



COMMUNITY CAPITALS POLICING

A New Brand of Public Safety



Agenda

- What is and who are the people of YFSB
- What is Community Capitals Policing (CCP)
- How the ACSO is implementing CCP now
- How is CCP part of the future of policing



U.S. DEPARTMENT OF JUSTICE
OFFICE OF COMMUNITY ORIENTED POLICING SERVICES

COPS ★

Grant Operations Directorate/Grant Monitoring Division
145 N Street, N.E., Washington, DC 20530

“The Department’s (ACSO’s) commitment to community policing is beyond any I have seen in my 9 years of viewing community policing of Federal, State, Municipalities, and Tribes.

The boxing gym and soccer field shows the outstanding efforts by the Department to promote community policing. With leadership, allowing Deputies to set up the gym and field during duty hours shows their belief in community policing which is seen throughout the ranks. Additionally the resources required to stand up the facilities shows the partnerships the Department has made throughout the community.”

-Damon Adams

YFSB Captain Martin Neideffer

Lt. Miguel Ibarra

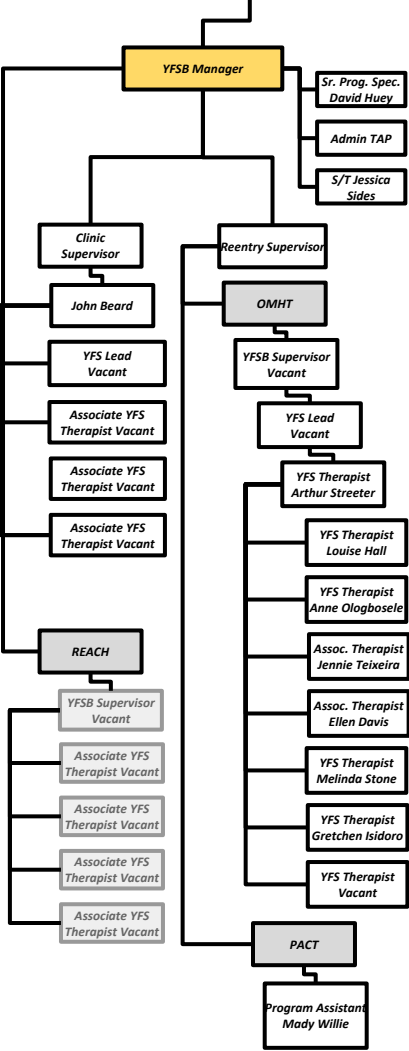
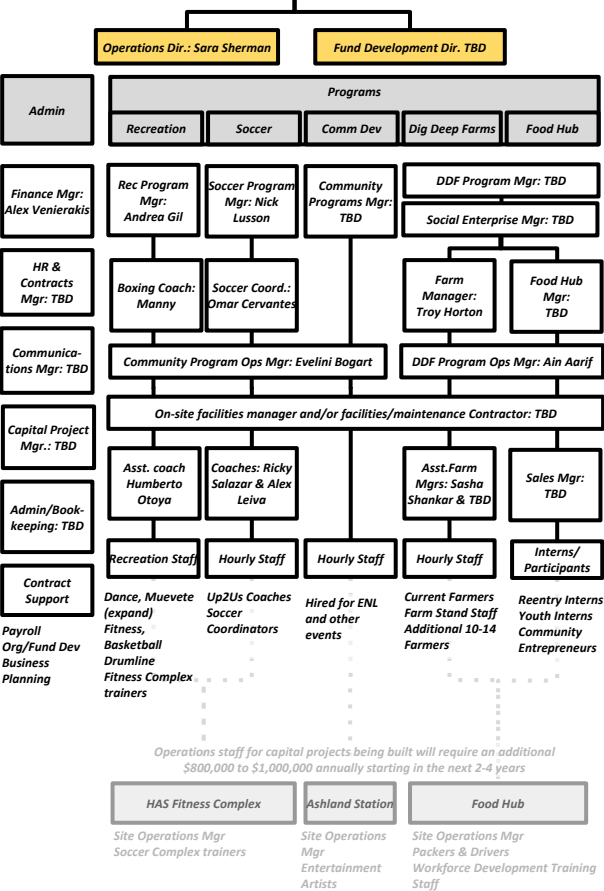
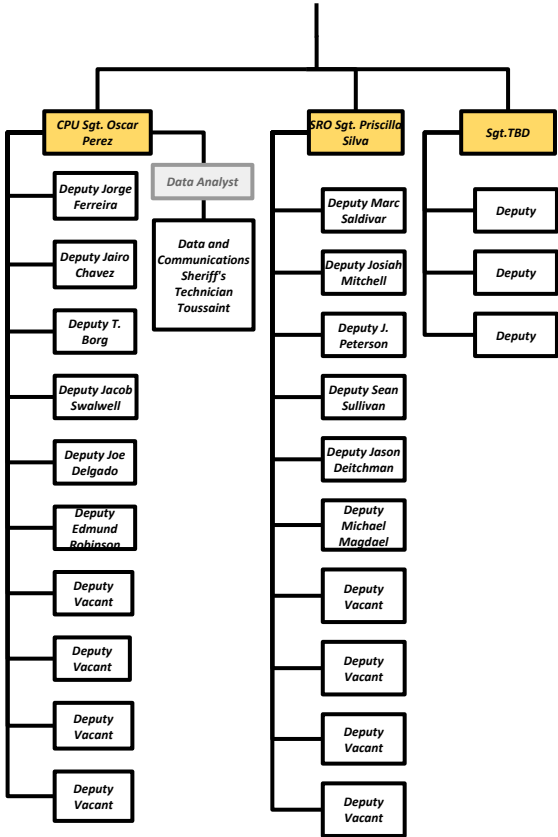
Annual Budget: \$

Crime Prevention Sr. Program Specialist:
Hilary Bass

Annual Budget: \$3,500,000 (Currently \$550,000)

Manager of YFSB Behavioral Health Kelly Glossup

Annual Budget: \$



Funders & Partners

Federal/State

- Community Development Block Grants (3)
- US Department of Justice Grants:
 - Community Policing Hiring (4)
 - Second Chance Act (3)
 - Byrne Criminal Justice Innovation
 - Mentally Ill Offender Crime Reduction
- US Department of Agriculture Food Dignity
- California BSCC:
 - Strengthening Law Enforcement Community Relations
 - Justice Assistance Grant
- California Department of Agriculture Specialty Crop Grant
- US National Endowment for the Arts
- American Recovery & Reinvestment Act
- Medi-Cal/Medi-Cal Administrative Activities
- CalRecycle

Corporate

- Aramark Corporation

Foundation/Nonprofit

- ArtPlace America
- Bay Area Sports Hall of Fame
- Castro Valley and Hayward Rotary Clubs
- Eden Healthcare District
- Hellman Foundation
- Kaiser Permanente
- Kresge Foundation
- Local Initiative Support Corporation (*LISC*)
- Libra Foundation
- Oakland Builders Alliance
- San Francisco Foundation
- United States Soccer Foundation

Alameda County

- Supervisor Nate Miley
- Supervisor Wilma Chan
- Supervisor Richard Valle
- Supervisor Scott Haggerty
- Social Services Agency (*CalWORKs, WIOA*)
- Alameda Alliance
- All In Alameda County (effort to end poverty by 2020)
- Probation Department (*AB109, Second Chance*)
- Public Health (*Measure A*)
- Health Care Services Agency
- Behavioral Health Care Services
- Tri-Valley ROP
- Workforce Development











History: YFSB, DSAL, and Community Capitals Policing

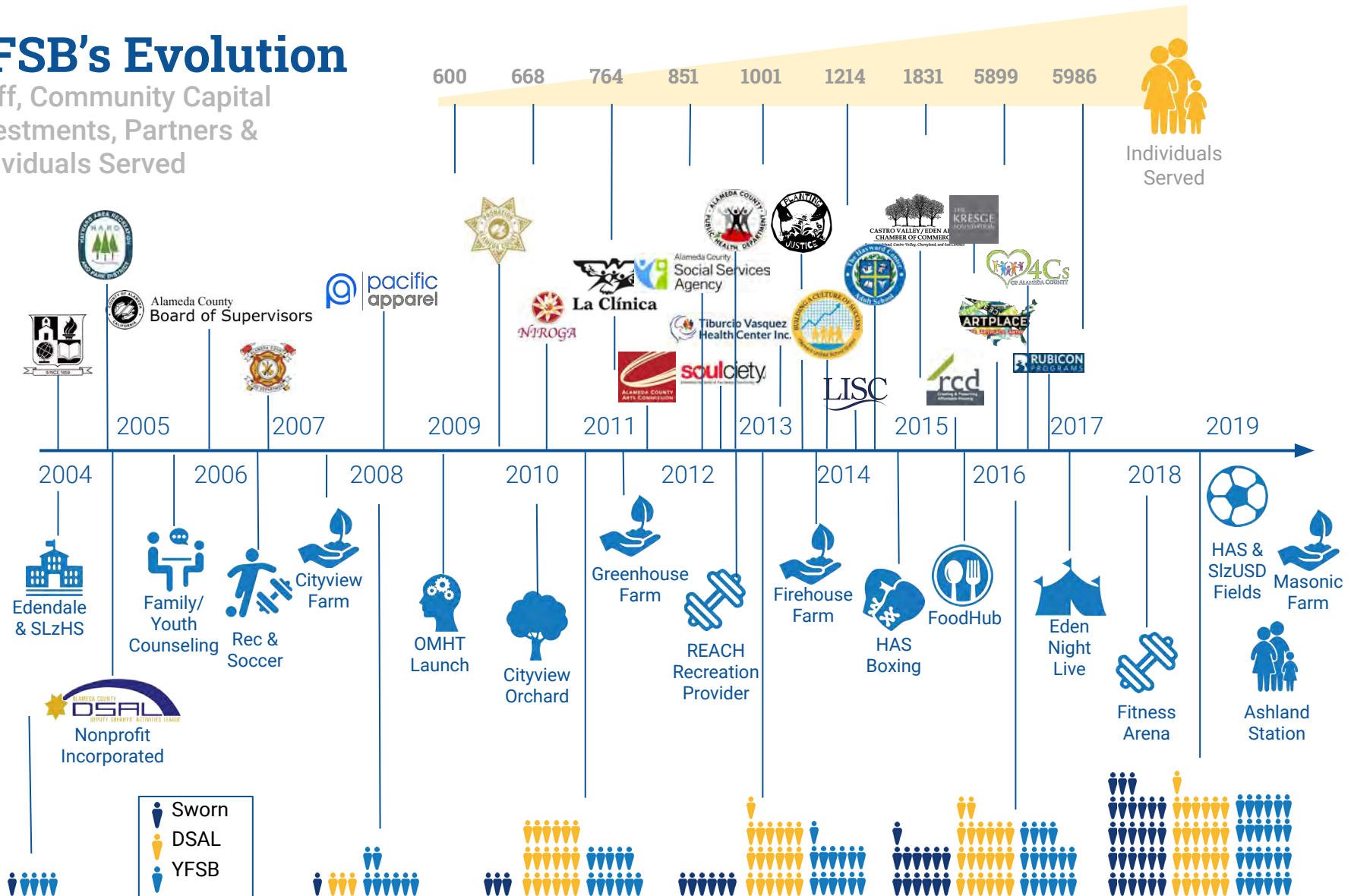
- Community-oriented policing piloted in late 1990s
- Alameda County Sheriff's Office **Youth & Family Services Bureau** (YFSB) originally provided counseling for at-risk youth and their families
- **Deputy Sheriffs' Activities League** (DSAL) founded in 2004 to provide positive activities for kids
- Relationships with kids helped DSAL and sworn staff understand issues driving crime
- In 2005, YFSB's **Behavioral Health Unit** began providing Medi-Cal-funded counseling for youth, families and later (once the ACA's mental health parity provisions took effect in 2014) adults
- YFSB won grants to pilot re-entry, social enterprise, and creative placemaking initiatives
- Innovative evaluation by Action Resources International led to Community Capitals Policing model
- 72 YFSB positions (Crime Prevention & School Resource Units sworn staff, Behavioral Health Unit clinicians, and DSAL staff) now work on Community Capitals Policing: economic development, arts, physical & mental health, and social cohesion

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YFSB's Evolution

Staff, Community Capital
Investments, Partners &
Individuals Served





Alignment with the Sheriff's Strategic Vision

ACSO's most recent strategic plan supports the Community Capitals Policing model by prioritizing budget for:

- The ACSO Youth & Family Services Bureau, which includes community policing deputies, behavioral health staff, and DSAL staff
- Recruiting local residents of color into the ACSO
- Training the entire ACSO in Community Capitals Policing
- Staffing Downtown Ashland Station and Hayward Adult School "Polis Station" facilities
- Strengthening re-entry strategies through Operation My Home Town
- Additional mental health supports for residents



Alignment with the County's Vision 2026

ACSO's CCP model supports several of the innovative goals established through Vision 2026:

- Ensure that all Alameda County residents live in Healthy Communities
- Promote preventative health care strategies.
 - Objective: Implement “Food as Medicine” strategies
- Create meaningful employment opportunities for the hard to employ
- Foster entrepreneurship and innovation that leads to sustainable economic growth
 - Objective: Support innovative incubators to promote small scale entrepreneurship efforts to enhance job creation
 - Objective: Promote access to job training that leads to gainful employment
- Enhance the safety, well-being and resiliency of vulnerable populations.
 - Objective: Promote health, safety, and wellness with an emphasis on prevention and early access.
 - Objective: Eliminate barriers and increase access to needed services and supports
- Implement robust criminal justice strategies that lead to a crime-free county through responsive and innovative community engagement while providing effective support for victims and reentry populations.
- Provide equitable and effective crime reduction strategies.
 - Objective: Promote strong Countywide community engagement through safety education, awareness, and civic responsibility.
 - Objective: Implement robust, effective neighborhood crime prevention programs.
- Provide the reentry community with the opportunities to become contributing and productive members of the society
- Reduce reliance on incarceration through the development of evidenced-based community justice alternatives
- Break the intergenerational cycle of incarceration

Community Capitals Policing: The Need

Community distrust and the legacy of systemic racism currently dominate public discourse about policing. We need a better way to talk about what makes communities safe.

The Alameda County Sheriff's Office is developing a bold new approach to public safety.

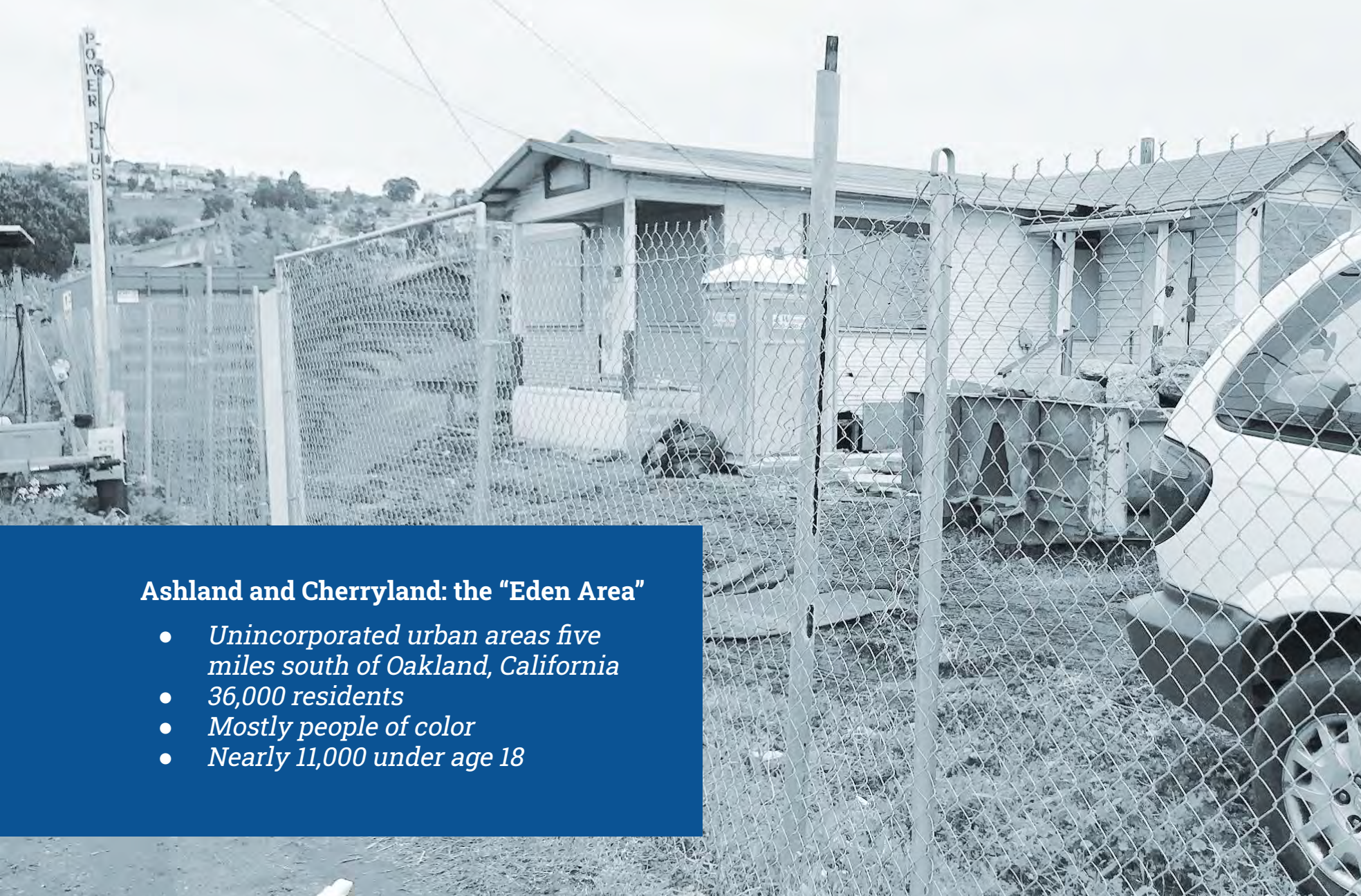


*Safety means more
than an absence of crime.*

— **Dr. Robert K. Ross**
President and CEO
of The California Endowment

Disinvestment and the Depletion of Capitals

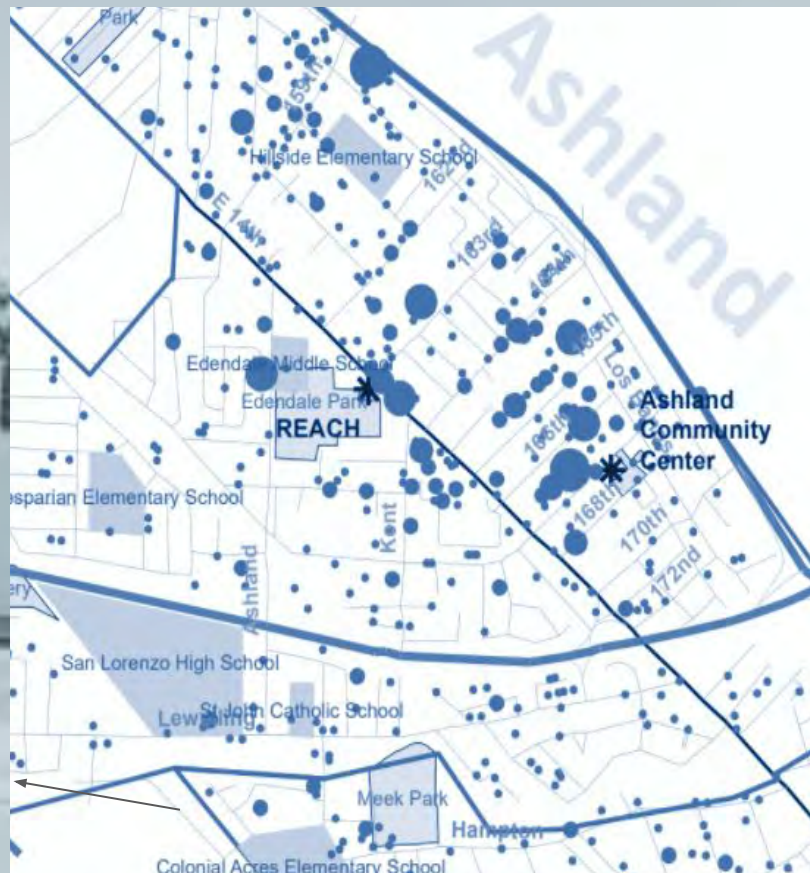
Decades of disinvestment in urban communities of color have created neighborhoods without the means to thrive. Their economic capital is depleted relative to more affluent neighbors, but so is their social capital, their political capital, their cultural capital, and their infrastructure or built capital.



Ashland and Cherryland: the “Eden Area”

- *Unincorporated urban areas five miles south of Oakland, California*
- *36,000 residents*
- *Mostly people of color*
- *Nearly 11,000 under age 18*

This map shows crime hot spots in Ashland and Cherryland, areas with depleted community capital resources. A large percentage of reports taken in the Ashland-Cherryland area are related to mental health, domestic violence, and drug/alcohol abuse.



Ashland & Cherryland

In unincorporated Ashland and Cherryland, rates of crime, unemployment, poverty, chronic disease, teen pregnancy, and mental health issues are much higher than national norms. Decades of disinvestment have left the neighborhoods without the infrastructure to support equitable livability and economic vitality.

They have no theaters, cinemas, music/arts venues, or libraries, and there is a severe deficit of open space and recreation facilities. Because the areas are unincorporated, there is no city government responsible for addressing these gaps.

These neighborhoods suffer from depleted community capital resources.

Tying Together Existing Strands

The next generation of community policing leverages:

- Traditional community policing
- Behavioral health treatment
- The Police Activities League model
- Creative placemaking
- Economic development

The integration of these activities is designed to rebuild the social fabric of the community, foster collective efficacy, and promote a sense of permanence and belonging.

Community policing involves walking the neighborhoods, talking with residents, learning what their concerns are, and finding ways to address them. It involves showing up at public meetings, sporting events, community groups, and PTA nights to build trust and familiarity between Deputies and residents.

Creative placemaking preserves and enhances community character by using arts and culture to animate public and private spaces and rejuvenate structures and streetscapes. It improves business viability and public safety, and brings people together to celebrate, inspire, and be inspired.

*Eden Night Live festivals
activated blighted vacant lots
and brought music, dance
and art to more than 18,000
residents in 2016-2017.*





Eden Area arrests declined 11.6% from 2015 to 2017.

Public Safety for the 21st Century

Policing in 2019 and beyond will require:

- Partnership with the community, especially with its historically marginalized members
- Investment in depleted systems: political, economic, physical infrastructure, social networks, cultural assets
- Respect and authenticity in relationships with residents and partners

The Community Capitals Model

The Community Capitals Model emerged from the Sheriff's Office effort to capture the relationships among the many interrelated resources that create a healthy community.

The Alameda County Sheriff's Office (ACSO) and Deputy Sheriffs' Activities League (DSAL) use this model to look at all the interdependent elements that allow a community to thrive, seeing them as part of broad systems rather than disparate programs and services, and therefore better target investment.

Seven Kinds of Capital





What is built on the land?

ACSO and DSAL have built the **Dig Deep Farms** urban social enterprise and are creating a **Food Hub** to aggregate and process locally grown produce and incubate new businesses.

We have built a **boxing gym**, a **soccer park**, and a **sports facility** in underutilized spaces with labor from Deputies and community members.




Deputies & DSAL
volunteers built a
soccer park at
E. 14th Street.

Events and social networking lay the groundwork for economic investment — creating energy and excitement in the neighborhood.



DSAL programs serve more than 6,000 people per year, and we're growing!



A young man with dark hair and a focused expression stands in a gym. He is wearing a white and black athletic singlet with blue accents. A medal with a blue, yellow, and red ribbon hangs from his neck. The background shows various gym equipment, including treadmills and a large blue exercise ball.

Omar Humilidad



DSAL Boxing Academy serves over 100 regular members every week, and we have a waiting list due to space and staff limits.

An average of 1,200 people have attended each of our four major boxing events, netting \$19,000 to help sustain the boxing program.



27 vendors, including many first-time sellers, sold wares at Eden Night Live.



Deputies form personal bonds with youth and adults through sports, community events, and collaborative problem-solving.

Residents build social capital with each other when they gather for classes, youth events, festivals, and political organizing.





How do we pay for development? How do we build local wealth?

We take advantage of underutilized land and buildings. We turned unused Hayward Adult School space into **boxing and fitness rooms**, and we're building a **Food Hub** on an abandoned County-owned site.

Deputies created a **soccer park** on a vacant lot, bringing foot and vehicle traffic to neighboring businesses.

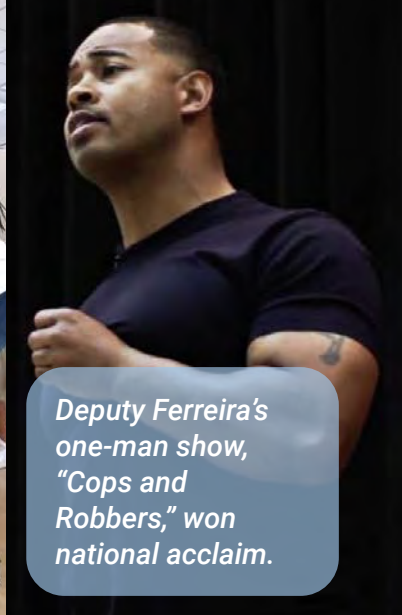
We catalyze **entrepreneurship and investment** through philanthropy and public grants. Eden Night Live, for example, resulted in two new food startups.



How do we think, act, enjoy? How do we nurture creativity?

DSAL takes a leading role in creative placemaking with **public art projects** and **community festivals and gatherings**.

ACSO Deputy Jorge Ferreira contributed a nationally-performed one-man show “**Cops and Robbers**,” examining community-police relations.



Deputy Ferreira's one-man show, "Cops and Robbers," won national acclaim.



Baile Folklorico, drumline, dance, theater, and music are all part of YFSB's investment in building community pride and social cohesion.

Mercado La Raza Before

Through Sheriff's Office BSCC grant funding, we commissioned these artists to work with the owner of this long standing business to develop a mural that would represent the values of the business owner and the community.



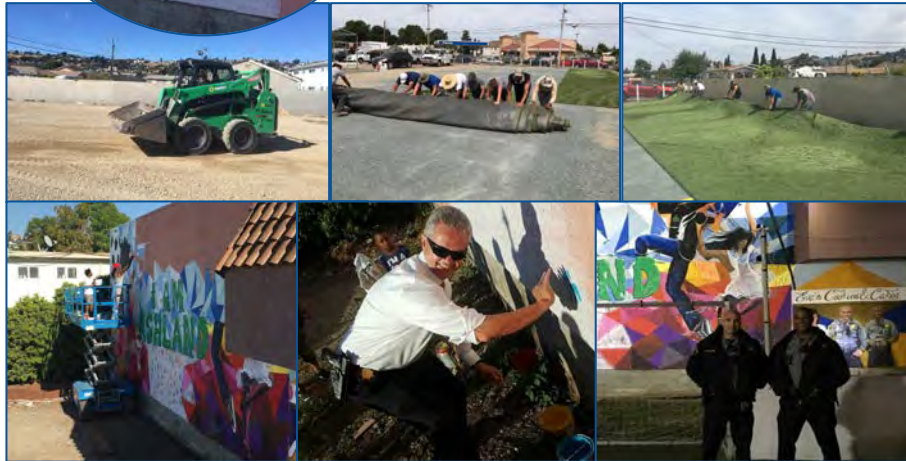
After



Ashland Soccer Park Before & After



Local artist Bobby Arte created a highly visible mural on 166th Avenue in Ashland, in collaboration with local youth, to foster a sense of community identity in this unincorporated and disinvested neighborhood.



Angry Fish Sushi Before & After



Angry Fish Sushi is a relatively new local business on the corridor. Beautifying this parcel was a tremendous opportunity to support this local family-owned business and dramatically improve the look of the main corridor.



DDF Food Hub Before & After



The DDF Food Hub is a critical piece of infrastructure to support the development of a local food economy inclusive of the scaling of Food as Rx, Food Recovery and the incubation of local food entrepreneurs.





What can we do together? How do people connect?

Building relationships is at the heart of what we do: between residents and deputies, among residents, among agencies, between youth and adults. Our **events, classes, academies, festivals, and everyday conversations** are all about building neighborhoods through **human connection**.



ACSO funded and directed formation of Ashland Community Association.



"Coffee With A Cop" opens dialogue among deputies and residents.

ACSO and DSAL have fostered community leadership: Eden Municipal Advisory Committee, Padres Unidos, Edendale Coffee Club, action research, evaluation, and Spanish-speaking Residents' Academies.





What can people do? How are they supported?

ACSO's **Diversion Program**, administered by the YFSB Behavioral Health Unit, keeps young people out of the juvenile justice system with counseling, mentoring, and pro-social activities.

We foster community leadership through the **Ashland Community Association, Padres Unidos, and Eden Municipal Advisory Council.**

We link residents to low-cost/Medi-Cal **therapy** provided by ACSO behavioral health clinicians.

We provide access to **fresh food, fitness, sports, and volunteer opportunities** to help people thrive.

Juveniles arrested for a discretionary offense are referred to the Diversion Program for counseling and support.

Completion of the Diversion Program ensures there is no further legal action.



In Ashland & Cherryland, there are more calls for service related to behavioral health issues (mental health crises, domestic disputes, drugs & alcohol) than any other problem.



To address this need, the YFSB Behavioral Health Unit has grown from 4 to 14 staff. We provide low-cost therapy and case management for kids, youth, and families, in the jails, in our community outpatient clinic, and in our PACT (Parents and Children Together) reentry family reunification housing facility. In 2019 we will add 10 more therapists/staff and extend services to the REACH Ashland Youth Center.



The YFSB has grown from 4 to 72 staff. We're adding 3 deputies and 1 sergeant in the new year.





YFSB OMHT Partners

A Safe Place	Building Futures for Women and Children	La Clinica de la Raza	Project Eden
ABODE	C. U. R. A. - Inpatient Rehab	La Familia Counseling	Project Rebound
Acts Full Gospel	Child Care Links	Legal Services for Prisoners with Children	Refocus (BAYC)
Alameda County Food Bank	Chrysalis	Life House Recovery Homes	Root & Rebound Reentry Advocates
Al-Anon Family Support	CityTeam Ministry - Men's Shelter	Native American Health Center	
Alcoholics Anonymous	Cronin House	Men of Valor	Roots Community Health Center
America Works	Cypress Mandela Center	One Stop Career Centers (contracted with the WIB)	Shelters Against Violent Environments
BACS (Bay Area Community Services)	Davis Street Family Resource Center	Operation Dignity	Seventh Step Foundation
Bay Area Legal Aid	Delancey Street/SF	Options Recovery Services	Soulciety
Berkeley Economic Empowerment (BEE)	Domestic Violence Treatment Program	Prison Fellowship	St. Vincent de Paul
Bonita House Residential	East Bay Community Recovery Project (EBCRP)	Project Eden	Swords To Plow Shares
Bonita House Supported Independent Living	East Oakland Community Project - Crossroads	Project Rebound	The Bread Project
BOSS	Eden I&R	Refocus (BAYC)	Tiburcio Vasquez Health Center
Breaking Through Barriers & New Start	Eden Township Community Youth Court	Root & Rebound Reentry Advocates	Timelist Group
	Gamble Institute - Street Scholars		UCSF/Children's Hospital FIRST
	Glad Tidings		Youth Uprising
	Homeless Action Center (HAC)		

YFSB Annual Statistics

OMHT - Fiscal Year 14-15 to Fiscal Year 17-18					
Population	FY14-15	FY15-16	FY16-17	FY17-18	Total
Formal Probation	80	135	231	108	554
AB109	86	131	56	58	331
MIOCR	N/A	7	38	75	120
PACT (MOMS/DADS)	N/A	N/A	32	33	65
Total	166	273	357	274	1070

Clinic & REACH Calendar Years 2014 through 2018						
Population	2014	2015	2016	2017	2018	Total
Notice to Appears (Juvenile Diversion)	19	20	27	7	19	92
Self Pay & MediCal	270	141	143	47	50	651
Total	289	161	170	54	69	743



Pines Trailer Park



Since 2016, Deputy Delgado has been working with the owner of **Pines Trailer Park** which has been known as a hotspot for many years.

Since working with the owner on **CPTED**, patrol checks, and **Problem Oriented Policing**, we have seen a significant decrease in criminal activity and police contact at this location.



Below is a breakdown of reports ETS has taken since 2016:

2014=62 reports

2017= 13 reports

2015= 89 reports

2018= 3 reports

2016= 41 reports

2019= 1 report (an informational report)

Bermuda Gardens

Subject: Mercy Housing, Bermuda Gardens and ACSO Partnership Review

Hi Deputy Robinson,

Please find attached the excel sheet with all the data from call logs and police reports we've received from the Sheriff's office since strengthening our partnership around July 2016. I can say that having this information that allows us to have a better explanation as to the reasons for calls, what units you all are frequenting and who you make contact with (resident or non-resident) has drastically improved the wellbeing of the rest of the community at Bermuda Gardens. I believe that we still have more to accomplish but this is an amazing step towards that progress. Not only has all of this information helped Property Management get households and people out of the property that are repeat offenders but also to build community specifically around the work that you and your team have accomplished. It's amazing to think back over the first few times you would come around and people would flee to their units or not want to stay around the community room for events. Now there are residents engaging and feeling more comfortable around seeing the Sheriff's dept on site and knowing that you all are playing an active role in creating a safer space for the many families and adults living at Bermuda. I'm excited to see where this partnership continues and know that you all play a critical role alongside Management and Services in keeping Bermuda on the right path. Without you personally, we couldn't have made it happen as a team. I think I speak for everyone when I say that we can not thank you enough for your willingness to dive right in and always be a helping hand!

Thanks again for all you do!

Emma Hamer

RESIDENT SERVICES COORDINATOR | Eden House & Casa Verde Apartments



mercyHOUSING

1601-165th Ave, Suite 115 | San Leandro, CA 94578

t|510.276.1615 | mercyhousing.org





ACSO Explorers





ACSO Cadets





How do residents access power?

We've invested time and money into forming the **Eden Municipal Advisory Committee** and the **Ashland Community Association**.

We've supported **Padres Unidos** and the **Edendale Middle School Coffee Club** to help them become dynamic local leadership groups.

We launched **Spanish-speaking Residents' Academies** to educate residents about their rights and our work.






What does nature provide?

Natural capital in Ashland and Cherryland includes:

- An ideal climate for outdoor activities
- **Rich soil and climate for farming**, leading to the area's nickname of "Eden"
- **Central Bay Area location**: easy access to Oakland, San Francisco and San Jose is an asset (but also increases threat of displacement for local residents)

A photograph of a community garden. A large, mature tree with green leaves and yellow fruit (possibly lemons or oranges) stands in the center. Underneath the tree is a wooden bench. To the right, there are wooden trellises supporting climbing plants. In the foreground, there are rows of plants, including leafy greens, and a black irrigation system with a red bucket. A chain-link fence is in the background, and a blue building is visible behind it.

*DSAL and ACSO
founded Dig Deep
Farms: 7 acres at four
sites, plus Food Hub.*





More than 1,800 youth take part each year in DSAL's free soccer programs, from afterschool to competitive travel teams.





Eden Night Live, community events and public art are more than “nice to haves.” They’re essential investments in cultural capital - inspiring community pride, aesthetic appreciation, and a sense of belonging.



A “Polis Station” for the People

The “Polis Station” concept, formulated by Chicago architect Jeanne Gang, is about transforming an unwelcoming or fortress-like police station into a multipurpose civic site. It acts as a community gathering place, spurs the local economy and promotes recreation, public safety, and the arts.



Ashland Station

CORNER ENTRANCE





Ashland/Cherryland is packed with housing, but no public space for the community to shop, eat and play together. We are looking for funds to create::

- Urban village with retail, food, food carts, outdoor space
- Performing arts space
- Playground and upgraded soccer facilities
- Office space for ACSO/DSAL and community facilities



E. 14TH ST. SIDE ENTRANCE





Ashland Commons





Hayward Adult School (HAS) Station



The Sheriff's Office, DSAL and deputies built a boxing gym and fitness arena at Hayward Adult School.



Our kids are playing on dry brown dirt fields, which is dangerous. Ashland/ Cherryland has only 1/6th of the park space that a community needs according to statewide standards passed in 2008. We are looking for funds to:

- Build our soccer park with futsal pitches
- Grade, irrigate and maintain fields
- Build spaces for basketball and other sports and fitness activities



DSAL received \$750K for a soccer & fitness park at Hayward Adult School, but we are looking for matching funds to complete the project!





Food Hub



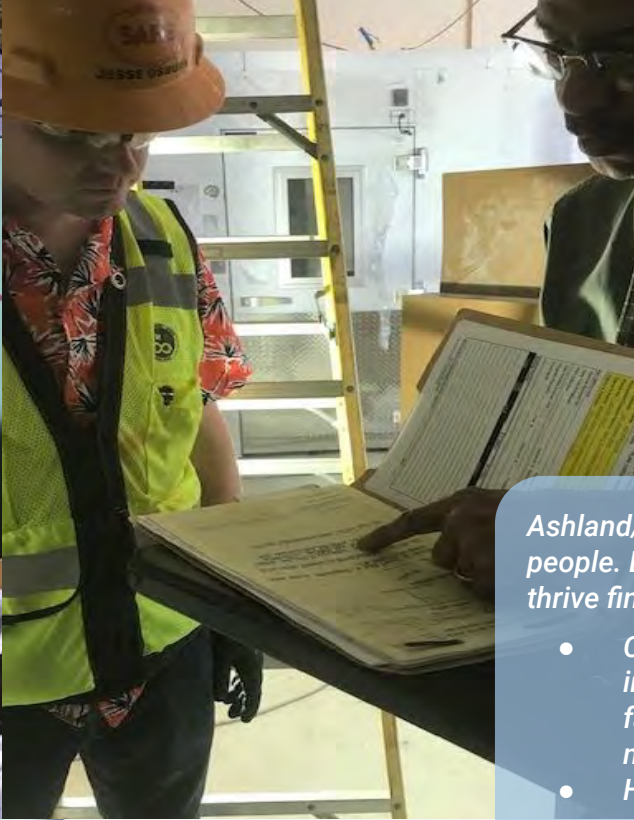
We saw an opportunity in an abandoned county-owned animal shelter to build a state of the art food hub to support the development of a local food economy, as well as the county's food recovery and food as medicine activities.



DSAL founded Dig Deep Farms in 2011 to help provide jobs and entrepreneurship opportunities in the food systems economy. In 2016, we broke ground on a food hub that will create more jobs and connect more residents with fresh food.



Multiple funders have stepped up to make this dream a reality, including county Community Development Block Grants, Aramark, Measure A funds, County Supervisors Chan and Miley, and finally the Community Vision Loan Fund.



Ashland/Cherryland is full of talented, hard-working people. DSAL wants to give them the opportunity to thrive financially. We need funding to:

- *Complete the food hub that will serve as an incubator for budding food entrepreneurs, farmers, and reentering community members*
- *Hire a workforce development manager who can create a local entrepreneurship pipeline.*



Food Recovery



Free Food for
Residents!

Pick up days: _____

Pick up times: _____ to _____

Pick up location: _____

Contact _____ to schedule a pickup time.



Delivered by
Dig Deep Farms
as part of the
**Alameda County
Food Recovery
Initiative**

Brought to you by


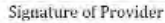


Curbing food waste and putting meals on your table by
redistributing nutritious, untouched surplus food from local
schools, hospitals and other institutions.



Food As Rx



Produce Prescription / Prescripción para fruta y verdura		
ZT170		
Name of Voucher Holder	(Sticker on Duplicate Only) Medical Record #	Date / Fecha
<ul style="list-style-type: none">✓ Redeem \$10 voucher for produce at Dig Deep Farms stand in Hayward Wellness Center Lobby. / <i>Cambiar/canjar su cupón de \$10 en el puesto de Dig Deep Farms en la sala de espera de Hayward Wellness.</i>✓ Valid for a month from the issue date. / <i>Valido por un mes a partir de la fecha de emisión.</i>		
Zalak Trivedi, RD		
Provider Name	Signature of Provider	
 Hayward Wellness <small>Member of Alameda Health System</small>	 Dig Deep Farms: Wed./Miércoles: 12:30-4PM & Thurs./Jueves 11AM-3:30PM	



Food Entrepreneurs





