

Board of State and Community Corrections
Edward Byrne Memorial Justice Assistance Grant Program (CFDA #16.738)

Section I: Applicant Information Form

1.1. COUNTY AGENCY APPLICANT

COUNTY AGENCY Alameda County Sheriff's Department		NAME AND TITLE OF DEPARTMENT/AGENCY HEAD Sheriff Gregory J. Ahern		
FEDERAL EMPLOYER ID 94-6000502		DATA UNIVERSAL NUMBERS SYSTEM (DUNS) 64165053		
NAME AND TITLE OF PROJECT DIRECTOR Capt. Martin Neideffer				TELEPHONE NUMBER (510) 667-7595
STREET ADDRESS 1401 Lakeside Drive	CITY Oakland	STATE CA	ZIP CODE 94612	FAX NUMBER (510) 644-8991
MAILING ADDRESS (if different) 15001 Foothill Blvd.	CITY San Leandro	STATE CA	ZIP CODE 94578	E-MAIL ADDRESS mjneideffer@acgov.org

1.2. PROJECT TITLE	1.3. JAG PROGRAM PURPOSE AREA(S)	1.4. AMOUNT OF FUNDS REQUESTED
Alameda County Community Capitals Policing	Prevention and Education Programs	\$3,136,875

1.5. SUMMARY OF PROPOSAL

Alameda County Sheriff's Office (ACSO) is requesting support to expand and institutionalize Community Capitals Policing, a multisystemic model that invests in seven Community Capitals (economic, human, political, social, cultural, built, and natural) that support neighborhood vitality and safety. ACSO is partnering with a long-standing collaborative, the Ashland-Cherryland Healthy Communities Collaborative, which includes traditional and non-traditional stakeholders: community groups, arts groups, economic development, and housing providers, to develop major infrastructure projects for the Eden Area (Ashland, Cherryland, and San Lorenzo) that will make possible broad-based prevention for youth and adults. JjAG funds will support systems-building and prevention work to address crime, violence, and delinquency on a high level as well as in concrete strategies such as juvenile diversion, COST teams for school violence and dropout prevention, and broad prevention through our Deputy Sheriffs' Activities League.

1.6. DAY-TO-DAY CONTACT PERSON

NAME AND TITLE Capt. Martin Neideffer		TELEPHONE NUMBER (510) 667-7595		
STREET ADDRESS 1401 Lakeside Drive				FAX NUMBER (510) 644-8991
CITY Oakland	STATE CA	ZIP CODE 94612	E-MAIL ADDRESS mjneideffer@acgov.org	

1.7. DESIGNATED FINANCIAL OFFICER

NAME AND TITLE David Huey, Senior Program Specialist		TELEPHONE NUMBER 510.667.3936 (53936)		
STREET ADDRESS 16378 E. 14th St, #102	CITY San Leandro	STATE CA	ZIP CODE 94578	FAX NUMBER NA

PAYMENT MAILING ADDRESS (if different)	CITY	STATE	ZIP CODE	E-MAIL ADDRESS
				dhuey@acgov.org

1.8. APPLICANT AGREEMENT
By signing this application, I certify that I am vested by the Applicant agency with the authority to enter into contract with the BSCC. I certify that all funds received pursuant to this Grant Agreement will be spent exclusively on the purposes specified in this Application. I further assure that the Applicant will administer the grant program in accordance with the Grant Agreement as well as any and all applicable state and federal laws, audit requirements, and state and/or federal program guidelines.

NAME AND TITLE OF AUTHORIZED OFFICER (PERSON WITH LEGAL AUTHORITY TO SIGN)	
Sheriff Gregory J. Ahern	
APPLICANT'S SIGNATURE (blue ink only)	DATE
	4/23/19

Section II: Project Need

2.1 Clear, convincing need. Ashland and Cherryland in unincorporated Alameda County have experienced decades of challenge. 52% of Ashland/Cherryland's 35,000 residents, majority Latinx, African-American and Asian, speak a language other than English at home. These communities have some of the county's highest rates of school dropout, unemployment, teen pregnancy, and chronic diseases. Per capita income is 41% below the county average; 30% of children live in poverty. Though the area accounts for 2% of the county population, in 2018 nearly 13% of adults and 15% of juveniles under Probation supervision in the county lived in Ashland/Cherryland (Alameda County data). Ashland/Cherryland also lacks livability infrastructure, with less than 1/6th the recommended amount of open space per 1,000 residents; no libraries, theaters, performing arts spaces, family entertainment or plazas; and scant tree cover and few sit-down restaurants or cafes in the run-down commercial corridor. The unincorporated areas have no city government responsible for addressing these depleted "Community Capitals": human, financial, built, political, social, cultural and natural.

The Alameda County Sheriff's Office has developed Community Capitals Policing (CCP) to replenish these capitals.



2.2 Needs re: Priority Purpose Areas, Areas of Need. We would invest JAG funds in Community Capitals to create neighborhoods and systems where young people and families thrive, with prevention/education initiatives targeting juvenile delinquency, gang

involvement and substance abuse, plus law enforcement initiatives aimed at overall violence prevention through community development and civic engagement. School violence is a serious issue in the districts serving Ashland, Cherryland and San Lorenzo (“Eden Area”). Hayward Unified (HUSD) had a 20% higher suspension rate than Alameda County for violence in 2017-18; San Lorenzo Unified’s (SLZUSD) was 29% higher (CA Dept of Ed). Depression, drug use, and gang membership are also grave concerns. (See table below for 2018 CA Healthy Kids Survey Data.) For adults, mental health issues, substance use, and domestic disturbance/violence are the top three categories of calls for service (ACSO). More broadly, lack of social cohesion, collective efficacy and livability infrastructure create an environment ripe for the growth of crime and disorder.

2.3 Justification. JAG funds will support the vital systems-change work that addresses

CHKS Survey Data 2018	HUSD	SLZUSD
Current alcohol/drug use	29%	29%
Chronic sadness/hopelessness	45%	38%
Gang membership	5%	5%

drivers of crime, building physical, political and social infrastructure that help prevent juvenile delinquency, gang involvement, substance abuse and overall crime. We will use grant funds for expanded civic engagement; managing capital development projects; training for sworn and civilian ACSO and partner staff; core community activities like soccer, boxing, and fitness; and staffing for systems integration within ACSO’s Youth & Family Services Bureau (YFSB), which holds our sworn community policing staff, Deputy Sheriffs’ Activities League (DSAL), and clinical Behavioral Health Unit.

2.4 Needs & grant goals, community engagement. ACSO and the Ashland-Cherryland Healthy Communities Collaborative (ACHCC), which houses our Steering Committee, have engaged with community members for many years. Through Supervisor Nate Miley’s Eden Area Livability Initiatives in 2005-09 and 2013-17, and the Engine Team

for our Byrne Criminal Justice Initiative (BCJI) and BSCC Strengthening Law Enforcement & Community Relations (SLECR) grants (2014-18), we have been asking community members what they need to make neighborhoods safer, healthier and more vibrant. The existing ACHCC merged with the BCJI/BSCC Engine Team in 2017. Out of that merger, the My Eden Voice (MEV) process of community listening and leadership training identified the following as priorities: safer streets, open space, recreation and cultural options, a “town center,” living-wage jobs (especially in food systems and entrepreneurship), and opportunities for youth to “avoid trouble.” (MEV Summary Report, 2018)

2.5 Need not met with existing resources. ACSO has been working to shift conditions in the Eden Area since 2005, when we founded DSAL. As we have gained momentum, partners, and a cohesive theory of change, we have attracted funding from public and private sources; however, the process of shifting public budgets is slow. Community-identified needs have led us to partner in conceptualizing and operating three major development projects: the Dig Deep Farms (DSAL) Food Hub, which will generate economic activity and help improve food security for Eden Area residents; Ashland Commons, an urban village, park and retail center; and the Hayward Adult School Futsal Park and community fitness and gathering facility. The Food Hub will open in late 2019, and we have secured financial support from the County (Economic & Civic Development and other agencies), the Hayward Area Recreation and Parks District (H.A.R.D.) and philanthropy (the Wayne & Gladys Valley Foundation) to create Ashland Commons and the Futsal Park. We are requesting funds to support the planning and operations of these three major developments, which will help to transform the Eden Area and make it safer, healthier, and more vibrant.

While we have requested County funding to sustain our prevention work, we do not anticipate reaching sustainability before year three of this grant, when County funds and

revenue generation from the Food Hub, Ashland Commons, and the Futsal Park will combine to create long-term stability in our funding streams and institutionalize Community Capitals Policing for the Eden Area.

Section III: Project Description, Goals and Objectives

3.1 Three-year project strategy. Community Capitals Policing posits that enhancing public safety means fostering neighborhood development and cross-systems work to support livability, safety, and economic vitality. Our strategy has four main threads:

1. Prevention through pro-social activities; 2. Investment in capital development projects; 3. Diversion from juvenile justice involvement; and 4. Systems change within county agencies and with the public.

In **Year 1**, we will continue investing in core prevention (sports/fitness, community organizing, creative placemaking); building out a futsal (small-field soccer) park at the Hayward Adult School; finishing DSAL's Food Hub; working on site plans for Ashland Commons (park, urban village, and satellite station for deputies and clinicians); and ramping up clinical diversion and Coordination of Services Team (COST) work. In **Year 2**, we will continue core DSAL work; expand the diversion program; launch Food Hub operations; and continue planning for Ashland Commons. In **Year 3**, we will launch the futsal park, break ground on Ashland Commons, and expand DSAL operations. Revenue from futsal park rental and tournaments will sustain soccer and other offerings.

3.2 Addressing needs in PROJECT NEED; 3.3. Links to Program Purpose Areas/ Areas of Need. We are addressing gang initiatives, substance abuse, juvenile delinquency, and school violence with Prevention and Education programs. Community Capitals Policing addresses social cohesion, collective efficacy, physical and mental health, and community-driven economic development to prevent crime and delinquency. Our broad-based prevention efforts create positive relationships between residents and our

team so that we can refer people to counseling and other resources before trouble happens. More broadly, creating interlocking work, recreational, social, cultural and civic action options for all residents is **all** systems-level prevention, with buy-in from and participation by residents, nonprofits, business, and the public sector. Specific strategies and how they relate to areas of need include:

DSAL prevention for youth and adults. Sports, fitness, and creative placemaking build social cohesion. These broad prevention efforts help keep young people safe, healthy, and engaged. JAG funds will support DSAL staff for activities that reached over 10,000 people in 2018, providing intentional, evidence-based youth development; relationships with adults and peers; the health benefits of physical activity; and support that helps youth succeed in school and in the community. These activities build relationships among families, youth, and DSAL and ACSO staff, strengthening social capital.

Capital projects are essential to the under-resourced Eden Area. The HAS futsal/fitness park and community hub, Ashland Commons, and DSAL Dig Deep Farms Food Hub will provide safe, attractive community assets and infrastructure for jobs and small business, enhancing multiple Community Capitals. JAG funds will help ensure coordination, timely completion and smooth operation of the projects.

Community organizing and engagement strengthens collective efficacy and effects change. An active, engaged community contributes to social cohesion and overall safety. JAG funds will help strengthen structures and activities initiated during our BSCC SLECR grant: the formation of the Ashland Community Association (ACA); the diversification and expansion of the Cherryland Community Association (CCA) and San Lorenzo Village Association (SLVA); and the community campaign to form the Eden Municipal Advisory Committee (MAC), to be seated in 2019, which will give Eden residents a platform for providing input to the Board of Supervisors. My Eden Voice is a

community organizing effort designed to make the MAC more effective. JAG funds will help ACSO and partners provide staff support to MEV, the ACA, CCA, and SLVA.

Behavioral health: broad and targeted prevention and intervention to keep young people from succumbing to high-risk behaviors. Prevention includes building relationships with young people at risk and referring them to YFSB counseling, DSAL activities, and other options. Early intervention will expand clinical diversion services; strengthen coordination with schools and REACH; and develop systems for juvenile diversion and family counseling/prevention. A JAG-funded YFSB Communications Manager will support this work by ensuring that DSAL, partners, and the public are aware of new clinical offerings, referral processes, and reports.

Prevention requires systems change, especially in an unincorporated area.

Though the Eden Area has been unevenly served by the County, our collaborative has made strides in addressing these inequities. We fostered the Eden MAC; we have jointly planned capital projects; we have boosted civic engagement (see Section IV); and we created the 67,000 square-foot REACH Ashland Youth Center. Our partners support residents' efforts to improve their physical and mental health, continue their education, find a job, start a business, build leadership skills and amplify their voice. DSAL brings over 10,000 people per year into positive contact with each other and with DSAL staff and deputies. However, we must remove **barriers that prevent agencies from working effectively with residents**. We need stronger long-term collaboration with County agencies around the Eden Area, and training on racial, social and economic equity so that we all see the Area's needs and strengths through an equity lens.

Existing and new strategy elements and funding status. The table below outlines existing and new strategies, proposed funding source, and demonstrates that JAG funds will supplement and not supplant existing funding.

Element	Program Status	JAG Funding	Funding Status
DSAL Sports/Fitness			
Soccer, boxing, fitness/dance	Existing, soccer expanding Y3	Partial	Funded only until 7/19
Capital Projects			
HAS Futsal/Fitness Park	New	No	Capital funding secured through County.
Ashland Commons Urban Village	New	No	
DSAL/Dig Deep Farms Food Hub	Launches 2019	No	Capital funding secured
Facilities Management	New	Yes	Not funded
Behavioral Health Prevention/Intervention			
Juvenile Diversion	Expanding	No	Funded through ACSO
Community Clinic counseling	Expanding	No	Funded through ACSO
Systems Development and Infrastructure			
Systems building	New	Yes	Not funded through ACSO
Multi-sectoral training on equity, innovation	New	Yes	Not funded through ACSO
Operations management, development, communications	Existing	Partial	Not funded past 7/2019
Community Engagement			
Work with community groups to boost civic engagement	Expanding	Yes	Not funded through ACSO
Backbone support for MEV & leadership development	Expanding	Partial	Not funded through ACSO

3.4 Partners, services, credentials, justification, value added. CCP requires many partners: in health, the arts, planning, economic development, education, policy, recreation, and civic engagement. Our primary partner is DSAL, a 501(c)(3) nonprofit that works with YFSB on key elements of CCP. DSAL operates soccer, fitness, dance, boxing and creative placemaking (public art, festivals); runs Dig Deep Farms and the Food Hub; and works with partners and community groups to facilitate community leadership. They have driven the development of the Food Hub, Ashland Commons, and the futsal park, and their work has been recognized by the Kresge Foundation, ArtPlace America, USA Soccer, Golden Gloves boxing, NextCity and more.

Other partners are listed below:

Table 2: Partners in CCP

Partners	Roles
Alameda County (AC) Supervisor Nate Miley (District 4) and staff	Funding for initiatives, leverage with County, Eden Area Livability Initiative, staff to support Eden MAC Formation, JAG-funded backbone support for MEV. Partner since 2005.
AC Supervisor Wilma Chan (District 3) and staff	Funding for initiatives, leverage with County, ALL IN Anti-Poverty Initiative. Partner since 2014.
AC Probation	Works with YFSB, schools, & REACH on diversion, juvenile reentry. Active partner since 2013.
AC Health Care Services Agency	Operates REACH, supports reentry initiatives. Partner since 2013.
AC Housing and Community Development	Providing site for Ashland Commons, supports economic development in Eden Area. Partner since 2014.
AC Planning Department	Plans for Eden Area including streetscaping, business district revitalization, health & wellness, climate change. Partner since 2016.
AC Public Works	Supports Eden Night Live/Mini-Futsal site. Partner since 2016.
AC Social Services Agency	Support for employment initiatives. Partner since 2016.
AC Office of Education	Provides artists for creative placemaking, murals since 2016.
Ashland, Cherryland, San Lorenzo Community Assocs	Nexus of community leadership, MEV since 2016.
Castro Valley-Eden Area Chamber of Commerce	Engages business community to build Ashland-Cherryland business coalition since 2016.
Hayward Adult School	Hosts boxing, Zumba/Muevete, fitness. Site of futsal/fitness park and fitness arena opening 2019, Partner since 2011.
Hayward Area Recreation District	Will build & operate Ashland Commons, match funds for futsal park, oversees parks in Eden Area. Partner since 2010.
La Familia	Staff support for ACA and MEV. Partner since 2015.
Padres Unidos de Cherryland	Engaged group of parents, local leaders, MEV.
Resources for Community Development (RCD)	Staff supports for ACA and MEV.
San Lorenzo, Hayward USDs	Works with YFSB, REACH, Probation on COST, diversion.

3.5 Goals and objectives. ACSO and our partners have set the following goals and objectives for the three-year JAG grant. Baseline data will be collected in Year 1.

Goal 1: Keep Eden Area young people safe and engaged in school (human capital)	1.1 Number of young people diverted from juvenile justice system (decrease in juvenile arrests by deputies, increase in number of cases referred to YFSB/COST teams)
	1.2 Decrease suspension rates for violent incidents from 2018-2019 baseline to 2021-22 in SLzUSD, HUSD
	1.3 Increase number of young people participating in pro-social activities
Goal 2: Enhance Eden Area livability (built, natural, cultural, financial capital)	2.1. Increase in accessible recreation space in Eden Area, 2018 to 2022.
	2.2. Increase in number of food systems/food entrepreneurship jobs related to community food systems development
	2.3 Increase number of residents participating in creative placemaking
Goal 3: Enhance the livability of Eden Area (built, natural, cultural financial capital)	3.1 Number of ACSO/County staff attending trainings on systems change
	3.2 Number of ACSO/County staff engaged in working groups to bring about Eden Area livability goals
	3.3 Numbers of residents engaged in civic groups and initiatives

3.6 Staff allocations and assignments include:

Staff	Role	Allocation
Capt. Martin Neideffer	Leads YFSB, liaison between YFSB & ACSO leaders, partnership development	70% FTE, leverage
YFSB Lieutenant	Oversees Crime Prevention Unit	75% FTE, leverage
2 YFSB Sergeants	Oversee Crime Prevention & School Resource	160% FTE, leverage
YFSB Deputies	Community-oriented policing	1800% FTE, leverage
Manager, YFSB Behavioral Health (BHU)	Oversees Supervisor and clinicians, works with Supervisor, schools, REACH on COST	15% FTE, leverage
BHU Supervisor	Supervises clinicians in diversion program, community clinic, at REACH	85% FTE, leverage
BHU Clinicians	Diversion counseling, community clinic	400% FTE, leverage
DSAL Exec. Director	Leads DSAL, develops partnerships, fund development, capital projects	80% FTE, leverage
DSAL Ops. Director	Oversees DSAL operations, systems, reporting	80% FTE, leverage
DSAL Managers/Coordinators	Oversees soccer, boxing, fitness professional development, fundraising	400% FTE, leverage
Hourly DSAL staff	Coaches and instructors for DSAL prevention	1200% FTE, grant
YFSB Comms. Mgr.	Internal, partner, & public communications	100% FTE, grant
YFSB Community Outreach Coordinator	Coordinates with community partners on resident capacity-building, activism	100% FTE, grant
DSAL Food Hub Dir	Manages Food Hub operations	100% FTE, grant
DSAL Entrepreneurship Mgr.	Works with county agencies, public, to incubate and support food entrepreneurs	100% FTE, grant

3.7 Target population; 3.8 Process for determining services. CCP does not target a specific population. Broad-based prevention (soccer, fitness, creative placemaking) will focus on low-income young people in the Eden Area, ages 5-18, as well as their families. Civic engagement will target all Eden residents; capital projects will benefit all residents. Diversion efforts will target minors who encounter deputies or school authorities for delinquent or risky behavior (e.g. suspensions, drug/alcohol use). YFSB BHU clinicians are currently working with SLzUSD, REACH, and Probation to develop a process for ensuring wraparound services for young people at risk, avoiding net-widening and reducing racial and ethnic disparities in the formal justice system.

3.9 Timeline of major project activities.

Activity	Timeframe
ACHCC JAG Engine Team monthly meetings	Y1-3, Q1-Q4
Evaluation and data collection planning	Y1, Q1-Q2
Planning COST Team processes with HUSD, SLzUSD	Y1, Q1-Q2

Planning Juvenile Diversion processes	Y1, Q2-Q4
Hiring, training BHU clinicians for COST, diversion work	Y1, Q2-3
DSAL prevention: soccer, boxing fitness, creative placemaking	Y1-3, Q1-Q4
Food Hub construction complete	Y1, Q3
Futsal Park and Ashland Commons planning	Y1 Q1-Q4
Training plan for ACSO, partners on equity, systems change, effective collaboration	Y1 Q3-Q4
Launch COST work with San Lorenzo and Hayward school districts	Q3-Q4
Collaborative pathway modeling work with ARI evaluation team, staff, community	Y1, Q3
Juvenile Diversion program launches	Y2, Q1
Food Hub operations launch; hire local people for processing, logistics jobs	Y2, Q1-Y3, Q4
Evaluation - outcome data collection priorities set by community, staff partners	Y2, Q1
Futsal Park construction launch, planning for park rental, tournaments for revenue	Y2, Q1-Y3, Q1
Site plan complete for Ashland Commons urban village and park	Y2, Q1
Planning: food entrepreneurs, activities, creative placemaking at Ashland Commons	Y2, Q2-Y3, Q4
Futsal Park operations begin, space for pop-up vendors, community events	Y3, Q1
Launch Ashland Commons in partnership with Economic & Civic Dev, H.A.R.D.	Y3, Q3
Local evaluation - outcome evaluation analysis and reporting	Y3, Q4

3.10 Management structure, decision-making process. Captain Marty Neideffer heads YFSB’s sworn and civilian personnel in the Crime Prevention (1 Lieutenant, 2 Sergeants, 22 Deputies) and Behavioral Health Units (1 Manager, 2 Supervisors, 11 clinicians). DSAL ED Hilary Bass reports operationally to Captain Neideffer; DSAL’s board of directors supports policy and strategic direction. Making decisions around major initiatives in CCP (e.g. creating Eden MAC, building Ashland Commons) also requires patient consensus-building among County agencies, nonprofit partners, and residents.

3.11 Ensuring program components are monitored, assessed, adjusted. BHU Manager Kelly Glossup and Lt. Miguel Ibarra will be responsible for ensuring that juvenile diversion processes are working on the ACSO side. Regular meetings with SLzUSD, Probation, and REACH will identify and address areas for improvement in COST work and diversion. DSAL ED Hilary Bass manages staff providing soccer, fitness, creative placemaking, and community engagement and checks in at least weekly with those teams. The Operations Director and ED are working closely with Housing & Community Development and H.A.R.D. to move capital development projects forward.

3.12 Start October 2019. The work described here is already underway. New elements

include hiring a Communications Manager and Community Outreach Manager to strengthen systems change; hiring directors to support operations at the Food Hub and Ashland Commons; providing staffing to MEV through Supervisor Miley's Office; and bringing together ACSO and partners for training in equity and systems change. We will begin hiring new positions within 30 days of award, to have all on board by Spring 2020.

Section IV: Collaboration

4.1 Local JAG Steering Committee. The stakeholders listed in Appendix C will oversee our JAG-funded CCP work. Please see attached Letters of Support.

4.2 Process to identify, recruit, and engage steering committee. We developed CCP in response to the experiences of sworn and civilian staff and partners working in the Eden Area and residents' expressions of what makes a safe, thriving neighborhood. The Engine Team arose from our BCJI and BSCC SLECR grants' Engine Team, which merged in 2017 with the ACHCC. All these members have been part of our CCP work in the Eden Area for at least two years, most for five years or more. Identifying, recruiting, and engaging these partners just means an email or phone call to the individuals that we are already working with daily.

4.3 Expertise; 4.4 Traditional & non-traditional stakeholder groups. ACSO is joined on the Engine Team by Alameda County Health Care Services, Public Health, Workforce Development, and Housing & Community Development. These public (traditional) stakeholders are working together in non-traditional ways on holistic neighborhood transformation: bringing together resources that tie creative placemaking to community/civic engagement and political action to public safety; intentionally partnering to ensure that the built environment addresses drivers of crime in ways that enhance community safety, health, and cohesion; helping to advance economic opportunity for peo-

ple who have been outside the economic mainstream (the formerly incarcerated, immigrants, young adults of color); and reimagining the built environment.

Non-traditional groups include SLzUSD, our partners in COST implementation; H.A.R.D., working with us to create parks and recreation spaces; the Ashland Community Association; La Familia Counseling; and the ACOE arts program, a creative place-making partner. We anticipate community groups Padres Unidos and Edendale Coffee Club also joining the Engine Team.

These stakeholders have multiple years of expertise in their own content areas as well as in the often-challenging work of collaboration and collectively determining how to change “business as usual” to a new model that works better for the Eden Area.

4.5 Prior working relationships; 4.8 History of collaboration. This group has been collaborating in various combinations since at least 2014. ACSO and DSAL have been working with REACH and HCSA since before REACH opened, organizing and supporting youth leaders in advocating and planning for the youth center from 2009-2018. The BCJI/BSCC SLECR Engine Team included HCSA, RCD, La Familia, the Supervisors’ staff, Public Works, the Chamber of Commerce, Padres Unidos, the Cherryland and Ashland Community Associations, Housing and Community Development, and the Workforce Development Board. DSAL and Supervisor Chan’s office have also been active in the ALL IN New War on Poverty, specifically around the Food As Rx program and food recovery and distribution. ACSO has stationed deputies at the Hayward Adult School since 2015 and run our boxing program there since 2014. We have worked closely with SLzUSD and ACOE Arts as anchor partners in REACH since 2013.

4.6 Identifying problem areas, strategy. Collaborative processes that helped identify problems and strategies include the ARI Local Evaluation of the BSCC SLECR grant,

which incorporated community members as action researchers; the My Eden Voice process, which gathered input from hundreds of residents; the ACHCC’s community engagement work, and several County-led planning processes. The Engine Team convened in March 2019 as a subset of the ACHCC and quickly reached consensus on the strategies outlined here .**4.7 Full participation, voting rights.** Skilled facilitation by Claudia Albano, Supervisor Miley’s Deputy Chief of Staff, an expert in grassroots community organizing, ensured that residents, County agencies, nonprofits and ACSO participated and expressed priorities.

4.9 Process to establish & maintain collaboration, 4.10, ongoing role. The Engine Team, housed in the ACHCC, will meet monthly and be facilitated by Claudia Albano, a trusted broker among public agencies, residents, and nonprofits. All stakeholders have committed to shared decision-making, enhanced information/data sharing, and a collaborative approach to CCP. Ms. Albano and the group will develop a management plan that identifies roles and key tasks, and outlines procedures for decision making, providing input, addressing policy, operational and community issues, and tracking progress. The plan will develop procedures for sharing information, including posting information to and soliciting input from stakeholders and the community using websites and social media channels. As the grant winds down, the Team will present to the ACHCC the key issues needing long-term follow-up by the Collaborative as a whole, and the ACHCC will determine an appropriate structure for addressing those issues, whether as new working groups or within existing groups (e.g. Safe & Livable Streets, Land Use).

Section V: Evidence-Based, Promising and Innovative Strategies

5.1 Intervention and evidence base. Our overall “intervention” is the multisystemic implementation of CCP, which is innovative because (1) ACSO/DSAL created it based on the Community Capitals framework and (2) we are not aware of any law enforcement

agency in the country that is spearheading such an ambitious effort to invest simultaneously in seven community capitals in partnership with such a broad coalition of public, nonprofit, business and resident partners.

5.2 Evidence proposed intervention/components have been effective elsewhere.

CCP was created by ACSO/DSAL. The evaluation of our BSCC SLECR grant by Action Resources International pointed to meaningful progress: “The community engagement and collaboration built into ACSO’s approach, and the multi-faceted initiatives addressing civic engagement, improved community spaces and places, opportunities for positive youth development and adult recreation and community-building, support for entrepreneurship, and commitment to relationship-based authentic community policing are combining to improve community life and increase public safety.” The Urban Institute found that our work offered “important insights into reconstructing public safety in historically marginalized communities.” Specific components of our model have shown effectiveness elsewhere; for example, Coordination of Services Teams (COST) are a nationally recognized practice in serving high-risk youth. Also, recent studies found that residents who engage in social action to meet common goals and preserve shared values (collective efficacy) and who have an emotional and social investment in the neighborhood and sense of shared destiny (social cohesion) are more likely to intervene when problems arise, address community groups, request assistance, feel satisfied with police activities, and have less fear of crime.

5.3 Using proposed practices to achieve goals, objectives. The primary support for our expanded investment in Community Capitals Policing is the feedback we are receiving from experts in the field of community action and public policy (such as the Urban Institute, Action Resources, the Kresge Foundation, ArtPlace America, and the US Department of Justice), as well as our own experience. ACSO leadership and County

agencies have seen the value in this work and are investing in it.

5.4 Populations for which intervention shown effective. COST wraparound supports are regarded as a model program by the Office of Juvenile Justice & Delinquency Prevention (OJJDP). Diversion programs, implemented with a strengths-based, youth development approach have also been found to be effective or promising by the OJJDP.

5.5 Ensuring necessary factors can be mobilized. ACSO and our partners are already mobilized and implementing CCP. We have been partnering for over a decade with some partners. We have strong support from the Sheriff, Undersheriff, and Board of Supervisors. For new interventions, such as formal juvenile diversion, we are already in the planning stages with our partners. We have strong research/evaluation partners in ARI and Julie Wartell. We are seeking funds to support our expansion as we build systems to sustain CCP through public budgeting and revenue generation.

Section VI: Data Collection and Evaluation

Local Evaluation Plan: 6.1 and 6.2 Program goals and objectives. The goals and objectives for this proposal were outlined in section III.5: (1) Keep Eden Area young people safe and engaged in school; (2) Enhance the livability of the Eden Area; (3) Build public and civic systems that work better for residents. Space does not permit the restatement of the objectives here; please refer to page 8.

6.3. Plan for assessing effectiveness of JAG strategy, including individual program components; 6.4 The research design for this project builds on the evaluation conducted by Action Resources International (ARI) for our BSCC SLECR grant project using innovative, research-based, collaborative evaluation planning, data collection, analysis, and interpretation of results. In ARI's approach, the evaluation itself becomes

a powerful community engagement initiative, surfacing insights about community realities and needs from community members, staff of nonprofit partners and community leaders, and ACSO staff and leaders. The ARI team brings decades of experience in community-driven leadership development, engagement, and systems evaluation. The work draws on the *Systems Evaluation Protocol* and *Collaborative Pathway Modeling*. The *Systems Evaluation Protocol* (SEP) recognizes that programs can be complex systems themselves and are parts of larger systems, that they evolve over time, and that the role of evaluation is to support that process by identifying key information needed and the implications for program impact. A visual logic model or “pathway model” articulates the theory of change and forms a basis for structured decision-making about evaluation priorities, scope, and measurement strategies.

Collaborative Pathway Modeling (CPM) involves key project stakeholders, especially community members. ARI facilitators use existing information about the project and deep listening with key community members and partners in small-group discussions and interviews. This input then goes into a pathway model, which visually connects each activity to the short-term outcome(s) it is believed to affect, and the short-term outcomes to the further outcomes they affect, on through long-term outcomes. The resulting diagram is uniquely effective at articulating how incremental changes unfold and reinforce each other over time to lead to larger impact. Community needs and community-informed strategies are an inherent part of the CPM process. In a facilitated process, community members and partners all contribute to decisions about data collection strategies and tools, data analysis, and interpretation. This structure integrates diverse stakeholders’ expertise into the evaluation design.

The pathway model is an end product and a foundation for evaluation decision-

making. Stakeholders identify key activities and outcomes on which to collect data and share expertise on the most informative indicators and ways of gathering data. ARI combines the pathway model with process and outcome evaluation results to create a well-integrated presentation of the project’s structure, strengths, and impact. In addition, the process itself strengthens communication, understanding and relationships among project principals and community members; promotes involvement and commitment by community partners to the project and evaluation; and lays a foundation for future initiatives. Evaluation planning will clarify key activities, outcomes, and relevant indicators for project goals, asking for each target outcome, “How do you get there?” and “What does it look like when that happens?” This brainstorming helps select indicators that are relevant to the community and feasible to collect.

Process Evaluation: 6.5 Estimated participants. CCP is a systems initiative, not a program. However, we estimate our strategies will reach the following numbers:

Juvenile Diversion Program	60 over 2 years
DSAL Sports and Fitness Prevention Strategies	20,000 over 3 years
Creative Placemaking Prevention Strategies	10,000 over 3 years
COST Team Implementation	50 over 2 years
Food Hub Launch and Food As Rx	5,000 over 2 years
Training ACSO/DSAL staff & partners in systems change	120 over 3 years
Community Engagement/Organizing	2,000 over 3 years

6.6 Tracking participants’ progress; 6.7 Documenting services pro-

vided; 6.8 staff activities. AC Health Care Services will track referrals, staff activity, start /end dates, participation and completion of COST teams and juvenile diversion. We are also working with SLZUSD to track suspensions, grades, and school attendance for DSAL sports/fitness participants vs. non-participants. DSAL staff will track participants and staff time in sports/fitness and staff time for Food Hub and entrepreneur-

ship operation. ACOE's arts program and DSAL will track participants and staff in creative placemaking. RCD and Supervisor Miley's office will track resident and staff participation in MEV and community engagement. We will contract with nationally recognized crime data analyst Julie Wartell to help set up robust cross-agency tracking tools.

Monthly Engine Team meetings will ensure strategies are on track.

Outcome Evaluation: 6.9 Determining if program "worked;" 6.10 & 6.11 Outcome variables & tracking. We will be looking at multiple factors to determine if CCP is "working." We will use a combination of the systems evaluation conducted by ARI and quantitative data on participation and outcomes for specific elements of CCP. We will review data on juvenile justice system involvement, suspensions and attendance, and outcomes for diversion and COST team participants. We will look at whether there is more park and recreation space available to Eden residents; at jobs created in food systems; at community engagement in local initiatives; and at staff and partner engagement in systems change work, both training and long-term work on budgets, funding streams, and processes for responding to community priorities.

In the ARI evaluation process, group brainstorming helps select outcome variables and outcomes that are relevant to the community. For example, Goal 1, "Keep young people safe and engaged in school" might be a longer-term outcome resulting from incremental changes in building relationships with caring adults and peers, improving school attendance, new roles in community life, and so on. These interim steps would be discernable before the ultimate goal is reached. The evaluation strategy is built around measuring progress that reflects how change actually unfolds.

6.12 Determining participant success/failure. Because CCP has thousands of participants in multiple strands, this question relates primarily to young people engaged in COST wraparound services or juvenile diversion efforts. Students served by COST

teams will succeed if they remain in school, avoid suspension, and maintain a passing GPA. For juvenile diversion participants, success will mean avoiding further involvement with the justice system for at least six months post-exit. In more general terms, we will be working to compare school attendance, suspension and grade data for young people involved in DSAL vs. those not involved. Our larger measures of success involve having more open space and recreational space available to Eden residents, reducing overall levels of violent crime, and continuing to build trust and engagement with the larger community both through ACSO's direct work and our partnerships.

Section VII: Capability and Qualification to Provide Services

7.1 Ability to conduct project. ACSO, while still seeking resources to scale and institutionalize CCP, is fully capable of carrying out the proposed activities. We and our partners are already investing in Community Capitals in multiple ways. The strategies we propose are extensions of our current work: broad-based prevention through DSAL's sports, fitness, and creative placemaking; infrastructure development to restore the built environment; engagement between our community-oriented policing Deputies and the resident groups we foster and support; targeted behavioral health prevention and intervention (currently in the planning stages with the schools); and juvenile diversion (currently being formalized and awaiting BHU clinical capacity). JAG funds will help support our work at Ashland Commons, the Food Hub and Futsal Park during startup while we work to scale revenue-generating operations at those facilities and lock in County budgets. We have budgeted for staff and consultants to boost our capacity.

7.2 Applicant's/partners' experience, capability. We have been doing this work, and evolving our understanding of its complexity and scope, since 2005. ACSO created the CCP model and has worked closely with our core partners—the offices of Supervisors

Miley and Chan; Alameda County Health Care Services; Office of Ed, Public Health, Public Works and Planning; RCD; H.A.R.D.; and residents' groups—to communicate the model and replenish community capitals. CCP is a national model of how law enforcement can lead community transformation in under-resourced neighborhoods. Our partners have helped manage the Eden MAC and MEV engagement process; support residents' groups; plan new facilities and parks; foster food systems jobs and businesses; and collaborate with ACSO for neighborhood transformation. Supervisor Miley's Deputy Chief of Staff Claudia Albano teaches and practices community organizing and has been a partner in our systems change efforts since 2014.

7.3 Experience and qualifications of key staff. Captain Marty Neideffer oversees the YFSB and Community Capitals Policing. A 22-year ACSO veteran and an Ashland native, Captain Neideffer brings a degree and experience in journalism. His decades of experience on patrol, as a school resource officer, and as a corrections deputy inform the overarching narrative of what communities need to be safe and to thrive. He is joined by Hilary Bass, DSAL's Executive Director, a member of the Alameda County Women's Hall of Fame, who has 16 years of youth development and community organizing experience and has been DSAL's ED since 2009. She has overseen DSAL's expansion from recreation provider to pillar of CCP, creative placemaking, and community-oriented development. Her work has been recognized by the Kresge and San Francisco Foundations and the Yerba Buena Arts Center. YFSB Behavioral Health Unit manager Kelly Glossup, LCSW, has 19 years of experience both as a clinical social worker and a probation officer. She guides ACSO's Operation My Home Town (OMHT) multi-partner reentry initiative and manages the BHU staff of clinicians and partnerships with SLzUSD, Probation and others on the OMHT Steering Committee.

Section VIII: Project Budget and Budget Narrative

2018 JAG Program **Applicant County:** Alameda County Sheriff's Office

Year 1: Project Budget

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$0
2. Services and Supplies	\$0
3. Professional Services	\$98,000
4. Non-Governmental Organization (NGO) Subcontracts	\$850,733
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$59,840
7. Other (Travel, Training, etc.)	\$37,052
TOTAL	\$1,045,625

1. Salaries and Benefits		
Name and Title	(% FTE <u>or</u> Hourly Rate) & Benefits	Grant Funds
Capt. Neideffer	\$155,000.00 annual salary, plus benefits x 0% FTE covered by the grant request and 15.00% FTE covered by matching funds x 2% annual cost of living increase.	\$0
Lieutenant Ibarra	\$130,000.00 annual salary, plus benefits x 0% FTE covered by the grant request and 10.00% FTE covered by matching funds x 2% annual cost of living increase.	\$0

		\$0
TOTAL		\$0

Note: The budget we are requesting is primarily for partners to carry out work that is essential to Community Capitals Policing. ACSO is providing funds for Deputies, Sergeants, a Lieutenant and a Captain to carry out the community-oriented policing work by sworn personnel (including grant funds listed in Appendix I). Grant funds will primarily support partners and activities that are outside the traditional purview of policing: creative placemaking, systems change efforts, communications, community and economic development, and so forth.

Capt. Neideffer leads Community Capitals Policing initiative; high level partnership development, education/development of sworn and civilian staff. Responsible for ensuring that reporting, accounting, and communications are timely and accurate. Leveraged funds.
 Lt. Ibarra leads the YFSB Crime Prevention Unit, oversees 22 ACSO deputies, provides leadership and professional development, supports Capt. Neideffer in training ACSO personnel in Community Capitals Policing. Leveraged funds.

2. Services and Supplies		
Description of Services or Supplies	Calculation for Expenditure	Grant Funds
None		\$0
		\$0
TOTAL		\$0

Services and Supplies Narrative:
 NA

3. Professional Services		
Description of Professional Service(s)	Calculation for Expenditure	Grant Funds
Communications Support	\$125.00 x 240 hours	\$30,000
My Eden Voice Backbone support	\$80.00 x 600 hours	\$48,000

Training and development	\$100.00 x 200 hours	\$20,000
		\$0
TOTAL		\$98,000

Professional Services Narrative:		
<p>Communications Support: Experienced communications consultant to ensure that the CCP story reaches intended audiences in a timely and accurate way. Works with traditional and social media, DSAL, ACSO, and partner staff to develop and disseminate stories and information.</p> <p>My Eden Voice Backbone support: Contract staff to work with the Ashland Cherryland Healthy Communities Collaborative supporting the continuation and growth of My Eden Voice community organizing projects, specifically liaison between resident groups and the Eden Municipal Advisory Council, ongoing open space and built environment planning and advocacy, creative placemaking, etc.</p> <p>Training and development: Consultants to provide training in systems change in large public systems; also on topics prioritized by the ACHCC, including but not limited to: social, economic, and racial equity, trauma, and healing to sworn and civilian staff and partners.</p>		

4. Non-Governmental Organizations (NGO) Subcontracts		
Description of Subcontract	Calculation for Expenditure	Grant Funds
Deputy Sheriffs' Activities League	See detailed narrative below	\$850,733
		\$0
TOTALS		\$850,733

Non-Governmental Organizations (NGO) Subcontracts Narrative:		
Alameda County Deputy Sheriffs' Activities League Expenses		
1. Salaries and Benefits		

Sherman, Sara, Operations Director, Salaried: Manages DSAL operations \$82,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$82,000.00

YFSB Communications manager: Ensuring that activities of sworn personnel, DSAL and clinicians and overall CCP activities are communicated effectively and connected with all relevant staff and public and nonprofit partners. Manages internal communications for all staff, giving them support and tools to do the work that needs to be done internally and with partners. Analyzing and shifting policies and procedures w/in ACSO to make CCP more operationalized throughout the ACSO. 75% in Y1 - will hire by Jan 2020 \$80,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$60,000.00

Community Outreach Manager: Works to integrate community outreach and organizing work of partners with DSAL operations and programs; works closely with Communications Manager to ensure that CCP is broadly understood throughout the community and that advocacy is organized around and connected to the Community Capitals framework. 75% in Y1 (hired in Q2 of the first year), will be hired by Jan 2020. 75% in Y1, 100% in Y2 and Y3. \$68,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$51,000.00

Food Hub Director: Creates and manages Dig Deep Food Hub systems: produce aggregation, events, sales and commercial kitchen operations, coordinate and integrate with Ashland Commons and futsal park food vending operations. To be hired ASAP. 75% in Y2 and 65% in Y3 as revenues from operations begin to help support this position \$88,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$88,000.00

Entrepreneurship Manager: Creates and manages entrepreneurship systems: incubating and supporting local food systems entrepreneurs who will sell at Ashland Commons urban village, HAS Futsal Park events and other locations. Works with DDF Food Hub Director and partners in Alameda County Economic & Civic Development to establish processes for recruiting and incubating entrepreneurs, timelines for opening food sales at Ashland Commons and other venues, providing training through Small Business Administration. To be hired by Spring 2020. 50% in Y1, 75% in Y2, and 65% in Y3 as revenues come in to help sustain this position. \$75,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$37,500.00

Hourly Support & Coaching Staff: Staffing for soccer, boxing, recreation, farming, food hub, community outreach and creative placemaking efforts. DSAL works to hire young people from the community and mentor them to succeed in the workplace beyond their DSAL employment. This line item includes part-time and full-time staff, paid on an hourly basis. The staffing needs for DSAL activities change throughout the year so it not possible to itemize every staff person's role and hours throughout the year, and they will change from year to year as activities adapt to community needs. This pool of staff funding provides the flexibility to respond to community needs as they evolve. Approximately 3-6 part time and full time staff ranging from \$15-24/hr; 2% annual cost of living increase = \$115,313.99

Leveraged Personnel

Lusson, Nick, Soccer Program Director: Manages DSAL soccer's recreational and competitive programs; fund development and sponsorship, oversees coaching and referee staff and contractors, organizes tournaments, etc. \$80,000.00 annual salary x 0.00% FTE; 2% annual cost of living increase = \$0.00

Gil, Andrea, Recreation Program Director: Manages DSAL fitness and recreation programs, recruits, trains and oversees staff, manages scheduling, community outreach etc. \$70,000.00 annual salary x 0.00% FTE; 2% annual cost of living increase = \$0.00

Cervantes, Omar, Coordinator, Soccer Programs: Supports DSAL soccer recreational and competitive programs, supervises coaching and referee staff, makes travel arrangements, supports Director, in charge of recruitment, community outreach \$57,200.00 annual salary x 0.00% FTE; 2% annual cost of living increase = \$0.00

Fringe/Benefits: Including medical, worker's comp, etc. @ 24.00% = \$104,115.36

2. Services and Supplies

Soccer and Rec Travel Expenses: Transportation, lodging, food, for Sheriffs FC teams to travel to tournaments regionally. The competitive league offers unique opportunities for kids to see other parts of the state. During a recent tournament, a team of kids saw the beach and the ocean for the first time. Sheriffs FC soccer is also a powerful touchstone for neighborhood identity. Estimated \$3,227 per team per tournament, includes lodging, tournament fees, vehicle rental, fuel, meals. \$3,227.33 x 6 teams = \$19,364.00

Soccer, Recreation, and Creative Placemaking supplies: Supplies for youth-led events at Ashland Commons site to keep space activated while plans for construction are finalized. Soccer jerseys and other soccer/fitness supplies for youth who can't afford equipment to play. \$2,000.00 x 12 months = \$24,000.00

Contract Support- Event Staff: Hourly staff for special events in the Eden Area, e.g. festivals, concerts, sports events. \$24.00 per hour x approximately 1050 hours = \$25,200.00

3. Professional Services

Fund Development, Organizational Development, and Accounting Assistance: Infrastructure support for DSAL's growth and sustainability. \$125.00 per hour x 500 hours per year = \$62,500.00

Alameda County Office of Education: Video communications - work with REACH youth video program to produce series of CCP videos (includes \$1400 for youth stipends). \$10,000.00 per hour x 1 hours per year = \$10,000.00

7. Other (Travel, Training, etc.)

Pool of discretionary funding for community groups: Funding for community groups (e.g. Padres Unidos, Edendale Coffee Club, community associations for Ashland, Cherryland, and San Lorenzo) to apply for and carry out mini-projects that enhance social cohesion. Examples include, but are not limited to, planting trees, pop-up events or block parties, hiring speaker or performer for event. = \$20,000.00

Administrative Costs; Administrative costs that include payroll, admin support insurance, facilities, supplies, maintenance. Approximately \$7,000/month = \$77,339.33

5. Equipment/Fixed Assets

Description of Equipment/Fixed Asset	Calculation for Expense	Grant Funds
None		\$0
		\$0
TOTALS		\$0

Equipment/Fixed Assets Narrative:

NA

6. Data Collection, Reporting and Evaluation Efforts

Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award

Description	Grant Funds	
Local evaluation	\$50,000	
Data analysis support for evaluation	\$9,840	
	\$0	
	\$0	
TOTAL		\$59,840

Data Collection, Reporting and Evaluation Efforts

Local evaluation: Action Resources International to do systems evaluation protocol and collaborative pathway modeling, conduct local evaluation and provide final local evaluation report. \$125.00 x 400 hours

Data analysis support for evaluation: Data analysis support for evaluation: strengthening systems to track and report juvenile justice diversions, school suspensions (and other school data vis-a-vis DSAL participant data), accessible recreation space, unduplicated participants. Ensures data security and confidentiality. \$82.00 x 120 hours

7. Other (Travel, Training, etc.)

Description	Calculation for Expense	Grant Funds
Administrative Costs	\$3,088.00 x 12 months	\$37,052
		\$0
TOTAL		\$37,052

Other (Travel, Training, etc.) Narrative:

Administrative costs that include payroll, admin support insurance, facilities, supplies, maintenance. These amount to less than 3.5% of the grant request in each of the three years of the grant period.



Section VIII: Project Budget and Budget Narrative

2018 JAG Program **Applicant County:** Alameda County Sheriff's Office

Year 2: Project Budget

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$0
2. Services and Supplies	\$0
3. Professional Services	\$78,000
4. Non-Governmental Organization (NGO) Subcontracts	\$887,054
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$45,995
7. Other (Travel, Training, etc.)	\$34,576
TOTAL	\$1,045,625

1. Salaries and Benefits		
Name and Title	(% FTE <u>or</u> Hourly Rate) & Benefits	Grant Funds
Capt. Neideffer	\$155,000.00 annual salary, plus benefits x 0% FTE covered by the grant request and 15.00% FTE covered by matching funds x 2% annual cost of living increase	\$0
Lieutenant Ibarra	\$130,000.00 annual salary, plus benefits x 0% FTE covered by the grant request and 10.00% FTE covered by matching funds x 2% annual cost of living increase	\$0

TOTAL	\$0
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Salaries and Benefits Narrative:

Capt. Neideffer leads Community Capitals Policing initiative; high level partnership development, education/development of sworn and civilian staff. Responsible for ensuring that reporting, accounting, and communications are timely and accurate. Leveraged funds.

Lt. Ibarra leads the YFSB Crime Prevention Unit, oversees 22 ACSO deputies, provides leadership and professional development, supports Capt. Neideffer in training ACSO personnel in Community Capitals Policing. Leveraged funds.

2. Services and Supplies		
Description of Services or Supplies	Calculation for Expenditure	Grant Funds
None		\$0
		\$0
TOTAL		\$0

Services and Supplies Narrative:

NA

3. Professional Services		
Description of Professional Service(s)	Calculation for Expenditure	Grant Funds
Communications Support	\$125.00 x 240 hours	\$30,000
My Eden Voice Backbone support	\$80.00 x 400 hours	\$32,000
Training and development	\$100.00 x 160 hours	\$16,000
		\$0

TOTAL	\$78,000
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Professional Services Narrative:

Communications Support: Experienced communications consultant to ensure that the CCP story reaches intended audiences in a timely and accurate way. Works with traditional and social media, DSAL, ACSO, and partner staff to develop and disseminate stories and information.

My Eden Voice Backbone support: Contract staff to work with the Ashland Cherryland Healthy Communities Collaborative supporting the continuation and growth of My Eden Voice community organizing projects, specifically liaison between resident groups and the Eden Municipal Advisory Council, ongoing open space and built environment planning and advocacy, creative placemaking, etc.

Training and development: Consultants to provide training in systems change in large public systems; also on topics prioritized by the ACHCC, including but not limited to: social, economic, and racial equity, trauma, and healing to sworn and civilian staff and partners.

4. Non-Governmental Organizations (NGO) Subcontracts

Description of Subcontract	Calculation for Expenditure	Grant Funds
Deputy Sheriffs' Activities League	See detailed narrative below	\$887,054
		\$0
TOTALS		\$887,054

Non-Governmental Organizations (NGO) Subcontracts Narrative:

Alameda County Deputy Sheriffs' Activities League

1. Salaries and Benefits

Sherman, Sara, Operations Director, Salaried: Manages DSAL operations \$82,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$83,640.00

YFSB Communications manager: Ensuring that activities of sworn personnel, DSAL and clinicians and overall CCP activities are communicated effectively and connected with all relevant staff and public and nonprofit partners. Manages internal communications for all staff, giving them support and tools to do the work that needs to be done internally and with partners. Analyzing and shifting policies and procedures w/in ACSO to make CCP more operationalized throughout the ACSO. 75% in Y1 - will hire by Jan 2020 \$80,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$81,600.00

Community Outreach Manager: Works to integrate community outreach and organizing work of partners with DSAL operations and programs; works closely with Communications Manager to ensure that CCP is broadly understood throughout the community and that advocacy is organized around and connected to the Community Capitals framework. 75% in Y1 (hired in Q2 of the first year), will be hired by Jan 2020. 75% in Y1, 100% in Y2 and Y3. \$68,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$69,360.00

Food Hub Director: Creates and manages Dig Deep Food Hub systems: produce aggregation, events, sales and commercial kitchen operations, coordinate and integrate with Ashland Commons and futsal park food vending operations. To be hired ASAP. 75% in Y2 and 65% in Y3 as revenues from operations begin to help support this position \$88,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$67,320.00

Entrepreneurship Manager: Creates and manages entrepreneurship systems: incubating and supporting local food systems entrepreneurs who will sell at Ashland Commons urban village, HAS Futsal Park events and other locations. Works with DDF Food Hub Director and partners in Alameda County Economic & Civic Development to establish processes for recruiting and incubating entrepreneurs, timelines for opening food sales at Ashland Commons and other venues, providing training through Small Business Administration. To be hired by Spring 2020. 50% in Y1, 75% in Y2, and 65% in Y3 as revenues come in to help sustain this position. \$75,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$57,375.00

Hourly Support & Coaching Staff: Staffing for soccer, boxing, recreation, farming, food hub, community outreach and creative placemaking efforts. DSAL works to hire young people from the community and mentor them to succeed in the workplace beyond their DSAL employment. This line item includes part-time and full-time staff, paid on an hourly basis. The staffing needs for DSAL activities change throughout the year so it not possible to itemize every staff person's role and hours throughout the year, and they will change from year to year as activities adapt to community needs. This pool of staff funding provides the flexibility to respond to community needs as they evolve. Approximately 3-6 part time and full time staff ranging from \$15-24/hr; 2% annual cost of living increase = \$115,663.76

Leveraged Staff

Lusson, Nick, Soccer Program Director: Manages DSAL soccer's recreational and competitive programs; fund development and sponsorship, oversees coaching and referee staff and contractors, organizes tournaments, etc. \$80,000.00 annual salary x 0.00% FTE; 2% annual cost of living increase = \$0.00

Gil, Andrea, Recreation Program Director: Manages DSAL fitness and recreation programs, recruits, trains and oversees staff, manages scheduling, community outreach etc. \$70,000.00 annual salary x 0.00% FTE; 2% annual cost of living increase = \$0.00

Cervantes, Omar, Coordinator, Soccer Programs: Supports DSAL soccer recreational and competitive programs, supervises coaching and referee staff, makes travel arrangements, supports Director, in charge of recruitment, community outreach \$57,200.00 annual salary x 0.00% FTE; 2% annual cost of living increase = \$0.00

Fringe/Benefits: Including medical, worker's comp, etc. @ 24.00% = \$113,990.10

2. Services and Supplies

Soccer and Rec Travel Expenses: Transportation, lodging, food, for Sheriffs FC teams to travel to tournaments regionally. The competitive league offers unique opportunities for kids to see other parts of the state. During a recent tournament, a team of kids saw the beach and the ocean for the first time. Sheriffs FC soccer is also a powerful touchstone for neighborhood identity. Estimated \$3,227 per team per tournament, includes lodging, tournament fees, vehicle rental, fuel, meals. $\$3,227.33 \times 6 \text{ teams} = \$19,364.00$

Soccer, Recreation, and Creative Placemaking supplies: Supplies for youth-led events at Ashland Commons site to keep space activated while plans for construction are finalized. Soccer jerseys and other soccer/fitness supplies for youth who can't afford equipment to play. $\$2,000.00 \times 12 \text{ months} = \$24,000.00$

Contract Support- Event Staff: Hourly staff for special events in the Eden Area, e.g. festivals, concerts, sports events. \$24.00 per hour x approximately 800 hours = \$19,200.00

3. Professional Services

Fund Development, Organizational Development, and Accounting Assistance: Infrastructure support for DSAL's growth and sustainability. \$125.00 per hour x 500 hours per year = \$62,500.00

Alameda County Office of Education: Video communications - work with REACH youth video program to produce series of CCP videos (includes \$1400 for youth stipends). \$10,000.00 per hour x 1 hours per year = \$10,000.00

7. Other (Travel, Training, etc.)

Pool of discretionary funding for community groups: Funding for community groups (e.g. Padres Unidos, Edendale Coffee Club, community associations for Ashland, Cherryland, and San Lorenzo) to apply for and carry out mini-projects that enhance social cohesion. Examples include, but are not limited to, planting trees, pop-up events or block parties, hiring speaker or performer for event. = \$20,000.00

Administrative Costs; Administrative costs that include payroll, admin support insurance, facilities, supplies, maintenance. Approximately \$7,000/month = \$80,641.29

5. Equipment/Fixed Assets

Description of Equipment/Fixed Asset	Calculation for Expense	Grant Funds
None		\$0
		\$0
TOTALS		\$0

Equipment/Fixed Assets Narrative:

6. Data Collection, Reporting and Evaluation Efforts

Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award

Description	Grant Funds	
Local evaluation	\$43,125	
Data analysis support for evaluation	\$2,870	
	\$0	
	\$0	
TOTAL		\$45,995

Data Collection, Reporting and Evaluation Efforts

Local evaluation: Action Resources International to do systems evaluation protocol and collaborative pathway modeling, conduct local evaluation and provide final local evaluation report. \$125.00 x 345 hours

Data analysis support for evaluation: Data analysis support for evaluation: strengthening systems to track and report juvenile justice diversions, school suspensions (and other school data vis-a-vis DSAL participant data), accessible recreation space, unduplicated participants. Ensures data security and confidentiality. \$82.00 x 35 hours

7. Other (Travel, Training, etc.)

Description	Calculation for Expense	Grant Funds
Administrative Costs	\$2,881.00 x 12 months	\$34,576
		\$0
TOTAL		\$34,576

Other (Travel, Training, etc.) Narrative:

Administrative costs that include payroll, admin support insurance, facilities, supplies, maintenance. These amount to less than 3.5% of the grant request in each of the three years of the grant period.



Section VIII: Project Budget and Budget Narrative

2018 JAG Program **Applicant County:** Alameda County Sheriff's Office

Year 3: Project Budget

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$0
2. Services and Supplies	\$0
3. Professional Services	\$80,000
4. Non-Governmental Organization (NGO) Subcontracts	\$875,791
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$54,490
7. Other (Travel, Training, etc.)	\$35,344
TOTAL	\$1,045,625

1. Salaries and Benefits

Name and Title	(% FTE <u>or</u> Hourly Rate) & Benefits	Grant Funds
Capt. Neideffer	\$155,000.00 annual salary, plus benefits x 0% FTE covered by the grant request and 15.00% FTE covered by matching funds x 2% annual cost of living increase	\$0
Lieutenant Ibarra	\$130,000.00 annual salary, plus benefits x 0% FTE covered by the grant request and 10.00% FTE covered by matching funds x 2% annual cost of living increase	\$0
		\$0

TOTAL	\$0
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Salaries and Benefits Narrative:

Capt. Neideffer leads Community Capitals Policing initiative; high level partnership development, education/development of sworn and civilian staff. Responsible for ensuring that reporting, accounting, and communications are timely and accurate. Leveraged funds.
 Lt. Ibarra leads the YFSB Crime Prevention Unit, oversees 22 ACSO deputies, provides leadership and professional development, supports Capt. Neideffer in training ACSO personnel in Community Capitals Policing. Leveraged funds.

2. Services and Supplies

Description of Services or Supplies	Calculation for Expenditure	Grant Funds
None		\$0
		\$0
TOTAL		\$0

Services and Supplies Narrative:

NA

3. Professional Services

Description of Professional Service(s)	Calculation for Expenditure	Grant Funds
Communications Support	\$125.00 x 240 hours	\$30,000
My Eden Voice Backbone support	\$80.00 x 500 hours	\$40,000
Training and development	\$100.00 x 100 hours	\$10,000

TOTAL	\$80,000
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Professional Services Narrative:

Communications Support: Experienced communications consultant to ensure that the CCP story reaches intended audiences in a timely and accurate way. Works with traditional and social media, DSAL, ACSO, and partner staff to develop and disseminate stories and information.

My Eden Voice Backbone support: Contract staff to work with the Ashland Cherryland Healthy Communities Collaborative supporting the continuation and growth of My Eden Voice community organizing projects, specifically liaison between resident groups and the Eden Municipal Advisory Council, ongoing open space and built environment planning and advocacy, creative placemaking, etc.

Training and development: Consultants to provide training in systems change in large public systems; also on topics prioritized by the ACHCC, including but not limited to: social, economic, and racial equity, trauma, and healing to sworn and civilian staff and partners.

4. Non-Governmental Organizations (NGO) Subcontracts		
Description of Subcontract	Calculation for Expenditure	Grant Funds
Deputy Sheriffs' Activities League	See detailed narrative below	\$875,791
		\$0
TOTALS		\$875,791

Non-Governmental Organizations (NGO) Subcontracts Narrative:

Alameda County Deputy Sheriffs' Activities League Expenses

1. Salaries and Benefits
 Sherman, Sara, Operations Director, Salaried: Manages DSAL operations \$82,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$85,312.80

YFSB Communications manager: Ensuring that activities of sworn personnel, DSAL and clinicians and overall CCP activities are communicated effectively and connected with all relevant staff and public and nonprofit partners. Manages internal communications for all staff, giving them support and tools to do the work that needs to be done internally and with partners. Analyzing and shifting policies and procedures w/in ACSO to make CCP more operationalized throughout the ACSO. 75% in Y1 - will hire by Jan 2020 \$80,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$83,232.00

Community Outreach Manager: Works to integrate community outreach and organizing work of partners with DSAL operations and programs; works closely with Communications Manager to ensure that CCP is broadly understood throughout the community and that advocacy is organized around and connected to the Community Capitals framework. 75% in Y1 (hired in Q2 of the first year), will be hired by Jan 2020. 75% in Y1, 100% in Y2 and Y3. \$68,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$70,747.20

Food Hub Director: Creates and manages Dig Deep Food Hub systems: produce aggregation, events, sales and commercial kitchen operations, coordinate and integrate with Ashland Commons and futsal park food vending operations. To be hired ASAP. 75% in Y2 and 65% in Y3 as revenues from operations begin to help support this position \$88,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$44,633.16

Entrepreneurship Manager: Creates and manages entrepreneurship systems: incubating and supporting local food systems entrepreneurs who will sell at Ashland Commons urban village, HAS Futsal Park events and other locations. Works with DDF Food Hub Director and partners in Alameda County Economic & Civic Development to establish processes for recruiting and incubating entrepreneurs, timelines for opening food sales at Ashland Commons and other venues, providing training through Small Business Administration. To be hired by Spring 2020. 50% in Y1, 75% in Y2, and 65% in Y3 as revenues come in to help sustain this position. \$75,000.00 annual salary x 100.00% FTE; 2% annual cost of living increase = \$50,719.50

Hourly Support & Coaching Staff: Staffing for soccer, boxing, recreation, farming, food hub, community outreach and creative placemaking efforts. DSAL works to hire young people from the community and mentor them to succeed in the workplace beyond their DSAL employment. This line item includes part-time and full-time staff, paid on an hourly basis. The staffing needs for DSAL activities change throughout the year so it not possible to itemize every staff person's role and hours throughout the year, and they will change from year to year as activities adapt to community needs. This pool of staff funding provides the flexibility to respond to community needs as they evolve. Approximately 3-6 part time and full time staff ranging from \$15-24/hr; 2% annual cost of living increase = \$152,701.98

Leveraged Staff

Lusson, Nick, Soccer Program Director: Manages DSAL soccer's recreational and competitive programs; fund development and sponsorship, oversees coaching and referee staff and contractors, organizes tournaments, etc. \$80,000.00 annual salary x 0.00% FTE; 2% annual cost of living increase = \$0.00

Gil, Andrea, Recreation Program Director: Manages DSAL fitness and recreation programs, recruits, trains and oversees staff, manages scheduling, community outreach etc. \$70,000.00 annual salary x 0.00% FTE; 2% annual cost of living increase = \$0.00

Cervantes, Omar, Coordinator, Soccer Programs: Supports DSAL soccer recreational and competitive programs, supervises coaching and referee staff, makes travel arrangements, supports Director, in charge of recruitment, community outreach \$57,200.00 annual salary x 0.00% FTE; 2% annual cost of living increase = \$0.00

Fringe/Benefits: Including medical, worker's comp, etc. @ 24.00% = \$116,963.19

2. Services and Supplies

Soccer and Rec Travel Expenses: Transportation, lodging, food, for Sheriffs FC teams to travel to tournaments regionally. The competitive league offers unique opportunities for kids to see other parts of the state. During a recent tournament, a team of kids saw the beach and the ocean for the first time. Sheriffs FC soccer is also a powerful touchstone for neighborhood identity. Estimated \$3,227 per team per tournament, includes lodging, tournament fees, vehicle rental, fuel, meals. \$3,227.33 x 6 teams = \$19,364.00

Soccer, Recreation, and Creative Placemaking supplies: Supplies for youth-led events at Ashland Commons site to keep space activated while plans for construction are finalized. Soccer jerseys and other soccer/fitness supplies for youth who can't afford equipment to play. \$2,000.00 x 12 months = \$24,000.00

Contract Support- Event Staff: Hourly staff for special events in the Eden Area, e.g. festivals, concerts, sports events. \$24.00 per hour x approximately 500 hours = \$12,000.00

3. Professional Services

Fund Development, Organizational Development, and Accounting Assistance: Infrastructure support for DSAL's growth and sustainability. \$125.00 per hour x 500 hours per year = \$62,500.00

Alameda County Office of Education: Video communications - work with REACH youth video program to produce series of CCP videos (includes \$1400 for youth stipends). \$10,000.00 per hour x 1 hours per year = \$10,000.00

7. Other (Travel, Training, etc.)

Pool of discretionary funding for community groups: Funding for community groups (e.g. Padres Unidos, Edendale Coffee Club, community associations for Ashland, Cherryland, and San Lorenzo) to apply for and carry out mini-projects that enhance social cohesion. Examples include, but are not limited to, planting trees, pop-up events or block parties, hiring speaker or performer for event. = \$16,000.00

Administrative Costs; Administrative costs that include payroll, admin support insurance, facilities, supplies, maintenance. Approximately \$7,000/month = \$79,617.38

5. Equipment/Fixed Assets		
Description of Equipment/Fixed Asset	Calculation for Expense	Grant Funds
None		
TOTALS		\$0

Equipment/Fixed Assets Narrative:

6. Data Collection, Reporting and Evaluation Efforts	
<i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	
Description	Grant Funds
Local evaluation	\$48,750
Data analysis support for evaluation	\$5,740
TOTAL	
	\$54,490

Data Collection, Reporting and Evaluation Efforts

Local evaluation: Action Resources International to do systems evaluation protocol and collaborative pathway modeling, conduct local evaluation and provide final local evaluation report. \$125.00 x 390 hours

Data analysis support for evaluation: Data analysis support for evaluation: strengthening systems to track and report juvenile justice diversions, school suspensions (and other school data vis-a-vis DSAL participant data), accessible recreation space, unduplicated participants. Ensures data security and confidentiality. \$82.00 x 70 hours

7. Other (Travel, Training, etc.)

Description	Calculation for Expense	Grant Funds
Administrative Costs	\$2,945.00 x 12 months	\$35,344
		\$0
TOTAL		\$35,344

Other (Travel, Training, etc.) Narrative:

Administrative costs that include payroll, admin support insurance, facilities, supplies, maintenance. These amount to less than 3.5% of the grant request in each of the three years of the grant period.

Section VIII: Project Budget and Budget Narrative

2018 JAG Program **Applicant County:** Alameda County Sheriff's Office

Program Purpose Area Allocations

Applicants must allocate all JAG grants funds to one or more of the Program Purpose Areas (PPA) as described in the Request for Proposal. No JAG funds may be expended outside of the JAG priority PPAs. For the purposes of proposal scoring, no PPA shall carry more weight than another. The totals for each year in the Program Purpose Area (PPA) Funding Table must equal the total grant funds requested for that year.

Program Purpose Area Funding Table	Year 1	Year 2	Year 3	Total Grant Award
Total Grant Funds Requested	\$1,045,625	\$1,045,625	\$1,045,625	\$3,136,875
1. Prevention and Education Programs	\$838,545	\$809,613	\$836,475	\$2,484,633
2. Law Enforcement Programs	\$207,080	\$236,012	\$209,150	\$652,242
3. Courts, Prosecution, Defense and Indigent Defense				\$0
<i>PPA allocations must equal the total grant funds requested*: Totals</i>	\$1,045,625	\$1,045,625	\$1,045,625	\$3,136,875

* If PPA allocation totals show as red font, they do not equal the amount of grant funds requested as required.

Year 1: Project Budget Table	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$0
2. Services and Supplies	\$0
3. Professional Services	\$98,000

4. Non-Governmental Organization (NGO) Subcontracts	\$850,733
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$59,840
7. Other (Travel, Training, etc.)	\$37,052
TOTAL	\$1,045,625

Year 2: Project Budget Table

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$0
2. Services and Supplies	\$0
3. Professional Services	\$78,000
4. Non-Governmental Organization (NGO) Subcontracts	\$887,054
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$45,995
7. Other (Travel, Training, etc.)	\$34,576
TOTAL	\$1,045,625

Year 3: Project Budget Table

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$0
2. Services and Supplies	\$0
3. Professional Services	\$80,000

4. Non-Governmental Organization (NGO) Subcontracts	\$875,791
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$54,490
7. Other (Travel, Training, etc.)	\$35,344
TOTAL	\$1,045,625

Appendix C: Local JAG Steering Committee Member Roster

Local JAG Steering Committee – County of Alameda

Name	Title	Agency/Organization	Phone Number	Email Address
Quamrun Eldridge	Division Director	AC Public Health Nutrition Services	510 268-4220	quamrun.eldridge@acgov.org
Jim Hill	Facilitator	Ashland Cherryland Healthy Communities Collaborative	510-427-4623	jhill@hillpr.com
Claudia Albano	Deputy Chief of Staff	Office of Supervisor Nate Miley	510-733-0326	claudia.albano@acgov.org
Tamia Brown	Workforce Development Specialist	Alameda County Workforce Development Board	510-259-3884	tamia.brown@acgov.org
Marty Neideffer	Captain	ACSO	510-667-7595	mneideffer@acgov.org
Lisa Warhuus	Interim Director, Center for Healthy Schools & Communities	Health Care Services Agency-Center for Healthy Schools & Communities	510-406-9417	lisa.warhuus@acgov.org
Hilary Bass	Executive Director	Deputy Sheriffs' Activities League	510-225-5954	hbass@acgov.org
Nicole Roa	Recreation Specialist	H.A.R.D.	510-881-6723	roan@haywardrec.org
Joaquin Newman	Arts Program Coordinator	Alameda County Office of Education	510-481-4519	jnewman@acoe.org
Dave Brown	Chief of Staff	Office of Supervisor Wilma Chan	510-758-7077	dave.brown@acgov.org
Matt Turner	Constituent Liaison & Organizer	Office of Supervisor Nate Miley	(510) 670-5718	matt.turner@acgov.org

Jennifer Ellis	Director of Systems & Contracts	La Familia Counseling	510-300-3500	jellis@lafamiliacounseling.org
Neil Bloch	Director of Data, Assessment, and Inquiry	San Lorenzo Unified School District	(510) 317-4759	nbloch@slzUSD.org
Tyler Dragoni	Member	Ashland Community Association	510-881-4111	tdragoni@moreaucatholic.org

Appendix D: Three-Year JAG Strategy Template

Instructions: This form is a required attachment to the JAG Proposal. It is intended to serve as a supplement to the Proposal Narrative, providing an at-a-glance summary of the overall program strategy. BSCC staff will use this form when conducting site visits and in compiling information for reports. The grantee may be asked to use it as a part of the quarterly progress report. To complete the form: Select a JAG Program Purpose Area (PPA) from the drop-down box. For each PPA selected, select a corresponding Priority Need Area from the drop-down box. In the table, list each unique project component or activity planned to address that Priority Need Area. Also list the agency responsible for implementation, the expected outcome(s), how progress will be tracked (i.e. methodology for data collection), and timeline information (e.g., expected date of implementation, benchmarks for data collection, etc.).

County of Alameda : JAG Strategy - Year One

JAG Program Purpose Area: (1) Prevention and Intervention Programs.

Priority Need Area: Juvenile Delinquency

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
Community-oriented Policing	ACSO	Increase in positive relationships between ACSO and community members	ACSO data, DSAL event tracking spreadsheet, resident interviews	Q1-Q4
Sports and fitness prevention activities	DSAL	Number of youth and adults participating vs. prior year	DSAL activity tracking spreadsheet	Q1-Q4
Juvenile diversion planning and hiring	ACSO Behavioral Health (BHU)	Clinicians hired; protocols in place with partners and Deputies	Record of Clinicians hired, protocol documents	Clinicians hired by Q2, planning in Q3-4, protocols in place by end Q4
Creative placemaking prevention activities	DSAL and partners (RCD, Economic & Civic Development (ECD), Alameda	Resident participation in arts events, projects, festivals vs 2018 baseline	DSAL event tracking spreadsheet, partner documents	Starting in Q3, approximately 3 events/projects per year

	County Office of Education Arts Program)			
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JAG Program Purpose Area: (1) Prevention and Intervention Programs.

Priority Need Area: School Violence Prevention

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
COST Team implementation	ACSO BHU, SlzUSD	Reduction in suspensions for violent incidents	SLzUSD suspension data, tracked quarterly	Q1-Q2, planning, Q3-4, pilot work
Community-oriented Policing	ACSO	Increase in positive relationships between ACSO and community members	ACSO data, DSAL event tracking spreadsheet, resident interviews	Q1-Q4
Sports and fitness prevention activities	DSAL	Number of youth and adults participating vs. prior year	DSAL activity tracking spreadsheet	Q1-Q4

JAG Program Purpose Area: Law Enforcement Programs

Priority Need Area: Violent Crime Prevention

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
<p>Note: We are using the “Violent Crime Prevention” priority need area to place these broad-based, community-oriented prevention initiatives that address factors that give rise to crime: high unemployment, poverty, low levels of social cohesion, the absence of pro-social activities for young people and adults, lack of access to health and fitness options.</p>				

Parks and urban gathering places - capital development	DSAL, H.A.R.D., ECD	Acreage of accessible open space; numbers of residents using new facilities. (In Y1, completion of plans for capital projects)	ECD and HARD data, DSAL space usage data	Planning in Q1-Q4
Food Hub operations launch	DSAL	Numbers of jobs created	DSAL records	Q2 launch
Expansion of ALL IN Food As Rx and launch of food recovery work through DSAL Dig Deep Farms Food Hub	DSAL, ALL IN initiative (Supervisor Chan's Office and multiple public and nonprofit partners)	Numbers of individuals receiving free or subsidized produce through initiatives	DSAL and ALL IN data	Q1-Q3 planning, Q4 launch

County of Alameda : JAG Strategy - Year Two

JAG Program Purpose Area: (1) Prevention and Intervention Programs.

Priority Need Area: Juvenile Delinquency

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
Juvenile diversion implementation	ACSO Behavioral Health (BHU)	Number of youth participating in diversion rather than juvenile justice system	ACSO juvenile arrest and diversion program tracking data	Q1-Q4 ongoing
Creative placemaking prevention activities	DSAL and partners (RCD, ECD)	Resident participation in arts events, festivals	DSAL event tracking spreadsheet, partner documents	Q1-Q4, ongoing.

JAG Program Purpose Area: (1) Prevention and Intervention Programs.

Priority Need Area: School Violence Prevention

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
COST Team implementation	ACSO BHU, SizUSD	Reduction in suspensions for violent incidents	SLzUSD suspension data, tracked quarterly	Q1-Q4, full operations
Community-oriented Policing	ACSO	Increase in positive relationships between ACSO and community members	ACSO data, DSAL event tracking spreadsheet, resident interviews	Q1-Q4, ongoing
Sports and fitness prevention activities	DSAL	Number of youth and adults participating vs. prior year	DSAL activity tracking spreadsheet	Q1-Q4, ongoing

JAG Program Purpose Area: Law Enforcement Programs

Priority Need Area: Violent Crime Prevention

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
<p>Note: We are using the “Violent Crime Prevention” priority need area to place these broad-based, community-oriented prevention initiatives that address factors that give rise to crime: high unemployment, poverty, low levels of social cohesion, the absence of pro-social activities for young people and adults, lack of access to health and fitness options.</p>				
Parks and urban gathering places: Hayward Adult School futsal field construction	ECD, H.A.R.D	Acreage of accessible open space; numbers of residents using new facilities (in Year 2, progress of construction)	Construction reports to Steering Committee/ Engine Team	Construction in Q1-Q4

Parks and urban gathering places Ashland Commons construction	DSAL, H.A.R.D., ECD	Acreage of accessible open space; numbers of residents using new facilities (in Year 2, progress of construction)	Construction reports to Steering Committee/ Engine Team	Planning in Q1-Q4
Food Hub operations launch	DSAL	Numbers of jobs created	DSAL records	Q2 launch
Continuation of ALL IN Food As Rx and food recovery work through DSAL Dig Deep Farms Food Hub	DSAL, ALL IN initiative (Supervisor Chan's Office and multiple public and nonprofit partners)	Numbers of individuals receiving free or subsidized produce through initiatives	DSAL and ALL IN data	Q1-Q4 ongoing, quarterly data reports

County of Alameda : JAG Strategy - Year Three

JAG Program Purpose Area: (1) Prevention and Intervention Programs.

Priority Need Area: Juvenile Delinquency

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
Juvenile diversion implementation	ACSO Behavioral Health (BHU)	Number of youth participating in diversion rather than juvenile justice system	ACSO juvenile arrest and diversion program tracking data	Q1-Q4 ongoing
Creative placemaking prevention activities	DSAL and partners (RCD, ECD)	Resident participation in arts events, festivals	DSAL event tracking spreadsheet, partner documents	Q1-Q4, ongoing.

JAG Program Purpose Area: (1) Prevention and Intervention Programs.

Priority Need Area: School Violence Prevention

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
COST Team implementation	ACSO BHU, SizUSD,	Reduction in suspensions for violent incidents	SLzUSD suspension data, tracked quarterly	Q1-Q2, planning, Q3-4, pilot work
Community-oriented Policing	ACSO	Increase in positive relationships between ACSO and community members	ACSO data, DSAL event tracking spreadsheet, resident interviews	Q1-Q4
Sports and fitness prevention activities	DSAL	Number of youth and adults participating vs. prior year	DSAL activity tracking spreadsheet	Q1-Q4

JAG Program Purpose Area: Law Enforcement Programs

Priority Need Area: Violent Crime Prevention

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
<p>Note: We are using the “Violent Crime Prevention” priority need area to place these broad-based, community-oriented prevention initiatives that address factors that give rise to crime: high unemployment, poverty, low levels of social cohesion, the absence of pro-social activities for young people and adults, lack of access to health and fitness options.</p>				
Parks and urban gathering places: Hayward Adult School futsal field construction	ECD, H.A.R.D	Acreage of accessible open space; numbers of residents using new facilities (in Year 2, progress of construction)	Construction reports to Steering Committee/ Engine Team	Construction in Q1-Q4

Parks and urban gathering places Ashland Commons construction	DSAL, H.A.R.D., ECD	Acreage of accessible open space; numbers of residents using new facilities (in Year 2, progress of construction)	Construction reports to Steering Committee/ Engine Team	Planning in Q1-Q4
Continuation of ALL IN Food As Rx and food recovery work through DSAL Dig Deep Farms Food Hub	DSAL, ALL IN initiative (Supervisor Chan's Office and multiple public and nonprofit partners)	Numbers of individuals receiving free or subsidized produce through initiatives; numbers of jobs created or maintained	DSAL and ALL IN data	Q1-Q4 ongoing, quarterly data reports
Food systems business incubation	DSAL, ECD, ALL IN	Numbers of jobs created, new businesses launched	DSAL records, ECD records of training provider	At least 2 new businesses supported in Y3

Appendix F: Letters of Agreement for Local JAG Steering Committee Members and Other Partners Listed on the Proposal

- *Ashland Cherryland Healthy Communities Collaborative*
- *Office of Supervisor Nate Miley*
- *Office of Supervisor Wilma Chan*
- *Alameda County Sheriff's Office*
- *Hayward Area Recreation & Parks District*
- *Alameda County Deputy Sheriffs' Activities League*
- *Ashland Community Association*
- *Alameda County Office of Education*
- *Alameda County Health Care Services Agency-Center for Healthy Schools & Communities*
- *La Familia Counseling*
- *Alameda County Public Health Nutrition Services.*
- *Alameda County Workforce Development Board*

Appendix G: Draft Operational Agreement for Partners Receiving Grant Funds

- *Alameda County Deputy Sheriffs' Activities League*



Ashland Cherryland
Healthy Community Collaborative

April 18, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a letter of agreement between the Ashland Cherryland Healthy Community Collaborative (ACHCC) and the County of Alameda that outlines the support and services provided by our agency for the proposed Byrne Justice Assistance Grant (JAG) project.

The Collaborative has been working with more than 20 partners that include the Sheriff's Office, the Deputy Sheriffs' Activities League (DSAL), and Supervisor Miley's Office since (YEAR) to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by aligning the work of residents, the business community, non-profit organizations, county agencies, and others to achieve the ACHCC mission. We intend to continue our collaboration with these partners, and, if this application is funded, to support the implementation of the JAG grant by:

Serving on the Local JAG "Engine Team" (Steering Committee), a multisystem partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Community Collaborative.

Additionally, we will continue our work with residents of the Eden Area to achieve a healthy, just, and economically community by:

- Providing community organizing and capacity development services through the ACHCC
- Engaging local businesses in planning for livable and vibrant commercial corridors
- Providing space for soccer, fitness, or other sports and recreation endeavors
- Contributing to creative placemaking through mural design and popup arts festivals
- Developing equitable land use and open space policies in the Eden Area

Community Capitals Policing and the multisystemic collaboration that it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

Sincerely,



Jim Hill

Chief Facilitator

Ashland Cherryland Healthy Community Collaborative



Board of Supervisors

Nathan A. Miley
Supervisor, District 4

Oakland Office
1221 Oak Street, Suite 536
Oakland, CA 94612
510-272-6694/510-465-7628 Facsimile

Eden Area District Office
20980 Redwood Road, Suite 250
Castro Valley, CA 94546
510-670-5717/510-537-7289 Facsimile

Pleasanton District Office
4501 Pleasanton Avenue, 2nd Floor
Pleasanton, CA 94566
925-803-7959

district4@acgov.org

April 10, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

I am writing this letter in support of the proposed Byrne Justice Assistance Grant (JAG) project. As you know, my office has been working with your office, the Deputy Sheriffs' Activities League (DSAL) and others for more than ten years to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to Alameda County Sheriff's Office Community Capitals Policing model by providing facilitation and leadership for the previous Byrne Grant, creating the Ashland Cherryland Healthy Communities Collaborative (ACHCC) as a vehicle for multisystem cooperation, and facilitating the involvement of other county agencies in ACSO and DSAL projects and goals.

We intend to continue our collaboration with your office and our partners in the community, and, if this application is funded, to support the implementation of the JAG grant by:

1. Providing leadership to the Local JAG "Engine Team" (Steering Committee), a multisystem partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing ACHCC.
2. Working with residents of the Eden Area to develop grassroots leaders, build their skills, and to work in partnership with ACSO and others to identify and solve problems.
3. Working with residents and community organizations to develop a strong community organization that can work in partnership with ACSO.

4. Develop equitable land use and open space policies in the Eden Area by continuing to support adherence to State of California's Quimby Act recommendation of 3-10 acres of open space per 1,000 residents in the Eden Area communities of Ashland/Cherryland which currently have .5 acres of open space per 1,000 residents.

Community Capitals Policing and the multisystemic collaboration it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

As always, thank you for your continued partnership and please do not hesitate to contact my Eden Area Office at (510) 670-5717 if I can ever be of assistance.

Sincerely,


NATE MILEY
Supervisor, District Four



Wilma Chan, SUPERVISOR, THIRD DISTRICT

ALAMEDA COUNTY BOARD OF SUPERVISORS

COMMITTEES:
Health, Chair
Personnel & Legislative
Unincorporated Services

April 19, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a letter of agreement between Alameda County Supervisor Wilma Chan and the Alameda County Sheriff's Office (ACSO) that outlines the support and services provided by our agency for the proposed Byrne Justice Assistance Grant (JAG) project.

My office has been working with partners that include ACSO, the Deputy Sheriffs' Activities League (DSAL), and Supervisor Miley's Office since 2014 to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by leveraging the resources of the County system to support the efforts of the core partners.

We intend to continue our collaboration with these partners, and, if this application is funded, to support the implementation of the JAG grant by serving on the Local JAG "Engine Team", a multi-systems partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).

Because I represent a portion of the unincorporated area of Alameda County, including a part of Ashland, I am committed to bringing resources to the community that will make a difference in the lives of our residents. I continue to be impressed with the Community Capitals Policing model and the work of the ACHCC.

Community Capitals Policing and the multisystemic collaboration that it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

Sincerely,

Supervisor Wilma Chan
President, Alameda County Board of Supervisors

Alameda County Sheriff's Office

Eden Township Substation
15001 Foothill Boulevard, San Leandro, CA 94578-1008



Gregory J. Ahern, Sheriff

Director of Emergency Services
Coroner - Marshal

April 25, 2019

Attn: Edward Byrne Memorial Justice Assistance Grant
Board of State and Community Corrections
Corrections Planning and Grant Programs Division
2590 Venture Oaks Way, Suite 200
Sacramento, CA 95833

Dear BSCC,

I am writing to affirm my role as the lead representative of the Alameda County Sheriff's Office (ACSO) in our application for Edward Byrne Justice Assistance Grant (JAG) funding.

The ACSO has been working since 2004 to transform the County's approach to public safety. Our Community Capitals Policing model is rooted in the premise that, to increase the safety of people in our jurisdiction, we must foster the development of functioning neighborhoods and work across systems to ensure that people live in places that support equitable livability and economic vitality.

The Alameda County Community Capitals Policing model of public safety originated in direct response to the needs of Ashland and Cherryland, California, two under-resourced, urban, unincorporated neighborhoods. Our main objective of being responsive to the needs of the community has led us to create and adapt an ever-evolving and dynamic set of tools to achieve public safety and reestablish trust in the community.

In the 1990s, the ACSO piloted our first wave of "community policing," establishing a Community Oriented and Problem-Solving (COPPS) team--the "Cop Shop"--in Ashland. In 2004 I co-founded the Deputy Sheriffs' Activities League (DSAL) to provide afterschool activities for kids. We have gone on to create a national model of change combining evidence-based reentry practices, community-oriented policing, community economic development services, public art, social enterprise, a broad array of sports and fitness activities for youth and adults, and an ongoing effort to shift how public systems allocate resources.

As the lead representative for the ACSO, I will support the implementation of the grant as follows:

- Serving on the Local JAG "Engine Team" (Steering Committee), a multisystems partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the unincorporated Eden Area of Ashland, Cherryland and San Lorenzo. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).
- Leading the Youth & Family Services Bureau (YFSB) within the ACSO, which includes

- Our 22 sworn Deputies, Sergeants and a Lieutenant providing community-oriented policing;
- Our Behavioral Health Unit of 11 clinicians who support reentry and community mental health, including our emerging juvenile diversion strategies and collaboration with Coordination of Services Teams at San Lorenzo and Hayward Unified School Districts;
- Our Deputy Sheriffs' Activities League, the nationally-recognized nonprofit agency providing sports, fitness, creative placemaking, and community building throughout the Eden Area
- Educating ACSO personnel, partners, and the public about the vision and framework of Community Capitals Policing
- Continuing to pursue high-level partnerships with other County agencies to support systems change and promote more streamlined and effective ways of responding to residents' needs and building on their many strengths.
- Ensuring that evaluation, data collection and reporting, and fiscal management are all in place and supporting the goals and objectives of this grant.

Our painstaking work has reached a critical point. It is time for the ACSO Community Capitals Policing model of public safety to scale beyond proof of concept. We have secured multi-sectoral investment in the physical infrastructure that can start to show bigger, sustained results and serve our communities even more effectively; we are requesting support during the transition from concept to full operation of the Ashland Commons urban village, the Hayward Adult School Futsal Park, and the DSAL Dig Deep Farms Food Hub.

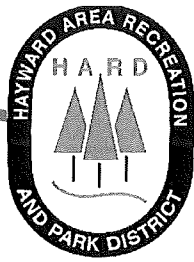
I hope that the BSCC will look favorably on our vision of Community Capitals Policing and our funding request, which builds on the game-changing work funded in part through our 2016-2018 BSCC Strengthening Law Enforcement and Community Relations grant.

Sincerely,



Martin J. Neideffer

Captain



April 19, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a letter of agreement between the Hayward Area Recreation and Park District and the County of Alameda that outlines the support and services provided by our agency for the proposed Byrne Justice Assistance Grant (JAG) project.

The Hayward Area Recreation and Park District (HARD) has been working with partners that include the Sheriff's Office, the Deputy Sheriffs' Activities League (DSAL), and Supervisor Miley's Office since 2005 to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by helping to provide access to recreational amenities and programs that can improve natural, human and social aspects of the community through planned interventions.

We intend to continue our collaboration with these partners, and, if this application is funded, to support the implementation of the JAG grant by:

Serving on the Local JAG "Engine Team" (Steering Committee), a multi-systems partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).

Working with residents of the Eden Area to provide community organizing and capacity development services through the provision of safe facilities and relevant recreational programming at our community partners.

Community Capitals Policing and the multisystemic collaboration that it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

Sincerely,

James Wheeler, Director
Recreation, Arts and Community Services



April 23, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a preliminary operational agreement between the Deputy Sheriffs' Activities League (DSAL) and the County of Alameda that outlines the support and services provided by our organization for the proposed Byrne Justice Assistance Grant (JAG) project. Both agencies believe that implementation of Community Capitals Policing, as described within this proposal, will further these goals. Each agency agrees to participate in the JAG Program, if selected for funding, as outlined herein.

DSAL has been working with partners that include the Sheriff's Office, Social Services Agency and Supervisor Miley's Office since 2006 to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by establishing relationships with partners for space to run programming that the community seeks such as soccer, martial arts, dance, drumline, festivals and more. These activities provide investment in human, built, social, cultural, economic and natural capitals while simultaneously creating opportunities for relationship development with ACSO deputies and residents.

We intend to continue our collaboration with these partners, and, if this application is funded, to support the implementation of the JAG grant by:

- Serving on the Local JAG "Engine Team" (Steering Committee), a multisystems partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).
- Working with residents of the Eden Area to:
 - Provide community organizing and outreach through our various sports, fitness, recreation and community building events
 - Engage local businesses in planning for livable and vibrant commercial corridors, particularly through our mural implementation project
 - Provide staff for soccer, fitness, and other sports and recreation endeavors

- Contribute to creative placemaking through activities including, but not limited to, mural design and popup arts festivals
- Support and help coordinate the development of equitable land use and open space policies in the Eden Area
- Communicate internally to the ACSO about opportunities for deputy engagement with the community for positive relationship development

The effective dates for the performance of these activities begin on October 1, 2019 and end on September 30, 2022.

We acknowledge that the ACSO has budgeted \$2,613,578 in JAG funding during this grant period for DSAL to carry out this work. If funded, we will sign a final Operational Agreement in accordance with state regulations.

Community Capitals Policing and the multisystemic collaboration that it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

Sincerely,

A handwritten signature in blue ink, appearing to read "Hilary Bass".

Hilary Bass
DSAL Executive Director
510-225-5954
hbass@acgov.org



ASHLAND

Community Association

April 24, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a letter of support between the Ashland Community Association (ACA) and the County of Alameda regarding the proposed Byrne Justice Assistance Grant (JAG) project.

The ACA has been working with partners that include the Sheriff's Office, the Deputy Sheriffs' Activities League (DSAL), and Supervisor Miley's Office since 2017 to help support the unincorporated Eden Area in a multifaceted approach to public safety. We appreciate the financial support that the ACSO provided to us during our start-up phase.

We intend to continue our collaboration with these partners, and, if this application is funded, we would like to collaborate on projects that are aligned with the Ashland Community Association's mission of embracing diversity and empowering residents to build a safe, thriving community for all.

Sincerely,

ACA FORMATION COMMITTEE

Debra Booze
Tasha Buffin
Teresita De Jesus
Tyler Dragoni
Jeanell Ingram
Trelucia Okechukwu
Chas Pisano



Alameda County Office of Education

L. Karen Monroe
Superintendent

April 22, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a letter of agreement from the Alameda County Office of Education (ACOE) that outlines the support and services provided by our agency for the proposed Byrne Justice Assistance Grant (JAG) project.

ACOE's Department of Integrated Learning administers the Arts and Creativity Programming at the REACH/Ashland Youth Center, and has been working with partners that include the Sheriff's Office, the Deputy Sheriffs' Activities League (DSAL), and Supervisor Miley's Office since 2014 to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by training & employing youth artists to design murals, engage community in visualization efforts, and train and support youth members of the REACH Arts & Creativity program to produce murals for area businesses. Through this, local youth are able to learn many practical art and job skills.

We intend to continue our collaboration with these partners, and, if this application is funded, to support the implementation of the JAG grant by:

Serving on the Local JAG "Engine Team" (Steering Committee), a multi-systems partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).

Working with residents of the Eden Area to:

- Engage local businesses in planning for livable and vibrant commercial corridors
- Provide space for art & creativity programs and projects
- Contribute to creative place-making through mural design and pop-up arts festivals
- Develop equitable land use and open space policies in the Eden Area

BOARD OF EDUCATION

Joaquin Rivera
Trustee Area 1

Amber Childress
Trustee Area 2

Ken Berrick
Trustee Area 3

Aisha Knowles
Trustee Area 4

Fred Sims
Trustee Area 5

Eileen McDonald
Trustee Area 6

Yvonne Cerrato
Trustee Area 7

313 W. Winton Ave.
Hayward, California
94544-1136

(510) 887-0152

www.acoe.org

Community Capitals Policing and the multi-systemic collaboration that it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

Sincerely,

A handwritten signature in blue ink, appearing to read "Louise Music". The signature is fluid and cursive, with a long horizontal stroke at the end.

Louise Music

Executive Director for Integrated Learning

April 22, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

The Center for Healthy Schools and Communities (CHSC) a division of Alameda County Health Care Services Agency in partnership with the REACH Ashland Youth Center, a program of CHSC supports the proposed Byrne Justice Assistance Grant (JAG) project.

The REACH Ashland Youth Center has been working with partners that include the Alameda County Sheriff's Office (ASCO), the Deputy Sheriffs' Activities League (DSAL), and Supervisor Miley's Office since 2011 to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by REACH's coordinated youth development approach. Upon receiving funding from this grant, REACH will support the implementation of the JAG grant by:

Serving on the Local JAG "Engine Team" (Steering Committee), a multisystem partnership of County agencies, nonprofits, residents' groups, and local business partners that collaborate to support the goals of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).

The REACH Ashland Youth Center is in the Ashland/Cherryland neighborhood and is positioned well to support the initiatives of the Community Capitals Policing model.

EXAMPLES:

- Provide community organizing and capacity development services through our youth leadership programs.
- Leverage our relationships with parents and guardians to learn about and support the initiatives.
- REACH participates in the planning for livable and vibrant commercial corridors.
- REACH contributes and supports the youth from REACH Ashland Youth Center in their collaboration and their desire to give of their creative labor in placemaking through mural design and creation.
- REACH has entered into an agreement with the ACSO School Resource Officer (SRO) program to work on-site with a main goal building relationship with our young people while providing public safety.

Community Capitals Policing and the cross-system collaboration is vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

Sincerely,



Lisa Warhuus
Interim Director



A Full Spectrum of
Wellness Services
Since 1975

Administrative Offices &
Mental Health Services
26081 Mocine Avenue
Hayward, CA 94544
(510) 881-5921
(510) 881-5925 Fax

Community Services
22366 Fuller Avenue
Hayward, CA 94541
(510) 782-2947
(510) 785-8872 Fax

Family Preservation
Services
1521 B Street
Hayward, CA 94541
(510) 300-3146
(510) 727-1852 Fax

Developmental Disabilities
1521 B Street
Hayward, CA 94541
(510) 887-0661
(510) 887-0663 Fax

East Bay Community
Services
1401 Almond Ave., Room 20
Livermore, CA 94550
(925) 961-8045
(925) 951-8835 Fax

4/22/2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a letter of agreement between La Familia and the County of Alameda that outlines the support and services provided by our agency for the proposed Byrne Justice Assistance Grant (JAG) project.

La Familia has been working with partners that include the Sheriff's Office, the Deputy Sheriffs' Activities League (DSAL), and Supervisor Miley's Office since 2015 to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by building social capital and civic involvement with local residents, with an emphasis on helping them address health disparities through environmental-level change.

We intend to continue our collaboration with these partners, and, if this application is funded, to support the implementation of the JAG grant by:

- Serving on the Local JAG "Engine Team" (Steering Committee), a multisystems partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).
- Working with residents of the Eden Area to provide community organizing and capacity development services through models like the Ashland Community Association, My Eden Voice!, and Bay Area Strength Through Activism (BASTA).

Community Capitals Policing and the multisystemic collaboration that it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

Sincerely,

Aaron Ortiz
Chief Executive Officer, La Familia



April 24, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a letter of agreement between the Alameda County Public Health Department (ACPHD) and the Sheriff's Office that outlines the support and services provided by our agency for the proposed Byrne Justice Assistance Grant (JAG) project.

ACPHD has been working with partners that include the Sheriff's Office, the Deputy Sheriffs' Activities League (DSAL), and Supervisor Miley's Office for many years to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by addressing resident's health and well-being and building their human capital, with wide-ranging efforts including community engagement and policy advocacy, nutrition services, oral health screenings, health fairs, home visiting, emergency preparedness workshops and health fairs, and more. We are committed to addressing the social determinants of health for residents, for example, through partnering with affordable housing developments in the Eden Area and offering Financial Tools and Solutions, a financial education and asset-building program, to county residents enrolled in our services.

We intend to continue our collaboration with these partners, and, if this application is funded, to support the implementation of the JAG grant by:

Serving on the Local JAG "Engine Team" (Steering Committee), a multisystems partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).

Working with residents of the Eden Area, we will continue to:

- Provide community organizing and capacity development services
- Develop equitable land use and open space policies in the Eden Area
- Partnering with affordable housing developments to offer health fairs, dental clinics, and coordinate access to health care
- Coordinate efforts to increase heat resiliency, especially among vulnerable populations. This includes emergency heat preparedness workshops in the short-term, with long-

term efforts focused on supporting tree planting and other climate adaptation approaches.

Community Capitals Policing and the multisystemic collaboration that it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

Sincerely,

A handwritten signature in black ink, appearing to read "Quamrun Eldridge".

Quamrun Eldridge, Director
Community Health Services Division



April 23, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a letter of support between the Alameda County Workforce Development Board (ACWDB) and the Alameda County Sheriff's Office (ACSO) that outlines the support and services provided by our department for the proposed Byrne Justice Assistance Grant (JAG) project.

The ACWDB has been working with partners that include the ACSO, the Deputy Sheriffs' Activities League (DSAL), and Supervisor Miley's Office since 2011 to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by working to adapt our systems and services to better address the root drivers of crime and support a more comprehensive workforce program. We partner with the ACSO to more successfully enable people reentering the community from periods of incarceration to the opportunity to get back to work.

We intend to continue our collaboration with these partners, and, if this application is funded, to support the implementation of the JAG grant by:

Serving on the Local JAG "Engine Team" (Steering Committee), a multisystem partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).

The ACWDB will work with the partners and residents of the Eden Area to:

- Provide workforce-related trainings and pathways to careers pre- and post-release from periods of incarceration;
- Connect food-related certification programs to residents utilizing the Food Hub to support their careers in the local food economy; and
- Engage local businesses in planning for livable and vibrant commercial corridors.

Community Capitals Policing and the multisystemic collaboration that it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the ACSO in creating a new, effective model of public safety.

Sincerely,


Patti Castro
Director



April 23, 2019

Sheriff Gregory J. Ahern
Alameda County Sheriff's Office
1401 Lakeside Drive, 12th Floor
Oakland, CA 94612

Dear Sheriff Ahern:

This is a preliminary operational agreement between the Deputy Sheriffs' Activities League (DSAL) and the County of Alameda that outlines the support and services provided by our organization for the proposed Byrne Justice Assistance Grant (JAG) project. Both agencies believe that implementation of Community Capitals Policing, as described within this proposal, will further these goals. Each agency agrees to participate in the JAG Program, if selected for funding, as outlined herein.

DSAL has been working with partners that include the Sheriff's Office, Social Services Agency and Supervisor Miley's Office since 2006 to help support the unincorporated Eden Area in a multifaceted approach to public safety. Our work contributes to ACSO's Community Capitals Policing model by establishing relationships with partners for space to run programming that the community seeks such as soccer, martial arts, dance, drumline, festivals and more. These activities provide investment in human, built, social, cultural, economic and natural capitals while simultaneously creating opportunities for relationship development with ACSO deputies and residents.

We intend to continue our collaboration with these partners, and, if this application is funded, to support the implementation of the JAG grant by:

- Serving on the Local JAG "Engine Team" (Steering Committee), a multisystems partnership of County agencies, nonprofits, residents' groups, and local business partners that will collaborate to support the aims of the JAG grant and further the institutionalization of Community Capitals Policing in the Eden Area. The JAG Engine Team will be a working group under the existing Ashland Cherryland Healthy Communities Collaborative (ACHCC).
- Working with residents of the Eden Area to:
 - Provide community organizing and outreach through our various sports, fitness, recreation and community building events
 - Engage local businesses in planning for livable and vibrant commercial corridors, particularly through our mural implementation project
 - Provide staff for soccer, fitness, and other sports and recreation endeavors

- Contribute to creative placemaking through activities including, but not limited to, mural design and popup arts festivals
- Support and help coordinate the development of equitable land use and open space policies in the Eden Area
- Communicate internally to the ACSO about opportunities for deputy engagement with the community for positive relationship development

The effective dates for the performance of these activities begin on October 1, 2019 and end on September 30, 2022.

We acknowledge that the ACSO has budgeted \$2,613,578 in JAG funding during this grant period for DSAL to carry out this work. If funded, we will sign a final Operational Agreement in accordance with state regulations.

Community Capitals Policing and the multisystemic collaboration that it entails are vital to the health, safety, and vibrancy of the Eden Area. We are happy to continue our partnership with the Sheriff's Office in creating a new, effective model of public safety.

Sincerely,

A handwritten signature in blue ink, appearing to read "Hilary Bass".

Hilary Bass
DSAL Executive Director
510-225-5954
hbass@acgov.org