.

What can Citizens do?

Solution

1. Report all crimes.
2. Volunteer for CHOP and Police Department programs.
3. Support City Heights businesses.
4. Start new Neighborhood Watch groups.
5. Paint out graffiti immediately.
6. Encourage self-esteem and ethnic pride at home.
7. Take responsibility for their children.
8. Compile directory of programs available to at-risk youths.

What can Business do?

Solutions

1. Paint out graffiti, pick up trash and fix broken windows immediately?
2. Institute appropriate security measures.
3. Install adequate lighting.
4. Sponsor youth activities.
5. Local board of realtors or business group should produce landlord training pamphlets.
6. Owners should be mentors and visit schools.

What can the City of San Diego do?

Solutions

1. Hold public forums to discuss the recommendations from the Summit.
2. Encourage the City Attorney's Office to expedite the lengthy abatement process.
3. Implement a Municipal Code which seizes or impounds the vehicles of drug dealers and buyers.

4. Adopt a drop user accountability program similar to the one in Maricopa County.
5. Limit liquor stores, bars and adult entertainment establishments.
6. Require mandatory landlord training for owners and managers of rental structures with two or more units.
7. Collect trash and sweep streets more frequently.
8. Build city-operated drug rehabilitation center in City Heights.
9. Expedite installation of high sodium street lights.
10. Install more street lights in residential areas.
11. Install speed bumps in selected alleys and residential streets.
12. Provide some funding for CHOP.
13. Explore expansion of use of off-duty officers (to include establishing City contracts with large retailers to provide uniformed SDPD officers to provide security).
14. Explore establishing requirements for certain business types (check cashing, adult entertainment) to hire private on-site security guards.

COMMUNITY EMPOWERMENT

Our vision of a strong, just and healthy community is requiring the personal involvement of all its members, grass-roots groups and business/government/social service organizations. To effect meaningful growth and change, this Community must be open to input by people of all ages, rolls, ideas and abilities.

We declare that for community involvement to be effective, the individuals need to feel empowered that they can create change. We therefore have modified the name of our working team from Community Involvement to Community Empowerment

The Community Empowerment Working Group identifies the following challenges for the City Heights Community:

We observe that

- There is a lack of a coordinated mechanism at the City level for hearing directly from community members without intervention and/or interpretation by agencies learning to represent their interests.
- The community perceives that the government structure is a non-responsive bureaucracy frequently at odds with the direct needs of residents

We specifically identify that

- There is no comprehensive plan for the City Heights Community -- Thus...
- There is a lack of community identification
- An absence of vision of what community involvement is
- A redundancy and duplication of services by various groups and agencies
- A lack of systematic dissemination of information regarding citizen involvement opportunities
- A lack of structural intervention and communication among existing groups

Community residents and the Working Group recognize that language and cultural barriers have prevented a recognition of the advantages of diversity. For many, individual emotional barriers (fear of crime, frustration with government responsiveness, polarity between groups, etc) has created a perception that exclusionary practices are being followed by many agencies, City departments, and existing community groups.

In an area where many in the community are dependent on government entitlement programs, where the crime rate increases disproportional to the expenditure of government and private resources, where locally based neighborhood groups have not been able to share in these resources, where absentee landlords are predictably unresponsive to the cumbersome and time-consuming legal mechanisms which ought to have solved these problems, where a lack of recreation opportunities for children seems to institutionally channel youthful energy into anti-social lifestyles, residents

see too many meetings and no real change. In short, the traditional mix of government structure and private-public partnerships seems to have lost touch with the very people for who government is in business to help -- the City Heights residents themselves.

To this reality, summit participants have now come to City Heights and the Working Group has been tempted in these three days to simply write solutions. We observe that such a direct task, while expedient, would in fact do what has negatively been done before -- leave those out of the problem-solving process who have every right to own the process itself -- the Community of City Heights.

We, therefore, call on the Partnership with assistance from the City HRC to:

1. Contact the residents of City Heights to review, affirm, connect, adjust, and/or refocus the Working Groups' needs/issues statement so that the City Heights community is directly involved in the process -- such groups may include the San Diego Organizing Project, other faith communities, public and non-public schools, neighborhood advisory groups, BIA's, BID's, CDC's, Ethnic Association, NPT's, etc.
2. Review, by direct contact the barriers to community involvement by:
 - Convening a summit within 45 days of these same community groups
 - Facilitate this one day summit

To involve the community of City Heights, those in City Heights must be given a formal opportunity to create their own problem-solving process.

PUBLIC FACILITY, PROGRAM AND SERVICE FINANCE

Definition: Broad

All Public & Private Facilities: City, Schools, County, State, Federal

Theme

1st CLASS Facilities + Services

Problem

\$1.2 BILLION

Need For private/public facilities

Solution

1. Bonding Capacity
2. Empowerment Zone
3. Private Foundations
4. Public/Private Micro Social Investment Opportunities
5. Public/Private Pensions
6. Joint Use Facilities

Problem

Government's Capital & Operating Budgets do not reflect community's input/priorities.

Solution

Convene residents task force to develop financing plan - prioritize capital + operating expenditures for CH.

Problem

Reliance on development impact fees creates inequities between communities in Capital Facilities.

Impacts General Fund.

Solution

Create an alternative process that eliminates inequalities.

Problem

Exodus of full service financial institutions.

Solution

Governments should use their influence to encourage branch location in CH.

Problem

Lack of individual responsibility & respect for public/private facilities. Create more stakeholders.

Solution

1. Ownership
2. Participation
3. PR Campaign
4. Education

Problem

Landlords who lack strong management skills and fail to make long term investments.

Solution

1. Education campaign for ALL landlords
2. Aggressive Code Enforcement

Problem

Irresponsible Tenants.

Solution

1. Broad Tenant Education Program
2. Remove Public Benefit (SEC 8) from repeat offenders

Problem

Facilities cannot support existing facilities.

Solution

Immediate down zoning

Problem

Concentration of poor people in CH (or any area) over-burdens public, private facilities and results in disinvestment.

Solution

1. Establish an equitable allocation of subsidized housing.

2. Housing Commission should immediately stop acquiring property and issuing SEC 8 certificates.

Problem

Inadequate recreational facilities/programs for youth- turf existing schools.

Solution

1. need a real rec center
2. provide space and staffing for after school rec.
3. provide weekend rec. at schools

Problem

Current Library is inadequate.

Solution

Plan for new Library(s)

Problem

Three decades of Planning and Land Acquisition of business and homes in the I-15 corridor has created economic and social instability.

Solution

Community, Mayor, Council etc. to lobby Governor and Legislature to expedite I-15 construction without sacrificing quality to encourage job creation, to stabilize CH and other Mid-City Neighborhoods.

Problem

Government, Residents, Investors have low expectation of City Heights and themselves.

The Public/Private Solutions to Facility Needs

FACILITY NEEDS	
PUBLIC	PRIVATE
Lighting Mid Block "White"	Lighting
Library	Grocery Store
Police (retrofit Vons?)	Medical Facilities
Scholls good education, safe	Quality Entertainment (movies, videos etc.)
Transit & transfer center	Parking
Post Office	
Parks too small, need a real recreation center	
	Canyons (open space resource)
Sewer & drainage	
Trees	Trees
Bike lanes	
Streets - potholes	

HEALTH/HUMAN SERVICES

Problem

There are gaps, overlaps, obstacles, fragmentation and lack of communication, coordination and collaboration in the provision of health and human care services to City Heights residents of all ages.

Goal

Develop a strategic, comprehensive plan with an outreach/communication mechanism that provides an accessible continuum of health and human services which build strong individuals, families and neighborhoods.

1. Increase communication between service providers and community residents.
2. Strengthen and expand coordination and collaboration between government and quasi-government agencies.
3. Strengthen and expand provider to provider cooperation and collaboration within the outside of City Heights.
4. Increase communication between public officials and community.
5. Improve accessibility/affordability of services.

Increase Communication Between Service providers and community residents.

Solution

- mutual assistance
- two way communication between
- make known needs and services
- accommodate language/cultural differences

Responsibility

1. Let service providers know of needs (assessment, forum, ongoing mech.
2. Identify community resources (volunteers, tutor kids, parenting) transportation.
3. Increase communication (neighbor to neighbor day) door/door using community residents outreach mechanism.

Responsibility

1. Make community aware of services and needs.
2. Compile network resource guide (support Mid-City for youth efforts).

3. Coordination/Collaboration Between Government Funding Agencies.
4. Strengthen and expand provider to provider cooperation/collaboration within City Heights (also service providers outside of community).
5. Increase communication between public officials and community (i.e. off of neighborhoods, town meetings...).

Accessibility Affordability of Services.

Solution

1. Increase City Heights based services 50 residents don't need to leave area for services.
2. Through use of existing building/facilities (e.g. Mid City Villa View) renovate/use existing buildings that are used infrequently or are run down).
3. Bring medical to community DMV; parenting classes; education on all level; forms filled out AFDC etc.
4. Transportation to services vouchers for fragmented services, need strategic plan, for continuum of service which build strong individuals, families, neighborhoods and on between providers.
5. Coordination/collaboration between City/County funding government agencies.
6. Police communication is positive.

Affordability/Accessibility

Solution

1. Childcare, mental health, economic development, juvenile, pregnancy prevention, aging, youth activity, adolescent services, intervention/prevention services.
2. Transportation to services.
3. Health services for (uninsured/working poor).

HOUSING

The Charge

The Housing Team was charged with identifying housing policy related problems in City Heights and developing policies to solve these problems, both short term and long term.

Conclusions

A good housing policy is linked to many factors, including a low crime rate, availability of health and human services, cultural sensitivity and awareness; economic development, community involvement, education and facility financing.

The community therefore should address its housing issues within the context of a strategy designed to promote and sustain overall neighborhood revitalization. (See the following Diagram).



Poverty: absence of support services; decline of infrastructure.

Problem

The relative poverty of the populace, the absence of appropriate support services and the decline of our infrastructure are problems that we wrongly blame on density. They require separate treatment. These problems affect all City Heights residents and especially the 75 percent who earn less than 80 percent of median area income.

Goals

To increase the Level of Support Services such as Medical, Dental, Banking, Insurance, Grocery, Jobs, Childcare, etc. To improve the City Heights infrastructure such as streets, lighting, postal, library, transportation, etc.

Solution

The City should adopt a policy to increase public services and to encourage private infrastructure. We have policies for everything from encouraging tourism to preserving aerospace industries. A policy to improve City Heights services and infrastructure is needed. The City should adopt a five-year moratorium on multifamily development until the City Heights infrastructure meets the standards of the General Plan.

The effect is measured by the actual increase in services and by the improvement of infrastructure to General Plan levels.

The need to improve management of residential properties.

Problem

The quality of ownership and management of housing in City Heights is too low. We require increased home ownership and management of rental units. All City Heights residents, especially renters, and most especially low-income renters. Special outreach to heritage groups is required to accommodate their special needs.

Goals

To improve the ownership and management of rental units through training for landlords, tenants, property managers. To increase home owner occupancy.

Solution

The City should encourage and support a joint effort of public agencies and industry groups to create appropriate training for landlords, tenants, and property managers. Some parts of this response presently exist in the police department, housing commission, apartment association, association of realtors, and I.R.E.M. Encourage the use of Certified Apartment Managers (CAM) as Site Managers. Consider mandatory CAM use later. Market more aggressively homeownership through all available means including expanding public and private ownership programs, and attracting new homeownership financing mechanisms.

The effectiveness is measured by increased homeownership; increased renter stability; and by reduced turnover in schools.

Need for improved design standard; need to bring existing buildings into repair through rehabilitation.

Problem

Present building designs and architecture do not always serve the residents' needs very well and often do not fit into the surrounding area. Some design features encourage criminal activity or make crime hard to detect or both. Existing substandard properties should be targeted for rehabilitation to reduce crime and improve liveability. All City Heights residents, especially renter are affected by this problem.

Goal

To eliminate blighted housing; increase property values; and reduce crime.

Solution

The City should attract new sources of capital to City Heights; Improve code enforcement in City heights; Adopt an "Appearance" Ordinance to improve design of housing in City Heights; Allow smaller lot sizes in City Heights; and Improve anti-crime features of housing in City Heights.

The effect is measured by an increase in rehabilitation permits; an increase in small lot zoning; an increase in the San Diego Police Department's environmental design reviews; an increase in owner occupancy; reduced code violations; and reduced crime statistics.

LAND USE

City Heights has the potential to be the crossroads of the City to achieve this land use is not an overriding issue; but, the use of the land by and for the people of City Heights is!

Planning for City Heights must be comprehensive focusing on economic and social issues as well as physical ones. Coordination and implementation of current public and private plans and expenditure appropriations must be the thrust of any efforts; and, it must be a partnership among the community, community business interests, the City and other government agencies and neighborhood interest groups. Any and all actions must be community-based and community-driven.

Solutions

Accentuate the positive

1. Establish a community identity based on the cultural diversity and its central location, "crossroads of the City."
2. The emerging entrepreneurial spirit demonstrated by our crossroads community should be promoted and patronized.
3. Improve the "Gateways" to the community.
4. Continue the spirit generated by the summit.
5. Involve all segments of the community--including the schools--in the spirit.

Establish the community-based bank, "Crossroads building and loan (a La Bailey Building and Loan).

1. Solicit business, charities, and individuals to keep their deposits with the community-based bank.
2. Public monies to be spent in neighborhood should be deposited in the crossroads building and loan.
3. Lending criteria will be set by community-based board of directors.
4. Residential loans to promote home ownership and owner occupancy.
5. Venture capital and business development loans in the crossroads community.
6. Establish a resource pool within the bank to provide holistic financial counseling.

Improve quality-of-life items:

i.e., schools, parks libraries, street trees, the public realm.

1. maximize utilization and accessibility of public facilities.
2. Start a neighbor street-tree planting program.
3. Use redevelopment to establish a City Heights sense-of-place; i.e., complete the restoration of the tower and egyptian garage.
4. Find and operator for the academy theater (now XXX).
5. Establish the "Crossroads" cats litter patrol.
6. Design the Mid-City Police Station, at vons, in accord with the Mid-City PDO, to be user/community friendly and to incorporate community facilities in excess space.
7. Prepare a "How to Rehab" set of guidelines for City Heights.
8. Bring park acreage to General Plan standard by creative means: i.e., pocket parks. Purchase property at 37th and El Cajon to increase capacity at Wilson. Turn storage building into recreation center.

Improve utilization and coordination of existing resources--public and private--including management and elimination of blight.

1. Use neighborhood groups to promote code compliance and visual enhancement.
2. Establish a process to acquire vacant/abandoned properties and recycle for good of community.
3. Inventory community resources and maximize their utilization to meet the vision and goals of the City Heights Community.
4. Based on the results of the Summit, prepare an overall vision and goals to guide public actions and public expenditures in City Heights.
5. Establish annual community-wide vision and goal-setting forum.

Conclusion

- Accentuate the positive
- Eliminate the negative
- Latch on to the affirmative and don't mess with Mr. In-between
- Sing along

MULTI-CULTURALISM

We are in the midst of a "Cultural Revolution". What took thousand of years to develop into a distinctive "Culture" and set of values is expected to change and assimilate into another set of values and Culture in a very short space of time. We are entering the "Information Age" of the 21st Century.

The New Age requires that time frames that traditionally took thousands of years to assimilate into a new Culture become compressed into a few months or years. Time is of the essence now. Everything is rushed, a "Microwave Society" of supper communication and information highways, micro-chips, drive-by mania, immediate gratification, high expectations, feel good/look good, pocket computers, a world of cybernetics.

In this setting our society expects customs and mores which took thousands of years to become established to be changed for a fast paced immediate change and assimilation into a technological society which has no patience, time, or comprehension for the slow ways of the past. A society which has no time to wait for the normal cultural assimilation process to take place.

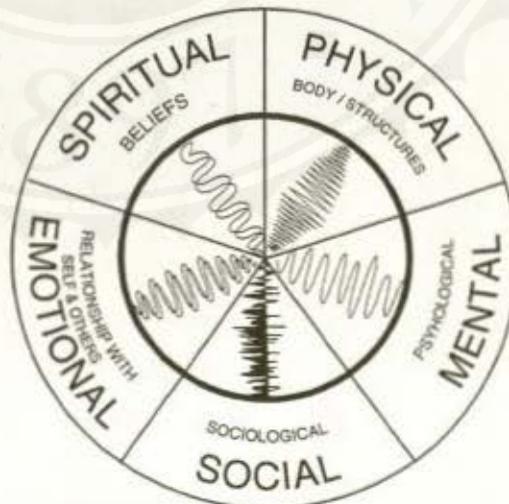
This is the setting in which the 34-Plus Cultures which immigrated into City Heights have to survive, succeed and make the transition from a slow paced, traditional, rural and non-industrialized setting into a fast paced, highly industrial, urban, and non traditional setting. A most difficult task.

Conclusions

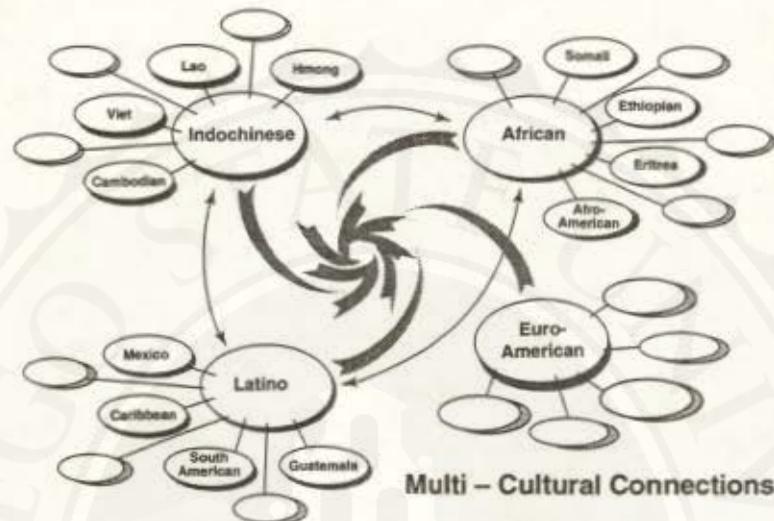
The team made two basic conclusions that set the stage for its recommendations, as follows:

1. Solutions should be multi-dimensional and include physical, mental, social, emotional, and spiritual elements. Without this multi-dimensional approach to solutions, the results are inadequate and short term, bound to failure.

Multi- Cultural Solutions
PERSON • PARENT • COMMUNITY



2. The various Cultural groups in the City Heights Community have managed to cluster and communicate among themselves, but have not successfully been able to communicate with others. For a successful Cultural strengthening and integration into the larger society, communication links should be established.



The Working Team divided its recommendations into six major groupings basing them on a general all-inclusive problem identified through an analysis of the findings, as follows:

Community Cultural Arts Programs

The City Heights Community is the rich in Cultural Diversity which is not being recognized and given its proper place. No Central space is available for the various Cultural groups to develop and express themselves. There are a number of annual Festival celebrations such as Cambodian New Year, and the CDC's City Heights Festival, but these happenings lack adequate outreach to other groups in the Community and City, date consistency, and space or center where they can gravitate towards.

Problem

There are no cohesive art programs, planning and organization by the City Heights Community.

Solution

1. A centrally located Community Cultural Center needs to be provided to house a Cultural Arts administration, exhibits, workshops, cultural education, performing arts activities, with space provided for Community Arts and Cultural Organizations.

2. The Community needs to identify and inventory all local Cultural Arts resources, programs, groups, and activities.
3. Sponsor and organize Cultural/Arts Festivals in conjunction with Community Conferences or Forums with extensive outreach inside and outside the City Heights Community. These Festivals should be held consistently on the same date or time of the year, and reflect the various Cultural Groups settled in the City Heights Community.
4. The Cultural arts Center will become the focus of grants and programs to invite visiting artists of international, national and local renown.
5. The Cultural Arts Center and its organizations in the Community need to establish a direct relationship with San Diego's Commission for Arts and Culture for Cultural Arts programming, funding, and technical assistance per the Commission's plan for cultural equity and diversity.
6. Integrate the Community Gardens with the Cultural Center.
7. The City Heights Community should benefit from the programs created to strengthen awareness of the arts as a way to address cultural diversity, particularly in public schools.
8. In the interim the Community should use existing vacant storefronts for Cultural Art, artifacts marketing, and exhibits, particularly along University Avenue. Owners of vacant stores should be contacted and asked to participate in this program creating a sort of "City Heights Art Walk" project.

Immigration

Immigration agencies unilaterally select City Heights as a site for refugee resettlement because the area is centrally located, has inexpensive housing, and existing social support services. This is done without any realization of what the resettlement does to the established Community fabric when adequate support services for immigrants are not provided to deal with assimilation and integration into the Community.

Problem

There is no concerted plan by public, non-profit and private agencies working with the City Heights Community to deal with new arrivals, and affectively integrate them into the Community.

Solution

1. Establish a Community based organization or Council of advocate groups to interface with agencies responsible for immigration, placement and related programs.

2. Once the Community Immigration Council is identified, agencies involved in immigration would contact the Council to develop joint programs for immigrant integration and assimilation.
3. The Community Immigration Council should receive funding from the agencies for their work in coordinating and aiding the successful integration of immigrants into the Community.

Education

City Heights is the City's most diverse community. Many newly arrived immigrants from other lands representing many different cultures and speaking a multitude of languages live and go to school in the Community. The various Cultural Groups wish to maintain their cultural identity while integrating into the "American" Culture. A number of issues ensue which make the School system the "key" to the solution. Children of immigrants learn quickly the "American Way" and language, and soon become more knowledgeable than their parents. Sometimes "children become the parent" in a "Cultural Role Reversal".

Immigrants come from tradition bound Cultures where all the institutions, community social environment, family, religious organizations, and the "communications media" follow the same direction or "ethic". These immigrants encounter an environment in the U.S. where the various entities which make up and interface with the Community do not follow the same "ethic". For the youth this situation is specially explosive because no one is totally responsible for their upbringing. Education is the answer, and has to be strengthened. By way of contrast, the Community perceives that a high number of teachers assigned to City Heights Schools do not wish to teach in the community, and are not able to cope with the multi-cultural/multi-language demands of this Culturally Diverse Community.

Problem

The Educational system uses standards that do not take into account educational and multi-cultural needs and values of the Community.

Solution

1. Create a Community Educational Action Group that can lobby the Legislature and School District to assure that Community Multi-cultural needs are addressed satisfactorily and School program quality is strengthened.
2. Teachers have to be provided who are able to function in Multi-cultural multi-language environments.

3. Recruitment and retainment of teachers has to be strengthened to include financial and other incentives such as:
 - Buying then a house in City Heights
 - Material support for their teaching
 - Higher salaries
 - Test waivers
4. Provide scholarships to City Heights residents to study with the proviso that they will spend time teaching in the Community as pay back.
5. The City Heights Community should develop additional incentives for teacher retention, recruitment, and an understanding of how the Teacher's Union works in order to better address or deal with the Union's demands.
6. The City Heights Community needs to participate with the School District in selecting School principals and teachers. The School District needs to notify the Community before local school administration changes take place.
7. The School and the Community need to work with parents to provide training so that parents may be able to more effectively work with their local school and their children's teachers to bring multi-cultural values and awareness into the educational process and programs.
8. Institute the concept of "Community Aids" who are recruited from the community and represent different cultures, to work with the staff teachers and provide transition between cultural identity and assimilation.
9. Community Resident and Business "Mentoring" programs with elder, professionals and peer groups should be established and expanded in the City Heights Community.

Community Development

The City Heights Community has numerous ethnic enclaves where thousands of people practice their customs. These groups however, are not given full recognition, "place" or role in community activities. There are innate "Cultural Assets" in the Community such as, ethnic restaurants, cultural festivals, and sites which are unrecognized and unknown. The value of these is not only "Cultural", but economic, and provide the seeds for unique physical development and architectural design. Individual efforts to cause Cultural and economic development are often stifled by regulation and the individual's ignorance of local regulations and processes. As a result there are conflicts between established Community organizations, the City and individual businesses who violate regulations and are subject to enforcement.

Problem

There is a lack of recognition of multi-cultural features in community development.

Solution

1. The Community and the City need to market the Cultural Assets of the Community. For example: reinforcing and developing a "Restaurant Row" of many ethnic restaurants along University Avenue and El Cajon Boulevard. Feature Cultural festivals such as the Cambodian New Year, etc.
2. The City and Chamber of Commerce need to provide assistance to small ethnic businesses to help them to understand and deal with the various ordinance ie. land use regulations and pro-actively reach-out to small ethnic businesses to educate them about City regulations.
3. Apartment complexes need to establish on-site management.
4. The Community and the City need to pro-actively market to businesses who are a positive influence on the Community.
5. Additional street trees and lighting need to be provided to enhance the marketability of the Community.

Youth

As stated before, youth are subject to many social pressures in the multi-cultural setting. They often become "parents" to their natural parents. They are expected to perform effectively and become the bridge between "traditional cultures" and the new "microwave society" without the necessary maturity of knowledge to cope. Needed guidance, a consistent institutional "ethic", and social structures appear to be missing from their lives. Youth have too much time on their hands without a consistent social and family direction to channel energy in a positive direction.

Problem

There is a lack of unified and effective Community programs for youth.

Solution

1. Establish a Community Organization to "network", develop, and coordinate youth programs, City Police programs, School programs, and Multi-cultural Arts programs.

2. Develop an after school "Youth Fun Center" that will:

Target youth populations 11 to 15 years old providing various activities such as sports, jobs and job training, arts and crafts education, training and projects. Provide educational tutoring to give youth a chance to catch up in school.

Provide "Mentoring Programs" with counselors and role models by professionals, women, ethnic groups, artists.

Provide "After School" programs to deal with boredom.

Provide transportation to selected activities.

Provide necessary educational, recreation, and arts equipment.

Provide educated staff at Youth Centers who can deal with "authority".

Provide environment for arts projects, arts and crafts, performing arts where exhibitions and marketing can also take place.

Establish an RFP (request for proposals) process to obtain the best possible programs.

Establish a "one stop center" for youth programs to assure their comprehensiveness, avoid duplication, and assure coordination.

Tie the program with the Private Industry Council to train and provide job placement.

Tie to Girl Scout and Boy Scout After School Programs.

Concentrate on (crime) preventive programs.

Provide "Shelter programs" for run-away youth.

The Youth Fun Center Program requires continuity and needs to generate its own income beyond the start up funding (via links to private industry, arts marketing, private donations, grants in aid etc).

3. Expand "Safe Haven" Program into the City Heights Community at the local recreational facilities (after school, mentoring, sports, arts etc).

Community Connections

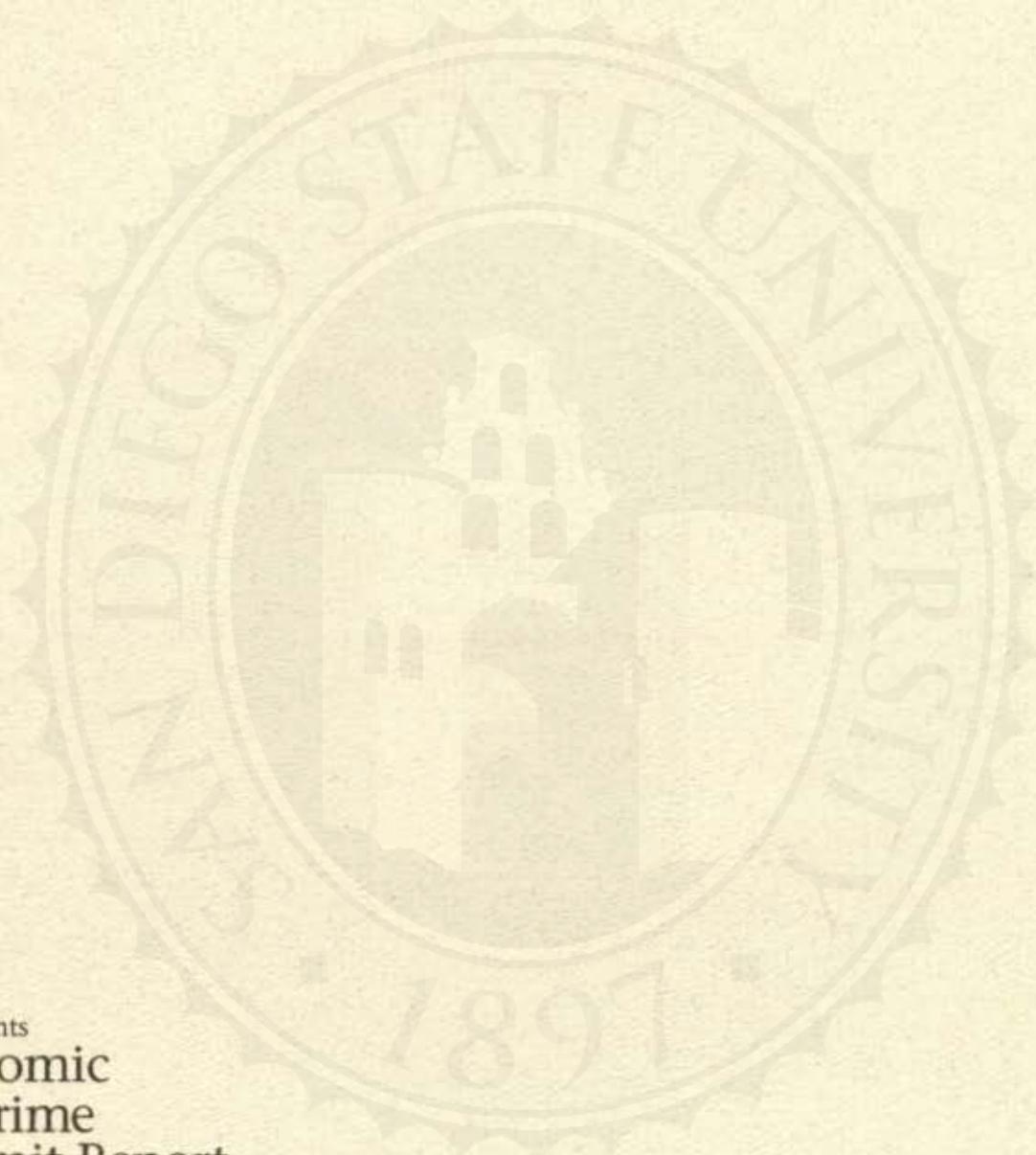
Multiple Cultural Groups already operate in City Heights and have links to other similar groups throughout the City, but there is a lack of communication between the groups in the Community to share their experiences and success. The conflict between the "Microwave Society" and traditional social structures and institutions which work together based on a common "ethic" calls for the establishment of institutional "common objectives"

Problem

There is a lack of Community inter-cultural connections and collaboration with common objectives.

Solution

1. The Community and the City sponsor ongoing community conferences and workshops (Community Leader Workshops) to develop proposals and "common objectives" to assure consistency of programs.
2. Community Leader Workshops need to recruit "cross-culturally".
3. Establish an ongoing dialogue between the Community and the City (and other institutions) through the Community Leader Workshop.
4. Create (positive) public relations with media and others via community group organizations.
5. Create a local newspaper to feature positive information on City Heights.
6. A Community Directory is needed to share information on various Community groups. The City should make this information available in all languages spoken in City Heights.



City Heights
Economic
& Crime
Summit Report

Appendix B
Issues and Ideas Generated

APPENDIX B - ISSUES AND IDEAS GENERATED

The information that follows includes the "raw" notes taken by the Working Teams during the Summit discussions. Great efforts have been made to maintain the notations as provided by the respective Teams. In a few cases, some re-formatting has been attempted to assure all information reads as consistently as possible.



EDUCATION

Tour

- No place for children to go
- Lighting in parks
- Age specific activities - younger children cut out
- Programming needs to be broader - crafts; art
- Safe area - feeling of being comfortable
- Look closely at economic profile of community-linked to services that are needed
- Image of Community/perception
- People who may not speak English-problem of being uncomfortable

Street Lighting Problems

- Not adequate - Lighting poor
- Density high - overwhelming
- Parking inadequate
- School too crowded
- Curfew - lack of enforcement
- Vacant properties open to public
- Pay phones all over
- Lack of open space - no activity
- Street design - fosters positive areas

Parent - Team Deliberations and Interviews

- Bring school into the community
- Parents are where values start
- Parent (Asian?) need to comprise with legal and cultural differences but so does system (Administration & Teachers)

School

Marketing Strategy

Bridge Building/Communicating

- Linking with non-school educational facilities & library Park & Recreation
- Other Education Facilities

Use Tech

- Need List of Facilities
- #'s Ace Breakdown/Need of services and childcare

Discipline

Schools

- Use the existing \$ and programs better
- Everyone accountable
- Improve expectations
- Master Plan for every school
- Modernization
- TECH
- Repair
- Share

School

- Schools are more than buildings
- Community as a learning system
- Cost vs. benefit
- School to work

Parents

- Redefine "freedom" - has it been taken too far?
- Does it mean lack of responsibility
- Are we teaching rebellion - defiance?

No \$

- Choice of schools
- Strict discipline - know the rules enforce them consistently
- Uniforms when parents want them
- More school work & expectations

Limited \$

- Small alternative schools site specific to focus
- After school programs
- Mutual accountability
- Parents
- School
- Community

\$ Expanding Hours - Libraries, Park & Rec

No \$

- Contracts to define roles, needs, responsibilities
- Guarantees from both
- Better use of volunteers

Limited \$

- National standards of pass/fail grade level performance
- Pride & Protection
- More books in Library
- Broad base childcare

No \$

- Ask parents to help cater - Parent's/Parent (Parent sharing) co-op team
- use the time on campus better

Limited \$

- JCC Jewish Community Center
- Volunteer Coordinator
- Facilitator & mediators

\$ - Federal help in childcare

No \$

- Book drive
- Identify under use
- Link facilities
- Stop spending \$ where it does not work

Limited \$

- home work center
- State regs for after school and childcare
- How 7 why district charges rent

\$ Adult ed at new schools

No \$

- Relearn how to get and keep communication going
- PSA's

Limited \$

- Sports classes
- Ask for help "advertise"
- Need and delivery
- Use the new schools

No \$

- Ask! Ask! Ask!
- S.C.O.P.
- Use radio and TV FYI/KITS
- Invite parents to classroom

Limited \$

- Require # of hours from parents
- Newsletter (by students)
- Find and reach out to uninvolved and non-english speaking parents

No \$

- Parents should visit the school
- Teacher should visit the home
- Use the churches

Limited \$

- Way for parents to reach other parents

Schools are uninviting or attractive fencing

- Surrounded by poor land use. Auto repair, etc.
- Overall problem of over-crowded sites
- 5 Elementary/1 Middle/1 High School
- Shortage now
- Kid per acre - 100
- C.H. is 150 to 300

What land does City and District own that could be used or traded?

Partnerships

New Schools 97 and 98 operational

Reopen closed schools

Policy 3410 keeps site group

School to work

- 75% work 25% college
- 20% drop out to minimum wage jobs
- SB - 1274
- New pathway for job preparation

Inventory/Job Category

Reintroduce career councilors

Partnership with businesses - esp. health care

School to industry to school

Change the mind-set to task need

How to dress for work - med. ethnic

1 unit of credit per 20 hours. of volunteer effort up to 10

Keep core curriculum and add

Mentorship

Use what you learn

Computer and keyboard use

Summer jobs (hire a youth)

? 1 purpose ? 2 goal

General vs. vocational

14% of GNP is health

What do we do about drop outs?

Bring up options earlier - college, job types

Do not track to a dead-end, provide additional options - variety of careers -
relationship of Ed. and work

Deals to cut - Parents

Business

Industry

School

Community kids

Role of colleges in City Heights, does City Heights know how to talk to state?

Start teaching reality early

Adult Ed. much to small poor repair

Is there a market for a Junior College here

Ask students what and how they want to learn

Beef-up the 8th grade career planning

Match summer jobs with career interest

Increase # of Counselors

EDD should test as guide to skills

What is the product of education

What is the deal we have to cut with the kid

What do we have to do to fulfill the deal

Learn how to learn

School as fun

The job of school does not need \$

Social and personal part of the meaning is to want to be there. Safe, happy

Prioritization to create an environment

The reasons to learn have to be acknowledged as part of the program.

Point out the relevants

Multi-culturalism

Respect

What is American

What is Ethnic

Homophobia as an ism. Better handled but not their 1/et

Kids ahead of adults in this area.

Not a potluck must be a part of us

State produces 80% teachers yet has no urban focus

Multi-cultural reading

Club self-educate

Staff development at State

Human relations Comm and link to churches

It is a family issue

Teach respect first

Site vs. community/ethic problem

Local vs. world issue

Recruit ethnic teachers

Is playing the game - When? Where? How? Why?

We need to organize this

Community Foundations
Grantsmanship
Strategy Session with foundations

Other Issues

- Other places to learn
- Home

Great Involvement of Churches to "open doors" - Sat/Fri?

Joint use with school after school programs

Money is fragmented between City and County

Kids as resource volunteer efforts Park and Recreation, etc. mentor stipend

SDSU and colleges - students

Coordinate \$ with City and schools

County and schools \$ and effort schools paying for health and welfare

Stop "turf" attitude as fast as possible

Schools as leaders but at the expense of education

Managers office and SDSU need to communicate

Be creative with \$

Be creative with \$ formalize the process at all levels (City and District)

Indo-Chinese parents have many more difficulty with schools than they bring up.
Teaching "Americanism" against their cultural values

Uniforms aligned at school

Parents feel kinds out of control even at school

Kids not taking education seriously

More social workers in the school - let teacher teach

Address the children's needs

Remember the immigrant parent. Let them feel good about their culture but understand majority culture

How much should the schools take on? How many roles can they fill?

Library expand as a resource (size, diversity, hours)

Schools as a part of the community

How do we balance need and ability to perform

Preventive maintenance with the facility and kid's future

Teaching parenting is not easy and is getting harder - less support system to back them up

build a support system based on parent's cultural values, work with parents

School are not doing a good job at education why give them more to do?

Teachers are acting superior not listening to others

\$ is not the solutions needed to refocus the teacher reinforce authority not question it at all cost.

Teach respect at home and at school

Young parent need help - they are not sure how to be a parent.

School do not respect parents or children only the "rules"

Public Health

Nothing works without the parents

Parents need to stay involved past the elementary level tends to drop off in the middle

Kids want to learn

Involve student even if they do not speak English or perform well

College Kids

Start with where the parents "are"

Parents are dealing with problems they do not understand

Open up the dialogue - school parent social services

School does not know how to get and keep parents involved

Are we asking the parent what they need in the way of help?

Teacher develops the mind

Asian parents feel limited by language with school and other parents

Asian parent sometimes do not understand the role they are expected to play - they need better communication from and with system

School administrator does not take community seriously

Parent is example of what can be done right

Charter schools

Teachers do not always treat children with respect, call them stupid, profanity, abusive - physical and mental

Children learn to behave badly at school

Healthy max potential is academic, social, etc.

Center of neighborhood

- Focal Point
- Service nexus

Deals to cut

- School District - City - County

Team

Churches, business community, kids and parents

Schools to build and refurbish and modernized

School Site

CHD Service Area

- School
- Health Clinic
- School/Public Library
- Day Care

- Latchkey Program
- Park & Recreation

Deals/Players

- Parents/Child
- Bridge Builders
- District, City,
- County, at large Community
- Business/Industry
- Higher/Post Education
- Non-Government Organizations
- Church, YMCA, YWCA
- Teacher
- Administration, Support Staff

Schools

- Build
- Modernize
- Maintain

Hover/Crawford Elementary

- K-2, 3-5
- Divide site

Flexibility

Include

- Park & Rec
- Health Center
- Day Care
- Latchkey
- After School

Middle School/Public Library

Additional Schools

- 100 students per acre as goal
- Elementary - 20 per class
- As appropriate middle and high

Modernization

Master Plan for every school

- Goal is to equal new school standard
- Increase acre, number of classrooms and services provided
- Bleak to beautiful
- TECH

Deferred/Preventive Maintenance Plan

- Paint
- Carpet
- Roof
- Landscape
- Electrical
- Bath and Plumbing

If \$ Deals

- Bond issue
- Charge for trash collection
- Foundations
- Special Assessment District
- Lottery local
- Fund raising

Deals to Cut

- Assume the deals are about the same for "other" learning centers
- Library (City Heights)
- To new Citywide standard

Deals to Cut

Accountability

District
guarantee

Parent

21st Century level of
education/literacy homework

to school

parent evaluations

arrive to school prepared
staff evaluations

PT

"Review Board by Citizens Support"
SA

Deals to Cut

Teacher Recommendation
City/Mayor - How many "new" jobs in City Heights
Job target site
Hire our GRADS
Hire our parents
P.I.C. and community college

Deals

Every child mentors
Role models
Peer support
At large community involved in/at school
Open door
Administrator as friend
Open invitation
Demo day (day and time)

Deal

Respect - from all, towards all
Understood criteria
Feedback system
Parents - citizens - peer

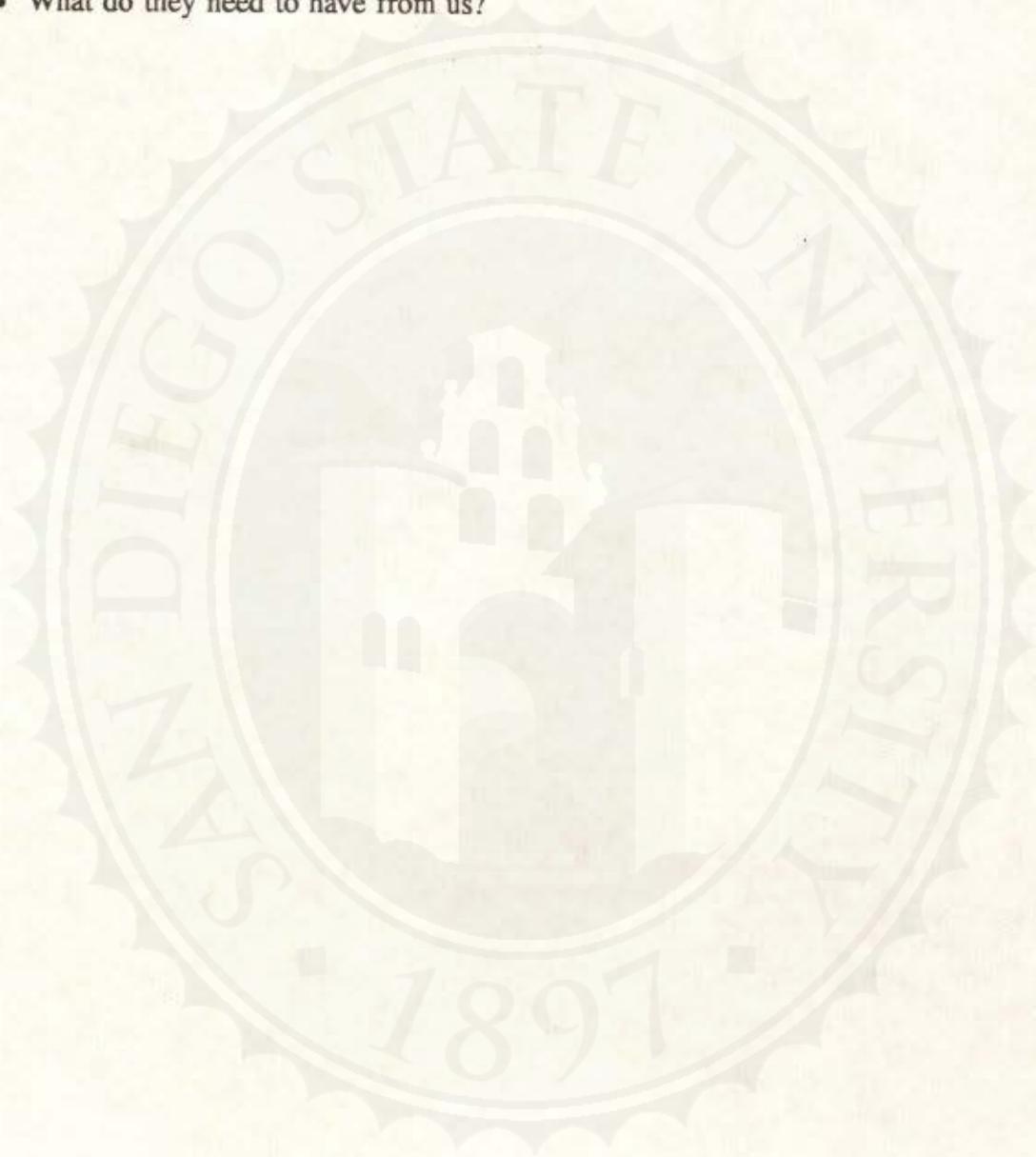
Expand library hours/staff
Fix roof
Money for books
Refer to Facilities Financing

Deals

- Respect - from all to all
- Mentor - for every student
- Open door - special day and time
- Job target - hire grads
- Guarantees - school parent
- Find money
- citizen - parent of teacher and school (all players)
- Communication
- Family school community

Short Term - Long Term

- Homework club
- Multi-cultural Reading Club
- Parenting Club
- Each child treated as a separate person
- What is School Board role?
- What do they need to have from us?



ECONOMIC DEVELOPMENT

Community Focus Group

1. What can be done to improve economic environment in City Heights?
2. What are the economic development assets or opportunities?
3. Efforts made regarding involving residents in strategies for economic development. What are communications approaches.
4. How are the diverse ethnic, racial and cultural groups involved in strategic planning regarding economic development (training, employment, etc.)?
5. How does community utilize various financial institutions and grant/foundation resources for creating, upgrading small business and other community ventures?

What are comprehensive community investment strategies?

- a. Inventory Resources
+ Public Non-Profit Private
- b. Expand Resource and Opportunities
+ Fill in gaps/Add to Scale

Coordinate Resources
+Public Private Non-Private Programs

Educate/Marketing/Public Relations

Open Office w/info

- 1-2 stop service area
- 4) Business Opps
 - 5) Home Ownership
- Zoning Issues

c. Community Involvement Process and Forum
Technology/Information

City Heights Hall
Hire City Heights

6. How are basic training programs/resources developed utilized regarding job/business creation?

NEXT STEPS

7. How are youth resources being developed to participate in the overall economic development/revitalization of the community?
8. Is there a community resource directory available regarding informing residents/other about area economy?
9. To what extent has "workfare" program been integrated into economic development planning/issues outcomes?
10. \$\$\$ - How do we stimulate private investment in City Heights at all levels?
11. How do we get our fair share of property tax dollars back?
12. How do we get information out on programs?
13. Is there organizing going on?
14. How do we bring in banks?

Leaders are controlled by the "establishment" (demo/rep. parties, etc.)

- True to yourself to establish trust - don't sell community short
- Voting rate - poor
- Trust - go to community as you are. Get out to the community and walk and meet people talk to them.

Youth Fair Chance - 1 stop Assistance (3 million \$ youth business incubator)

Entrepreneur Training

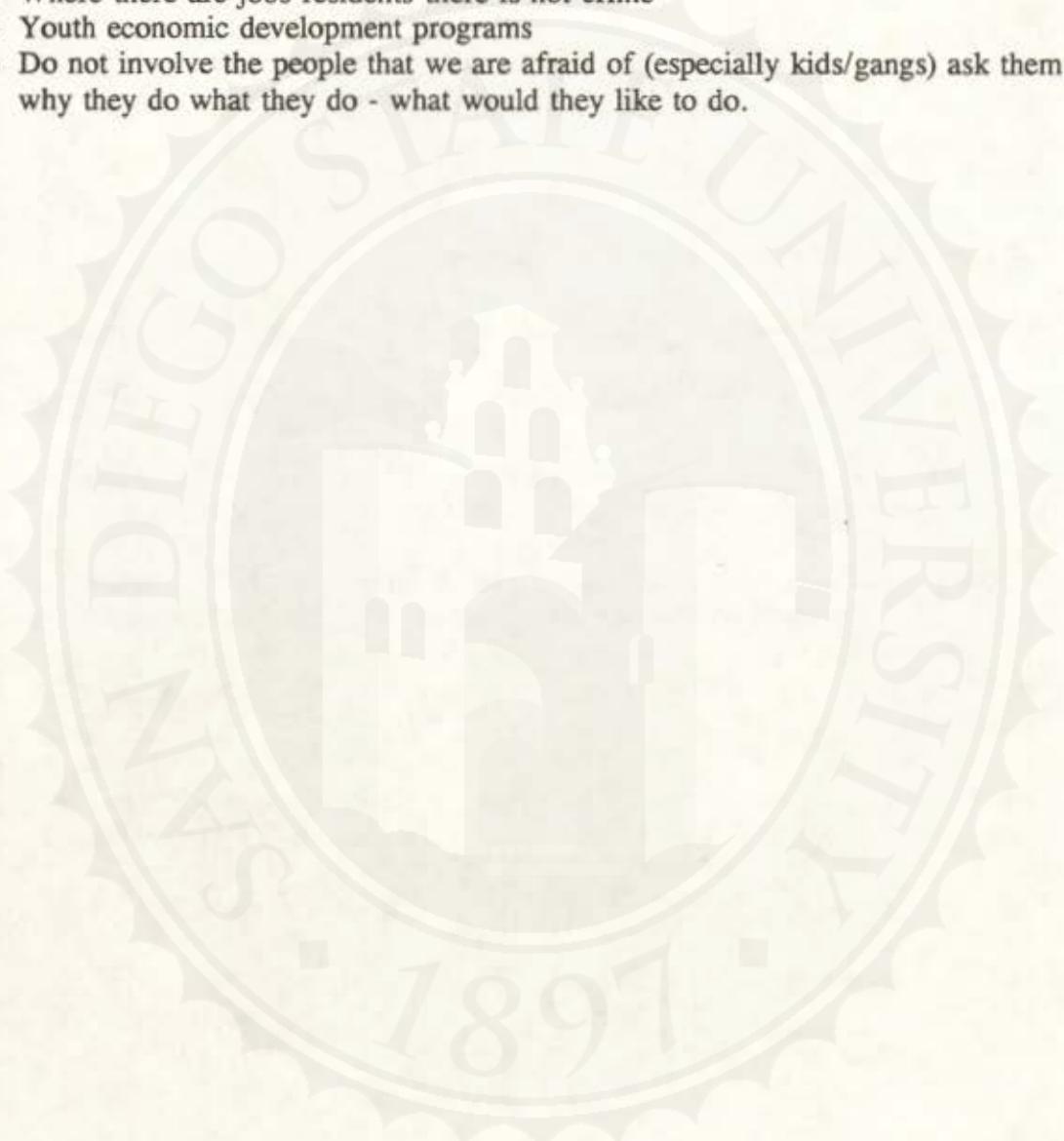
- Incubator on El Cajon
- Hire City Heights
- First Source Agreement
- Build Trained Workforce
- Mentoring-Hire a Youth
- School to Work-Applied Learning
- Applied Learning
- English Employees
- Youth are Turned Downed or not Connected
- Use Hoover & Crawford
- Help Wanted Sign

Tie Programs Back to Investment in Community - Pride and Ownership

- Where are the jobs and how do we target?
- Improve change options for youth.
- Orchestrate change in perception!
- Marketing/Public relations.
- Why/how are dollars distributed within City.
- How do we help stores (especially national chains) market to City Heights - (i.e., suburban appro. vs urban)
- Require percent of jobs in City Heights to City Heights residents
- Get local people involved in revitalization (jobs)
- South Shores Bank in Chicago
- Educate consumers and Bankers
- Reduce amount of commercial
- Parking constraint
- Constraint on manufacturing/Eliminate this - Non-durable goods
- Freeway access/Distribution centers/Resale
- Tie to training and jobs (Pep Boys)
- Public works opportunity
- Community enhancement standards
- Jobs opportunity limited
- Security needs enhancement especially for business at night
- Crime/gangs - reduce before investment will occur
- People do not know about each others cultural differences and do not respect each other
- City use deposits as leverage with banks to do small business loans.
- Bank encourage business that reinvest profits into bus - do not refinance existing loans
- Develop community bank to provide
- Get City services out into neighborhoods to interact with neighborhoods
- 28-32 different languages - how to develop the positive about this
- Street lights needed some areas do not have them - need money by City Heights "Adopt a Light" program
- Banks do not look at specific (business loan centered not in the area)
- Small business received technical assistance to package loan to banks needs
- Financial statements tax records poor for most small loans
- City Heights is a large and diverse area

- Organization can learn from each other if they talk - CDBG grants could be coordinated
- Promote ethnic restaurants in area
- I-15 taking too long. What can be done to speed up completion
- Banks have incentives to make loans
- SBA - collateral based lender - (LA NOT)
- Banks only lend to profitable - short terms need long terms
- Air out issues/problems with each other "turf" battles
- Agencies come in - what is definition of "community based"
- Personality problems between organizations
- Scale down to be able to have a success
- Development mentoring program for people who get turned down on how to solve problem
- Banks don't explain why they turn down loans
- Organizational strategy (SDOP) to get home ownership
- Marketing plan
- Banks need to commit to lending in area
- Home ownership programs
- People afraid to come into area
- Negative publicity
- Image - not as bad as people think
- Build up business association
- Time lag in getting facade loan (from banks)
- Banks not giving commercial loans (even with facade program)
- Campaign to inform people of their rights not just what programs are available
- Positive new coverage "re market ourselves"
- Do something positive and tell news media about it
- Business retention program
- Public improvements (attractiveness of area)
- Graffiti
- Spray paint not locked in stores
- Residents afraid to come out at night, but news media magnifies the problem
- Drugs - root of problem - education about drugs starting in K
- Technical assistance needed to help start business, not just loans (need loan money to)
- Facade Rebate Program
- Marketing needs to be in person
- Different languages and cultures
- Business retention and development - determine what's needed for each business
- Gangs
- Educate people about each other (values) (culture)
- Business learn each other's language
- "Marshall Plan" in City Heights - all resources available
- Develop loan programs for rehabilitation of homes and expand size (substandard buildings)
- Inform businesses of opportunity of resources (facade, etc.)
- Business ownership strategies

- Loans - why not available CRA-type regulations - U.S. regulations
- No equity in homes do to devaluing of economy
- Need resources to help generate investment
- Aggressive outreach personal invitation - not mail
- Here's the house you can have (in City Heights) if you will improve it and stay in it
- Leadership economic empowerment value system family/business involvement
- Where there are jobs residents there is not crime
- Youth economic development programs
- Do not involve the people that we are afraid of (especially kids/gangs) ask them why they do what they do - what would they like to do.



CRIME

Preliminary Recommendations

1. Focus on drugs, prostitution, and curfew and truancy violations
2. Focus narcotics efforts on outside residents coming in to City Heights to buy drugs
3. Utilize more prostitution sting details
4. Encourage officers to patrol more on foot
5. Hire more officers who ethnically represent City Heights
6. Explore providing incentives to attract officers to live in City Heights
7. Facilitate a greater presence of police officers in grades 1-8
8. Maintain the close working relationship with City Heights On Patrol (CHOP)
9. Explore the full potential of police volunteers (preliminary investigation of selected crime types, evidence collection, traffic control, security inspections)
10. Organize a hierarchical structure for the Neighborhood Watch Program to facilitate development and continuity of groups
11. Provide specific training and ongoing crime and prevention information to Neighborhood Watch Groups and businesses
12. Change the 2:30 p.m. shift change to provide a full complement of patrol officers when children leave school each day
13. Assist the Property Owners Association in providing landlord training
14. Install native language signs at the Indo-Chinese storefront
15. Expand business hours at storefronts to 8:00 p.m.

Rejected

1. Maximize enforcement of the "loitering to sell drugs" law
2. Establish network with ex-gang members to assist them
3. Establish Police-sponsored events (sports, etc.) for gang members

What Can Police Officers Do?

Adopted

1. Develop (through training and community contact) more cultural awareness
2. Treat everyone with respect, regardless of their appearance
3. Participate in mentor programs

What Can Citizens Do?

Adopted

1. Report all crimes
2. Volunteer for CHOP and Police Department programs
3. Support City Heights businesses
4. Start new Neighborhood Watch groups
5. Paint out graffiti immediately
6. Encourage self-esteem and ethnic pride at home
7. Take responsibility for their children
8. Compile directory of programs available to at-risk youths

Rejected

1. Explore the "Block Parent" program

What Can Business Do?

Adopted

1. Paint out graffiti, pick up trash and fix broken windows immediately
2. Institute appropriate security measures
3. Install adequate lighting
4. Sponsor youth activities
5. Local board of realtors should produce landlord training pamphlets
6. Owners should be mentors and visit schools

Rejected

1. Hire at-risk youths or first time offenders
2. Business associations should fund rehabilitation center

What Can The City of San Diego Do?

Adopted

1. Hold public forums to discuss the recommendations from the Summit
2. Encourage the City Attorney's Office to expedite the lengthy abatement process
3. Implement a municipal code which seizes or impounds the vehicles of drug dealers and buyers
4. Adopt a drug user accountability program similar to the one in Maricopa County
5. Limit liquor stores, bars and adult entertainment establishments
6. Require mandatory landlord training for owners and managers of rental structures with two or more units
7. Collect trash and sweep streets more frequently
8. Build city-operated drug rehabilitation center in City Heights
9. Expedite installation of high sodium street lights
10. Install more street lights in residential areas
11. Install speed bumps in selected alleys and residential streets
12. Provide some funding for CHOP
13. Explore expansion of use of off-duty officers (to include establishing City contracts with large retailers to provide uniformed SDPD officers to provide security)
14. Explore establishing requirements for certain business types (check cashing, adult entertainment) to hire private on-site security guards

Rejected

1. Legalize and regulate prostitution
2. Eliminate alley access from residential structures

3. Explore use of firefighters in para-police activities
4. Tighten accountability for use of welfare money



COMMUNITY EMPOWERMENT

Our vision of a strong, just and healthy community is requiring the personal involvement of all its members, grass-roots groups and business/government/social service organizations. To effect meaningful growth and change, this Community must be open to input by people of all ages, rolls, ideas and abilities.

We declare that for community involvement to be effective, the individuals need to feel empowered that they can create change. We therefore have modified the name of our working team from Community Involvement to Community Empowerment

The Community Empowerment Working Group identifies the following challenges for the City Heights Community:

Issues/Challenges

- Lack of community identification
- Absence of vision of what community involvement is
- Redundancy/duplication of services by various groups and agencies
- Lack of systematic dissemination of information regarding citizen involvement opportunities.
- Lack of structural interaction and communication among existing groups.
- Language and cultural barriers
- Emotional barriers
- Government responsiveness
- Exclusionary practices of agencies, departments, community groups
- Dependency on entitlement programs
- Availability of existing funds to locally based neighborhood groups.
- Absentee landlords
- Lack of recreation opportunities
- Too many meetings -- not enough change

Needs/Issues

Facilitator/Coordinator needed, as community groups not connected
"Mini-City" without governmental structure to address related needs
Majority of population dependent on government entitlement programs
Lack of mechanism for hearing directly from community members without
intervention/interpretation by agencies claiming to represent their interest
Non-responsive bureaucracy
Language/Cultural barriers -- Diversity needs to be brought together
Lacking recreation for children
Too much crime/not enough police
Insufficient integration of services
Redundancy/duplication of services by various groups/agencies
Lack of systematic dissemination of information regarding involvement opp's
Unaccountable absentee landlords
Individual emotional barriers (eg. fear, lack of incentives)

Landlords unable to get rid of problem residents (legal mechanisms lacking)
"Ego" -- polarity of groups/"hidden agendas"
Women need services (education, social services, jobs) to empower themselves
Too many meetings; not enough action!
Lack of Asian adult involvement with community
Need community accountability and monitoring of CDC
No comprehensive plan for City Heights community
Lack of money for neighborhood groups
Lack of Community Identification
No vision or identification of what community involvement is
Elitist community leaders

Issues and Challenges

Four Steps to Finding Solutions

1. Who to contact in the community groups

Faith communities (S.D.O.P. & all others)
Schools (Public and non-public)
Neighborhood advisory groups
CDC'S
BID's
Neighborhood Watch
C.H.O.P.
Ethnic Associations
SDPD Neighborhood Policing Teams

2. Process

Send groups a letter
Convene a community summit
Communication process that is inclusive

3. When (within 45 days?)

4. Who is in charge (The partnership with resources through the Human Relations Commission)

Issues/Solution Relationship

1. Organization -- 13 total (1, 4, 6, 10, 11, 18, 22)
2. Barriers -- 12 total (3, 5, 6, 8, 13, 14, 15, 18, 19, 20, 21, 24)
3. Tie Responsibility/accountability -- 9 total (5, 7, 12, 14, 16, 17, 19, 20, 24)
3. Tie Empowerment -- 9 total (2, 3, 4, 13, 16, 18, 21, 22, 24)
4. Communication -- 7 total (1, 4, 6, 10, 11, 18, 22)
5. Diversity -- 4 total (6, 18, 22, 24)

	Com (7)	Org (13)	Emp (9)	Barr (12)	Div (4)	Res (9)
1	x	x				
2		x	x			
3			x	x		
4	x		x			
5		x		x		x
6	x			x	x	
7		x				x
8				x		
9		x				
10	x	x				
11	x					
12						x
13			x	x		
14		x		x		x
15				x		
16			x			x
17		x				x
18	x		x	x	x	
19		x		x		x
20		x		x		x
21		x	x	x		
22	x		x		x	
23		x				
24		x	x	x	x	x

Discussion Topics

Communication
Community Groups
Volunteerism
Leadership
Interfaith Institutions
Government Lobby
Neighboring
Cross Cultural Communication

Community Focus Group

Issues/assets

Community Groups not connection with each other
Money for community involvement -- donations from the Fire Department, etc. ("Beg and Borrow")
Resident involvement lacking
Lack of recognition of community organization by City -- Only one group recognized
Lack of home (apartment) owners (13%) -- Landlord training program growing
Bridging cultural/language barriers
Differing agendas/Special interest
Lack of responsiveness by City
Fear
Problem developing "Partnerships" -- City does not work with community
"Partnership" not part of the City's Corporate Culture (City workers resistant)
Agencies compete more effectively for CDGB money than C.B.O.'s
Need for job development
CDC -- Expand role (involve with community groups)
Empowering citizens
Lack of responsiveness to citizens' input regarding Neighborhood Service Center

Solutions

Neighborhood Service Centers
City/Community to develop tools
Develop funding for community grassroots projects
Allow C.B.O.'s greater flexibility in decision-making
Empowerment through:
 Cultural organizations
 Business improvement organization
 SDPD -- Individuals!!
Community pride stickers
Accountability of Public Agencies
Community organizer/Coordinator to disseminate information to residents regarding resources

Development information on existing resources
Expand community involvement
Make CDC's accountable to community
Non-Profit organizations become partners with smaller community groups

Community Involvement Issues

Politics involved with CDBG monies

Solutions

Youth volunteerism
Business volunteerism
Work with individuals
Make information available (Public Service Announcements, Mailers)
Community Newspapers

Community Focus Groups

Technical/Resource

Definitions

Community-Based organizations
501 (c)(3), Non-Profits, Formal Structure
Also called "Agencies"

--VS. --

Community Groups
Smaller, less formal, volunteers

Team Meeting

Assets

Youth
C.S.O's
Politicians
Schools

Religious Institutions
Diversity
Planning Committees
C.B.O.'S

Our solution is based on the need to change the City's Corporate Culture (to take responsibility for citizen concerns, in philosophy and deed), to embrace community partnerships by proving "user friendly" systems to address citizens concerns.

Also based on a history of the City government's non-responsiveness to citizen concerns.

Premise:

Park & Recreations
Citizen Boards
The Partnership
Mid-City Chamber

PUBLIC FACILITY, PROGRAM AND SERVICE FINANCE

Problem

1. \$1.2 B need for public/private facilities (see community's list).

Action

- City should explore using bonding capacity (currently underutilized) to raise funds for City Heights investment
- Empowerment zone/enterprise grant
- Private foundations
- Public/private partnerships that provide social investment opportunities for average City Heights residents that will result in public/private facilities
- Public and private pension funds
- Reduce need by making greater use of joint-use facilities

Problem

2. Reliance of DIFs creates inequities between communities in capital facilities higher standards funded by DIF also drain operating funds away from urbanized areas.

Action

- Create an alternative process for funding capital facilities that eliminates this inequality

Problem

3. Government's capital + operating budgets do not reflect community's priorities.

Action

- Convene a task force of City Heights residents to develop (60-90 days) a financing plan covering facilities needed specifically to make their community livable. Task force should prioritize expenditure of both capital + operating funds in City Heights. City should adopt recommendations as amendments to CIP + operating budget (or more radically could adopt CIP + budget for each community!)

Problem

4. Exodus of full service financial institutions (banks).

Action

- Governments should use their influence (threat of withdrawal of deposits) to encourage branch location in City Heights + provision of full services

Problem

5. Lack of individual responsibility ?????? for public and private facilities

Action

- Create more stakeholders by creating ownership opportunities (business and home) and by allowing broad participation
- Educate public, PR campaign, Pride in City Heights campaign

Problem

6. Landlords who lack strong management skills and fail to make long term investments (that are in their own interests)

Action

- Education campaign for all landlords
- Aggressive code enforcement

Problem

7. Irresponsible Tenants

Action

- If tenant is receiving a public benefit (Section 8) and repeatedly destroys property or otherwise violates rules of reasonable conduct, remove benefit.
- Broad tenant education program

Problem

8. Facilities cannot support existing density

Action

- Immediate down zoning to climate density increases

Problem

9. Government, residents and others have low expectation of City Heights and themselves

Action

- Evaluate and challenge our own expectations. Demand first class standards for public and private facilities and services

Problem

10. Concentration of poor people in City Heights (or any area) over hundreds public and private facilities and results in disinvestment

Action

- Establish an equitable allocation of subsidized housing
- Housing Commission should immediately cease acquiring property in City Heights and issuing Section 8 certificates

Problem

11. Stemming the tide of disinvestment will require a big bang that acts as a signal/symbol of recommitment and a catalyst for reinvestment revitalization

Action

- Pursue the development of a super block of public/private facilities in the area that includes the Vons site, community park, and proposed school
- Design improvements to explore optimal configurations
- Explore public and private funding options

Problem

12. Willfully inadequate residential facilities/programs for youth

Action

- Get a real recreation center
- Provide space and staffing for after school programs at:

Wilson
Edison
Franklin
Hamilton
Central

Problem

13. Although well used library is willfully inadequate for a community the size of City Heights.

Action

- Plan for a new library in "Super Block"

Problem

14. Unbelievably overcrowded schools, which make learning nearly impossible and are also unsafe

Action

- Again demand first class facilities
- Lack of a transfer (bus) facility in City Heights
- Post Office + other facilities should be quality - designed for that use
- Need more trees - effects perception of community
- Potholes
- Need to provide for bikes
- Need private recreational/shopping facilities so people don't feel the need to leave City Heights to enjoy themselves or take care of necessities.

HEALTH AND HUMAN SERVICES

8:30 - 10:30/Community Focus Group

- CPS must investigate and enforce child protection
- Drug rehab. NOT juvenile hall
- (Depression) (psychological problem services)
- Need parent participation/involvement
- Mental Health services NOT juvenile hall
- Access and accessibility (room for and transportation to) services
- But don't "dump" programs here make sure they're successful programs with good reputations
- Day Care - Head Start (waiting list too long) - Rec. Centers
- Home Start
- There is more need and not enough available
- Teen mothers programs
- Government programs. Where are they? Drug/alcohol, mental health services add jails, crime labs and courts at the expense of above.
- Kids need services so they don't grow up to be adult offenders.
- 10 o'clock curfew needs to be enforced
- But enforce curfew police must put kids in juvenile hall which is too crowded.
- Family needs to enforce curfew - but if parents are on drugs?
- If police is tied up with curfew enforcement, they won't be available for violent crime calls
- Need more police on street
- Legislation needed to jail gang members
- It doesn't solve problems though - intervention before problem/crime
- Family values needed - discipline, limit setting skills needed
- We won't be able to solve the break-up of the American family
- Could we bring Clairemont facility here? Bring us jobs services
- Contract is up for grabs right now/Public Policy (RFS's for services) can direct services/facilities to areas where needed
- Small scale community staff services - RFP's with community - not one big service way out but smaller services spread out - use demographics stats on crime, etc.
- When you elect your officials look at what you want and why? its east to get police in your community - but then why is crime tare up?
- Resident said firm discipline and military services worked to keep children in line
- Senior needs, senior center in City Heights refers to services
- Access to medical care
- Medical is helpful
- Use emergency services as opposed to regular medical care and prenatal services
- Mid-City clinic - is it sufficient? need to be expanded? YES who uses it? mostly locals patients wanted nicer services, although now they're upgraded it
- Need culturally responsive medical services
- Place services where needed - don't over impact one service but open another service in a logical area

- The V.A. has \$ and services - how about extended V.A. services out here - even just a few hours a week V.A. needs outreach
- County office of VA liaisons with federal government 70th and El Cajon has services on City Heights border
- State office of VA also liaisons with federal government and is effective
- Are senior services hard to get?
- Lack of awareness of services
- How can we be (elderhelp) more available?
- "Seniors are independent" so will look for services
- They're proud of independence, fear of showing need because they'll be put in a home, etc.
- More awareness needed
- Need a central point to get/find out about services
- Job-training - unemployment high - help in long run
- e mill. project to City Heights proposed by Chris Kehoe Consortium Private Industry Council - job training
- Senior needs addressed by Agency on Aging - government funded program
- City Heights lost senior service on Marlboro and Orange to a drug rehabilitation program
- Drug abuse... father unemployed (esp. new immigrants)... will revert to which impacts family, children...
- Community not aware of services and service providers not aware of what community wants
- Kids are having kids, kids are prostituting, Hoover clinics help with medical and other, but not contraception
- 54% of Hoover High students don't have health insurance and undocumented mexican residents can't get medical
- Is there lack of services... duplication
- Need overall strategy - continuum of services - in community
- This summit should strategically plan services cohesively
- "Office of Neighborhoods" doesn't look at/provide health and human services but should
- Network needed - vision needed - not territoriality but collaboration needed (i.e., senior's have overlap services)

More Effective Utilization of Funding Resources

- Duplication is alright, there is the need, but \$ are limited.
- Are there service gaps? Yes!
- Barriers, no plan, need comprehensive/cynergistic system for family services
- Resources are here but need to be pulled together there are strengths, attractive neighborhoods so let's pull together

Resources/Strengths

- Neighborhood housing is helpful with low interest no \$ down for home purchases
- Lack of leadership to pull our good resources together
- SDPD have cleaned up drug alleys
- Drug services were put in, which is good
- Learn about cultural differences as a "beauty" of City Heights
- City Heights CDC had multi-cultural faire which was special - pride in multi-culturalism - schools have programs to increase pride in ethnicity - strength in the people - some aren't raised to speak out
- CDC work in graffiti removal - SDPD helps too
- homes torn down apartments went up but apartment dwellers sometimes don't keep up area
- Pride in common area, clean up trash. City Heights it's a community of neighborhoods - strengthen individual "neighborhoods" not just living near each other but have community spirit/character/name
- County Department is trying to get signs to name neighborhoods recognize individual homes
- Gaps between problems and services, communication (not language) problems
- Kids have problems - services need to provide - go to people with the need - more "pro active" in services, services here. Ex building permits acquisition gives the "run-around so they made one place to fix that.
- Streets, landscaping? How do community members feel about maintaining these?
- University 54th to 40th, they tried to clean it but store owners/fronts don't keep it clean - Owners take pride responsibility! Renters would take pride.
- \$ comes here but go's to studies, (environmental impact) instead of "seen" improvements.
- People do like to see beautification
- City will reimburse store owners for awnings - these programs are good
- City heights used to be a good neighborhood - it can be again!
- Some improvements have been made (i.e. recreation center)
- 1998 Freeway Project will be great
- Who can I ask for help?

2:30 - 4:30 Health Human Services Technical/Resource Focus Group:

- CPS focus on children under -5, should include adolescence refer????/intervention service nothing for adolescence. Can't do anything about drug abuse
- Should be addressed at State level
- Should City have "residential schools?"
- Time involved in working with students - let's stop form shuffling
- Laws require reporting by care givers/service providers - h????? going thru police and others creates problems/need to eliminate procedures that prevents addressing

- Child abuse prevention - need new ways/create a working team in Mid-City (counseling, rehab, referrals,
- Need in-service phone numbers

Prevention/Treatment

- No funding/one shot does not work
- Crisis intervention is provided only - is frustrating
- Additional resources for prevention
- Must work with generations over longest period of time
- Need alternative activities

Day Care Should be Mandatory

- Day care needs are great
- Property owners to contribute... taxes? have them give back, to parks...
- Day care, co-op?
- Residents need to learn about resources
- Community involvement as core to Health and Human services
- Connection on problems, culturally sensitive and strengths
- Poverty "Do something" for poor, (food, clothing needs)
- Every school needs "Hoover" type of services - deters police intervention
- Community leaders (+ residents) need to be informed of services
- No more \$ - so how to best utilize the services there
- Mid-City Youth Program - plus resource Manual of Services
- Need community involvement and great outreach
- Local business print out resource flyers?
- Use school as focal point for resources - "parent resource room"
- Homeless community have needs
- "Office of Neighborhoods" brings government to people - some controversy around bringing it to City Heights.
- Esp. immigrations can benefit from House of Neighborhoods
- \$ comes in to City Heights but its used to survey, study, etc.. not to basic needs (housing, food
- Welfare, programs funded by City all bring \$ to City Heights
- give City Heights a choice in spending the \$ - (street sweeping, police) what do they want?
- 1.4 million of Community Block Grant to City Heights (planning, designs, survey \$ goes to these)
- May 3rd public hearing - time for City Heights residents to voice their wants
- XX movies and liquor stores - can we eradicate/decrease those? its hard to accomplish
- Public complacency, why? Not necessarily but a language barriers make participation difficult inadequate representation in planning teams, etc.
- Daily duties over whelm families
- Fear, suspicion about differences of others in elderly
- Education needed, services go to families, planning meetings involvement

- Agency workers have a fear in working in community
- Fear of crime makes services leave area
- Media overemphasizes City Heights crime
- A City Heights multi-cultural faire would be great - accentuate the positive of diversity
- Mid-City Drug Rehab Ctr. drop in services interaction with residents
- Crime is an issue
- Normal Heights has higher crime rate, but they may report more
- Normal Heights has higher crime rate, but they may report more
- Undocumented residents may not report for fear of deportation
- If services aren't being utilized its easy for government to cut \$ to program
- Need for networking between agencies to best serve clients
- There are 60 network systems but still don't pull together fundamental change is needed for consistency in meeting family needs
- Prevention - successful: neighbor to neighbor interaction, not showing up at a formal meeting - takes sometime but that's what makes healthy communities
- Funding for door to door services
- Directory, newsletters, flyer right to door to door, and street outreach, in many languages
- "Grassroots Chicago" video for community at reach programs
- Church involvement? Is it there?
- Families don't know themselves let alone ? other
- "Prostitution on" meeting at Blessed Sacrament - need follow up
- "City Heights on patrol" program
- Affordable housing-there's a
- Non-profit housing and community development
- Contraception - limited in schools - but needed
- Transportation for pregnant teens

HOUSING

Ground Rules

Everyone should be given the opportunity to talk.

Be on time.

Respect one another

Create a comfortable environment.

Keep on track.

Stay focused.

Let's use name plates.

Keep our eyes on the prize.

Implement "Roundtable" format for discussions.

Raise hands to be recognized after everyone has had an opportunity to speak at least once.

Be brief.

Conduct no side conversations.

Areas identified for Discussion

Density

Inexpensive/affordable housing

Diversity of housing types

Low ownership level

Age of housing

Poor landlords

Poor realtors

Excessive rental housing

Related social issues

Poor design

Transient neighborhood

Limited range of housing prices

Disinvestment

Overcrowded units

Density

When you have adequate management/services, density is o.k.

Use of school property should be maximized by the public.

Help/Empowerment needed from the City to provide adequate services to meet the density.

Develop unused land to create parks/recreational space.

Separate single-family dwellings along traffic corridors.

Place large multi-family dwellings along traffic corridors.

A need exists for an increased allocation of fees/fundings for older neighborhoods.

Community/Technical Groups' Perspective

Scatteredness; no organization; chaos.

No Transition from public to private uses.

Must create the right street scape.

Adequate services are needed.

Next two years, what keys services will be needed.

Create boundaries for neighborhoods.

Facility Financing - - possible solutions

Development Fees must be shared. Only 10-20 percent of needs are now addressed through development fees.

Street improvements gas tax.

Water and sewer rates.

CDBG

Melloross Bond Financing

Reduce density to an acceptable level via zoning changes.

Inexpensive/Affordable Housing

It could be a positive aspect, regardless of the owner.

Need for government resources.

Create a pool of resources for homeowners to maintain properties.

Smaller lots should be permitted for owner occupancy.

Provide a mix of housing opportunities.

Make sure housing fits into the neighborhood context.

Better management is needed.

Community/Technical Groups' Perspective

Give people a vested interest in the community through homeownership.

Don't treat multifamily housing just as businesses. Hold them accountable.

Identify cooperative landlords.

Identify indifferent landlords.

Develop a strategy to work with landlords.

Build on the Neighborhood Quality Project which City Height CDC is undertaking.

Get citizens involved.

Low Ownership

Multifamily housing is okay, as long as the owner is responsible.

Tenants should takeover ownership wherever possible through cooperatives.

Stress rehabilitation

Utilize the San Diego Home Loan Counseling Service to help people buy homes.

Expand the pool of resources to help those who wish to buy, rehabilitate, etc.

Community/Technical Group Perspective

Increase owner occupied homes. This generates stable voters which equals power to get votes for services.

Stability is more important than ownership.

Organize tenants--increase tenant power.

Address language barriers and apathy in tenants.

Maximize resources: RTF, CCRC, SAMCO to improve properties.

Poor landlords/realtors/tenants

Design a program to encourage better management.

Provide landlords and tenants with training.

Make landlords accountable for problems.

Utilize the Police Department's Landlord Training Program -- Jim Coleman 80-6813.

Transience

High turnover of rental properties.

High level of the population moving out.

Many leave because of the crime.

Parents are being kicked out.

Design

Crime prevention through environmental design.

Design buildings in relationship to the street.

Landlords should recognize the needs of the tenants, including also cultural needs.

Stronger design standards needed.

Move motivation instead of standard designs.

Inadequate foundation provided for many homes in the area.

pay architects better.

LAND USE

Community Focus Group Issues and Insights

- There has been a significant increase in density - facilities have not kept up with influx
- I-15 project has been community issue and nuisance for 30 years
- The parks that will be created upon the completion of I-15 are a really good thing and are desperately needed
- There needs to be a focus on redevelopment - making the most of existing properties and therefore increasing property values
- Crime is a symptom of problems in City Heights - not the problem
- Crime is feeding the deterioration of City Heights
- High density housing does not have to/and should not equal unattractive neighborhoods
- Can zoning solve blight?
- Community "attitude" is changed by other issues and improved by education, social services, health, etc.
- Home ownership - or lack thereof is a major issue specifically out of town, out of state, otherwise removed owners; and lack of investment in rental properties.
- Facilities are lacking - open space acreage per resident is below the community plan guidelines and City average.
- Code enforcement is important, specifically: project clean is model; City ignores concerns and complaints and is unresponsive; great frustration with the need for code enforcement.
- "Ugliness" is not criteria for code enforcement activity - maybe "ugliness" should be a criteria
- The power of City Heights "voice" is lacking specifically: political - low voter turnout; economic powerbase is increasingly diminishing; time residents have to get involved is less when they re: worried about surviving and "getting by".
- Mid-City plan mass/scale issue 4-8 unit buildings - non-resident managers
- "Huffman Apartments" - increased density - unattractive

- Larger scale apartments built with resident managers - inappropriate mass and scale.
- Rezone/convert apartments to condos - 1st step in ownership.
- City was/is too liberal in granting zoning variances.
- Need to educate the population of City Heights owners and renters: "you have a right to voice your concerns, here's how..."
- An important aspect of the above in the multi-culturalism of this community; languages; cultural traditions; relationships to institutions. Example: is the difficult shift for asians with a tradition of farming understanding and adapting from agrarianism to urban issues.
- Education needs to go both ways - from newcomers to established population and back again. This takes time.
- Education can and does take place from children to families - there is a need for schools for new-comers and immigrant advocacy groups.
- Bars on windows can sometimes = crime, because bars give the appearance of unsafeness and that appearance keeps the good people away and "welcomes" the bad.
- Grids versus defensible space; local example is azalea park neighborhood, is there a need for cul-de-sac's, gates, or barriers on some streets? Does that foster a "siege mentality?"
- Is the City open and flexible to looking at these options?
- Large scale commercial development will not come to City Heights without physical and social changes being made.
- University Avenue is the most highly travelled commercial corridor in San Diego. Because of this opportunities exist: trolley orientation? Greater pedestrian orientation?
- The rerouting of traffic from I-15 corridor to smaller streets has caused major problems on smaller side street and started a cycle of deterioration: increase in traffic; cars getting broken into; residents feel unsafe bars go on windows; residents want to sell and relocate; but they can't sell because bars, and traffic and feeling of unsafeness; streets and neighborhoods become labelled as undesirable and pretty soon they really are.
- Design concept of the "front porch" ways to create a community through design should be incorporated into development and redevelopment.

- Alleys and the negative activity in them is a problem: are gates, limited access programs, green belts, or re apportionment extending property lines possible solutions?
- Develop opportunities to identify residents of neighborhoods/communities through car stickers or license plates/frames.
- Information on the permitting process in the City is difficult to obtain residents experience: more help/better info from employee at home depot than from our permitting staff.
- Building inspection regulations need to be modified for standardized lots existing in city heights to make it easier for owner-occupied homes to be remodeled. A special process for Mid-City could be developed that is tailored to the community needs.
- There is a need to identify and create the unique in Mid-City.
- There is a need for off-street parking - or angled parking on El Cajon Boulevard, University, and others?
- Promote ethnic diversity as major social and business asset/advantage.
- The task of community mediation/education around navigating systems and issues need to be picked up by one or more of existing groups or an new combination of them.
- Coordination of City resources needs to be tailored for Mid-City to include: planning/permitting; building inspection services; payment of water-bills; code enforcement services; and business license services.
- The goal of the above being a place where you find: City experts on local issues; decrease in fees paid; time for City staff to work with residents.
- At this service center there needs to be an ombudsman/interpreter to represent the community and advocate on behalf of the neighborhood. This person needs to be half-city, half-community.

Technical Focus Group Issues and Approaches

- lucky remodel (University Avenue) rear store area design suggestion of a promenade being created.
- There needs to be a closer connection between sidewalks and businesses - strip centers are just the opposite. Possibly put parking in rear.
- Ordinances against strip malls or other methods of bringing patrons to attractive business districts need to be employed.

- The need for public facilities is still not being met despite the recent growth and planned facilities.
- Transportation is not adequate, specifically: I-15 is a piece; there needs to be design for rapid transit; shuttles; are there interim measures? Trolley?
- There is a need for an "uptown district" like development where someone can park and walk to several necessary businesses and services - strengthen commercial nodes.
- This "shopping village" concept is parking outside of village - pedestrian friendly thoroughfares.
- Three parks come with I-15 completion - they are badly needed.
- More pocket/neighborhood parks esp. In higher density areas are needed. There should be the possibility for joint city/community maintenance.
- There should be a requirement for the above with development and redevelopment.
- There needs to be survey of all abandoned structures - in partnership or headed by the vacant structures task force.
- Education as to the city's policies and procedures and re: vacant and abandoned structures needs to happen. A brochure?
- The City's policy on boarding and securing needs to be revisited, suggestion: either rehabilitate structure or demolish. Boarding and securing leads to blight.
- Partnerships with habitat for humanity and like groups needs to be formed to rehab abandoned or condemned properties.
- There needs to be support for innovative multi-use facilities: living quarters over businesses; speaks to cultural traditions of many families in City Heights.
- When improvements to properties are made there is the perception of extra "costs" beyond those needed to support influx. Too much regulation?
- Impact fees have been lowered; water and sewer fees have significantly increased to now almost half of fees.
- Investigate a way to acquire reo/rtc properties - collect income from sale to funnel into community needs/facilities. City right now is last lien and foreclosure.

- Can we create a City and private partnership to use theory of "nuisance" to create liens on property? Can the neighborhood profit from this? How would we make available for resale, or turn into a park?
- The above needs to have private industry base to support and implement it.
- Tax lien form: "stepping into first place". City needs to review how policy can be changed to get property tax value out and reinvested.
- Pocket parks are alternatively encouraged/discouraged. Safety issues can be addressed by "park watches" or resident associations. Cost of maintenance should be shared between City and residents.
- There needs to be a matrix process of all existing dollars working in City Heights.
- Regarding boarded and abandoned properties: there needs to be pressure exerted by neighbors; code enforcement needs to be approached from health and safety perspective; possible solution is the work of the nst- but only if it is expanded to other agencies.
- Planning groups and others working in the community - need to serve as **connectors** - they need to know answers to questions, be able to direct requests and complaints.
- Money isn't the solution. Strategic use (pooling and leveraging) of all existing resources is.
- All groups in City Heights need to set aside self created realities of specific functions to come to a collective set of priorities for investment. Other wise they are not really serving the needs of the community.
- Devise centralized system of banking, venture capital, and lending for communities, example: neighborhood bancorp?
- Citizens need to have a mechanism that allows them to invest in their own community; where criteria for lending is set by the community. Let them work with their own dollars. Tremendous motivator!!!
- Lenders that loan only to a specific group need to be supported if they are supportive of existing population.
- Empowerment of the community can come through financial control/input.
- There is a need for promotion of community image; events: spring clean ups; community slogan; celebratory and community education events.

- Cultivate the bringing together of all the "mom and pop" businesses in City Heights to a roundtable or association.
- Historical preservation in City Heights can trigger upgrade of community properties - support of mills act legislation.
- There are three historic properties in City Heights and they are important community assets. We need to designate and rehabilitate these sites and others that give Mid-City character.
- How do we retain the character of the community properties, streets, and landmarks in City Heights?
- Manuals could be developed for how to... Or what to.... For rehab of specific architectural/zone or type. Suggestions for enhancing their investment.
- Areas or districts could be set apart.
- Re-draw Mid-City community plan maps to identify and acknowledge the four distinct neighborhoods of the Mid-City Community.
- Policy and implementation of projects needs to speak to the sub-regional (I-5 to La Mesa/I-8 to Highway 94) area -maybe there are two tiers: area/community as a whole; and plan for each given neighborhood.
- Make communities more unique through signs, monuments a la Normal Heights.
- What is the correlation between mcdc strategic plan and Mid-City CPU? There should be one!
- New community plan update should be the roadmap for all existing groups working in City Heights!
- Community groups need to look at Mid-City PDO the same as they review the ZCU.
- There needs to be a simplification of processes.

Working Team Comments and Insights

- City Heights needs an identity that speaks to its physical and social positioning: "City Heights the crossroads of San Diego."
- perhaps there are too many gradations of zoning in Mid-City.
- Abandonment of properties is major comment from all groups.

- What can we do to work better/put to good use RTC properties?
- There needs to be collaboration among all existing players.
- Property ownership is important - there is a need for community development banks to support it.
- Is the Mid-City community plan set? Is it up for debate?
- The Mid-City Community Plan needs to expand beyond the traditional land use to include the connection of other community facets.
- Schools are/and should be the community center - they are the strongest identifiable unit in a neighborhood.
- Schools need to be fully utilized: they need to be open like other public facilities - there needs to be more joint use with parks, libraries, adult education and community training. Joint maintenance and use of turf areas at school sites.
- Need for training/education of non-resident management.
- City Heights has poorly managed density. Density is not inherently bad - there is a need for positive and exciting density in City Heights.
- Lack of facilities/infrastructure should drive the development of housing or the lack thereof.
- There is a need to pull institutions together at all levels - sometimes there is cooperation on the operational level but not the policy level, and vice versa. All levels policy, administration, operations need to connect - share.
- The use of facilities inherently makes them safer.

MULTICULTURALISM

Issues and Ideas Generated

The Working Team, over an intensive weekend period which included tours, group discussions, and interviews with community and technical representatives, came up with the following findings:

Multi-culturalism -- Tours --

The following observations and reflections were made by the Working Team immediately after the nighttime and daytime tours of the City Heights Community:

Neighborhoods in-between conditions - neighbors protect each other in some neighborhoods. There is a lack of communication between neighborhoods.

Illegal activities taking place such as: drug houses, public phones, prostitutes. Gathering places bars pool tables, lots of liquor stores, poor street lighting, people cleaning up cars and selling something on the side, card rooms, barred homes,

Lots of people on the street, lots of people in alleys, lots of people in restaurants,

Poor access narrow streets.

Beautiful parks.

People have the first homes in Mid-city. When they are better off they move out and convert their first home to income property. Build multi-family complexes, sometimes are unable to maintain them adequately. Zoning Problem.

People, even "ethnic groups" do not stay in their first homes in City Heights because they also wish to move on. Its the American way.

Automobile repair, auto-body activity, stolen cars.

Group activity observations:

Vietnamese groups hang out by pool table/restaurant.

Mexican groups hang out at bars.

Black (Afro-american) groups hang out in alleys, phones, liquor store.

Azalea Neighborhood subject to red-line policies, no minorities.

Somalia Village represents "planned ethnic placement". Are you addressing multi-culturalism this way?

Somalia Village (has) high rate domestic violence.

Ethnic Concentration. Is it a good policy? Stability can be accomplished better.

the City looks at the Community in terms of maps. Controlling the community by maps not looking at the people.

Request that Planning come up with constructive map. Map illegal activities, drugs, prostitution, etc. Make recommendations based on it.

Give jobs to youngsters.

Hard to see at night, waste of time.

Identifiable landmarks: La Posta, Julios, Panaderia, Fast Food restaurants, adult theaters, adult video. All located nearby. Very poor example for children who use fast food restaurants.

Very nice (looking) Vietnamese restaurants

Not so nice (looking) Latino restaurants

Lack of children stores. No areas catering to children.

Small latino children are exposed to no culture other than fast food.

No businesses catering to latinos (other than food). No services for latinos. Except "La Maestra" provides a clinic, day care, immigrant services. A for profit organization, pay as you can, federal grants.

Job placement for juveniles. Facility to address the latino population.

At Fairmount alcoholic services

Small business. No control on number of employees.

How are people employed?

How many youth are employable and hired?

If when the lights go out (at Colima Park) there is an increase in crime why turn them out?

Elementary School block. Will remove 100% single family homes. Hope there is an effort to relocate these dwellings in City Heights. Move-on houses are inexpensive and may be re-used.

All problems are related to one another.

Have to look at the past and learn. People were moved from downtown to make way for redevelopment. Many problems were moved to Mid City. What is the impact of downtown San Diego redevelopment on City Heights? ie. prostitution?

I have not seen a single "homeless person"

Illegal parking in apartment complexes create fire hazards and emergency problems.

Boarded up stores and homes are a blight on the community. Show a community in transition without direction..

Euclid Tower is an architectural landmark reflects an emphasis on physical development.

Does physical development improve the Community or does the "Community" improve physical development?

People need education, social connections, physical, spiritual.

Residents need education and awareness about government.

Landlord needs to be aware of cultural differences of his tenants. ie Laotian incense burning can cause a fire.

No trees, and poor lighting.

The visit to the Cambodian Buddhist Temple was the best experience.

Working Team Deliberations

The following notes reflect the Working Team discussions after the tours and before interacting with Focus Groups:

Small Latino children are exposed to no culture. Only "Fast Food".

People need education, social connection, physical and spiritual well-being.

Immigrants are not aware of US customs.

Information sharing is necessary by all parts and elements of society. All are part of the problem and the solution.

Leadership conference (for) the leaders of City (Heights).

Some cultural groups do not understand the concept of "Neighborhood Watch". Many immigrants are not aware of our customs. ie. some cultures do not have words/concepts for "Probation".

Awareness of Cultural Norms:

People build with no licenses and the enforcement leaves a bad taste.

In the past there were "Welcome Wagon" programs to welcome people to the neighborhood. These taught people to live there.

The first wave of refugees were sponsored by established American families. Acculturation was accomplished by "mentoring" it helped assimilation. Now this is not the case.

In the past immigration came as a result of political suppression. Now immigration to the US is based on economic hardship, disasters, political refugees. Americans welcomed refugees before, do not welcome now.

In other countries (ie Europe) acculturation is accomplished by access to television programs in other languages, accessible to all populations.

There are no trees in the Community. Poor physical environment.

Dumpsters, garbage. Toxic waste. Instances of dumping acid in storm drains. No City (enforcement) action.

Vandalism. Stealing from one store to sell in another.

Look at the Police make up in City Heights. Make sure Cultural representation exists.

Cambodian Cultural Group:

2000 people in East San Diego mostly in East City Heights. Lack American culture. Poor. OBS Gang membership (Oriental Boy Soldiers) make themselves obvious. Language problem. Acculturation problem. No timely help from police discourage Cambodian community from seeking help. No experience in accessing government.

Children conflicts with the family. Challenge "Family Values". Cambodian system is the French educational system where traditionally parents control children. Here, children do not accept parental control. Parents give up. Children must listen to elders and get spanking if necessary. Here spanking is considered abuse. How can the community help this transition?

Cambodian children are taken to Juvenile Hall, parents don't understand what is "probation" it is not in their language. Children get low grades. Parents rely on Schools to help children, they get no extra help. Cambodian immigrants were rice farmers with low education. They need help, job training, YMCA, government agency.

Indochinese assistance Association has teenage assistance but is not fast enough to cope with need and scope (of the problem). More strict law enforcement is needed, set example. Conference between Community and Schools. Establish "Parent

Institutes". Bring school awareness of Asian Culture. Parents do not attend open house at school because of "political memory" where (overseas) meetings were means of political indoctrination.

Bilingual school staffing are the critical bridge between parents and school. Its inadequate. Teachers are not aware of Asian Cultures. Cambodians, Laotians are very low key. Respect is expressed by lowering the eyes. In the US this head/eye lowering is considered (a protective move against being caught in a lie. In Asia "locking eyes" is disrespectful (and represents) a challenge and a dare to fight.

What is our definition of Multi-Culturalism?

Everyone get opportunities to express its culture.

Recognition, acknowledgement and validation of various cultures should be given. Not "crumbs".

"Human Connections" are a basic need. One of articulating unique ideas of community. Not imposed by outside but rather validated by the Community itself.

Community involvement/leadership should emphasize a public commitment to allow people to prosper through five needs: physical, social, mental, spiritual, emotional. At all stages of the individual's, family, neighborhood, societal development.

We must confront the fact that 20 year old problems cannot be all fixed overnight.

What would make a satisfactory Community for all cultural groups in City Heights?

Art and Music?

New influx of immigrants?

Learning other languages? Specially by the leadership. To become more responsible for their (diverse) Culture.

Educate about differences and their "Cultural Context".

Police reflect Community make up. The Community should demand staff/community match.

Community leaders should work with police.

Cambodian community has no connections. All cultural groups should develop connections to each other. There is a lack of organization.

How can Communication exists with other groups if there is lack of communication within a group?

Community Focus Group Input

The following notes were the result of Community Focus Group interviews and discussions:

Youth performances at School should be a community focus.

There are: 3,500 Vietnamese in Mid-City 60% of their total San Diego population; 2,000 Cambodians out of 6,000 citywide; 2,000 Hmong out of 4,000 citywide; Laotian, and 6,000 Ethiopian. In addition to 2,000 Somalis, 3,000 Eritrean, Latino, and recently arrived European populations. 34 languages spoken.

There is a lack of Community Arts Center.

No activities for the Asian population.

Everyone should get together and know each other. Learn about others.

Newly arrived Somali and Ethiopians are learning from scratch. their society, culture and mores are very different from this country's.

The Indochinese (Asian) community helps the newly arrived Africans.

New arrivals interaction with other cultures result in:

Parenting problems

Discipline problems

Women being disregarded and kept in the house.

Language barriers

Big families

Children learn faster on their own and "become teachers to their parents", or loose respect for their elders.

Big problem with youth loosing respect.

Because they are unable to make their way, families stay on welfare.

Husbands and children become Americanized while women are kept away from society and are tied to their traditional roles. Women are servants while men go out (this is a particular problem with African immigrants).

Domestic violence involving father/son, wife/husband.

How can women break out of the mold. Single mothers are more apt to "get out" into the community.

Keeping customs is still problematic because the (family) "clan" still needs education and assimilation into US culture.

Youth relationship to gangs makes up for the loss of family respect replacing it with a "peer" (foster) family of the streets.

Need to teach English to adults.

Need to provide child care.

Need to address overcrowding due to large families and extended families.

What can the Community do? Have monthly meetings for men only (African Groups).
Teach the "master" to teach the family.

Community experiences are negative when a daytime trip to the laundromat with the family and children results in an encounter with prostitution activity.

Ugly, unkept buildings and activities too close to school, alcohol sales. Purple bad color (?)

Many cultures in the neighborhood with strong Asian presence and organization.
Focus on this.

Gourmet restaurants provide ethnic foods. Could develop a "Restaurant Row" and an excellent citywide marketing tool.

Business associations are weak did not effectively clean up University Avenue.

Prostitution moved from El Cajon Boulevard to other areas in the Community.

Adult movies, bars, cardrooms, street sales, liquor stores, people hanging out are a bad image.

A stronger Business Community is needed.

Put pressure on "bad businesses" to move out of City Heights.

Organize peer community pressure to remove bad influences.

Market vacant buildings for good businesses.

Property owners have difficulty moving into the City Heights Community due to poor image, school quality concerns, crime image, physical decay.

The community is subject to bad press. Should market good coverage instead.

Recognize and market the existence of affordable, nice, centrally located, and readily available housing.

Apartments are a problem due to poor maintenance.

Expand Police activism and help with regards to vacant buildings. Control foot access, alley activities. Reduce crime or criminal opportunism.

Asian businesses are an asset.

The Garden Apartments were cleaned by the settlement of Somalis, because they brought in a cohesive group and cultural pride.

I-15 corridor area is a focus of increased crime activity. CALTRANS has proven to be insensitive and not a good neighbor.

Lights scare away prostitution, sex, and graffiti.

Strong local government involvement is necessary.

Not enough minorities get involved in the political process or learn about politics. Many do not vote because they are not citizens, yet they care about their community (and should have some representation).

Residents have a tendency to "trust political representatives" to do the right thing. Spend a long time talking, and no demands for action are made until it is too late.

There are always the same people at the same meetings. Its a repeat.

There should be a "Conference for Communication" designed to teach people about how government works. Also sponsor meetings to establish Council/government/parent dialogue.

A "Community Directory" is needed to share information on various Community groups. The City should make this information available in all languages spoken in City Heights.

Learning languages = learning culture.

Cross-cultural orientation is needed. For example: When people look down Americans think they are lying. To Asians it is a sign of respect. Children get in a lot of trouble in school for this reason. They are made "bad" for the wrong reason!

City Heights Schools need to have teachers who really want to be in the neighborhood. Teachers should not be here just for the job.

90 percent (or close to that figure) of the School teaching staff is caucasian.

Schools need to work with the Community to develop "mentor" programs. establish "Role Models".

Teachers assigned to City Heights Schools are often first year contract teachers who "make time". Leave the community as fast and as soon as they can. There is a high turn over. Seasoned staff do not come to City Heights. As a result the School begins to reflect on the community culture, and vice-versa (the vicious circle starts this way).

Principals are not the problem. Teachers are.

Should teachers be taught "Culture"? Yes.

Education changes life. Ethnically diverse teachers, or those with an understanding of ethnic and cultural diversity, have changed lives.

Is the present system of school choice for seasoned teachers good? Not from the Community's stand point.

Mothers should not have to be scared for their children and what they learn in the schools.

Other School systems have instituted the concept of "Community Aids" who are recruited from the Community and represent different cultures. Work with the staff teachers and provide transition between cultural identity and assimilation. These positions should hold a prestigious role in the Community.

Church bonds with ethnic groups should be a focal point of cultural integration.

Learn about each other. Communicate.

Establish a Multi-cultural Fair, an International Fair. City Heights has a Fair scheduled for June 25th. Needs better marketing. Should be tied to a mini-conference or Forum. Should be extended to schools and youth. Should be on an ongoing basis on the same date or season every year. I should be a celebration of CULTURE not a novelty.

Children mimic society's lack of respect for cultural diversity. Respect has to be reinforced in the home, the school, neighborhood, community, church, City, and Government.

Parent dialogue with Community Councils, and Schools need to be ongoing. Participation (is) forever.

Cultural beginnings start with the unit of School/Church/Parents. Because children are exposed to the local society sooner, and learn faster their education impacts the parents.

We are in the midst of a Cultural Revolution. Many cultures are well established over 1000's of years. Now these Cultures come together over a short period of time. The "melting" will take time to be accomplished.

There is a lack of CENTRAL clearing house to know what is happening. An information center (is needed).

The "English Only Movement" has done great harm to Cultural integration. (Because of it,) an individual was told by an advisor not to take Chicano studies, take business instead. (Individual) Does not follow the lead, and was later congratulated for work with Latino groups.

All women are suppressed. Women in the US were also suppressed until recently.

We have a Microwave Culture which conflicts with cultural development. Everything is remote controlled. Immediate gratification. Drive-By Mania.

Juvenile Hall issues. Our society teaches youth that:

Celebrities are role models no matter what their quality or teachings
Weird clothes are great, not (the) good long lasting and efficient
Alcohol, drug, guns are easy to access
The ethic is "ME"
Overdoing it all overeating, obsessive sex
Feel good if you look good.
The Judicial System is lenient.

Job opportunities are minimal. Federal Funding needed.

There is a different value system. Kids now "DEMAND" do not "ask". Before we were lucky to get something.

We have the problem with the parents losing control but having high expectations from the system.

Teachers obey students.

Working parents do not pay attention. Children want attention and get into trouble. Instead of taking the time to teach children get blamed, and they become bad.

Parents and Community need to work together and help each other.

Children are more adaptable than parents. There is a role reversal. Children become parents. Parents depend on their child to understand the new world. When this dependency exists parents lose control. Schools then need to assure parents that their children while under their care are on the "straight and arrow". When the parent is not involved with the community or school, the child takes over. Traditionally parents could trust Schools to teach behavior this is not now the case.

In other places (countries) institutions such as Government, religion, community, family, media, reinforce each other. There is a "Common Ethic". In the US that is no longer so. Our institutions do not reinforce the same (common) "ethic".

How about the MEDIA? .

Parent control can affect programming which is done by the numbers.

There are many other things that the family can do together, read, walk, explore.

Children don't realize what they watch.

Kids are "translators.

Parents do not teach children what they watch is wrong.

Media is "Culture" makes the world smaller and accessible.

Involvement in the Community by all is key. Take responsibility have accountability, or accept the consequences. Set rules. There is a need by all to be responsible from the individual, the parent, institutions, Community, Government, and Media.

Questions and Issues

Out of the Working Team's deliberations and dialogue with the Community Focus Group a number of questions were posed to the Technical Focus Group. This Technical Focus Group was made up of technocrats and professionals in various fields. Nine Basic questions were posed as follows:

1. Community Arts programs. Are there any plans? Multi-cultural aspects? Community involvement? Festivals, get togethers? Learn from each other? Publicize?
2. What happens to new arrivals? Integration in the Community? Practice, Policy and Programs? Parenting problems and discipline? Family planning? Roles of men, women, and children? Language Barriers?
3. Education? How are teachers selected? Multi-cultural educational programs? Community involvement?
4. Community Change? What are the key physical, social, emotional, spiritual, and mental elements of Community change?
5. Community Development? Restaurant row plans? Budget for the arts from businesses? Remove nuisance, code enforcement, minimal standards, ugly activities and buildings?
6. Crime. A bad press, Community policing, Storefronts, staff that reflects cultural/ethnic make up, youth diversion programs, "Home Run" implementation, Mentor/Buddy program,

7. Government? Listening to the Community. Getting through to CALTRANS, others?
8. Media? How do we deal with bad press?
9. Community Connections/Collaborations? How does the Community establish common objectives for all to follow?

Technical Focus Group Input

The questions raised above were the basis of a dialogue with technical experts invited to participate. The following comments were made and recorded:

THEME: THE ARTS

Plan for Cultural equity and diversity includes technical assistance and funding for non profit cultural arts organizations.

Groups of artists not having management capacity need help with murals etc. There are communication difficulties.

How do we better utilize great resources?

Leadership includes Multi-cultural interests in advisory panels. Try to recruit people from the community as was done for the Euclid Tower project.

Facilities, parks libraries need more help.

Inventory cultural centers and cross-cultural communication through the arts.

Fund neighborhood arts program and attract additional funding from the community.

Festivals workshops for planning and presenting. How do we enhance quality?

Newly arrived immigrants opportunities to share their arts.

Communications - Friends of the Library- how to involve new arrivals.

Garden very multi-cultural (not necessarily too interactive)

Create a Multi-Cultural Complex with mix of cultures and no dominant culture.

The Mid-City Continuing Education Center has a bad site but great program.

Schools are under-utilized example Horace Mann Auditorium.

Community College linked to Wilson. They would be willing to help. Have diverse cultural programs. Do more.

Who is involved in Arts Commission? Staff of 5, 3 clerical.

Cambodian Temple represents cult preservation.

Distribution of funds. Based on diversity we (City Heights) could use more. \$80,000 available for Neighborhood Pride and Protection communities. Competitive process, requires application with lengthy application. So, does our program have funds? Art-Net got funded for after school program. Funding should be based on City Heights.

Recreation Centers. More of a center for services/activities. Multi-cultural programs (school hours are more limited). Educational programs for everyone. Not yet ready to handle all this. Need rejuvenation/building up.

Creative ways of introducing Art into the Community. Art metaphors in addressing multi-cultural issues. Murals. Buttons. Logos for the area.

Arts groups need to get together. How to establish network/center.

Darnell. Bus-in many from this area (very involved in City Heights activities). Extending circle (ex: Hoover Health Center). Cause serving same population. Validate the cultural groups.

America was built on Multi-culturalism.

Refugees being resettled- thrust into welfare and no help. Greater financial resources needed.

\$ to fund education for immigrants and locals needed.

\$ Distribution for arts and culture needed.

For example: Educate leaders that Mid-City (if "has \$25,000 for a fair" (how can that be spent).

The City Heights Multi-cultural Fair is scheduled for 6/25/94.

THEME: SCHOOLS/EDUCATION

Educational Issues:

- Communication/customs/culture.
- School role in society. The core of the Community.
- Hispanic parents organization.
- Cambodian parents organization.
- Sensitize for proper behavior.

Education about other cultures needs to be provided in a central location on an ongoing basis. Inviting the Community to participate.

We want to reach parents. Educator/parent match.

Bring parent into the class room.

Speak the language of the people you teach. Training in the language. Add (cost) to government payroll.

THEME: SCHOOLS/TEACHERS

Teacher turnover is high. No stability.

Need the best teachers in the inner-city (but) how?

Recruiting problems.

Recruit from other countries.

Teacher test waivers. Requires State Legislation.

Financial incentives (should be) high not nominal.

Buy then (teachers) a house in the neighborhood.

City Schools does not have the policy of "dumping" teachers in inner-cities.

City Schools has a policy of allowing senior teachers to choose assignments.

Now (School) staff have programs to meet with parents and parent training.

Teachers need support. Types:

Resource Teachers for new teachers "Mentors" - funding cuts.

Now there is a "Mentor Teacher program".

New teacher retention program (at) SDSU (San Diego state University)

No financial incentives for bilingual teachers while non-bilingual teachers get additional funding for bilingual staff and substantial workload relief.

Some (test) waivers are available with tutoring.

Human resources help teachers who come from out of town. (provide) link with financial institutions (for home purchasing etc).

How will teachers be recruited for the new schools?

(School District) have "quotas" for (bilingual/multi-cultural) teachers but not specifically (for assignment to) City Heights.

New Schools allow the Principal to hire teachers without going through the regular bid process (involving the Union).

Community input on selection of principal (is provided for in New School sites).
Three candidates (are submitted by the Community) for final (School) District selection.

(Is there a) correlation of test/teacher quality? No.

Systemic conditions have produced problems:

Testing (skewed)

Urge (everyone) to get out and see what's happening in the schools.

Maybe the Community needs to deal with the Teacher's Union.

Community develop incentives for teachers.

Do not penalize teachers who remain in the community.

Screen teachers who work in "ethnic" schools.

Try to document institutionalized racism.

Schools do not work for (with) kids in Juvenile Hall.

Superintendent (of Schools) works with ethnic representatives and other (administrative) levels meet with parents.

Zero Tolerance school policies?. Any kid with a weapon is isolated from school.
Policy can be problematic by depriving the most needy from (structured) education.

Drop-out rates (resulting from Zero Tolerance Policy). What are the Education alternatives for these kids?

Home Study program

Continuing Education.

THEME: COMMUNITY CONNECTIONS

Community leader workshop. Chris Kehoe should lead.

Support multi-cultural organizations. ie. Community gardens.

Minority neighborhoods should not be used to punish teachers.

Cultural Center (needs to be established to) celebrate culture(s)

Publicize festivals.

Council District (3) Office encourages multi-culturalism.

City services Mid-City representation.

City (should) distribute information in many languages.

City Heights population is disenfranchised because they are not citizens (of the) US.

City should allow non-citizens to vote.

Small business - ethnic communities ordinance violations - no understanding.

Business groups do not communicate with each other.

Service delivery ie. health issues.

THEME: MULTI-CULTURAL/COMMUNITY DEVELOPMENT ISSUES

Small apartment building on site management (problem)

Programs available for boarded up buildings. NPP (neighborhood Pride and Protection) program.

HUD Officer (assigned by the Police Department/funded by HUD to work with apartment owners)

Community Environment consensus.

Multi-cultural Center.

Lack of street trees.

Change City Heights negative image.

Building renovation.

Support families.

THEME: THE MEDIA

Media support ongoing - (via) Chris Kehoe. Call Media every 2 weeks and highlight good things and positive happenings in the community.

Better media relations via Community Group. Meet with TV Station (other Media) General Manager.

Receptions/Festivals (should be) tied to Community accomplishments (ie. clean ups etc) Call Media. City Council (District) take the lead.

THEME: CRIME

Officers (belonging to) small ethnic communities have high pressures (on the job) from their own communities and criminal elements.

City Heights has its own police officers, 2 storefronts, and HUD Officer.

(Key to) Officer training is Diversity. Officers are (now) assigned to special areas for a period of time to (become exposed to) achieve cultural sensitivity.

Officer discretion on how to proceed, particularly (with) juveniles.

Police sees youth gathering. Makes decision. Other cities may offer (the) Minor alternatives to solve problem (on the spot).

(In SD) Front-line Officers do not make decisions. The Detective does at the Substation.

What (youth) diversion programs are provided?

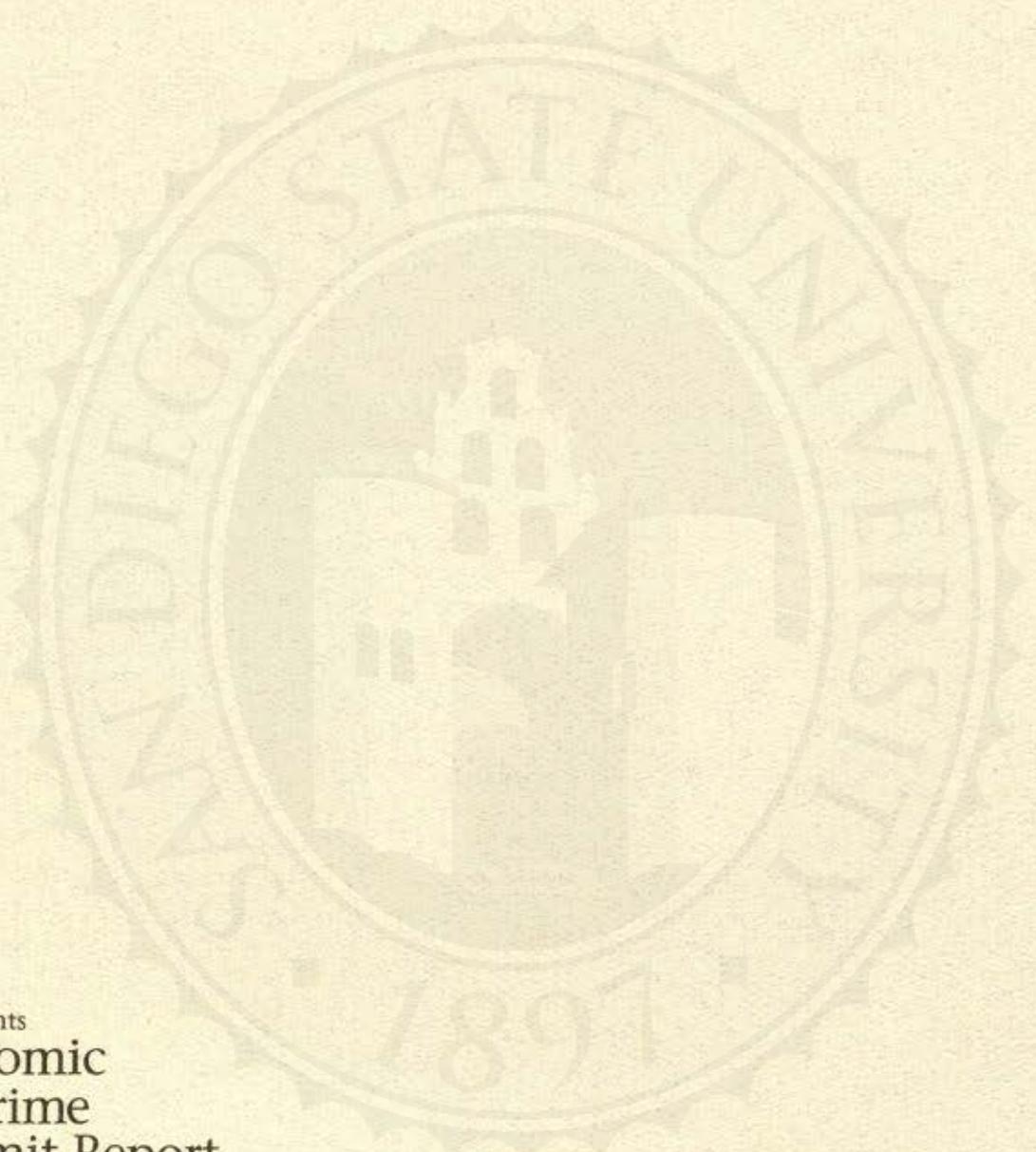
After School Programs

Community Services

Project "Home Run" (District 2 upcoming proposal to PS&S) funds after school programs, etc. (Being developed as part of) City/County negotiations -savings- on the downtown jail. D-2/PS&S. Proposed for start-up in 1998. City Heights Model project?

Use Federal Grants (for youth programs)

"Mentor Program" - Buddy system. "DARE" Officers (an ongoing program)



City Heights
Economic
& Crime
Summit Report

Appendix C
List of Participants

APPENDIX C - LIST OF PARTICIPANTS

EDUCATION

Working Team

Crosby Milne	Safe Neighborhoods
Doris Alvares	S.D. School District
Michael Carr	SAY S.D.
Martha Murphy	RESIDENT
Perisda Drakulich	City S.D. NPP
Normal Gagnon Past	Grace Christ. Comm.
Ginger Walton	County Probation Dept.
Federico Castro	Judge - Superior Court
Ernest Freeman	FACILITATOR, City Planning Department
Phuong Hoang	
Loysden Nelson	SDSU - Student
Tom Levenbergh	S.D. Police
Michael Spraeque	Resident

Technical Focus Group

Ron Ottinger	School Board
Dr. Shirley Webber	School Board
Rernigia Bermudez	CCDC
Dr. Robert Matthews	Comm. College
Robert Ito	OTS
Dr. Maria Pugh	Health Acad. Hoover
Karsten Gjemre	Business
Gary Weber	Business
Mike Aribba	Wilson After School

Community Focus Group

Pat Roberts	Resident
Patricia Hobson	Resident/Teacher
Michele Menteen	Resident

ECONOMIC DEVELOPMENT

Working Team

Kurt Chilcott
Sandy White
Leroy Martin
David Watson
Susan Davis
Lynn Le
Joe Bulowski
Arthur L. Ellis
Robert Lewison

FACILITATOR, City Economic Development

Community Focus Group

Fred Scholl
Nip Lee
Dorothy Vonsi
Jay Powell
Bernie Rodriguez
John Griffith
Kevin Davies

Business
Business
HS Student

Technical Focus Group

Alan Levy
Marco Li Mandri
Marcus Thompson
Craig Choy
Rob Buslay
Chris Kehoe
Mary Wright
Paul Downey
Joyce Benatti
Stephen Taull

Development
City Heights Improvement
Small Business

Union Bank
Councilmember
City Planner
PIC
Community Outreach-CABC
City Links

CRIME

Working Team

Pat Drummy,	FACILITATOR, SDPD Crime Analysis
Joe Colbert	Triple Crown
Jack Hook	DEA
Ashley Walker	HRC
Cheryl Shilhan	CHOP
Karen Hackler	SD County Probation
Lim Heng Ouch	Buddhist Temple
Tai Nguyen	
A. Tri Tran	UPAC
David Bost	DA
Bill Frazier	SDSU student
Randy Alldredge	SDPD
James Teer	SDPD CSO
Les Pierre Streeter	Resident
Orazio Deluca	Business

Community Focus Group

Karen Manley	Resident
Julie Sexauer	Resident
Sokan Sar	Resident
3 unidentified Residents	

Technical Focus Group

Ron Roberts	Council District 2
Myrtle Akili	Council District 3
Linda Pennington	Project Clean
R. Nicols	High Five
Tom Christison	KenTal
Sharren Carr	Code Enforcement
Raye Smith	Triple Crown
Bonnie Dumanis	Mayor's Office
Bobby Cassell	Beat 311 L.E.
Mary Kay Forsyth	Crime Commission

COMMUNITY EMPOWERMENT

Tony Nguyen, President

Michael Dunn

Bert Means

Elizabeth Moore-Stump

Thomas & Elaine Smith

Barry Woods

Polly Gillette

Carlos Legerrette

Sandy Small

Tony Ngueyen

Maggie Pound

Rudy Gonzales

State Senator Steve Peace

Resident

Islenair Resident

City Heights Community Dev. Corp.

Working

Community

Working

FACILITATOR

FACILITATOR, City Office of Neighborhoods

Saturday P.M. -- Community Involvement

Technical Resource Team

Jay Powell

Barbara Howard

Susan Christison

Ann Van Sickle

Kelly Lau

CHCDC

Office of the Mayor

PUBLIC FACILITY, PROGRAM AND SERVICE FINANCING

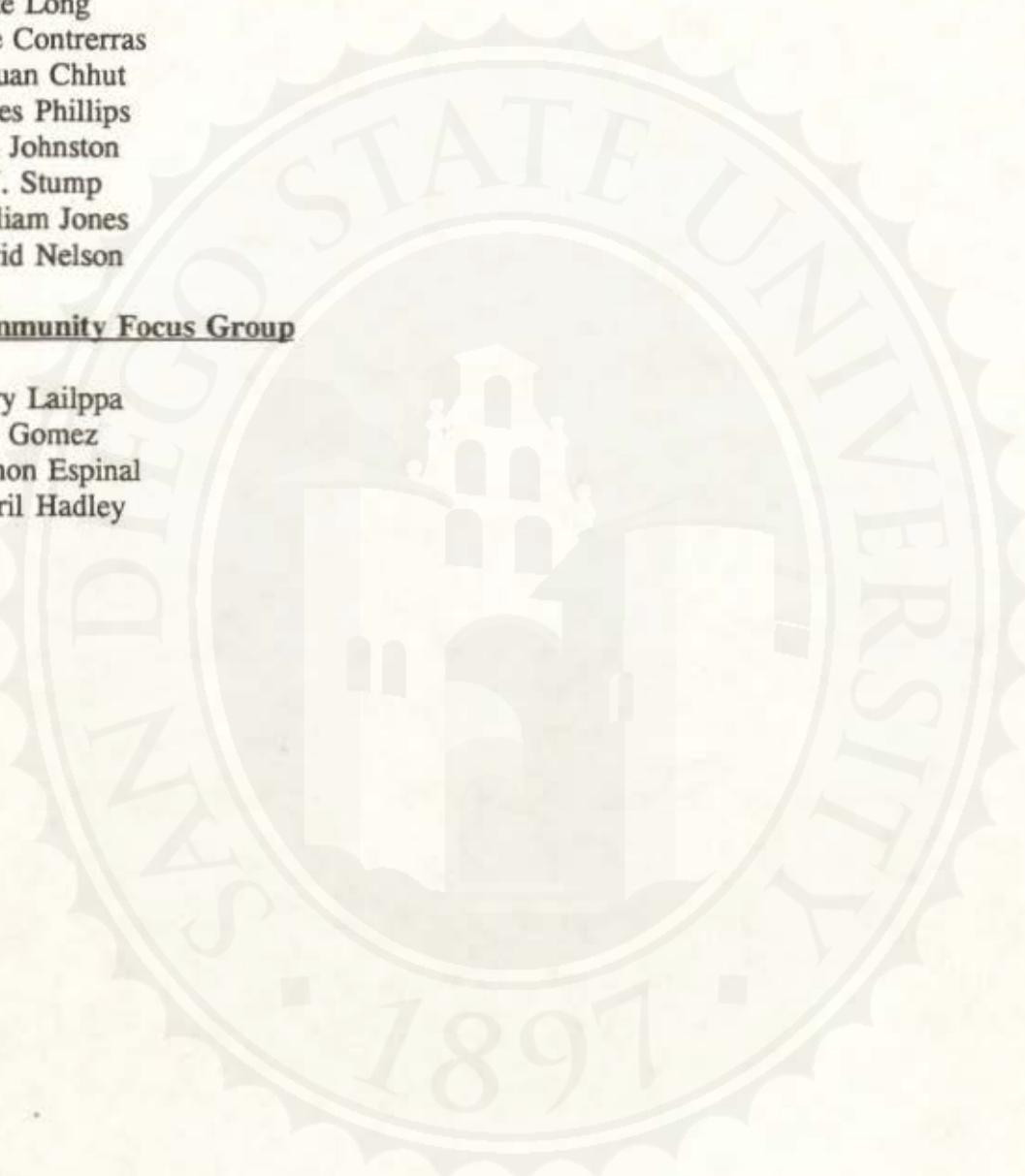
Working Team

Jeff Washington
Kenneth Holland
Jim Coleman
Mike Long
Pete Contrerras
Savuan Chhut
James Phillips
Ken Johnston
J.W. Stump
William Jones
David Nelson

FACILITATOR, City Planning Department

Community Focus Group

Mary Lailppa
Ray Gomez
Ramon Espinal
Derril Hadley



HEALTH AND HUMAN SERVICES

Working Team

Glenn Allison	Episcopal Community Services
Arthur Duncan	FACILITATOR, City Planning Department
Alicia Dyess	Home Ave Clinic
Seraphina Galante	Elderhelp
Robert Kipper	Villa View Comm. Hosp.
Co Le	Residents
Dat Nguyen	Residents
Laurie Rennie	SAY
Jimmie Slack	County - Dist 4
Chak Vilitchai	Cam. Buddhist Society
Larry Emdue	Villa View Hosp
Sintt Pham	SDPD
Lisa Carter	Hoover Health & Social Services Center
David Dolan	San Diego Police

Community Focus Team

Rosario Martinez	
Tim Manley	Resident
Janice VanSicle	Resident

Technical Focus Group

Toni Atkins	District 3
Ann Fathy	Homeless Advocate
Carol Holstrum	Anytown
Dr. Rosemary Johnson	SD Medical Society
Ross McCollum	City-Community Services
Margaret Penrose	UPAC
Myles Pomeroy	Planning
Donald Stump	SDYCS
Dan Tomsy	Mid-City Clinic
Jan Wischnia	Elderhelp

HOUSING

Working Team

James Varnadore	Fair Housing Advocate
Jim Ridley	Neighborhood Housing Services
Rev. George Funter	Shield of Faith Luthern Church
Kimberly Dark	American Cancer Society
Ermias Gemecha	
Dr. Kenji Ima	SDSU
Gary Lynn	United Way
Wayne English	
P. Chhun	CSO
Gary Evans	La Jolla Bank
Charmaine Ferier	SDSU Student
Mike Lamber	SD Police Department
Nancy Williams	FACILITATOR, SD Housing Commission

The Team Represented a Diverse Group of Individuals

- Three Team Members were residents
- Five Team Members were employed in City Heights
- Various professions represented
 - Minister
 - Banker
 - Police
 - Housing Professionals
 - Service Providers
 - Academia

LAND USE

Working Team

Jim Engelke, Dean	Newschool of Architecture
Matt Giacolone	San Diego Association of Realtors
Jan Hintzman Facilities Planner	S.D. Unified School District
Ted Pendleton, Administrator	Villa View Hospital
Bill Wilkens	Neighborhood Reinvestment Corp.
Greg Roke, Student	Newschool of Architecture
Tasha Werkhoven, Student	San Diego State University
Margie Garvey	City Heights Resident
John Taylor	City Heights Resident
Kevin Mayer	San Diego Police Dept.
Aundene Hugg,	City Manager's Office
Mike Stepner	FACILITATOR, City Manager's Office

Community Focus Team

Connie Johnson*	Eastern Area Planning Committee
Steve Kuhl	Resident
Joan Fitzsimmons, CHDC Board	Rental Planning Group
Howard Wayne*, President	MCDC
Nan Nuygen	Resident/Business Owner
Vinh Bui	Resident/Business Owner

* Also Technical Focus Group

Technical Focus Group

Tess Colby	District 3 Aide
Tony Cutri, AIA	
Rachel Hurst	City Planning Dept.
Lew Pond, Executive Vice President	MCDC
Nancy Schwarz	City Planning Dept.
Pat Zuller	San Diego Unified School District
Connie Johnson*	Eastern Area Planning Committee
Howard Wayne*, President	MCDC
Mike Tudury, Secretary	San Diego Historical Site Board
Gary Weber	Planning Consultant
Frank Hafner	S D Neighborhood Code Compliance Dept.

* Also Community Focus Team

MULTI-CULTURALISM

Working Team Members

Larry Dumlao

John Pa Chea, President

Patricia Frosio

Valerie Hoffman

Bett McDade

Jose Melendez

Paul Osuna

Buu Van Rasih

Sadaya Wright

Pamela Smith

Angeles Leira

Artist

Cambodian Cultural Preservation Assoc.

Council representative District 2

City Heights Resident

Legal Aid Society

Home Start

San Diego Organizing Project

San Diego Human Relations Commission

SDSU Student

City of San Diego Police Department

FACILITATOR, City Planning Department

Community Focus Group

Kaypet Chanthrathip

Laura Alzave

Miriam Rodriguez-Owen

Warren Anderson

IMAA

Hoover High School Student

City Heights Resident

New Beginnings

Technical

Denise Moreno Ducheny

Victoria Hamilton

Sharon Johnson

Ed Leon

Jeffrey Tom

Myrna Zambrano

Shirley Lynch

Anna Daniels

Assembly-woman 79th District

Director City of San Diego

Commission of Arts and Culture

Coalition for Equality

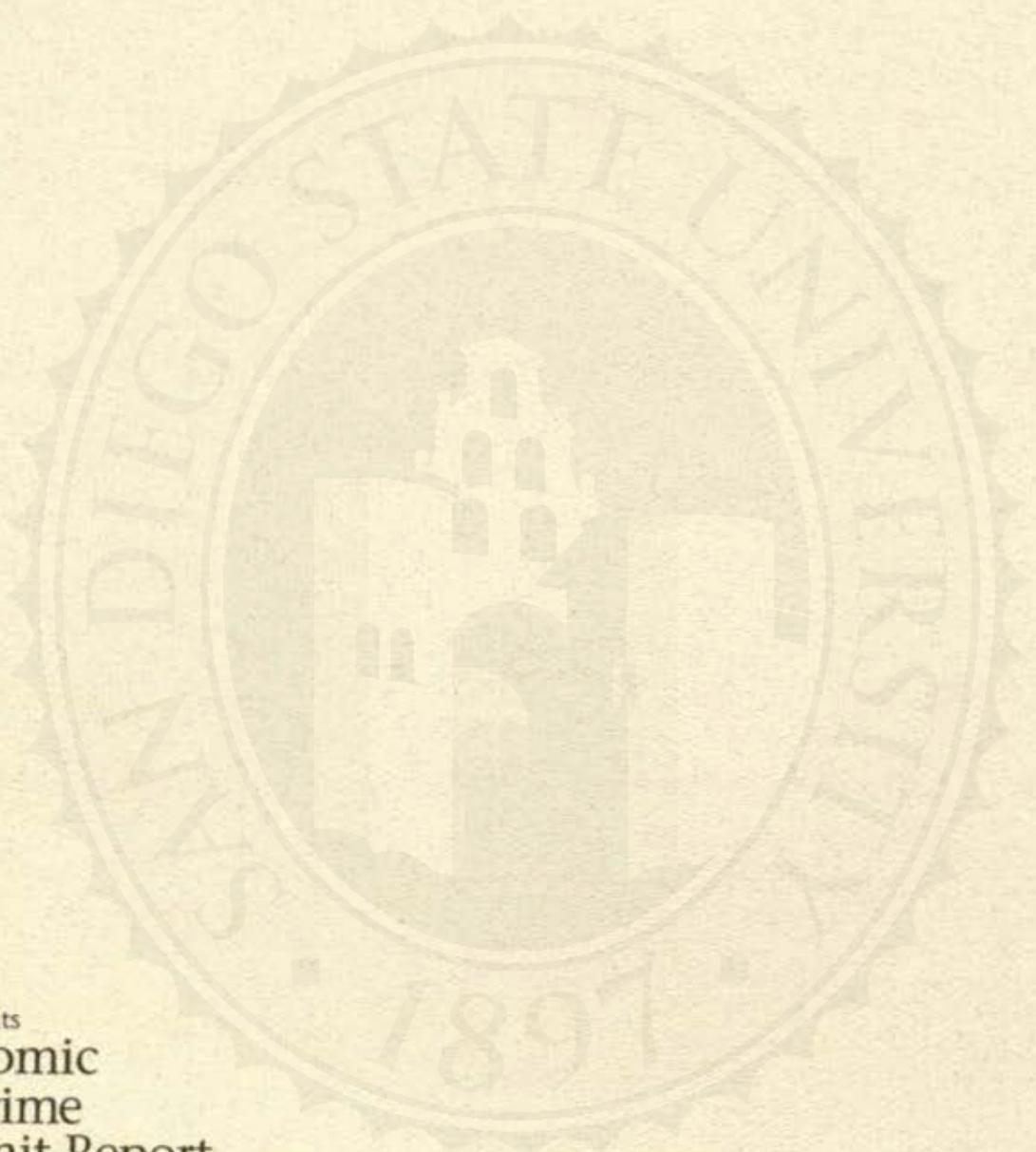
Council Representative District 3

Chief of Staff City Council District 3

NHA City Heights Recreation

City Heights Community Development

Corporation and Community Gardens



City Heights
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Appendix D
Tour Routes

City Heights Statistical Data

City Heights Ethnic Breakdown as of 1990 Census Information

*White	30%
*Black	23%
*Hispanic	30%
*Asian	17%
*Other	1%

*Since 1950, the population of City Heights has more than doubled.

*As of 1990, only 34% of the 52,053 housing units in City Heights were owner occupied. 67% of the housing units were renter occupied.

*As of 1990, there were 31,004 individuals living in City Heights earning incomes below the poverty level.

*There are 2 High Schools, 2 Middle Schools, and 7 Elementary Schools serving the area of City Heights. Over half of the students in these schools are enrolled in Limited English Proficiency classes (bilingual education).

*There are 2 major grocery store chains in the area of City Heights, both are Lucky food stores.

*Two major roadways, University Avenue and El Cajon Blvd., have been scheduled to have the street lighting changed from low sodium lighting to high pressure sodium lighting. The changes are scheduled to be completed by August 1994.

CITY HEIGHTS TOUR BY NIGHT

Starting at 39th/Orange take 38th St. south to University Ave. Westbound. Take I-805 North to El Cajon Blvd. east.

*Lucky Store 3245 El Cajon Blvd. One of 2 major grocery stores in the area of City Heights.

*Pep Boys 3550 El Cajon Blvd. This is an example of what it will take to revitalize the community of City Heights. This was previously the site of a Chevrolet dealership that was closed for approximately one year. During the time the building was vacant, there were at least two fires in the vacant structure. Pep Boys leased the lot, demolished the building and built there own structure.

*Point out the SR-15 corridor. Plans for the SR-15 expansion include a full block cover over the freeway with a park between Orange Ave. and Polk Ave. with widened bridges at El Cajon Blvd. and University Ave. to support commercial development. SR-15 is scheduled for completion by 1998.

*Security Pacific Bank 4144 El Cajon Blvd., vacant business. Security Pacific bank was closed due to the merger with Bank of America.

*Hoover High School, 4474 El Cajon Blvd. Total enrollment of 1935 students. 40% Hispanic, 9% White, 19% Black, less than one percent American Indian, and 30% Asian.

*4400-5300 El Cajon Blvd. Asian Businesses in the area cater to the increasing number of Asian residents.

*5200 El Cajon Blvd. Vacant/Boarded Jiffy Lube shop. (One of 2 Jiffy Lubes that have left City Heights). These vacant buildings provide economic opportunities for new business within City Heights.

*Browns Market 54th/El Cajon. This was previously a Big Bear Market. A community resident bought the market and has a staff of 25 relatives who help him run the market 7 days a week.

*Colina del sol Park. 5319 Orange This community park has softball fields, tennis and basketball courts, a recreation center ,a swimming pool, and a mini golf course.

*Asian Business area 5300 University Ave. north side of the street.

*5202 University Ave. County Health Center. Open Monday -Friday. Provides tuberculosis testing, well-baby check ups, immunization, H.I.V. screening, sexually transmitted disease clinics and screening, pregnancy testing, and flu shots.

*Colina Golf Course 4000 52nd.

East on Orange, top view of Colina Park.

*4199 Colts Way, Crawford High School. Total student enrollment of 1,670 students. 23% Hispanic, 20.5% White, 20.6% Black, 4.1% Asian, less than 1% American Indian, 1% Filipino, 30% Indo-chinese. 40% of the students are enrolled in Limited English proficiency classes.

*Villa View Community Hospital. A 102 bed hospital with Emergency care, critical care, in patient surgical center, employee assistance program, and adult psychiatric day care center. The hospital provides service to 12,000 patients per year, provides 600 surgeries per year, and has approximately 50 patients per day. The hospital has a staff of 250 and usually runs a 55% occupancy rate. The hospital is one of 25 hospitals in California that qualify for "disproportionate share" which means half of the patients are medical patients and half are Medicare patients. Very few of the patients have major medical insurance. Villa View has reorganized at least twice in an effort to keep the hospital open. Villa Vie has contributed to San Diegans United for Safe Neighborhoods, Mid City for Youth, as well as community groups and events.

*52nd/Rex. Three Buddhist Temples here.

Take southbound 52nd to Altadena. Go north, pointing out the high density of multi-story apartments. Take westbound Wightman to southbound Winona.

*3810 Winona. Winona Garden apartments. 100% Somalian occupancy. There are 94 apartments in the complex.

Take University westbound.

*4844 University. Potential future home of the Eastern Division storefront which will combine the Indo-chinese storefront and the current storefront at 5971 University.

*The Tower is a historic landmark originally built in the 1920's. It functioned as the last stop for a trolley. The Tower has received funding for refurbishing from the San Diego Arts Commission and the Mid City Development Corporation. The refurbishing is scheduled to start in 1994.

*Big City Liquor may receive funding for refurbishing similar to that of The Tower.

*Euclid/University northwest corner. Empty lot with "Coming Soon" shopping center. Has been vacant for over one year. The owner states that he has plans to build a shopping center to house 2-15 tenants, but cannot build the property until he has tenants. He cannot get a bank loan to build without tenants.

*May Center, 4703 University. New building and Asian business. Helping to revitalize the area.

*Balboa Bakery, 4600 University. The building has been vacant for over 2 years. Balboa Bakery had occupied the building since 1959 and moved due to structural defects within the building. A new owner has recently purchased the property and has tentative plans to build restaurants in the structure.

*79 Market. This is a mixed used facility that incorporates apartments and a full use grocery store. The store and apartments maintain a high occupancy rate.

*4550 University old Super Shops location. Super Shops moved out of this location due to difficulties with the Planning Department over expansion of the facility.

*4400 University Reynolds Recycling Center. One of 5 recycling centers in the area of City Heights.

*4302 University Lucky Store. One of 2 grocery store chains in the area of City Heights. Both major grocery stores in City Heights are Lucky Stores. This lucky is looking to double the size of this store and potentially add a pharmacy.

*Central & University. 7/11 Food Store. Approximately 4 7/11 stores have left the area of City Heights over the last 2 years. Most have been taken over by "Mom & Pop" type convenience stores.

*40/University "Community Garden" The State is allowing the community to use the property for a community garden during the period of time before the SR-15 freeway if finished along the 40th Street corridor. There is a play area for Central Elementary School for after school use. This is the Home of the famous Dancing Carrots.

*3831 39th Closed Jiffy Lube.

*3820 University La Posta Officers have been working the site for 3 years due to neighborhood complaints. Some of the major violations included allowing minors into the adult dance club and allowing undocumented persons (who had no identification) into the bar. A patron was shot and killed inside the bar and dragged outside. Because of this incident La Posta finally lost it's cabaret license and can no longer hold dances with live bands.

*Notice number of pay phones along University Avenue. The pay phones are frequently used by drug dealers and drug users to order drugs. The City Heights Community pushed for an ordinance to expedite the removal of nuisance pay phones.

*3652 University. C.T. Transmission. The building is not secure and is a haven for transients. The City has not adequately addressed the community's concern for securing this site.

*3596 University Star and Garter. Why is this building painted purple? What are the area business standards?

*Take Wabash Ave north to Polk East.

*4077 35th Street Edison Elementary. Total student enrollment 910. Hispanic 42.7%, White 9.7%, Black 26.6%, Asian 1.3%, Indo-chinese 18.6%, Other 1.7%. Over half of the students are enrolled in Limited English Proficiency classes.

*Take Wilson Ave. north to Orange Ave. east.

*4316 Orange Ave. Kano Foods. This was previously a 7/11 Food Store.

*43/Polk (N/W corner) Mid City Community Clinic. Presently this clinic serves 20,000 people per year, mostly women and children. The clinic is expanding to serve an addition 20,000 people. The clinic provides food and nutritional information to the elderly and basic health care check ups for mothers and their children.

*Take 45th St. south from Orange Ave.

*Quality Neighborhood Project. Approximately a 3 block area has been targeted by the City Heights Community Development Corporation as a pilot demonstration project. The Quality Neighborhood Project is working with property owners, landlords, residents and tenants to define "Quality of Life" standards for the area and implement initial improvements such as street lighting and street trees. Another aspect of the project is to maintain appearance standards through a maintenance program.

*4404 University Ave. The store was previously a 7/11.

Take University west to Fairmount north.

*4089 Fairmount. Public Library. This library does not adequately serve the community or meet the City's library standards. This library does not fit the community needs.

Take Orange Ave west to 43rd St. south.

*3700 43rd. Old Vons lot. Future site of the Mid-City Police station. This station will create a new Police division south of I-8 serving the Mid City area. Approximately 172 officers will work in this division.

*3328 43rd. Empty lot. Was a drug haven for several years. The house was owned by an elderly lady who would not evict the drug dealers or discourage them from her property. The owners children worked with Neighborhood Services Team and had the house demolished. There was one drug related homicide at this property and additional drug related shooting.

Take Lexington west to Van Dyke.

*Point out vacant structures along Van Dyke. (some boarded and secure, some unsecured properties also)

*3632 Van Dyke. An example of HUD housing. The property is maintained at a much higher standard than most apartment complexes in the area.

Take Wightman east.

*City Heights Recreation Center and park. This park is expanding and will be a joint use area with the new area elementary school.

*Tour new school sites. (see attached map)

*New elementary school. This new school will cost 30 million dollars and is being built for 1,000 students. The school is scheduled for completion in 1996.

*New middle school. This new school will cost 50 million dollars and is being built to house 1,800 students. The school encompasses three square blocks and is scheduled for completion in 1997.

*Home in the Heights. This program offers displaced residents the opportunity to buy homes in City Heights with financial incentives.

Take southbound Fairmount

*Azalea Park area. The Azalea Park Association residents have banded together with Neighborhood Services Team and the Neighborhood Policing Team to clean up the neighborhood. The area is mostly single family residences with a high owner occupancy rate. The Association has been campaigning to invite gay and lesbian couples to buy homes in the area to improve the community.

*4168 Poplar #F. San Diego Neighborhood Housing Services. A non-profit organization that rehabilitates homes for low and moderate income families. The organization also buys and sells rehabilitated homes and offers low interest loans to buyers.

*4180 Poplar. HUD housing. One of only a few apartment complexes in the Azalea Park area.

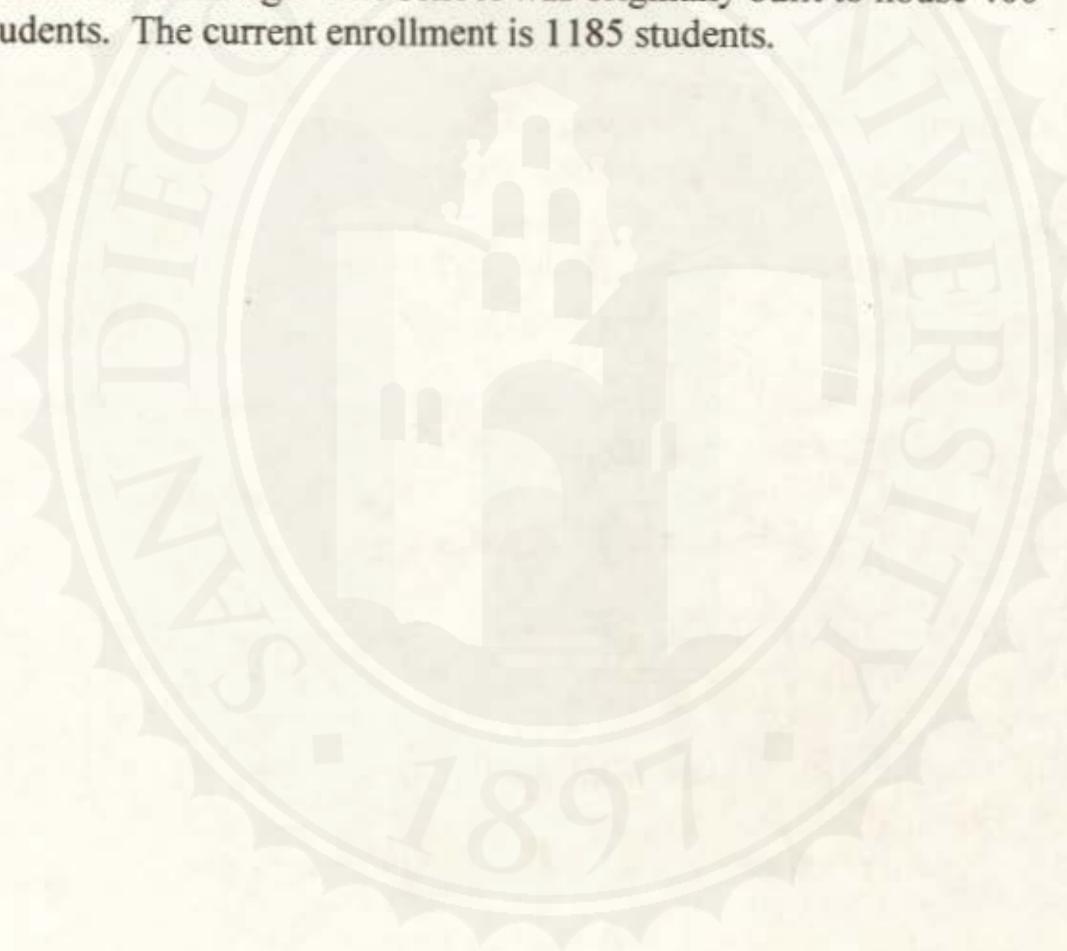
*3105 Fairmount Quick Mart. Previously a 7/11.

Take Fairmount north to Wightman East, then Euclid South.

Cruise the Islanair (Isla Vista) area. Notice the difference in this neighborhood and the ones close to it.

Take Euclid Ave. south to Home Ave. west (notice the high density of apartments along Home Ave.) Take Fairmount north.

*2807 Fairmount Hamilton Elementary. 1185 students enrolled. Hispanic 44%, White 6%, Black 23%, Asian 23%, American Indian less than 1%, Filipino less than 1%, Indo-chinese less than 1%. Over half of the students are involved in Limited English Proficiency classes. There are portable buildings at this school that are being replaced by permanent buildings. The school was originally built to house 400 students. The current enrollment is 1185 students.



Saturday April 23, 1994

Walking Tour Menu-Style Selections

Group I (Education/Multi-Cultural/Economic)

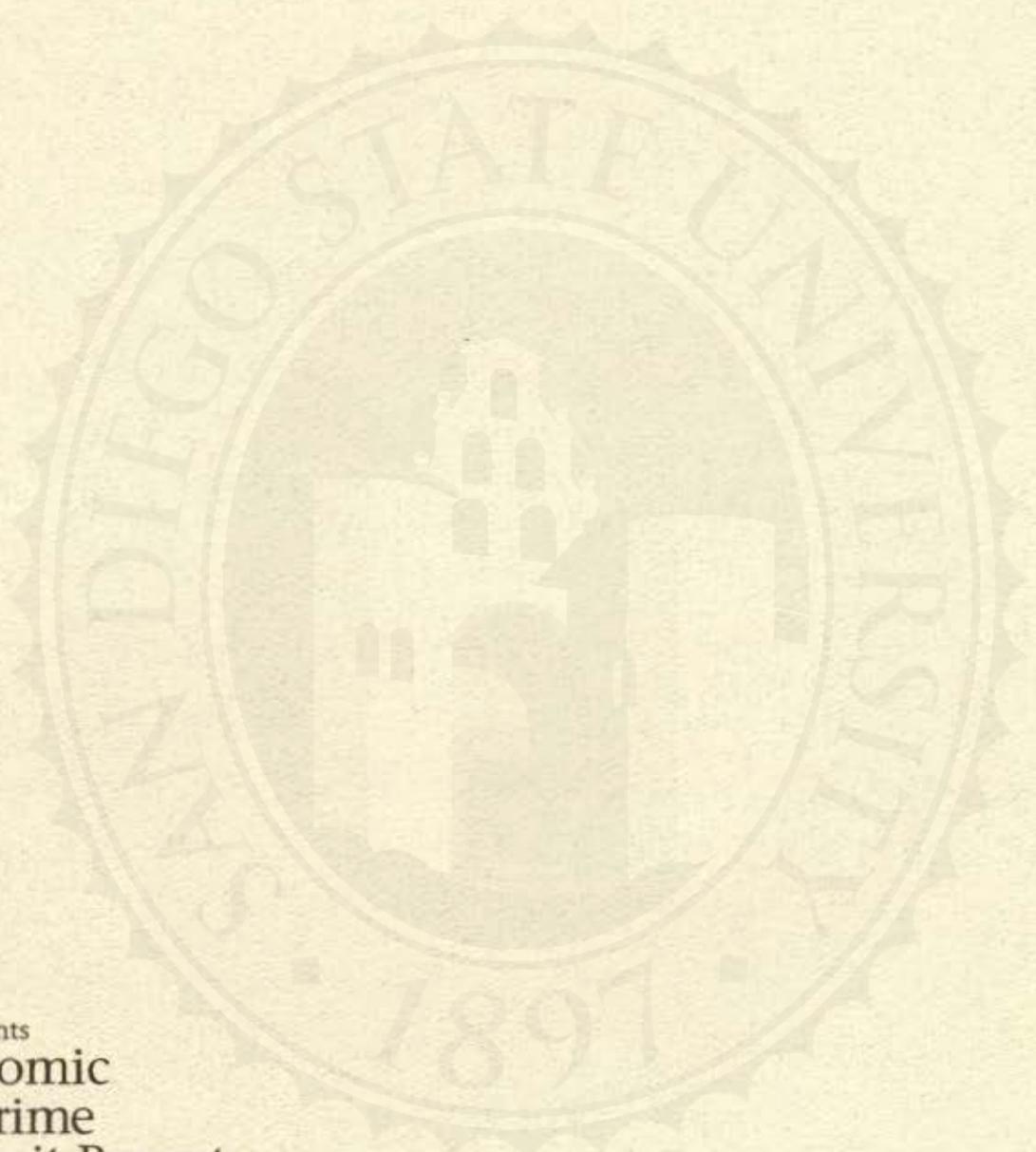
- * Central Elementary 4063 Polk Avenue
- * Edison Elementary 4077 35th Street
- * Euclid Elementary 4166 Euclid Avenue
- * Hoover High School 4474 El Cajon Blvd.
- * New School Sites (see attached map for areas)
- * Indo-Chinese Police Storefront 4326 Euclid Avenue
- * Asian Business Districts 4600-5300 University Avenue
4400-4700 El Cajon Blvd.
- * Public Library 4089 Fairmount Avenue
- * City Heights Park & Recreation Center 3777 44th Street
- * Copley YMCA 3901 Landis Avenue
- * REDEVELOPMENT
 - Pep Boys 3550 El Cajon Blvd.
 - Vacant Businesses
 - 3615 El Cajon Blvd.
 - 3727 El Cajon Blvd.
 - 38th/El Cajon Blvd. (empty lot Northeast corner)
 - Vacated Jiffy Lube Stores 39th/University & 5200 El Cajon Blvd.
 - Brown's Town & Country Market 54th/El Cajon (old Big Bear)
 - Balboa Bakery 4600 University
- * Winona Garden Apartments 3810 Winona (100% Somalian community)

Group II (Land Use/Housing/Facilities)

- * Future Mid City Police Station 43rd/Fairmount (old Vons)
- * Azalea Park 2596 Violet
- * City Heights Park & Recreation Center 3777 44th Street
- * Colina Park 5319 Orange Avenue
- * Park de la Cruz (open space park) 3901 Landis
- * Buddhist Temples 52nd/Rex
- * HUD Housing Sites
 - 4118 52nd
 - 4205 & 4273 Juniper
 - 4180 Poplar
 - 3526 Fairmount
- * Public Library 4089 Fairmount
- * Mid City Community Clinic 4290 Polk
- * County Health Center 5202 University
- * Indo-Chinese Police Storefront 4326 Euclid
- * City Heights Post Office 4139 University
- * Vacant/Boarded structures 3500 Van Dyke
- * Vacant Business sites
 - 3615 El Cajon Blvd.
 - 3727 El Cajon Blvd.
 - 38th/El Cajon Blvd.
 - Vacated Jiffy Lube Shops
 - 39th/University & 5200 El Cajon Blvd.
 - Balboa Bakery 4600 University

Group III (Crime/Health & Human Services/Community Involvement)

- * Police Satellite Facility 3705 Highland
- * City Heights On Patrol 3784 Highland
- * Churches
 - East San Diego Presbyterian 5202 Orange
 - Buddhist Temples 52/Rex
 - First Spiritualist Church 3777 42nd
 - Our Lady of Sacred Heart 4177 Marlborough
- * City Heights Community Development Corporation
4252 University
- * Adult Day Care Health Center 4077 Fairmount
- * Copley YMCA 3901 Landis
- * Mid City Senior Citizen & Nutrition Center 4290 Polk
- * Jewish Community Center 4079 54th
- * Area Parks
 - Azalea 2596 Violet
 - City Heights 3777 44th
 - Colina del sol 5319 Orange
- * 3500 42nd/3500 Van Dyke
- * New School Sites (see attached map)
- * 3328 43rd (demolished drug house)

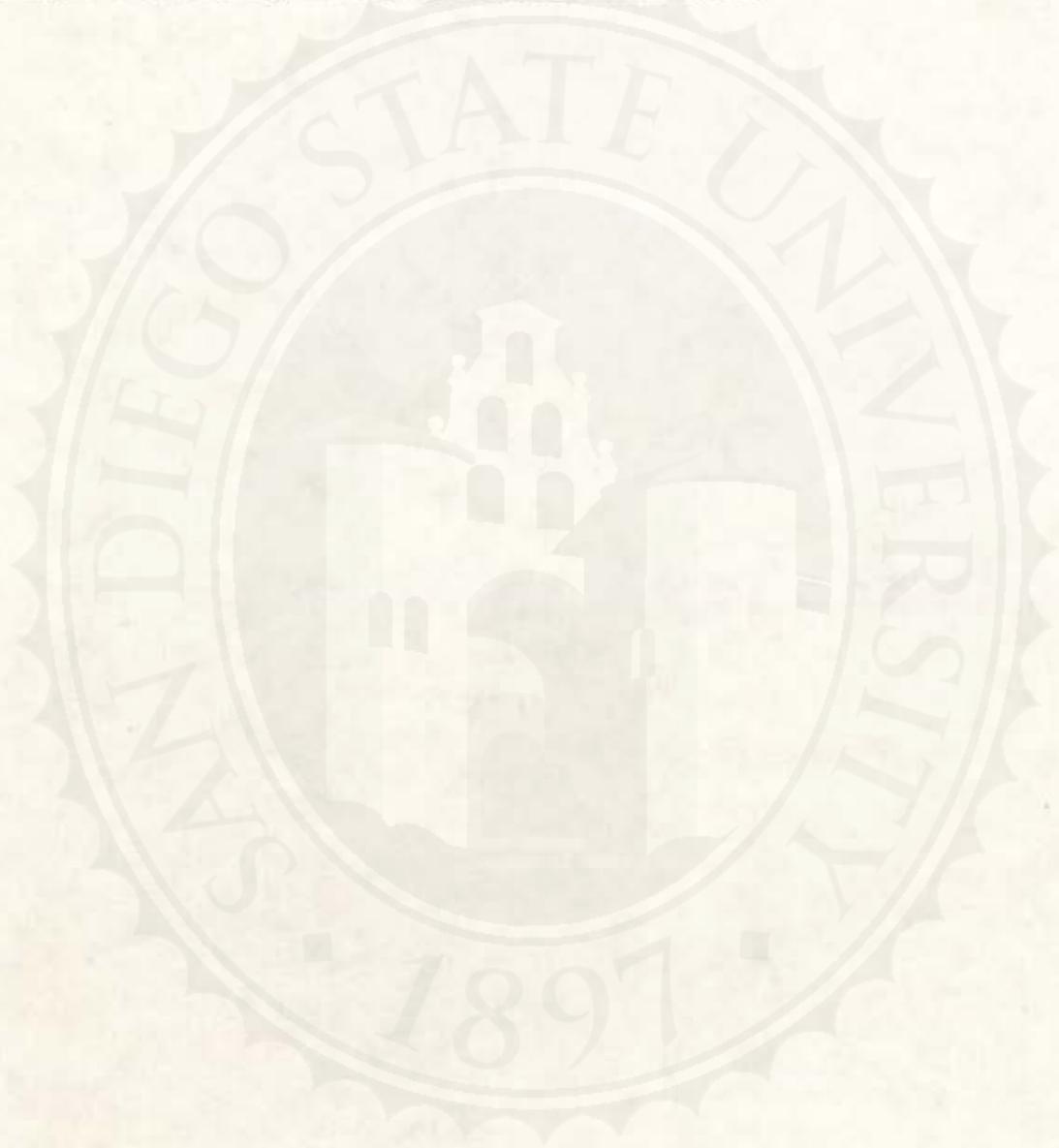


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Appendix E
Summit Participant Survey and Comments

APPENDIX E - SUMMIT PARTICIPANT SURVEY CONCLUSIONS AND COMMENTS

The following is a compilation of responses provided to a survey given to all participants with the purpose of rating the Summit process and organization. The results of this survey will be used to critique the program and suggest modifications and improvements to any future programs of a similar nature.

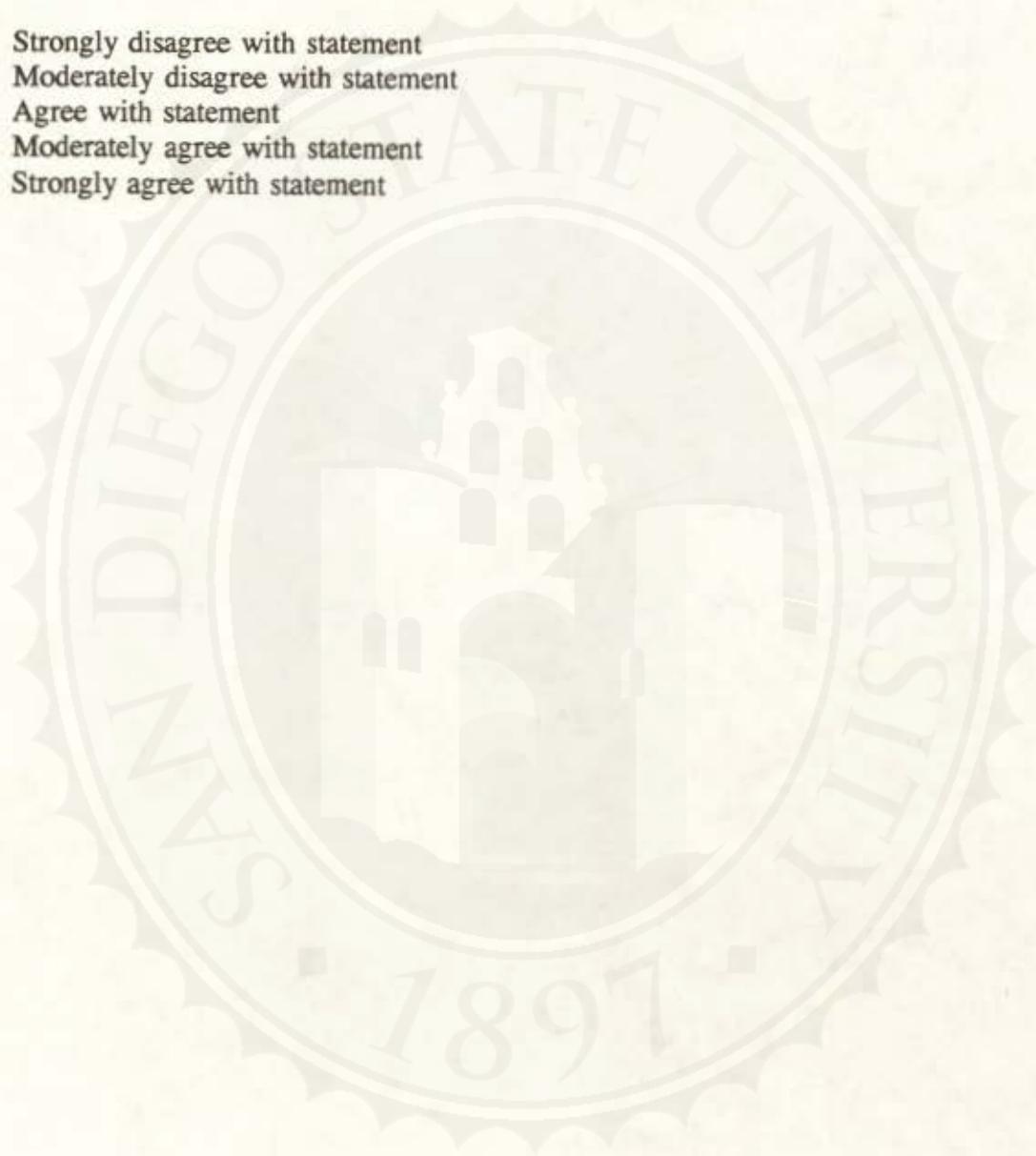


SURVEY CONCLUSIONS

The information that follows provides an overall account of the ratings given to the various standard questions. This accounting is followed by specific suggestions made by individuals on the survey form. A sample survey form is also attached.

Overall ratings were structured as follows:

1. Strongly disagree with statement
2. Moderately disagree with statement
3. Agree with statement
4. Moderately agree with statement
5. Strongly agree with statement



OVERALL ACCOUNTING OF STANDARD QUESTIONS					
QUESTIONS	Rating (in percentages)				
	N/A	1	2	3	4 5
1. The Summit was <u>relevant to the issues of City Heights</u>	0	5%	0	5%	13% 77%
2. Distributing the <u>Briefing Book</u> before the Summit was useful.	5%	8%	5%	20%	20% 42%
3. The <u>opening session</u> clarified the Summit's goals.	3%	0	10%	25%	31% 31%
4. The <u>evening tour</u> was helpful in understanding the issues in City Heights.	8%	5%	13%	5%	25% 44%
5. The <u>daytime tour</u> was helpful in understanding the issues of City Heights.	3%	10%	3%	8%	31% 45%
6. The <u>resources available</u> at the Summit were well organized and helpful.	0	3%	0	13%	33% 51%
7. The information from the <u>Technical Focus Group</u> was helpful.	0	5%	8%	23%	25% 39%
8. The information from the <u>Community Focus Group</u> was helpful.	3%	3%	8%	13%	20% 53%
9. The <u>facilitator</u> was able to communicate effectively.	3%	5%	3%	28%	8% 53%
10. The <u>Team</u> worked as an effective unit.	3%	0	3%	8%	25% 61%
11. The <u>Team</u> was able to clearly state a desired outcome for the subject area.	3%	5%	3%	10%	23% 56%
12. Everyone on the <u>Team</u> was encouraged to participate.	3%	0	5%	23%	13% 56%
13. Overall, I think the <u>Summit was a worthwhile event</u> .	3%	3%	0	10%	23% 62%
14. I <u>understand how the results of the team efforts will be used</u> after the Summit.	5%	3%	8%	18%	20% 46%
15. The <u>facilities and location of Summit</u> were supportive of its guests.	3%	3%	0	3%	20% 71%
Average Summit Rating	3%	4%	5%	14%	22% 52%
Total Questionnaires Received = 39					

COMMENTS

Summit Survey - Specific Comments Made

Summit Relevancy. (Question #1)

- Very informative, good insights.
- Very relevant. It's about time.
- Crime problem is a very important issue to City Heights Area.
- Somewhat scattered but good for first try.
- Highly motivated Planners and participants.

Summit Briefing Book (Question #2)

- Briefing Book was excellent and getting it early was a great idea.
- Review of conditions presently existing makes the job of resolution better.
- Well organized.
- Briefing Book gave the participant a good background and useful information on City Heights Area.
- Did not receive before the Summit. It would have been helpful.
- Would also have liked to know my team assignment so I could have started to focus on concerns in that area.
- Technical/Community Focus Groups should have received the Briefing Book in advance to help prepare.
- Briefing Book distribution two weeks before, with a better/consistent forms for biographical and agency information.

Summit Opening Session (Question #3)

- Political rhetoric.
- Goals were made clear.
- Would have liked to have heard from my community people with vested interest and just an introduction of politicians.
- Understood purpose of Summit but not fulfillment of goals.
- Slide show was great.

Summit Tours (Questions #4-5)

- Night tour should have been narrated by resident.
- Day tour too short.
- Every tour too long - was dark - there was limit to what could be seen.
- Daytime and evening tours exposed the real City Heights.
- Both tours were very helpful.
- Tours were helpful for those living outside the area.
- Gave good insights and relations between text and real life.
- In order to visualize the (education) problem, I would have liked to see schools in session, then walk and talk to parents, businesses, parents and students.
- Too much emphasis on problems not enough on assets.

Summit Resources and Organizations (Question #6)

- Well organized
- Nor bad for first one
- Food was good too
- Logistics very well organized.
- The officer was very good and organized.

Technical Focus Group Information (Question #7)

- Good
- I think more community members should have been present in the Technical Focus Group session to provide greater balance.
- Much more information is possible.
- Group's role was not clearly defined - some misunderstanding was voiced.
- Not clear what the technical resource people were supposed to be.
- Brought many ideas to mind.

Community Focus Group Information (Question #8)

- Needed them all weekend.
- Good
- Very helpful. Due to the control of the agenda by two or three men. Many of the community issues were dismissed and not fully explained to the Technical Group.

Facilitator (Question #9)

- Did not want to hear about lack of responsiveness by City.
- Very good.
- Facilitator was effective in allowing all voices to be heard and soliciting opinions from resident workers.
- Facilitator was very committed, but could have used some training ahead of time.
- Let the group deviate from focus. Did not keep focus tight enough - allowed too many personal opinions.
- Some groups needed two facilitators and a scribe.

Working Team Effectiveness (Questions #10 - 11- 12)

- Lost members.
- If we had involved more residents in the working teams, more community solutions would have been identified.
- Lost Cambodian and Laotian members after the first day because they were not called on to speak.
- Everyone participated.
- Discussion moved effectively. Some voices were ignored. Worked hard to come up with specific outcomes.
- Some participants appeared particularly impatient with women and their views (men).

Summit Event Value (Question # 13)]

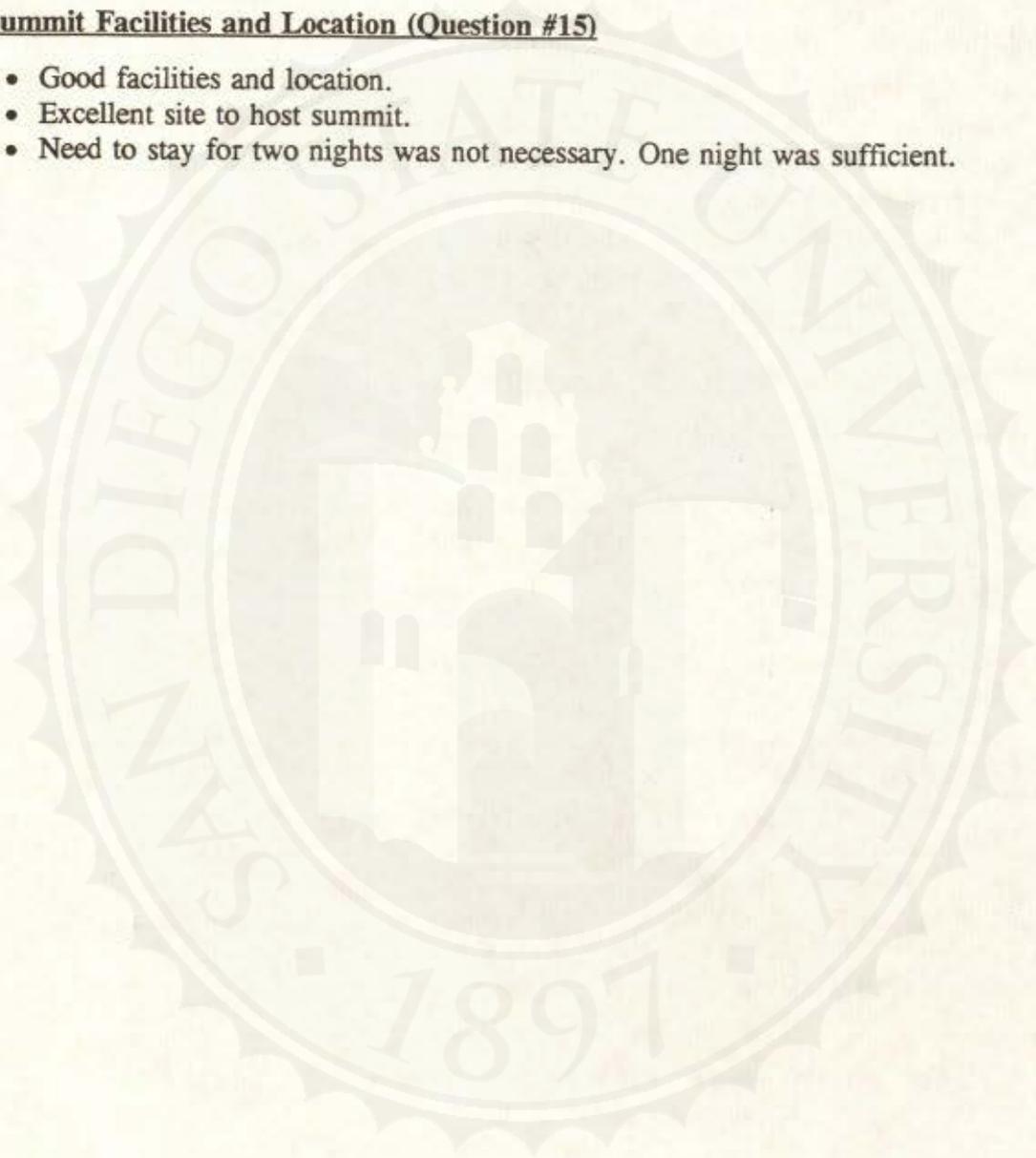
- Very worthwhile, more needed.

Summit (Question #14)

- Will continue to need more focusing and work.

Summit Facilities and Location (Question #15)

- Good facilities and location.
- Excellent site to host summit.
- Need to stay for two nights was not necessary. One night was sufficient.



CITY HEIGHTS ECONOMIC AND CRIME SUMMIT

EVALUATION

TEAM: _____

The information which you provide on this evaluation form is important. Please assist us by circling the most appropriate response and completing the comments. Thank you.

1 Strongly Disagree	2 Moderately Disagree	3 Agree	4 Moderately Agree	5 Strongly Agree
1. The Summit was relevant to the issues in City Heights.				
				1 2 3 4 5
Comments: _____				

2. Distributing the briefing book before the Summit was useful.				
				1 2 3 4 5
Comments: _____				

3. The opening session clarified the Summit's goals.				
				1 2 3 4 5
Comments: _____				

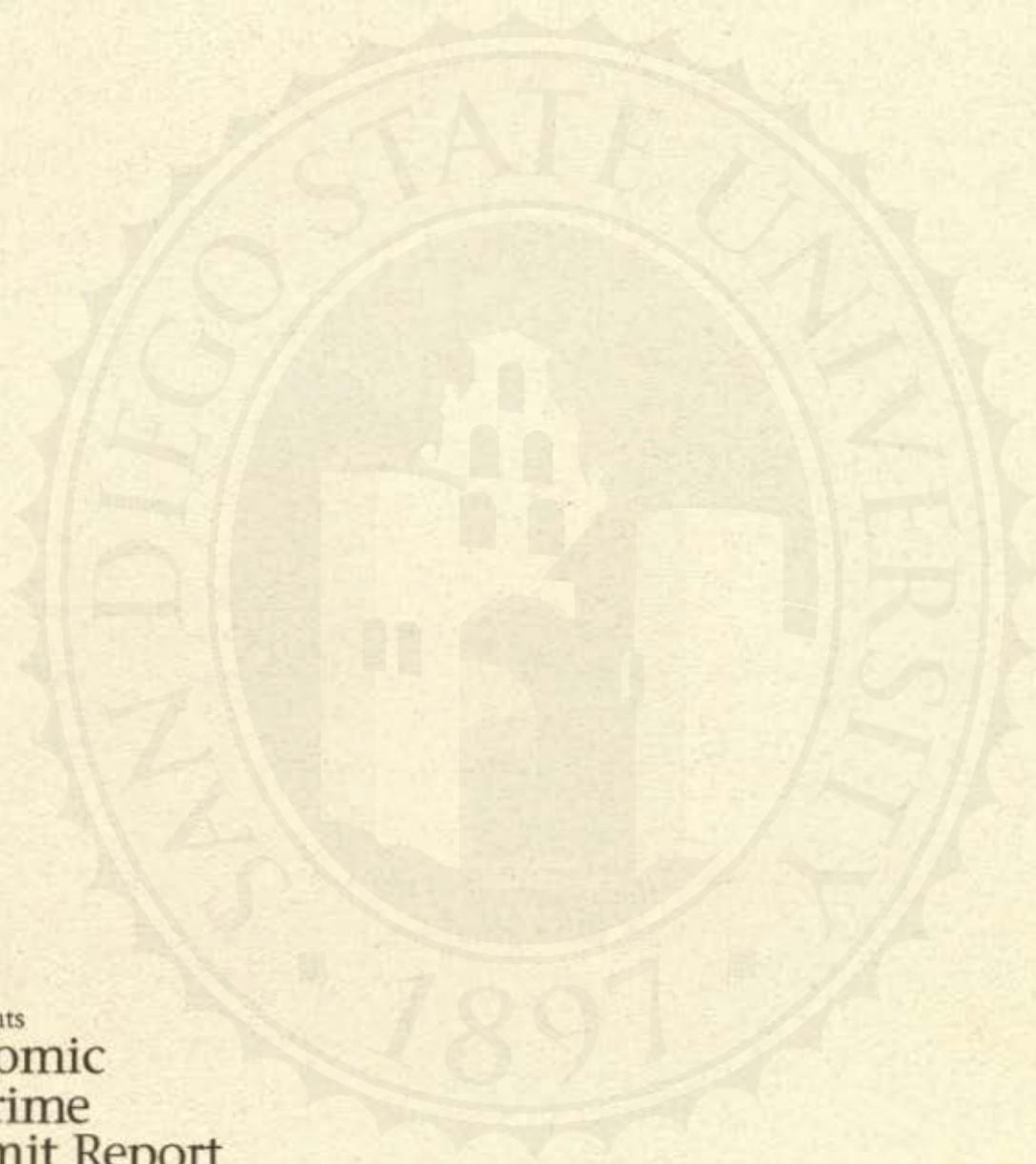
4. The evening tour was helpful in understanding the issues in City Heights.				
				1 2 3 4 5
Comments: _____				

5. The daytime tour was helpful in understanding the issues in City Heights.				
				1 2 3 4 5
Comments: _____				

6. The resources available at the Summit were well organized and helpful.				
				1 2 3 4 5
Comments: _____				

7. The information from the technical focus group was helpful.				
				1 2 3 4 5
Comments: _____				

1 Strongly Disagree	2 Moderately Disagree	3 Agree	4 Moderately Agree	5 Strongly Agree
8. The information from the community focus group was helpful.				1 2 3 4 5
Comments: _____				
9. The facilitator was able to communicate effectively.				1 2 3 4 5
Comments: _____				
10. The team worked as an effective unit.				1 2 3 4 5
Comments: _____				
11. The team was able to clearly state a desired outcome for the subject area.				1 2 3 4 5
Comments: _____				
12. Everyone on the team was encouraged to participate.				1 2 3 4 5
Comments: _____				
13. Overall, I think that the Summit was a worthwhile event.				1 2 3 4 5
Comments: _____				
14. I understand how the results of the team efforts will be used after the Summit.				1 2 3 4 5
Comments: _____				
15. The facilities and location of the Summit were supportive of its goals.				1 2 3 4 5
Comments: _____				



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Appendix F
San Diego Organizing Project Survey

APPENDIX F - SAN DIEGO ORGANIZING PROJECT SURVEY

The attached "survey" was prepared by the San Diego Organizing Project (SDOP) to obtain additional organization or community needs. The survey was conducted two weeks prior to the Summit, and was available during the Summit for purposes of background and reference.



OUR LADY OF THE SACRED HEART
PARISH COMMUNITY TOWN HALL MEETING
'JOURNEY TO NEW LIFE'

AGENDA

Chair: Rev. Michael Ratajczak, Pastor
Translation: Rev. Jaime Escobedo
Rev. Joseph Pham Van Phien

- 3:00 Greeting & Seating
Music
Opening Prayer
- 3:15 Reading and Reflection
History and Overview
Guest Introductions
- 3:30 Community Introductions:
"Why we like living in this community"
- 3:40 Reports from our House Meetings
- 3:45 Personal Stories
- 4:00 Issue Priorities and Action Proposals
Discussion and Resolution Adoption
- 4:30 Next Steps
Adjourn

There will be a brief evaluation following today's meeting -- all are welcome to participate.

**OUR LADY OF THE SACRED HEART
PARISH COMMUNITY ORGANIZATION**

Proposed Action Resolutions

Police:

Drugs

1. The selling of drugs in our community overwhelms us. Drugs are being sold out of people's homes, out of apartments and on the streets.

We cannot permit this to continue. As residents of this community, we can identify specific locations near our homes where drug dealing occurs.

We propose:

- that we write down these specific locations of drug dealing on a file card right now -- that we collect these cards;
- and that we schedule a meeting with the San Diego Police Department within the next 30 days to review these locations and ask them to take the necessary steps to stop the dealing at those locations.

Patrols

2. Police presence and quick police response are critical to the future of this community.

The only thing worse than being a victim of crime is when a crime against you takes place and you report it -- and then the police do not respond quickly.

We have heard numerous stories of robberies and burglaries that are in progress being reported -- yet the police response was several hours delayed.

We find this unacceptable.

Therefore we propose to initiate fact finding discussions to determine:

- What are the city plans to create a new police division for this community and where that division headquarters will be located;
- What are the sizes of the new police beats that are being re drawn for our communities and how will additional police be assigned to our neighborhood;
- How can the creative policing programs -- programs like Community and Problem Oriented Policing, and the Drug Abatement Response Team -- be extended to serve us better.

Prostitution

3. Prostitution is a growing problem in our community. Prostitutes and their clients threaten our families and create a climate of violence and fear.

We propose that:

- Because we know specific locations where prostitution is occurring, we collect that information on our file cards;
- When we meet with police to discuss specific drug locations, that we also discuss prostitution and the police response to our concerns over this threat to our families.

City:

Lighting

4. The lack of adequate lighting throughout our community -- and on Rowan, 39th, Marlborough, Cherokee, and Dwight in particular -- creates an unsafe neighborhood and contributes to our own sense of being unsafe.

We must improve the lighting of our neighborhoods.

We understand that there has been city discussion to 'Light Up City Heights', but we do not know what the status of those implementation plans are.

Therefore, we propose:

- that we meet with the city to determine what city plans will be implemented to improve the lighting and to install new lights where needed.

Trash and Litter

5. Trash and litter is a significant problem throughout our community. Apartment owners often neglect to maintain the trash disposal on their properties. There is nothing quite like garbage strewn throughout the street to suggest that our community is dirty and unhealthy to live in.

We know specific locations where this is an outrageous problem.

Therefore, we propose that we meet with the city:

- To encourage abatement and code compliance measures be implemented against owners of offending properties in order to clean up our community.

Over-building and Home Ownership

6. Many of our community problems stem from the over-building of this community and the high degree of absentee ownership. Fewer than 20% of this community own their own homes.

We announce our intention to:

- to meet with city officials make sure safeguards exist to prevent over-building and shoddy development in the future;
- to meet with lending institutions to promote home ownership opportunities for our community residents;
- and to examine the budgeting of city resources to guarantee that this community receives its fair share of resources.

Business

7. The continuing deterioration of our commercial districts hurts everyone. Residents loose out on needed businesses and business owners end up leaving our community.

We mourn the loss of Vons and Dunn Edwards Paints and what this represents.

We know that members of our community have been involved in discussions with Mr. Sol Price and Mr. William Jones about creating new business opportunities in our community.

We encourage those discussions and:

- We would like to formally invite Mr. Price and Mr. Jones to meet with more members of this community -- to discuss opportunities and to insure that community members' concerns and dreams are involved in the planning of future efforts.

Schools

8. In almost every house meeting schools were discussed. School safety and school curriculum were mentioned.

We believe that we need to help schools be more relevant to our family needs. Too many of our young people, not intending to go on to university, are not prepared to work any job other than fast food service -- clearly a job that does not provide a family wage.

We believe that his lack of economic relevance to school contributes to the violence and hopelessness in our community.

We know that our sister congregations throughout San Diego that are involved with SDOP, are working with the School District and the Hospital Council to create a new type of High School -- called the Medical / Biotechnical Academy. This Academy will be both prepare students for college, and prepare them for entry level jobs in the medical and health field.

We believe that linking schools more closely to career jobs after graduation is a critical priority.

Therefore, we pledge:

- to join with our sister congregations and participate in SDOP's major action with the School District and the Hospital Council, now planned for late May.

PLEDGE SHEET

Yes, I am committed to our 'Journey to New Life'... and I know that means I need to work to build community and to be a part of the solution to the problems facing our families in this community.

_____ I would like to meet with the police to discuss drugs, prostitution, and patrols.

_____ I would like to meet with the City to discuss lighting, trash, litter and vacant or deteriorated properties, and the over-building of our neighborhoods.

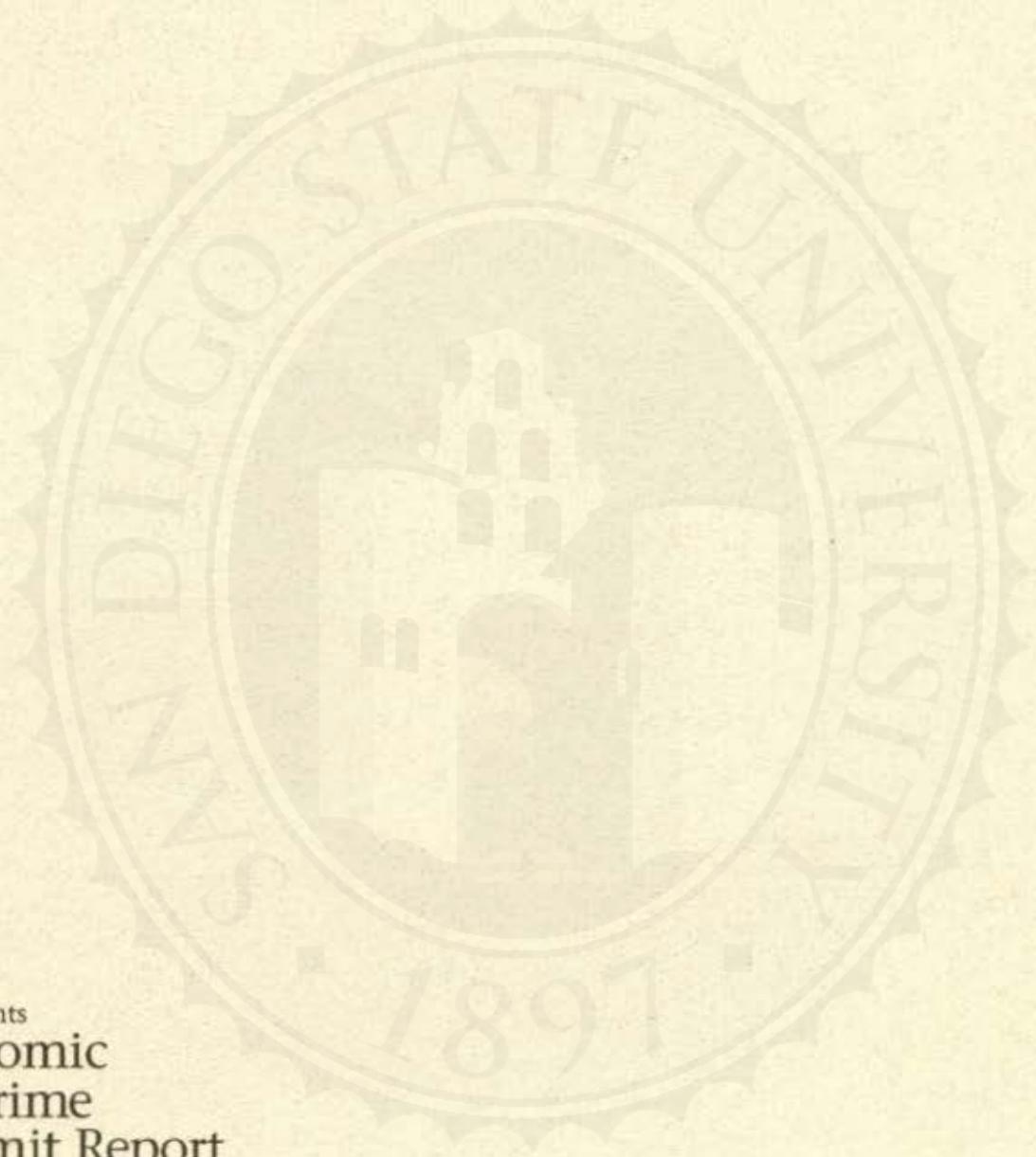
_____ I would like to be involved in discussions with Mr. Price and Mr. Jones about future economic opportunities in our community.

_____ I want to participate in the major meeting to create a new type of high school for our students.

Name: _____

Address: _____

Phone: _____



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Appendix G
Newspaper Articles

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