



Alameda County Community Development Agency
Economic & Civic Development/Redevelopment Successor Agency
224 W. Winton Avenue, Room 110
Hayward, CA 94544

October 16, 2015

To Whom It May Concern:

Please find our proposal to operate 20095 Mission Blvd. in Cherryland enclosed.

We truly appreciate your consideration.

Sincerely,

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

Hilary Bass
DSAL Executive Director
hbass@acgov.org
510.225.5954



Transmittal Letter

The Alameda County Deputy Sheriffs’ Activities League, Inc. (DSAL) is the lead entity applying to develop the space on the corner of Mission and Hampton in Cherryland. DSAL is a 501(c)3 non-profit organization established in 2005 with the mission to unite the Sheriff’s Office personnel, citizens and youth of Alameda County in the pursuit and implementation of initiatives that will reduce crime, better the lives of area residents and enhance the community through action and collaboration with its partners. DSAL has a long history of developing cross-sector partnerships that result in community development efforts benefitting the families of the Unincorporated Area primarily.

Hilary Bass who is the Executive Director of DSAL as well as an Alameda County Sheriff’s Office employee is the person designated as the primary contact for this project. She can be reached by phone at 510-225-5954 or email at hbass@acgov.org.

This project will be completed in partnership with the private and public sectors:

Entity	Contact Person	Relationship to project
Alameda County Sheriff’s Office	Undersheriff Rich Lucia	Staff oversight, land ownership, ...
Hayward Area Recreation & Park District	John Gouveia	Collaborative fund development, park maintenance, collaborative park programming with DSAL
Alameda County Public Works Agency	Daniel Woldesenbet	Use of Mission Streetscape funds to support the development of the site and block that the site is located on
Alameda County Public Works Agency - Flood Control Program	Hank Ackerman	Joint fundraising effort to beautify and restore the creek on the property
Alameda County Arts Commission	Rachel Osajima & Rosa Valdez	Through the integration of community involvement, they will integrate public artwork in our place-making project.



Alameda County Office of Education	Christine Boynton	Community gardening infrastructure and staffing on the site
Wanderlust Pizza	Erik Jacobs	Operation of the artisan pizza business on the site
“Coffee Unincorporated”	Soufyan Abouahmed	Investor in the development of the coffee roasting and café business on the site
PG&E	Treva Reid	Partner regarding PG&E transformer on site
Northern California Community Loan Fund (NCCLF)	Andrea Papanastassiou	Financing partner
Department of Justice – Byrne Criminal Justice Innovation Award (BCJI)		Grant funds for economic development projects and staffing on the site
Local Initiatives Support Corporation (LISC)	Matthew Perkins	Partner through the Byrne grant
Kresge Foundation	Helen Davis Johnson	Interested funder
National Endowment for the Arts (NEA)	Jennifer Hughes	Interested funder
Creative Development Designs	Jeremy Liu	Economic development consulting and project oversight support
SWA	Yu-Chung Li & Christopher Hardy	Pro-bono design architecture for the site



This vast group of partners represents the uniqueness of our project in that it leverages the public sector of our county, which has a vested interest in seeing beautification, local economic revitalization, improved health and safety outcomes for Ashland and Cherryland, of which can be accomplished and further catalyzed by this creative placemaking project. Additionally, this

project dovetails perfectly with the goals of HARD, Public Works, Planning, Arts, Public Health, the newly adopted Ashland-Cherryland Business District Specific Plan, the Community Health & Wellness Element, Supervisor Miley's EALI priorities within the safety, economic development and agriculture work groups, ArtPlace America's Creative Placemaking, The National Endowment for the Arts creative placemaking, the Kresge Foundation's Community Development and Arts & Culture programs, and the Sheriff's Office innovative crime prevention strategies.

Though DSAL is not a traditional developer, we are an organization that has a proven track record for innovative collaborations that get work done for positive impacts on the unincorporated area.

20095 Mission Blvd. – ACSO & DSAL Proposal

Background info:

- **Name of business/ organization submitting proposal**

Alameda County Deputy Sheriffs' Activities League, Inc. (DSAL)

- **Name of business/organization owning or managing proposed project**

Alameda County Deputy Sheriffs' Activities League, Inc. (DSAL)

- **Development Team Summary**

DSAL is the coordinator of the development team with the core mission and history of organizing and enfranchising the community, which consists of youth and adult residents, to work in partnership with the county leadership and private funders to create the community we all want to live in. The Alameda County Deputy Sheriffs' Activities League (DSAL) is a 501(c) 3 nonprofit, founded in 2005 by Lt. Neideffer. DSAL initially provided after-school and summer recreation, to help underserved youth resist gang involvement; this remains a cornerstone of our education, nutrition, fitness, and employment programs. Undersheriff Richard Lucia serves as President of the DSAL Board and the local station Captain is Vice President. The Sheriff's Office supports DSAL's full time Executive Director. The Sergeant and six Deputies assigned to our unit support DSAL's programs, events and community initiatives. An additional 15-plus Deputies volunteer time working directly with youth in DSAL programs. DSAL's 14 staff coordinate programs, organize the community and operate the Dig Deep Farms social enterprise. DSAL has built solid relationships with community partners serving close to 7,000 youth and adults in the area.

With the REACH Ashland Youth Center as one example of this work, DSAL and the Sheriff's Office understands the imperative that we break out of our silos to work across sectors on new and innovative strategies that accomplish a multiplicity of goals simultaneously. Though crime prevention is the intended outcome of all of our efforts, it is correspondingly the result of creative placemaking efforts that lead to new economic and social life in the area.

We have pulled together a team that consists of the following partners:

- ✓ **Creative Development Designs for economic development consulting**
Creative Development Partners (CDP) is an innovative real estate investment and development company that delivers unique solutions for urban-based developments. CDP is a diverse team of real estate, finance and creative professionals that generate new opportunities and uncover hidden value for clients and investors. With decades of experience in real estate development, neighborhood and cultural planning and leveraging sophisticated public-private financing, CDP strives to achieve a multiple bottom-line on every project. They deliver financial returns for investors, sustainable solutions for the environment and benefits to the community that create jobs, stimulate the economy and enhance cultural vitality.
 - Jeremy Liu – Managing Partner

Jeremy is an experienced mixed-use real estate developer and chief executive with a unique background in urban and community planning, creative placemaking and technology programs. He has overseen a 110+ staff and a budget of \$10 million in annual revenue with more than \$150 million in assets. Under his leadership, projects as large as \$130 million and 350,000 square feet have been designed, permitted and built. He also designed and raised initial capital for the first real estate investment fund to be screened for positive social determinants of health impacts.

- Randolph Belle- VP, Community and Government Affairs
In over 20 years as an artist, entrepreneur, and project manager, Randolph has launched numerous commercial and civic endeavors, encouraging responsible community development and capitalizing on the vast wealth of arts activity in the Bay Area. With expertise in design, communications and public affairs, Randolph has participated in the facilitation of large-scale community benefit campaigns and real estate developments in Oakland and San Francisco.

- ✓ SWA for design architecture
 - SWA is a world leader in landscape architecture, planning, and urban design. Professionally focused and employee-owned, their foremost passion is to create exceptional places for our clients. In the public sector, they design civic complexes, parks, waterfronts, and other key spaces. SWA provides "green" urban design of cities and infrastructure. They create plans for open space and nature preserves. Their designs and plans are customized for each client's aspirations—based on our deep experience, technical knowledge, cutting-edge research, and "big ideas." SWA principals are among the world's most talented and experienced designers and planners. Working with talented associates and staff, they are hands-on professionals who personally deliver our services. In the private sector, they provide high-performance landscape architecture and master planning to create exceptional places where people live, work, and play. In the public sector, they design civic complexes, parks, waterfronts, and other key spaces. They provide "green" urban design of cities and infrastructure. They create plans for open space and nature preserves. In the nonprofit sector they apply creative design thinking to help sponsors undertake and accomplish important projects for the benefit of society and the environment.

- ✓ Hayward Area Recreation & Park District for design review, collaborative fund development and ongoing park maintenance
 - The Hayward Area Recreation and Park District, known locally as "H.A.R.D.," is an independent special use district created to provide park and recreation services for over 275,000 residents. Our boundaries encompass a 64 square-mile area, which includes the City of Hayward and the unincorporated communities of Castro Valley, San Lorenzo, Ashland, Cherryland, and Fairview. Since its creation, the District has provided residents with many beautiful facilities and parks, many of which have received national and state recognition

for their design, innovation and beauty, as well as hundreds of educational and recreational classes and programs.

- ✓ Alameda County Public Works Agency for design review and leverage of streetscape dollars for site development
 - The Agency has a continuing commitment to public service, with a focus towards improving overall safety and quality of life of county residents. Its mission and goal is to provide, maintain and preserve public infrastructure in an efficient and effective manner while promoting a healthy and sustainable environment that supports safe and livable communities. The Agency values community engagement and participation, and performs its tasks in transparent and responsive manner.

- ✓ Northern California Community Loan Fund for financing and project management support
 - The Northern California Community Loan Fund is a CDFI that promotes economic justice and alleviate poverty by increasing the financial resilience and sustainability of community-based nonprofits and enterprises. Through flexible financial products and sound advice, we create opportunities to make socially responsible investments that revitalize Northern and Central California communities. They envision financially strong and culturally vibrant communities where each person has access to decent jobs, homes, health care, education, and economic opportunities. They work in partnership with individuals and organizations like DSAL who share their vision of sustainable communities and social and economic justice. Andrea Papanastassiou, Deputy Director of Consulting, has over 20 years of experience working in affordable housing and community development. Previously, Andrea was the Director of Real Estate Development for Eden Housing, Inc. and spent ten years in Real Estate Development at MidPen Housing, two of the Bay Area's most effective and successful affordable housing organizations, and currently serves on the Board of Directors of the Nonprofit Housing Association of Northern California. Andrea holds a B.A. from Brown University with Honors in Environmental Studies and Urban Studies and a M.A. in Urban Planning from UCLA. Andrea is working with DSAL on the financing of this project.

- ✓ Alameda County Small Business Development Center
 - The Alameda County SBDC traditionally provides tools and expertise to business owners interested in minimizing risk and accelerating the success of their ventures. Through expert counseling, top-notch seminars and technology training, to support in navigating licensing & permit issues and identifying resources, the Alameda SBDC guides small businesses to increased success rates. Serving all of Alameda County, the Alameda County SBDC connects small

business owners with Business Advisors who work hands-on with clients to address challenges, seize opportunities and grow our clients' bottom line.

- Deagon Williams of the SBDC, is the acting Director of Development for Dig Deep Farms. Deagon was born in California, but her cultural and culinary training ground was Paris-where she moved as a teenager in order to undergo formal culinary training. Deagon earned her GrandDiplôme d'Études Culinaires at l'Ecole de Cuisine, La Varenne, and then apprenticed with MichelComby and La Maison du Chocolat. As a chef, Deagon ran a 25 person kitchen staff with a daily changing menu as well as created new businesses from scratch. In order to build organizational expertise, Deagon studied systems and organizational theory-earning a BA in Sociology as well as an MBA at Mills College. Deagon was Client Services Manager at the Center for Culinary Development, where she worked on business development and food innovation marketing for multinational corporations. She is now the principal of Culinary Business Strategy, a boutique consultancy that offers understanding and bottom line results to the food business sector. As a SBDC counselor, Deagon enjoys working with clients to create and empower strategic roadmaps to success. This often includes completing a well crafted business plan, financial analysis and strategic growth, branded marketing and operational excellence. Deagon is putting DDF business plans into operation so as to further build the success of the social enterprise while also expanding the operations to include the commercial kitchen, food hub operations, a catering business and more.

- **Description of Relevant Experience**

The Alameda County Sheriff's Office (ACSO) has been working since 2005 to transform the way that policing and crime prevention happen in Ashland and Cherryland, California, two under-resourced, urban, unincorporated neighborhoods that have experienced disproportionate levels of crime, poverty, disinvestment, disease, unemployment, and blight since the late 1970s.

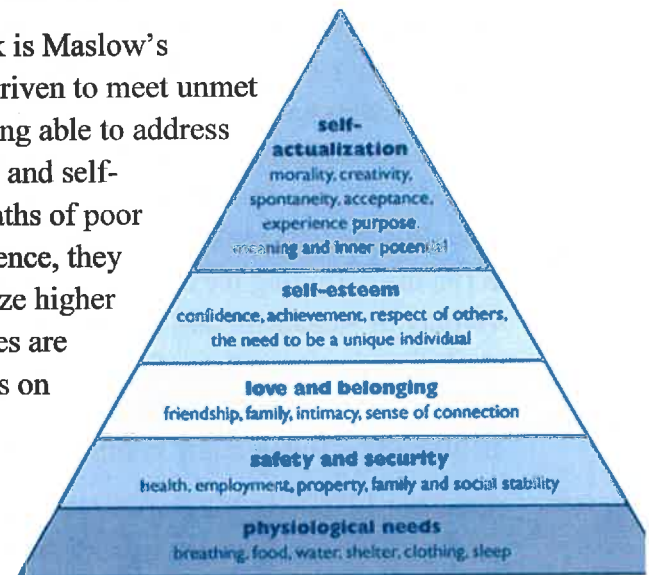
The ACSO approach is deeply rooted in the premise that, to reduce crime in our jurisdiction, we must build and deliver a system to infuse evidence-based resources in a concentrated geographic area, at multiple points within the social fabric where the most vulnerable are found: individually; with families; schools; social gathering and recreational gathering sites, and our local correctional facility: Santa Rita Jail, operated by the Sheriff's Office and historically one of the largest county jails in the nation.

We also contend that to be effective we must draw together institutions and experts accustomed to working in silos, and sometimes at cross purposes in order to generate fresh resources and solutions. Finally, we have found that public safety is the sector best suited to convene this process and in so doing, has redistributed resources, emphasizing pro-active, community asset-building policing.

Current national public opinion spotlights the role of law enforcement and the often problematic dynamics between police and the communities they serve, especially low-income, urban neighborhoods of color.

Our approach incorporates research on procedural justice, organizational legitimacy, and contact theory to address these pressing and thorny topics. These findings show what one might intuitively expect: that public trust in policing is a prerequisite for its effectiveness, and that organizational legitimacy, and therefore compliance with the law, can be developed over time through an integrated complex of law enforcement practices that lead people to experience members of law enforcement as proven guardians of commonly shared, normative ethical frameworks. In other words, people will obey the law because they believe it is the right thing to do, not because they are afraid of what will happen if they don't.

An overarching, iconic theoretical framework for our work is Maslow's Hierarchy of Needs, which argues that human beings are driven to meet unmet immediate needs such as food, sleep, and safety before being able to address higher level needs such as love and belonging, self-esteem and self-actualization. According to Maslow, then, when broad swaths of poor communities are consumed by the requirements of subsistence, they are more likely to commit crimes and less likely to prioritize higher level needs. With basic subsistence needs met, communities are more available to address the higher level, pro-social needs on Maslow's scale, resulting in reduced crime and more community cohesion.



Maslow's Hierarchy of Needs

Our work is also informed by multidisciplinary research findings that distrust and conflict between diverse groups (such as poor people of color and law enforcement) can be addressed by establishing ongoing processes for positive contact between them that demonstrate institutional support for the contact and emphasize common goals, intergroup cooperation; and equal status within the given activity between the diverse members involved. Thus, when public safety generates and convenes ongoing positive, in addition to punitive, contact between itself and community residents, tension is lowered and both groups benefit exponentially.

These contentions and realms of thought have not been typical for law enforcement agencies. However, historically intractable poverty, crime, incarceration and unemployment, as well as fast-moving momentum of increased alienation between public safety and the communities it serves, restrict our effectiveness. These conditions are leading us to step beyond traditional roles and norms to create community policing practices that are deeply and broadly engaged with the systems and structures of the neighborhoods themselves, as well as with other public and private agencies engaged in these challenges to work towards a common goal.

The core of the work is the Youth and Family Services Bureau-Crime Prevention Unit (YFSB-CPU), which comprises a Sheriff's Lieutenant, a Sergeant, and 6 Deputies, as well as the 21

counselors, case managers, and staff of the ACSO Youth and Family Services Bureau (YFSB) and the 15 staff the Deputy Sheriffs' Activities League (DSAL). However, other units, such as Inmate Services and School Resource Officers, are also partners and leaders in this transformation. Our approach is staged beyond the partisan arena of "right wing law enforcement" and "left wing anti-law enforcement" but rather occurs in real time and in human terms. We do what we do because common sense, decades of scholarly research and nationally validated evidence-based practices robustly converge to demonstrate that if law enforcement introduces processes that encourage the building of social equity and grassroots involvement and investment in crime-ridden communities, relations between public and law enforcement are more cooperative, crime is reduced, and each group sees the other and themselves in a more positive and hopeful light. This has been our premise, as well as our now proven and hard-won experience.

Over three decades, from the 1960s through the 1980s Ashland native Marty Neideffer saw the community's family-supporting blue-collar jobs and social gathering opportunities such as bowling alleys, roller rinks, movie theatres, and Little League fields disappear, and low-income housing complexes shift the neighborhood's demographics and feel. When Neideffer became a Sheriff's Deputy in 1997, he encountered the downstream impact of that change every day. He saw drug dealers, pimps, gang members and disaffected youth, as a School Resource Officer, as a Deputy patrolling the streets of Ashland and Cherryland, and as a Detention and Corrections Deputy in Santa Rita Jail. His interactions with residents led him to the conclusion that the declining economic base, frayed social fabric, and lack of positive activities for youth were all helping to drive crime in the neighborhoods. There were youth soccer and Little League in the neighborhoods, but many families could not afford the cost of registration and equipment.

The East 14th Street/Mission Boulevard corridor, and Lewelling Boulevard, the secondary commercial corridor, are far from the kinds of downtown areas that attract pedestrians and families to shop, socialize, and seek entertainment.

The crime rate in the neighborhoods started to climb as the economy and social institutions of the area deteriorated. The A Street gang from Hayward began to infiltrate Cherryland and then Ashland in the late 1970s, becoming major Norteño affiliates in the area. In the late 1980s and early 1990s Oakland drug gangs moved south, selling dope along the avenues in Ashland. By the early 2000s, Ashland and Cherryland had higher rates of crime and incarceration than anywhere in the county except East and West Oakland.

In response to these challenges, as an ACSO Sergeant Neideffer obtained the Support of Sheriff Gregory Ahern, ACSO command staff, and the Deputy Sheriffs Association to launch the Deputy Sheriffs' Activities League (DSAL) in 2005 to provide fun, free pro-social recreational opportunities to A/C youth. Meanwhile, Andrea Mueller had joined the Sheriff's Office the year before as the Lead Therapist of its Youth and Family Services Bureau, a small juvenile diversion counseling program within the domestic crimes investigation unit. Simultaneously Hilary Bass, now DSAL's Executive Director, was a young Resident Services Coordinator at the Eden House apartment complex in Ashland, was organizing youth living in the complex and the surrounding

area to advocate for a full-service youth center to be built in the neighborhood through the Eden Area Livability Initiative (EALI). EALI was launched by Alameda County Supervisor Nate Miley in 2005 to help address the concerns of area residents. Neideffer, Mueller, and Bass met and began to share their firsthand observations and discuss possible solutions, and began, backed by ACSO leadership, to formulate a collective approach for addressing the inextricably entwined public safety, public health, and economic problems faced by A/C.

Out of these roots and over the past decade, an innovative programmatic, operational and fiscal brand of crime prevention and community policing has emerged. This model is the combined result of countless spirited conversations; buckets of elbow grease; gut instinct; questioning and risk-taking; tenacity and good intentions; agility and opportunism; untold hours of reading and research; information-gathering pilgrimages to fellow groundbreakers nationwide; the formation of broad, deep and genuine partnerships; decisive leadership recognition and support; and, not insignificantly, seismic historical movement of public opinion, policy, science, legislation, and fiscal prioritization away from enforcement and incarceration and towards new understandings of public safety. As it has turned out, what we often intuitively felt were the next best steps have been substantiated by the proliferation in the past several years of subject matter expertise disseminated by Federal and State agencies, think tanks, and universities that argue for the expansion of preventive, pro-active community policing.

The FBI defines *the drivers of crime as*: poverty; lack of jobs; anti-social family and peer structures; high population density; high youth incarceration; and transiency; and transportation barriers. These parallel what public health defines as the social determinants of health: socio-economic status; education; employment; housing; and social support. These drivers and determinants are manifold and touch multiple sectors. Thus we believe that the solutions must be as well, with interventions that address both universal factors contributing to crime as well as the unique characteristics, assets, and challenges of the A/C community.

Today, the YFSB-CPU includes three components:

1. **Sworn:** A sworn team of six Deputies, a sergeant and a lieutenant. The sworn team engages in youth programming at REACH, community engagement and policing efforts, and provides police services along the East 14th Street-Mission Boulevard corridor;
2. **Behavioral Health:** YFSB's 21 Marriage and Family Therapists, Clinical Social Workers and support staff. Managed by YFSB Manager Andrea Mueller and Supervisors John Beard and Kelly Glossup, this team focuses on crime prevention, youth diversion and family therapy out of the REACH Ashland Youth Center and their East 14th Street clinic, and Clinical Case Management for reentrants from incarceration; and
3. **Civilian:** One program specialist, Hilary Bass, who serves as Executive Director of the DSAL, and manages 15 employees serving various administrative and program roles.

As the YFSB-CPU has grown and become successful, it has created a gravitational pull that has drawn into its orbit of influence both the Community Oriented Policing and Problem Solving and School Resource Officer units from the Law Enforcement Services Division, and the Inmate

Services Unit from the Detention and Corrections Division. Momentum created by the YFSB-CPU has also more closely pulled in other agencies, such as Probation, Health Care Services, the Community Development Agency, and CBOs and FBOs in the Sheriff's Office crime prevention and community policing efforts.

Key assumptions driving our work in A/C include:

- Effective crime prevention can and should be catalyzed by public safety, but ultimately relies for success on the process being adopted and invested in by residents themselves. Successful community building measures generated by ACSO's community policing and crime prevention initiatives have relied on the growth of feelings of investment and ownership among residents themselves, such as when the cohort of youth convened by Hilary Bass advocated for the building of REACH and made it a neighborhood reality, or when the DSAL soccer league recruited parent coaches and formed a parent advisory board for the League, or when reentrants involved in ACSO's Reentering Civic Life (RCL) program advocated for the prioritization of local reentry resources at the second EALI community charrette, and won broad-based support for these resources.
- We hold an asset-based view of A/C, leveraging the resiliency, skills, talents, capacities, and motivation of neighborhood residents themselves to drive needed change. Our actions are aimed at creating opportunities for positive things to happen: for leaders to develop, for residents to have a voice, be involved, and to come up with their own creative solutions to building thriving neighborhoods.
- We acknowledge the presence and deep impact of individual and collective, historical trauma within A/C. Our Youth and Family Services Bureau has generated accessible human services for community members to heal from and process this trauma. However, we have found that trauma-based interventions that prioritize narratives of victimization and oppression over those of empowerment and self-efficacy are less likely to impel a momentum of positive change.
- Long-term solutions to crime and disorder require deep-seated neighborhood change.
- In addition to proactive crime reduction through enforcement, law enforcement needs to adapt its role and approach to crime to provide, and participate in, activities that encourage relationship-building, collaboration, and neighborhood development, and to view these activities as an integral part of effective police work.
- Neighborhood change needs to be multi-faceted and intersectional, including culture, social relationships, economic opportunity, education, and infrastructure.
- Neighborhood change must include **economic development** and a **sense of place**. A community fabric must be jointly woven that supports residents identifying themselves as living in, caring about and celebrating A/C.
- Traditional economic development in A/C needs to be supplemented with new models, such as social entrepreneurship and the encouragement of local small business owners, both to counteract perceived limitations of the area and to build social as well as economic capital.

- Building social capital and relationships among residents and between residents and ACSO deputies will help counteract the drivers of crime.

We are building hope for the future on multiple levels. Individuals are working within and outside systems to do extraordinary things, to stand up for positive change, to do the right thing based on the conception of common humanity. Locally ACSO is hard at work through many activities, including robust and expanding community policing and relationship-building within Ashland/Cherryland, to earn the trust of community and to join with our partners in being a part, not of the problem, but of the solution.

Our Strategies:

Soccer as a Public Safety Strategy

DSAL Soccer has served more than 7,000 elementary and middle school students with more than 120 hours of positive, supervised activities each year since 2008. We have an 80% participant return rate each year. Key community institutions and over 150 community volunteers (parents and Deputies) coach teams, help coordinate the program, and support coaches. We train and certify young adult referees as a way to foster ongoing leadership and engagement with DSAL and create 20 youth jobs every year. Last season, we incorporated a community service requirement for all teams and held a block party for over 1,000 residents.

Having DSAL soccer in the community has had an impact that is difficult to measure but apparent to every Deputy serving Ashland and Cherryland. Deputies who volunteer as coaches get to know families, children, and young adults. Hundreds of family members come out to see their kids play. They get to know each other and the Deputies through a shared human interest in sports and supporting young people, and through these relationships, Deputies learn what is going on in the neighborhood, who has a beef with whom, which families are feuding, or where drug dealing is becoming a problem. Additionally, due to the consistent success and growth of the league, the Hayward Unified School District will be incorporating DSAL's soccer league in their new field development plans for the Sunset campus.

Dig Deep Farms and Social Enterprise

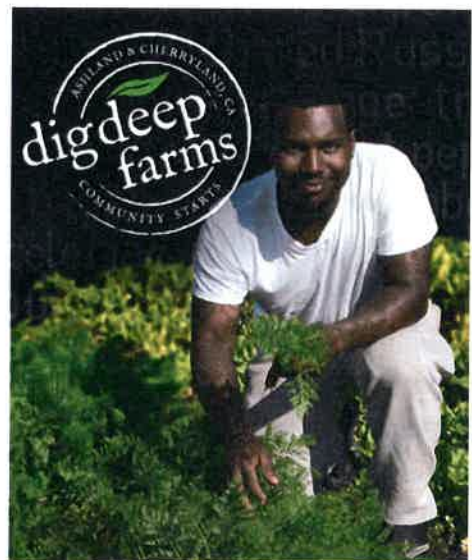
As our DSAL staff and volunteers developed activities and connected with youth and families, we realized that deeper family needs, such as unemployment, were impacting crime. We launched an urban farm in 2011 in partnership with the Alameda County Fire Department and a local landowner, and now the six-plus acre Dig Deep Farms enterprise employs primarily formerly incarcerated adults to grow, harvest, package and sell produce. We provide paid internships for 50+ youth and adults per year, through a combination of CalWORKs (TANF) funds for adults and contracts with various county agencies operating through the local nonprofit Soulciety. Most of our interns have gone on to jobs elsewhere.

The Dig Deep Farms initiative started with American Recovery and Reinvestment Act (ARRA) funds, supplemented by Community Development Block grants, and launched on one lot owned by the Fire Department on 165th Avenue.

Analysis of the local labor market and economic base by county and state agencies indicate that food systems are a promising sector for growth in Ashland and Cherryland. We are now expanding the local food economy by developing a commercial kitchen and “Food Hub,” to create new jobs/internships producing packaged goods and to incubate local food entrepreneurs who need commercial kitchen space and business development support. Probation and the county General Services Agency have both supported the effort by making it possible to utilize underused land and buildings, such as the former animal shelter facility that is being repurposed for the Food Hub. The Kaiser Family Foundation, Kresge Foundation, and Aramark have provided startup support for Dig Deep Farms and the Food Hub.

The Social Services Agency has provided funding and logistical support to open Dig Deep produce stands at several areas throughout the county, including in Ashland and Cherryland, where recipients of CalFRESH (food stamp) benefits can use their EBT cards to purchase fresh, organic, locally grown fruits and vegetables at an affordable price. DSAL also received grants from Kaiser Permanente’s Community Benefits program, the Aetna Foundation, and the Sutter Health Foundation to pilot a “Food as Medicine” program which provided produce bags to new mothers, and has received follow up funding from Sutter Health to expand this initiative.

Now, as part of our Byrne Criminal Justice Innovation initiative (described below), Alameda County Economic & Civic Development is collaborating with the Alameda County Small Business Development Center to create a series of classes for food entrepreneurs.



REACH Ashland Youth Center

The REACH Ashland Youth Center grew out of the effort described above to create a dedicated space for the young people of Ashland and Cherryland. The REACH Ashland Youth Center – believed to be the largest facility of its kind in the country - is the fruit of a decade-long effort led by DSAL’s local youth group, who advocated for programs, resources and services that they defined as essential to their growth and success. Supervisor Nate Miley, whose efforts in collaboration with the young people of Ashland, Alameda County Agencies, and nonprofits were critical in seeing the project to completion, incorporated youth input into the priorities of the EALI initiative, and the County allocated \$23 million in redevelopment funds.

This grassroots effort resulted in a dynamic, 31,500-square-foot center, co-designed by youth. The LEED-certified green building includes a community health clinic, library, day care facility, multi-media room, dance studio, weight room, arts room and a café. The REACH Center, which provides all services to youth free of charge, is managed by the Alameda County Health Care Services Agency and operated in conjunction with numerous community partners including La

Clinica de la Raza, San Lorenzo Unified School District, the Hayward Area Recreation and Park District, the Alameda County Library and the Alameda County Deputy Sheriffs Activities League. Soulciety provides employment and educational opportunities to high-risk youth by providing professional development, life skills training, job placement, and comprehensive support services.



The REACH Ashland Youth Center, Skate Park, Edendale Middle School Gym, and Edendale Park

REACH currently has 4,000 youth members. Hundreds of youth aged 11-24 come each day for arts, homework and education support, leadership opportunities, counseling and mental health services, health care, recreation and fitness, informal social gatherings, and special events. “Talk to a Cop,” an ongoing series of meetings between neighborhood young people and ACSO Deputies, has provided a valuable forum for talking about issues of trust, respect, safety and community; how Deputies make decisions when out on patrol and responding to calls for service; how young people feel about policing; and what other issues are of concern to youth.

Byrne Criminal Justice Innovation Grant

In 2013, ACSO engaged HTA consulting to apply for the second cohort of Byrne Criminal Justice Innovation (BCJI) grants from the US Department of Justice (DOJ), Bureau of Justice Assistance (BJA). We could see from the outset that the BCJI grants shared our philosophy that a broad range of partners needed to commit to long term, multi-systemic change, in order to realize the potential of neighborhoods like Ashland and Cherryland. The BJA program officers emphasized “data-driven strategy development, community-driven capacity building for collaborative problem solving, and assistance to identify and implement evidence-based and innovative strategies to target these drivers of crime.” They also stated:

“A multi-faceted approach like BCJI targets crime in the locations where most crime is occurring. This approach can have the biggest impact while also building the capacity of the community to deter future crime by addressing three of the social impacts most likely to impact crime: physical disorder, social economic status and resources, and the ‘collective efficacy’ of the neighborhood.”

Lt. Neideffer and key partners were convinced that we could be a competitive applicant with the work we had already done around community building (DSAL), crime (community policing, OMHT, EALI), and social economic status and resources (Dig Deep Farms, advocacy for REACH Ashland Youth Center, among other projects). While our first application was not successful, we tried again in 2014 and were awarded one of six BCJI planning and implementation grants in the nation.

In October, 2014, soon after we received the grant notification, we launched the “Ashland-Cherryland Rising” planning process, with ACSO, DSAL, and Supervisor Miley’s Director of Public Policy at a small table. Over the next two months, these core partners developed a multi-sectoral “Engine Team” that met weekly from November 2014 through April 2015 and bi-weekly thereafter. The Engine Team included representatives of organizations and agencies that had been instrumental in developing the BCJI proposal as well as other organizations whose resources and missions aligned with the work we outlined in the BCJI proposal. These included:

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

Over the 11 months of the BCJI planning process, the Engine Team has analyzed crime, economic, education, health and social data, as well as taking steps to build stronger systems and support residents as follows:

- The community engagement working group has created a structure of house meetings, community meetings, and parent group meetings to
 - Identify priority issues for residents/share findings from existing reports;

- Recruit and support emerging community leaders;
- Develop neighborhood watch and other crime prevention strategies; and
- Build Neighborhood Action Teams.

Thus far there are five ongoing groups meeting, and the community engagement team is developing outreach to grow this number.

- We have taken initial steps toward creating a Community Leadership Network using the Eden Area Livability Initiative, Phase II (EALI II) economic and community development task force as a forum, starting in fall 2015.
- We made a connection with Sacramento Summer Night Lights, a highly effective community engagement and crime prevention program, who presented to the Engine Team and hosted a visit by Engine Team members. This strategy has become a top priority for the Engine Team and the community engagement group is canvassing residents to determine interest and businesses to engage support.
- The Engine Team is researching creating additional infrastructure that can support Ashland/Cherryland's economic and political development, e.g. a Community Development Corporation, a Community Development Financial Institution, a Municipal Advisory Council, and/or a tax district that could funnel revenue to improvement projects in the neighborhoods. The importance of the unincorporated status of Ashland and Cherryland and the subsequent lack of access to municipal services and structures cannot be overstated as a challenge in community development.
- The Castro Valley-Eden Chamber of Commerce held a mixer for Ashland-Cherryland businesses to start to build shared interests, goals, and community engagement among business owners in the target area. Over 50 people attended, an unprecedented level of participation for this group of businesses
- OMHT's award of \$1 million in California Board of State and Community Corrections funds will support two additional clinical case managers for reentry clients, which will enable the BCJI engine team to shift implementation funds toward economic development/community engagement strategies.
- The Engine Team continues to collaborate with existing efforts, such as EALI II), the Ashland Food Security Group, Alameda County Public Health Department focus on wellness for Ashland/Cherryland; Alameda County Supervisor Wilma Chan's "New War on Poverty," and Alameda County Healthy Homes grant.
- ACSO/DSAL's commercial food processing facility/commercial kitchen to employ Ashland/Cherryland residents had its groundbreaking ceremony in March 2015 and construction is expected to be completed in 2016.

The BCJI initiative has already started to identify and support residents who are eager to take leadership roles in the neighborhood

Crime data from Ashland and Cherryland: HTA, who are also our BCJI research partners, analyzed data from the Sheriff's Office's Computer Aided Dispatch database from the years 2008 through 2014. HTA looked at numbers of calls for service, incidents, and arrests. Incidents and arrests went down during this period (21% and 25%), respectively), although the population grew by several thousand people (ACS estimate). AB 109 and Proposition 47 reduced the jail population by some 2500 inmates, meaning that 500-750 more justice-involved individuals were in the neighborhood in 2014 than in 2013. Arrests did tick up 10% in 2014, although incident reports continued to drop, as did incident reports when data was scrubbed of miscellaneous informational reports. Calls for service, on the other hand, rose by 19% in the same period. While none of these data are definitive, they do mesh with our Deputies' perception that Ashland and Cherryland are less severely affected by crime now than they were ten years ago. Other jurisdictions that have studied citizen engagement have concluded that numbers of calls for service are a sign of increased engagement rather than increased fear of crime. Our BCJI evaluation plans to follow up baseline information on residents' fear of crime as collected in 2013, starting in early 2016. Over half of all calls for service in the neighborhoods in 2014 were for disturbing the peace, with theft, auto theft, and burglary comprising another large percentage (28%). Violent interpersonal crime reports made up 15% of calls, predominantly for battery (9%).

The last three-plus decades have shown that we as a society cannot arrest and incarcerate our way out of entrenched cycles of poverty, unemployment, and crime. We can't make the community safe unless the community has within itself the necessary conditions for safety. And we have to work toward those conditions, with both systematic rigor and humanity.

When law enforcement takes a lead role in systems change and investing in neighborhoods; when we demonstrate that we share residents' fundamental concerns and values of the community; and when we build personal relationships within our agency, with other agencies, and with people in the neighborhoods we serve, we can, together, reinvigorate and revitalize the social and economic ties and promote lasting safety and justice. The talent, the desire, and the human capital are there, and we as a society can no longer afford to neglect underserved urban communities. We will need teams from all sectors – public, private, and nonprofit – to unleash, support, and amplify the greatness in all the Ashlands and Cherrylands throughout our nation.

The Infinity Park Plaza plan is a unification of all this work.

- **Demonstration of Financial Capacity and Related Information**

Financial statements for the prior three years and our most recent audit report are enclosed

- **Preliminary Development Concept**

This project is a proposed alternative to the development of a convenience store or other associated land use on a series of parcels owned by the Alameda County Community Development Agency, the former redevelopment authority. The proposed park plaza incorporates many features to promote walking in the community, fitness, community gardening, and ecological restoration. Part of the program for the site is to maximize the quality of green space, contributing to the local urbanized area lacking in public open space. The park plaza will be designed to be an active community hub, with programs including fitness, community gardening, and local food retail and café space to better serve the community. The vision is a transformational park plaza that will elevate the corridor and create a neighborhood destination. This will improve the local perception of safety as well as business and occupancy in adjacent parcels.

This project will accomplish the following goals from the Ashland Cherryland Business District Specific Plan:

Goal 1: Economic Revitalization

Goal 2: The Plan Area recognized as a destination that draws visitors and customers to the area.

Goal 3: Attractive and high quality public and private improvements along East 14th Street/ Mission Boulevard and Lewelling/East Lewelling Boulevard.

Goal 5: ACBD Specific Plan landscaped areas, parks, open space, and trails that are supportive of the public life of the community and part of the Plan Area revitalization.

Goal 8: A balanced and complete circulation network that creates a strong economy and vibrant community and accommodates the internal and external transportation needs of the Plan Area by promoting walking, biking, and transit while continuing to serve automobile traffic.

What we are proposing for this site is a transformation park plaza designed to activate Mission Blvd. The key elements of a transformational park are:

- A park that draws pedestrian and cyclist visitors from the community.
- A park that draws visitors from outside the neighborhood.
- A park that is occupied and actively programmed.
- A park that creates a recognizable attractive identity for a commercial district – branding.
- A park that facilitates community interaction – this develops commitment to place.
- A park that embraces the street and improves connections between amenities.
- A park that serves as a platform for events and markets.

These elements combine to provide the following economic benefits:

- Increased property values
- Increased tax revenues
- Decreased medical costs through increased exercise
- Increased tourism revenue
- Improved attractiveness of communities to homebuyers and businesses
- Decreased storm water treatment costs

This is a creative approach to development: instead of building commercial space for a specific targeted business, we construct an amenity that elevates the entire neighborhood while also launching local food businesses into the local community.

Additionally, there is a three-fold carbon sequestration strategy for this park: 1) plant between 100 and 140 trees (127 was used for our calculations), 2) remove existing asphalt for native meadows and community gardens, and 3) promote a compost program through the Dig Deep enterprise, already involved with the park. Through a commitment to quality arboriculture in both details, construction, maintenance, and a soil management program, we believe this site can be an excellent demonstration site for the benefits and successes of urban forestry programs. Using the iTree design tools from the CUFR tree carbon calculator website, we are able to show that the trees alone over 30 years would sequester 125 tons of carbon. The proposed uses on this site would enhance the quality of neighborhood space, reduce heat island effect by removing the current vacant parking lots, and contribute to GHG reductions.

The elements at the park plaza would include the following:

- Local food retail plaza and café: Dig Deep Farms would operate a retail establishment as a way to sell our healthy line of food products, meals, smoothies, juices and more. Wanderlust Pizza will operate a gourmet pizza business out of the wood-fired brick oven on site using locally-sourced ingredients. A private investor will be building and supporting the operations of a coffee roasting and café company. Additionally, other local food enterprises could use this plaza and retail infrastructure as a storefront for their goods (e.g. Pietisserie).
- Alameda County Sheriff's Office Community Office: Two Crime Prevention Unit (CPU) deputies and one Social Enterprise Manager will be stationed there. The deputies will work out of this site and the REACH Ashland Youth Center to do micro-level community policing and neighborhood-building efforts. The Social Enterprise Manager (SEM) would work with community members in an effort to get them successfully on the road of small business development or local employment. The SEM would work closely with county partners so as to best link, streamline, and create services within the systems that truly benefit the people.
- Outdoor fitness elements: There will be a full line of outdoor fitness equipment throughout the space along with a running/walking track that enables the community to work out, be healthy, and enjoy the outdoors.
- Community garden: The Alameda County Office of Education will have their 11-16 raised bed gardens on the site for families to grow their own produce and teach others. This effort not only fosters healthy habits for families and a level of self-sufficiency greatly needed in our area, but also enables community connectivity and relationship-building.
- Community room/Event rental space: This space would be available to rent by the community for events or parties. There is no other local space for this to occur other than the Ashland Community Center and would be an asset for the residents.
- The Alameda County Flood Control District has considered plans to restore portions of the San Lorenzo Creek and flood control channel that runs adjacent to this property. This restoration, which could include the creek on either side of Mission Boulevard, could form an artistic and thematic centerpiece for the Infinity Park and Plaza and create a sense of "downtown" for the Cherryland business corridor. In time, the Park and Plaza can be joined by trail to the Cherryland Community Center, the Hampton Dog Park and Meek Estate Park. That, in turn, could re-energize the process to transform the Union Pacific rail line along Western Avenue into a green space and urban trail.

- **Lease terms/ Purchase Terms:**

- Proposed length of lease

- 10 years plus two (2) 10-year extensions, or by negotiation

- Proposed purchase price, if applicable

- License agreement between Alameda County Community Development Agency and the Alameda County Sheriff's Office

- **Tenant Improvements:**

- Scope of improvements (fencing, utility hook-ups, parking area, etc.)

MOBILIZATION
Lump sum
SITE DEMOLITION
Tree Removal 6"-8"
Tree Removal 10"-14"
Tree Removal 20" - 30"
AC Paving >50K
Offsite Dump
GRADING
Rough Grading
Fine Grading
Topsoil
EXCAVATING, BACKFILLING AND COMPACTING
Lump sum
PAVING AND SURFACING
ASPHALTIC CONCRETE PAVING
AC Paving-Parking lot
Aggregate Base - 4"
CRUSHED STONE PAVING (GRAVEL SURFACING)
Decomposed Granite, 4"
PORTLAND CEMENT CONCRETE PAVING
Exposed Aggregate Concrete, 4"
AC PAVING
AC Paving,
ATHLETIC PAVING AND SURFACING
Cushioned Concrete Athletic Paving, 8' wide
LANDSCAPE DRAINAGE
Corrugated Plastic Pipe, Trench Drain, Cleanout
IRRIGATION
Lump sum
PLAYFIELDS AND EQUIPMENT
Athletic Field
Exercise Course, per station
Volley Ball Court
Outdoor Pingpong
Bocce Ball Court
Playground

SITE AND STREET FURNISHINGS
Trash Receptacle
Bicycle Rack, Ribbon Rack II
Tree Grate, 4'x4' Square
Benches
TREES, SHRUBS, VINES AND GROUNDCOVER
Tree, 24" box
Tree, 2-1/2" cal., B&B
Shrub
Raised Planters
Hydroseed Meadow
LIGHTINGS
Lump sum
SECURITY
Lump sum
STORAGE & SHED
Lump sum
OTHER
Steel Pedestrian Bridge

Site plan, development schedule and RIMS analysis following here:



**CHERRYLAND/ASHLAND INFINITY PARK PLAZA &
SAN LORENZO CREEK CROSSING**

SCALE: 1"=64'

INFINITY PARK PLAZA

TRAIL ACCESS

MISSION BOULEVARD

MATFOX ROAD

SAN LORENZO CREEK

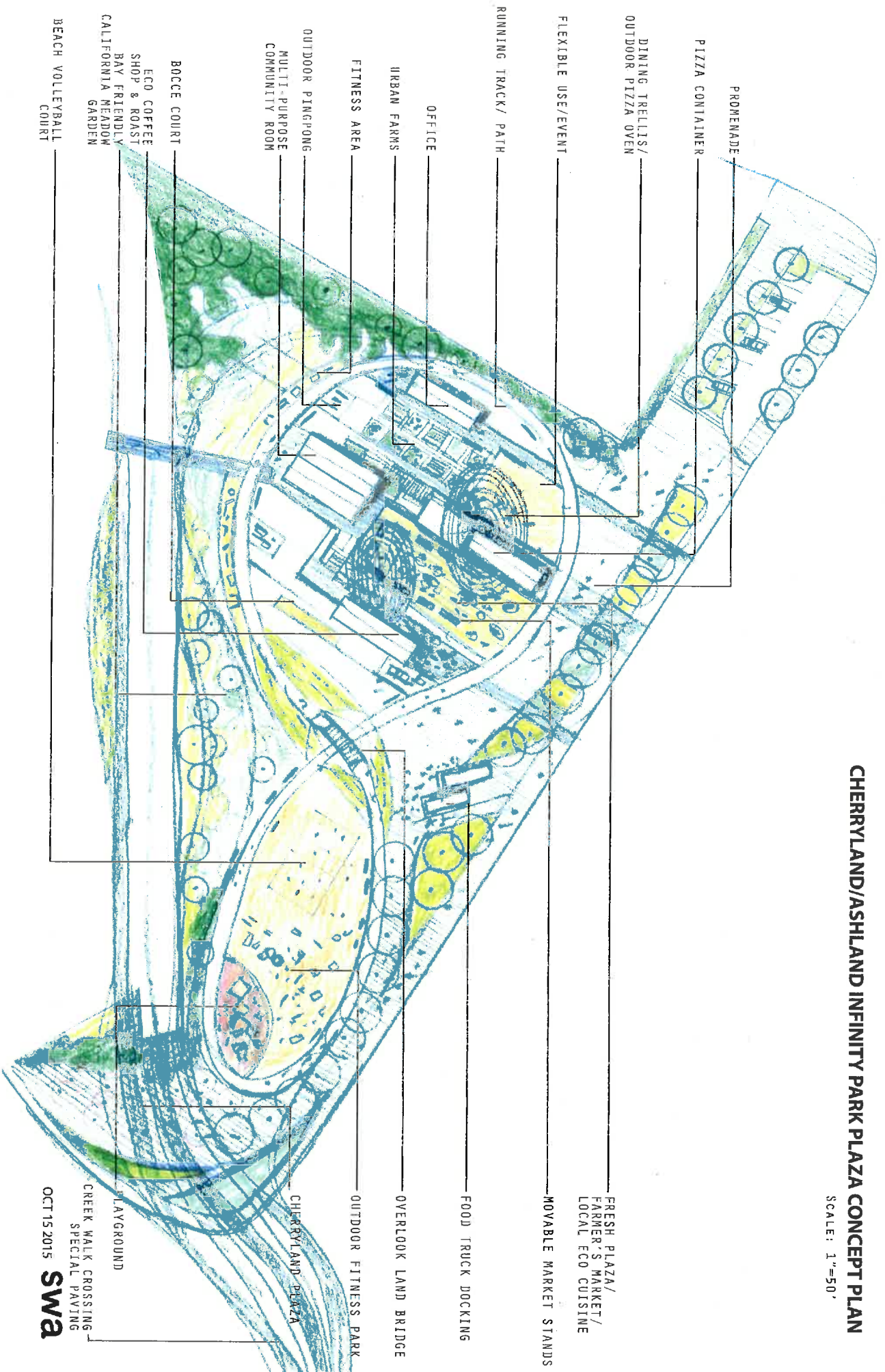
SAN LORENZO CREEK TRAIL

HAMPTON ROAD

CREEK WALK CROSSING

CHERRYLAND/ASHLAND INFINITY PARK PLAZA CONCEPT PLAN

SCALE: 1"=50'



PROMENADE
PIZZA CONTAINER
DINING TRELLIS/
OUTDOOR PIZZA OVEN
FLEXIBLE USE/EVENT
RUNNING TRACK/ PATH
OFFICE
URBAN FARMS
FITNESS AREA
OUTDOOR PINGPONG
MULTI-PURPOSE
COMMUNITY ROOM
BOCCE COURT
ECO COFFEE
SHOP & ROAST
BAY FRIENDLY
CALIFORNIA MEADOW
GARDEN
BEACH VOLLEYBALL
COURT

FRESH PLAZA/
FARMER'S MARKET/
LOCAL ECO CUISINE
MOVABLE MARKET STANDS
FOOD TRUCK DOCKING
OVERLOOK LAND BRIDGE
OUTDOOR FITNESS PARK
CHERRYLAND PLAZA
PLAYGROUND
CREEK WALK CROSSING
SPECIAL PAVING

OCT 15 2015 **swa**



CHERRYLAND/ASHLAND INFINITY PARK PARK CONCEPT PLAN

SCALE: 1"=50'

CHERRYLAND/ASHLAND INFINITY PARK PLAZA



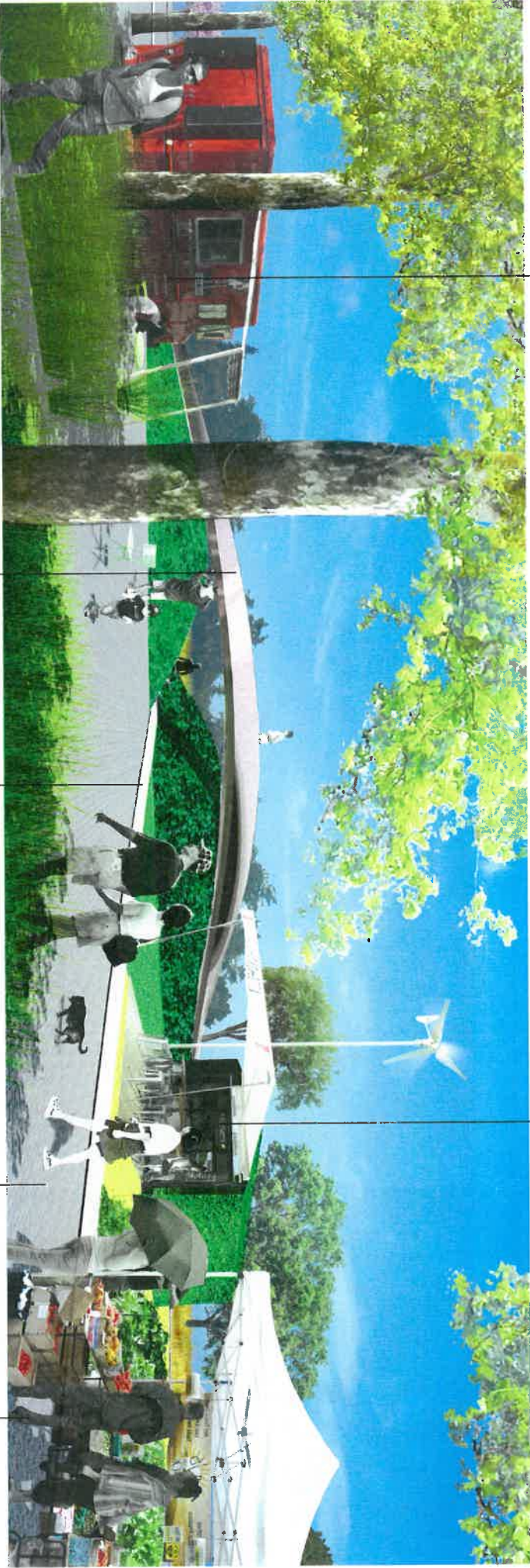
PROMENADE

CHERRYLAND PLAZA

OUTDOOR FITNESS PARK

RUNNING TRACK / PATH

CHERRYLAND/ASHLAND INFINITY PARK PLAZA



FOOD TRUCK DOCKING

ECO COFFEE SHOP & ROAST

OVERLOOK LAND BRIDGE

RUNNING TRACK/ PATH

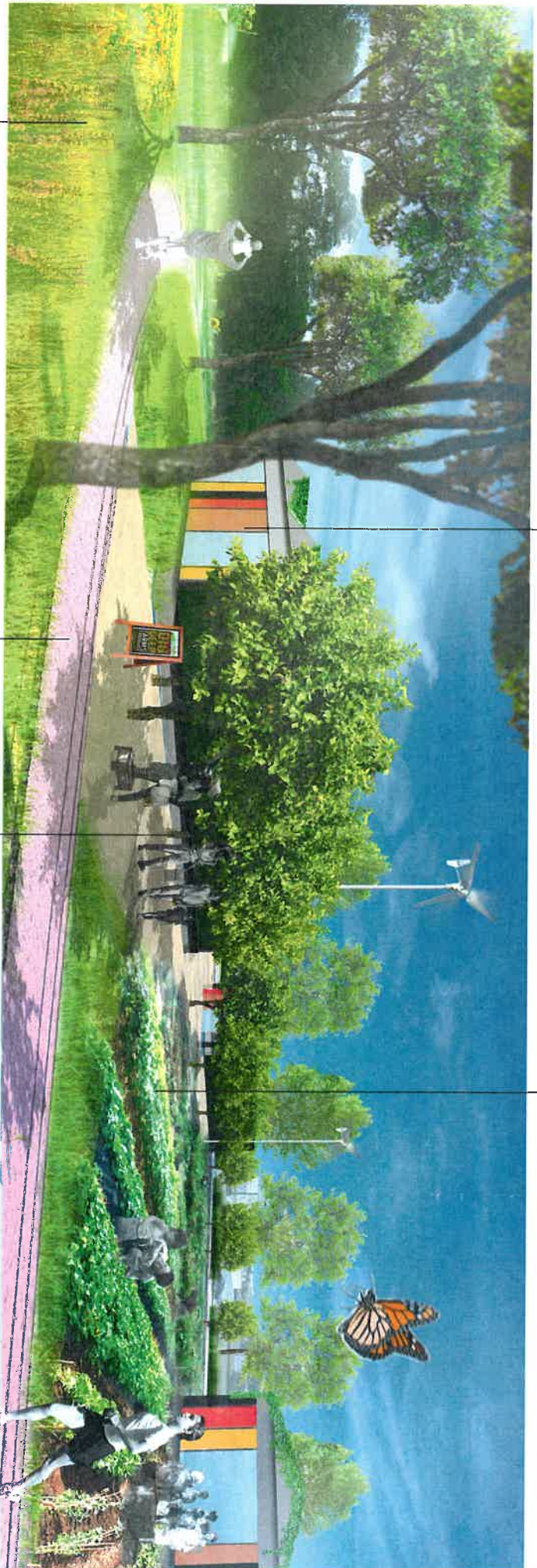
PROMENADE

FRESH PLAZA/
FARMER'S MARKET/
LOCAL ECO CUISINE

CHERRYLAND/ASHLAND INFINITY PARK PLAZA

MULTI-PURPOSE
COMMUNITY ROOM

URBAN FARM



BAY FRIENDLY
CALIFORNIA MEADOW
GARDEN

URBAN ORCHARD

RUNNING TRACK/ PATH

• Source(s) of funding for tenant improvements

Sources	Total	Planned Asks	Notes
Individual Donors	\$200,000	<ul style="list-style-type: none"> • Susan Pritzker/Libra Foundation (\$50,000) • Garden of Eden (\$100,000) • TomKat Charitable Trust (Kat and Tom Steyer... \$50,000) 	
Local Foundations	\$250,000	<ul style="list-style-type: none"> • Eden Area Foundation • San Francisco Foundation • Y & H Soda Foundation • East Bay Community Foundation 	These are a combination of current and prospective donors to Dig Deep Farms and/or DSAL
CA Foundations	\$500,000	<ul style="list-style-type: none"> • The California Endowment • CA Wellness Foundation • Hewlett Foundation (Serving Bay Area Communities environment program) • Packard Foundation (Children, Families and Communities and Conservation programs) 	These are a combination of current and prospective donors to Dig Deep Farms and/or DSAL
National Foundations	\$600,000	<ul style="list-style-type: none"> • Surdna Foundation (economy and environment program areas) • Kresge Foundation (\$200,000) • The National Endowment for the Arts (\$200,000) • Local Initiatives Support Corporation 	These are funders with whom Dig Deep Farms and/or DSAL and their team have existing relationships
Public Funding	\$1,200,000	<ul style="list-style-type: none"> • USDA Urban Forestry Grants • CalFire Grant • NPS Land and Water Conservation Fund • CA Sustainable Growth Council Grants • MTC OneBayArea Grants • EALI/Supervisor Miley and Chan 	These are a combination of planned and potential grant requests
Crowdfunding	\$30,000	<ul style="list-style-type: none"> • IOBY.org (crowdfunding platform for environmental projects) 	Open space and parks are the most common civic project funded through crowdfunding.
Corporate Giving	\$250,000	<ul style="list-style-type: none"> • PG&E • EBMUD • Cliff Bar 	These are existing relationships that members of the Dig Deep Farm and/or DSAL team have and we

		<ul style="list-style-type: none"> • The Conservation Alliance • Wells Fargo • Bank of America • JP Morgan Chase • Citibank • Union Bank • New Resource Bank 	expect to be interested in funding Infinity Park Plaza
In-Kind Contributions	\$250,000	<ul style="list-style-type: none"> • Materials, equipment and labor 	
TOTAL contributions	\$3,280,000		
TOTAL possible loan	\$7,000,000	Northern California Community Loan Fund (NCCLF)	

Market Overview and Land Value Estimates

According to the Ashland Cherryland Business District Specific Plan, “the intent for Districts outlined in the Eden Area General Plan is to create places that prioritize economic investment and *public realm improvements, establish civic and community meeting places, and create new commercial and residential centers to attract reinvestment.* Districts typically serve neighborhood and regional needs, and act as centers of employment, shopping, dining, and civic activity. Because Districts attract visitors from nearby neighborhoods and surrounding communities, *pedestrian oriented design and multi-modal transportation is encouraged to balance the needs of pedestrians, bicyclists, public transit, and automobiles.*”

“The Ashland District presents a number of opportunities for the Plan Area, including recent open space improvements (e.g., Edendale Park and the REACH Ashland Youth Center park and play center), Tiburcio Vasquez Health Clinic, under-utilized parcels (e.g., surface parking lots), and sites for infill development. ... The Ashland District will become a transit-oriented district and the center of activity within the Ashland and Cherryland communities, offering places to live, shop, work, and play that are easily accessible by foot, bike, car, or transit. As envisioned, the District will contain a mix of uses including office space, *community gathering places, and retail.* Design and development regulations will promote pedestrian scale frontages that encourage residents and visitors to stop and walk along E. 14th Street. Safe pedestrian and bicycle networks will better connect the District with adjacent neighborhoods, parks and BART. Building upon existing improvements and recent development such as the Tiburcio Vasquez Health Clinic and Ashland REACH Youth Center, *the Ashland District will be well known by residents as a fun, safe destination for families that fosters a sense of community and pride. Streetscapes will be improved to incorporate new lighting, benches, signage, wayfinding elements, and trees to make the District a safer, more inviting place to visit.* The Cherryland District presents opportunity for economic development and community amenities. The District features the Creekside Center on Mission Boulevard at Mattox Road that has room for expansion and redevelopment. Other empty or underutilized sites within the District include the former Banchemo’s Restaurant, the Serra property at the northeast corner of Mission Boulevard and

Mattox Road, and the property at Mission Blvd. and Hampton/Mattox Roads ... Development of these key sites along Mission Boulevard between Hampton Road/Maddox Road and Lewelling Boulevard has the potential to act as a *catalyst* for further reinvestment in the Cherryland District. ***The Cherryland District will become an area of heightened neighborhood activity and a draw for visitors from surrounding neighborhoods and cities that highlights the cultural diversity of the ACBD Plan Area. Streetscapes will be improved to increase foot traffic and comfort of the pedestrian experience.*** For example, the Creekside Shopping Center will be redeveloped to incorporate pedestrian scale features and building frontages that define the street edge along Mission Boulevard. Design standards will require the addition of trees, landscaping buffers, and fencing to reduce visual dominance of off-street parking. Bike lanes and improved intersections at Mission Boulevard and Mattox Road as well as Mission Boulevard and East Lewelling Boulevard will better enable local residents to walk, bike, or take transit to the shops and offices within the District. ***The District will become an economic center creating the "critical mass" needed to draw customers from outside the area.*** Temporary use of underutilized parcels will create market momentum that will eventually allow for lot consolidation and larger-scale commercial development. ***Branding the District area as a multi-cultural destination, with ethnic markets, restaurants, and shops, will attract a larger regional consumer base and act as a catalyst for retail revitalization.*** Integration of the area's agricultural past into the built environment and in cultural events that feature the harvest (for instance, street fairs along Mission Boulevard) will further establish the District as a destination for residents and visitors alike. Long-term commercial development and tourism in the District will create new job opportunities and ensure economic vitality of the area. Visual upgrades will be made to existing businesses and public spaces within the District to improve the quality of the built and natural environments. There will be a ***focus on beautifying and improving access to San Lorenzo Creek.*** Public realm improvements will consist of sidewalk widening, tree plantings, street furniture, bicycle parking, and ***development of parks, plazas, and casual meeting places.***"

The statements bolded within the text above represent the mission alignment of this Infinity Park Plaza project with the vision of the community and county leaders who crafted the ACBD SP. DSAL and the Sheriff's Office partnerships with the community, HARD, the Public Works Agency, the Alameda County Arts Commission and others enable us to move forward in a united way to achieve these goals through this catalyst project. Parks around the world are used to enfranchise communities, foster improved health and safety outcomes and stimulate economic development in neighborhoods suffering from years of disinvestment. Along this particular corridor, there are no places or reasons to stop your car, get out, exercise or sit leisurely to enjoy a bite to eat.

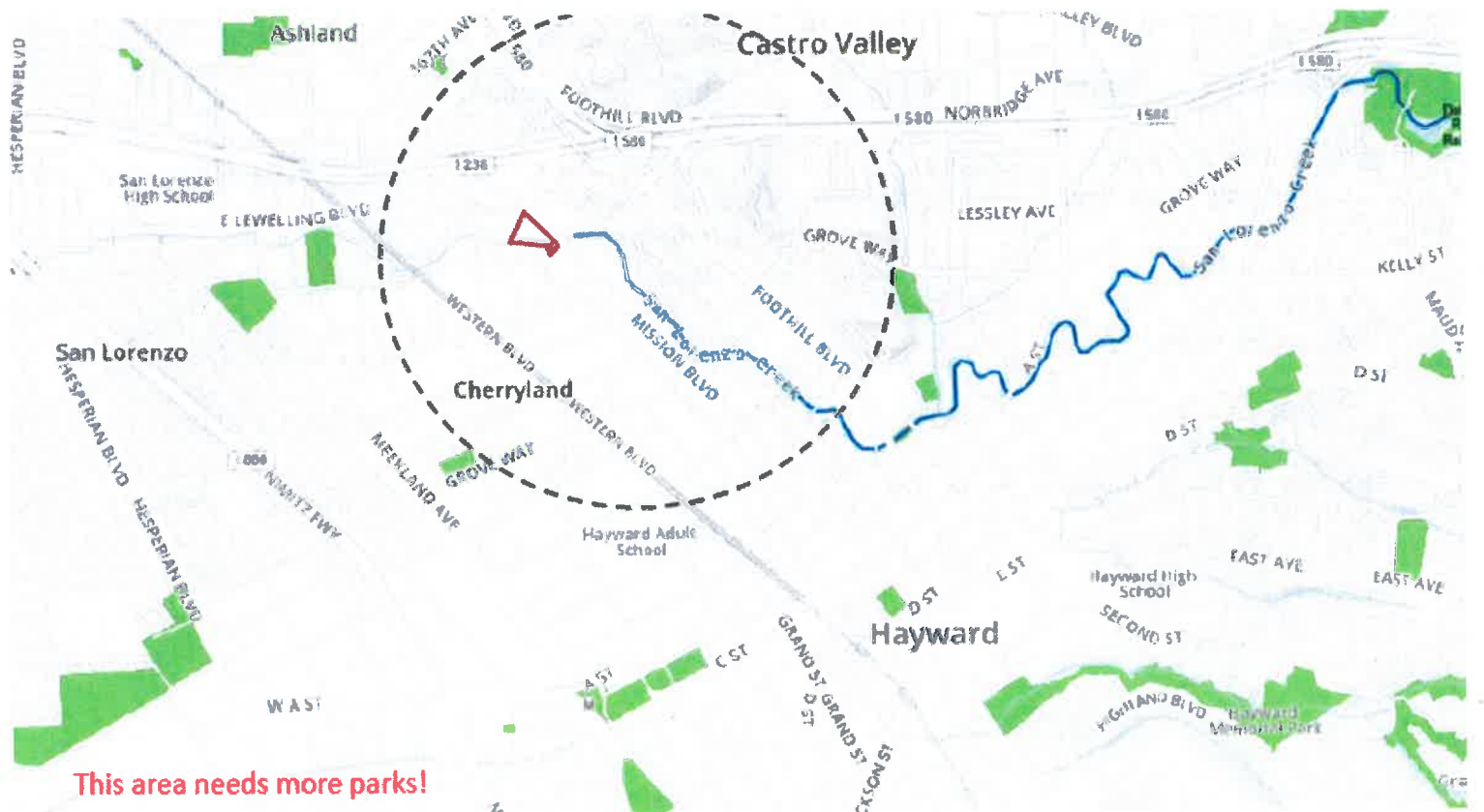
As exemplified in the image here, there are people choosing to jog/run all around this area where they feel safe, where it is beautiful or where other people are gathering socially. The perimeter surrounding the Mission/Hampton property is more or less an exercise desert. The Infinity Park Plaza would incite people visit the site, get out of their vehicles and exercise in a beautiful, creatively-designed space that is unique to the entire county.



Another indicator of social and economic health is where people spend their time on their phones tweeting or using other forms of social media. This is most often occurring in commercial centers where one can sit comfortably, enjoy something to eat/drink and socialize either in person or virtually. As can be seen below, the area surrounding the Mission/Hampton site has a far less concentrated number of people using social media than other parts of the map (with exception to the highway). By putting the Infinity Park Plaza in the heart of that dark area, people would not only have a place to exercise, but also a place to gather with others socially, purchase locally-produced food/drink items and get on their phones if they choose.



The image below generally sums up why the two prior images make sense...there is a park/greenspace deficit in the area surrounding the Mission/Hampton property. The Infinity Park Plaza would accomplish the goals of the ACBD SP, impact the health outcomes of area residents, create an essential gathering locality for economic life and social life improvements and catalyze the corridor with pedestrian activity thereby promoting further economic development.



The Ashland/Cherryland corridor remains an opportunity for transformation and area of untapped potential. It has features, such as warmer micro-climate, connection to environmental amenities, vintage retail spaces, and large existing warehouses and light manufacturing spaces, that could be leveraged into unique destination type developments extending the market capture area far beyond the very small and local trade area that it currently serves.

Underdeveloped property, unused vacant land, and underutilized commercial kitchens and flexible-use manufacturing spaces are all prime opportunities, some recent examples of adaptive reuse and creative redevelopment, include:

- The Hive in Oakland's Uptown district which adapted former auto dealer showrooms into a collection of food and lifestyle retail;
- The rebirth of Noma (considered the best restaurant in the world) as a restaurant in an urban farm;
- The success of Proxy SF, the shipping container retail village, which created the template for pop-up retails in the Bay Area; and
- The very local success of Pietisserie, which opened their production facility in a vacant storefront bakery, just down the street from this site.

Housing demand in the Ashland/Cherryland corridor is growing with rents for housing nearing the tipping point to justify new construction without subsidy. Retail rents are still too low to justify new construction. Commercial office and manufacturing demand is minimal with little change anticipated.

We a land lease or acquisition price of the land of some amount is justified depending on final development plan. We will negotiate these terms during the exclusive negotiating period.

References

Company/Organization	Name	Title	Telephone #	Email
Northern California Community Loan Fund	Andrea Papanastassiou	Deputy Director of Consulting	(415) 392-8247 x338	andreap@ncclf.org
San Francisco Foundation	Retha Robinson	Koshland Director	(415) 733-8561	rsa@sff.org
Social Services Agency	Lori Cox	Director	(510) 267-9434	lcox@acgov.org
Sheriff's Office	Greg Ahern	Sheriff	(510) 272-6866	gahern@acgov.org
Supevisor Nate Miley's Office	Nate Miley	County Supervisor	(510) 891-5585	nate@natemiley.com
Health Care Services Agency	Alex Briscoe	Director	(510) 618-3453	abriscoe@acgov.org

Hayward Area Recreation & Park District	John Gouveia	General Manager	(510) 881-6710	gouj@haywardrec.org
Alameda County Small Business Development Center	Lee Lambert	Director	(510) 435-5578	lee@acsfdc.org

The hardest part of Park funding is operational costs. Between the Sheriff's Office, the Hayward Area Recreation and Park District, Project EAT, and community partners—this is covered for this site. In addition, capital funding is already partially achieved with the Bryne Grant of approximately 1 million dollars (split between operational and capital costs). With multiple committed stakeholders, a team of professional volunteers, and a layered multi-use program for the park plaza, there are synergies that can be leveraged in grant applications and site maintenance requirements. Together, there is a team in place that can create a transformational park and local food retail plaza for Cherryland and Ashland.

Fitness/Safety & Retail Park Plaza Leverage				
Source	Item	Quantity	Amount	Purpose
ACSO	ACSO Lieutenant	1	\$ 255,358.00	Manage Unit
ACSO	ACSO Sergeant	1	\$ 228,710.00	Manage Deputies
ACSO	ACSO Deputies	2	\$ 390,122.00	Community policing and problem solving on site
ACSO	Program Specialist	1	\$ 145,857.00	Executive Director of DSAL
ACSO	Vehicles	7	\$ 350,000.00	1 Lt., 1 Sgt., 2 deputies, 1 Program Spec., 1 YFSB Sup., 1 YFSB therapist
Castro Valley-Eden Area Chamber of Commerce	Summer/Winter Night Lights coordinator	1	\$ 90,000.00	Coordinate nightly events for local business, music and art exhibitions for the community to enjoy
DSAL	Social Enterprise Manager	1	\$ 89,385.00	Coordinate and support the launching of new small businesses in the area

DSAL	Administrative Support	1	\$ 39,172.33	Support the administration of the park project
DSAL	New business retail infrastructure		\$100,000	Pays for constructing beautiful and creative structures for new food businesses to lease as a way to launch their business in the plaza
ACSO	HTA as Research Partner and Evaluator		\$ 90,000.00	Support the coordination and evaluation of the Byrne grant on the site
ACSO	Garden supplies		\$ 1,500.00	build-out of additional raised beds for community garden
ACSO	Outdoor fitness equipment and installation		\$ 28,000.00	create outdoor fitness space and recreational play areas for community health & enjoyment
Investment	Construction of coffee roastery and café		\$ 200,000.00	Build and equip the coffee roasting and café business for operations
ACOE	Raised beds		\$ 15,000.00	move the raised beds from the Paradise side into the center of the park
HARD	landscaping support & park elements		TBD	Will fundraise with DSAL to accomplish this contribution
Alameda County Public Works Agency	Plaza and street improvements/development		TBD	Will leverage their streetscape budget to support the development of the park plaza
Creative Development	Development Consulting		TBD	Pro-bono professional services
SWA Group	Landscape Architects		TBD	Pro-bono professional services

Phases/Funding	Items	Completed by...
Phase 1: 50%	<ul style="list-style-type: none"> ● Community garden space (inside one “loop” of the path) ● 4 structures or “pavilions” (ACSO office , flexible community room building, coffee roaster and cafe building, pizza plaza with wood-burning stove) ● Temporary Bathrooms ● Complete design and engineering plans ● Flexible/mixed-use area (inside the other “loop” of the path) ● Relocation of transformer ● Relocation and/or installation of utilities ● Basic outdoor fitness amenities, e.g. ping-pong table, pull up bars, various exercise machines, etc. ● Sidewalk/promenade along street edge ● Infinity walking and jogging path, including signature “Infinity Loop Lighting/Sculpture” ● Lighting and fence/gates 	<p>Qtr 1</p> <p>Qtr 1</p> <p>Qtr 2</p> <p>Qtr 3</p> <p>Qtr 3</p> <p>Qtr 3</p> <p>Qtr 4</p> <p>Qtr 4</p> <p>Qtr 4</p>
Phase 2a: 35% in 2016-2017	<ul style="list-style-type: none"> ● Permanent bathrooms ● Permanent fitness circuit equipment ● Permanent curb cut for food truck corral ● Permanent walking/running surface on Infinity Loop path ● Creekside landscaping 	<p>Qtr 2</p> <p>Qtr 2</p> <p>Qtr 3</p> <p>Qtr 4</p> <p>Qtr 1</p>

10:57 AM
 10/16/15
 Accrual Basis

**Deputy Sheriffs' Activities League
 Balance Sheet
 As of December 31, 2012**

	Dec 31, 12	Dec 31, 11
ASSETS		
Current Assets		
Checking/Savings		
1000 · DSAL - General - 2101	426.48	5,199.07
1050 · DSAL - DDFP - 2286	3,688.09	737.75
1055 · DSAL - Cop Shop -7810	3,379.41	17,724.54
1060 · DSAL - Explorer Post - 6554	5,769.35	9,209.94
1065 · DSAL - Koshland - 9531	58,362.62	128,977.21
1100 · Bank of the West - DSAL General	-301.58	0.00
1105 · Bank of the West - DDFP 9751	1,803.68	0.00
1110 · Bank of The West - Cop Shop	18,240.99	0.00
1115 · Bank of the West - Koshland	63,500.00	0.00
1120 · Bank of the West - Post 911	100.00	0.00
1125 · Bank of the West - CalWorks	18,711.85	0.00
Total Checking/Savings	173,680.89	161,848.51
Accounts Receivable		
1200 · Accounts Receivable		0.00
1215 · Accounts Receivable - Accrual	40,451.09	0.00
1200 · Accounts Receivable - Other	60,864.58	6,351.25
Total 1200 · Accounts Receivable	101,315.67	6,351.25
Total Accounts Receivable	101,315.67	6,351.25
Other Current Assets		
1400 · Undeposited Funds	0.00	385.00
Total Other Current Assets	0.00	385.00
Total Current Assets	274,996.56	168,584.76
Fixed Assets		
1700 · Furniture and Equipment	12,212.05	2,212.05
1710 · Van	500.00	500.00
1720 · Land Improvements	36,600.87	0.00
1790 · Accumulated Depreciation	-3,692.00	-554.40
Total Fixed Assets	45,620.92	2,157.65
Other Assets		
1900 · NP/NR Koshland - DDF	13,000.00	13,000.00
Total Other Assets	13,000.00	13,000.00
TOTAL ASSETS	333,617.48	183,742.41
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	17,778.08	2,055.76
Total Accounts Payable	17,778.08	2,055.76
Other Current Liabilities		
2400 · Payroll Liabilities		
2410 · CA PIT / SDI	301.70	1,423.55
2420 · CA SUI / ETT	121.37	904.42
2430 · Federal 941 Tax	2,690.64	22,381.68
2450 · WO-CS	643.04	367.38
2460 · Fed Penalties and Interest	8,556.45	0.00
2480 · Workers Comp	1,160.99	0.00
2490 · CODC	221.56	1,131.01
Total 2400 · Payroll Liabilities	13,695.75	26,208.04

10:57 AM
10/16/15
Accrual Basis

Deputy Sheriffs' Activities League
Balance Sheet
As of December 31, 2012

	<u>Dec 31, 12</u>	<u>Dec 31, 11</u>
2600 · Due to Fiscal Projects	160,696.61	160,696.61
2650 · Accrued Payroll	7,100.70	0.00
2900 · NP/NR DDF - Koshland	13,000.00	13,000.00
Total Other Current Liabilities	<u>194,493.06</u>	<u>199,904.65</u>
Total Current Liabilities	<u>212,271.14</u>	<u>201,960.41</u>
Total Liabilities	212,271.14	201,960.41
Equity		
3100 · Unrestricted Net Assets	-18,218.00	-18,218.00
3900 · Retained Earnings	0.00	-70,436.16
Net Income	139,564.34	70,436.16
Total Equity	<u>121,346.34</u>	<u>-18,218.00</u>
TOTAL LIABILITIES & EQUITY	<u><u>333,617.48</u></u>	<u><u>183,742.41</u></u>

10:52 AM
 10/16/15
 Accrual Basis

Deputy Sheriffs' Activities League
Profit & Loss
 January through December 2012

	Jan - Dec 12
Income	
4000 · DONATED REVENUE	
4010 · Individual Support	11,681.13
4020 · Foundation Support	142,527.00
4030 · Government Support	148,103.68
4050 · Events/Fundraisers	21,411.29
Total 4000 · DONATED REVENUE	323,723.10
4400 · EARNED REVENUE	
4410.1 · CSA	45,228.09
4410.2 · Restaurant Sales	6,587.25
4430 · Grant Reimbursement	391,061.47
Total 4400 · EARNED REVENUE	442,876.81
4700 · OTHER REVENUE	
4790 · Miscellaneous Income	2,212.83
Total 4700 · OTHER REVENUE	2,212.83
Total Income	768,812.74
Cost of Goods Sold	
5910 · Raw Goods	52,760.24
5920 · Urban AG Expenses	71,099.66
5930 · Wages	
5931 · Wages - Farm	19,490.57
5932 · Wages - Packing and Delivery	16,597.51
5930 · Wages - Other	64,387.79
Total 5930 · Wages	100,475.87
5940 · Worker's Comp	6,771.74
Total COGS	231,107.51
Gross Profit	537,705.23
Expense	
6000 · PERSONNEL AND BENEFITS	
6265 · P/R Taxes-Penalty/Fees	27,952.06
6100 · Wages	15,844.63
6110 · Wages - Land Improvement	46,336.04
6210 · Contract Support	76,577.84
6220 · Employee Benefits	1,040.44
6260 · Payroll Expenses	6,418.67
Total 6000 · PERSONNEL AND BENEFITS	174,169.68
6300 · CONSULTANTS & PROFESSIONAL FEES	
6320 · Accounting Fees	9,857.75
6340 · Other Consultants	104,362.33
Total 6300 · CONSULTANTS & PROFESSIONAL FEES	114,220.08
6500 · PROGRAM EXPENSES	
6510 · Materials and Supplies	8,415.17
6515 · Other Program Expenses	6,976.54
6520 · Local & Other Travel Related	892.47
6525 · Entertainment/Meals	5,090.53
6530 · Program Attire	16,057.03
6535 · Equipment	8,186.80
6540 · Space Rental	500.00
6550 · Auto Expense	10,646.92
6570 · Community Events-Grants/Scholar	6,294.15
6580 · Fundraising Expenses	8,190.51
Total 6500 · PROGRAM EXPENSES	71,250.12

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Accrual Basis

Deputy Sheriffs' Activities League
Profit & Loss
January through December 2012

	<u>Jan - Dec 12</u>
7000 · OPERATING EXPENSES	
7010 · Office Supplies	2,427.62
7030 · Bank and Service Charges	2,787.46
7040 · Liability Insurance	4,800.00
7050 · Advertising/Marketing	5,980.57
7060 · Repairs and Maintenance	1,541.68
7070 · Rent	12,787.48
7110 · Depreciation Expense	3,137.60
7120 · Dues, Subscribe, Fee & Renewals	4,846.49
7190 · Miscellaneous	78.13
7200 · Postage & Shipping	113.98
Total 7000 · OPERATING EXPENSES	<u>38,501.01</u>
Total Expense	<u>398,140.89</u>
Net Income	<u><u>139,564.34</u></u>

10:58 AM
 10/16/15
 Accrual Basis

**Deputy Sheriffs' Activities League
 Balance Sheet
 As of December 31, 2013**

	Dec 31, 13	Dec 31, 12
ASSETS		
Current Assets		
Checking/Savings		
1000 · DSAL - General - 2101	0.00	426.48
1050 · DSAL - DDFP - 2286	0.00	3,688.09
1055 · DSAL - Cop Shop -7810	0.00	3,379.41
1060 · DSAL - Explorer Post - 6554	0.00	5,769.35
1065 · DSAL - Koshland - 9531	0.00	58,362.62
1100 · Bank of the West - DSAL General	45,548.56	-301.58
1105 · Bank of the West - DDFP 9751	13,502.85	1,803.68
1110 · Bank of The West - Cop Shop	27,483.04	18,240.99
1115 · Bank of the West - Koshland	148,587.50	63,500.00
1120 · Bank of the West - Post 911	4,688.88	100.00
1125 · Bank of the West - CalWorks	1,347.16	18,711.85
Total Checking/Savings	241,157.99	173,680.89
Accounts Receivable		
1200 · Accounts Receivable		
1215 · Accounts Receivable - Accrual	99,014.28	40,451.09
1200 · Accounts Receivable - Other	44,419.00	60,864.58
Total 1200 · Accounts Receivable	143,433.28	101,315.67
Total Accounts Receivable	143,433.28	101,315.67
Other Current Assets		
1230 · Payroll Advance to Employees	55.96	0.00
Total Other Current Assets	55.96	0.00
Total Current Assets	384,647.23	274,996.56
Fixed Assets		
1700 · Furniture and Equipment	58,916.02	12,212.05
1710 · Van	500.00	500.00
1720 · Land Improvements	40,275.58	36,600.87
1790 · Accumulated Depreciation	-16,631.00	-3,692.00
Total Fixed Assets	83,060.60	45,620.92
Other Assets		
1900 · NP/NR Koshland - DDF	0.00	13,000.00
Total Other Assets	0.00	13,000.00
TOTAL ASSETS	467,707.83	333,617.48
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	8,960.61	17,778.08
Total Accounts Payable	8,960.61	17,778.08
Other Current Liabilities		
2400 · Payroll Liabilities		
2410 · CA PIT / SDI	854.55	301.70
2420 · CA SUI / ETT	798.34	121.37
2430 · Federal 941 Tax	5,803.46	2,690.64
2450 · WO-CS	643.04	643.04
2460 · Fed Penalties and Interest	2,706.45	8,556.45
2480 · Workers Comp	5,823.67	1,160.99
2490 · CODC	0.00	221.56
Total 2400 · Payroll Liabilities	16,629.51	13,695.75

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10/16/15
Accrual Basis

Deputy Sheriffs' Activities League
Balance Sheet
As of December 31, 2013

	Dec 31, 13	Dec 31, 12
2600 · Due to Fiscal Projects	148,587.50	160,696.61
2650 · Accrued Payroll	9,115.03	7,100.70
2800 · Unearned Revenue	71,583.17	0.00
2900 · NP/NR DDF - Koshland	0.00	13,000.00
Total Other Current Liabilities	245,915.21	194,493.06
Total Current Liabilities	254,875.82	212,271.14
Total Liabilities	254,875.82	212,271.14
Equity		
3100 · Unrestricted Net Assets	-6,108.89	-18,218.00
3900 · Retained Earnings	139,564.34	0.00
Net Income	79,376.56	139,564.34
Total Equity	212,832.01	121,346.34
TOTAL LIABILITIES & EQUITY	467,707.83	333,617.48

10:54 AM
 10/16/15
 Accrual Basis

Deputy Sheriffs' Activities League
Profit & Loss
 January through December 2013

	<u>Jan - Dec 13</u>
Income	
4000 · DONATED REVENUE	
4010 · Individual Support	5,488.08
4020 · Foundation Support	167,420.87
4030 · Government Support	72,214.71
4050 · Events/Fundraisers	34,688.46
Total 4000 · DONATED REVENUE	<u>279,812.12</u>
4400 · EARNED REVENUE	
4410.1 · CSA	113,986.78
4410.2 · Restaurant Sales	111.00
4410.3 · Produce	3,346.80
4430 · Grant Reimbursement	299,901.80
4450 · REACH AYC	37,426.00
Total 4400 · EARNED REVENUE	<u>454,772.38</u>
4700 · OTHER REVENUE	
4790 · Miscellaneous Income	0.00
Total 4700 · OTHER REVENUE	<u>0.00</u>
Total Income	<u>734,584.50</u>
Cost of Goods Sold	
5910 · Raw Goods	64,829.37
5920 · Urban AG Expenses	12,712.69
5930 · Wages	120,486.23
Total COGS	<u>198,030.29</u>
Gross Profit	536,554.21
Expense	
6000 · PERSONNEL AND BENEFITS	
6265 · P/R Taxes-Penalty/Fees	14,557.86
6100 · Wages	51,418.33
6210 · Contract Support	115,044.50
6260 · Payroll Expenses	13,862.41
Total 6000 · PERSONNEL AND BENEFITS	<u>194,903.10</u>
6300 · CONSULTANTS & PROFESSIONAL FEES	
6320 · Accounting Fees	8,022.00
6330 · Legal Fees	25.00
6340 · Other Consultants	81,783.15
6300 · CONSULTANTS & PROFESSIONAL FEES - Other	189.85
Total 6300 · CONSULTANTS & PROFESSIONAL FEES	<u>90,020.00</u>
6500 · PROGRAM EXPENSES	
6510 · Materials and Supplies	18,643.47
6515 · Other Program Expenses	15,808.51
6520 · Local & Other Travel Related	1,551.58
6525 · Entertainment/Meals	6,134.46
6530 · Program Attire	17,748.62
6535 · Equipment	7,637.13
6550 · Auto Expense	10,448.84
6570 · Community Events-Grants/Scholar	13,870.22
6580 · Fundraising Expenses	8,912.26
Total 6500 · PROGRAM EXPENSES	<u>100,755.09</u>

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Accrual Basis

Deputy Sheriffs' Activities League
Profit & Loss
January through December 2013

	<u>Jan - Dec 13</u>
7000 - OPERATING EXPENSES	
7010 - Office Supplies	1,966.84
7025 - Utilities	695.61
7030 - Bank and Service Charges	2,164.30
7035 - Bad Debt Expense	404.00
7040 - Liability Insurance	18,671.67
7050 - Advertising/Marketing	4,501.88
7055 - Internet - Web Develope & Fees	300.00
7060 - Repairs and Maintenance	1,749.35
7070 - Rent	22,642.74
7100 - Computer Equipment	341.59
7110 - Depreciation Expense	12,939.00
7120 - Dues, Subscribe, Fee & Renewals	5,097.48
7180 - Community Donatlons	25.00
Total 7000 - OPERATING EXPENSES	<u>71,499.46</u>
Total Expense	<u>457,177.65</u>
Net Income	<u><u>79,376.56</u></u>

10:59 AM
 10/16/15
 Accrual Basis

**Deputy Sheriffs' Activities League
 Balance Sheet
 As of December 31, 2014**

	Dec 31, 14	Dec 31, 13
ASSETS		
Current Assets		
Checking/Savings		
1100 · Bank of the West - DSAL General	99,086.34	45,548.56
1105 · Bank of the West - DDFP 9751	14,360.99	13,502.85
1110 · Bank of The West - Cop Shop	29,501.35	27,483.04
1115 · Bank of the West - Koshland	58,559.50	148,587.50
1120 · Bank of the West - Post 911	3,576.88	4,688.88
1125 · Bank of the West - CalWorks	9,007.46	1,347.16
1130 · Bank of the West - Post 1853	1,006.32	0.00
1140 · Petty Cash - DDF	340.00	0.00
Total Checking/Savings	215,438.84	241,157.99
Accounts Receivable		
1200 · Accounts Receivable		
1215 · Accounts Receivable - Accrual	0.00	99,014.28
1200 · Accounts Receivable - Other	7,195.71	44,419.00
Total 1200 · Accounts Receivable	7,195.71	143,433.28
Total Accounts Receivable	7,195.71	143,433.28
Other Current Assets		
1230 · Payroll Advance to Employees	0.00	55.96
1400 · Undeposited Funds	135,574.31	0.00
Total Other Current Assets	135,574.31	55.96
Total Current Assets	358,208.86	384,647.23
Fixed Assets		
1700 · Furniture and Equipment	58,916.02	58,916.02
1710 · Van	500.00	500.00
1720 · Land Improvements	45,652.16	40,275.58
1790 · Accumulated Depreciation	-16,631.00	-16,631.00
Total Fixed Assets	88,437.18	83,060.60
TOTAL ASSETS	446,646.04	467,707.83
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	5,564.94	8,960.61
Total Accounts Payable	5,564.94	8,960.61
Other Current Liabilities		
2110 · Direct Deposit Liabilities	-5,306.93	0.00
2400 · Payroll Liabilities		
2410 · CA PIT / SDI	563.21	854.55
2420 · CA SUI / ETT	248.71	798.34
2430 · Federal 941 Tax	5,131.54	5,803.46
2440 · Federal 940 Tax	-4.65	0.00
2450 · WO-CS	202.14	643.04
2460 · Fed Penalties and Interest	249.13	2,706.45
2480 · Workers Comp	16,109.15	5,823.67
Total 2400 · Payroll Liabilities	22,499.23	16,629.51
2600 · Due to Fiscal Projects	37,587.50	148,587.50
2650 · Accrued Payroll	0.00	9,115.03
2800 · Unearned Revenue	0.00	71,583.17
Total Other Current Liabilities	54,779.80	245,915.21
Total Current Liabilities	60,344.74	254,875.82
Total Liabilities	60,344.74	254,875.82

10:59 AM
10/16/15
Accrual Basis

Deputy Sheriffs' Activities League
Balance Sheet
As of December 31, 2014

	<u>Dec 31, 14</u>	<u>Dec 31, 13</u>
Equity		
3100 · Unrestricted Net Assets	-6,108.89	-6,108.89
3900 · Retained Earnings	218,940.90	139,564.34
Net Income	173,469.29	79,376.56
Total Equity	<u>386,301.30</u>	<u>212,832.01</u>
TOTAL LIABILITIES & EQUITY	<u><u>446,646.04</u></u>	<u><u>467,707.83</u></u>

10:56 AM
 10/16/15
 Accrual Basis

Deputy Sheriffs' Activities League
Profit & Loss
 January through December 2014

	<u>Jan - Dec 14</u>
Income	
4000 · DONATED REVENUE	
4010 · Individual Support	11,914.15
4020 · Foundation Support	408,152.25
4030 · Government Support	205,097.15
4050 · Events/Fundraisers	31,949.94
Total 4000 · DONATED REVENUE	<u>657,113.49</u>
4400 · EARNED REVENUE	
4410.1 · CSA	28,279.38
4410.2 · Restaurant Sales	30.00
4410.3 · Produce	25,982.05
4430 · Grant Reimbursement	452,117.90
4440 · Community Event Fees	240.00
Total 4400 · EARNED REVENUE	<u>506,649.33</u>
Total Income	1,163,762.82
Cost of Goods Sold	
5910 · Raw Goods	84,086.38
5920 · Urban AG Expenses	21,508.42
5930 · Wages	
5932 · Wages - Packing and Delivery	262.32
5930 · Wages - Other	255,204.91
Total 5930 · Wages	<u>255,467.23</u>
5940 · Worker's Comp	-85.60
Total COGS	<u>360,976.43</u>
Gross Profit	802,786.39
Expense	
6000 · PERSONNEL AND BENEFITS	
6265 · P/R Taxes-Penalty/Fees	664.90
6100 · Wages	53,597.26
6200 · Payroll Taxes	32,452.27
6210 · Contract Support	101,224.10
6220 · Employee Benefits	1,295.00
6260 · Payroll Expenses	28,289.14
6000 · PERSONNEL AND BENEFITS - Other	0.00
Total 6000 · PERSONNEL AND BENEFITS	<u>217,522.67</u>
6300 · CONSULTANTS & PROFESSIONAL FEES	
6320 · Accounting Fees	1,424.00
6340 · Other Consultants	196,662.22
Total 6300 · CONSULTANTS & PROFESSIONAL FEES	<u>198,086.22</u>
6500 · PROGRAM EXPENSES	
6510 · Materials and Supplies	15,490.18
6515 · Other Program Expenses	9,680.54
6520 · Local & Other Travel Related	13,035.57
6525 · Entertainment/Meals	8,794.74
6530 · Program Attire	22,781.94
6535 · Equipment	13,654.93
6540 · Space Rental	3,600.00
6550 · Auto Expense	16,903.48
6570 · Community Events-Grants/Scholar	10,168.18
6580 · Fundraising Expenses	7,334.93
Total 6500 · PROGRAM EXPENSES	<u>121,444.49</u>

10:56 AM
10/16/15
Accrual Basis

Deputy Sheriffs' Activities League
Profit & Loss
January through December 2014

	<u>Jan - Dec 14</u>
7000 · OPERATING EXPENSES	
7010 · Office Supplies	4,282.27
7020 · Phone, Fax, Internet	3,292.18
7025 · Utilities	2,368.84
7030 · Bank and Service Charges	2,835.02
7035 · Bad Debt Expense	3,310.61
7040 · Liability Insurance	15,652.07
7050 · Advertising/Marketing	13,732.21
7055 · Internet - Web Developpe & Fees	1,645.36
7058 · C.P.G. Rent-Product Development	360.00
7060 · Repairs and Maintenance	1,350.31
7070 · Rent	36,537.00
7100 · Computer Equipment	394.99
7120 · Dues, Subscribe, Fee & Renewals	5,208.94
7150 · Training/Certify/Admission	1,093.00
7200 · Postage & Shipping	200.92
Total 7000 · OPERATING EXPENSES	<u>92,263.72</u>
Total Expense	<u>629,317.10</u>
Net Income	<u><u>173,469.29</u></u>



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ALAMEDA COUNTY DEPUTY SHERIFF'S ACTIVITIES LEAGUE

FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2013

ALAMEDA COUNTY DEPUTY SHERIFF'S ACTIVITIES LEAGUE

DECEMBER 31, 2013

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INDEPENDENT AUDITOR'S REPORT

The Board of Directors
Alameda County Deputy Sheriff's Activities League
San Leandro, California

Report on the Financial Statements

We have audited the accompanying financial statements Alameda County Deputy Sheriff's Activities League Inc. (a nonprofit organization) which comprise the statement of financial position as of December 31, 2013, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Alameda County Deputy Sheriff's Activities League Inc. as of December 31, 2013, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

RS Associates

San Ramon, California
April 5, 2015

ALAMEDA COUNTY DEPUTY SHERRIF'S ACTIVITIES LEAGUE, INC.
STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2013

ASSETS

Current assets:	
Cash and cash equivalents	\$ 241,158
Accounts receivable	143,433
Other current assets	<u>56</u>
Total current assets	384,647
Property and equipment, net	<u>83,061</u>
Total assets	<u>\$ 467,708</u>

LIABILITIES AND NET ASSETS

Current liabilities:	
Accounts payable	\$ 8,961
Deferred revenue	71,583
Due to fiscal project	148,588
Other current liabilities	<u>25,744</u>
Total current liabilities	254,876
Net assets:	
Unrestricted	<u>212,832</u>
Total net assets	<u>212,832</u>
Total liabilities and net assets	<u>\$ 467,708</u>

The accompanying notes are an integral part of these financial statements

ALAMEDA COUNTY DEPUTY SHERRIF'S ACTIVITIES LEAGUE, INC.
STATEMENTS OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2013

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Support and Revenue				
Foundation Grants	\$ 167,421	\$	\$	\$ 167,421
Government Grants	372,117			372,117
Individual support	5,488			5,488
Program Income	154,871			154,871
Special event, net	<u>25,776</u>			<u>25,776</u>
Total revenue and contributions	<u>725,673</u>			<u>725,673</u>
Expenses and Losses:				
Program services	616,394			616,394
Management and general	<u>29,902</u>			<u>29,902</u>
Total expenses	<u>646,296</u>			<u>646,296</u>
Change in net assets	79,377			79,377
Net assets at beginning of year	<u>133,455</u>			<u>133,455</u>
Net assets at end of year	<u>\$ 212,832</u>	<u>\$</u>	<u>\$</u>	<u>\$ 212,832</u>

The accompanying notes are an integral part of these financial statements

ALAMEDA COUNTY DEPUTY SHERRIF'S ACTIVITIES LEAGUE, INC.
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED DECEMBER 31, 2013

	<u>Program</u>	<u>Supporting Services Management and General</u>	<u>Total</u>
Advertising	\$ 4,502		\$ 4,502
Accounting		8,022	8,022
Urban agricultural project expenses	198,030		198,030
Depreciation	12,939		12,939
Community events	13,870		13,870
Materials and supplies	18,643		18,643
Insurance	9,336	9,336	18,672
Office expenses	4,131		4,131
Contract support	115,045		115,045
Payroll taxes	28,440		28,440
Other program expenses	16,880		16,880
Professional fees	81,998		81,998
Meals	6,134		6,134
Occupancy expenses	12,196	12,196	24,392
Equipment	7,637		7,637
Salaries and wages	51,418		51,418
Program attire	17,749		17,749
Dues and subscription	5,097		5,097
Utilities	348	348	696
Travel	12,001		12,001
	<hr/>	<hr/>	<hr/>
Total expenses	\$ <u>616,394</u>	\$ <u>29,902</u>	\$ <u>646,296</u>

The accompanying notes are an integral part of these financial statements

ALAMEDA COUNTY DEPUTY SHERRIF'S ACTIVITIES LEAGUE, INC.
STATEMENTS OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2013

Cash flows from operating activities:

Change in net assets	\$	79,377
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation		12,939
(Increase)/Decrease in:		
Accounts receivable		(42,117)
Other current assets		(56)
Increase/(Decrease) in:		
Accounts payable		(8,817)
Deferred revenue		71,583
Other Current liabilities		4,947
Net cash provided by operating activities		117,856
Cash flows from investing activities:		
Purchase of fixed assets		(50,379)
Net cash (used) by investing activities		(50,379)
Net increase in cash and cash equivalents		67,477
Cash and cash equivalents at beginning of year		173,681
Cash and cash equivalents at end of year	\$	241,158

The accompanying notes are an integral part of these financial statements

ALAMEDA COUNTY DEPUTY SHERIFF'S ACTIVITIES LEAGUE
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2013

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a. Organization

Alameda County Deputy Sheriff's Activities League, Inc. (DSAL) is a California non-profit corporation. It was started by members of the Alameda County Sheriff's Office in September of 2004 to create recreational and educational opportunities for children in the Unincorporated Areas of the County. The mission of DSAL is primarily to unite the Sheriff's office personnel, citizens, and youth of Alameda County to pursue and implement initiatives that will reduce crime, better the lives of area residents, promote employment opportunities for formerly incarcerated people and enhance the community, and to carry on other charitable and educational activities associated with this goal as allowed by law.

Major Programs

Dig Deep Farms is a program of DSAL that has been funded by Kaiser Permanente and the San Francisco Foundation's Koshland Fellows. This project uses strict sustainable agricultural practices and the complete absence of fertilizers, pesticides and insecticides in the production of its crops, hires the disadvantaged in order to give them job skills, and sells the produce to the underserved communities in the county.

Youth Soccer – DSAL provides a free community driven soccer league for over 1200 youth ages 5-16 between March and August. Volunteer parents and family members step into coaching and mentoring roles to ensure that any interested youth in the community has the opportunity to play, learn the skills of soccer and develop health relationships with positive peers, adults and deputies. Youth who have aged out of the league are trained to be referees for the program which provides them with a part-time job doing something that they love. Each Saturday during the season, over 3000 people come out to the game field to eat, cheer, play and be a healthy community. In the past, this field was a hot spot for unhealthy and criminal activity which doesn't occur during the season.

Health, Recreation and Fitness – DSAL coordinates and implements a wide variety of health and fitness programs for youth and young adults including boxing, various martial arts, dance, yoga, kickboxing, volleyball, flag football, basketball and track. Over 500 distinct youth participate in these activities annually. DSAL also collaborates with local health clinics and school to accept referrals of youth who are assessed as being high risk for health related issues or academic and behavior related issues.

b. Basis of Accounting

The financial statements have been prepared on the accrual basis of accounting recognizing revenues when earned and expenditures when incurred.

c. Revenue Recognition

Support for government contracts is recognized when earned, primarily as expenditures are incurred. Cash received in advance of earnings is reported as deferred revenue.

d. Contributions and Promise to Give

Contributions, including unconditional promise to give, are recorded as made. All contributions are available for unrestricted use unless specifically restricted by the donor. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

e. Net Asset Classifications

The financial statements report amounts by classes of net assets:

Unrestricted net assets represent funds which are fully available, at the discretion of management and the Board of Directors, for DSAL to utilize in any of its programs or operations.

Temporarily restricted net assets are comprised of funds which are restricted by donors for specific purposes or time periods. There were no temporary restricted net assets during the year.

Permanently restricted net assets are subject to donor-imposed stipulations that they be maintained permanently by DSAL. There were no permanently restricted net assets during the year.

DSAL records contributions as temporarily restricted if they are received with donor stipulations that limit their use either through purpose or time restrictions and those restrictions have not been fulfilled by the end of the fiscal year. When donor restrictions expire, that is, when a time restriction ends or a purpose restriction is fulfilled, those contributions previously recorded as temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. Contributions received for which the restriction has been fulfilled or expires in the same period are recorded as unrestricted.

e. Property and Equipment

Property and equipment is stated at cost at the date of acquisition. Depreciation of property and equipment is computed on the straight-line method over the estimated useful lives of the individual assets. The lives of the assets range from 5 years to 27.5 years. Repairs and maintenance are charged to operations and major improvements are capitalized. Donated assets are recognized at market value at the time of donation.

f. Cash and Cash Equivalents

For purpose of the Statements of Cash Flows, the Organization considers all highly liquid investments with an initial maturity of three months or less to be cash equivalents.

g. Accounts Receivable

The Organization considers all accounts receivable to be fully collectible at December 31, 2013. Accordingly, no allowance for doubtful accounts was deemed necessary. If amounts become uncollectible, they are charged to expense in the period in which that determination is made.

h. Income Taxes

The organization is exempt from taxes on income under Section 501(c)(3) of the Internal Revenue Code and Section 23701(d) of the California Revenue and Taxation Code and is not subject to taxes in connection with its exempt activities. The organization has been classified as a publicly-supported organization which is not a private foundation.

GAAP provides accounting and disclosure guidance about positions taken by an organization in its tax returns that might be uncertain. Management has considered its tax positions and believes that all of the positions taken by DSAL in its federal and state exempt organization tax returns are more likely than not to be sustained upon examination. DSAL's returns are subject to examination by federal and state taxing authorities, generally for three or four years, respectively, after they are filed.

i. Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

j. Expense Allocation

The costs of providing various programs and other activities have been summarized on a functional basis in the Statement of Activities and in the Statement of Functional Expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Management and general expenses included those expenses that are not directly identifiable with any other specific function, but provide for the overall support and direction of DSAL.

2. **PROPERTY AND EQUIPMENT**

Property and Equipment at December 31, 2013 consisted of the following

Furniture and equipment	\$	58,917
Vehicle		500
Improvements		33,770
Farm Equipment		<u>6,505</u>
		99,692
Less: accumulated depreciation		<u>(16,631)</u>
	\$	<u>83,061</u>

3. **DUE TO FISCAL PROJECT**

The Organization acts as a fiscal agent for certain entities. Accordingly, payments made and received on their behalf are not included in the income and expenses of the Organization and are included as receivable or payable in the financial statements.

4. **CONCENTRATION OF CREDIT RISK**

Financial instruments potentially subjecting the Agency to concentrations of credit risk consist primarily of bank demand deposits in excess of FDIC limits. Management believes, however, that the risk of loss is minimal due to the high financial quality of the banks.

5. **CONTINGENT LIABILITIES**

Grant Expenditures

Conditions contained within the various contracts awarded to the Agency are subject to the funding agencies criteria and regulations under which expenditures may be charged against and are subject to audits under such regulations and criteria. Occasionally, such audits may determine that certain costs incurred against the grants may not comply with the established criteria that govern them. In such cases, the Agency could be held responsible for repayments to the funding agency for the costs or be subject to the reductions of future funding in the amount of the costs.

Management does not anticipate any material questioned costs for the contracts and grants administered during the period.

6. EVALUATION OF SUBSEQUENT EVENTS

DSAL reviewed the results of operations for the period of time from its year end December 31, 2013 through April 5, 2015, the date the financial statements were available to be issued and have determined that no adjustments are necessary to the amounts reported in the accompanying financial statements.

7. CONCENTRATION OF REVENUE SOURCES

Approximately 58% of the DSAL's total support and revenue was from Alameda County contracts.

8. IN KIND SUPPORT

The county and the business Pacific Apparel offers DSAL in-kind land-use for farming operations as well as water. The Sheriff's Office contributes the salary and benefits of the DSAL Executive Director to manage the non-profit. They also contribute the time of Lt. Neideffer, Sgt Wilson and the 4 deputies who support the DSAL's programs and community building efforts. This is a substantial contribution. However, these services do not meet the criteria for recognition as contributed services.

9. FUND RAISING ACTIVITIES AND SPECIAL EVENTS

DSAL engages in various fund raising events to generate funds to support its operation. DSAL's fund-raising activities consist of basketball games, soccer games, cop shop, food truck and other miscellaneous activities. Fund raising and special event revenues and costs for the year ended December 31, 2013 consist of the following:

Cop shop	\$	20,148
Food truck		5,954
Basketball		2,104
Other fundraisers		<u>6,482</u>
		34,688
Less: expenses		<u>(8,912)</u>
	\$	<u>25,776</u>



October 15, 2015

Eileen Dalton, Deputy Director
Economic & Civic Development Department
Alameda County Community Development Agency
224 W. Winton Avenue, Room 110
Hayward, CA 94544

Dear Eileen,

I am writing to affirm my strong support for the Alameda County Deputy Sheriffs' Activities League, Inc. (DSAL) proposal to develop a park and food retail plaza at the county-owned parcel on Mission Boulevard at Hampton Road in Cherryland.

The mission of the Alameda County Public Works Agency is to enhance the quality of life for the people of Alameda County by providing a safe, well-maintained, and lasting public works infrastructure through accessible, responsive and effective services. The DSAL Infinity Park and Plaza project can advance this mission and improve the quality of life for local residents by establishing a unique and lively space that fosters local identity, draws families and ignites economic development.

The Public Works Agency greatly appreciates and supports the cross-sector and blended funding approaches DSAL is taking to support the development of the Infinity Park and Plaza. This "collective impact" approach invites participation from all sectors of the community and allows the cost to be spread across multiple agencies, charitable foundations and other funders. A successful Infinity Park and Plaza will improve the safety, health and economic prospects of its adjacent communities.

Specifically, the Infinity Park and Plaza plan fits well into the spirit and scope of the Public Works Agency Streetscape plans for Mission Boulevard from the I-238 overcrossing to Hampton Road. Some funding related to this Streetscape project could be used to support portions of the Infinity Park and Plaza, including the undergrounding of overhead utilities, construction of wider pedestrian-friendly sidewalks, and median and sidewalk landscaping.

In addition, the Alameda County Flood Control & Water Conservation District has plans to restore portions of the San Lorenzo Creek channel adjacent to this property. This restoration,

which would include the creek on either side of Mission Boulevard, could form an artistic and thematic centerpiece for the Infinity Park and Plaza and create a sense of "downtown" and a community gathering place for the Cherryland business corridor.

The Infinity Park and Plaza project offers many other potential community and economic development benefits. In time, the Park and Plaza can be joined by a trail to the Cherryland Community Center, the Hampton Dog Park and Meek Estate Park. That, in turn, could re-energize the process to transform the Union Pacific rail line along Western Avenue into a green space and urban trail.

Above all, the Infinity Park and Plaza provides the people of Cherryland the extraordinary opportunity to define itself for future generations and all who will visit. I urge you to support and approve this project.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Daniel Woldesenbet', with a long horizontal flourish extending to the right.

Daniel Woldesenbet, Ph.D., P.E.
Director of Public Works



Alameda County Arts Commission
P.O. Box 29004
Oakland, CA 94604-9004
t (510) 208-9646 f (510) 271-5192
www.acgov.org/arts

Date: October 15, 2015

To: Hilary Bass, DSAL Executive Director

From: Rachel Osajima, Arts Commission Director

Subject: Creative Placemaking Project

I would like to express my support for the concept of a Placemaking Project in the unincorporated area of Cherryland and Ashland. Placemaking projects that incorporate public art, arts and creative expression activities for the public, open spaces, and small business economic development opportunities have been extremely successful throughout our region, the state and the nation.

As you know, the Office of the Arts Commission administers the County's Public Art Program. We have successfully integrated public artwork into a number of County placemaking projects such as the Castro Valley Library and Creek Day Lighting Project, the Castro Valley Street Scape Improvement Project, and the San Lorenzo Library Expansion Project.

I look forward to the opportunity to work in an advisory role on the development of this project. And in accordance with the goals and requirements set forth by the Alameda County Board of Supervisor's "Percent for Public Art" ordinance, my office would happy to manage the public art components of this project.

The Alameda County Arts Commission is dedicated to improving the quality of life in Alameda County by nurturing a thriving environment for the arts and for cultural activities; promoting economic opportunities for Alameda County's artists and arts organizations through services such as arts and cultural funding, public art, and arts education; encouraging public participation in the arts and actively advocating for the arts. The Arts Commission supports all art forms visual, performing, literary, traditional, and media arts. All of the Arts Commission's services are based on the belief that the arts and creativity are an essential part of every successful and thriving community.

In 1994, the Alameda County Board of Supervisors established Alameda County's "Percent for Public Art" ordinance. The Public Art service provides for public art elements connected to capital improvement projects undertaken by the County. The goals are to generate positive, uplifting art experiences that create a sense of place, foster involvement with and respect for the regional community and users of the buildings, and promote the economic vitality of the County. For each site, unique artworks are created by professional artists and are integrated into the design of the structure and/or landscaping. Artwork is purchased or commissioned through an open, competitive process. Public Art service is administered with guidance from the Public Art Advisory Committee, a body of nine community members and the Members of the Alameda County Arts Commission.



Hayward Area Recreation and Park District

Board of Directors

Louis M. Andrade
Rick J. Hatcher
Paul W. Hodges, Jr.
Minane Jameson
Carol A. Pereira

General Manager

John Gouveia

October 16, 2015

Eileen Dalton, Director
Alameda County Community Development Agency
Economic & Civic Development Department
224 W. Winton Avenue, Room 110
Hayward, CA 94544

RE: MISSION/HAMPTON PARCEL

Dear Eileen:

The Hayward Area Recreation and Park District (HARD) is in support of the proposal being submitted by the Deputy Sheriff's Activity League (DSAL) for the parcel located at Mission Blvd. and Hampton Rd. HARD is willing to provide technical assistance with regard to the design of the park elements located within the project and maintenance of those elements.

Should DSAL be successful HARD would partner with them to identify potential funding sources for those improvements and would commit to the future maintenance of the park elements.

As the agency charged with providing recreation and park services to the community any opportunity to add additional park and open space is viewed in a positive light. If there are any questions I can be reached at 510 881-6710 or gouj@haywardrec.org.

Sincerely,

A handwritten signature in black ink, appearing to read "John Gouveia", is written over a light blue horizontal line.

John Gouveia
General Manager

**Infinity Park Development
 New Construction - Full Service
 State and Local Tax Benefits Analysis**

Ongoing Benefits

Property Tax Analysis	Assessed Value 2015	6,021,841
	City Tax Rate	1.20%
	Annual Property Tax Collected (Yr 1)	-
Sales Tax Analysis	Estimated Sales Revenue	19,434,730
	Sales Tax	9.00%
	Sales Tax Revenue Collected (Yr 1)	1,749,126
	Total Revenue (Yr 1)	1,749,126

One-Time Benefit

City Transfer Tax	Estimated Consideration	0.0
	City Transfer Tax	1.50%
	City Transfer Tax Revenue	*

TABLE 1: Infiinity Park

Industry	Type	Expected Date of Completion	Type of Development	Hard Costs	Hard Cost / SF	Soft Costs	Soft Cost / SF	Multiplier					
								Output	Earnings	Final Demand	Direct Effect		
				Employment	Value-added	Earnings	Employment						
Vegetable and melon farming	Ground-up New Construction	2017	Park, Commercial, Retail Mixed-Use	5,019,316	\$40.29	1,002,525	\$8.05	1.5850	0.2677	6.9329	0.8431	2.1056	2.2212
Retail trade								1.8419	0.5354	16.8502	1.1711	1.7136	1.5102
Community food, housing, and other relief services, including rehabilitation services								2.1072	0.6629	26.9284	1.2306	1.8119	1.4309
Coffee and tea manufacturing								1.7476	0.3087	6.1271	0.6467	2.9511	3.2332
Food services and drinking places								1.943	0.5525	21.3871	1.0851	1.816	1.3961
Other government enterprises								2.0948	0.5275	10.1476	1.065	2.2326	3.0776

TABLE 2: Economic Impact of Infinity Park Construction in Alameda County, CA

	<u>Cost Estimate</u>
Square Feet of Park Development	124581.6
Construction Cost per Sq Ft	\$40.29
Total Construction Cost	\$5,019,316
Economic Multipliers	
Output (dollars)	1.4257
Earnings (dollars)	0.4334
Employment (jobs)	8.5814
Impact on:	
Output	\$7,156,039
Earnings	\$2,175,372
Jobs	43.07

Notes

Based on an estimate

Based on an estimate per Creative Development Partners and SWA Group

Based on an estimate per Creative Development Partners and SWA Group

As published by The Bureau of Economic Analysis (2002/2010 statistics) - Type 1 Table 1.5 "230000 Construction"

Represents the total dollars spent in all industries per dollar of construction on Infinity Park

Represents the total earnings in all industries per dollar of construction on Infinity Park

Represents the total jobs created created per \$1.0M spent on construction for Infinity Park

Total dollars spent in all industries per total construction cost for Infinity Park

Total earnings in all industries per total construction cost for Infinity Park

Total number of jobs created in all industries per total construction cost for Infinity Park

RIMS II Multiplier given for the construction industry takes into account the soft cost effects on the economy. A separate analysis on the soft costs is not necessary

