

# EMW-2016-CA-APP-00087

## Application Information

**Application Number:** EMW-2016-CA-APP-00087

**Funding Opportunity Name:** FY 2016 Countering Violent Extremism Grants

**Funding Opportunity Number:** DHS-16-OCP-132-00-01

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** Alameda County Sheriff's Office

**Organization ID:** 166

**Type:** Others (specify)

**Division:**

**Department:**

**EIN:** (b) (6)

**EIN Shared With Organizations:**

**DUNS:** 064165053

**DUNS 4:** 0000

**Congressional District:** Congressional District 09, CA

## Physical Address

**Address Line 1:** 1401 Lakeside Drive 12th Floor

**Address Line 2:** [Grantee Organization > Physical Address > Address 2]

**City:** Oakland

**State:** California

**Province:**

**Zip:** 94612-4305

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 1401 Lakeside Drive 12th Floor

**Address Line 2:** [Grantee Organization > Mailing Address > Address 2]

**City:** Oakland

**State:** California

**Province:**

**Zip:** 94612-4305

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Alameda County Sheriff's Office proposes to partner with Ta'leef Collective to build relationships between law enforcement and Muslim community through Focus Area #3: Managing Intervention Activities.

**Program/Project Congressional Districts:** Congressional District 13, CA

**Proposed Start Date:** Thu Dec 01 00:00:00 EST 2016

**Proposed End Date:** Fri Nov 30 00:00:00 EST 2018

**Areas Affected by Project (Cities, Counties, States, etc.):** The unincorporated areas of Alameda County including Ashland, Castro Valley, Cherryland, San Lorenzo, and Sunol; all fourteen (14) incorporated Alameda County cities of Alameda, Albany, Berkeley, Dublin, Emeryville, Fremont, Hayward, Livermore, Newark, Oakland, Piedmont, Pleasanton, San Leandro, and Union City; and the State of California.

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$500000
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$500000</b>

Is application subject to review by state under the Executive Order 12373 process? Program is not covered by E.O. 12372.

Is applicant delinquent on any federal debt? false

## Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Harry Bruno	(b) (6)	(b) (6)	Authorized Official Primary Contact Signatory Authority
Richard Lucia	(b) (6)	(b) (6)	Secondary Contact

## SF-424A

### Budget Information for Non-Construction Programs

Grant Program: Countering Violent Extremism Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$0
Fringe Benefits	\$0
Travel	\$0
Equipment	\$0
Supplies	\$0
Contractual	\$453750
Construction	\$0
Other	\$0
Indirect Charges	\$45375
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$0
<b>Income</b>	<b>Amount</b>
Program Income	\$0

How are you requesting to use this Program Income? [\$budget.programIncomeType]

Direct Charges Explanation: \$453,750

Indirect Charges explanation: Provisional de minimus 10% pending FICRA App.

## Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$63113	\$63113	\$63112	\$63112
Non-Federal	\$0	\$0	\$0	\$0

## Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$246675	\$0	\$0	\$0

Remarks:

# SF-424C

## Budget Information for Construction Programs

## Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Harry Bruno

Signed Date: Sat Sep 03 00:00:00 EDT 2016

Signatory Authority Title: Management Consultant

## Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Harry Bruno

Signed Date: Sat Sep 03 00:00:00 EDT 2016

Signatory Authority Title: Management Consultant

## Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Harry Bruno

Signed Date: Sat Sep 03 00:00:00 EDT 2016

Signatory Authority Title: Management Consultant

# Cover Page

*The Department of Homeland Security  
Notice of Funding Opportunity  
Fiscal Year 2016 Countering Violent Extremism (CVE) Grant Program*

Title of the proposal

**Operation E Pluribus Unum**

The name of the organization submitting the application

**Alameda County Sheriff's Office**

The focus area which is addressed by the application

**Focus Area 3: Managing Intervention Activities**

## Narrative

*"Policing agencies are unlikely to be successful in creating partnerships to address violent extremism until they establish trusting relationships with the communities they serve."<sup>1</sup>*

### Executive Summary

The "E Pluribus Unum" (EPU) project addresses *Focus Area 3: Managing Intervention Activities* to counter violent extremism in Alameda County, California. Led by the Alameda County Sheriff's Office (ACSO), EPU will provide evidence-based, culturally relevant mental health and support services to justice-involved individuals at risk for radicalization. ACSO will partner with community-based Ta'leef Collective (Ta'leef), which has extensive experience providing mental health and spiritual wellness services to Muslim inmates and other interested inmates, as well as reentry services to Muslim inmates, and the Deputy Sheriff's Activities League (DSAL), a non-profit providing recreational and educational activities designed to build relationships between law enforcement and area residents, to support participants' successful reentry to the community and decrease the risks of recidivism and radicalization. Alameda County agencies and partners will develop a protocol and referral network to identify and serve individuals in need of intervention and support. Upon referral, at least 60 inmates at Alameda County's two jails and 60 post-release clients in ACSO's Operation My Home Town (OMHT) reentry program will participate in a trauma-informed curriculum which includes one-on-one and group counseling. Reentry participants will also be eligible for paid transitional employment. Ta'leef will also lend its expertise to provide cultural competency training to at least 11 OMHT reentry case managers and 25 ACSO law enforcement officers, to increase understanding of and build stronger relationships with the Muslim community in Alameda County. The CVE program's two goals include 1) supporting the successful reentry of County residents involved in the criminal justice system who may be susceptible to radicalization and violent extremism; and 2) strengthening Muslim community relations with law enforcement and reentry systems. The cost of this program to the federal government is \$500,000. Cost per activity includes: \$135,000 for services to inmates; \$135,000 for services to OMHT clients; \$110,000 for stipends for OMHT clients; \$2,250 for training for OMHT case managers and ACSO sworn staff, and \$72,500 for program evaluation and dissemination of lessons learned, and \$45,250 for indirect costs. EPU will serve Alameda County residents, particularly the communities of west and east Oakland, Ashland/Cherryland, and Hayward where most county jail inmates return upon release.

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<sup>1</sup> Schanzer, D. The Challenge and Promise of Using Community Policing Strategies to Prevent Violent Extremism at <http://sites.duke.edu/tcths/files/2013/06/2015-full-report-FINAL1.pdf>

**Technical Merit**

The Alameda County Sheriff's Office (ACSO) and community-based nonprofits Ta'leef Collective and Deputy Sheriff's Activities League (DSAL) aim to implement E Pluribus Unum (EPU), an innovative, evidence-based program to identify and support justice involved adults considered susceptible to radicalization and violent extremism. Tying into existing ACSO and community efforts to strengthen community resiliency and prevent radicalization, partners will work with Probation, ACSO Corrections Deputies, and Clinical Case Managers in ACSO's OMHT reentry program to establish a referral network for identifying disenfranchised, system-involved individuals most at risk for extremist recruitment.

Our theory of change is that by (1) identifying attitudes, traumas, and history that are associated with vulnerability to extremism; (2) providing culturally competent, evidence-based interventions to jail inmates and reentry clients; and (3) providing positive post-release supports, including transitional supported employment, we will help alienated and disenfranchised citizens reintegrate with their communities. Further, by (4) building positive relationships among ACSO Community Policing Deputies, OMHT Clinical Case Managers and program partners, and members of the Muslim community, we will better serve the entire community. Our project will make Operation My Home Town more inclusive and address concerns that may lead individuals, absent intervention, to extremism. ***E Pluribus Unum:*** "from many, one" stands for one community woven from diverse strands.

County jail inmates and post-release reentry clients referred to EPU will receive wrap-around services to counter potential extremist attitudes, overcome trauma, and make positive life changes, including: a three-month trauma-informed curriculum; one-on-one mental health counseling; rehabilitative housing for low risk inmates, and transitional employment. Ta'leef will provide services for Muslim clients, both converts and individuals raised in the faith, as well as for people interested in exploring Islam. Inmates identified as being at risk of radicalization by other ideologies will be referred to Clinical Case Managers and/or a planned new Intensive Programming Unit in Santa Rita Jail, where inmates and case managers work through cognitive behavioral issues to increase pro-social attitudes and examine assumptions that lead to criminality and, potentially, violent extremism. Ta'leef's experienced staff will also provide workshops for Alameda County reentry Clinical Case Managers and law enforcement officers on Islamic sensitivity and cultural awareness and training on Ta'leef's trauma-informed curriculum. Our partner-

ship is not aware of any other existing partnership between a law enforcement entity that operates a large county jail, a community-based organization dedicated to outreach and education about Islam, and an evidence-based, Clinical Case Management reentry program.

EPU has two main goals, with objectives and measurable outcomes (Table 1)

<b>Table 1: E Pluribus Unum Goals, Objectives and Outcomes</b>	
<b>Goal 1: Support the successful reentry of Alameda County residents involved in the criminal justice system who may be susceptible to radicalization and violent extremism.</b>	
<b>Objectives</b>	<b>Outcomes</b>
<b>1.1:</b> Work with Criminal Justice Mental Health, Probation, Case Managers to identify individuals susceptible to radicalization and violent extremism. <b>1.2:</b> Develop a referral network to work with individuals who may be susceptible to VE. <b>1.3:</b> Develop a trauma-informed, evidence-based curriculum for system-involved adults. <b>1.4:</b> Offer curriculum, including one-on-one and group sessions, to 60 inmates in Santa Rita Jail and Glenn Dyer Detention Facility and 60 reentry clients. <b>1.5:</b> Provide paid internships for further successful reentry to 80 EPU clients.	Number of referrals to EPU Number of inmates completing 3-month curriculum Number of OMHT clients completing 3-month curriculum Changes in pre-post assessments, e.g. heightened empathy / compassion, decreased impulsivity Number of participants engaged in supported transitional employment at Dig Deep Farms
<b>Goal 2: Strengthen Muslim community relations with law enforcement and reentry case managers.</b>	
<b>Objectives</b>	<b>Outcomes</b>
<b>2.1:</b> Provide Islamic sensitivity and cultural awareness trainings for 11 OMHT case managers. <b>2.2:</b> Provide Islamic sensitivity and cultural awareness trainings for 25 ACSO law enforcement officers. <b>2.3:</b> Expand awareness of EPU through social media	Number of OMHT case managers trained Number of ACSO sworn staff trained Increase in reported understanding of issues faced by Muslim inmates and reentry clients

**Goal 1: Support the successful reentry of justice-involved Alameda County residents who may be susceptible to radicalization and violent extremism.**

**Objectives 1.1, 1.2:** The Project Coordinator, an ACSO Sheriff's Deputy stationed at Santa Rita jail (provided through leveraged resources), will work with Ta'leef and staff from Probation, the

two Alameda County jails, Criminal Justice Mental Health, and OMHT to develop a set of criteria for identifying and referring individuals at risk for radicalization. The referral tool will be refined and implemented at all participating agencies within the first three months of the project. The existing OMHT network includes mental health professionals who have experience working with individuals at risk of radicalization through a variety of influences: domestic terrorism, white supremacist movements, anti-government extremists, or extremists claiming ties to Islam.

**Objective 1.3:** Ta'leef's licensed clinicians ((MFTi, MFT, LCSW) and subject matter experts will revise their existing reentry curriculum to address issues related to susceptibility to violent extremism for system-involved adults. This 3-month trauma-informed curriculum will draw on practices from the Islamic tradition, the Mindfulness-Based Stress Reduction protocol developed by Dr. Jon Kabat-Zinn, and Dr. Daniel Goleman's Emotional Intelligence work. Participants will learn to identify and transform violent mindsets and behaviors, and replace them with positivity, resilience, and a more compassionate understanding of the world. Topics will include re-writing personal narratives, emotional awareness and literacy, radicalization within Islamic understanding, and transforming negative core beliefs. We will develop a pre- and post-evaluation survey to assess program impacts, including changes in compassion, empathy, and impulsivity.

**Objective 1.4:** Within 6 months of award, Ta'leef Collective will offer this tailored curriculum to referred individuals at both correctional sites and to one cohort of reentry clients through OMHT. Cohorts will be no more than 15 participants to provide a safe "container" for participants to explore the curriculum. During weekly 2-hour sessions over 3 months, group sessions will include best practices in prayer and meditation, group-process modalities, peer counseling, and social and emotional learning. Recognizing that the majority of the participants are carrying some form of trauma, participants will learn about the physical, mental, and emotional effects of trauma; its origins and symptoms, as well as the newest findings on trauma and attachment. Top graduates will return to the next cohort as peer facilitators, building cohesion and peer buy-in. In addition to the weekly group sessions, Ta'leef's licensed clinical staff will provide one-on-one, individualized spiritual guidance and counseling to all participants, allowing them to explore the curriculum in more depth. A commencement ceremony will recognize the work that each cohort has done. 6 cohorts will complete the curriculum each year (2 at SRJ, 1 at GDDF, and 3 at OMHT) and serve a total of at least 120 participants over the two-year project period.

**Objective 1.5:** Upon release from jail, many offenders struggle to financially support them-

selves. Operation E Pluribus Unum reentry participants who complete the curriculum will be eligible for paid transitional employment/internships, providing much-needed income, strengthening connections to their community and providing possible future employment opportunities. DSAL will oversee the internship placement and serve as fiscal sponsor. We are working with local chambers of commerce to identify internship opportunities at Muslim-owned businesses for participants who seek stronger connections with the Muslim community as part of their reentry. Roots Community Health and Mirchi Café have already committed to providing opportunities.

## **Goal 2: Strengthen Muslim community relations with law enforcement**

**Objective 2.1:** Ta'leef Collective will offer a three-part workshop (2 hours each session) to OMHT's reentry case managers to increase their understanding of Muslim community issues and train them on the basic concepts of Ta'leef's trauma-informed curriculum. The trainings will strengthen these direct service providers' skills and capacity to effectively serve Muslim and other clients who are suffering from trauma and disenfranchisement, and increase their understanding of the factors potentially leading to radicalization and violent extremism. At least 11 case managers will receive this training.

**Objective 2.2:** Ta'leef Collective will also offer group training on Islamic sensitivity, cultural awareness, and the basics of the CVE curriculum to ACSO sworn personnel. At least 25 sworn staff in the Crime Prevention and Corrections units will receive this training.

(Pre- and post-workshop surveys will measure understanding of key issues for Muslims both in the community and in the corrections system; knowledge of resources to support Muslim clients)

**Objective 2.3:** Information about this partnership will be shared on ACSO's social media sites (i.e., Twitter, Instagram, Facebook) to highlight the increased collaboration and communication between law enforcement and community organizations and businesses.

<b>Table 2: E Pluribus Unum Timeline</b>	
<b>Activity</b>	<b>Timeline</b>
<b>Goal 1: Support the successful reentry of Alameda County residents involved in the criminal justice system who may be susceptible to radicalization and violent extremism.</b>	
Launch meeting w/project partners	January 2017
Develop evaluation plan and data collection/analysis timeline	March 2017
Ta'leef Collective hires counselors	February 2017
Develop and launch referral network	March 2017

Revise and adapt Ta'leef EPU curriculum and pre- and post-survey	May 2017
Implement Ta'leef EPU curriculum at two jails and OMHT	June & Oct 2017, Jan & Apr 2018,
Provide paid internships for reentry participants	June 2017 - ongoing
Evaluate program impacts	Ongoing
<b>Goal 2: Strengthen Muslim community relations with law enforcement and reentry case managers</b>	
Develop trainings for case managers and law enforcement	May 2017
Provide trainings for case managers and law enforcement	June - Aug 2017
Evaluate training impacts	August 2017
Promote program on social media	Ongoing

**Measuring success: Outcomes & Data:** We will contract with Action Research International (ARI) to conduct an innovative research-based, collaborative evaluation process. The ARI approach uses Collaborative Pathway Modeling, developed as part of a USDA/AFRI-funded 5-year Food Dignity action research project in which ACSO was a partner, and the Systems Evaluation Protocol (SEP), developed by the Cornell Office for Research on Evaluation with grants from the National Science Foundation. The approach surfaces insights about community realities and needs from all parties: affected/involved community members, partner staff, community leaders, and staff and leaders of ACSO -- leading to solutions shaped by integrated community and project partner expertise. The SEP helps develop high-quality evaluation plans grounded in deep understanding of the program and its context. A logic model and a visual "pathway model" articulate the program's theory of change. Collaborative Pathway Modeling (CPM) involves key project stakeholders, especially community members whose voices and expertise are often not integrated into program design. ARI facilitators will meet with key community members and project partners in a series of small-group discussions and interviews. This input is synthesized into a pathway model which visually connects each activity to short and long-term outcomes. It shows inter-related causality and change in a complex environment and articulates how incremental changes will unfold and, over time, reinforce each other to lead to larger impact. Evaluation planning will clarify key activities, outcomes, and relevant indicators for each goal and ask, for each target outcome, "How do you get there?" and "What does it look like when that happens?"

**Needs Analysis**

**Community-based Interventions to Counter Violent Extremism:** The number of violent extremist groups in the United States grew in 2015<sup>2</sup> fueled by anti-immigrant sentiment, anti-government resentment, recruiting by Islamic extremists, and backlash to terrorist acts. From 2014 to 2015, the number of known jihadists plotting attacks in the U.S. grew 800% (from 4 to 32)<sup>3</sup>. At the same time, Ku Klux Klan groups grew by 264% and black separatist hate groups grew by 159%<sup>4</sup>. For every act of violent terrorism, secondary casualties are caught in the racism, discrimination, distrust, and surveillance engendered by violence. There is no definitive set of risk factors for who is likely to turn to extremism<sup>5</sup>; however, individuals--primarily young men--who are disenfranchised, searching for meaning and a sense of community, and those with poor psychological adjustment<sup>6,7</sup>, or a history of abuse, criminality, or a predisposition to violence<sup>8</sup> are more susceptible to radicalization.

Multiple studies have shown that the most effective way to combat violent extremism is to prevent radical ideologies from taking hold<sup>9</sup>. Law enforcement alone cannot stop “lone wolf” or group efforts to commit terrorist acts. Effective Countering Violent Extremism (CVE) efforts must include collaboration between law enforcement and the communities most susceptible to ideological recruitment<sup>10</sup>, putting community members at the forefront of efforts to build resilience against violent extremism, and building trust with communities impacted by radical ideolo-

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<sup>2</sup> SPLC's *Intelligence Report: Amid Year of Lethal Violence, Extremist Groups Expanded Ranks in 2015*. Southern Poverty Law Center, February 17, 2016.

<sup>3</sup> <http://securitydata.newamerica.net/extremists/analysis.html>

<sup>4</sup> SPLC's *Intelligence Report*, *ibid*.

<sup>5</sup> Federal Bureau of Investigation, Countering Violent Extremism Office, Washington, D.C.

<sup>6</sup> United States Attorney's Office District of Massachusetts. *A Framework for Prevention and Intervention Strategies*. February 2015.

<sup>7</sup> Weine, S. M., Ellis, B. H., Haddad, R., Miller, A. B., Lowenhaupt, R., & Polutnik, C. *Supporting A Multidisciplinary Approach to Violent Extremism: The Integration of Mental Health in Countering Violent Extremism (CVE) and What Law Enforcement Needs to Know*. College Park, MD: START, 2015.

<sup>8</sup> Jensen, M., et al., *ibid*.

<sup>9</sup> United States Attorney's Office District of Massachusetts, February 2015, *ibid*.

<sup>10</sup> The White House. *Empowering Local Partners to Prevent Violent Extremism in the United States*, August 2011.

gies and concomitant increased surveillance, racial profiling, and discrimination<sup>11, 12</sup>. Basing violence prevention efforts in mental health approaches and embedding these efforts in existing community programs also offers promise for building community buy-in and participation, which are critical to the success of CVE initiatives<sup>13</sup>.

**Countering Violent Extremism in Alameda County:** One of the many challenges to preventing violent extremism is identifying individuals who may be susceptible to extremist ideology. In the years since 9/11, extremism inspired by Islamist movements has attracted some young people of Muslim heritage. The San Francisco Bay Area has one of the largest Muslim communities in the U.S., comprised of a diverse racial and ethnic mix, including South Asians (30%), Arabs (23%), Afghans (17%), African Americans (9%), Asian/Pacific Islanders (7%), Whites (6%), and Iranians (2%). Alameda County is home to the largest percentage (37%) of the Bay Area's Muslims, with high concentrations of African American and Afghani Muslims. Overall, they make up an ethnically, linguistically and socio-economically diverse community: on average, highly educated, engaged in civic life, and highly entrepreneurial in engineering, science, and the arts. However, one third of Muslims in Alameda County make less than \$40,000 in household income annually with Hispanic, Afghani, and African American Muslims at the lowest end of this economic spectrum<sup>14</sup>. A growing majority of Muslims is experiencing a tangible sense of disconnect and isolation. A recent study found that 40% of Bay Area Muslims had experienced significant personal discrimination and 23% said they had been victim of hate crimes<sup>15</sup>. These social, spiritual, and economic uncertainties are compounded by external discrimination, political Islamophobia, and negative media portrayals<sup>16</sup>.

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<sup>11</sup> Schanzer, D., et al

<sup>12</sup> Weine, S. and Ahmed, O. *Building Resilience to Violent Extremism Among Somali*

-Americans in Min

*St. Paul*. Final Report to Human Factors/Behavioral Sciences Division, Science and Technology Directorate, U.S. Department of Homeland Security. College Park, MD: START, 2012.

<sup>13</sup> Weine, S. and Ellis, B. *Best Practices for Developing Resilient Communities and Addressing Violent Extremism*. College Park, MD: START, October 2015.

<sup>14</sup> Senzai, F., and Bazian, H. *The Bay Area Muslim Study: Establishing Identity and Community*. Institute for Social Policy and Understanding, May 2013.

<sup>15</sup> Ibid.

<sup>16</sup> Selod, S. *Citizenship Denied: The Racialization of Muslim American Men and Women post-9/11*. Critical Sociology 2015, Vol. 41(1) 77-95.

Currently, an estimated 123 Muslims<sup>17</sup> are incarcerated in Alameda County's two jails (Santa Rita Jail and Glenn Dyer Detention Facility), approximately 5% of the 2,431 inmates<sup>18</sup>. Specific race/ethnicity data for Muslim inmates is not available; however, the vast majority of Muslim inmates in the U.S. are African American converts. Inmates may participate in Ramadan and Jum'ah prayer services led by a Muslim chaplain, and have access to Qurans. However, Muslim inmates do not have access to culturally relevant pre-release services to support successful reentry. Upon release, 59%<sup>19</sup> of inmates return to the Alameda County communities of west and east Oakland, Hayward, San Leandro and unincorporated Ashland/Cherryland, neighborhoods with persistent high poverty<sup>20</sup>, higher than county average rates of crime and unemployment, and lower than average income and educational attainment, which increase the risks of alienation, recidivism and radicalization. Structural violence and poverty create trauma in communities, prevent people from meeting basic needs and break down social networks, relationships and positive norms—all of which could protect against crime and the appeal of ideological extremism<sup>21</sup>. While ACSO reports no investigations into violent extremism in the last three years from any source we believe it is vital to be alert to potential threats from individuals who are already justice-involved as well as to develop respectful, trusting relationships with Alameda County's large Muslim population.

**Gaps in expertise, capability, or knowledge among locally based coalitions engaged in intervention:** For more than a decade, ACSO has worked to create a comprehensive, inclusive, community-based network of services and opportunities to combat disinvestment, disenfranchisement, and crime, particularly in the unincorporated areas of Ashland/Cherryland. (See ACSO's Byrne Criminal Justice Innovation grant Implementation Plan in Appendix A). ACSO's *Operation My Home Town*, with 11 case managers providing pre- and post-release mental health counseling and a wide range of connections to local community resources, has emerged from these efforts and serves approximately 250 clients per year. OMHT participants, for in-

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<sup>17</sup> The number of individuals participating in Ramadan in 2016.

<sup>18</sup> Alameda County Sheriff's Office, August 2016.

<sup>19</sup> Alameda County Probation Department. *A Look into Probation Monthly Report*. July 2013.

<sup>20</sup> Persistent Poverty in Alameda County, 1970-2013. <http://ac-hcsa.maps.arcgis.com>

<sup>21</sup> Paintbrushes, H., Davis, R., and Williams, M. *Adverse Community Experiences and Resilience: A Framework for Addressing and Preventing Community Trauma*. Prevention Institute, 2015.

stance, recidivate at substantially lower rates than peers who are not involved in EPU and are more successful finding employment and housing upon release from jail<sup>22</sup>. Currently, however, there is a lack of coordination among public agencies to identify and intervene with individuals who may be susceptible to violent extremism. ACSO personnel are not adequately trained to understand the complex issues that lead disenfranchised residents to convert to radical ideologies, and OMHT case managers are not trained to provide relevant services to counter these inclinations. The *Ta'leef Collective* and its community partners, on the other hand, are deeply engaged in supporting Alameda County's Muslim residents, including its reentry population, but do not have a strong relationship with the reentry network in the county that could provide a referral network for services and supports for vulnerable individuals, which could prevent them from heading down the path of violent extremism.

**Addressing gaps.** As described in more detail in the Technical Merit section, EPU will create a collaborative approach to ensure that inmates and reentry clients are receiving evidence-based, culturally relevant supports that can combat their isolation and disenfranchisement. EPU will build on more than a decade of work by ACSO to transform policing and crime prevention in Alameda County: infusing evidence-based resources at multiple points within the social fabric where the most vulnerable are found; bringing together institutions and experts to generate fresh resources and solutions; and redirecting resources toward pro-active, community policing based on building authentic relationships with the community.

In 2010, OMHT began working with Santa Rita Jail (SRJ) to introduce new elements into reentry and transform the jail into a rehabilitation system. OMHT participants in SRJ are encouraged to view their jail time as time spent in "Reentry-Based Incarceration" (RBI). The RBI model includes a discrete housing unit within SRJ, where inmates are assisted to make constructive use of their time in jail to change their lives and reengage with their families so that reentry is a fresh start. Minimum- and medium-risk EPU participants at SRJ will be housed in this unit and receive the same level of supports in addition to group and one-on-one counseling from Ta'leef counselors, further enhancing their potential for successful reentry.

EPU will address the needs of inmates before they face the multiple challenges of finding a job, finding a home, and re-integrating into challenged communities, and continue to support

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<sup>22</sup> Community Building as Community Policing: A Decade of Law Enforcement and Relationship Building in Unincorporated Alameda County, California, September 2015.

them post-release. OMHT Clinical Case Managers, Corrections staff, and Criminal Justice Mental Health services will develop protocols for identifying and referring susceptible individuals from all faith/cultural backgrounds. ACSO sworn staff and OMHT case managers will receive training to ensure that inmates, OMHT clients, and susceptible residents receive more culturally competent care. Beyond that, increased cultural sensitivity will improve trust and communication between law enforcement and the Muslim community, which is essential to a collaborative approach for addressing the threat of violent extremism.

**Expanding Public Awareness:** As part of EPU, ASCO's Multimedia unit and Public Information Officers will use social media and traditional media to highlight collaboration among EPU partners, countering negative stereotypes, fostering a culture of respect, tolerance and inclusiveness, and increasing awareness of existing resources and services to support the Muslim community, including its most vulnerable residents. Ta'leef Collective senior leadership also have the ear of Muslim communities and policy makers around the country. Ta'leef's Associate Director and Board Member **Diego Arancibia**, along with 14 other Muslim civic leaders, met with President Obama in February 2015 to discuss the Muslim community's concerns around the rise of anti-Muslim bigotry and Islamophobia and efforts made by the community to counter extremism. Also at the meeting were National Security Advisor Susan Rice, Deputy National Security Advisor for Strategic Communications Ben Rhodes, and White House Senior Advisor Valerie Jarrett.

**Measuring Success.** As described in the Technical Merit section, outside evaluators ARI will create an innovative, cross-systems evaluation plan to create indicators and a data collection plan that enables our team to articulate how the relationships among OMHT Case Managers, Ta'leef clinicians and facilitators, inmates and reentry clients, and ACSO Corrections staff have shifted during the course of the EPU project, and whether that correlates to reduced recidivism and changes in attitudes.

**Expertise**

The **Alameda County Sheriff's Office** will serve as lead on this project. A Sheriff's Deputy (.25 FTE) stationed at SRJ will provide project oversight and regular communication to ACSO leadership. ACSO has received national recognition for its innovative, community-driven approach to addressing the public safety, public health, and economic problems faced by low income communities and is committed to supporting the growth of broad-based community leadership and fostering relationships that share responsibility for improved public safety. More information on ACSO's BCJI-funded resiliency initiatives is provided in Appendix A, our whole-of-society plan for neighborhood revitalization based on community policing and economic development.

**Ta'leef Collective** has been promoting a sustainable, integral practice of Islam since its inception in 2002. Through weekly classes, one-on-one support, and a variety of retreats and training programs, Ta'leef continues to innovate approaches in which its beneficiaries can embrace a moderate translation of Islam. Ta'leef's reentry program provides support and financial assistance to the formerly incarcerated, including a monthly Support Circle and an annual reentry retreat.

Ta'leef Academy provides hands-on training to community care providers with the practical tools for a life of service. Ta'leef Wellness provides supervised clinical therapy and counseling to clients in the Bay Area and Chicago. Founding Director **Usama Canon** embraced Islam in 1996 and has been a student of the tradition ever since, studying various Islamic Sciences under some of today's foremost scholars. During the last decade, Usama served as Outreach Director and Arabic Instructor at Zaytuna Institute, as well as a Muslim Chaplain for the California Department of Corrections and Rehabilitation. Wellness Director Micah Anderson is an MFT intern with a humanistic-existential lens, focusing on trauma-informed approaches and mindfulness-based interventions. Facilitator **Vinny Ferraro** started facilitating groups in 1988, volunteering in Correctional Facilities, halfway houses and foster care. He became Training Director for Challenge Day, leading workshops to more than 100,000 youth. He is now the Senior Trainer for Mindful Schools in Oakland, a Mindfulness instructor and a nationally recognized leader in designing and implementing evidence based interventions for at-risk youth.

**Action Research International**, with 30 years of innovative evaluation and research experience, will conduct a comprehensive evaluation of EPU. **DSAL** will be the fiscal sponsor for supported transitional employment for EPU participants at Dig Deep Farms and local businesses.

**Budget Narrative**

<b>Ta'leef Collective:</b> The Ta'leef Collective will be providing pre- and post-release to inmates and reentry clients, and training to ACSO staff, as described below.			Year 1:	\$142,000
			Year 2:	\$128,000
			<b>Total:</b>	<b>\$270,000</b>
<b>Ta'leef Collective Budget Item</b>	<b>Rate</b>	<b>Units</b>	<b>Amount</b>	<b>Total</b>
<b>Preparation</b>				<b>\$14,400</b>
<i>Curriculum Development and Training of Clinical Staff:</i> covers 50 hrs of curriculum writing by 2 staff, plus 20 hrs of training	100	2	70	\$14,000
<b>Incarcerated Services</b>				<b>\$120,000</b>
<i>Group Sessions:</i> 2 clinicians will run each group (6 total groups, 12 weeks long at 2 hrs per session)	100	2	144	\$28,800
<i>One to One sessions:</i> 150 participants receive 12 hours of one/one counseling, (4 clinicians)	100	3	300	\$90,000
<i>Transportation/Mileage:</i> covers roundtrip transport to program sites for each staff	.54	3	741	\$1,200
<b>Post Release Services</b>				<b>\$120,000</b>
<i>Group Sessions:</i> 1 clinician will run each group (6 total groups, 12 weeks long at 2 hrs per session)	100	2	144	\$28,800
<i>One on One Sessions:</i> 150 participants receive 12 hours of one/one counseling, divided among 3 clinicians (35-40 per clinician; 3-4 per cohort)	100	3	300	\$90,000
<i>Transportation/Mileage-</i> covers roundtrip transport to program sites for each staff	.54	3	741	\$1,200
<b>Cultural and Sensitivity Training</b>				<b>\$1,600</b>
<i>Law Enforcement Officers:</i> 6 hrs	100	1	6	\$600
<i>Case Managers:</i> 6 hrs	100	1	6	\$600
<i>Transportation/Mileage-</i> roundtrip for 6 total sessions	.54	1	123	\$400
<b>Misc. Materials</b>				<b>\$800</b>
<b>Subtotal</b>				<b>\$256,400</b>
<b>Admin 5%</b>				<b>\$13,600</b>
<b>Total</b>				<b>\$270,000</b>

**1. Trauma-Informed CVE Curriculum Development and Program Preparation**

Curriculum Development: Ta'leef Collective will provide weekly group sessions which will follow Ta'leef's trauma-informed, evidence-based CVE curriculum, currently in development. Our

curriculum will allow participants to identify and transform both violent and extremist behavior, replacing them with positivity, resilience, and a more compassionate understanding of the world. Drawing on practices from within the Islamic tradition, as well as the Mindfulness-Based Stress Reduction protocol developed by Dr. Jon Kabat-Zinn and the Emotional Intelligence work of Dr. Daniel Goleman, Ta'leef's weekly groups will be a proprietary synthesis of best practices in prayer and meditation, group-process modalities, peer counseling, and social and emotional learning models. Modules from the curriculum will include focuses such as: Mindfulness, Impulsivity, Emotional Awareness and Literacy, Forgiveness, Radicalization within Islamic Understanding, Transforming Negative Core Beliefs, Gender and Race Conditioning, Non-Violent Communication Skills and Active Listening, Re-writing Personal Narratives, Empathy and Compassion Ta'leef's CVE curriculum will impart the tools and competencies necessary to overcome trauma, transform negative and harmful beliefs and behaviors, and make positive life changes. Recognizing that the majority of the demographic we will be working with is carrying some form of trauma, throughout the 3-month program, participants will learn about the physical, mental, and emotional effects of trauma; its origins, symptoms, as well as the newest findings on trauma and attachment based on the work of leading experts. Timeframe: within first 6 months of Program launch. Total cost: \$14,000

**2. Direct Services to Both Incarcerated and Post Release Participants:** The weekly groups will be in a cohort model over the course of 3 months, for 2 hour sessions. Ta'leef will provide both clinicians under California State Board of Behavioral Sciences Supervision (MFTi, MFT, LCSW) as well as non-clinician spiritual thought-leaders, to help facilitate both the groups and the individual sessions. Ta'leef Collective also plans to run pre and post evaluations on the cohort, to examine the efficacy of the program, which will evaluate compassion, empathy, and impulsivity. A commencement ceremony at the end of each cohort will recognize the work that the participants have done. As described above, each "pair" of cohorts will include one running inside a facility and another with OMHT (2 cohorts at Santa Rita, 1 at Glen Dyer and 3 with Operation My Home Town) All activities for a particular cohort will be performed on the same day/single day each week (ex: Monday group session for 10-15 participants in the morning/2h session, followed by individual sessions for all participants throughout the day, with the 4 facilitators seeing ~4 inmates each). **In sum, each of the ~150 participant receives 24 hours of group therapy (via 12 sessions) and 12 hours of one on one counseling/support.** Time Frame:

starting within 6 months after program launch and running through the end of the grant, with 3 program cycles (pairs of cohorts) annually. Cost of incarcerated services: \$120,000

Cost of post release: \$120,000

**3. Alameda Case Worker/Officer Trainings:** Ta'leef Collective has been at the forefront of translating traditional Islamic knowledge and understanding to the world for over a decade. Our quarterly "introduction to Islam" courses have been attended by hundreds of Bay Area residents, and our Fremont and Chicago campuses provide a safe and nonjudgmental space where anyone—Muslims or not—can come explore what Islam is. This gives us the unique vantage point to continue this trajectory, providing group and individual training sessions for OMHT Clinical Case Managers, ACSO deputies, and probation officers on an as-needed basis providing both Islamic sensitivity and cultural awareness sessions, as well as trainings in the basic concepts of Ta'leef's trauma-informed CVE Curriculum mentioned above. 1 Clinician or thought leader will run each workshop/training, with a target of 3 total trainings (for each caseworker and officer groups), 2 hrs a session. Time Frame: within one year of participant cohort's launch. Total Cost: \$1,600

<b>Evaluation:</b> Outside evaluator from Action Research International, to facilitate the completion of the required state and federal evaluation reports, assisting with data collection and analysis as well as reporting.	Year 1:	\$37,500
	Year 2:	\$36,250
	<b>Total:</b>	<b>\$73,750</b>
<b>DSAL:</b> Client supported transitional employment stipends. Stipends for clients' transitional employment positions e.g. Dig Deep Farms, Muslim-owned businesses, and other local enterprises. \$500-\$3000 per stipend, average \$1000 per stipend)	Year 1:	\$50,000
	Year 2:	\$60,000
	<b>Total:</b>	<b>\$110,000</b>
<b>9. Total Direct Costs</b>	Year 1:	\$229,500
	Year 2:	\$224,250
	<b>Total:</b>	<b>\$453,750</b>
<b>10. Indirect Costs: 10% x Total Direct Costs</b>	Year 1:	\$22,950
	Year 2:	\$22,425
	<b>Total:</b>	<b>\$45,375</b>
<b>12. Total Costs</b>	Year 1:	\$252,450
	Year 2:	\$246,675
	<b>Total:</b>	<b>\$499,125</b>

**Attachments****Ongoing Community Resilience and Prevention Planning.**

Attached is the BCJI Implementation Plan, “Ashland/Cherryland Rising” and “Community Building as Community Policing”

**Indirect Cost Rate Agreement.**

The Alameda County Sheriff's Office is in the process of applying for an Indirect Cost Rate Agreement. We are using a provisional 10% de minimis rate.



# Ashland-Cherryland Rising

Alameda County Sheriff's Office  
Byrne Criminal Justice Innovation Grant  
**Implementation Plan**

2015-2018

*Ashland + Cherryland*



Community Planning for a Bright Future!

Prepared by

Jayne Williams, M.A.

Hatchuel Tabernik & Associates

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# **(1) Planning Phase Narrative: Ashland-Cherryland Rising**

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## **A. Planning Process and Methods**

**Who was involved in your planning process? Which of these partners were involved in determining the planning strategy? What was the process for agreeing on a planning strategy?**

The Alameda County Sheriff's Office (ACSO), the Office of Alameda County Supervisor (District 4) Nate Miley, the Deputy Sheriff's Activities League (DSAL)/REACH Ashland Youth Center, and research partner Hatchuel Tabernik & Associates launched the Ashland-Cherryland Rising planning process in October 2014. ACSO was the lead applicant, fiscal agent and law enforcement partner for the Byrne Criminal Justice Innovation grant proposal, which builds on nearly a decade of work in the Ashland and Cherryland neighborhoods of unincorporated Alameda County to combat long-term disinvestment, disenfranchisement, and crime. The purpose of the launch meeting was to (1) provide information about the BCJI grant so that all attendees could determine the appropriate level of participation for their agencies; (2) to collectively determine the planning approach and process; and (3) to determine who else needed to be at the table going forward.

Over the next two months, these core partners developed a multi-sectoral "Engine Team" that met weekly from November 2014 through April 2015 and bi-weekly thereafter. The Engine Team included representatives of organizations and agencies that had been instrumental in developing the BCJI proposal "Cherryland-Ashland: Beyond Crime," (the original title of the initiative, later changed to Ashland-Cherryland Rising), as well as other organizations whose resources and missions aligned with the work outlined in the BCJI proposal. These included:

Members of the Eden Area Livability Initiative Phase II (EALI II) working groups in Public Safety/Realignment, Economic Development, Education, Agriculture/Environment; Alameda County Economic & Civic Development Department, the Healthy Homes Department, and Housing and Community Development Departments Alameda County Social Services/Workforce Development; Alameda County Health Care Services Agency; a resident of Cherryland; a resident of Ashland; the Castro Valley-Eden Area Chamber of Commerce; Alameda County Social Services Agency and the Ashland Cherryland Food Policy Council. Supervisor Miley's office was represented by staff focusing on several initiatives: school/community engagement, rent stabilization, and the overall EALI II initiative, which Supervisor Miley's office launched in 2013 to develop a set of Livability Principles identifying regional and local beliefs that will be used as a guideline to develop an integrated approach for future planning, development, land use and service delivery decisions within the urban unincorporated area of the county. The office of Supervisor Wilma Chan, whose district includes part of Ashland, was also represented on the Engine Team. The Engine Team also included two Community Policing Sheriff's Deputies stationed at the REACH Ashland Youth Center and a DSAL Community Organizer and Cherryland resident who started her leadership trajectory as a parent volunteer in the DSAL Youth Soccer League. As the planning process continued, the Engine Team was joined by the Alameda County First 5 early childhood agency, REACH Ashland Youth Center staff, the American Red Cross, and the Alameda County Community Food Bank.

All these partners were involved in determining the planning strategy, which evolved as the Engine Team grew and new efforts and data sources came to light. The planning strategy, arrived at by consensus among the Engine Team members, centered on addressing research-defined individual-level and community-level criminogenic risk factors and gathering community input and

support through participatory research, for activities that would mitigate risk factors and increase protective factors within the target neighborhoods.

The planning approach had two overarching principles:

- Leveraging existing initiatives and structures. Over the past several years, multiple initiatives have taken root in the Ashland and Cherryland neighborhoods, focusing on enhancing the neighborhoods' physical and social infrastructure and combating crime. These include.
  - EALI II and its work groups in Economic Development, Public Safety and Realignment, Agriculture and Environment, Education, and Governance. The work groups included representatives of the communities that make up the Eden Area (the urban unincorporated areas of Alameda County, which include Ashland and Cherryland), public agencies, CBOs and neighborhood associations.
  - The Community Health and Wellness Element for Ashland and Cherryland of the Alameda County General Plan. Through the Health & Wellness planning process, the Ashland and Cherryland community members examined factors that affect their social and physical well-being, including physical activity, healthy food, bicycle and pedestrian safety, air quality, homelessness, healthy housing, preventive health care, public safety, and others.
  - Ashland-Cherryland Business District Specific Plan. A project team from the Community Development Agency is working closely with the County and stakeholders to revise and update the existing ACBD Specific Plan, adopted in 1995. The project is deeply rooted in community engagement and includes analysis of market conditions, mobility and circulation, parking impacts, and civil infrastructure.
  - The DSAL Soccer League, which has grown from its inception in 2008 to a league with over 1500 youth participants and 200 parent/adult volunteers, as well as paid part-time officiating jobs for league alumni. The Soccer League has evolved into a community resource for social and bridging capital and a strong pipeline for emerging leaders in Cherryland, and to a lesser extent, in Ashland.
  - All In – Alameda County: The New War on Poverty, an initiative focusing on economic empowerment and ending hunger in the county by 2020, sponsored by Supervisor Wilma Chan. Family economic empowerment was the main strategy that intersected with the Engine Team's work

With the wealth of existing data, surveys, community charrettes, working groups, and reports that had emanated from Ashland and Cherryland since 2013, the Engine Team decided to minimize “initiative fatigue” in the neighborhood and utilize existing data to the extent possible, utilizing small-scale community meetings to inform residents about the themes and trends and about the BCJI grant and activities in the neighborhood that were already underway and to solicit input about their top priorities, concerns, and community assets.

- Focusing on systems change and community development. The Engine Team agreed with the approach taken in the BCJI proposal that making permanent changes in crime patterns in Ashland and Cherryland will require sustained and coordinated efforts to reverse decades of disinvestment in the neighborhoods, well beyond identifying crime patterns and focusing law enforcement resources on hot spots. The systems changes identified included:
  - Economic development and entrepreneurship. Ashland and Cherryland's commercial corridors have been underutilized for many years; manufacturing has left the area, and

retail has moved to malls outside the business district. The Engine Team agreed that focusing on community-driven, creative economic development, such as incubating social enterprises and developing multi-use public spaces, would help to shift perception of the neighborhoods as an “economic desert” with limited opportunities; create positive foot traffic; build resident confidence and investment in the neighborhoods; and provide job opportunities for young people and adults. This aligns with the ACBD Specific Plan project outlined above.

- Rebuilding social capital. Concurrently with economic disinvestment, “social disinvestment” had created a pervasive sense of isolation and powerlessness among residents, particularly in large apartment complexes in Ashland, where transiency rates are high. The Engine Team wanted the Ashland-Cherryland Rising initiative to empower residents by recognizing them as problem solvers; using their strengths and interests to, identify and support a cadre of grassroots community leaders, and facilitate the growth of organic relationships among residents through a series of interconnected networks, e.g. neighborhood watch groups, school volunteers, lending circles and entrepreneurship classes, block parties and other social events.
- Addressing reentry and restorative justice. The Sheriff’s Office has estimated that as many as 30% of the residents of Ashland and Cherryland aged 15 and over are currently or have been involved with the criminal and/or juvenile justice systems. A plan to revitalize the neighborhood would have to take into account this high rate of exposure to the criminal justice system and find mechanisms to include re-entering and formerly incarcerated residents in a way that would strengthen community.

**Describe your research methods for problem analysis (including crime analysis) and hot spot identification and analysis. What data were used in the analysis? How many years’ worth of data was examined? – (type of data, data elements, and type of statistical analysis)**

The BCJI proposal development team, which included the ASCO, DSAL, HTA, Economic and Community Development, and Supervisor Nate Miley’s office, conducted a preliminary problem analysis as part of the proposal process and reviewed a number of data sources:

1. ACSO: Incident reports from ACSO COMPSTAT, January-March 2014 for Ashland-Cherryland
2. Alameda County Economic and Community Development: Sales tax revenue for Ashland-Cherryland, the county, and the surrounding unincorporated areas (2013)
3. EALI II (Supervisor Miley’s Office : Eden Area Community Profile (2013)
4. Alameda County Community Development Agency and Public Health Agency: Draft elements of the Ashland-Cherryland 2013 Quality of Life Survey and Focus Group Report (2014)
5. US Census: data on income, poverty, immigration, educational attainment, home ownership, resident demographics, and commute patterns (2010-2014)

Based on the data analyzed, the team drew preliminary conclusions that crime in Ashland-Cherryland was concentrated along the East 14<sup>th</sup> Street/ Mission Boulevard corridor and within the larger apartment complexes located within 2-3 blocks of E. 14<sup>th</sup> in Ashland. The preliminary strategies the team developed to move beyond crime and enforcement and into a systems-change approach to neighborhood revitalization included:

1. Building the capacity of the community and the Sheriff's Office to solve problems at a block-by-block level by creating formal and informal structures to communicate about problems and develop solutions.
2. Multi-faceted, public-private investment in the East 14th/Mission corridor that would combine traditional economic development, entrepreneurship incubation, social enterprise and creative placemaking.
3. Maintaining and expanding ACSO's Operation My Home Town reentry initiative to continue the work of re-integrating formerly incarcerated Ashland and Cherryland residents into the community, focusing on clinical case management, education, job training, restorative justice and opportunities for pro-social activities and recreation.

**Table 1. Snapshot of Cherryland, Ashland, & Alameda County<sup>1</sup>**

	Cherryland	Ashland	County
White alone	41.0%	15.6%	33.9%
Hispanic/Latino (any race)	54.0%	42.8%	22.8%
Black/ African American	11.5%	19.5%	13.0%
Asian	9.5%	18.4%	27.0%
Two or more races	7.2%	5.9%	5.1%
Under 18 years of age	27.0%	27.8%	22.3%
Median per capita income	\$19,506	\$20,357	\$34,937
Low Income (50-80% AMI)	21.4%	16.5%	13.0%
Very Low Income (30-49% AMI)	15.1%	14.2%	13.0%
% in Poverty	22.0%	16.6%	11.8%
% Children in Poverty	28.4%	19.8%	13.9%

After receiving the BCJI grant award, the team engaged in a data collection and planning process to hone in on crime hotspots and revisit and refine our proposed strategies. This included crime data analysis (including hot spot analysis), house meetings with neighborhood residents, small group discussions, review of additional existing data (including survey data, economic analysis and other related data), and a limited literature review of evidence-based and promising practices in the areas of social enterprise, community policing, community engagement, and safety strategies. The Engine Team and HTA hypothesized that the problem statement for Ashland-Cherryland Rising needed to take a broad view of the neighborhood, encompassing not just crime statistics but also economic data, data on residents' perceptions of their neighborhoods, health data, education data, and other factors impacting crime. The team examined the data outlined below in Table 2.

**Table 2: Data Sources Examined for BCJI Planning Phase**

Resource	Data Types					
	Social	Economic	Public Safety	Health	Education	Other
<i><b>Existing Reports and Plans</b></i>						
Eden Area Community Profile 2013, Eden Area Livability Initiative (EALI) Phase II	X	X	X	X	X	
Ashland & Cherryland 2013 Quality of Life Survey & Focus Report, Community Health & Wellness Element of Alameda County General Plan	X	X	X	X	X	
Ashland and Cherryland Community Health and Wellness Element: An Element of the Alameda County General Plan	X	X	X	X	X	X
Ashland Cherryland Business District Specific Plan: Existing Conditions and Background, May 2014, Alameda County Community Development Agency		X				X (environmental)
EALI Phase II Report 2014, Office of Alameda County Supervisory Nate Miley	X	X	X	X	X	
Eden Area General Plan 2010, Alameda County Community Development Agency	X	X				
East Bay Workforce Special Report, East Bay Economic Development Alliance		X				
Ashland Cherryland Food Policy Council: Vacant Land Survey Report		X				
<i><b>Data Collection/Analysis in C-ABC Planning Period</b></i>						
Resident input from house meetings in Cherryland-Ashland	X	X	X	X	X	X
EALI II Working Group minutes: Education, Public Safety & Realignment, Agriculture & Environment, Economic Development, Health & Wellness	X	X	X	X	X	X
ACSO arrest and incident reports from Sheriff's Office Data Analyst			X			
ACSO calls for service data from Sheriff's Office Dispatch Coordinator			X			
California Dept. of Education data: dropout rates, graduation rates, college prerequisite completion					X	
California Employment Development Department data: unemployment, industry/occupational projections		X				
Alameda County Probation data: adults and juveniles under probation supervision in target areas			X			
Data from Padres Unidos Violence Prevention Trust Grant activities (family engagement in Cherryland Schools)	X	X			X	
Alameda County Economic & Community Development Agency data: sales tax revenues, utilization of subsidized housing		X				
Alameda County Violence Prevention Initiative: Reports from grantees	X		X			
San Lorenzo High School Senior Research Projects: Research designed and conducted by students who are Ashland/Cherryland residents	X					
US Census Data: transiency, employment	X				X	

Crime analysis: HTA's planning and research teams worked with the ACSO data analyst to gather data on arrests and incidents from the ACSO COMPSTAT database and calls for service data from the Computer Aided Dispatch system for Ashland and Cherryland for 2008-2104. 2008 was the earliest feasible year for data collection as the current ACSO data system was installed in mid-2007.

**Describe how community members were involved in the process, including their role in identifying problems and developing strategies.**

Community members were involved throughout the process, starting with the BCJI proposal development process. Initially this involvement came indirectly through the priorities and concerns of EALI II working groups on Public Safety and Realignment, Education, Economic Development, and Agriculture and Environment, as relayed by Supervisor Miley's staff to the proposal process and the initial planning process. One Ashland resident and one Cherryland resident also served on the Engine Team.

Another key element of the planning process was the direct input from community members through a series of **house meetings**. The house meetings were designed to inform residents about the results and overarching themes identified by the surveys, focus groups and working groups that had already taken place; share the Engine Team's vision for Ashland-Cherryland Rising; and gather input from attendees on their view of their neighborhood, its strengths and challenges, what they would like to see changed, and how they might contribute to making that change happen. We also connected residents to two of the few organized citizens' groups in Ashland/Cherryland: the Cherryland Community Association and Ashland Cherryland Food Policy Council.

Claudia Albano, the co-Chair of the Engine Team, is Supervisor Miley's Director of Public Policy and has over 30 years of experience in community engagement, empowerment and development. Claudia is an Adjunct Professor at UC Berkeley's School of Social Welfare, where she teaches a graduate-level course in community organizing. Claudia spearheaded the community involvement strategy with continuous input from the Engine Team and developed a structure for house meetings that would result in ongoing engagement in Ashland-Cherryland Rising, a new cadre of community leaders, and new channels of communication among residents, law enforcement, and other public agencies. Concha Delgado Gaitan, Ph.D., another engine team member and consultant to Supervisor Miley, is a professor of educational anthropology who has worked as an elementary school teacher and, later, an elementary school principal, a community leader, and activist for social change in poor and underrepresented communities. She has been working with parents and families at Colonial Acres Elementary School in Cherryland and Hillside Elementary in Ashland in a parallel process, identifying concerns and strengths, building leadership capacity, and strengthening relationships among parents and caregivers. There is also a Padres Unidos group that works on school-community issues under the auspices of Eden United Church of Christ.

At the time of writing, the Engine Team has held 12 house meetings and scheduled more, with the initial goal of reaching 200 unduplicated residents during the planning and information exchange phase of the Ashland-Cherryland Rising process. As of August 2015, the process has reached over 70 residents.

The second planned phase, which will both be part of and support the implementation strategies described below, will build on ongoing block-level meetings and add larger meetings that bring together groups of residents from multiple blocks. In these meetings, Engine Team members will invite interested residents to look more closely at neighborhood data, discuss ways to build community capacity, and encourage residents to use social networking (e.g. Google Groups) to connect in

ongoing affinity groups, share experiences, and organize projects with the support of the Engine Team and partners.

One other unique element of community engagement during the planning process involved an innovative approach to designing public spaces that would be conducive to restorative justice. This process, funded in part by the James Irvine Foundation, leveraged an existing restorative justice and life skills class at Santa Rita Jail, Alameda County's primary jail. A four-day seminar, facilitated by architect Deanna Van Buren and sociologist Barb Toews of the University of Washington, taught a group of 18 inmates basic architectural concepts and design techniques and asked them to work in groups to design a place that can contribute to lowering crime and recidivism rates, and would combine community recreation, classroom, and meeting space with facilities for re-entering inmates to receive counseling, job training, and other services. The process of involving inmates in conceptualizing a reentry facility spoke to the commitment of the Engine Team and particularly the ACSO to re-think and reframe returning citizens as community members coming home to the neighborhoods, as opposed to "those people" coming into "our" community.

A connection that was made between EALI II working groups and Ashland-Cherryland Rising resulted in three teams of San Lorenzo High School students conducting research on perceptions of safety in Ashland and Cherryland, primarily young adults. Facilitated by SLHS English teachers, students corresponded with the Engine Team, gathered background information, surveyed classmates and neighbors, and presented their findings to Engine Team members in June 2015. Engine Team members worked with teachers to develop questions that addressed criminogenic factors and neighborhood to illustrate to the students and community members how many factors there are (i.e. crime is complex) and to provide a broad perspective on public safety (i.e. it's not just about locking your doors or turning on your porch lights, it's about neighborhood well-being and relationships within the community).

## **B. Findings**

### **What are your major findings about crime and its drivers in your target area?**

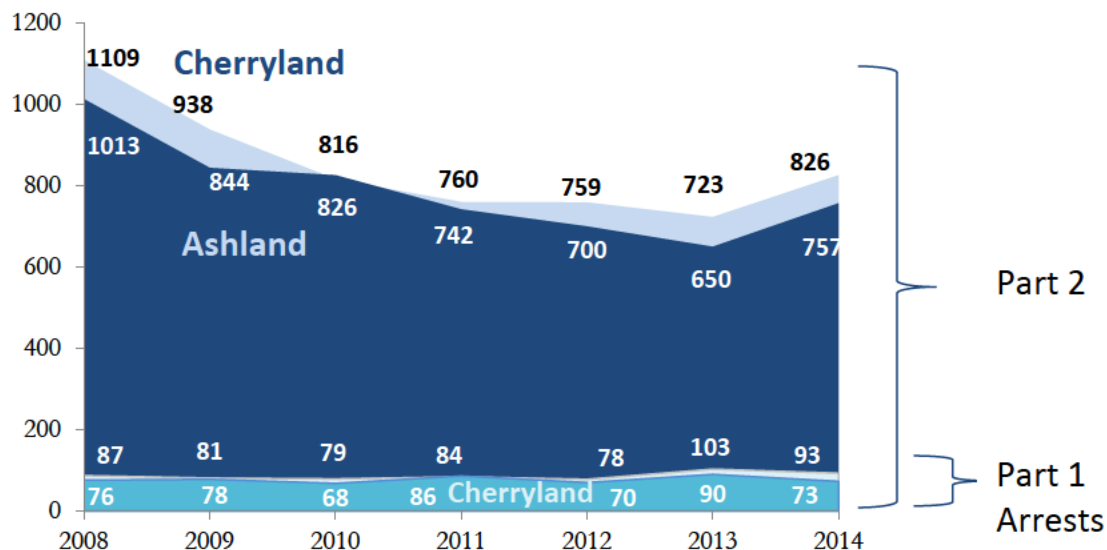
Ashland and Cherryland are urban neighborhoods that are unincorporated county land. They are diverse, low-income, and increasingly Latino. Core BJCI partners such as DSAL, ACSO, Supervisor Miley's office, and Alameda Health Care Services Agency have been working to address crime in Ashland and Cherryland for nearly nine years. The per capita incident and arrest rates in the neighborhoods have dropped, as have the raw numbers for incidents and arrests overall, particularly for UCR Part II crimes, which dropped 35% between 2008 and 2013 before ticking up again in 2014. (See Figure 1).

Drug and alcohol related crime accounted for the vast majority of arrest reports in the Ashland and Cherryland neighborhoods. These include reports for drug cultivation, manufacture, distribution, sale, purchase, use, possession, transportation, or importation; drunkenness, driving under the influence, and violation of liquor laws. Simple assault was also a major contributor to crime. Under UCR Part I crime categories, aggravated assault, robbery, burglary and larceny-theft comprise the most frequently reported crimes. There were eight homicides in the target area over the course of seven years.

Table 3. Ashland Cherryland Arrests 2008-2014

	2008	2009	2010	2011	2012	2013	2014
<b>Part I Arrests</b>							
Murder, Nonnegligent Manslaughter	1	0	1	2	2	2	0
Rape	4	4	6	9	8	3	5
Robbery	16	46	17	30	22	19	34
Aggravated Assault	55	44	60	66	56	86	57
Burglary	21	13	30	21	21	29	19
Larceny Theft	32	29	15	27	20	31	27
Motor Vehicle Theft	32	23	17	15	18	22	22
Arson	2	0	1	0	1	1	2
<b>Total Part I Arrests</b>	<b>163</b>	<b>159</b>	<b>147</b>	<b>170</b>	<b>148</b>	<b>193</b>	<b>166</b>
<b>Part II Arrests</b>							
Disorderly Conduct	67	54	53	38	41	50	37
Driving Under the Influence	278	151	134	135	99	97	122
Drugs	452	412	398	372	424	402	513
Embezzlement	2	0	2	1	0	1	1
Forgery	6	5	5	4	7	6	4
Fraud	35	29	23	16	25	14	12
Liquor Law Violations	6	5	13	16	13	10	19
Offenses Against Family and Children	10	5	5	6	3	9	1
Prostitution and Commercialized Vice	20	14	23	21	8	3	17
Public Drunkenness	99	95	110	109	68	46	48
Runaways	4	2	0	1	2	0	0
Sex Offenses	1	0	0	0	0	1	0
Simple Assault	239	201	164	147	168	179	170
Stolen Property: Buying, Receiving, Possessing	16	21	29	26	20	22	21
Vagrancy	2	0	1	0	2	1	5
Vandalism	30	22	19	19	12	28	9
Weapons Offenses	62	53	50	56	65	32	34
All Other Offenses (Except Traffic)	793	713	613	535	502	472	570
<b>Total Part II Arrests</b>	<b>2122</b>	<b>1782</b>	<b>1642</b>	<b>1502</b>	<b>1459</b>	<b>1373</b>	<b>1583</b>
<b>Grand Total</b>	<b>2285</b>	<b>1941</b>	<b>1790</b>	<b>1672</b>	<b>1607</b>	<b>1566</b>	<b>1749</b>

Figure 1. Arrests in Ashland / Cherryland by Part I / Part II Crimes, 2008-2012



## Criminogenic Factors

One of the approaches that we used in reaching out to community residents was to frame neighborhood assets and needs as summaries of individual and community level criminogenic factors. For house meetings and high school student research projects, we summarized criminogenic factors and framed them in a positive perspective, e.g. for Family/Marital Relationships, we framed the desired state of relationships as “Family and/or Marital: Strong role models within family (including spouse or partner). A nurturing family with attitudes that are pro-community and anti-crime.”

Individual and community-level criminogenic factors also provide a useful framework for analysis of Ashland/Cherryland. Both primary and secondary data analysis contribute to our understanding of the need for a multi-systemic approach to supporting neighborhood residents and investing in the neighborhoods’ success.

Table 4, below, summarizes the findings of the Engine Team and research partner with respect to criminogenic factors. An in-depth discussion of the data, including detailed tables, charts, and maps, is presented in Appendix 1.

**Table 4: Criminogenic Risk Factors and Summary of Ashland/Cherryland Findings**

Criminogenic Risk Factor	Data on Ashland/Cherryland and Community Assets
<b>Individual-level risk factors<sup>1</sup> (The “central eight”)</b>	
<b>History of Antisocial/Criminal Behavior</b>  <i>One of the best predictors of future criminal behavior is past criminal behavior. The association between past and future criminal behavior increases as rewards for criminal behaviors increase and costs decrease.</i>	<ul style="list-style-type: none"> <li>• Ashland and Cherryland have high percentages of residents with prior involvement with the criminal justice system.</li> <li>• Alameda County Probation leadership estimates that over 10% of the adult population is currently under Probation supervision.</li> <li>• The ACSO estimates that another 5,000 individuals in Ashland/Cherryland have prior involvement.</li> </ul>
<b>Antisocial Personality Pattern</b>  <i>Typically aligned with clinical criteria for antisocial personality disorder, which is characterized by individual’s extreme egotism and pattern of violations of trust and responsibility. Other indicators of this disorder include: hostility, over-assertion / aggression, disregard for feelings of others, reduced ability to feel guilt/shame, superficially “charming” but repeatedly disregards rules</i>	<ul style="list-style-type: none"> <li>• While the scope of this Implementation Plan does not include providing psychosocial analyses of the Ashland/Cherryland population, it is clear that many of the young people and former jail inmates who are seen by ACSO’s Youth &amp; Family Services Bureau (YFSB) therapists have elements of antisocial personality patterns and antisocial cognition. Poverty, a revolving door of incarceration and unemployment, and widespread normalization of behaviors that are against the law have factored into the development of these patterns.</li> <li>• Assets in the A/C area that can support the development of pro-social cognition include: <ul style="list-style-type: none"> <li>○ REACH Ashland Youth Center services, including counseling, leadership, employment/career, sports, and arts pro-</li> </ul> </li> </ul>

<sup>1</sup> Personal criminogenic risk factors summarized in Andrew, D.A., Bonta, J., & Wormith, J.S. (2006). The recent past and near future of risk and/or need assessment. *Crime and Delinquency*, 52(1): 7-27

Criminogenic Risk Factor	Data on Ashland/Cherryland and Community Assets
<p><i>and feelings of others, impulsivity.</i></p> <p><b>Antisocial Cognition/ Procriminal Orientation</b></p> <p><i>This risk area is concerned with what or how a person thinks and feels about himself and others in regard to law violation and alternatives to law violations. An offender with high antisocial cognition places emphasis on the usefulness of criminal activity and minimizes responsibility for action and consequences of law violation. There is outright rejection that harm was caused to the victim, and lack of empathy or sensitivity to feelings, wishes, and expectations of others including victim(s).</i></p>	<p>grams.</p> <ul style="list-style-type: none"> <li>○ Operation My Home Town wraparound reentry program for adults based on clinical case management model</li> <li>○ Restorative Justice circles for Santa Rita Jail inmates</li> <li>○ ACSO Explorer program</li> <li>○ Area churches</li> <li>○ Tiburcio Vasquez family clinic</li> <li>○ La Clinica de la Raza student health center at San Lorenzo High School</li> </ul>
<p><b>Family and/or Marital</b></p> <p><i>Significant others can serve as interpersonal sources of reward for good behavior and costs for bad behavior. The absence of positive supports has the potential of “freeing” the individual to engage in deviant behavior. In some situations, family or spouses act as models or direct supports for antisocial behavior. Parental negative factors include neglect, punishment styles, punitiveness, marital conflict, parental attitudes towards deviance, and parental criminality.</i></p>	<p>Families are under significant stress in Ashland/Cherryland. An estimated 45% of families with minor children in the target neighborhoods are headed by single parents, (American Community Survey). Domestic disturbance in the neighborhoods is the second most common type of incident reported by the ACSO; however, this does not necessarily represent domestic violence.</p> <p>Domestic violence incident reports indicate that A/C has one of the highest rates in Alameda County.</p> <p>Ashland and Cherryland both suffer from higher levels of housing overcrowding than the county average.</p> <p>Poverty is another marital and familial stressor: 30-36% of Ashland/Cherryland residents are Low Income or Very Low Income, and the gap in household income between these areas and more affluent neighbors is increasing, even as rents continue to rise in the Bay Area.</p>
<p><b>Peers/Companions</b></p> <p><i>Criminology has long recognized the influence of friends &amp; peers on an individual’s behavior, values, and attitudes. Having criminal friends is one of the single greatest predictors of criminal behavior. Friends/peers serve as models for behavior and interpersonal sources of cost and reward.</i></p>	<p>As noted above, a significant percentage of the Ashland-Cherryland neighborhood population has a history of involvement with the criminal justice system. Nearly everyone in these neighborhoods knows someone who has been involved with illegal activities and/or had contact with the system.</p> <p>San Lorenzo High students who surveyed peers and neighbors about safety and perceived safety in their neighborhoods (Ashland and Cherryland) found that “boredom” and “peer pressure” were the top two reasons for young people to engage in criminal and/or anti-social behavior.</p> <p>ACSO’s Operation My Home Town re-entry program is working with formerly incarcerated clients to link them with pro-social peers through</p>

Criminogenic Risk Factor	Data on Ashland/Cherryland and Community Assets
<b>Educational &amp; Vocational Achievement</b>	<p>internships, employment, cognitive-behavioral groups, and linkages with local churches.</p>
<p><i>The monetary and social rewards associated with school &amp; work can exert powerful influences on the individual. Involvement and commitment to education &amp; employment also occupies a significant amount of time in a person's life, thereby leaving less time for antisocial activities.</i></p>	<p>Education and jobs are both challenges for many A/C residents.</p> <p>Approximately 60% of the adult population of Ashland/Cherryland has an educational attainment level of a high school diploma or less, while approximately 25% of the population has earned at least an Associate's Degree. In comparison, nearly half of the County's residents have earned at least an Associate's Degree</p> <p>Only 27% of 267 San Lorenzo High School graduates in 2014 had completed course requirements for entrance into California State University/University of California system. San Lorenzo High serves the majority of high school age students in Ashland/Cherryland.</p> <p>Ashland Cherryland has approximately 15,700 employed residents and approximately 3,900 jobs. Unemployment in the neighborhoods consistently runs 2-3 percentage points higher than the county rate, in good economies and bad. Many of the neighborhood's residents have stopped seeking work, so official unemployment numbers are skewed low.</p> <p>For residents with a record in the criminal justice system, employment is even more of a challenge. A survey of inmates in Santa Rita Jail (Alameda County) conducted by research associates Hatchuel Tabernik &amp; Associates (HTA) found that over half of respondents had never held a job for more than two years and over 40% had been unemployed prior to their incarceration. Over 70% of inmates had been in jail three or more times. While these inmates would be returning to locations throughout Alameda County and beyond, a significant percentage of them (25%-35%) would return to Ashland or Cherryland.</p> <p>Anecdotal evidence suggests that many residents are making ends meet in an unofficial economy of cash-only businesses, such as child care, food vending, gardening and maintenance. The Engine Team's interactions with residents during house meetings and other events suggests that promoting entrepreneurship and bringing these businesses into the economic mainstream would help invigorate Ashland's and Cherryland's economic climate.</p>
<b>Leisure Time &amp; Recreational Activities</b>	<p>Ashland and Cherryland offer few prosocial leisure activities for adults and families. Respondents to the Ashland/Cherryland 2013 Quality of Life survey reported that there are not enough family entertainment establishments such as movie theaters and bowling alleys, and gyms or places to exercise in Ashland and Cherryland. (There are no movie theaters, theaters, cultural centers, art galleries, or live music venues in the neighborhoods, except for the REACH Ashland Youth Center). Other amenities requested included libraries, sit-down restaurants, and parks.</p> <p>With the opening of REACH in 2013, opportunities for children, youth, and young adults aged 11-24 expanded dramatically.</p> <p>The DSAL Soccer League has grown from its inception in 2008 to a full-fledged no-fee league with over 1500 youth participants and 200</p>

Criminogenic Risk Factor	Data on Ashland/Cherryland and Community Assets
<i>creases the likelihood of criminal conduct as a way to satisfy the need to fill one's time in exciting ways.</i>	<p>parent/adult volunteers, as well as paid part-time officiating jobs for league alumni. DSAL Soccer is stronger in Cherryland than Ashland.</p> <p>The physical environment of Ashland and Cherryland also offers few places for social and recreational gathering. The commercial corridors in the area are uninviting to pedestrians and offer no plazas or other areas that help create a sense of place.</p>
<p><b>Alcohol &amp; Drugs</b></p> <p><i>Substance use and abuse can interfere with performance in school/work, alter social networks, create family/marital stress, and even impact directly on criminal behavior through disinhibition and the need to obtain money illicitly to support a habit. The high prevalence of substance abuse among offender populations makes it one of the most common criminogenic need areas targeted by treatment programs.</i></p>	<p>The ready availability of alcohol in Ashland/Cherryland has been documented by Alameda County Public Health. Nearly two-thirds of residents live within a quarter-mile of a liquor store or corner market selling alcohol (whereas only 8% live within half a mile of a full service grocery store).</p> <p>Of the 2011-12 cohort of participants in OMHT, 73% were referred to substance abuse treatment programming during their participation.</p> <p>Drugs and DUI were two of the three most commonly reported incident types in Ashland/Cherryland in 2014.</p> <p>There is one medical marijuana dispensary in Ashland and one in Cherryland.</p>
Community-level risk factors <sup>2</sup>	
<p><b>Residential mobility</b></p> <p><i>Residential mobility (e.g., percent of persons 5 years of age and older, living in a different home than they did five years earlier) exhibits strong and significant effects on violent crime rates. Specifically, mobility is positively associated with violent crime rates in poorer neighborhoods but not in more affluent areas.</i></p>	<p>Ashland, more so than Cherryland, is perceived as a transitional community by residents and county service providers; however, an estimated 22% of both Ashland and Cherryland residents were in a different residence in 2010, slightly above the California average of 19% (American Community Survey, 2013).</p>
<p><b>Population density</b></p> <p><i>Density of housing (e.g., percent units in structures of five or more units) exhibits strong and significant effects on violent crime rates. For example, researchers found that increases in multiplex dwellings and</i></p>	<p>An estimated 25% of Ashland residents live in apartment complexes of 20 or more units, far higher than the county average of 16%. By contrast, only 7% of Cherryland residents live in high-density complexes, while over 70% live in single family homes. 12% of Ashland and 14% of Cherryland residents live in complexes of 5-20 units.</p> <p>Approximately 200 Ashland/Cherryland residents live in mobile home parks, which are mini-hot-spots for crime.</p> <p>14% of Ashland households and 12% of Cherryland households are</p>

<sup>2</sup> From Sampson, R.J. and Lauritsen, J.L. (1994). Violent victimization and offending: Individual-, situational- and community-level risk factors. In A.J. Reiss & J.A. Roth (Eds.), *Understanding and Preventing Violence, Volume 3: Social Influences* (p1-114). Washington, D.C.: Panel on Violence, National Research Council.

Criminogenic Risk Factor	Data on Ashland/Cherryland and Community Assets
<i>renter-occupied housing were major predictors of increases in crime rates in LA neighborhoods from 1986 to 1997. The argument for this relationship is that denser neighborhoods increase levels of anonymity and decrease levels of engaging in “guardianship behaviors”.</i>	<p>overcrowded or severely overcrowded, vs. only 6% for Alameda County.</p> <p>In the Ashland/Cherryland Quality of Life survey, only 30% of survey respondents “strongly agreed” or “agreed” that “I trust the people in my neighborhood,” indicating a high level of anonymity and low levels of “guardianship behaviors.”</p>
<b>Neighborhood Change</b>  <i>High crime rates are strongly linked to the downward spiral of a neighborhood becoming increasingly poor.</i>	<p>In 2000, household incomes in Castro Valley were 59% higher than those in Ashland. In 2010, the difference was 72%.</p> <p>In 2000, 12% of Ashland/Cherryland families lived below the poverty line. By 2010, that number had climbed to 16%. For Cherryland, the rates climbed from 12% to 18%</p> <p>Not only did poverty increase over the 2000-2010 period, the gap between the target neighborhoods and surrounding areas widened significantly.</p>

**Additional factors** that the Engine Team studied as needing to be considered in neighborhood revitalization include the following.

**Health:** Ashland/Cherryland is one of the areas identified by Public Health as having among the worst health inequities in the county, including overall life expectancy, rates of chronic disease, access to healthcare, and teen pregnancy. Multiple social determinants of health combine in disinvested neighborhoods and lead to poor health status for residents:

- Persistent Poverty
- Limited/Unsafe Parks
- Higher Crime Rates
- Fast Food Restaurants
- Liquor Stores
- Poor Performing Schools
- Pollution and Toxic Exposures
- Transportation Barriers
- Absence of High Quality Financial Institutions
- Predatory Lenders

The neighborhoods have also been identified as a food desert, with only 8% of residents living within walking distance of a supermarket.

**Physical infrastructure:** As unincorporated areas, Ashland and Cherryland have many residential streets that lack sidewalks, adequate streetlights, and traffic calming measures. Other issues with physical infrastructure include large numbers of multi-unit apartment buildings, and inadequate park and other outdoor spaces for recreation and social activity.

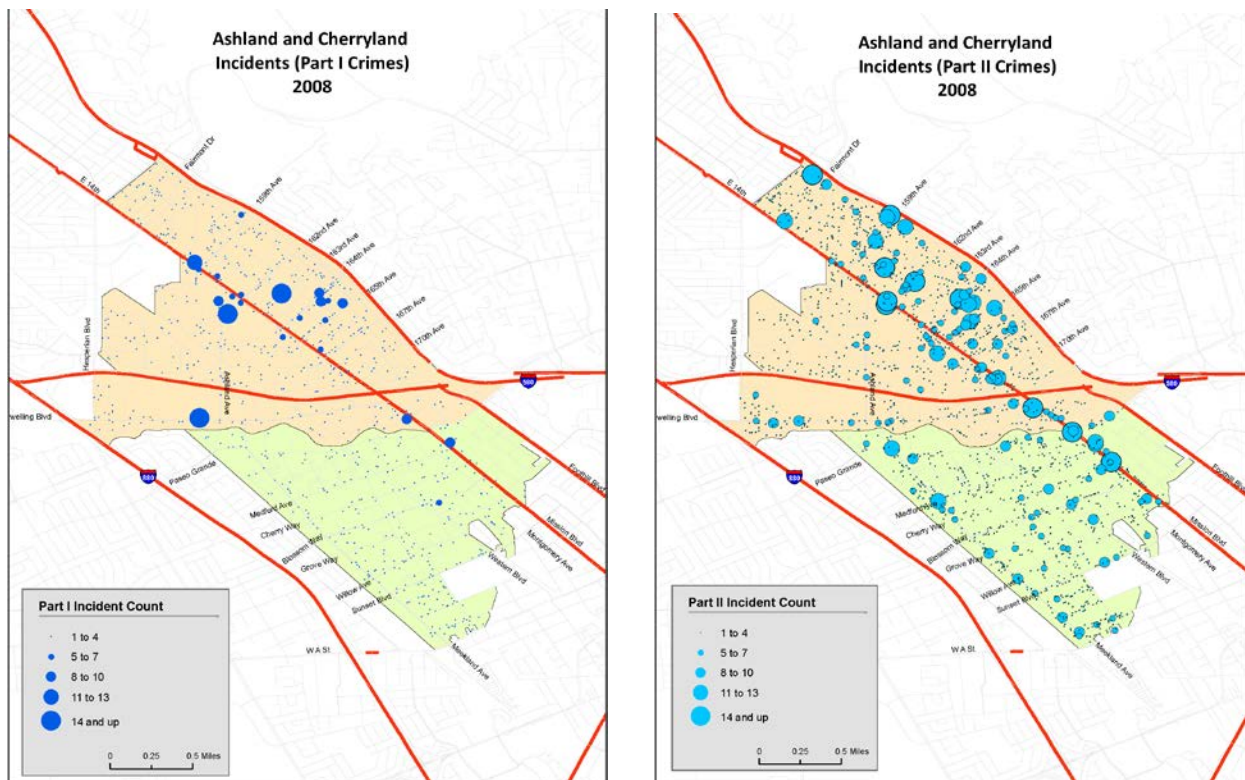
**Governance:** It is difficult to overstate the importance of the fact that Ashland and Cherryland are unincorporated County territory. As Matt Turner of Supervisor Miley’s staff points out,

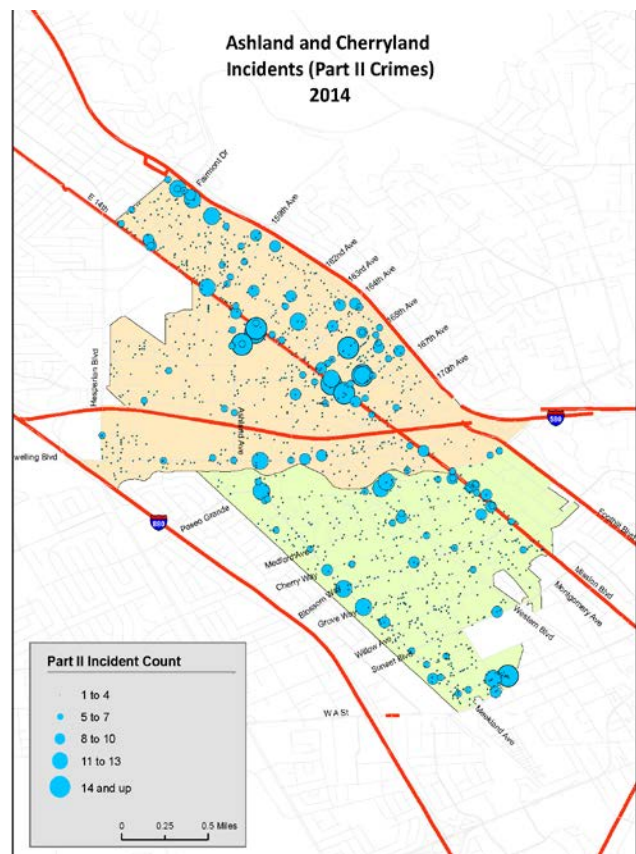
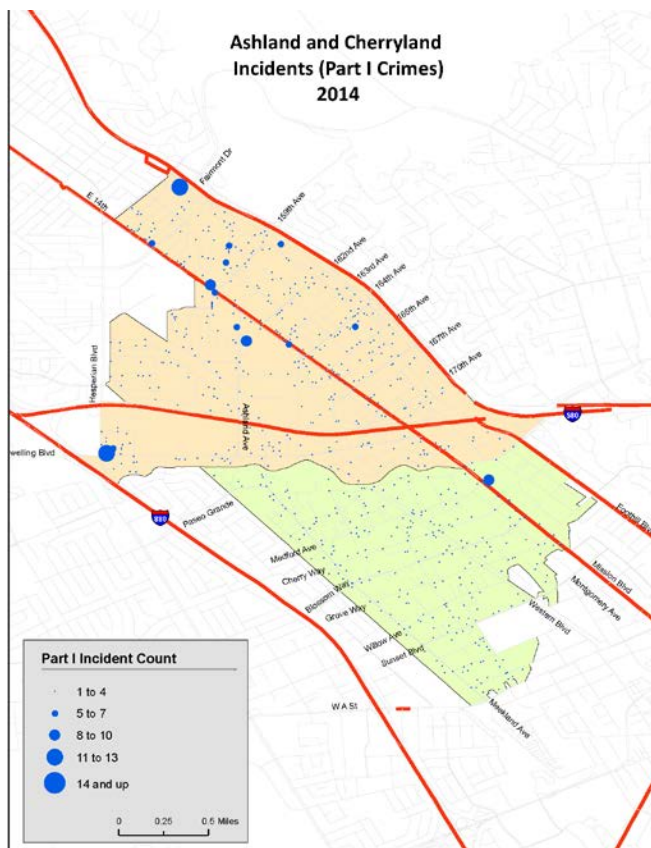
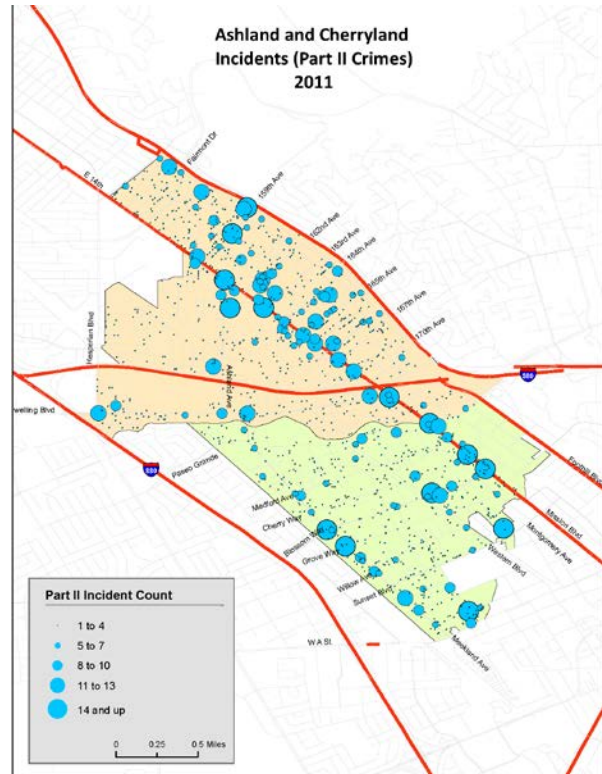
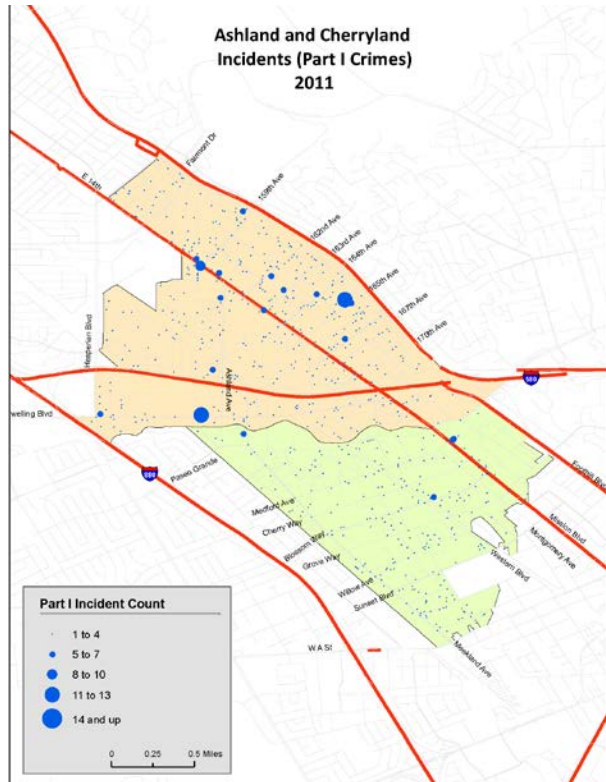
“County agencies are not designed to provide municipal services.” Everything from streetlight repair to libraries, to parks, to permitting for business development, is governed by County rather than city agencies for Ashland and Cherryland, even though these areas have the density and concomitant challenges of cities. Even though residents have mailing addresses, in most cases, attached to city names, they are not beneficiaries of city services. Until Supervisor Miley launched EALI in 2005, Ashland and Cherryland residents had little direct access to the County Supervisors, the elected officials who represented them on a local level. Even now, many residents are not aware of the unincorporated status of the neighborhood or what political structures they can access to help shape their communities.

**What specific hot spots were identified? Which of these will be addressed by your BCJI effort? Did your data analysis reveal any changes to the hot spots identified in your original grant proposal? Are you prioritizing some hot spots over others? If so, why?**

Our original proposal identified the primary area of concern as the East 14<sup>th</sup> Street/Mission corridor and several large apartment complexes in Ashland, east of East 14<sup>th</sup> and Interstate 580. Looking at patterns of crime over time, we noted that while overall pattern of crime had remained fairly constant, concentrations of crime had shifted by several blocks from year to year. For example, the hottest hot spot in 2014 was East 14<sup>th</sup> between 165<sup>th</sup> and 167<sup>th</sup> avenues, with an ancillary spot on 167<sup>th</sup> one block east of East 14<sup>th</sup>. However, ACSO’s Community Oriented Policing and Problem Solving (COPPS) unit is headquartered at the 167<sup>th</sup> address, making this hotspot a possible artifact of geocoding the incident to the COPPS unit where it was reported.

**Figures 2, 3, 4, 5, 6, and 7 below show the prevailing patterns and shifts between 2008, 2011, and 2014.**





**Calls for Service:** The research partner analyzed 2014 data for locations and frequency of calls, after scrubbing the data to remove informational or administrative event codes. Table 5 lists all calls for that year.

**Table 5: Calls for Service 2014, Sector 2**

Code	Frequency	Percent	Cumulative Percent
Arson	8	0.1	0.1
Assault	57	0.7	0.8
Battery	688	8.0	8.8
Brandishing a Weapon	48	.6	9.4
Burglary	706	8.2	17.6
Child Abuse	31	.4	18.0
Cruelty to Animals	17	.2	18.2
Disturbing the Peace	4050	47.3	65.5
Domestic Violence	108	1.3	66.7
Drugs	100	1.2	67.9
DUI	26	.3	68.2
Under the Influence of Drugs or Alcohol	82	1.0	69.2
Elder Abuse	12	.1	69.3
Embezzlement	9	.1	69.4
Forgery	23	.3	69.7
Hit and Run	16	.2	69.9
Kidnap	3	.0	69.9
O/T O/W PARKER	9	.1	70.0
Prostitution	5	.1	70.1
Prowler	71	.8	70.9
Recover Stolen Property	2	.0	70.9
Temporary Restraining Order	57	.7	71.6
Robbery	118	1.4	73.0
Sexual Assault	84	1.0	73.9
Shooting	168	2.0	75.9
Suicide	24	.3	76.2
Theft	693	8.1	84.3
Theft – Vehicle	841	9.8	94.1
Trespass	140	1.6	95.7
Vandalism	365	4.3	100.0
Total	8561	100.0	

The research partner also categorized the different crime related calls into four major types: (1) Violent Crime, (2) Property Crime, (3) Nuisance/Quality of Life, (4) Other. As shown by Ta-

**Table 6: 2014 Calls for Service by Broad Category, Sector 2**

Crime Type	Frequency	Percent	Cumulative %
Violent Interpersonal Crimes	1309	15.3	15.3
Property Crimes	2390	27.9	43.2
Quality of Life / Nuisance	4699	54.9	98.1
Other	163	1.9	100.0
Total	8561	100.0	

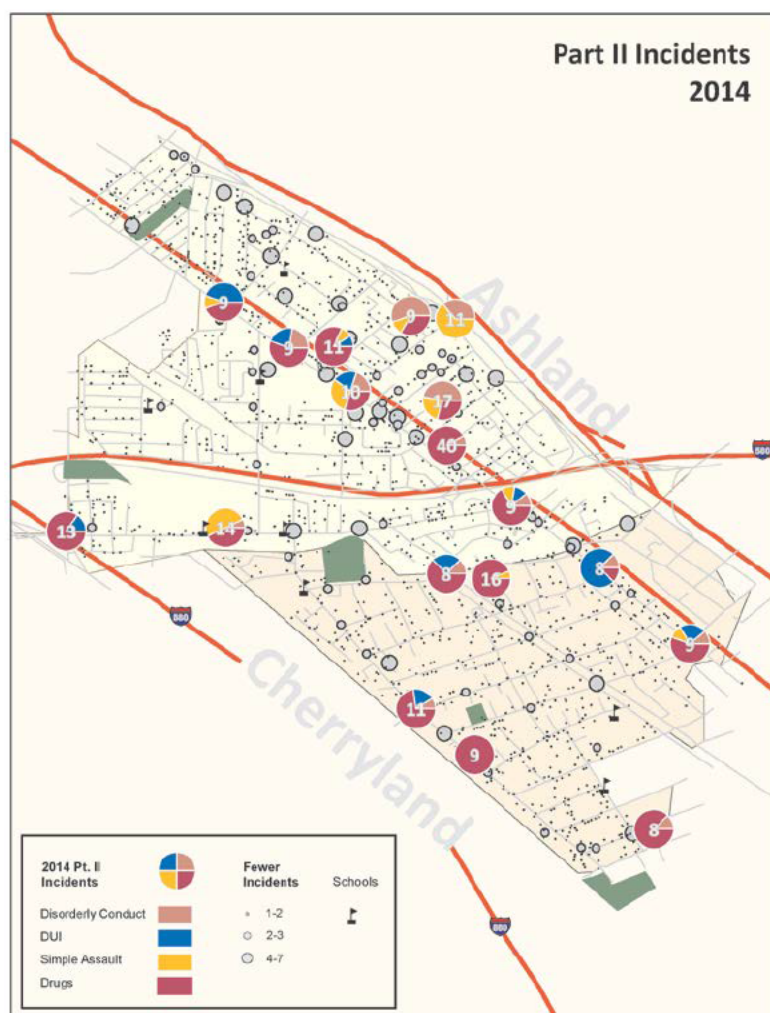
ble 6, the vast majority of calls by citizens were for nonviolent crimes, with Quality of Life and Nuisance issues such as disturbing the peace and vandalism.

Data indicated that the locations that deputies were called to most frequently were commercial establishments along East 14<sup>th</sup> and Mission, as well as Lewelling Boulevard, the other commercial corridor in the neighborhoods. Walgreen's, the 7-11 convenience store, Denny's coffee shop/diner and the Lucky supermarket just outside the Cherryland border (but within ACSO's sector definition for the neighborhood) accounted for nearly 200 calls in 2014. Locations in general aligned with incident reports from the COMPSTAT database.

Based on these data, the Engine Team identified five primary hot spots for crime in the neighborhoods:

Location	Neighborhood
Liberty Street and Fairmont	Ashland
East 14 <sup>th</sup> Street between Ashland Avenue and 162 <sup>nd</sup> Avenue	Ashland
East 14 <sup>th</sup> Street between 165 <sup>th</sup> and 167 <sup>th</sup> Avenues	Ashland
Meek Park/ Hampton at Western	Cherryland (Ashland border)
Smalley Avenue between Princeton and Flagg Streets	Cherryland

Figure 8. Specific Addresses with 4+ Part II Incidents



The team has decided to prioritize the two hot spots along East 14<sup>th</sup>, the Meek Park/Hampton Road hot spot, and the Smalley Avenue spot for the following reasons:

Number of incidents around each hot spot relative to surroundings. Each of the prioritized spots contained a large cluster of incidents relative to the surrounding 12-15 square-block area.

Preponderance of problem addresses. As Figure 8 shows, each hot spot contains one or more addresses where multiple incidents were reported over the course of 2014, for the top four most frequently reported Part I and Part II crimes. Community Policing deputies will be targeting these specific addresses. The Hampton at Western spot in particular is driven by one property, a single family home with a large number of residents, most of whom are frequent offenders for drugs, assault, and DUI. Deputies will also be investigating addresses where three or more Part I, or 8 or

more Part II incidents were reported in 2014, even if they are outside the designated hot spots.

**Geographic balance:** the Engine Team felt that it was important to include Cherryland hot spots as well as Ashland locations, even though the absolute number of incidents was higher in Ashland hot spots. This decision factored in the higher rate of incidents in Cherryland (139 per 1,000 residents) versus Ashland (98 per 1,000) in 2014, as well as Cherryland's historically high rates of poverty and crime.

**Priority locations:** the Engine Team prioritized the East 14<sup>th</sup> spots in Ashland as part of an overall Ashland-Cherryland Rising emphasis on economic development and placemaking. The persistent crime problems along Ashland's main commercial corridor are a deterrent to shopping, recreation, and positive social interaction, impeding efforts to build a streetscape with a sense of place and community. In Cherryland, the Meek/Hampton spot is where the new Cherryland Community Center (an outgrowth of the work that ACSO and Supervisor Miley's and Chan's offices have been engaged in since 2005). This infrastructure investment will be a nexus for positive community activities and building residents' sense of safety here was seen as vital. Finally, the Smalley Avenue block near Princeton is an area with a number of group homes for adults.

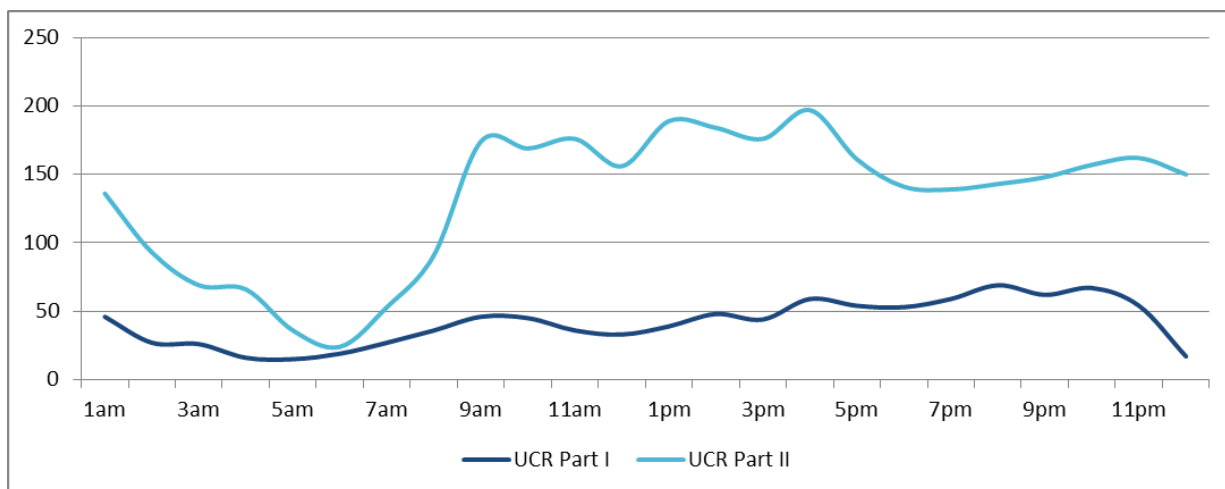
**Length of time the specific problems or problem locations have been problematic. Spatial and temporal patterns of the crime. Who is involved in criminal activity (both offenders and victims)? Are there any specific populations (e.g. youth, parolees, immigrants) that account for a disproportionate amount of crime, either as offenders or victims?**

**Length of Time for Problem Locations:** Anecdotal evidence from ASCO veterans suggests that the patterns of crime in these areas have been problems for more than a decade, particularly along the East 14<sup>th</sup> corridor in Ashland. The length of time the specific locations have posed problems varies from spot to spot. The specific timeframes are shown below.

Location	Length of Time Problematic
Liberty Street and Fairmont	Since 2008
East 14 <sup>th</sup> Street between Ashland Avenue and 162 <sup>nd</sup> Avenue	Since 2008
East 14 <sup>th</sup> Street between 165 <sup>th</sup> and 167 <sup>th</sup> Avenues	Since 2011
Meek Park	Since 2013
Hampton at Western	Since 2012
Smalley Avenue between Princeton and Flagg Streets	Since 2011

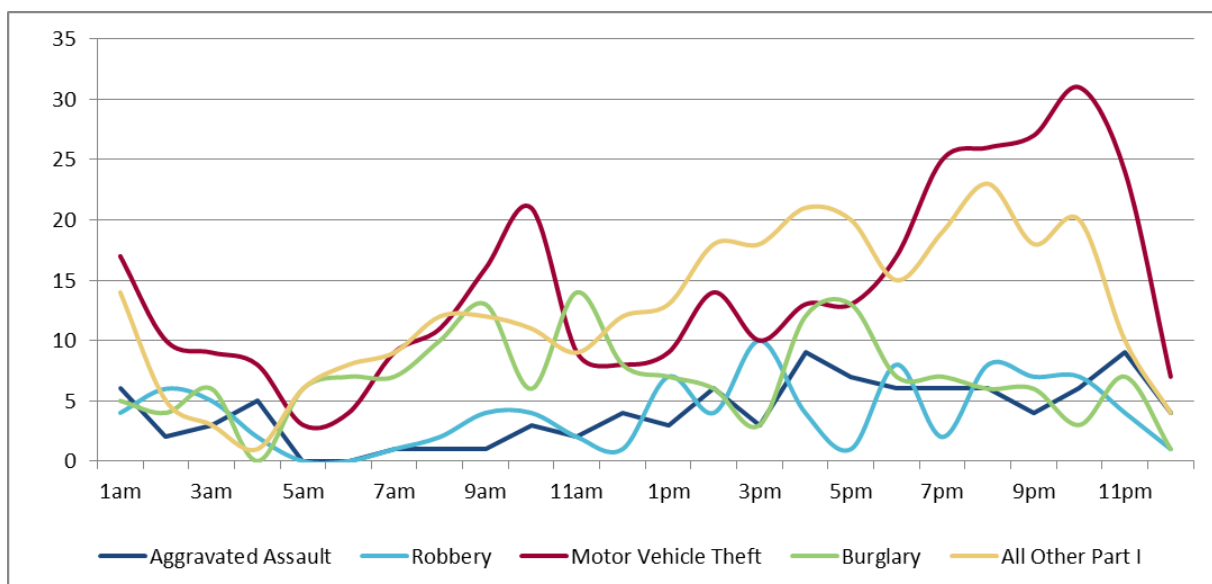
**Temporal Patterns:** The research partner analyzed the temporal patterns of crime throughout Ashland and Cherryland for 2014. Figure 9 shows that Part I crimes peaked, though not dramatically, in the evening, and Part II crimes were spread fairly evenly throughout the late morning (9 am) to late evening (1 am) before dipping sharply between 2 and 7 am.

**Figure 9: Part I and Part II Incidents by Time of Day**



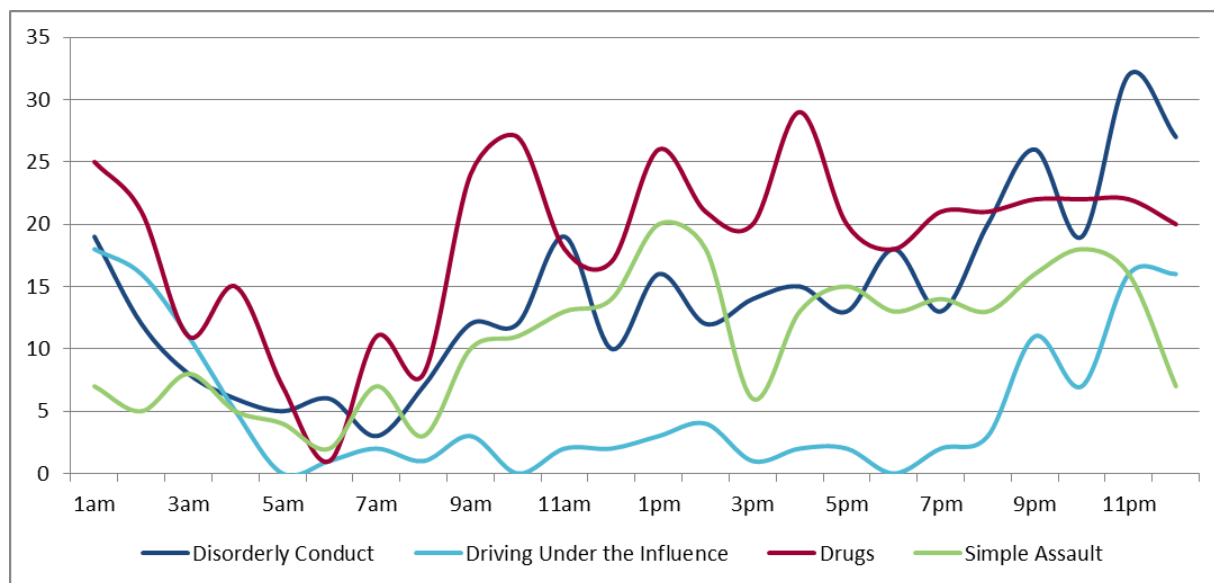
Analysis of Part I crimes separately showed that motor vehicle theft reports were most widespread between 7 and 11 pm, with a secondary peak around 9-10 am, which deputies attributed to overnight thefts being reported in the morning.

**Figure 10: Part I Incidents by Time of Day**



Among Part II crimes, Disorderly Conduct and Driving Under the Influence (DUI) peaked in the evening, while drug incidents were reported most frequently between 9 am and 5 pm. Simple assault peaked at 1 pm and 10 pm. All other Part II crimes were reported at their highest levels between 9 am and 5 pm, without significant peaking.

**Figure 11: Part II Incidents by Time of Day**



In both Ashland and Cherryland, 2014 incidents peaked in the summer months (18% above combined annual averages), although this effect was much more pronounced in Ashland (27% above annual average) than in Cherryland (8% above average). Both Ashland and Cherryland also saw a sharp rise in incidents in December (11% above combined average). However, the combined incident data for 2008-2014 showed only a peak of 8% in July, 5% in May, and 5% in December.

**Figure 12. Number of Incidents by Month, 2014**

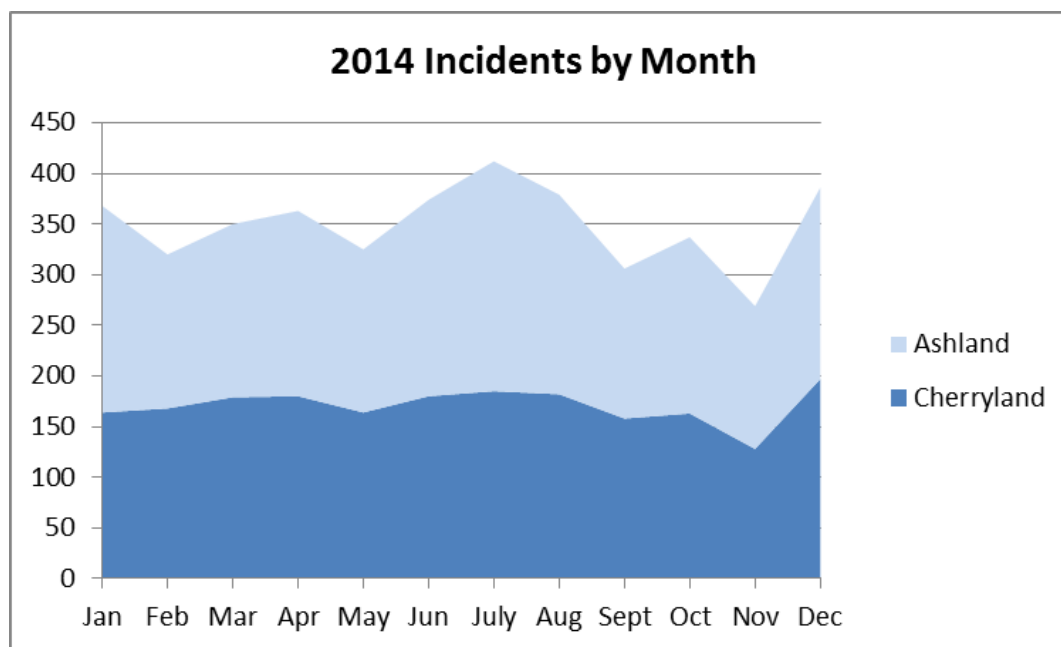
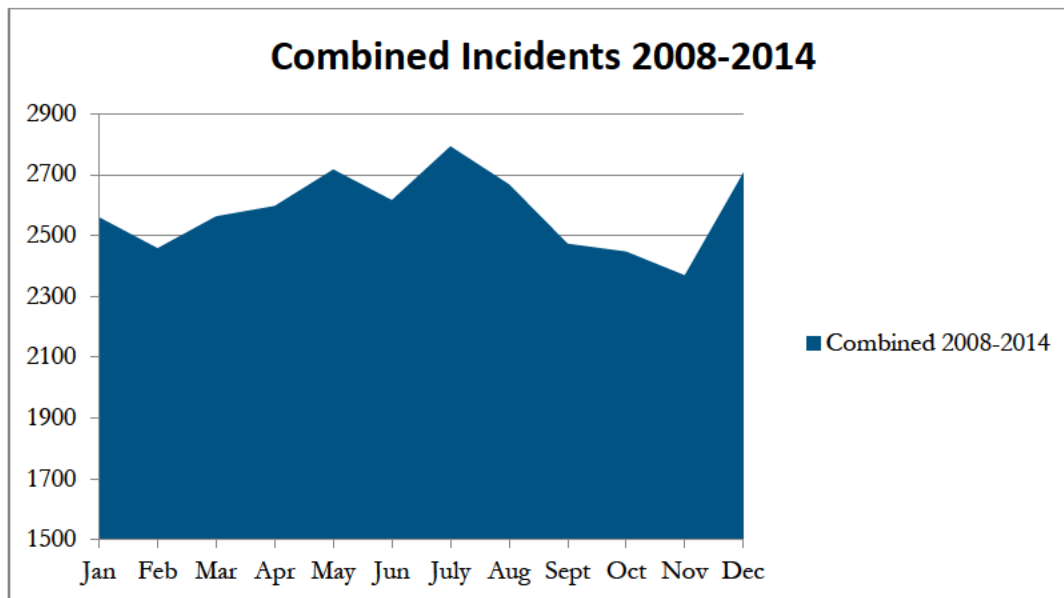
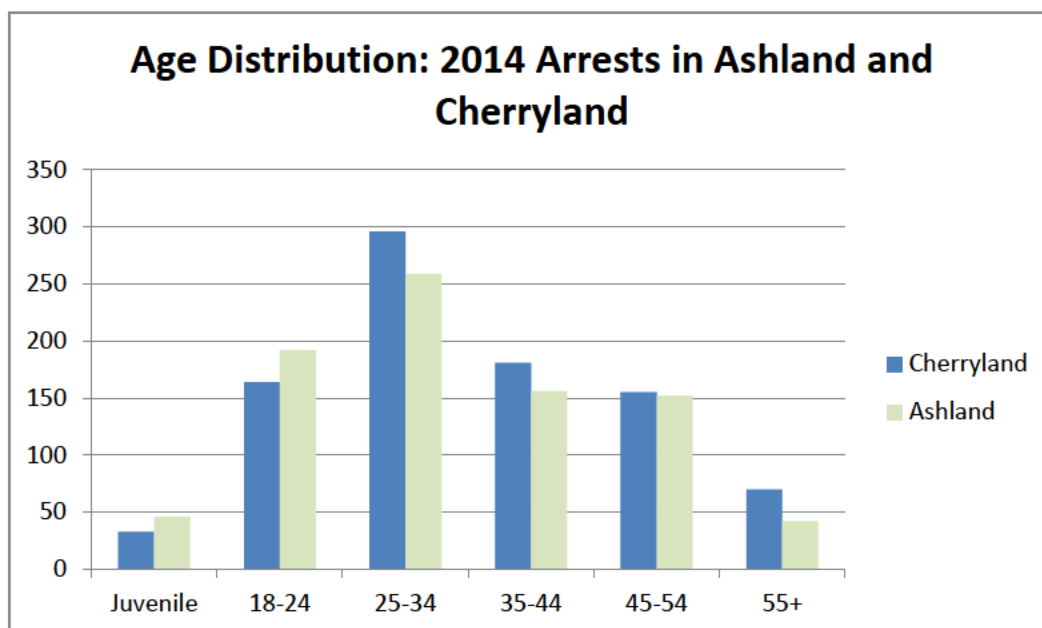


Figure 13. Number of Incidents by Month, 2008-2014 Combined



Who is involved in criminal activity: Young adult males are the most likely to be involved in criminal activity. As shown in Figure 14, adults aged 18-34 make up the largest groups of arrestees in 2014, accounting for 52% of all those arrested in the neighborhoods that year (911 out of 1746). In Cherryland in 2014, 657 of 899 arrests (73%) were of males. In Ashland in 2014, 628 of 850 arrests (74%) were of males.

Figure 14: Arrests by Age, 2014



Incident types: Among Part II crimes, Drugs, Disorderly Conduct, DUI and Simple Assault were the four most commonly reported incident types. Researchers also delved into the incident reports to see what sorts of incidents were most frequently reported in the target neighborhoods. They found that Sheriff's deputies logged 358 incidents of 5150, "72 Hour Mental Health Hold," in 2014 in Ashland and Cherryland: almost one per day. It was the most frequent type of incident report by a large margin; next was "Domestic Disturbance by Loud/Unreasonable Noise" at 302. Both of these are categorized as "All other incidents" in the ACSO data system.

**Nature of physical/economic environment? What are the environmental attributes of the target area? How does crime overlay with physical assets and liabilities, development projects, law enforcement efforts, target areas of other initiatives and other relevant factors?**

The primary features of the physical and economic environment for Ashland/Cherryland are:

**1. Ashland's multiple blocks of apartment complexes with labyrinths of courtyards and corridors.** Ashland is the most densely populated jurisdiction of Alameda County. The apartment complexes have been nexuses for crime ever since they were built in the 1970s and 80s. The physical layout of the buildings has created a wealth of shortcuts and hiding places for people engaged in criminal activity. A typical scenario, described by a deputy, is that a young adult or group of young adults snatch a smartphone or a purse on East 14<sup>th</sup> or one of the adjoining blocks, then run into the apartments and vanish up stairwells or through courtyards. Figure 15 shows an aerial view of a block between 164<sup>th</sup> and 165<sup>th</sup> Avenues, almost entirely made up of these complexes, while Figure 16 shows the same block from the street. ACSO has a CPTED program (Crime-Free Multi-Housing program) to work with landlords and property managers to mitigate risk factors for crime, not all properties in the area participate and Ashland's crime hot spots have included these types of properties for decades.

**Figure 15. 164th and 165th Avenues, Ashland: Apartment Complexes**



Figure 16. 164th Avenue between East 14th and Liberty, Ashland



**2. A sparsely utilized, uninspiring, and pedestrian-unfriendly commercial corridor.** As noted under “Business and the Economy,” the East 14<sup>th</sup> and Mission corridor, and Lewelling Boulevard, the secondary commercial corridor, are far from the kinds of downtown areas that attract pedestrians and families to shop, socialize, and seek entertainment.

Figure 17. 164th Avenue between East 14th and Liberty, Ashland



Figure 17 shows a typical section of the East 14<sup>th</sup> and Mission Corridor: a multi-lane road (California State Route 182) with a bare concrete median, and a mix of corner markets, auto accessories retailers, and dilapidated commercial space with little setback from the bare sidewalk.

**3. Small, older (pre-1970) single family homes in Cherryland.** The physical infrastructure of Cherryland’s residential area is much different from the apartment-heavy neighborhood of Ashland. Figure 18 shows a typical street view of smaller homes with a mix of well-maintained and more run-down properties.

**Figure 18. Peralta Street, Cherryland**



**Physical Assets** in the area include

- 1. Access to major freeways** (I-880, I-580, CA-238)
- 2. Schools:** San Lorenzo High School, Edendale Middle, Hillside, Hesperian, Colonial Acres, and Cherryland Elementary.
- 3. REACH Ashland Youth Center**, a major center of community activity since it opened in 2013. The Ashland Youth Complex now includes REACH, playing fields, a skate park and plaza outside REACH, and Edendale Park, as shown in Figure 19.

**Figure 19: Ashland Youth Complex**



**4. Parks: Edendale, Meek, Ashland, and Cherryland parks.** Edendale and Meek are the largest parks in the area; however, as noted above, the area is underresourced in terms of open space and parks. The Quality of Life survey, referenced above, found that many area residents (44% of survey respondents and numerous focus group participants) reported feeling unsafe at local parks, with the exception of Meek.

**5. New Affordable Housing and Retail Space** under construction next to the REACH Ashland Youth Center, as shown in Figure 20. This complex, under the auspices of Resources for

Community Development, will include 85 housing units, including 15 reserved for transition-age youth, and 2,300 square feet of retail space on the ground floor. Ashland-Cherryland Rising is working with Economic & Civic Development and local food businesses to look into creating a Market Hall in part of the retail space for locally sourced products. Economic & Civic Development will continue to work with DSAL, the Chamber, and local property owners, to try to find suitable retail locations for food entrepreneurs.

**Figure 20. Housing and Retail under Construction, Ashland**



**Area Liabilities**, as quoted from the Business District Specific Plan:

- While the area is advantageous in terms of accessibility and some types of neighborhood amenities, its vitality is challenged by the following conditions:
  - Lack of site control on adequate vacant development sites;
  - Small parcel sizes that make it difficult and costly to assemble larger sites for development;
  - Shallow parcel depths, severely limiting the type of development that can be built;
  - Earthquake susceptibility related to proximity to Hayward fault;
  - Blighting conditions (physical decay) that discourage new investment;
  - Land prices that are high relative to the price that can be supported by most types of new commercial development (according to local real estate experts); and
  - Nearby established retail competition, such as Bayfair Center, Walmart/Greenhouse Marketplace, the Lucky-anchored Shopping Center in downtown Hayward, as well as Castro Valley Boulevard in the vicinity of Redwood Road, which likely hinder the potential for development of additional large-scale regional retail establishments in Ashland Cherryland.
  - The area lacks a full service grocery store.

Other features of the area include:

- Mobile home parks along the Ashland-Cherryland border that are also regular sources of incident reports. One mobile home park in Ashland generated 61 incident reports in 2014.

- Older (mid-twentieth century) housing and retail stock that could be leveraged for its architectural style but which has been allowed to fall into disrepair.
- Clusters of group homes for reentry clients and people with disabilities around the hot spot of A Street/Princeton/Smalley.

**Overlays:** Ashland Cherryland Rising has overlays with:

- Law enforcement efforts: ACSO's "Cop Shop" or community policing unit in Ashland, COPPs grant, deputies at REACH, deputies will be at Cherryland Community Center when it is completed.
- Operation My Home Town (OMHT) started in the area and is still largely focused on reentry clients in Ashland/Cherryland.
- Eden Area Livability Initiative Phase II (EALI II) and All In: The New War on Poverty, spearheaded by Supervisors Miley and Chan, respectively.

### What are the community perceptions and intelligence about the crime issue? Does this differ from the perceptions of law enforcement? If so, how and, if known, why?

The findings from the planning process were mixed on the issue of crime and public safety. On one hand, many residents felt unsafe in their neighborhoods after dark; unsafe using their neighborhood parks, and felt that quality of life crimes, such as littering, vandalism and graffiti were noticeable issues. On the other hand, focus group and house meeting participants often felt safe in their residences and in the neighborhood during the day. Additionally, youth and adults surveyed by San Lorenzo high school students rated Ashland and Cherryland as a 7.4 out of 10 for safety.

**Table 7. Perceptions of Crime and Safety Key Data**

Neighborhood Challenges: Ashland and Cherryland 2013 Quality of Life Survey Report (N=421-448)	Percent who "agree" or "strongly agree"	Ashland and Cherryland 2013 Quality of Life Survey Report (respondents were more likely to be low-income and individuals of color than neighborhood averages).
I feel safe walking in my neighborhood after dark	22%	
My neighborhood does not have any litter	22%	
My neighborhood is well lit after dark	26%	
My neighborhood does not have any vandalism or graffiti	26%	
I trust the people in my neighborhood	30%	
In a youth-conducted survey of Ashland-Cherryland residents, respondents ranked their neighborhoods as 7.4 on a scale of 1-10, with 10 being the safest. (n=100, 84% ages 16-24)		San Lorenzo High School Student research projects, 2015.

**Social Cohesion.** Respondents to the Ashland-Cherryland quality of life survey demonstrated low levels of trust in their fellow residents, with only 30% of respondents answering "strongly agree" or "agree" with the statement "I trust the people in my neighborhood." Thirty-six percent disagreed or strongly disagreed, while 34% were neutral.

Forty-three percent agreed with the statement "I know most of my neighbors," while 36% agreed that the neighborhood was "a safe place to grow up or raise children" and only 25% agreed that "My neighborhood does not have any vandalism and graffiti."

**Fear of Crime.** The vast majority of Ashland and Cherryland residents who responded to the survey cited fear of crime after dark as a major neighborhood challenge (78%). Focus groups con-

ducted during the Quality of Life survey process also indicated that “the prevalence of violence, crime, gangs, and drugs” made them feel unsafe. Residents also cited fear of crime with regard to access to parks, outdoor activities like walking and bicycling, and public transportation. However, 57% of respondents stated that they felt safe walking in the neighborhood during the day.

**Resident Suggestions:** In the Ashland-Cherryland Quality of Life survey report, residents’ top suggestion for improving neighborhood safety was increasing the *number of street lights*, most notably in school parking lots and at public transit stops/stations.

However, *community policing* ranked second among residents, and, based on focus group input, would have ranked higher if not for unclear communication among police and residents about the term “community policing.” Some residents, particularly youth, stated in focus groups that they had initially interpreted the term as referring to increased enforcement and were wary of this approach. These data suggest that increased dialogue between the ACSO and residents about ACSO’s community-oriented and problem-solving approach to crime in the Ashland and Cherryland neighborhoods would be a productive strategy moving forward with the BCJI initiative (see “Strategies,” below, for further discussion).

“Seeing more people out at night” and “more businesses” were the fourth and fifth-ranked strategies; however, if they are taken together as strategies to improve the sense of “place” for the neighborhoods, they would rank above “more social services,” which was suggested by 43% of respondents.

**Table 8: Top Strategies to Improve Neighborhood Safety**

Strategy	Percent
More street lights	76%
More community policing	67%
More social services	43%
Seeing more people out at night	36%
More businesses	25%

The perception of the Crime Prevention Unit of the ACSO, which heads the BCJI initiative, is that the critical drivers of crime in the neighborhoods have more to do with lack of social cohesion and economic opportunity than with the physical factors of street lights, and traffic calming measures like speed bumps, though these are also important pieces of the complex public safety puzzle. One of the further tasks for the Engine Team is to address all the factors, and let residents know that their concerns about physical infrastructure and other elements pertaining to safety are heard, valued and addressed, even as we move forward on ‘big picture’ economic development. One of the strategies we plan to implement is supporting residents in gathering data and advocating for the solutions that make sense for them in their micro-neighborhoods, as well as in the Ashland/Cherryland area as a whole.

#### Patterns of reentry in the community, including comparison to other areas of the jurisdiction

As of July 2010, Cherryland had a rate of adult residents on probation comparable to that of Oakland (1,202 per 100,000 vs. 1,246 for Oakland). Ashland’s rate was 962.	Eden Area Community Profile
After East and West Oakland, Ashland and Cherryland have the highest rates of residents on probation in Alameda County.	Urban Strategies Council
The Alameda County Probation Department estimates that “there are approximately 5,000 - 5,500 people in the unincorporated area who are on some	March 2014 Presentation to EALI II working group by

As of July 2010, Cherryland had a rate of adult residents on probation comparable to that of Oakland (1,202 per 100,000 vs. 1,246 for Oakland). Ashland's rate was 962.	Eden Area Community Profile
type of supervision (Court Informal Probation, Felony Probation, Mandatory Supervision, Post-Release Community Supervision, Juvenile Probation, Parole, or combination of all of the above)."	Ted Baraan, Director of Adult Services, Alameda County Probation

Reentry. In July 2010, 51% of the Alameda County probationers in the County's unincorporated areas were located in Ashland or Cherryland. Based on Probation's estimate of 5,000 to 5,500 persons under supervision in the unincorporated areas, above, this would translate to an **active** probation population of 2,500-2,800 individuals in the Ashland and Cherryland neighborhoods in 2014—over 10% of the population aged 15-75. The Sheriff's Office has estimated that an additional 4,000-5,000 individuals in Ashland and Cherryland have prior involvement with the juvenile and/or criminal justice systems, but are not currently under supervision.

#### Are there any other trends or analyses that you would like to share?

One phenomenon that is worthy of notice is the cross-pollination and creative problem-solving that is coming out of the Engine Team meetings and relationships. For example, the Byrne initiative helped coordinate family engagement work at the school level with Public Safety work going on through the EALI II initiative and with community outreach work going on through DSAL.

In another example, the Chamber put on a Business Mixer in July that got out over 50 participants from Ashland and Cherryland – a tremendous turnout for an area that has not been deeply involved in the Chamber's activities in the past. DSAL and Supervisor Miley's staff helped go door to door along East 14<sup>th</sup> and Mission to personally invite merchants, and house meeting participants were also invited to come and meet the business owners. The Ashland/Cherryland merchants that were there said they were excited to see this happening and offered their facilities for the next two mixers. These relationships would not have happened without the Byrne Engine Team and the positive, collaborative outlook and "roll up your sleeves" energy of its members.

The regular meetings among members of County agencies, Supervisors' staff, and nonprofits are helping the members understand each other's challenges, resources, skills and working environments and, we feel, point favorably toward ongoing collaboration in support of systems change.

Another issue that has been much discussed at the Engine Team meetings is that in some parts of the target neighborhoods, ACSO and DSAL personnel have observed entrenched distrust among some older residents toward other residents who they perceive as "not like us," i.e. the growing Latino population, particularly of Cherryland, and the residents of Ashland's large apartment complexes, particularly young African-American males. In addition, the large number of formerly incarcerated residents in the neighborhoods has led to a perception voiced at EALI II working groups and other public meetings, such as a meeting on the proposed Infinity Park campus, that county agencies have used Ashland and Cherryland as "dumping grounds" for clients of various kinds of social services. Some community members have commented that the REACH Ashland Youth Center and the new Tiburcio Vasquez Health Clinic on East 14<sup>th</sup> are part of a "Social Services Alley" that they feel the County is trying to establish in the neighborhoods. While not all older residents share this viewpoint, it has been articulated at enough venues to be noticeable. As one Engine Team member commented, "This is another opportunity to broaden the conversation and balance feedback once we figure out more avenues to engage harder-to-reach populations."

### Did the analysis reveal any unexpected findings?

One of the biggest unexpected findings was that many residents are not aware that they are residents of Ashland or Cherryland. They believe they live in neighboring cities of San Leandro or Hayward, or San Lorenzo (also an unincorporated area but with a stronger identity). Staff of Supervisor Miley's and Supervisor Chan's offices confirmed the finding, stating that many residents come to them at the end of a long and frustrating attempt to get services or responses from the cities they thought they lived in. This finding pointed to the need for widespread outreach and education, so that residents understand which Alameda County agencies or joint powers authorities are responsible for their public safety, infrastructure, planning, and economic development services; as well as how to interface effectively with those bodies to direct resources where they are needed and wanted. It also pointed the Engine Team toward incorporating a strategy that would create more direct governance and capacity for residents, such as a Municipal Advisory Council, a Community Development Corporation, and/or a Community Development Financial Institution.

## (2) Implementation Plan

### A. Proposed Strategies to address your findings

What strategies will your cross-sector partnership employ to address these issues? What is the evidence-base or research-base that supports these strategies? For innovative strategies, what is the theory or basis in evidence that indicates your approach is likely to be successful?

The original BCJI grant included the following objectives:

1. Increase economic opportunities for Ashland/Cherryland residents
2. Increase residents' access to social services and supports
3. Prevent new crime in identified hot spots
4. Increase % of Ashland and Cherryland residents feeling safer

To achieve these objectives, we are proposing the following strategies:

Table 9: Ashland-Cherryland Rising Strategies

Invest in the community	Objectives 1, 2, 3
Physical Infrastructure:	
<ul style="list-style-type: none"><li>• Recently added physical infrastructure includes the REACH Ashland Youth Center, renovated Edendale Middle School and gymnasium; streetscape improvements along East 14th/Mission; and a skate park and playing field, and the Dig Deep Farms garden and produce stand. (MAP)</li><li>• Infrastructure in-progress includes:<ul style="list-style-type: none"><li>○ The Cherryland Community Center, breaking ground in 2015 (leveraging over \$22 million from the Community Development Agency).</li><li>○ A housing complex plus 2,300 square feet of retail at E. 14<sup>th</sup> and Kent (opening in 2015),</li><li>○ A health clinic on the 16200 block of E. 14<sup>th</sup>.</li><li>○ The Food Hub and Commercial Kitchen on the hill above Ashland which will benefit food entrepreneurship in the target areas.</li></ul></li><li>• Infrastructure to be pursued during the implementation period includes:<ul style="list-style-type: none"><li>○ Additional streetscaping called for by the Ashland-Cherryland Business District Specific Plan (leveraging \$20 million in County funds).</li><li>○ A full-block development along the E. 14<sup>th</sup>-Mission Corridor, possibly catalyzed by a pending ArtPlace for America grant (notification in late August 2015).</li><li>○ Alameda County Community Food Bank is working with REACH to establish a mobile pantry or other community-wide food distribution methodology.</li><li>○ Temporary spaces for pop-up retail and gathering areas.</li></ul></li></ul>	
Economic/Community development and social entrepreneurship:	
<ul style="list-style-type: none"><li>• Leveraging Community Economic Development Agency resources, including access to KIVA microloans, SBDC business coaching.</li><li>• Studying feasibility of creating an Enhanced Infrastructure Financing District (EIFD) for public benefit infrastructure improvements in Ashland/Cherryland.</li><li>• Creating a Community Development Financial Institution to improve residents' access to credit and capital.</li><li>• Studying feasibility of creating a Community Development Corporation in Ashland/Cherryland.</li></ul>	

- Using BCJI funds to hire a Social Enterprise Manager and an Economic Development Community Liaison (2 staff) who will coordinate resources, work with county agencies, businesses and nonprofits to expand opportunities; also link interested business people/entrepreneurs from the neighborhood in a social network. The latter will be focusing their efforts on revitalizing the E. 14th/Mission corridor and also serve as the liaison for those merchants with the community, while the former will work intensively with residents and investors to build successful social enterprises.
- Leveraging ACSO Food Hub and commercial kitchen facility, which will be opening in 2016, to incubate local food systems entrepreneurship while increasing resident access to healthy food; Expanding DSAL Dig Deep Farms operations to farmer's market on E. 14<sup>th</sup>/Mission commercial corridor.
- Working on other aspects of family and individual asset building, including pursuing lending circles, access to credit, and Individual Development Accounts.

#### Education and job training:

- Social Services and ACSO have received a DOL grant for American Job Center at Santa Rita Jail to improve inmates' preparation for education/training post release and their connection to the workforce system
- Operation My Home Town is operating three Job Clubs for reentry clients, in partnership with community-based providers and with linkages to the EASTBAY Works network of Workforce Investment Boards and Adult Education. The Alameda County Social Services Agency also funds access to the Metrix online assessment, planning, education and certification tool for OMHT clients.
- Soulciety provides career exploration, workplace readiness training, internships, and job placement and retention support at REACH Ashland Youth Center for 16-24 year olds
- A new licensed childcare center with 25 slots is opening at REACH for young parents and will enable them to go to school and/or work.

#### Expand reentry and ex-offender services

Objectives 3,4

#### Clinical case management:

ACSO will hire additional case managers for Operation My Home Town using funds from California Board of State and Community Corrections and Medi-Cal. ACSO won a competitive grant for the Mentally Ill Offender Corrections and Rehabilitation program (MIOCR), which enables OMHT to shift resources from OMHT to economic development and social cohesion, which the Engine Team has made a stronger priority.

#### Job Training and Education:

- The ACSO has partnered with the Alameda County Workforce Investment Board/Social Services to build an American Job Center in Santa Rita Jail, funded in part by the Department of Labor.
- As noted above, OMHT Job Clubs are gaining traction in the Ashland Community Center and three Alameda County churches.
- OMHT is developing partnerships with the Port of Alameda, Cypress Mandela Training Center, and for training and job placements in transportation, logistics, and construction industries.
- OMHT clients can also participate in paid internships at Dig Deep Farms.
- The Tri-Valley Regional Occupational Program provides education and career technical training to inmates in Santa Rita Jail.

**Expand Community-Oriented Policing/Problem Solving approaches****Objectives 1, 2, 3****Community-oriented policing:**

- Station additional deputies in Ashland/Cherryland at Cherryland Community Center and other sites as appropriate (e.g. planned park/block development in Cherryland).
- Continue to develop relationships with youth and families at REACH Ashland Youth Center, on the beat and at community events. ACSO Community Policing Deputies Charles Joe and Jairo Chavez are already doing a great deal of non-traditional police work, like being a major part of all the house meetings and also organizing community events of their own.
- Broaden conversation with residents, business owners, public agencies, and nonprofits about what authentic community-oriented policing is, particularly by working to engage groups who have historically been harder for “the authorities” to reach.
- Provide deputies with hot spot data on a regular basis.
- Ensure deputies know what resources to connect residents with, both at the county level and faith based and CBO providers.

**Problem Solving:**

- Take a deeper dive into causes of problems at identified priority hot spots by talking with residents and work with residents and community leaders on potential solutions (e.g. bringing resources to bear on problem properties). Deputies Joe and Chavez are already using house meetings and community events to listen to residents’ concerns.
- Training Community Policing Deputies to do at least some of the skills/capacity development training for community leaders.
- Develop methodology or feedback loop for resident concerns that ensures issues are addressed and follow up or resolution is adequately communicated.

**Build social capital at the block level and neighborhood level****Objectives 3,4**

- Create and support affinity groups of residents using social networks.
- Engage cultural and language support to impactfully include “difficult to engage/harder to reach populations,” e.g., seniors, immigrant populations, groups with a history of mistrust between them and authorities.
- Create ongoing “Summer Night Lights” events on weekends for families, youth, and community members, based on successful models in Los Angeles and Sacramento.
- Bring public and private resources to support residents’ ideas and interests (e.g. school volunteering, block cleanup, block parties, etc.).
- Streamline the flow of information about, and access to, resources that can benefit residents (e.g. mental health, respite care, asset building/financial planning services, CalFRESH (SNAP), subsidized childcare. Organize workshops and classes.
- Ensure that residents know and understand where they live, i.e. Ashland is not the city of San Leandro, Cherryland is not Hayward; both are unincorporated, what that means to residents, and how to get supports from County.

**Develop a cadre of community leaders****Objectives 3,4****Community capacity building:**

- Identify, train, and mentor community leaders to become informal and formal advocates for positive community change. Offer menu of free resources, strongly encourage residents to connect at various levels, e.g. attending Planning Commission or Public Safety Commission meetings; hosting house meetings; registering to vote; organizing block events; running for

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School Board and/or eventually Municipal Advisory Council.

- Develop Leadership Council as part of Eden Area Livability Initiative to connect community leaders with each other and with county decision makers.
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## Evidence Base and Innovative Strategies

Our overall approach of addressing known criminogenic factors on a neighborhood level, by putting in place institutions and resources where people live is derived in part from Sampson and Lauritsen's "Violent victimization and offending: Individual-, situational- and community-level risk factors."<sup>3</sup> In A.J. Reiss & J.A. Roth (Eds.), *Understanding and Preventing Violence, Volume 3: Social Influences* (p1-114). Washington, D.C.: Panel on Violence, National Research Council. Another of the key studies underpinning our economic development and creative placemaking approach to Ashland-Cherryland Rising is from Local Initiatives Support Corporation (LISC). LISC studied a project in Sacramento that replaced substandard housing and motels with new/renovated buildings and focused crime prevention efforts on a stretch of Auburn Blvd. and reduced crime substantially over an 11-year period.<sup>4</sup> Our initiative also aims to physically transform our target neighborhoods as part of making them into places where residents can thrive, and find family-supporting jobs. Like the Lowell, MA Hot Spots Policing program, Ashland-Cherryland policing includes foot patrol in high-crime areas and situational prevention in partnership with public and community entities and businesses; and services to promote community development.<sup>5</sup>

James Byrne of UMass Lowell noted in 2009 congressional testimony that "a 10% decrease in the state's unemployment rate corresponded with a 16% reduction in property crime;" and "individual-level analyses reveal that a 10% increase in real wages is associated with a 10% decrease in crime participation."<sup>6</sup> Byrne said, "Research on the general deterrent effect of incarceration should always be examined in the broader context of non-deterrence based social policy changes that may achieve the greater crime reduction effects at a fraction of the cost." Zielenbach argues that improved economic conditions lead to improved social conditions.<sup>7</sup>

Our strategy of building a network of social enterprise and grass-roots entrepreneurship within the neighborhood is an innovative one, based on the initial successes of Dig Deep Farms and

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<sup>3</sup> From Sampson, R.J. and Lauritsen, J.L. (1994).

<sup>4</sup> LISC: A Benefit-Cost Analysis of the Auburn Boulevard Revitalization project. "Based on crime reports filed by police deputies for burglary, robbery, felony assault, homicide, rape, prostitution, vandalism, narcotics sales and other illegal acts, Auburn Boulevard experienced significant improvements in crime rates as compared to the nearby control area. Crime on Auburn went down by 32%, while it increased by 39% in the comparison area of Folsom Boulevard. While there were 19 robberies on Auburn Boulevard in 1992, there was only one in 2003. This is a 95% decrease, while Folsom Boulevard experienced a 33% increase in robberies from 24 to 32 over the same time period. Likewise, prostitution on Auburn Boulevard declined from 21 reports in 1992 to just three in 2003."

(<http://www.lisc.org/docs/publications/Benefit-Cost.pdf>) "Based on crime reports filed by police deputies for burglary, robbery, felony assault, homicide, rape, prostitution, vandalism, narcotics sales and other illegal acts, Auburn Boulevard experienced significant improvements in crime rates as compared to the nearby control area. Crime on Auburn went down by 32%, while it increased by 39% in the comparison area of Folsom Boulevard. While there were 19 robberies on Auburn Boulevard in 1992, there was only one in 2003. This is a 95% decrease, while Folsom Boulevard experienced a 33% increase in robberies from 24 to 32 over the same time period. Likewise, prostitution on Auburn Boulevard declined from 21 reports in 1992 to just three in 2003."

<sup>5</sup> Evidence provided by Braga, Anthony A., and Brenda J. Bond. 2008. "Policing Crime and Disorder Hot Spots: A Randomized Controlled Trial." *Criminology* 46(3):577–607, at <https://crimesolutions.gov/ProgramDetails.aspx?ID=208>

<sup>6</sup> Byrne, J. (2009), What Works in Prison Reentry: A Review of the Evidence, Testimony: Subcommittee on Commerce, Justice, Science, and Related Agencies, Alan Mollohan (WV), Chair

<sup>7</sup> Sean Zielenbach, (2000) *The Art of Revitalization, Improving Conditions in Distressed Inner-City Neighborhoods* (New York: Garland Publishing)

Produce in both addressing community need for fresh produce and providing work experience for youth and adults.

Gittell and Vidal argue in *Community Organizing: Building Social Capital as a Development Strategy*, another study of LISC work, that building social capital is essential to creating a thriving neighborhood. Ashland-Cherryland Rising aims to build social capital in a variety of ways – through house meetings and leadership groups, through recreation and social events, and through economic development.

During the Ashland-Cherryland Rising planning period, the Engine Team decided to adopt the Summer Night Lights strategy which was implemented successfully in Los Angeles and Sacramento. In 2014, Los Angeles Summer Night Lights sites saw a 15.4% reduction in gang-related crime (Wed – Sat), compared to these locations in 2013.<sup>8</sup> In Sacramento, after the 2014 implementation of Summer Night Lights along Mack Road, crime indicators dropped significantly over the prior year. Simple assaults dropped by 100%; business robberies by 50%, residential burglary by 48%, and there were no homicides during the period.<sup>9</sup>

### What assumptions underlie your prediction of how your chosen strategies will produce these results?

We are operating with the assumptions that:

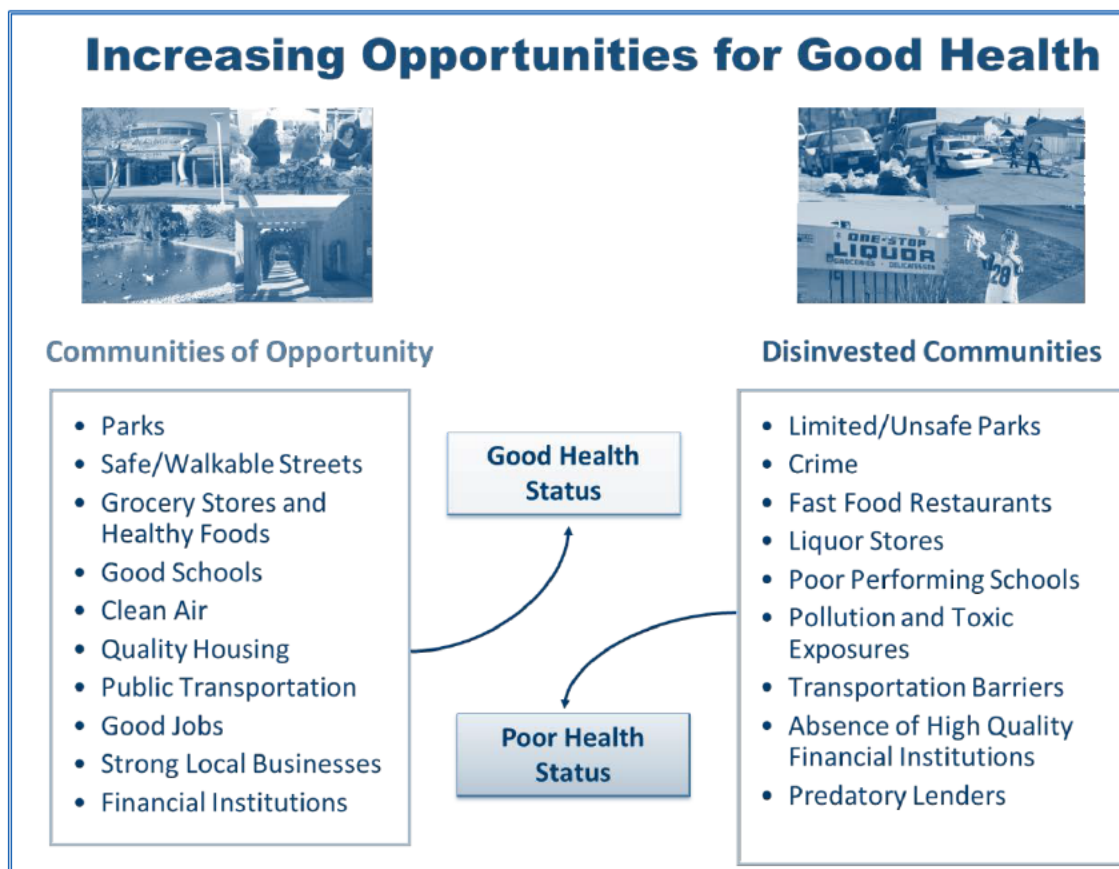
- Residents have the talent, leadership, wisdom, skills, and capability to improve their own communities.
- Long-term solutions to crime and disorder require deep-seated neighborhood change.
- Law enforcement needs to supplement its role and approach to crime to include relationship building, collaboration, and neighborhood development as an integral part of its operations, not as an add-on or a “nice to have.”
- Neighborhood change needs to be multi-faceted and intersectional, including culture, social relationships, economic opportunity, education, and infrastructure.
- Neighborhood change must include **economic development** and a **sense of place**. As noted above, many residents do not even know that they live in Ashland or Cherryland.
- Traditional economic development in Ashland/Cherryland’s commercial corridors needs to be supplemented with new models, such as community-based and “ground-up” economic development approaches. These can complement the county’s investment in the area, such as spending over \$20 million to build the REACH Center and funding a major streetscape/sidewalk improvement project along Hampton Road in Cherryland.
- Building social capital and relationships among residents and between residents and ACSO deputies will help counteract drivers of crime.

Figure 21, below, outlines the features of thriving communities versus disinvested communities. While these are presented from a public health perspective, many apply just as strongly to public safety.

<sup>8</sup> <http://grydfoundation.org/programs/summer-night-lights/2014-snl-impact-highlights/>

<sup>9</sup> Mack Road Partnership Summer Night Lights Sacramento fact sheet, received by email 5/20/15

Figure 21: Alameda County Public Health: Features of Communities of Opportunity



**How do your interventions relate to broader economic development or revitalization plans for the target area or surrounding neighborhood?**

Alameda County Community Development Agency (CDA) has been working for several years to attract new business to the East 14<sup>th</sup>/Mission Corridor, and commissioned the Ashland-Cherryland Business District Specific Plan in 2013. The Specific Plan is currently in draft phase and will be released for public comment later in 2015. There are currently no plans for major redevelopment as we have seen in other BCJI sites (e.g. Denver).

However, we feel that the Ashland-Cherryland Rising is itself a broader revitalization initiative, rather than simply a criminal justice and crime prevention initiative. Our Engine Team's approach, as outlined in the assumptions above, is that the neighborhood needs investment in economic, physical and social infrastructure to strengthen the frayed social, economic, and cultural fabric of Ashland/Cherryland.

The Eden Area Livability Initiative, Phase II (EALI II), is an overarching initiative spearheaded by County Supervisors Miley and Chan, and Ashland-Cherryland Rising is closely linked with EALI. Engine Team members sit on the EALI II working groups for Education, Economic Development, Public Safety and Realignment, and Agriculture and the Environment.

The Alameda County Community Development Agency and Small Business Development Center have jointly developed the Food Business Entrepreneurship Training Academy, targeted to the residents of unincorporated Alameda County in response to the success of Dig Deep Farms and Produce, and the spring 2015 groundbreaking on the DSAL Commercial Kitchen and Food Hub.

## B. Plans for Ongoing Research

**What is the role of your research partner during the implementation phase, including how often the research partner will meet with project partners?**

Research partner Hatchuel Tabernik and Associates (HTA) will serve as an experienced thought partner in the implementation phase of Ashland-Cherryland Rising. HTA has worked with ACSO since before DSAL was founded in 2005 to help plan, sustain, and evaluate ACSO's efforts to reduce crime and increase opportunity in Ashland/Cherryland.

HTA will interview collaborative members and residents (*re: collaborative participation, contributions made, satisfaction, etc.*) to better understand program impact on the community's collaborative process. Research associates will survey community residents and key stakeholders (*re: fear of crime, victimization, sense of community safety, victimization, economic, social, educational needs, etc.*), and obtain secondary data from Probation and ACSO to quantify the impact of Ashland-Cherryland Rising on criminal activity and occurrence of crime. They will examine programmatic data (e.g. meeting rosters, minutes, service delivery data, and action plans) for successes and challenges related to collaboration and using data to inform strategy and local decision-making.

The HTA lead research associate will meet at least monthly with the Engine Team to provide updates on key indicators and discuss implementation, service and preliminary outcome data to drive decision-making and continuous improvement. A research associate will also attend selected community events, e.g. a planned community summit, street cleanups, and/or community leadership training). The lead research associate will also communicate regularly with BCJI training and technical assistance providers.

Finally, the HTA research team will create and share products with a number of different audiences to maximize the accessibility and impact of the findings. The matrix below summarizes the information that will be disseminated, the projected audience, the format, and the timeline for sharing evaluation data with stakeholders.

Stakeholder	Information Needed	Best Format	Timeline
ACSO, Engine Team	Monthly progress reports	Verbal presentation; slides, handouts	Monthly
ACSO, Engine Team	Interim (Implementation Year 1) and Final (Year 2) evaluation reports	Written	End
Board of Supervisors, Community Corrections, Partners, Eden Area Livability Initiative	Executive Summary or 2-page Brief	Written	Annual
Community	Action-oriented slide presentation	Verbal presentation; slides, handouts	Annual
Department of Justice BJA	Quarterly progress reports, Semi-annual performance progress reports	Written	Semi-annually

**What are the expected results of your approach, including anticipated outcomes or indicators (intermediate and long-term) that you will track to measure success?**

We anticipate that research on Ashland-Cherryland Rising will provide both data on crime and safety and a qualitative and quantitative picture of how multi-sectoral work can contribute to positive change in residents' perception of the Ashland/Cherryland neighborhoods.

Our Theory of Change is diagrammed in Section 3 of this Plan. To make Ashland-Cherryland a safe, healthy, and vibrant community with opportunities to earn a sustaining wage C-ABC will implement four primary strategies.

- 1) **Take a Multisector Approach.** Neighborhood initiatives address complex social issues that require changes across multiple systems. To create systems change we will engage all stakeholders.
- 2) **Make the Community Safer.** Community members are more likely to be engaged and have thriving businesses when they live and work in safer neighborhoods. To create a safer community we will develop targeted enforcement strategies.
- 3) **Increase Community Capacity.** Community Capacity building activities such as economic development and social capital bring will foster local Ashland-Cherryland leaders and bring additional financial capital to the community.
- 4) **Reintegrate the Formerly Incarcerated.** Successfully reintegrating formerly incarcerated individuals into their community by providing reentry services and such as case management, education, housing and support services will foster productive community members and reduce recidivism.

Within these strategies, we are working with the Engine Team to identify critical indicators and set targets. Over the short term, these will include implementation indicators such as numbers of house meetings, numbers of events held, numbers of reentry clients served, as well as quarterly crime indicators. Long-term indicators will include residents' perceptions of safety; movement towards greater participation in government and civic affairs, economic development data (new business starts, business survey), and achievement of infrastructure milestones.

The outcomes we anticipate include:

**Short term outcomes**

- Agencies increase coordination and resources
- Reduced crime in problem hotspots
- Increase civic engagement among residents
- Improved social cohesion and trust
- Increased entrepreneurial training and supports
- Increased access to resources and supports
- More jobs in Ashland/Cherryland
- Decreased recidivism

**Long term outcomes**

- Agencies and residents collaborate to create change
- Crime is decreased in the community

- Residents feel connected to their community
- Residents and business have an Increased economic well-being
- Reentry clients successfully reintegrate into the community

**Impact outcome: Ashland / Cherryland is a safe, healthy, and vibrant community with opportunities to earn a sustaining wage.**

### **Have you updated the research plan? If so, please provide a copy.**

The planning process for Ashland-Cherryland Rising shifted the focus for implementation toward economic development and social cohesion, with less emphasis on the specific reentry program issues.

However, ACSO's Operation My Home Town (OMHT), a reentry project emphasizing clinical case management and wraparound reentry services, is not only continuing to serve the area but is expanding in multiple directions. Ashland-Cherryland Rising evaluation and research findings will include data from OMHT that impacts Ashland/Cherryland.

We will be using a Results-Based Accountability (RBA) approach to evaluate the overall Ashland-Cherryland Rising initiative, as RBA is especially well adapted to use in broad-based, collective impact initiatives. RBA's three fundamental questions help organizations get at performance measures, using straightforward, non-technical language:

- How much did we do?
- How well did we do it?
- Who is better off?

Research partner Hatchuel Tabernik & Associates (HTA) has extensive experience using RBA in place-based initiatives, including its planning and current evaluation work with Hayward Promise Neighborhood, just south of Ashland and Cherryland. We anticipate that a detailed updated research plan will be available by the end of October.

## **C. Plans for Community Engagement**

### **How will community members be involved in the project during the implementation phase?**

Community members will continue to be involved with the project through the following avenues:

Block level leadership/capacity building: As noted above, the Engine Team designed a series of house meetings to inform residents about community data; share the Engine Team's vision for Ashland-Cherryland rising; and gather input from residents on their view of their neighborhood, its strengths and challenges; what they would like to see changed, and how they could contribute to making that change happen.

Claudia Albano, the co-Chair of the Engine Team, spearheaded the house meeting strategy with input from the Engine Team and DSAL Community Organizer Shamika Parker, and developed a structure for house meetings that would result in ongoing engagement in Ashland-Cherryland Rising, a new cadre of community leaders, and new channels of communication among residents, law enforcement, and other public agencies. Concha Delgado Gaitan, Ph.D., another engine team mem-

ber and consultant to Supervisor Miley, has been working with parents and families at Colonial Acres Elementary School in Cherryland and Hillside Elementary in Ashland in a parallel process, identifying concerns and strengths, building leadership capacity, and strengthening relationships among parents and caregivers.

The second planned phase of neighborhood capacity building, which will both be part of and support the implementation strategies, will build on ongoing block-level meetings and add larger meetings that bring together groups of residents from multiple blocks. In these meetings, Engine Team members will invite interested residents to look more closely at neighborhood data, discuss ways to build community capacity, and encourage residents to connect in ongoing affinity groups, share data, and become eligible to share in a community resource bank, to be described in more detail in section 2 (C) below.

Interested participants will be given the opportunity to receive leadership training from staff of the Alameda County Board of Supervisors, from Ms. Albano herself, from contacts she has from community-organizing groups, and/or representatives of other local organized community groups (such as the group "Castro Valley Matters" whose members met and became civically engaged through the EALI process).

Training will include

- Asset-based community organizing
- Communications skills – presentations, social networking, research, persuasion, diversity training
- Leadership styles
- Meeting facilitation
- County government and community agencies
- Planning and follow-up

DSAL recreation, social activities and volunteerism: A unique feature of Ashland-Cherryland Rising is the use of the DSAL soccer and basketball leagues to build social capital in Ashland/Cherryland. Youth participants, young adult officials, parent and community volunteers, the parent advisory committee, and the ACSO deputies who volunteer for the leagues all contribute to the growth of positive relationships among youth, families, community members and law enforcement. The DSAL league opening ceremonies, community service projects, and social activities are an important piece of Ashland-Cherryland Rising. We plan to use DSAL as an important “talent pool” for emerging community leaders (see strategy above).

Events/activities for youth/young adults: Young people in Ashland/Cherryland will be recruited and trained to participate as leaders and contributors at events and activities that are part of the Ashland-Cherryland Rising strategy, e.g. community summits, neighborhood cleanups, civic art projects, sports events, block parties, and research projects. REACH Ashland Youth Center partners

**ACR in Action:** A parent at Colonial Acres Elementary mentioned that she would like to grow her small tax preparation business. Engine Team Member Concha Delgado Gaitan, who organizes parent leaders, put her in contact with Economic Development Manager Susan McCue and Bill Mulgrew, Executive Director of the Eden Area Chamber of Commerce, both on the BCJI Engine Team. They are connecting the parent and her business partner to KIVA grants and coaching to grow her business so she can use her office space year-round. This is the kind of intersection of relationships and resources that ACR will strive to create on a neighborhood scale.

Soulciety will also continue to provide job readiness training, career exploration, and job placement. Further, the Engine Team will continue to pursue resources to pay and/or stipend young people as they gain this experience.

Serving on the Engine Team: We currently have two Ashland/Cherryland residents serving on the Engine Team. As community capacity develops, we plan to open at least two more slots for Ashland/Cherryland residents to participate.

Re-Entering Civic Life: Re-Entering Civic Life (RCL) promotes opportunities for re-entrants to participate in civic and democratic processes and strengthen positive bonds with the community. The goal of RCL is to reduce recidivism by engaging re-entering individuals in the development of pro-social community membership skills while creating a safer community with the capacity to prevent and respond to crime. Typical reentry programs address the specific needs and risks of re-entrants, providing assistance with housing, employment, transportation, and general life skills. Missing from this approach is a way for justice-involved individuals to gain acceptance, self-respect, and empowerment, and to work towards repairing a community damaged by factors including their past criminal activities. RCL endeavors to accomplish this through the promotion of public visibility, voicing, and advocacy within local political arenas by the formerly incarcerated in order to promote the needs of those they represent.

RCL's pilot project has been promising: in 2013, a cohort of OMHT graduates represented the reentry voice in the Eden Area Livability Initiative (EALI), a community forum spearheaded by County Supervisors Nate Miley and Wilma Chan. This cohort attended a six month series of community meetings, culminating in a charrette in which local members voted on a series of community priorities identified through EALI. Through RCL's advocacy and outreach, expanding reentry resources for the local justice-involved population was voted a top priority for funding. This process was transformative on several levels: people with criminal histories, usually excluded from democratic transactions, were active agents of positive individual and social change; established community members developed humanizing connections with justice-involved EALI advocates, moving from apprehension to a shared recognition of the collective value of reentry resources as root-level public safety intervention; and OMHT Case Managers were led to more broadly define professional self-concepts and related theories of change through the EALI process and outcome.

### **What mechanisms will you use to share information about progress with community members? What mechanisms will you use to gather feedback and new information from community members?**

The Ashland-Cherryland Rising Engine team will use several mechanisms for sharing information about the initiative with community members and gathering feedback and information from the community about needs, resources, and activities:

Network of neighborhood leaders: As noted above, one of the key strategies of Ashland-Cherryland Rising is to support a cadre of neighborhood leaders who work with their fellow residents on projects that are priorities for their block, street, or wider area. The Engine Team will be mapping a variety of "paths" for these activities and seeking out public and private resources to support the projects.

Social networking: DSAL staff will create and moderate Facebook and/or Google groups to build online cohesion among residents, gather feedback on strategies and activities, and catalyze real-world activities, meetups, and affinity groups, e.g. entrepreneurship, arts and culture, youth and volunteering, education.

Ashland-Cherryland website: The Community Development Agency maintains an Ashland-Cherryland website (<http://ashlandcherryland.org>) to share information on the Health and Wellness Element and the Business District Specific Plan. We plan to explore using this site to publish updates on Ashland-Cherryland Rising, or, if this is not appropriate, establishing an additional site; however, we would like to minimize duplication of effort.

EALI II and All In: Engine Team members and community leaders are already part of EALI II and All In working groups, and are sharing progress with these groups as well as gathering input from them and sharing it back to the Engine Team. We anticipate that this multi-directional flow of information and ideas will only grow during the Implementation phase. The Engine Team will work with these structures to establish an effective feedback loop that builds trust, lends credibility, informs, and strengthens/creates leadership opportunities.

Community and stakeholder presentations: Ashland-Cherryland Rising Engine Team and community member will present annually to the Public Safety Committee and the Unincorporated Services Committee of the Alameda County Board of Supervisors, an open community meeting, and existing groups such as the Cherryland Community Association and Padres Unidos.

## **D. Plans for Sustaining the Effort**

### **What is your strategy for sustaining cross-sector relationships/partnerships during and beyond the life of the BCJI funding from BJA?**

Sustaining Ashland-Cherryland Rising partnerships is embedded in the work of ACSO's Crime Prevention Unit, which has been developing and nurturing cross-sector partnerships since 2005, starting with the work of then-Sergeant Neideffer to create the Deputy Sheriffs Activities League. Sgt. Neideffer also supported the efforts of Eden House Resident Services Manager, now DSAL's Executive Director, to organize Ashland's young people around advocacy for a multi-purpose youth center, which opened in 2013, after eight years of planning and construction. ACSO and DSAL partnered with a multitude of different agencies, from Kaiser Permanente to Alameda County Probation to Social Services, to create and sustain Dig Deep Farms and Produce, its farm stands and food systems hub. ACSO initiated additional partnerships in 2011 to develop, implement and sustain the Operation My Home Town reentry initiative, and has expanded those partnerships to meet client needs as the program has evolved. As part of the Community Corrections Partnership for Alameda County, ACSO has strengthened partnerships with Health Care Services, Social Services, the Workforce Investment Board, and community based providers of employment and housing services, among others.

What these partnerships all have in common is a dedication to systems change; to shifting the paradigms for how public and community agencies work together; to community-focused outcomes; and to taking a long-term view of crime and its drivers. ACSO plans to keep convening the Engine Team and growing/adapting its membership as necessary, even after the BCJI funding sunsets.

In order to help systematize and further these long-term collaborations, ACSO will be seeking budget funding for a permanent Program Specialist in multi-sectoral criminal justice and social services efforts. The program specialist would be responsible for ongoing systems improvement and integration under supervision of ACSO Lt. Neideffer, working with BCJI partners both within and outside the Alameda County government structure, within ACSO divisions, with OMHT partners, school districts, economic development and policy groups, and with broader County initiatives such as the Eden Area Livability Initiative and the All In: New War on Poverty. This position would also

be responsible for sustainability planning and development; communications and reporting to funders and stakeholders, liaison with outside evaluators and researchers.

### **What is your strategy for sustaining the commitment among key leaders and organizations to the core principles of BCJI, such as the use of research to guide decisions?**

Alameda County as a whole is moving toward greater use of shared data and research to guide planning and decision making, as evidenced by the plans, surveys, and reports generated by County departments and cross-sector initiatives such as the Eden Area Livability Initiative.

As the lead agency for BCJI, ACSO has embraced a number of evidence based practices in law-enforcement, corrections and reentry, as well as designing a place-based neighborhood revitalization strategy from the ground up, starting with the founding of DSAL and expanding into community oriented and problem solving policing, and Crime Prevention through Environmental Design. ACSO has also recognized the value of data and has contracted with independent researchers to provide data on reentry and recidivism in Operation My Home Town and on inmate services in Santa Rita Jail. Evaluation data showing the successes and challenge of OMHT has been critical to bringing additional support on board from ACSO leadership and with outside partners such as Probation, Social Services, and community-based organizations. Therefore, our primary strategy for sustaining and growing organizational commitment to place-based, cross-sector, community-focused work is to gather and disseminate solid quantitative and qualitative data on the impacts of Ashland Cherryland Rising.

### **What is your strategy for sustaining the implementation of specific strategies or activities funded by the BCJI grant?**

Throughout the BCJI planning process, the Ashland-Cherryland Rising Engine Team has sought to develop strategies that will have ongoing effects in Ashland/Cherryland, as continuing programs and services, through sustained impact on crime, the economy, and/or the built environment, and/or through sustained systems change.

**Investing in the Community:** The Engine Team, specifically representatives of Alameda County Community Development Agency, Economic and Community Development, is researching the creation of an Enhanced Infrastructure Financing District (EIFD) for public benefit infrastructure improvements in Ashland/Cherryland. The Team is also planning to research the formation of a Community Development Corporation (CDC) for Ashland-Cherryland or collaborating with an existing CDC, such as East Bay Asian Local Development Corporation, which serves diverse low-income neighborhoods throughout Alameda and Contra Costa County. Co-chairs Lt. Neideffer and Claudia Albano have had a preliminary conversation with Bay Area LISC about receiving technical assistance with this process and plan to follow up during the implementation phase.

**Expanding Reentry/Formerly Incarcerated Services:** ACSO is sustaining and expanding services to re-entering and formerly incarcerated individuals by accessing Medi-Cal funding for case management and cognitive behavioral interventions. Through the OMHT partnership, ACSO is working with Housing and Community Development, Health Care Services, Probation, and community based providers to overcome the housing, mental health/substance abuse, and employment challenges faced by this population; while working with BCJI to expand the economic base for Ashland/Cherryland residents as a whole.

**Expand Community-Oriented Policing/Problem Solving approaches:** ACSO has committed to ongoing resources to continue to support community-oriented and problem-solving policing in Ashland/Cherryland. Currently there are four community policing deputies working in Ashland/Cherryland.

**Build Social Capital and Develop Community Leadership Capacity:** ACSO is investing additional funding in supporting DSAL, which will form the backbone organization of block-level work groups, while Supervisors Miley and Chan will support community leadership training both during and after the grant period.

Currently, the Ashland-Cherryland Rising plan is to use the Public Safety working group of the EALI II initiative as the forum for community leadership development. We are also exploring the formation of a Municipal Advisory Council (MAC) for Ashland/Cherryland, which will provide a formal structure for residents to advise the county on issues of concern and for the county to disseminate information to the community. In California, MACs serve unincorporated communities as links to county boards of supervisors as authorized by California Government Code - Section 31010:

The board of supervisors of any county may by resolution establish and provide funds for the operation of a municipal advisory council for any unincorporated area in the county to advise the board on such matters which relate to that area as may be designated by the board concerning services which are or may be provided to the area by the county or other local governmental agencies, including but not limited to advice on matters of public health, safety, welfare, public works, and planning.

The formation of a MAC for Ashland/Cherryland would really be a game-changer because residents of these two parts of the unincorporated county are severely underrepresented in relation to more prosperous unincorporated areas in structures like the Planning Commission, EALI working groups, etc. With a MAC or other formal structure with elected membership, sustainability of civic engagement would not be an issue to the degree that it has been in the past, such as with a citizen's group facilitated by a Sheriff's Deputy which lost momentum when that Deputy was reassigned.

## **E. Appendices/Attachments**

Appendix 1: Secondary Data

Appendix 2: Cherryland-Ashland: Beyond Crime "Engine Team" members

Appendix 3: Project Chart

Appendix 4: Sample Engine Team Meeting Agenda

Appendix 5: House Meeting Materials

## Appendix 1: Secondary Data

Secondary data analysis paints a picture of neighborhoods impacted by decades of disinvestment, lacking in retail opportunities, access to fresh food, entertainment, civic and physical infrastructure, and local jobs that pay family-sustaining wages. The target neighborhoods also have higher percentages of residents with a history in the criminal justice system, compared to the surrounding unincorporated areas.

Population and Demographics Key Facts	Source
<ul style="list-style-type: none"> <li>The highest concentrations of poverty in Alameda County are in Cherryland (25.9%), up 4.7%, Oakland (20.5%), up 0.9%, and Ashland (17%) up 0.4% from the 2007-2011 American Community Survey.</li> </ul>	US Census, American Community Survey 2009-2013
<ul style="list-style-type: none"> <li>Over 65% of Ashland and 61% Cherryland housing units are occupied by renters.</li> <li>Most of the housing stock in Ashland (59%) and Cherryland (66%) was built prior to 1970. 44% of Ashland housing units were built before 1960, as were 52% of Cherryland units.</li> </ul>	US Census data, Eden Area Community Profile 2013
<ul style="list-style-type: none"> <li>Household incomes in Castro Valley were 59% higher than those in Ashland in 2000. In 2010, the difference was 72%.</li> <li>In Ashland and Cherryland, around 25% of households subsist on less than \$25,000/year. Median incomes of \$48,026 and \$50,987 for Ashland and Cherryland are over \$30k/year less than for Fairview and Castro Valley.</li> </ul>	
<ul style="list-style-type: none"> <li>Ashland's population grew 32% between 1990 and 2010; Cherryland grew 33%, far outpacing the growth rate of Alameda County (18%)</li> <li>Between 2000 and 2010: <ul style="list-style-type: none"> <li>Nearly 40% increase in Hispanic Population</li> <li>Nearly 40% decline in White Population</li> <li>The Non-White population continues to grow in Ashland and Cherryland</li> <li>30% and 20% increase in Asian population in Ashland and Cherryland respectively</li> </ul> </li> <li>14% of Ashland households and 12% of Cherryland households are overcrowded or severely overcrowded, vs. only 6% for Alameda County</li> </ul>	Ashland and Cherryland Community Health and Wellness Element: An Element of the Alameda County General Plan, Public Review Draft 2014.
<ul style="list-style-type: none"> <li>Southwestern Ashland had the largest population growth of anywhere in the Eden Area between 2000-2010 (over 10.5%) Other census tracts in Cherryland also experienced 7.5%-10.5% growth. Ashland and Cherryland each grew 25% between 1990 and 2010</li> <li>The birth rate for Latina mothers in the Eden Area is more than double that of White mothers and the rate of births in Cherryland itself was over double the county-wide rate (67.9 compared to 26.5 births per 1,000 women aged 18-44).</li> <li>There is significant growth in the number of school age children in the area, and children under age 18 make up more of the population of</li> </ul>	Eden Area Community Profile 2013

Population and Demographics Key Facts		Source
Ashland and Cherryland than other parts of the county.		
<ul style="list-style-type: none"><li>• 43-62% of children in Ashland and Cherryland were enrolled in Medi-Cal in 2010.</li></ul>		
<ul style="list-style-type: none"><li>• Only 16% of residents responding to a neighborhood survey “strongly agreed” or “agreed” that “Affordable housing is available in my neighborhood.”</li><li>• Only 30% of survey respondents “strongly agreed” or “agreed” that “I trust the people in my neighborhood.”</li></ul>		Ashland & Cherryland 2013 Quality of Life Survey & Focus Report
<ul style="list-style-type: none"><li>• An estimated 25% of Ashland residents live in apartment complexes of 20 or more units, far higher than the county average of 16%. By contrast, only 7% of Cherryland residents live in high-density complexes, while over 70% live in single family homes.</li></ul>		US Census, American Community Survey 2009-2013
<ul style="list-style-type: none"><li>• Ashland and Cherryland have greater share of non-institutional group quarters. There are over twice as many adult group homes in Cherryland than in Alameda County. Residential treatment centers for adults are fairly consistent to the County and California; however, the rates are slightly higher in Cherryland. Ashland has the highest (60.2%) percent of other group quarters (soup kitchens, domestic violence shelters, etc.) Community members have said that there are a number of non-permitted and illegal group quarters housing in the Ashland and Cherryland neighborhood.</li></ul>		Ashland and Cherryland Community Health and Wellness Element

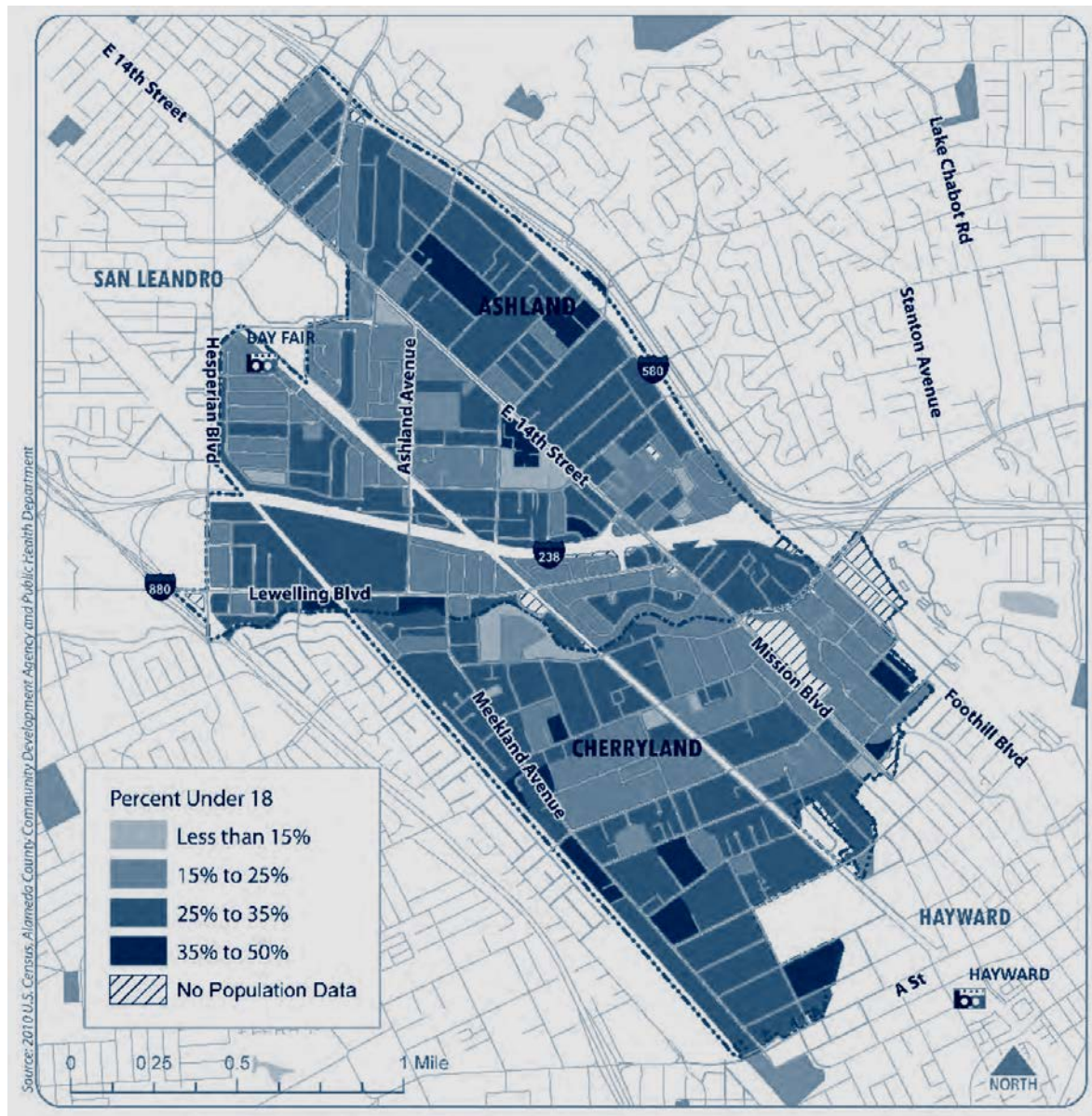
Table 10 shows the current population of the target area relative to Alameda County.

Table 10. Ashland and Cherryland Population, 2010						
Race/Ethnic Composition	Ashland		Cherryland		Alameda County	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
Total	21,925	100%	14,728	100%	1,510,271	100%
Hispanic	9,394	43%	7,955	54%	339,889	23%
White	3,413	16%	3,071	21%	514,559	34%
African American	4,085	19%	1,585	11%	184,126	12%
American Indian	95	0%	62	0%	4,189	0%
Asian	3,967	18%	1,354	9%	390,524	26%
Pacific Islander	239	1%	277	2%	11,931	1%
Other and Multi-race	732	3%	424	3%	65,053	4%

**Discussion:** The Ashland and Cherryland neighborhoods are nearly unique in the Bay Area in that they are unincorporated County land and also the most densely populated census-recognized places in the County, at 11,928 persons/square mile for Ashland (1.84 sq.m.) and 12,304/square mile for Cherryland (1.2 sq. m.). While some census tracts in West and East Oakland have higher poverty rates, Ashland and Cherryland as a whole are two of the top three most impoverished places in the County. The neighborhoods have grown significantly over the past 20 years, and the Latino and Asian populations are increasing in both neighborhoods, as the white population has declined substantially. The Black population increased 22% between 2000 and 2010, the Latino population by

48%, and the Asian population by 54%. Ashland and Cherryland are younger than the county as a whole, and in 18 census tracts in the neighborhoods, 35-50% of the population is under age 18.

**Figure 22. 2010 Population Under 18. (Source: Ashland-Cherryland Wellness Element of the General Plan)**



However, the number of households over the 2000-2010 period is relatively unchanged, so average household size has risen in both neighborhoods, where household size in the county overall stayed stable. Overall, over 60% of Ashland and Cherryland housing units are renter occupied, and affordable housing is a serious concern for residents. In Ashland, 25% of residents live in apartment complexes with 20 or more units, and crowded/overcrowded housing is an issue for both neighborhoods. Ashland and Cherryland have higher average household sizes than the county as a whole (3.03 vs. 2.70).

Education Key Facts	Source
Approximately 60% of the adult population of Ashland/Cherryland has an educational attainment level of a high school diploma or less, while approximately 25% of the population has earned at least an Associate's Degree. In comparison, nearly half of the County's residents have earned at least an Associate's Degree.	Ashland Cherryland Business District Specific Plan: Existing Conditions and Background, May 2014
Only 27% of 267 San Lorenzo High School graduates in 2014 had completed course requirements for entrance into California State University/University of California system. San Lorenzo High serves the majority of high school age students in Ashland/Cherryland.	California Department of Education
In the 11 public K-12 schools that serve Ashland/Cherryland, 73% of students are eligible for free/reduced price meals.	California Department of Education
Only 25% of the third grade students in schools serving Ashland/Cherryland tested "Proficient" or above on standardized tests in English-Language Arts on the CA Standards Test.	Ashland and Cherryland Community Health and Wellness Element

**Discussion:** Ashland and Cherryland adults in general have reached lower levels of educational attainment than the county as a whole, with the majority having a high school diploma or less. Nearly 30% of residents did not complete high school, as shown in Table 11. The upcoming generation is not being prepared educationally for the workplace or higher education, with low levels of college preparedness among high school students, and low levels of English proficiency among elementary school students.

**Table 11. Educational Attainment of Persons 25 years and older. Source: American Community Survey 5 year**

Place	< High School Diploma	Graduate or Professional De-
Ashland	27%	3%
Cherryland	31%	5%
Alameda County	14%	17%

The challenge of education in the target area is compounded by the fact that elementary and middle school students may attend school in one of three different school districts: San Lorenzo Unified (SLzUSD), San Leandro Unified (SLUSD), or Hayward Unified (HUSD). REACH Ashland Youth Center has a strong partnership with SLzUSD, but has less strong ties to SLUSD and HUSD. As part of the EALI II initiative, Supervisor Miley has contracted with a respected Latina educational consultant to build the capacity of parents and family members in Ashland and Cherryland schools to support their children's education and advocate for their children and their neighborhoods. Dr. Gaitan's work started at Cherryland Elementary (HUSD), where 56% of students are English Learners who speak Spanish at home, and Colonial Acres (SLzUSD, 57% EL Spanish speakers), and has expanded to Hillside Elementary (SLzUSD) in Ashland, where 48% of students are EL Spanish speakers.

Economy, Jobs, And Business Key Data			Source																										
Unemployment for Ashland and Cherryland consistently runs 2-3 percentage points higher than the county rate, in good economies and bad.			California Economic Development Department																										
Ashland Cherryland has approximately 15,700 employed residents and approximately 3,900 jobs. Although the resident to job ratio is 4:1, only 330 residents are employed in Ashland Cherryland. 40% of employed residents commute from 10 to 24 miles to their jobs, and over 20% of residents commute more than 50 miles.			Ashland Cherryland Business District Specific Plan Background Report 2014																										
<p>While the area is advantageous in terms of accessibility and some types of neighborhood amenities, its vitality is challenged by the following conditions:</p> <ul style="list-style-type: none"> <li>• Lack of site control on adequate vacant development sites;</li> <li>• Small parcel sizes that make it difficult and costly to assemble larger sites for development;</li> <li>• Shallow parcel depths severely limiting the type of development that can be built;</li> <li>• Earthquake susceptibility related to proximity to Hayward fault;</li> <li>• Blighting conditions (physical decay) that discourage new investment;</li> <li>• Land prices that are high relative to the price that can be supported by most types of new commercial development (according to local real estate experts);</li> <li>• Nearby established retail competition, such as Bayfair Center, Walmart/Greenhouse Marketplace, the Lucky-anchored Shopping Center in downtown Hayward, as well as Castro Valley Boulevard in the vicinity of Redwood Road, which likely hinder the potential for development of additional large-scale regional retail establishments in Ashland Cherryland.</li> <li>• The area lacks a full service grocery store</li> </ul>			Ashland Cherryland Business District Specific Plan Background Report 2014																										
<p>The job three job sectors for Ashland and Cherryland tend to be lower-paid than those for the county as a whole:</p> <table border="1"> <thead> <tr> <th>Top Job Sectors</th><th>Ashland</th><th>Cherryland</th><th>Alameda County</th></tr> </thead> <tbody> <tr> <td>Health Care and Social Assistance</td><td></td><td>34%</td><td>13%</td></tr> <tr> <td>Professional, Scientific and Technical Services</td><td colspan="2" rowspan="2">(Highly compensated sectors)</td><td>11%</td></tr> <tr> <td>Manufacturing</td><td>10%</td></tr> <tr> <td>Educational Services</td><td>30%</td><td></td><td></td></tr> <tr> <td>Retail Trade</td><td>17%</td><td>12%</td><td></td></tr> <tr> <td>Other Services (excl. Public Administration)</td><td>15%</td><td>13%</td><td></td></tr> </tbody> </table>			Top Job Sectors	Ashland	Cherryland	Alameda County	Health Care and Social Assistance		34%	13%	Professional, Scientific and Technical Services	(Highly compensated sectors)		11%	Manufacturing	10%	Educational Services	30%			Retail Trade	17%	12%		Other Services (excl. Public Administration)	15%	13%		Eden Area Profile
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The fastest growing occupations in the East Bay require either less than a high school diploma or a bachelor's degree (see Figure 23)			Eden Area Profile																										
Respondents report that there are not enough child care providers (74% agreed), family entertainment establishments such as movie theaters and bowl-			Ashland & Cherryland 2013 Quality of																										

ing alleys (72% agreed), and gyms or places to exercise (71% agreed) in Ashland and Cherryland. People living in poverty were more likely to request child care providers; while people with higher education levels were more likely to request entertainment and exercise facilities. Other amenities requested were libraries, health clinics, business services, sit down restaurants, and parks.

## Life Survey & Focus Report

TOP 10 PROJECTED OCCUPATIONS IN ALAMEDA & CONTRA COSTA COUNTIES COMBINED							
Occupation	Annual Average		Employment Change		2012 First Quarter		Education
	2010	2020	job change (#)	job change (%)	Median Hourly	Median Annual	Entry Level Education
Combined Food Preparation and Serving Workers, Including Fast Food	16,740	20,410	3,670	21.9	\$9.39	\$19,535	Less than High School
Waiters and Waitresses	13,010	15,960	2,950	22.7	\$9.03	\$18,786	Less than High School
Software Developers, Applications	7,180	9,560	2,380	33.1	\$49.15	\$102,242	Bachelor's Degree
Cooks, Restaurant	6,300	7,720	1,420	22.5	\$12.16	\$25,286	Less than High School
Management Analysts	5,510	6,850	1,340	24.3	\$45.18	\$93,965	Bachelor's Degree
Computer Systems Analysts	5,720	6,920	1,200	21.0	\$45.43	\$94,495	Bachelor's Degree
Cooks, Fast Food	5,080	6,240	1,160	22.8	\$9.10	\$18,934	Less than High School
First-Line Supervisors of Food Preparation and Serving Workers	5,280	6,400	1,120	21.2	\$13.89	\$28,900	HS Diploma or equivalent
Software Developers, Systems Software	3,940	5,040	1,100	27.9	\$52.03	\$108,211	Bachelor's Degree
Dishwashers	4,890	5,990	1,100	22.5	\$9.29	\$19,315	Less than High School

source California Employment Development Department

**Figure 23: Projected Occupations for the East Bay**

**Discussion:** The East 14<sup>th</sup> Street/Mission Street corridor through Ashland and Cherryland is a largely underutilized and uninviting place, as is the secondary commercial corridor, along Lewelling Blvd. The Ashland Cherryland Business District Specific Plan Background Report states, “The dominant character of the area appears to have remained more or less unchanged since the mid-1990s, with a mix of uses, including low-intensity retail, single and multi-family residential, regional serving auto-related retail, office, and institutional. The area suffers from a combination of factors including high commercial vacancy rates, vacant parcels, and low lease rates.”

Furthermore, residents tend to spend their money outside the target neighborhoods, where big-box stores and shopping centers offer retail options but little sense of place. According to 2013 data from the Community Development Agency, over 70% of Ashland and Cherryland residents’ expenditures go outside the borders of the neighborhoods.

The proposed Ashland Cherryland Business District Specific Plan is currently in public comment phase and calls for a number of improvements along both corridors; creating business districts, pop-up retail and gathering spots, improving streetscaping for pedestrian and bicycle friendliness, among others. Potential funding sources are laid out in the plan, but not all of them are guaranteed, e.g. establishment of a Property and Business Improvement District.

Health And The Environment Key Data	Source
<ul style="list-style-type: none"> <li>• Combined Ashland/Cherryland mortality rates for stroke, unintentional injury, chronic lower respiratory disease, and heart disease are the highest of anywhere in Alameda County.</li> <li>• Cherryland has the lowest life expectancy (77.1 years) of anywhere in Alameda County, followed by Ashland (79.3 years), vs. the county average of 81.9 years and the affluent communities of Berkeley (84.0), Albany (85.8) and Piedmont (86.7).</li> <li>• Ashland, Cherryland, and neighboring Hayward have the lowest rates of first trimester prenatal care in the county</li> <li>• Cherryland has the highest teen birth rate in the county (49.0 births per 1000 females aged 15-19), nearly 2 ½ times the county rate of 21.1. Ashland has the third highest rate at 33.7.</li> </ul>	Alameda County Health Data Profile, 2014, Community Health Status Assessment, For Public Health Accreditation
Ashland/Cherryland has fewer than the recommended acreage of parkland per 1,000 residents.	Ashland/Cherryland Health and Wellness Element
Ashland/Cherryland residents are exposed to a high level of particulate air pollution from the three freeways which run adjacent to and through the neighborhoods.	Eden Area Profile

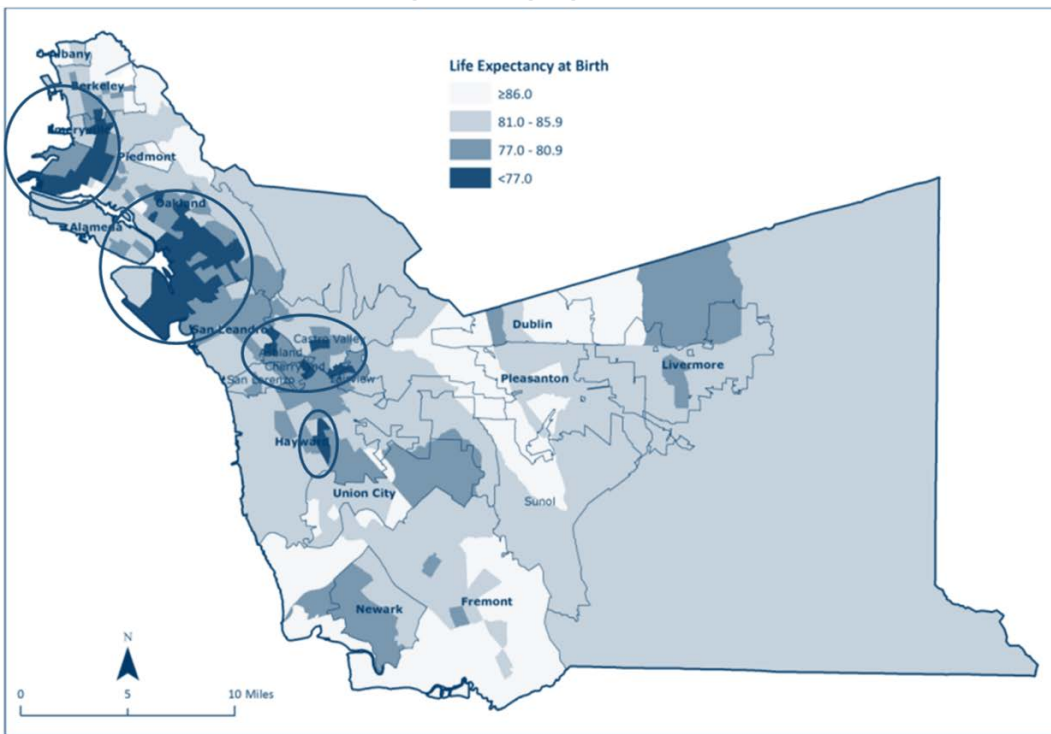
**Discussion:** The Alameda County Public Health Department's 2008 report **Life and Death from Unnatural Causes: Health and Social Inequity in Alameda County**, cites multiple social determinants of health that, combined in disinvested neighborhoods lead to poor health status for residents:

- Persistent Poverty
- Limited/Unsafe Parks
- Higher Crime Rates
- Fast Food Restaurants
- Liquor Stores
- Poor Performing Schools
- Pollution and Toxic Exposures
- Transportation Barriers
- Absence of High Quality Financial Institutions
- Predatory Lenders

Figure 24 shows that Ashland/Cherryland is one of the areas identified by Public Health as having among the worst health inequities in the county. Ashland/Cherryland is also affected by

- Disproportionately large population of re-entering and formerly incarcerated individuals, who tend to have worse health and poorer health outcomes than the general population.
- Drug and alcohol abuse perceived by law enforcement and many residents as related to poverty, reentry population, the high number of liquor stores in the neighborhoods, and to the two marijuana dispensaries along the E. 14<sup>th</sup>/Mission corridor. In 2008 there were four dispensaries in the target area.

**Figure 24. Health Inequities by Place (Life Expectancy by Census Tract)**



Ashland/Cherryland residents have extremely poor access to full-service grocery stores. Only 8% of residents live within a half-mile of a grocery store; however, nearly two-thirds of residents live within a quarter-mile of a liquor store or corner market selling alcohol.

The proximity of the area's only high school (San Lorenzo High) and the Hayward Unified School District's alternative high school (Brenkwitz), and Edendale Middle School to liquor stores is another cause for concern.

Figure 25. Healthy Food Access

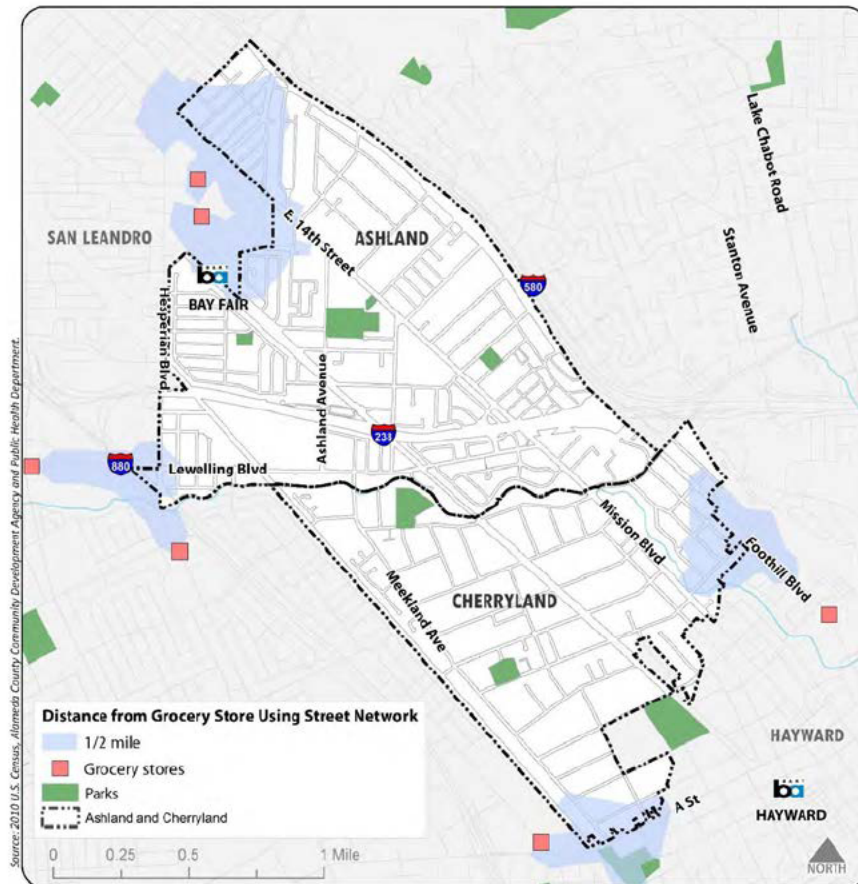
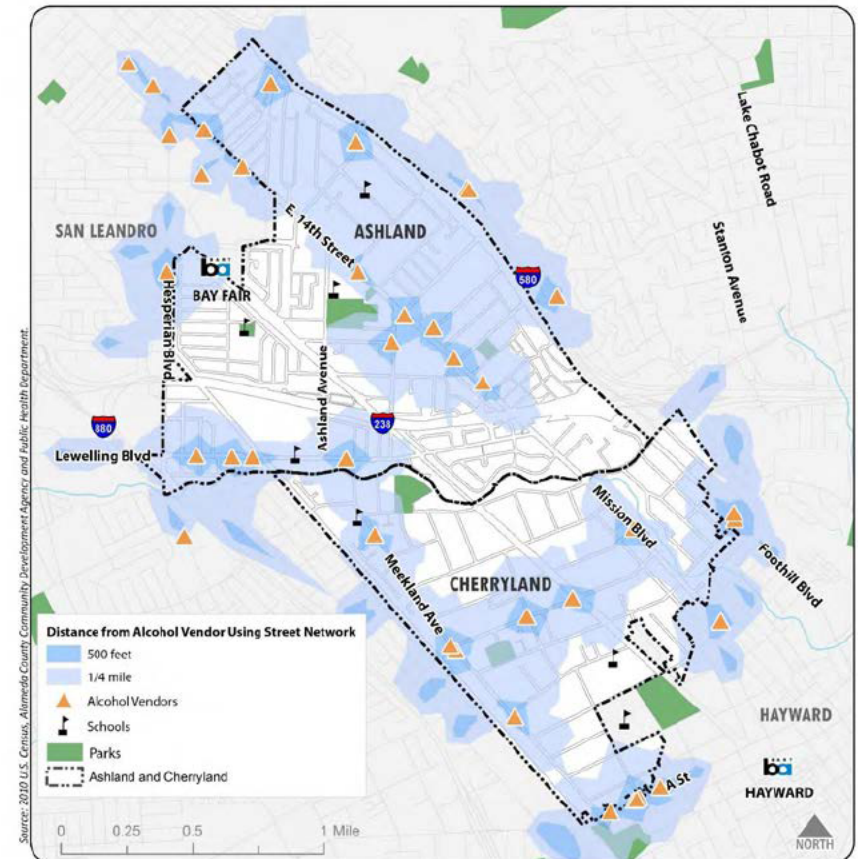


Figure 26. Residential proximity to Alcohol Vendors (Ashland/Cherryland Health and Wellness General Plan Element)



## Appendix 2: Cherryland-Ashland: Beyond Crime “Engine Team” members

<b><i>Alameda County Sheriff's Office/Deputy Sheriffs' Activities League (DSAL)</i></b>		
Lt. Marty Neideffer	mjneideffer@acgov.org	cell (510) 495-5866
Deputy Charles Joe	cjoe@acgov.org	
Deputy Jairo Chavez	jchavez@acgov.org	
Hilary Bass	hbass@acgov.org	(510) 225-5954
<b><i>Hatchuel Tabernik and Associates (HTA)</i></b>		
Jayne Williams	jwilliams@htaconsulting.com	
<b><i>Office of Supervisor Nate Miley</i></b>		
Claudia Albano	claudia.albano@acgov.org	(510) 891-5588
Eva Poon	eva.poon@acgov.org	cell (510) 962-0583
Concha Delgado Gaitan	conchadg@inreach.com	(510) 812-4278
Matt Turner	matt.turner@acgov.org	(510) 670-5718
<b><i>Office of Supervisor Wilma Chan</i></b>		
Melanie Moore	melanie.moore@acgov.org	
<b><i>Community Development Agency</i></b>		
Susan McCue, Economic & Civic Development	susan.mccue@acgov.org	(510) 670-5335
Miguellee Lee, Healthy Homes Department	miguellee.lee@acgov.org	(510) 567-8263
Jennifer Pearce, Housing & Comm. Development	jennifer.pearce@acgov.org	(510) 670-6474
<b><i>Eden Area Chamber of Commerce</i></b>		
Bill Mulgrew	bmulgrew@castrovalleychamber.com	(510) 537-5300
<b><i>REACH Ashland Youth Center</i></b>		
Pedro Naranjo	pedro.naranjo@acgov.org	
Dawn Valadez	reachfd@acgov.org	
<b><i>Ashland Cherryland Food Policy Council</i></b>		
Audrey Lieberworth	audrey@mandelamarketplace.org	(510) 433-0993
<b><i>First 5 of Alameda County</i></b>		
Kristin Spanos	kristin.spanos@first5alameda.org	
<b><i>Alameda County Community Food Bank</i></b>		
Sheila Burks	sburks@accfb.org	(510) 635-3663 x346
<b><i>American Red Cross</i></b>		
Katie Hawn	katherine.hawn@redcross.org	(510) 595-4565
<b><i>Social Services Agency</i></b>		
Sylvia Souble	ssoublet@acgov.org	
<b><i>Health Care Services Agency</i></b>		
Cynthia Burnett	cynthia.burnett@acgov.org	

## Appendix 3: Project Graphic

# Ashland-Cherryland Rising



### OVERSIGHT

Alameda County Board of Supervisors

Alameda County Sheriff Gregory Ahern

### ENFORCEMENT

#### ACSO Crime Prevention Unit

**Targeted Prevention, Intervention, and Enforcement :**  
Focus on identified hot spots and problem addresses

**Community Oriented Problem Solving:**  
Continue to develop relationships with community residents

**CPTED:** Work with managers of apartment complexes; homeowners to address environmental criminogenic factors



**Santa Rita Jail in-custody services:**  
Education, training, parenting, reentry planning, cognitive restructuring, pre-employment

**Post Release:** Counseling, Employment, Family Reengagement, Housing, Civic Reengagement, Health, Mental Health, Substance Abuse Referrals to public, community & faith based partners



Operation My Home Town Case Managers (ACSO)

### REENTRY

### ECONOMIC DEVELOPMENT & INFRASTRUCTURE

#### Alameda County Economic Development, Chamber, DSAL

**Incubate local businesses:** Food service, commercial kitchen, pop-up retail, access to credit, coaching

**Promote Commercial Corridor:** Weekly events (Eden Night Lights), Seasonal events, pop-up retail



**Infrastructure:** Housing, property, and streetscape improvements

**House Meetings:** Outreach, information sharing and gathering (perceptions of neighborhood assets, challenges), invitations to participate in and lead community action

**Recreation and Social:** DSAL leagues, volunteerism, REACH Ashland Youth Center, Eden Night Lights, art projects, social events

**Leadership Training:** training for emerging community and youth leaders

Supervisors' staff, DSAL, ACSO Crime Prevention Unit

### COMMUNITY CAPACITY & SOCIAL FABRIC

## Ashland-Cherryland Rising Engine Team

- Alameda County (AC) Sheriff's Office
- AC Supervisors' Staff
- AC Social Services
- AC Economic & Community Development
- AC Healthy Homes
- AC Health Care Services
- Deputy Sheriffs Activities League
- REACH Ashland Youth Center
- Ashland/Cherryland Residents
- Castro Valley/Eden Chamber of Commerce
- American Red Cross

ACSO BCII Project Manager  
Lt. Martin Neideffer

Co-Chairs

Director of Public Policy  
Nate Milley,  
Claudia Albano

ACSO Santa Rita Jail  
Capt. Ditzenberger



## Appendix 4: Sample Engine Team Meeting Agenda



# Cherryland-Ashland: Beyond Crime Engine Team Meeting Agenda

**Thurs, August 13, 2015, 9:30-11:30AM, BOS Office, 1221 Oak St, Oakland**

## Agenda

1. Welcome and introductions
2. Purpose of meeting and agenda review
3. Presentation on Healthy Homes Department's programs and services (*Julie Twichell*)
  - Review Healthy Homes housing quality survey (*Miguel*)
4. Debrief recent house meetings and updates on coordinating a leadership council (*Claudia, Deputy Chavez, Deputy Joe, and all*)
5. Review draft budget modification and implementation plan (*Jayne and all*)
6. Follow-up discussion on setting up a mini-grant program (*Hilary and all*)
7. Discussion about individual development accounts (IDAs) (*Jayne and all*)
8. Old business/action items from earlier meeting:
  - Workshop: Review different versions of the Byrne flyer (*Matt and all*)
  - Review Planning Department report on the Ashland Cherryland Community Health and Wellness Element (*Eva and all*)
9. Schedule next Engine Team meeting – *Eva and Claudia will be away the week of August 24<sup>th</sup> – 28<sup>th</sup>*
10. Adjourn

**Next Engine Team meeting: To be determined**

### Topics for next meeting

- Presentation on Individual Development Accounts (IDAs) (*Lisa Forti, Social Services Agency*)
- Information on REACH Ashland Youth Center's Moms and Dads program (*Pedro/Dawn*)
- Review resources for people interested in home-based businesses (*Miguel*)
- Review list of vacant commercial properties in Ashland and Cherryland (*Susan and all*)
- Progress on creating email list
- Update on New War on Poverty Initiative (*Melanie*)

### Future meeting topics

- Community development corporation (CDC) and social enterprise discussion with Marsha Murrington, LISC
- Presentation on Oakland Friday Summer Nights
- Overview of 2016-17 E. 14<sup>th</sup> St Master Plan
- Other potential speakers:
  - Mike Gibson (Give Something Back Inc),
  - Ted Howard (Evergreen Cooperative/The CA Endowment)
  - John Gooding (Emeryville Bay Street)



# Cherryland-Ashland: Beyond Crime Engine Team Meeting Notes

**Thurs, August 20, 2015, 10am - 12pm, REACH Ashland Youth Center**

<b>Attendees</b>	<ul style="list-style-type: none"> <li>Present: Lt. Marty Neideffer, Hilary Bass, Jayne Williams, Miguelle Lee, Matt Turner, Eva Poon, Sgt. David Bonnell, Jennifer Pearce, Dawn Valadez, Sheila Burks, Audrey Lieberworth, Concha Delgado Gaitan, Kristin Spanos, Bill Mulgrew, Danielle Tous-saint (HTA), Chandreve Clay (HTA)</li> <li>Absent: Deputy Jairo Chavez, Deputy Charles Joe, Claudia Albano, Katie Hawn, Pedro Naranjo, Melanie Moore, Susan McCue, Cynthia Burnett, Sylvia Soublet</li> </ul>
<b>Handouts</b>	<ul style="list-style-type: none"> <li>Planning Department analysis of Health &amp; Wellness Element</li> </ul>

- This was Jayne's last in-person Byrne Engine Team meeting for the next couple months as she is headed off to the U.K. She will be working remotely and teleconferencing into future meetings. The Engine Team had a celebration (courtesy of Miguelle and Matt) with coffee, fruit, and a "Union Jack" cake.

## **Agenda Item: Discussion about Individual Development Accounts (IDAs)**

- Lisa Forti, Policy Director at the Social Services Agency, provided the Engine Team with information about setting up an IDA program. IDAs are matched-savings accounts that help to promote savings and can build up credit, especially for those without access to traditional banking. Financial education and coaching is usually also included.
- Kristin explained that she had asked Lisa to present because of her experiences in economic justice and community development, which includes facilitating asset-building for marginalized communities. Lisa explained that she is involved in the California Asset Building Coalition but she has never directly run an IDA program. There are many ways that IDAs could be set up, including setting up automatic payments to encourage people to save.
- According to Lisa, many non-profit organizations are no longer providing IDAs because they can be burdensome to administer and require a great deal of infrastructure. Assets for Independence (AFI), an IDA grant funder, limits the use of the funds to the following: Purchase of a first home; capitalizing or expanding a business; or fund post-secondary education or training. She recommended against applying for AFI funds because of their inflexibility.
- Start2Save is one organization that provides administrative support for partnering organizations that have identified cohorts that would benefit from IDAs. Lisa suggested looking into the Earned Assets Resource Network (EARN) though they are not accepting applications right now. She also said that the Engine Team should talk to the East Bay Asian Youth Center (EBAYC) and the Fremont Family Resource Center, two local organizations with IDA programs. Jayne noted that the conversation around individual asset-building stems from the Engine Team's discussions about FII. She sees the Byrne effort being on a more macro level.
- Marty asked whether savings could be directed towards a community development purpose, similar to a pension fund that pools together funds for purposes that benefit the community. Lisa said that the "lending circle" model, where peers in a group lend money to each other, works in a similar

way. There would also need to be a partnering financial institution in that case. She recommended talking to the Mission Asset Fund. They are connected to CitiBank which provides the lending circle account.

- Kristin said she thought that setting up the structure for a lending circle could help galvanize interest from the community. The Engine Team talked about how lending circles could help incentivize people for their community's benefit. According to Lisa, a key component is financial education. She stated that any messaging should emphasize how the program is about building upon people's existing assets, not improving "bad" financial habits.
- Lisa said that one benefit of FII's program is its use of both trust and peer pressure to encourage participation. She said that the people who use a micro-lending or IDA program should have a part in designing it. Jayne said that the social enterprise manager funded by the Byrne Grant could be partly responsible for administering such a program. The Engine Team will revisit the topic of community wealth/asset building.

#### **Agenda Item: HTA transition**

- Jayne thanked everyone on the Engine Team who looked over her draft of the implementation plan. She did not have a timeline on how long it would take for the Department of Justice to review and approve it. She said that LISC advised that it would be best to submit any budget modifications *after* the implementation plan is submitted.
- She introduced Chandreve and Danielle from HTA, who will be serving as grant evaluators as the Byrne Grant transitions to its official implementation stage. Chandreve said that the research will be participatory and involve the community. They will be using a place-based evaluation strategy called "development evaluation" that includes conducting surveys and interviews and participating in the program development process.
- The evaluators will be using a Results-Based Accountability framework that answers three simple questions: 1) How much did we do? 2) How well did we do it? 3) Is anyone better off? They will be developing indicators to show whether the grant's goals were reached and what changes were made in the target population.
- Marty said he hopes the evaluation demonstrates that the Byrne effort (which builds upon all of the Youth and Family Services Bureau and DSAL's work) is an alternative and, more importantly, replicable way of policing in this country. Jayne said that they will emphasize the cross-sector nature of the effort as an asset. Marty said one major goal is a transformation of Ashland and Cherryland's major corridors. He asked if a visual representation of that could be included as an evaluation indicator.

#### **Agenda Item: Follow-up on mini-grant program**

- The Engine Team had previously heard from the Public Health Department about ways to set up a mini-grant program. DSAL has \$20,000 in mini-grant funding, but an application and criteria have not been established. Hilary said that perhaps it could be seed money for a micro-lending program. She will talk to the funder about whether the money could be used for that purpose. Jayne said that the existing pool of money could attract funders who want to add to it. At least \$80,000-\$100,000 would be needed for a viable micro-lending program.
- Marty asked how this ties into DSAL's conversation about becoming a community development corporation (CDC). Kristin recommended looking at the Dudley Street CDC as a model. Claudia is supposed to follow up with Marsha Murrington from LISC to see if she could present on her experiences starting the Unity Council CDC in Fruitvale. Marty commented that providing micro-loans could help create a track record that helps in the process of becoming a CDC.

#### **Agenda Item: Old business**

- Dawn presented on programs for young mothers and fathers whose children are enrolled in child-care at the REACH Ashland Youth Center. The Moms project, coordinated by the Fuente Wellness Center with the Health Care Services Agency, provides parent education over 2 years to a cohort of twenty mothers on topics such as parenting and stress management. Public Health has a “Dads bootcamp” that offers sessions on fathering and relationship management. Hilary asked Dawn about linking up the Dig Deep Farms produce bags with those families since they already have a partnership with Fuente.
- The Engine Team talked about the possibilities of setting up a business cohort/lending circle for people interested in having a childcare business. The organization 4Cs provides training for potential childcare providers. Kristin said that many childcare providers have a small-scale business that doesn’t require licensing due to the small quantity of children they care for. Marty said he sees a lot of benefit in those providers coming together.
- Matt gave an update on the Byrne call-to-action flyer. He has added in graphics and wants feedback from the Engine Team. Sheila asked if flyers are the best way to outreach. She suggested going through institutions people trust, such as churches and schools. Matt said that was the plan.
- In order to make sure the Engine Team has sufficient time to discuss the Byrne flyer and the Ashland and Cherryland Community Health & Wellness Element, Eva will list them as the first items on the next meeting agenda.

### **Next Engine Team meeting:**

**Thursday, September 10, 2015 from 9:30 a.m. – 11:30 a.m. at BOS  
Conference Room (5th Floor), 1221 Oak St, Oakland**

## Appendix 5: Ashland-Cherryland Rising House Meeting Materials

### House Meeting Agenda

#### PARADISE COMMUNITY MEETING

Wednesday, July 29, 2015, 6:30 p.m.

**REACH Ashland Youth Center**  
16335 East 14<sup>th</sup> Street, San Leandro

**Welcome!** Please wear a name tag, eat and mingle, and complete a Community Participation Card (located on the seats).

**Community Organizing**..... Matt Turner  
Community Liaison & Organizer  
for Alameda County District 4 Supervisor Nate Miley  
[acgov.org/board/district4/](http://acgov.org/board/district4/)

**REACH Ashland Youth Center** ..... Jamie Hintzke  
Community Relations Coordinator  
Alameda County Health Care Services Agency  
[ReachAshland.org](http://ReachAshland.org)

**Youth & Family Services** . Deputies Charles Joe and Jairo Chavez  
Youth and Family Service's Bureau Crime Prevention Unit  
Alameda County Sheriff's Office  
[ACSOYFSB.org](http://ACSOYFSB.org) / *www.acdsal.org*

**COPPS Unit a.k.a. Cop Shop**  
Community Oriented Policing and Problem Solving  
Alameda County Sheriff's Office  
[AlamedaCountySheriff.org](http://AlamedaCountySheriff.org)

**Thank you for coming.** Please complete a Community Participation Card before you leave.

Community Participation Card

**COMMUNITY PARTICIPATION CARD**

Please write legibly. Thank you.

**Name:** \_\_\_\_\_

**Street Address:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Your interests:** (Circle as many as you like. Be specific on back.)

Crime prevention & safety

Fire safety

Neighborhood improvements

Pet & animal safety

Health & nutrition

Sports activities

Water conservation, drought rebates

Gardening & environment

Children & youth activities

How can I get involved?

Senior activities

Other (use back)

**Ashland is served by Alameda County.**

**For emergencies, call 9-1-1.**

**Sheriff's Office**

Non-emergency.....(510) 667-7721  
Cop Shop/Community policing ..... 667-7770  
Abandoned vehicles on public roads ..... 667-7869  
Animal Control ..... 667-7763

**Neighborhood Clean-up**

For abandoned shopping carts, graffiti, street  
sweeping, flood control channel clean-up,  
**Call Public Works Agency** ..... 670-5500

For code enforcement, weed abatement, neighborhood  
preservation, abandoned vehicles on private property,  
zoning information,  
**Call Planning Dept.** ..... 670-5400

For traffic calming, building inspection and complaints,  
**Call Public Works Agency** ..... 670-5480

For assistance with minor home repairs for low income,  
elderly, disabled, or lead testing,  
**Call Healthy Homes Dept.** ..... 567-8280

### (3) Visual Representation of Strategies and Research Base

**Theory of Change:** Empowering Ashland-Cherryland residents to work together, and through strategic partnerships with government, community-based organizations and business, will create a strong block-level network that can not only solve neighborhood-based problems but increase the wealth of the community through workforce, economic development, and crime reduction strategies that also result in increased safety, increased economic vitality, and improved quality of life.

Population/Environment	Strategies	Activities	Outputs	Outcomes
<b>Environment</b> <ul style="list-style-type: none"> <li>Unincorporated region</li> <li>Low educational attainment</li> <li>High reentry population</li> <li>High crime rate</li> <li>Economic poverty</li> <li>Low local employment</li> <li>Under-resourced commercial corridor</li> <li>Densely populated</li> <li>Limited public transportation</li> <li>High levels of chronic disease</li> <li>Food desert</li> </ul>	<b>Take a Multisector Approach</b>	<b>Systems Change</b> <ul style="list-style-type: none"> <li>Coordinate &amp; combine public resources</li> <li>Promote multi-systemic view of neighborhood issues</li> <li>Invest in prevention</li> </ul>	<ul style="list-style-type: none"> <li>Engine Team meetings held</li> <li>Resources combined</li> <li>Evidence-based practices used</li> <li>New plans, policies, agreements enacted</li> </ul>	<b>Short Term Outcomes</b> <ul style="list-style-type: none"> <li>Agencies increase coordination and resources.</li> <li>Crime in problem hotspots is reduced.</li> <li>Increase civic engagement among residents</li> <li>Improve social cohesion and trust</li> <li>Increased entrepreneurial training and supports</li> <li>Increased access to resources and supports</li> <li>More jobs in Ashland/Cherryland</li> <li>Decreased recidivism</li> </ul>
<b>Target Population</b> <ul style="list-style-type: none"> <li>Adults, children, and families living in Ashland and Cherryland</li> </ul>	<b>Make the Community Safer</b>	<b>Targeted Enforcement</b> <ul style="list-style-type: none"> <li>Community Policing deputies</li> <li>Monthly incident reports to monitor hot spots</li> <li>Monitor problem addresses</li> </ul>	<ul style="list-style-type: none"> <li>Hot spots policed by deputies</li> <li>Problem areas routinely visited</li> </ul>	<b>Long Term Outcomes</b> <ul style="list-style-type: none"> <li>Agencies and residents collaborate to create change</li> <li>Crime is decreased in the community</li> <li>Residents feel connected to their community</li> <li>Residents and business have an Increased economic well-being</li> <li>Reentry clients successfully reintegrate into the community</li> </ul>
<b>Resources</b> <ul style="list-style-type: none"> <li>REACH Ashland Youth Center</li> <li>DSAL leagues</li> <li>Community policing</li> <li>EALI /War on Poverty</li> <li>New Cherryland community center</li> <li>New child care center, clinic, housing</li> <li>Food hub and commercial kitchen</li> </ul>	<b>Increase Community Capacity</b>	<b>Community Capacity</b> <ul style="list-style-type: none"> <li>House Meetings</li> <li>Neighborhood leader training</li> <li>Neighborhood work groups</li> <li>Access to resource hub</li> </ul>	<ul style="list-style-type: none"> <li>House meetings held</li> <li>Residents attended house meetings</li> <li>Workgroups meet</li> <li>Residents accessed resources</li> </ul>	<b>Impact Outcome</b> <ul style="list-style-type: none"> <li>Ashland / Cherryland is a safe, healthy, and vibrant community with opportunities to earn a sustaining wage.</li> </ul>
<b>Challenges</b> <ul style="list-style-type: none"> <li>Lack of cultural resources</li> <li>No city infrastructure</li> </ul>	<b>Reintegrate Formerly Incarcerated</b>	<b>Economic Development</b> <ul style="list-style-type: none"> <li>Promote commercial corridor</li> <li>Foster entrepreneurship/small business</li> <li>Weekly/seasonal events</li> </ul>	<ul style="list-style-type: none"> <li>Businesses accessed resources</li> <li>Entrepreneurs received coaching</li> <li>Weekly seasonal events held</li> </ul>	
		<b>Social Capital</b> <ul style="list-style-type: none"> <li>REACH/ DSAL activities</li> <li>Volunteering/Social events</li> <li>Social networking</li> </ul>	<ul style="list-style-type: none"> <li>Social events/activities held</li> <li>Volunteers recruited</li> <li>Residents attended social events/activities</li> </ul>	
		<b>Reentry</b> <ul style="list-style-type: none"> <li>Pre-release case management, planning</li> <li>Education &amp; training</li> <li>Housing, social services, mental &amp; behavioral health</li> <li>Reentering civic life</li> </ul>	<ul style="list-style-type: none"> <li>Reentry clients developed plans for reentry</li> <li>Reentry clients received pre-release services</li> <li>Reentry clients received pre-release services</li> </ul>	

## (4) Implementation Phase Work Plan

### ACSO BCJI Timeline: Ashland-Cherryland Rising Implementation Phase

To make Ashland-Cherryland a safe, healthy, and vibrant community with opportunities to earn a sustaining wage, Ashland-Cherryland Rising will implement four primary strategies.

- 5) Take a Multisector Approach. Neighborhood initiatives address complex social issues that require changes across multiple systems. To create systems change we will engage all stakeholders.
- 6) Make the Community Safer. Community members are more likely to be engaged and have thriving businesses when they live and work in safer neighborhoods. To create a safer community we will develop targeted enforcement strategies.
- 7) Increase Community Capacity. Community Capacity building activities such as economic development and social capital bring will foster local Ashland-Cherryland leaders and bring additional financial capital to the community.
- 8) Reintegrate the Formerly Incarcerated. Successfully reintegrating individuals with a criminal justice record into their community, by providing reentry services and such as case management, education, housing and support services, will foster productive community members and reduce recidivism.

Strategy	Dates	Lead	Funding
<b>Strategy 1. Take a Multisector Approach</b>			
Continue bi-weekly Engine Team Meetings	Ongoing	Engine Team	Partner agencies
Train Engine Team members on issues of poverty, crime, and community development through the lens of race and class	Oct 2015	Alameda County Food Bank	AC Food Bank
Create working groups with Engine Team members and additional partners as needed, or leverage existing working groups, e.g. EALI II groups	Nov 2015- Sept 2016	Engine Team	Partner agencies
Seek resources for staff position to support multi-agency collaboration and systems change	Nov 2015- June 2016	ACSO	TBD
Create channels to streamline flow of information about initiatives to residents and stakeholders	July 2016	Engine Team	Partner agencies
Create accessible, usable channels for residents to provide ongoing input on Ashland-Cherryland Rising activities	Sept 2016		Partner agencies
Continue to find ways to leverage public and private resources to support the work	Ongoing	Engine Team, partner agencies	Partner agencies
Sign at least two MOUs on resource sharing, collaboration	Dec 2016	ACSO, partner agencies	N/A
<b>Strategy 2. Make the Community Safer</b>			
County-wide symposium on relationship-	Sept 2015	ACSO, DSAL	50% ACSO,

Strategy	Dates	Lead	Funding
driven, multi-sectoral approach to public safety			50% DSAL
Monthly crime hot spot analysis and resource deployment inclusive of deputies	Begin Dec 2015	ACSO	100% ACSO
Develop neighborhood watch/apartment complex watch groups	Apr 2016	ACSO	25% BCJI, 75% ACSO,
Pursue additional resources for additional community policing deputies (e.g. for new Cherryland Community Center)	Nov 2015-ongoing	ACSO	COPPs or other
Continue “Ask a Cop” events at REACH Ashland Youth Center			100% ACSO
Initiate additional “Ask a Cop” events at other venues to broaden conversation about community-oriented policing		ACSO	70% ACSO, 30% hosting partners
Develop feedback loop for resident concerns that ensures issues are addressed and follow up or resolution is adequately communicated		Communications Working group	100% partner agencies
Develop resource guide for deputies to connect residents with services and opportunities	Jan 2016	Communications Working group	100% partner agencies
Expand ACSO Explorer program to (???) participants	June 2016	ACSO	100% ACSO
Implement streetscaping and traffic calming measures	Ongoing	AC Ec. & Civic Dev.	100% Alameda County
Receive technical assistance on “next level” CPTED	Sept 2016	ACSO	Apply for BJA assistance
Identify environmental factors to address for persistent hot spots	Dec 2016	ACSO	90% ACSO, 10% BJA
Secure resources to mitigate environmental risks	June 2017	ACSO	TBD
Monitor problem addresses, generate community-driven solutions	Ongoing	ACSO	80% ACSO, 20% other partners
<b>Strategy 3. Increase Community Capacity</b>			
<b>Building Social Capital</b>			
Conduct at least 15 House Meetings with groups from the target neighborhoods, reaching at least 200 individuals	Jan 2015-Mar 2016	Engine Team, Deputies	100% partner agencies
Create Leadership working group	Mar 2016	Engine Team, emerging community leaders	100% partner agencies
Establish Leadership Council representing diverse geography, ethnicity, ages, home-ownership status, and gender	Apr 2016	Leadership working group	100% partner agencies

Strategy	Dates	Lead	Funding
Conduct leadership training	May 2016	Leadership working group	40% BCJI, 60% partner agencies,
Pilot Summer Night Lights Ashland-Cherryland (Also in economic development)	June 2016	Chamber, ACSO, DSAL	30% BCJI, 40% partner agencies 30% businesses
Conduct at least two inclusive community forums to share findings, broaden participation, celebrate successes	July 2016, July 2017	Engine Team	50% BCJI, 50% partner agencies
Facilitate emerging affinity groups around residents' interests and talents, e.g. education/youth leadership, entrepreneurship, creative placemaking/arts, community organizing, lending circles)	Begin May 2016, on-going	DSAL	40% BCJI, 40% DSAL, 20% other partners
Develop resource hub for Ashland-Cherryland residents (access to capital, technical assistance, affinity groups)	September 2016	AC Ec. & Civic Dev.	100% Ec. & Civic Dev.
Continue to build DSAL recreation leagues and volunteer systems	ongoing	DSAL	100% DSAL
<b>Entrepreneurship and Food Systems</b>			
Provide food systems entrepreneurship training to Ashland/Cherryland residents	Sept 2015	SBDC, AC Ec.& Civic Dev.	80% Ec. & Civic Dev., 20% SBDC
Recruit/hire Social Enterprise and Community/Economic Development Outreach staff	Dec 2015	DSAL, Chamber	90% BCJI, 10% DSAL/Chamber
Approval of Ashland-Cherryland Business District Specific Plan	Jan 2016	Board of Supervisors	N/A
Select pilot group of artisan food entrepreneurs for incubation at Dig Deep Food Hub	Feb 2016	Engine Team	100% partner agencies
Open Food Hub in unincorporated San Leandro	Mar 2016	DSAL	80% Community Development Block grants, 20% ACSO
Develop affinity group of entrepreneurs from House Meeting process	Mar 2016	SBDC, DSAL	80% BCJI, 20% SBDC
Incubate community entrepreneurship at retail spaces, pop-up retail, farmers markets, and community events	Ongoing	DSAL/AC Ec. & Civic Dev.	30% BCJI, 40% Ec. & Civic Dev., 20% other sources
<b>Economic Development</b>			
Establish core group of East 14 <sup>th</sup> /Mission corridor business owners	Nov 2015	Chamber	100% Chamber
Hire Economic Development Community	Dec 2015	DSAL/Chamber	90% BCJI,

Strategy	Dates	Lead	Funding
Liaison working for DSAL and Eden Area Chamber			10% DSAL/Chamber
Create Community Development Financial Institution	Jan 2016	DSAL	100% DSAL
Create seasonal events to promote commercial corridors	Apr 2016	DSAL/Chamber	50% BCJI (staff time), 50% Chamber
Ashland-Cherryland Business District Specific Plan approved	Apr 2016	Alameda County Board of Supervisors	N/A
Pilot Summer Night Lights	June 2016	Chamber, ACSO	30% BCJI, 40% partner agencies, 30% businesses
Determine feasibility of creating Community Development Corporation	July 2016	DSAL	20% BCJI, 70% DSAL, 10% partner agencies
Determine feasibility of Enhanced Infrastructure Financing District (EIFD) for public benefit infrastructure improvements in Ashland/Cherryland.	Dec 2016	AC Economic & Civic Development	100% Ec. & Civic Dev
<b>Governance</b>			
Develop plan for Municipal Advisory Council for Ashland and Cherryland	August 2017	Supervisor Milely's and Chan's staff	100% Alameda County
<b>Strategy 4. Reintegrate Formerly Incarcerated Individuals into Community</b>			
Continue to provide clinical reentry case management, linked with American Job Center, to at least 50 formerly incarcerated residents of Ashland/Cherryland per year through Operation My Home Town	Ongoing	ACSO YFSB	60% Medi-Cal, 30% MIOCR grant, 10% ACS
Determine with Tri-Valley ROP how to best deliver open-entry/exit career technical training in food preparation, service, distribution, logistics on site at Food Hub that links with training available in Santa Rita Jail	Dec 2015	ACSO	50% TVROP, 50% ACSO
Strengthen linkages with Ashland-Cherryland faith-based organizations such that at least 25 formerly incarcerated individuals per year engage in mentoring and/or social activities	Ongoing	ACSO YFSB, local FBOs	80% ACSO, 20% FBOs
Add additional entrepreneurship and food systems sector vocational training to offerings in Santa Rita Jail and through OMHT	Apr 2016	ACSO YFSB, WIB, SBDC	40% ACSO, 40% WIOA, 20% SSA

Strategy	Dates	Lead	Funding
<b>Job Clubs</b>			
Open family reunification housing for formerly incarcerated fathers	May 2016	AC Housing & Community Development, ACSO	100% HUD
Open American Job Center within Santa Rita Jail	June 2016	ACSO, WIB	70% DOL, 20% ACSO, 10% other partners
Serve at least 150 clients at American Job Center	Nov 2016	ACSO, WIB	

### Ashland-Cherryland Rising: Partners, Roles and Responsibilities

Partner	Roles and Responsibilities in Ashland-Cherryland Rising
<b>Engine Team</b>	
Alameda County Sheriff's Office (ACSO)	Lead applicant, co-chair of Engine Team (Lt. Martin Neideffer), law enforcement partner, operates Santa Rita Jail, runs Operation My Home Town reentry initiative, community-oriented policing
Office of Alameda County Supervisor Nate Miley (District 4)	Co-chair of Engine Team (Public Policy Director Claudia Albano), convenes and implements Eden Area Livability Initiative, Engine Team support staff, community outreach, community organizing support
Office of Alameda County Supervisor Wilma Chan	All In: New War on Poverty Initiative, expertise on family economic empowerment
ACSO Deputy Sheriffs Activities League (DSAL)	Operates Dig Deep Farms and Produce, provides community organizing and outreach, promotes placemaking, organizes recreation, driving Community Development Financial Institution
Alameda County Community Development Agency (Economic & Civic Development, Healthy Homes Department, Housing and Community Development)	Economic planning and development, authority to create infrastructure improvement district, housing development, infrastructure improvement, Healthy Homes program
Alameda County Social Services Agency	Employment and training services, benefits administration for individuals and families, including reentry clients, creating American Job Center within Santa Rita Jail, partner in creating Dig Deep Farm stands at county buildings
Alameda County Health Care Services Agency	Operates REACH Ashland Youth Center, provides administrative and claims support for Operation My Home Town Medical billing, provides health insurance cooperative for low-income residents
Alameda County Food Bank	Provides food security support to low-income residents
American Red Cross	Provides disaster preparedness training
Ashland-Cherryland Food Policy Council	Working on urban agriculture, food security, access to healthy food
Castro Valley/Eden Area Cham-	Liaison to business community, organizes mixers, will co-

Partner	Roles and Responsibilities in Ashland-Cherryland Rising
ber of Commerce	employ Economic Development Community Liaison
Hatchuel Tabernik & Associates	Research partner
REACH Ashland Youth Center	Provides integrated services and resources for young people aged 11-24.
<b>Additional Partners</b>	
Healthy Communities*	Will be providing outreach to potential mentors in faith-based communities for reentry clients
Building Futures for Women and Children*	Manages housing for OMHT reentry clients
Hayward Area Recreation and Parks District*	Runs reentry Job Clubs for OMHT at Ashland Community Center, working to create programming for young children
Alameda County Probation*	Pre-screens candidates for OMHT, provides post-release supervision, works with case managers to link participants to community services, provides funds for housing and other services
Alameda County District Attorney's Office*	Promote OMHT to criminal offenders and in the process are collaborating on a reduction of the term of probation from 5 to 2 years to incentivize successful completion of the OMHT program
Alameda County Public Defender's Office*	
Alameda County Behavioral Health Care Services*	Provides resources for counseling at REACH Ashland Youth Center and San Lorenzo High School student health center , provides mental health services for jail inmates
Alameda County Superior Court*	Works with OMHT Steering Committee
Tri-Valley Regional Occupational Program*	Provides education, training, and life skills classes for inmates in Santa Rita Jail
Root and Rebound*	Provides legal services for reentry clients
7-11 Stores	Supports community events
San Lorenzo, San Leandro, and Hayward Unified School Districts	Support DSAL recreation leagues
* Operation My Home Town Steering Committee	

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## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### \* APPLICANT'S ORGANIZATION

County of Alameda, California

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Mr. \* First Name: Gregory Middle Name: J.  
\* Last Name: Ahern Suffix:  
\* Title: Sheriff-Coroner

\* SIGNATURE: Harry Bruno

\* DATE: 08/15/2016

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

08/15/2016

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

\* a. Legal Name:

County of Alameda, California

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

(b) (6)

\* c. Organizational DUNS:

0641650530000

d. Address:

\* Street1:

1401 Lakeside Drive, 12th Floor,

Street2:

\* City:

Oakland,

County/Parish:

Alameda

\* State:

CA: California

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

94612-4305

e. Organizational Unit:

Department Name:

Sheriff's Office

Division Name:

Law Enforcement Services

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Mr.

\* First Name:

Richard

Middle Name:

T.

\* Last Name:

Lucia

Suffix:

Title:

Undersheriff

Organizational Affiliation:

Alameda County Sheriff's Office

\* Telephone Number:

(b) (6)

Fax Number:

(b) (6)

\* Email:

(b) (6)

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

B: County Government

### Type of Applicant 2: Select Applicant Type:

### Type of Applicant 3: Select Applicant Type:

### \* Other (specify):

### \* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

### 11. Catalog of Federal Domestic Assistance Number:

97.132

### CFDA Title:

Financial Assistance for Countering Violent Extremism

### \* 12. Funding Opportunity Number:

DHS-16-OCP-132-00-01

### \* Title:

FY 2016 Countering Violent Extremism Grants

### 13. Competition Identification Number:

### Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

FY2016CVEListAffectedAreas.docx

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Alameda County Sheriff's Office proposes to partner with Ta'leef Collective to build relationships between law enforcement and Muslim community through Focus Area #3: Managing Intervention Activities.

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424****16. Congressional Districts Of:**\* a. Applicant \* b. Program/Project 

Attach an additional list of Program/Project Congressional Districts if needed.

**17. Proposed Project:**\* a. Start Date: \* b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="500,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="500,000.00"/>

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title: \* Telephone Number:  Fax Number: \* Email: \* Signature of Authorized Representative:  \* Date Signed:

FY2016 DHS/FEMA-Countering-Violent-Extremism - Application Form SF-424

Alameda County (CA) Sheriff's Office

CFDA Number: 97.132

14. Areas Affected by Project (Cities, Counties, States, etc.):

The unincorporated areas of Alameda County including Ashland, Castro Valley, Cherryland, San Lorenzo, and Sunol; all fourteen (14) incorporated Alameda County cities of Alameda, Albany, Berkeley, Dublin, Emeryville, Fremont, Hayward, Livermore, Newark, Oakland, Piedmont, Pleasanton, San Leandro, and Union City; and the State of California.

**FY2016 DHS/FEMA -Countering-Violent-Extremism - Application Form SF-424**

**Alameda County (CA) Sheriff's Office**

**CFDA Number: 97.132**

**16. Federal Congressional Districts Located Within Alameda County:**

**CA-013, CA-015, and CA-017**