



# COMMUNITY CAPITALS POLICING

A New Brand of Public Safety



# Agenda

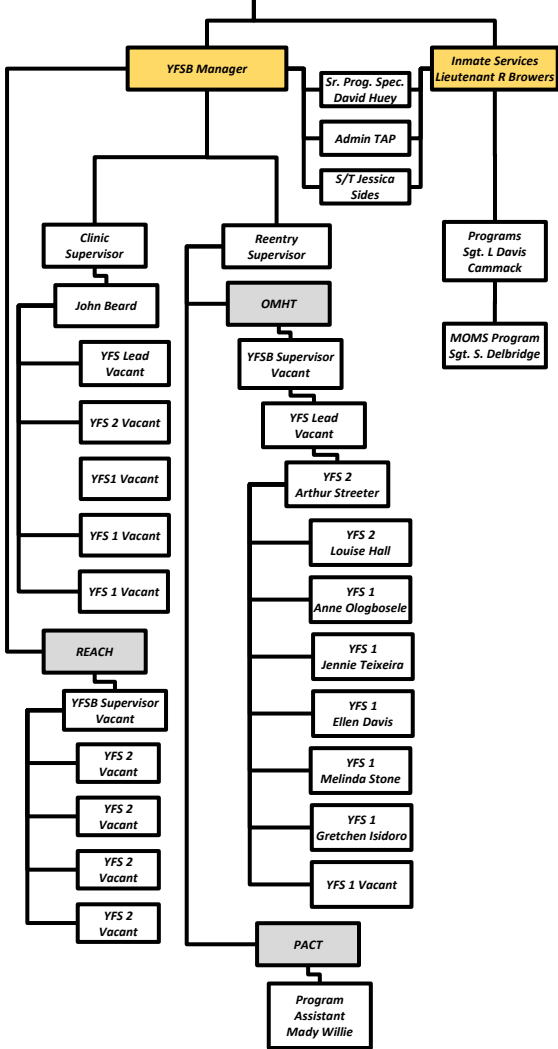
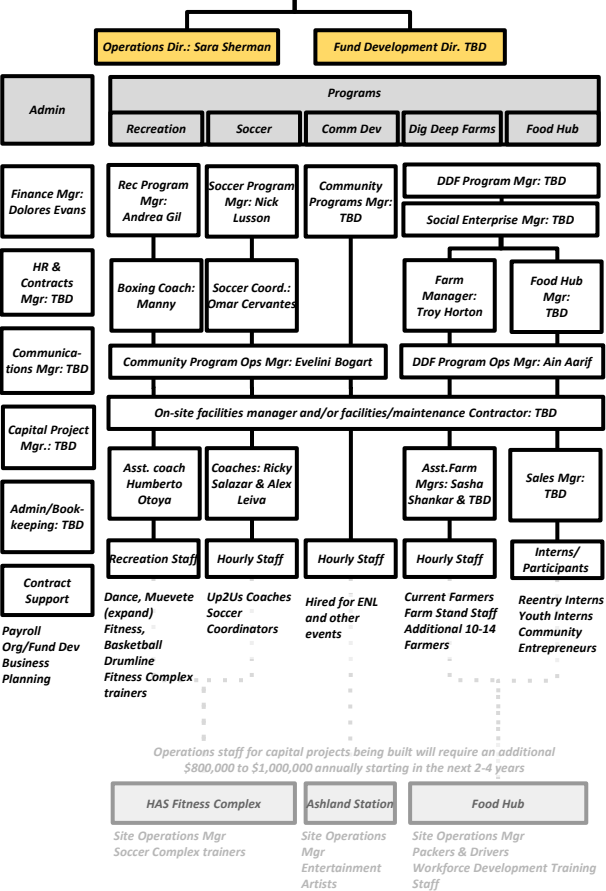
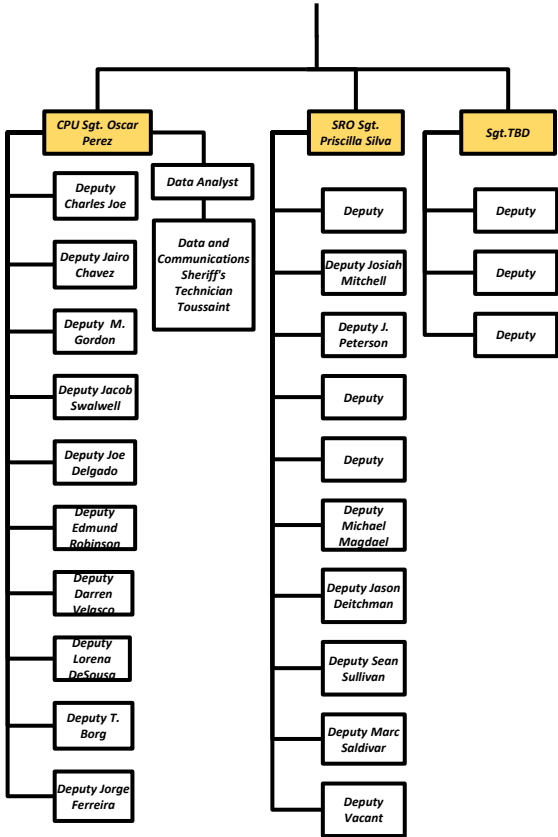
- What is and who are the people of YFSB
- What is Community Capitals Policing (CCP)
- How the ACSO is implementing CCP now
- How is CCP part of the future of policing

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: \$



# **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*



## **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:**

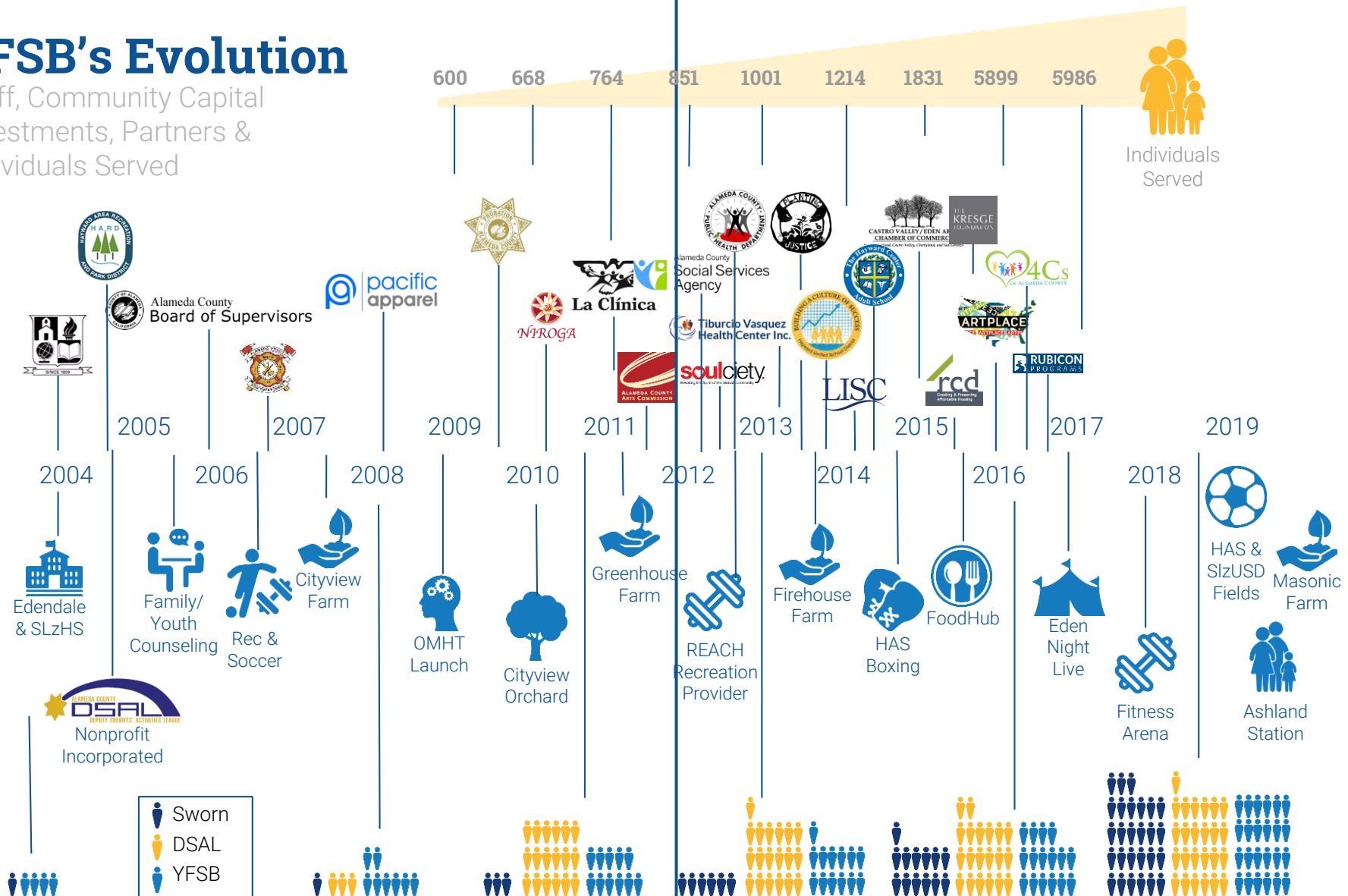
- Partnership with the community, especially with its historically marginalized members
- Investment in depleted systems: political, economic, physical infrastructure, social networks, cultural assets
- Respect and authenticity in relationships with residents and partners

# 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

# YFSB's Evolution

Staff, Community Capital  
Investments, Partners &  
Individuals Served



# **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.

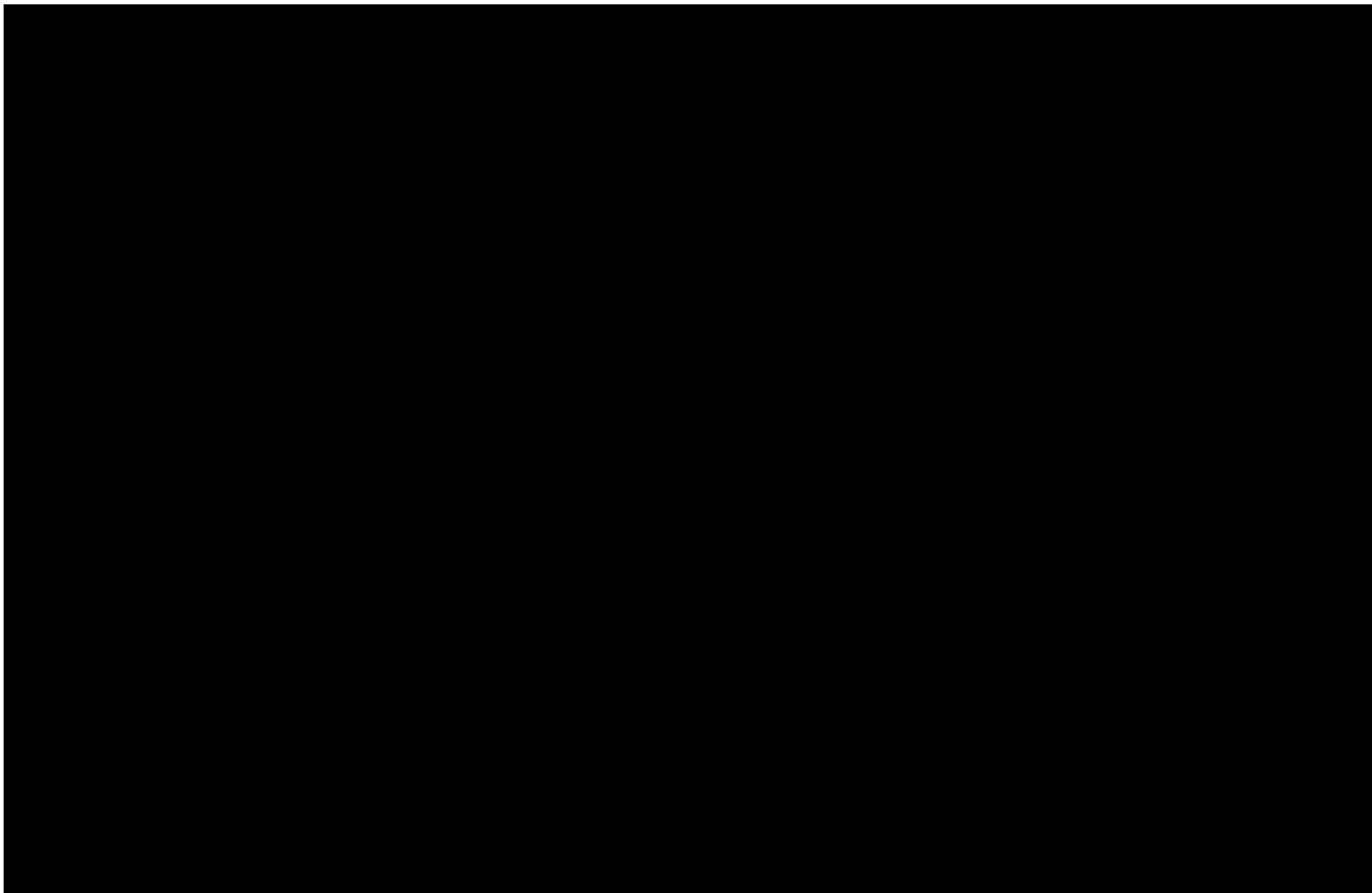
We have built a **boxing gym**, a **soccer park**, and a **sports facility** in underutilized spaces with labor from Deputies and community members.





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









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.





## 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.

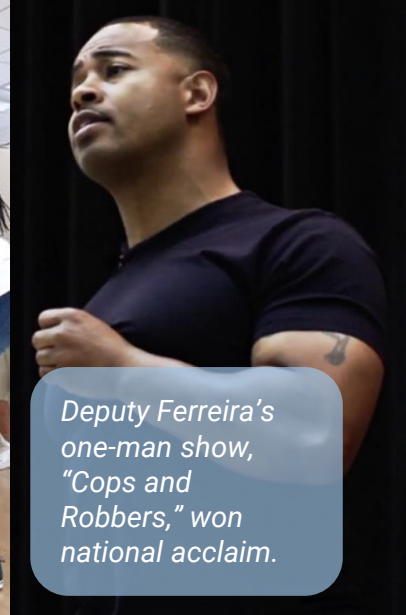


## How do we think, act, enjoy? How do we nurture creativity?

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.

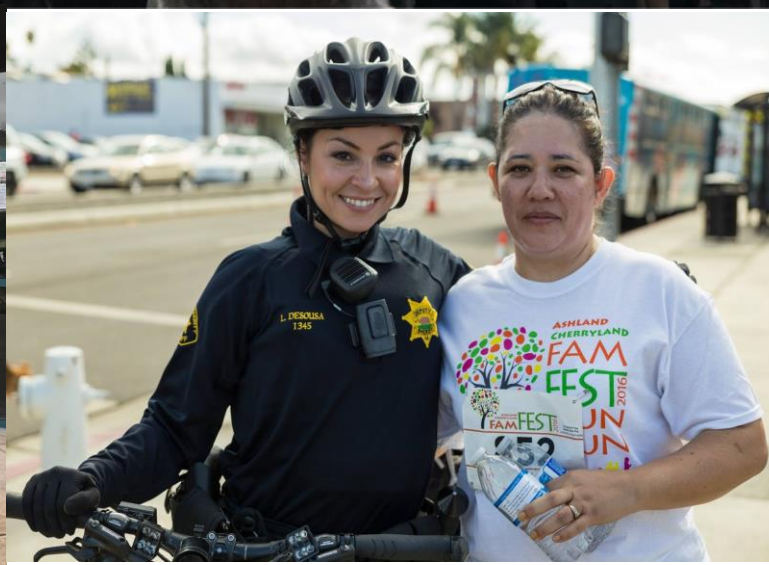


Baile Folklorico, drumline, dance, theater, and music are all part of YFSB's investment in building community pride and social cohesion.





ACSO funded and directed formation of Ashland Community Association.



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



## 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**.



## 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.

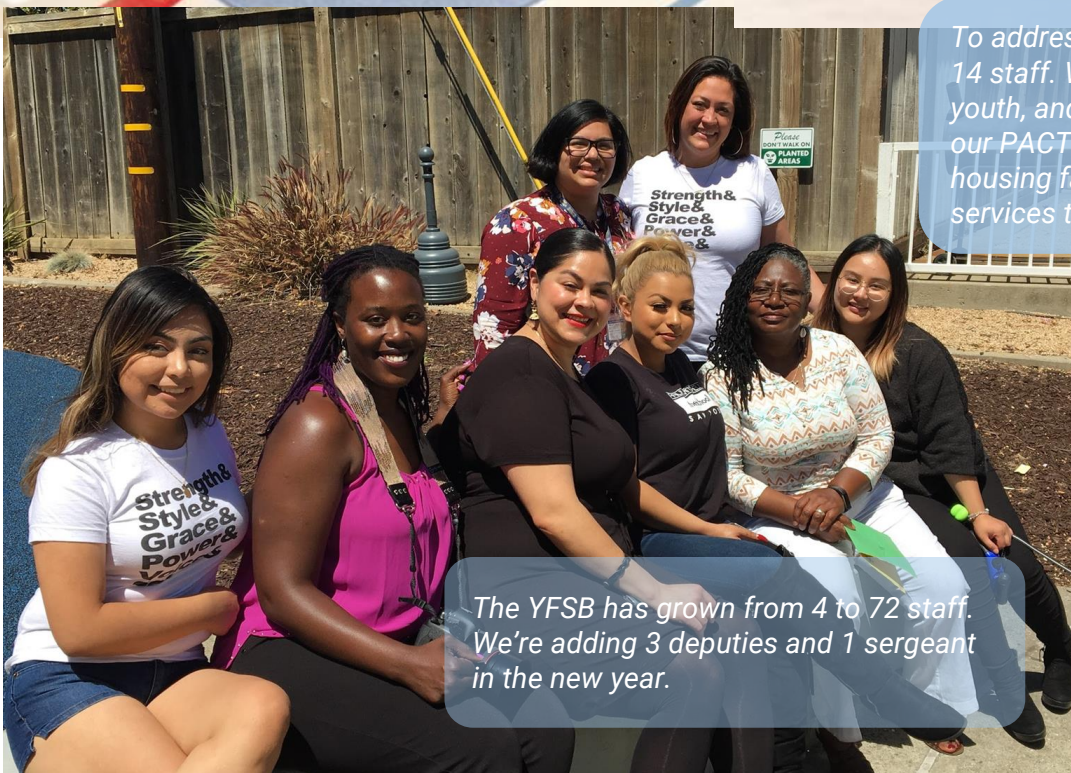




*In Ashland & Cherryland, there are more calls for service related to behavioral health issues (mental health crises, domestic disputes, drugs & alcohol) than any other problem.*



*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.*









## 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)



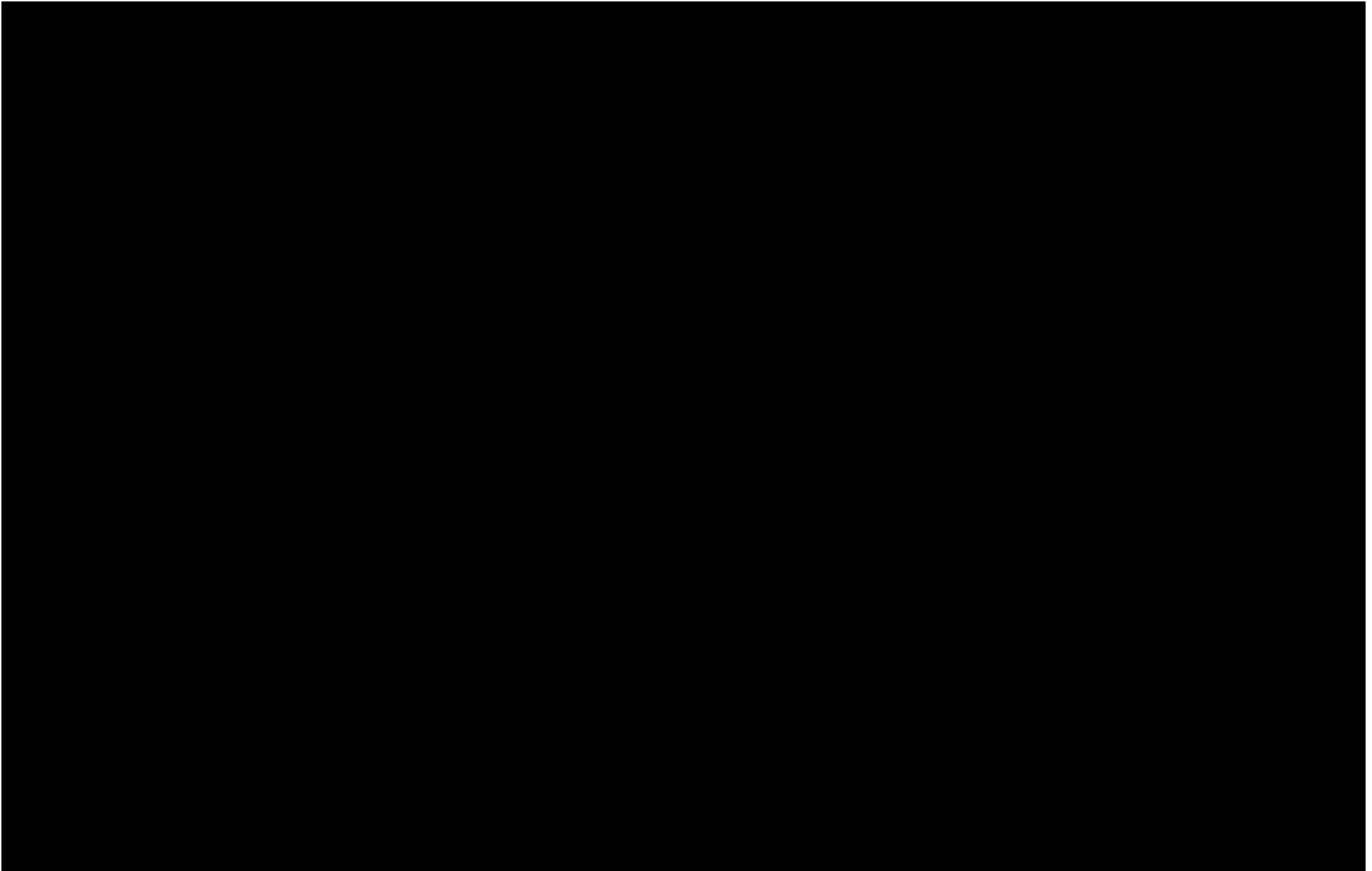
A photograph of a community garden. A large, mature tree with green leaves and yellow fruit (possibly lemons or oranges) stands in the center. Underneath the tree are two wooden benches. To the right, there are wooden trellises supporting climbing plants. In the foreground, there are rows of plants, including leafy greens, and black irrigation hoses. A blue building is visible in the background behind a chain-link fence. A semi-transparent text box is overlaid on the left side of the image.

*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.*





# 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.





## 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

# Where are we going from here?

## Program Investments *over the next five years*



Transforming the Environment



Supporting Healthy, Educated Residents



Building Local Wealth



Opening Access to Power



Community Creativity



Harvesting Natural Bounty



Connecting People



Infrastructure to Support Operations & Partnerships



*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!*







## Transforming the Environment

**Built capital** mitigates blight, provides spaces for communities to engage in pro-social activities, and creates opportunities to build community cohesion.

### 5-year funding goal for built capital: \$12.1 million

- Planning and construction at **Downtown Ashland Station**: urban village, playground, offices, arts space
- Create a “Polis Station” at **Hayward Adult School**, blending community space with Deputy presence
- **DSAL Soccer** ended up with a waiting list in 2018 due to lack of safe, accessible field space. Upgrade playing fields and facilities, maintenance, and operations management staffing and contracts

*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!*





Deputies worked to turn a vacant lot into a soccer park and play space.



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





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



We are looking for funds to complete the fitness arena and purchase equipment!





## Building Local Wealth

Creating local **financial capital** improves economic opportunity for community members who have been excluded from the mainstream economy and taps into new creative potential.

### 5-year funding goal for financial capital: \$2.1 million

- Incubating businesses at **Food Hub** and **Downtown Ashland Station**
- Incubating pop-up/cart businesses at **Hayward Adult School**
- **Entrepreneurship development** and access to credit/microlending
- Coordination with public, private workforce, and economic development agencies





*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.*



*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.*





## Community Creativity

Funding **cultural capital** gives community members a chance to share their gifts with others, enhancing community connections and positive self-expression.

### 5-year funding goal for cultural capital: \$3.08 million

- **Creative placemaking** and arts staff
- Commercial corridor **art/signage, and mural projects**
- **Community art** projects
- Fees for **performing and visual artists**, arts instructors
- Supplies and equipment for **festivals** and performing arts



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.



We need funding to revive Eden Night Live, expand our facade improvement efforts on the East 14th/Mission corridor, pay artists, art instructors, and performers, and install and maintain public art.



## Connecting People

Deepening **social capital** by strengthening connections both between deputies and residents and among residents builds trust and aids in conflict resolution.

### 5-year funding goal for social capital: \$4.66 million

#### Supporting Community Groups

- Padres Unidos
- Edendale Middle School Coffee Club
- Community associations

#### Classes and Events

- Festivals
- Fitness and arts classes
- Community cleanups
- Sports events
- Deputy/community conversations
- Residents' Academies



*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.*



*DSAL needs funding to continue and expand our soccer, boxing, dance and fitness classes, community festivals like Eden Night Live, and informal gatherings like "Talk With A Cop."*





## Supporting Healthy, Educated Residents

Investing in **human capital** increases the protective factors that help keep kids and adults safe: education, health, mental health, and employment.

### 5-year funding goal for human capital: \$3.08 million

- Sports, fitness and recreation staff and equipment
- Behavioral Health Mobile Crisis Teams
- Mental health access for youth and families through YFSB sliding-scale clinic services
- Family resource center
- Job training and internships for youth and adults





*We've created linkages with the school districts, Adult Education and Health Care Services, helping us provide free/low-cost counseling, access to job training, sports, insurance coverage for formerly incarcerated people, and more.*



*We need funding to better coordinate these resources so more people can access health, wellness, and education and to staff our soccer, boxing, and fitness offerings.*





## Opening access to power

Supporting emerging leaders in Ashland and Cherryland builds **political capital** and creates community pride, resilience, and self-determination.

### 5-year funding goal for political capital: \$4.11 million

- Deputy training in community organizing
- Capacity building for community groups
- Legal services for community members
- Community outreach and organizing staff
- Evaluation and data analysis

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



We need funding to:

- Hire a community outreach director
- Provide legal services for community members who need a pathway to citizenship
- Support community organizing







## Harvesting Natural Bounty

**Natural capital** is deeply intertwined with public health, economic development, cultural amenities and public safety. Taking advantage of the area's great soil, climate, and location enhances local food production and economic vibrancy, and connects food growers and consumers.

### 5-year funding goal for natural capital: \$2.6 million for urgent needs

- Farm equipment, seed, stock and staffing
- Farm stand equipment and staffing
- Food Hub operations development

### \$2.8 million for longer-term systems building

- Capacity building and integration with local food systems
- Irrigation and soil rehabilitation for Masons Farm
- Equipment for additional retail distribution





Dig Deep Farms grows fresh produce to sell at farm stands and to restaurants, and to distribute at medical clinics in the Food as Medicine and ALL IN New War on Poverty initiatives. We need funding to:

- Staff the Food Hub and Food as Medicine program
- Provide stipends for interns transitioning from jail to the community
- Expand farm operations to a new plot in Union City







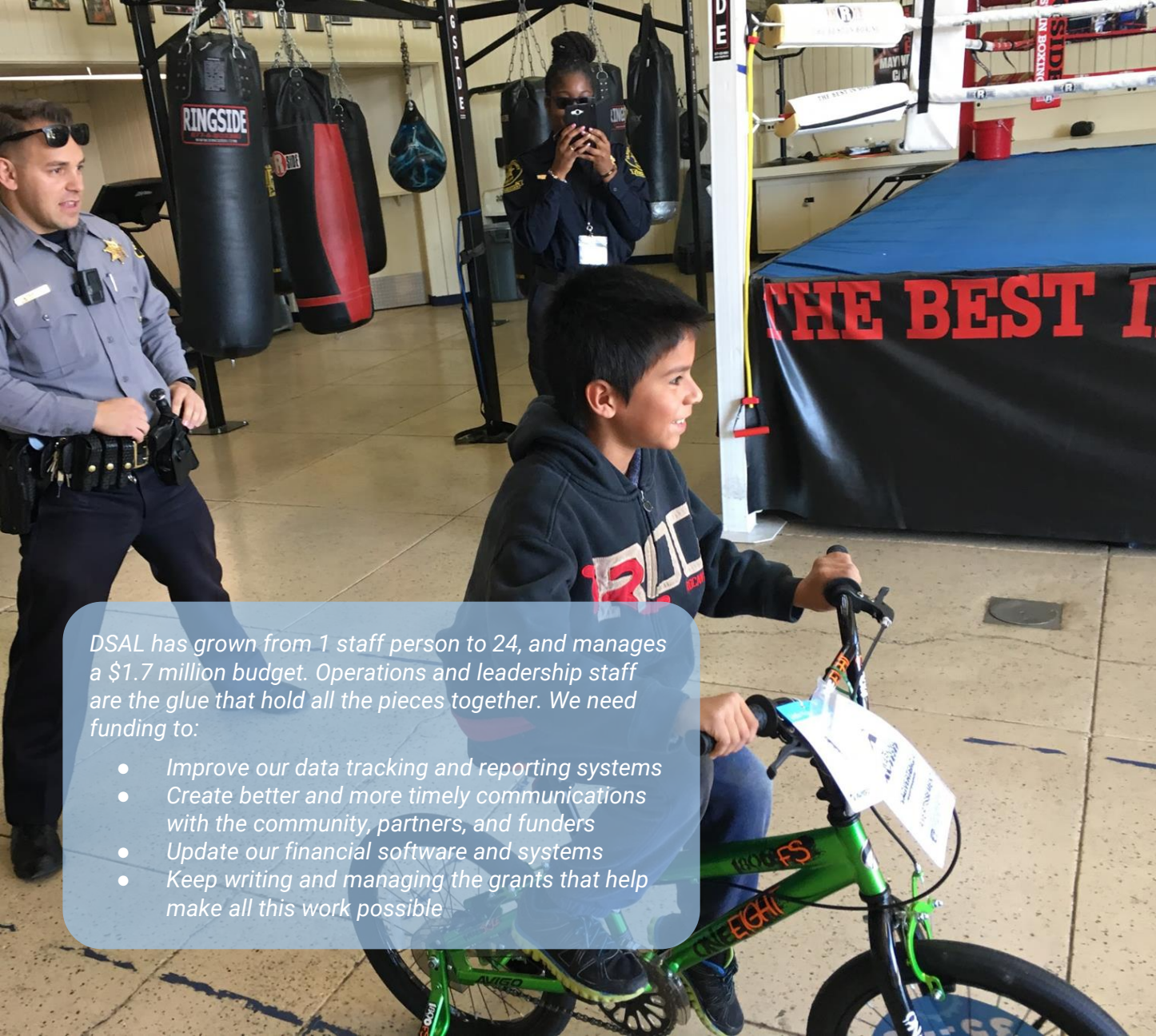
# Infrastructure to Support Operations & Partnerships

**5-year funding goal for administrative needs: \$3.45 million**

- Operations and executive staff
- Development
- Communications
- Evaluation and research
- Operating expenses and reserve
- Technology upgrades
- Dissemination and training nationally

**An additional \$0.8 million would allow for**

- Administrative support
- Office space for expanded staffing



DSAL has grown from 1 staff person to 24, and manages a \$1.7 million budget. Operations and leadership staff are the glue that hold all the pieces together. We need funding to:

- Improve our data tracking and reporting systems
- Create better and more timely communications with the community, partners, and funders
- Update our financial software and systems
- Keep writing and managing the grants that help make all this work possible





“What I've been impressed with when I meet them is how they seem to really understand the importance of creating these social connections in the neighborhood and unlike other sites that we encounter, they're connecting that to entrepreneurship, and that is pretty different and I think is really, really important.”

- **Julia Ryan**, Vice President, Local Initiatives Support Corporation

“The Alameda County Sheriff's Office is a national example of a way of operating that is breathtakingly amazing in its approach.”

— **Jamie Bennett**, Executive Director, ArtPlace America

# The Time is Now

Our patient work has reached a critical point. It is time for the ACSO Community Capitals Policing model to scale beyond proof of concept.

We need multi-sectoral investment in the operational and physical infrastructure that can show bigger results.



For more information about how you can contribute to the Community Capitals Policing model, contact Marty Neideffer ([mjneideffer@acgov.org](mailto:mjneideffer@acgov.org)).



# 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
- California Department of Agriculture Specialty Crop Grant
- US National Endowment for the Arts
- American Recovery & Reinvestment Act
- Medi-Cal/Medi-Cal Administrative Activities

## Corporate

- Aramark Corporation

## Foundation/Nonprofit

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

## Alameda County

- Sheriff's Office
- Social Services Agency (*CalWORKs, WIOA*)
- All In Alameda County (effort to end poverty by 2020)
- Probation Department (*AB109, Second Chance*)
- Public Health (*Measure A*)
- Health Care Services Agency
- Tri-Valley ROP
- Workforce Development

