



To create, strengthen and sustain a livable community in the urban unincorporated areas of Alameda County.

EDEN AREA LIVABILITY INITIATIVE

Community Charrette

Saturday, April 5, 2008

9:00am to 3:00pm

Eden United Church of Christ, 21455 Birch St., Hayward

PROJECT & STRATEGY GUIDE: **A GUIDE TO VOTING ON APRIL 5, 2008**

Eden Area Livability Initiative Community Vision

The Eden Area Livability Initiative (EALI) strives to strengthen and sustain livable communities in the urban unincorporated areas of Alameda County while preserving the unique historical, geographic, and cultural character of distinct communities. In order to succeed in substantially improving conditions, this effort will require broad and representative participation, local leadership, patience and resolve, and a commitment to long-term strategies.

The communities involved in the Eden Area Livability Initiative are all unincorporated areas of Alameda County. As unincorporated communities, services are provided by the County and other regional jurisdictions, and the resources available for service provision are less than what is available to neighboring incorporated cities. This reality means that community members and decision makers need to have a clear direction and vision, be very strategic in allocating resources, and maximize efficiency and cooperation. The Eden Area Livability Initiative strives to provide the venue through which those objectives can be accomplished.

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THRIVE LIVABILITY FACTORS

Early in this process, the Eden Area Livability Principles were combined with THRIVE (*Tool for Health and Resilience in Vulnerable Environments*), a tool developed by Prevention Institute for the U. S. Office of Minority Health, to create the 20 THRIVE Livability Factors listed below. The THRIVE Livability Factors provide a comprehensive list of the elements that affect livability in a community. All of these factors are important and desirable, but in any given community at any given time, certain factors need targeted attention. Looking at community member prioritization of the factors offers insight simultaneously into both the immediate issues as well as the community's hopes for future.

-  1. What's Sold & How It's Promoted
-  2. Look & Feel [Community Design; Historical Character]
-  3. Safety
-  4. Parks & Open Space [Squares, Greens & Parks; Placement and Design]
-  5. Getting Around [Transit Networks; Housing and Jobs within Walking Distance; Pedestrian and Bike-Friendly Design]
-  6. Housing [Diversity]
-  7. Air, Water & Soil [Healthy environments; Efficient Water Use; Energy Efficiency]
-  8. Arts & Culture
-  9. Preserve Resources/Natural Terrain
-  10. Defined Communities [Signage; Public Art; Green Spaces]
-  11. Public Places for All Ages/Interests
-  12. Racial Justice
-  13. Jobs & Local Ownership [Range of types for residents]
-  14. Education
-  15. Social Networks & Trust
-  16. Participation and Willingness to Act for the Common Good
-  17. Norms/Expected Behaviors & Attitudes
-  18. Planning Integrated Communities [Commerce; Parks; Schools; Civic Life; Housing]
-  19. Community Focal Points for Commercial, Civic, Cultural, and Recreational Uses
-  20. Health Care Access & Treatment

THEMES/TASK FORCES

A set of key themes emerged from prioritizing the Livability Factors, conducting community outreach and gathering information and ideas from multiple community meetings. These themes captured both priority concerns and directions for the future, and became the basis for six topic-driven task forces that met in the winter of 2007-08.

Community members want livable communities that provide (task force focus in italics):

- *Education Across the Lifespan*: Accessible and affordable educational programs for people of all ages including preschool, public school facilities and programs, job training, language classes, and the arts.
- *Accessible Governance*: Opportunities for community members to meaningfully participate in public decision making and for increased communication and accountability among the community, public agencies, and elected and appointed officials.
- *Health Care Access*: Accessible and affordable comprehensive health care services in particular for seniors and children and preventive services.
- *Local Commercial, Residential & Community Places*: Locations within all Eden Area communities that support economic, physical, and social livability and health including safe housing, parks, plazas, and locally owned businesses.
- *Neighborhood Atmosphere & Beautification*: Neighborhoods and streets that look attractive and blight-free, feel welcoming, and promote community pride.
- *Safety*: Public and private space that is safe for all community residents including children, youth, senior citizens, bicyclists, pedestrians, and motorists, institutions, and business that support a safe community.

The first step in achieving substantial change is to identify a group of projects that move communities toward addressing the focal topics above, to build momentum for broad involvement, and to catalyze additional improvements. The projects listed in this voter's guide reflect priority projects proposed by these six topic-driven task forces. The April 5th Charrette will provide a venue and consensus process to prioritize these projects so that cooperative action can begin on the top priorities.

CRITERIA FOR STRATEGY/PROJECT SELECTION

- The strategies/projects should have potential long-term impact on conditions in the urban unincorporated communities.
- The strategies/projects should respond substantially to the 20 Livability Factors. (*Definitions of those 20 factors are described on page two.*)
- The strategies/projects should be possible to accomplish in two to five years.
- Collectively, strategies/projects should improve conditions in all urban unincorporated communities, even though individual strategies/projects might target one neighborhood.
- Collectively, strategies/projects should address the needs of diverse populations (age groups, ethnic groups, etc.), even though individual strategies/projects might target one population.

GROUND RULES FOR CHARRETTE PARTICIPATION

- Meetings are open to anyone who lives, works, owns a business, learns, plays, or attends services in the urban unincorporated areas, but only those who live, work, or own a business should complete ballots.
- Participation is expected, all voices and perspectives are welcome
- All participants actively listen for understanding when others are speaking
- All participants will treat each other with respect and agree to respectfully disagree when necessary
- In order for everyone to have a chance to participate, comments should be kept short and to the point
- Focus will remain on understanding and prioritizing the proposed projects, not on raising additional issues

CHARRETTE AGENDA

AGENDA

Saturday, April 5, 2008

- 9:00 Sign-in and Breakfast
- 9:30 Welcome: Where we've been and where we're going
- 9:45 Agenda Review: the day at a glance
- 10:00 Review and discussion of projects/strategies
- Review *Project & Strategy Guide: a guide to voting on April 5, 2008*
- 10:30 Discussions among community residents about projects & strategies
- Review project & strategy information at tables
- 11:30 Ballot Dissemination & Community Vote
- 12:00 Lunch
- Staff collect ballots and tabulate votes
- 1:00 Results
- Priority projects presented
 - Community discussion of results
 - Next Steps
- 2:45 Closing

Motto for the day: Action without vision is a nightmare; vision without action is a daydream.

PLEASE NOTE: RESULTS OF THE PROJECT & STRATEGY VOTING WILL BE PLACED ON THE EDEN AREA LIVABILITY INITIATIVE WEB SITE BY TUESDAY, APRIL 1. RESULTS WILL BE PLACED AS MINUTES TO THE APRIL 5TH COMMUNITY MEETING. THE WEB SITE ADDRESS IS POSTED AT THE BOTTOM RIGHT HAND CORNER OF THIS PAGE.

PROJECT/STRATEGY LIST

The following are descriptions of the 24 projects and strategies developed by the community-based task forces. These descriptions, listed in no particular order, briefly articulate the elements of the projects and strategies; potential challenges, issues and feasibility considerations; which 20 livability factors the project or strategy directly addresses; and the task force group(s) and forum(s) from which it originated. Community Pro and Con Statements are included in the final section of this Project & Strategy Guide. Selecting a strategy or project during the vote at the Community Charrette on April 5 indicates a desire that the Eden Area Livability Initiative make that project or strategy a top priority.

1. Senior Health Services

Seniors in unincorporated Alameda County are in particular need of better access to comprehensive medical and prevention services and facilities. Providing seniors with access to such services could be realized in several different ways, including introducing medical services and preventive activities at community institutions that seniors frequent such as senior and/or community centers; providing additional health services targeting the needs of senior citizens at existing health facilities in the unincorporated communities; and/or creating a home-visit medical program for seniors. This project would begin by assessing the current levels of senior health services and then deciding on the best approach to increasing access to health services.

Project Challenges/Issues/Feasibility:

- Without the development of a new health center in the Eden Area, it will be a challenge to find the appropriate facilities and available providers to accommodate the provision of such services.
- The needs assessment preceding implementation may conclude that none of proposed strategies are effective.
- This strategy expands healthcare access only to seniors.

Related Livability Factors: Getting Around, Planning Integrated Communities, Health Care Access & Treatment

Origin(s) of the project idea: *Healthcare Access Task Force*

2. Changing the Planning Commission Representation to Reflect Unincorporated Communities

Given that the Planning Commission makes decisions on issues affecting the urban unincorporated areas exclusively, this strategy would call for the Planning Commission to better represent the unincorporated communities by requiring that a majority of its members reside in unincorporated Alameda County.

Project Challenges/Issues/Feasibility:

- This strategy requires buy-in from a majority of members of the Board of Supervisors, who collectively appoint Planning Commissioners.
- This strategy assumes that Commissioners who live in unincorporated Alameda County are better able to make sound decisions affecting the area than those who don't.
- Some body would need to determine a new formula of appointments to realize this strategy. As an example, four of seven Commissioners would live in an unincorporated area currently spanning four supervisorial districts. Would each of these four Supervisors be required to appoint one unincorporated area Commissioner or could one appoint two and another appoint none? Would some consideration be given to unincorporated population or land mass in each district?

Related Livability Factors: Housing, Defined Communities, Planning Integrated Communities

Origin(s) of the project idea: *Governance Task Force*

3. Code Enforcement and Blight Elimination Program

Quality of life is lessened by graffiti, blight, billboards and litter in the community. This program would address these issues by ensuring that community members understand the blight elimination resources that are currently available and, where appropriate, strengthening the current code enforcement structure, increasing funding, and adding enforcement staff. This program would include a community-driven and ongoing assessment of all urban unincorporated communities and neighborhoods to establish where and what specific problems exist and what type of follow-up is required.

Project Challenges/Issues/Feasibility:

- Training must be provided to ensure a consistent standard of community assessment.
- Safety and liability issues of community participants need to be addressed.
- Reasonable expectations of service delivery and communication between community members and code enforcement staff would need to be developed.

Related Livability Factors: Look & Feel, Safety, Parks & Open Spaces, Preserve Resources/Natural Terrain, Defined Communities, Community Focal Points for Commercial, Civic, Cultural, and Recreational Uses

Origin(s) of the project idea: *Safety Task Force & Neighborhood Atmosphere & Beautification Task Force*

4. Health Center

Currently there is no health center in the unincorporated communities of Alameda County. In order to receive medical services, community members must travel a distance to crowded health centers in surrounding cities. A culturally appropriate health center (potentially integrated with another community center), could provide accessible medical care with roots firmly planted in the community being served. Such a health center would not only provide much needed comprehensive medical services (general, hearing, foot care, dental, etc.), but also would bring the potential for partnerships and collaboration with other community-based organizations to provide a more holistic approach to the health of the community.

Project Challenges/Issues/Feasibility:

- The best location for a health center will need to be determined.
- The cost of establishing a health center is significant, particularly if it is independent of a school site.
- A health center could be located at a school site or a teen center, but this would tend to limit its use to only young people.
- Once built, this project will incur ongoing operational costs.

Related Livability Factors: Planning Integrated Communities, Health Care Access & Treatment

Origin(s) of the project idea: *Healthcare Access Task Force & the Latino Community Forum*

5. Immigrant Community Project

A significant portion of the population of the urban unincorporated communities is made up of recent immigrants to this country. These individuals work, send children to school, and rent and own housing in unincorporated communities. This project would focus on making the transition easier and creating ways for recent immigrants to feel comfortable and engaged in local communities. Potential elements of this project include creating community conversations about immigration, supporting job and language training, creating intercultural connections between existing groups and organizations, such as neighborhood groups and churches, and promoting safety for all people by encouraging local officials to limit cooperation with federal raids.

Project Challenges/Issues/Feasibility:

- Many residents are monolingual and translation services in support of intercultural connections can be awkward. Patience and commitment is required.

- Many recent immigrants have learned to fear authorities and are unwilling to speak out about their needs and concerns. Identifying staff and community members to take leadership on this project may be challenging.

Related Livability Factors: Racial Justice, Social Networks & Trust, Participation and Willingness to Act for the Common Good, Planning Integrated Communities

Origin(s) of the project idea: *Latino Community Forum*

6. Public Health Element in General Plans

As the primary land use policy document, the General Plan, is required by the State and addresses such areas as land use, open space, housing, traffic and circulation, noise, and safety. Placing health language and concerns explicitly into the two General Plans that cover urban unincorporated Alameda County will ensure that health impacts are considered in land use decisions and that health and livability become more of a focus in community planning. The unincorporated areas could become a healthier and more thriving community by linking health outcomes to all aspects of community design in the general plan. In the face of increasing rates of asthma, diabetes, and obesity, planning and public health professionals are promoting design and development patterns that facilitate physical activity and neighborly interactions as ways to promote community health and well-being. This process could be an opportunity to invite residents to participate in identifying broader local livability issues.

Project Challenges/Issues/Feasibility:

- The existing General Plan revision process would have to be changed to include a public health element or public health language, which could further delay the adoptions of these two plans. Alternately, the two plans could be adopted on schedule and later amended to include a Public Health Element or an increase of public health language.

Related Livability Factors: Safety, Parks & Open Spaces, Getting Around, Air, Water & Soil, Defined Communities, Racial Justice, Norms/Expected Behaviors & Attitudes, Health Care Access & Treatment

Origin(s) of the project idea: Healthcare Access Task Force

7. Improving Public Transportation Access to Health Care

A major barrier to access to health care within the unincorporated communities is the lack of public transportation to health care facilities. Many community residents, particularly senior citizens and others without private transportation, have to travel some distance to access health care services, most of which are outside of the unincorporated area. This project would begin by identifying all health facilities closest to or within the unincorporated areas and would map all BART and bus lines stopping near by. Based on this assessment a number of different actions could be taken including extending existing AC Transit routes, developing new routes, and initiating a health care services shuttle.

Project Challenges/Issues/Feasibility:

- Complex analysis is needed to determine new bus or shuttle routes that link residents to health care facilities.
- Solutions would be limited to AC Transit and new shuttles.
- AC Transit plans to expand or add new bus lines may not coincide with health care access, so some level of advocacy will be required.
- A shuttle operator would need to be identified.

Related Livability Factors: Safety, Getting Around, Health Care Access & Treatment

Origin(s) of the project idea: *Healthcare Access Task Force*

8. Community Empowerment and Civic Involvement

For unincorporated communities to become better places to live, work, and play sustained and committed participation from community members is required. Most projects identified by the Eden Area Livability Initiative

would be bolstered by community involvement and will better succeed with community support. This community-wide and community-driven project would focus on building community respect and pride through events (such as clean-up days), civic responsibility groups (such as neighborhood watch groups), outreach to existing groups and populations (including schools and neighborhood associations), and other strategies for expanding civic engagement and training and supporting civic leaders.

Project Challenges/Issues/Feasibility:

- A process for identifying and recruiting members of this group needs to be determined.
- A sustainable process and structure would need to be established by participating community leaders.

Related Livability Factors: Racial Justice, Social Networks & Trust, Participation and Willingness to Act for the Common Good, Norms/Expected Behaviors & Attitudes, Planning Integrated Communities

Origin(s) of the project idea: *Neighborhood Atmosphere & Beautification Task Force, Safety Task Force and the Latino Community Forum*

9. Expansion and Improvement of the San Lorenzo Library

The San Lorenzo Library is a valuable community resource offering a community meeting place, literacy and computer resources, and enrichment programs. It could provide even greater services for an even larger cross-section of the community if its facilities were larger and if it had the capacity to reach more people by offering extended hours, additional programs, and featured more up-to-date technology. There is also the opportunity to increase collaboration with other community organizations to provide diverse opportunities for cultural enrichment and building social networks.

Project Challenges/Issues/Feasibility:

- This Library will be most accessible to San Lorenzo residents, although all community members are welcome.
- The cost of expanding the current facility could be substantial.
- Once expanded this project will incur additional ongoing operational costs.

Related Livability Factors: Public Places for All Ages/Interests, Education, Planning Integrated Communities

Origin(s) of the project idea: *Education Across the Lifespan Task Force*

10. Greenscape Improvement Project

The Eden Area is in need of green public spaces where community members can enjoy the outdoors while being physically active and developing social connections with each other. A Greenscape Improvement Project would include developing pocket parks and landscaping in the residential and retail districts of the Eden Area, maintaining green open space to be safe and inviting for community use, planting trees and plants throughout the Eden Area, and landscaping community gateways to enhance beauty and neighborhood identity. All of these actions will make the Eden Area a more pleasant place to live, work and play while fostering a sense of community pride.

Project Challenges/Issues/Feasibility:

- On-going funding would be necessary to maintain greenspaces.
- Some entity must be identified to prioritize projects throughout the unincorporated areas.
- An assessment district may be needed to fund local projects

Related Livability Factors: Look & Feel, Safety, Parks & Open Space, Getting Around, Preserve Resources/Natural Terrain, Defined Communities, Public Places for All Ages/Interests, Racial Justice, Social Networks & Trust, Norms/Expected Behaviors & Attitudes, Planning Integrated Communities, Community Focal Points for Commercial, Civic, Cultural, and Recreational Uses

Origin(s) of the project idea: *Local Commercial, Residential & Community Place Task Forces, and the Neighborhood Atmosphere & Beautification Task Force*

11. Teen Center in Ashland

This teen center would provide a safe and nurturing environment where teens can go to participate in activities and develop a variety of skills. This space uniquely designed by and for teens, will be welcoming to all teens from throughout the unincorporated areas and will provide programs and resources that are relevant to their specific interests and needs. Ashland has the fewest parks in the unincorporated area. The proposed center will be accessible by public transportation and will be adjacent to a park and Edendale Middle School.

Project Challenges/Issues/Feasibility:

- The site will be most accessible to Ashland teens, although all teens would be welcome.
- The cost and process of building a structure from the ground up is significant, although savings occur through a joint development process involving many stakeholders.
- Improving services and facilities for youth does not directly improve services and facilities for residents of other ages.
- Once built, this project will incur ongoing operational costs.

Related Livability Factors: Arts & Culture, Jobs & Local Ownership, Planning Integrated Communities, Public Places for All Ages/Interests, Social Networks & Trust

Origin(s) of the project idea: *Local Commercial, Residential & Community Places, Safety*

12. Streetscape Improvement Project

Unincorporated community members have raised numerous concerns about their experiences on public right of ways. Issues broadly include safety, ease of movement, and the look and feel of roadways. Members of several task forces identified relationships between walkability, neighborhood beautification, and safety. As an example, improved lighting can make neighborhoods safer and more walkable; improved sidewalks and bike lanes can improve the look of a community while making the roads safer for all who use them. This Streetscape Improvement Project would address these shared concerns, first by assessing the current state of streets, sidewalks, traffic, lighting, and the general ability to get around safely in the urban unincorporated area. Once assessment is completed, corridors of greatest need will be identified, and a comprehensive plan for traffic calming and getting around will be developed and implemented.

Project Challenges/Issues/Feasibility:

- An assessment of all corridors in the unincorporated area would be a monumental task and should most likely begin with the highest volume corridors, sections of roadway with the highest number of collisions, or some similar criteria.
- This effort would need to be coordinated with existing projects and plans sponsored by County or regional bodies.
- Neighborhoods might disagree on which roadways should be given highest priority for limited funds.
- An assessment district may be needed to fund local projects.

Related Livability Factors: Look & Feel, Safety, Getting Around, Racial Justice

Origin(s) of the project idea: *Local Commercial, Residential & Community Place Task Forces, Neighborhood Atmosphere & Beautification Task Force, Safety Task Force and the Latino Community Forum*

13. Community Manager for the Unincorporated Areas

The Community Manager (CM) would be selected through a public process and would serve as a liaison between residents of the unincorporated areas, the County Board of Supervisors, and County agencies and departments. The Community Manager would not be expected to make decisions for the unincorporated areas, but, rather, to represent community views as expressed by local advisory bodies and community groups (MAC, SLVHA, etc), advocate for

these decisions within county government, and support long-term financial, economic and programmatic planning. Because the CM would operate independently from any one County department or district, he or she could hold the big picture and better promote collaboration and consensus building.

Project Challenges/Issues/Feasibility:

- Different community groups do not necessarily share the same goals and values, and, further, do not necessarily represent the views of individuals in their communities. The CM may be challenged to represent a single voice for diverse interests.
- Presumably the CM will be a County staff position, which may have some impact on his or her ability to oppose County policies when called to do so by community groups.
- Some consideration should be given to how and by whom the CM will be evaluated. Under what conditions might the CM be removed?
- Some opponents argue the CM creates another layer of government while supporters believe it makes government more efficient and accessible. To some degree, this depends on the CM's ability to add value to both institutional and community constituents.

Related Livability Factors: Planning Integrated Communities

Origin(s) of the project idea: *Governance Task Force*

14. Mobile Health Van

Throughout the unincorporated area there is a need for greater and more accessible comprehensive medical services. In order to receive medical services now, community members must travel a distance to crowded health centers in surrounding cities. Because the unincorporated area is large and made up of several neighborhoods, it is challenging to determine a single location that could provide the residents with the greatest access. A culturally appropriate mobile health van would address these concerns because it would travel to provide accessible medical care and preventive services at various community locations. A mobile health van would not only provide much needed comprehensive medical services (general, hearing, foot care, dental, etc.), but also would bring the potential for partnerships and collaboration with other community-based organizations to provide a more holistic and accessible approach to the health of the community. Such a facility costs less than constructing a building, and could still provide general and preventive services.

Project Challenges/Issues/Feasibility:

- A mobile facility would be smaller and could not provide the same level of services and cultural competencies as a larger stationary facility.
- Maintaining funding for qualified staff for the mobile health van could be challenging.
- Once established this project will incur significant ongoing operational costs.
- While mobility is a benefit, predictable and broadly understood information about scheduling and access could present a challenge.

Related Livability Factors: Safety, Getting Around, Health Care Access & Treatment

Origin(s) of the project idea: *Healthcare Access Task Force*

15. Neighborhood-Based Municipal Advisory Councils (MACs)

Currently, the Castro Valley MAC advises the Board of Supervisors, and particularly the District 4 Supervisor, on matters of local importance to the Castro Valley community. This proposed strategy extends and enhances MACs, adding from two to four to other distinct communities, including Ashland, Cherryland, San Lorenzo, and possibly East County. Further, this strategy suggests enhancing local authority by integrating the role of the Board of Zoning Adjustments (BZA) into the MACs. This enhancement may or may not be implemented, depending upon further community dialogue. While MAC members are currently appointed by the District Supervisor, this strategy supports a public appointment process, administered by the County.

Project Challenges/Issues/Feasibility:

- Creating new MACs will have a significant impact on County staff resources. This impact might be mitigated if the role of the BZA were folded into the new bodies.
- The MAC and the BZA currently serve complementary, but different, functions. Both appointments require significant time and would be even more time consuming if combined. It is unknown how many residents would volunteer for this level of commitment.
- The legality of a binding public process to select MAC members would have to be clarified.
- Success of this strategy is dependent upon local community activism. Responsible MAC candidates for each local community must step forward.

Related Livability Factors: What's Sold & How It's Promoted, Housing, Participation and Willingness to Act for the Common Good, Planning Integrated Communities, Community Focal Points for Commercial, Civic, Cultural, and Recreational Uses

Origin(s) of the project idea: *Governance Task Force*

16. School and Neighborhood-Based Violence Prevention and Injury Reduction Project

School facilities and neighborhoods in the unincorporated areas should first and foremost provide safe environments for all. The School and Neighborhood-Based Violence Prevention Project would focus on prevention and intervention strategies addressing the physical (buildings, yards, parking areas) and social (gangs, drugs, violence) aspects that exist in our neighborhood and school environments that lead youth and adults to feel unsafe. This project has five key components: 1) Identify high crime areas in the neighborhoods or hot spots. 2) Bring resources and options to kids in gangs or at risk of gangs in these high crime areas, such as counseling, job training or other services. 3) Identify physical attributes at schools that make them less safe and advocate for appropriate facility improvements. 4) Encourage partnerships to create culturally appropriate after-school programs that provide young people with alternatives to wandering the streets and to help keep them safe and out of trouble while helping them develop valuable life skills. 5) Encourage local law enforcement and other officials to limit cooperation with federal raids. This would build stronger trust between law enforcement and immigrant community members to help ensure that valid crimes are reported, increasing safety for all people.

Project Challenges/Issues/Feasibility:

- With so many schools in the unincorporated area, priority would have to go to specific schools based on some criteria, such as incidents of violence, test results, graduation rates, etc.
- School districts and individual schools would have to be better integrated into the EALI process to help identify school-based resources.
- Crime is increasing in the unincorporated areas and across the region as the economy is slowing; it will take significant resources to implement new approaches to this growing problem.
- This project may better lend itself to specific schools than to an area-wide strategy.

Related Livability Factors: Safety, Look & Feel, Education, Planning Integrated Communities

Origin(s) of the project idea: *Latino Community Forum*

17. Improve Government Accountability

Proponents of this strategy maintain that County government needs to be more transparent and responsive to the needs of unincorporated areas. Accountability and transparency will allow and encourage more participation in decision making by community residents. Elements of an accountability project could include:

- Hold County meetings that particularly affect the unincorporated areas at times and in locations more convenient to the area. For example, Board of Supervisors Planning meetings could be held in Hayward at night rather than in Oakland during the day.
- Provide local cable access to government meetings and air them multiple times to ensure access.
- Provide public notification and opportunity to comment at each stage of a development.

- Increase enforcement of current ordinances , e.g., blight, minimum lot size, and creek setbacks.

Project Challenges/Issues/Feasibility:

- While greater analysis will be required, at least some suggestions to increase accountability will increase ongoing County costs and may delay implementation of some projects and services.
- Some body of community members would need to work with County staff to identify current gaps in accessibility and communication, and suggest new approaches.
- Changes in meeting schedules and any cost increases associated with this strategy would need the approval of the full Board of Supervisors.

Related Livability Factors: Participation and Willingness to Act for the Common Good, Planning Integrated Communities

Origin(s) of the project idea: *Governance Task Force*

18. Lifelong Learning Programs at Existing Facilities

Residents of all ages are enriched by greater access to educational opportunities. Currently some public facilities are at capacity and unable to meet the demand for growing neighborhood needs. Other public facilities are underutilized during some hours of the day and evening and could provide space for needed programs, such as mentoring of youth, parenting classes, job training and English as a Second Language instruction. This project would scan public facilities in the unincorporated areas to better determine which facilities are full or underutilized and would seek to match needed services with underutilized facilities. This strategy could provide program expansion within the unincorporated area without costly capital expenditures.

Project Challenges/Issues/Feasibility:

- Operational funding to support program expansion and facility maintenance would be required
- Available facilities and service needs may not be compatible.
- Coordination among different program providers, facility managers and operators would be required.
- This strategy assumes that facilities are currently underutilized, which cannot be confirmed without an assessment.

Related Livability Factors: Public Places for All Ages/Interests, Jobs & Local Ownership, Education, Social Networks & Trust, Planning Integrated Communities

Origin(s) of the project idea: *Education Across the Lifespan Task Force and the Latino Community Forum*

19. Community Design Review Board

Decisions are made every day that affect the atmosphere and livability of unincorporated communities. Some of those decisions are reviewed but many are not. This project would establish a board to evaluate architecture, green space, and commercial development based on community design standards and priorities. The board would also look at issues affecting the community appearance such as the presence of billboards and absence of public art. When necessary, the board would explore raising funds to support community design improvements.

Project Challenges/Issues/Feasibility:

- Relationship between this body and existing bodies, such as the Board of Zoning Adjustments, Municipal Advisory Council and the Planning Commission would need to be established.
- An equitable selection process for board members, including minimum qualifications, needs to be determined.

Related Livability Factors: What’s Sold & How It’s Promoted, Look & Feel, Parks & Open Spaces, Housing, Arts & Culture, Preserve Resources/Natural Terrain, Defined Communities, Public Places for All Ages/Interests, Planning Integrated Communities, Community Focal Points for Commercial, Civic, Cultural, and Recreational Use

Origin(s) of the project idea: *Neighborhood Atmosphere & Beautification Task Force*

20. Partnership & Collaboration Across Service Providers

Given that there are numerous public, private, and non-profit organizations operating within the urban unincorporated areas of Alameda County an opportunity exists to increase collaboration and partnerships. This committee will address the need to share resources and expertise in an ongoing and structured way. Organizations that serve similar populations would work together to integrate and collaborate on programming and service delivery. Technical expertise among agencies and staff would be identified and provided to other programs and agencies, better serving the unincorporated communities.

Project Challenges/Issues/Feasibility:

- Participation from a broad range of agencies and programs and determining the right mix of committee partners committed to the concerns of the unincorporated areas is a challenge.
- A lead convener and facilitator for this committee must be identified.
- Collaborations and partnership are difficult and time consuming; organizations might need incentive to participate.

Related Livability Factors: Racial Justice, Jobs & Local Ownership, Participation and Willingness to Act for the Common Good, Planning Integrated Communities

Origin(s) of the project idea: *Neighborhood Atmosphere & Beautification Task Force*

21. Improved Coordination of Services

This project maps the public resources in the unincorporated area (including facilities and programs) and then will look at opportunities for improved coordination of services. Currently there is a lack of information about the resources available within the unincorporated area. This project would identify and better coordinate existing resources and programs before committing to new efforts. The results of this assessment would be compiled into a guide of the unincorporated area for community members and would potentially be followed by an interactive online guide.

Project Challenges/Issues/Feasibility:

- Staff time for guide production is currently unfunded.
- If this project is housed in the County it would be more expensive than if it was a community driven and staffed project.
- Ongoing website and guide maintenance would need to be funded.
- Identifying the resources and coordinating with numerous private and public organizations can be time consuming and challenging.

Related Livability Factors: Racial Justice, Social Networks & Trust, Participation and Willingness to Act for the Common Good, Planning Integrated Communities

Origin(s) of the project idea: *Education Across the Lifespan Task Force*

22. Community-Friendly Business Development Program

Based on the idea that businesses can support not only the economic health of communities, but also the social and physical health, this project would encourage new businesses that support the livability of the unincorporated communities, as well as encourage existing businesses to be more responsive to community values. A key element of this program is to develop ongoing communication among the business community, residents, and the County. Strategies would provide support to local business organizations that show initiative and interest in growing their business in positive ways within the local community. The program would facilitate services to support a strong business network within the unincorporated area that can assess both the needs of business and the community and provide access to tools to assist the business community to realize the vision of being a good partner.

Project Challenges/Issues/Feasibility:

- Incentives would need to be provided to encourage business participation.

- An organization would need to be identified to manage the program.
- The business community must be fully engaged for this program to succeed.

Related Livability Factors: What’s Sold & How It’s Promoted, Look & Feel, Safety, Getting Around, Defined Communities, Public Places for All Ages/ Interests, Jobs & Local Ownership, Planning Integrated Communities, Community Focal Points for Commercial, Civic, Cultural, and Recreational Uses

Origin(s) of the project idea: *Local Commercial, Residential & Community Places Task Force and the Safety Task Force*

23. Community Center in Cherryland

This Center would be a safe and accessible space for community members of all ages and from all walks of life to congregate and participate in meaningful and fulfilling activities. This space would provide a venue for community members to build social connections, participate in enriching cultural activities, build life skills and have fun. The community center could potentially be a home base for a family resource center, health services, child care, youth programs, and a job training program. Cherryland does not have a community center of its own, unlike the other larger communities within the unincorporated area. A thriving community center in the Cherryland could be connected to other community institutions to bring even more resources to residents.

Project Challenges/Issues/Feasibility:

- This project would be most accessible to Cherryland residents, although all community members would be welcome.
- The cost and process of building a structure from the ground up is significant. Utilizing a pre-existing space could be an option.
- Once built, this project will incur ongoing operational costs.

Related Livability Factors: Arts & Culture, Education, Social Networks & Trust, Planning Integrated Communities

Origin(s) of the project idea: *Education Across the Lifespan Task Force, Local Commercial, Residential & Community Places Task Force, & the Latino Community Forum*

24. Public Schools Improvement Project

Some public schools, particularly in the Hayward and San Lorenzo Unified School Districts, suffer from high teacher turnover, out-of-date and inadequate text books, limited teaching supplies, and other barriers to a quality education. Another key need is for culturally appropriate after-school programs at all schools where none currently exist. Providing young people with alternatives to wandering the streets helps keep them safe and out of trouble while helping them develop valuable life skills; This project calls for the two school districts, individual schools, parents, and other community interests to work together to address the educational inequities. An initial step would be culturally competent community engagement to better understand student needs and structural limitations. Specific strategies would develop from the community discussion.

Project Challenges/Issues/Feasibility:

- School districts have their own community processes and may be reluctant to engage in a new one.
- Structural problems in the public education system may be beyond the scope of a local effort.
- Local community leaders would need to be the driving force behind this strategy and a new or existing community-based structure would need to be identified to support these efforts.

Related Livability Factors: Racial Justice, Education

Origin(s) of the project idea: *Latino Community Forum*

PRO/CON STATEMENTS

1. SENIOR HEALTH SERVICES

No statements submitted

2. CHANGING THE PLANNING COMMISSION REPRESENTATION TO REFLECT UNINCORPORATED COMMUNITIES

Pro Statement – *by Suzanne Barba, Castro Valley Resident*

The Planning Commission makes decisions on issues affecting the urban unincorporated area exclusively—who better than the people who live in that area to be on a commission that makes those important decisions. The seven seats should be appointed by public process and proportional to the areas that compose the urban unincorporated area. Castro Valley should have three, San Lorenzo two, Cherryland one and Ashland one. El Portal Ridge and Hillcrest Knolls have both elected to be part of Castro Valley. There is no good or logical reason that supervisors who have no “dog in this fight” should have appointees to the Planning Commission.

Pro Statement – *by Frank Peixoto (BZA member and former Planning Commissioner) San Lorenzo*

For many years, I have advocated that the Unincorporated Area (UAC) have a majority representation on the County Planning Commission. I believe that the makeup of the Planning Commission should be realigned such that the UAC has at least four (4) of the seven (7) seats. The two Supervisors representing the majority of the unincorporated area should have two appointments each; and the other Supervisors one appointment. It is unacceptable that a body that does not represent the UAC has control over our land use decisions. None of our Supervisors have ever resided in the unincorporated area, thus it is imperative that the Planning Commission consists of members that live in and know the local areas. We need better advocacy within the County structure, services commensurate with the taxes we pay, and direct representation of our viewpoints. We need to make certain that we are fairly represented.

3. CODE ENFORCEMENT AND BLIGHT ELIMINATION PROGRAM

Pro Statement – *by Suzanne Barba, Castro Valley Resident*

We have the regulations and laws, members of the community know about code violations and blight in their neighborhood. What we apparently don't have is the money to hire more code enforcement people to cite violators and follow up to make sure the violation is removed. Blight shouldn't be “managed” it should be eliminated. Both the Eden Area and the Castro Valley Redevelopment groups have funds to support this important issue which impacts the look and the health of our communities.

Pro Statement - *by Linda Pratt, Program Director, CommPre*

Strengthening code enforcement and proactive blight elimination should be a priority because it supports many of the other livability factors that community members have identified as important such as commercial and civic uses, safety and look and feel of the unincorporated areas. One significant contributor to blight is the proliferation of billboards. There are 66 billboards located within the unincorporated urban area communities, and over 50% are located on E. 14th St., Mission Blvd. and Lewelling Blvd., with others prevalent on Foothill Blvd., 150th Ave. and Meekland Ave. Besides being a source of blight, much of the advertising promotes unhealthy products, in particular alcohol. Depending on the time of year, the majority of advertising can be alcohol (in English & Spanish). It is particularly prevalent leading up to Cinco de Mayo, the summer months and winter holiday time. Some of the billboards are located near schools and parks. For example, three billboards face San Lorenzo High School. A vote for this priority will expedite policies and practices to eliminate the majority of the billboards, and subsequently unhealthy messages.

4. HEALTH CENTER

Pro-Statement – *by Tiffany Crain, Congregations Organizing for Renewal (COR) Community Organizer and Cherryland resident*

Many of our community members in the unincorporated area are uninsured and have limited access to the health care they need. Because of the high volume of need for affordable health care services across Alameda County, clinics in surrounding cities are often beyond capacity and families are being forced to wait over a month to see a doctor in a time of illness. Some Eden Area residents are commuting over an hour to clinics outside of their communities to receive the care they need. Currently, there is no health center in the unincorporated area, and

health centers fulfill a critical need for accessible health care for working families. The building of a new health center will help to create healthier families and healthier communities.

5. IMMIGRANT COMMUNITY PROJECT

Pro Statement- *by Tiffany Crain, Congregations Organizing for Renewal (COR) Community Organizer and Cherryland resident*
This project's intention is to help ensure our communities are safe, thriving and involved - where all people, including the thousands of immigrant families in unincorporated Alameda County who help make our communities strong --- are fully valued, protected and meaningfully engaged in civic and political life. The project builds upon relationships between local law enforcement and community members to work together in ridding violence from our streets by actively pursuing a relationship based on trust. When residents trust their local officials, they will be more likely to call and report important incidents of crime, and our streets will be safer. When our local law enforcement comes into our neighborhoods in partnership with ICE (US Immigration & Customs Enforcement), this creates fear and mistrust among immigrant community members and local authorities. This undermines creating safe communities. This project works to build safer communities through stronger relationships and trust between local residents, law enforcement, and local institutions.

6. PUBLIC HEALTH ELEMENT IN GENERAL PLANS

No statements submitted.

7. IMPROVING PUBLIC TRANSPORTATION ACCESS TO HEALTH CARE

No statements submitted.

8. COMMUNITY EMPOWERMENT AND CIVIC INVOLVEMENT

No statements submitted.

9. EXPANSION AND IMPROVEMENT OF THE SAN LORENZO LIBRARY

Pro Statement *–by Dorothy Partridge, Chair, San Lorenzo Library Advisory Committee, Alameda County Library Commissioner*
The San Lorenzo Library is the only library designated to serve thousands of residents in Ashland, Cherryland, San Lorenzo, Fairmont Terrace, Hillcrest Knolls, and Hayward Acres. The current facility, built in 1969, before the age of technology, is outdated, and old and tired. Increased population and diversity requires more services and space to accommodate computers, videos, CDs, multilingual materials, and other amenities to provide customers a pleasant environment. Needs Assessments conducted by the County Library recommend the library should be at least three times the current size. Library and School District staffs work together on programs to help the many students who visit the library everyday. The library is a gathering place in the community and serves residents of all ages and ethnicity. An improved library would enhance the quality of life in our unincorporated communities.

Pro Statement *– by Derry Silva, San Lorenzo Library Advisory Committee, Cherryland Resident*

The San Lorenzo Library serves many communities not **just** San Lorenzo Village. As an Alameda County library branch located currently in San Lorenzo, this library serves Ashland, Cherryland, Hillcrest Knolls, Fairmont Terrace as well as the San Lorenzo area. Students from Cherryland School (Hayward Unified School District) and all the schools in San Lorenzo Unified School District are serviced by this library branch. The library is in dire need of expansion (and has been for many years) and many repairs as well as updates and remodeling projects are necessary for staff and community users. I strongly urge the Livability Initiative planners to give this project its highest priority.

Pro Statement- *by Mary E. Milton, El Portal resident, former District Librarian for the San Lorenzo USD and former member of the San Lorenzo Library Advisory Committee.*

As a resident of the El Portal Area, I consider the San Lorenzo Library to be my home library. Our family has always relied on the San Lorenzo library to meet our recreation reading and research needs. As a librarian for the San Lorenzo USD, I have also come to appreciate the integral role the library plays in the lives of our students, many of whom also reside in the area above the 580 freeway. While I was disappointed when San Lorenzo was not able to receive funding under the Public Library Construction Act, my hopes were restored when library renovations found their way into this initiative. Knowing that Castro Valley, San Leandro and Hayward libraries have all recently been

either renovated and/or newly constructed, it seems to me that it is both just and equitable that the San Lorenzo Library should at this time receive funding for needed improvements.

Pro Statement –by *Josephine Silva, Ashland Resident*

The residents of Ashland are served by the San Lorenzo Library, the only library in the Alameda County Library System located in the unincorporated area except for Castro Valley. It is also the only public library located within the attendance area of the San Lorenzo Unified School District which educates students residing in Ashland, part of Cherryland, San Lorenzo, and the other neighboring unincorporated communities. It provides many programs and services for children, seniors, and others living in these areas. It has not been significantly upgraded since its construction in 1969. It is the closest public library to the Ashland community and can be accessed by AC Transit bus if necessary. This library is an important asset, but requires extensive improvement to better serve the large, diverse population in our communities.

Pro Statement – by *Georgeann Hardy, Director Educational Technology/Instructional Materials, San Lorenzo Unified School District*

I support the expansion and improvement of the San Lorenzo Branch Library. The San Lorenzo Branch Library is a valuable Eden Area resource. County library statistics indicate that although about 41% of San Lorenzo residents use the branch regularly, 59 % of residents of the surrounding Eden area adjacent and nearby use the facility. The facility provides more than just books and electronic resources. The facility is the hub of the adjacent and surrounding Eden Areas and offers literacy classes and programs for adults and children. Students receive support with homework four afternoons each week. There are classes for English language development and motivational reading programs for children. The library promotes children’s literacy programs and keeps them reading all summer with creative and imaginative reading programs and activities. The library has limited areas for small group study and activities, and, there is very limited community meeting space. The technology access is limited due to space and the after school Homework Central Program is frequently crowded. Additional space would provide the San Lorenzo Branch Library the opportunity to expand and improve its community programs. Expansion and improvements would transform the San Lorenzo Branch Library into a multi-functional Eden Area Community Center providing many more services and opportunities than are currently available.

10. GREENSCAPE IMPROVEMENT PROJECT

Pro-Statement - by *Hafsa Burt, ALA, LEED AP, Castro Valley Resident*

While some level of greenhouse gases are required to maintain the atmospheric temperature of the planet, the rate of increase since the onset of the industrial age has far exceeded naturally occurring levels. In 2003, the world’s emissions topped 27 metric tons of CO₂, with the U.S. responsible for about 22% of those emissions. The CA 2030 initiative is aiming to bring the CO₂ emissions back to the same level as in 1990 and make the building industry Carbon neutral. This plan will help to render a small contribution to a bigger problem while providing natural escapes for people within the community close at hand. According to a study done by USGBC, \$15 billion is lost every year in productivity losses because of poor indoor air quality. Having little patches of green areas scattered within the community will allow workers and families to escape into the outside for well being. These green punctuations can form vistas on an urban landscape and encourage foot traffic and reduce cars on the street. Again, steps such as these can help in establishing an identity for these communities as a green, earth friendly and healthy area.

11. TEEN CENTER IN ASHLAND

Pro Statement - by *Hilary Bass of ACAP and Ashland Youth Leadership Council*

Young people living in the Unincorporated Eden Area suffer from having minimal productive and positive activities to get involved in within their community. This void of quality programs and opportunities fosters higher levels of loitering, substance abuse, gang involvement and teenage pregnancy due to an overall sense of boredom, a lack of community engagement and no feeling of neighborhood pride. The creation of a teen center would enable youth in the area to partake in ongoing productive and positive alternatives to running the streets and getting into trouble. They would have a place to belong, a place to feel proud to be a part of, and a place to gain knowledge and skills that will benefit their present lives and their futures. Unincorporated Area teens need this teen center to foster an overarching change in the current teen culture. They need it to improve themselves and add value to their community as they become more productive and engaged citizens.

12. STREETSCAPE IMPROVEMENT PROJECT

No statements submitted.

13. COMMUNITY MANAGER FOR THE UNINCORPORATED AREAS

Pro Statement: *Keith Barros, San Lorenzo*

Several years ago, many of us from all the unincorporated areas united and successfully fought to replace the one-person county staff position, Zoning Administrator, with the BZA. Prior to this victory, the BOS rarely saw appeals because most every variance and zoning application was approved. Zoning and variance failures are not by the Planning Commission and the BZA. They are generally made by the Board of Supervisors on appeal from the PC or BZA. On weekdays, in downtown Oakland, there's little if any citizen input, and local accountability is diluted. Evidence of this is most prevalent in Ashland and Cherryland. It is in the best interest of Castro Valley, Hillcrest Knolls, and San Lorenzo Village to have a greater positive impact on these two communities that we surround and whose problems are spilling over the boundaries. Separate Super MACs aren't the answer. An inclusive Big MAC or a County Manager is.

Pro Statement- *by Nancy Van Huffel, Administrator, San Lorenzo Village Homes Association*

For 21 years, I have experienced the problems of the unincorporated area (UAC) created by the lack of communication and coordination between county departments. The most recent example is the specific planning process that eliminated El Portal from the Castro Valley Plan without adequate notification to the El Portal community. This pitted neighborhoods against each other with everyone losing in the process. It is probable that if a Community Manager had been in place when the move was first proposed, the issues could have been resolved without the negative public display. In addition, the CM would have made certain all parties were aware of the proposed change, involved those concerned at an early point, and avoided the issue all together. Establishing a CM position would ensure that the interests and needs of the UAC are considered in a more comprehensive, effective, and efficient manner.

Pro Statement *by Wulf Bieschke, President, San Lorenzo Village Homes Association*

Alameda County is responsible for providing services to the UAC much in the same way a municipal government provides services to the residents of their city. These services include land use planning, zoning, and code enforcement; redevelopment; police and fire services; infrastructure maintenance and development (streets, sewers, sidewalks, etc.); business and economic development; disaster management planning, response, and recovery; and delivery of medical and social services. Many community members believe there are serious communication and policy development issues between county departments and the communities they are obligated to serve. There is no position within the County structure currently assigned the sole responsibility for the UAC. Yet, the UAC areas and their populations easily rival the size, complexity, and service needs of a city (e.g, Hayward has a population of over 150,000 compared to the UAC's population of 140,000, making it the fourth largest service area in the County.)

Pro Statement- *by Kathy Martins, Vice President, San Lorenzo Village Homes Association*

Unincorporated areas must compete for County resources (money, staff attention, equipment, attention of policy makers, etc.) with core County services such as the Medical Center, the social service delivery system, and the criminal justice system. Land use decisions are not within their control: the governing body, the Board of Supervisors, has no representative living within the UAC. The position of Community Manager could help assure that services are effectively and efficiently delivered, to secure input from the community on critical land use projects, or to advocate for the unincorporated population with the Board of Supervisors. The CM would have a place at the stakeholder's table and advocate and protect the interests of residents and businesses in the unincorporated areas by working with elected officials, community advisory members, department directors, community and neighborhood groups/associations, etc. to disseminate information and make recommendations regarding programs, policies, and procedures that affect the unincorporated area.

Pro Statement - *by Patricia Pebelier, Treasurer, San Lorenzo Village Homes Association*

Opponents are concerned that the CM will create an unnecessary layer of government. Since the UAC is comprised of over eight different communities with different demographics, geographic locations, and community perspectives, the concern is that this position could not maintain its independence and represent all of these different unincorporated communities in a balanced manner. In fact, this position could assist in budgeting for and managing

the affairs of the UAC in a manner that improves effective and efficient County service delivery, provides missing cost control, and improves efficient resource allocation. This position could also provide the ability for the County and the affected communities to engage in long-term financial and programmatic planning, allowing the County to plan for the future needs of the residents for whom they have direct responsibility for service delivery, and allowing the affected residents to understand and prepare for future revenue needs for their geographic areas.

Pro Statement- by *Margaret Wright, Board Member, San Lorenzo Village Homes Association*

Funds for the CM position can be allocated from the Utility Users Tax, which is a tax paid only by the residents of the affected UAC. It is recommend that there be a formal mechanism built into the system such that the community will have a substantive role in interviewing and hiring the Community Manager. The CM is expected to maintain structured relationships with the formal bodies that currently exist (MAC, SLZ Homes Association, and other community associations). Finally, the governing bodies with the UAC should also be formally involved in the regular performance evaluation of the CM, and, if necessary, any decision to terminate the person. Establishing this position would assure that the interests and needs of the UAC are fairly considered, and that the residents have long-overdue advocacy and representation within the County structure.

Pro Statement- by *Mel Medeiros, Board Member, San Lorenzo Village Homes Association*

The CM would be responsible for representing them within the County, adjacent cities, and Special Districts. Duties for the CM would include:

- Formulating strategies for the enhancement and preservation of communities and neighborhoods; develops comprehensive strategic plans, service delivery programs, and solutions to community and neighborhood problem
- Attend BZA hearings, Planning Commission, MAC, SLVHA, and other community meetings in order to advocate for the community's position to respective County Boards and departments
- Work with County staff to provides assistance to constituents to resolve problems and to obtain unincorporated services provided by the County or other agencies by working closely with Department Heads, and County Staff to ensure adherence to County policies, protocols, and professional standards
- Interpret and apply County and State laws, ordinances, regulations, procedures and policies as they pertain to unincorporated services, in close coordination with other departments
- May apply for and manage grants.

14. MOBILE HEALTH VAN

Pro Statement - by *Suzanne Barba, Castro Valley*

St. Rose Hospital has been successfully operating a mobile health van for over 15 years. They send it out to schools and other places in the community. The Eden Township Health Care District has expressed interest in the past for funding a health van, but no community group has approached them with a grant request for this purpose. The potential good that a mobile health van can provide has been proven. The unincorporated area deserves a similar service that will work with the schools, churches and senior centers to provide health screenings, immunizations, referrals, and minor medical services. It's doable and overdue.

15. NEIGHBORHOOD-BASED MUNICIPAL ADVISORY COUNCILS (MACs)

Pro Statement - by *Mark Lowry, Castro Valley*

Alameda County government fails to provide adequate governance to the unincorporated areas in many ways. Most of these failures can be traced directly to a lack of local control of land-use, public safety, and general services. For example, developments are too often approved at the expense of the local community to the benefit of the developer; or zoning and variance decisions are made in ways that do not benefit the local community. These failures occur, largely, not because the current county bodies that are responsible for these decisions (County Planning Commission, the BZA, and BOS) have malicious intent, but instead occur because the decisions are made without adequate local citizen input. The current county-wide approach also takes "ownership" of local problems away from the local community which leads to a corrosive community apathy. This MAC proposal creates the needed local input and control which is currently lacking.

Pro Statement – by *Richard Rhodes, Planning Commissioner*

Implementing a Municipal Advisory Council for each of the General Plan areas represents a highly efficient use of government resources and provides a means of achieving more local control for all communities. The goal is to have ALL decisions, planning and zoning, made by local appointees. Under this proposal the only thing that changes initially is that the Ashland-Cherryland-San Lorenzo area gets the benefits of local input in decision making that

Castro Valley now enjoys. At most this represents a single new meeting for county staff. When local planning and the granting of variances is shifted to the three MACs for Ashland-Cherryland-San Lorenzo, Castro Valley, and East County, along with all pertinent legal obligations and responsibilities, the BZA is no longer needed. The county planning commission addresses only countywide issues. This is a big step towards effective local control.

Pro Statement – *by Deb Lonry, Castro Valley*

Neighborhood-Based Municipal Advisory Councils (MACs)", #15, can be effectively combined with most of the intent of #13, "Community Manager for the Unincorporated Areas". Each MAC would be assigned a county staff person (likely at the senior planner level). Each of these "MAC managers" would be responsible for intimately interacting with and advising its specific MAC council and implementing the decisions rendered by the MAC. This approach addresses some of the challenges listed for project #13 and enhances the MAC proposal.

Pro Statement – *by Jeff Spitzel*

The proposal for Neighborhood-Based Municipal Advisory Councils (MACs, #15) embodies the goals defined in project #2 (Changing the Planning Commission Representation to Reflect Unincorporated Communities) and project #17 (Improve Government Accountability). The MAC proposal is modeled from a proven mechanism which already provides effective and efficient community representation in Castro Valley.

Pro Statement – *by Lester Friedman, Castro Valley*

The proposal for "Neighborhood-Based Municipal Advisory Councils (MACs)", #15, embodies the goals set out in project #2 "Changing the Planning Commission Representation to Reflect Unincorporated Communities", and project #17 "Improve Government Accountability". The MAC proposal achieves all these goals by extrapolating from a proven mechanism (currently used in Castro Valley) of local representation and will do so efficiently.

Con Statement – *by Ron Palmeri (former BZA member) Castro Valley*

The notion of multiple autonomous "Super MACs" located in East County, Castro Valley and the rest of unincorporated area, each with decision making authority on land use would be a disaster. Currently input is provided via local community associations or Castro Valley MAC. The Planning Commission and Board of Zoning Adjustments give great weight to local input on land use issues. Super MACs could lead to inconsistent land use decisions and would not provide adherence to general or specific plans. The cost would be astronomical since at a minimum there would be several extra monthly meetings all staffed and paid for by the Planning Department and County Counsel. The effect is that the taxpayers pay more so that Castro Valley, which has less population than the rest of the unincorporated area, is treated like an autonomous city (which its voters rejected) while the rest of the county gets short changed.

Con Statement – *by Kathie Ready, Planning Commission, San Lorenzo*

The current BZA and the Planning Commission are based solidly in existing State and local law. Members are obligated to understand the law, and to make judgments and decisions based on the law not personal opinion. They cannot and should not be held to answer to community activists that base their decisions only on what they "personally" want and don't understand the laws. Citizen input is imperative, but the final decision must be based on the law. The B.O.S. has the final say in an appeal, with County Counsel as their advisor. They, and only they, should make the decision to interpret the law and how it should be applied. Further division of one community against another, will only lead to continued chaos. Whatever strength that can be achieved in the unincorporated areas, will only happen if it stays strong and together. An Army divided is conquered!

Con Statement – *by Keith Barros, San Lorenzo*

Several years ago, many of us from the all the unincorporated areas united and successfully fought to replace the one-person county staff position, Zoning Administrator, with the BZA. Prior to this victory, the BOS rarely saw appeals because most every variance and zoning application was approved. Zoning and variance failures are not by the Planning Commission and the BZA. They are generally made by the Board of Supervisors on appeal from the PC or BZA. On weekdays, in downtown Oakland, there's little if any citizen input, and local accountability is diluted. Evidence of this is most prevalent in Ashland and Cherryland. It is in the best interest of Castro Valley, Hillcrest Knolls, and San Lorenzo Village to have a greater positive impact on these two communities that we

surround and whose problems are spilling over the boundaries. Separate Super MACs aren't the answer. An inclusive Big MAC or a County Manager is.

16. SCHOOL AND NEIGHBORHOOD BASED VIOLENCE PREVENTION AND INJURY REDUCTION PROJECT

Pro Statement- *by Tiffany Crain, Congregations Organizing for Renewal (COR) Community Organizer and Cherryland resident*
Residents of the Unincorporated Area deal with unsafe conditions in their communities daily. They are faced with gangs, drug activity and violence and often do not feel safe walking to and from school or running errands. The costs of the violence that plague the streets of unincorporated communities include: hospital stays, foster care placement, emergency medical response, court fees and costs for prosecution, lost productivity, shelter and counseling services. Annual detention in the California Youth Authority for one youth costs tax payers \$27,000 a year. Research has shown that prevention and intervention cost our communities less in resources than suppression alone. This project would work to address the root causes of violence, prevent members of our communities from falling prey to violence, intervene in the cycle of violence through provision of services and ensure a strong collaboration between service providers, local law enforcement, schools, local government and community members.

17. IMPROVE GOVERNMENT ACCOUNTABILITY

Pro Statement – *by Suzanne Barba, Castro Valley Resident*

When land use decisions and other regulations are proposed, the residents of the communities impacted should know about them ahead of time and have input. Impediments to accountability and transparency should be eliminated or at least reduced so that the public can participate in decision-making that affects their lives. Decisions made at the local level should not be overturned at the county level without giving the quasi-governing body and the public the reasons for that decision. The residents in the unincorporated area also need to know how their tax money is being spent, i.e. what is spent for law enforcement, libraries, public health, planning and code enforcement to name a few.

Pro Statement – *Richard Rhodes, Planning Commissioner*

This proposal addresses an important felt need that the unincorporated area is ill-served by the county. Ordinances on the books are not well enforced and citizens feel alienated from government. Holding meetings in the areas affected by decisions would increase a sense of the availability and responsiveness of county government. A commitment on the part of the county to targeted active enforcement of ordinances in particularly affected areas would change the atmosphere and bring about improvement in the quality of life in the county as a whole. One way to improve government accountability would be to implement as a single project a combination of the governance proposals which are not, in fact, mutually exclusive. Having local Municipal Advisory Boards would achieve both accessibility and responsiveness (project 15) and subsume the intent of project 2. Having a manager associated with each MAC would connect to the county better (project 13).

Pro Statement—*by San Lorenzo Village Board of Directors*

As elected Board Members of San Lorenzo, we strive for open meetings and transparent decisions. We strongly encourage the Board of Supervisors to do the same. When land use decisions are overturned by individual Board members, we request the reasons and findings be reported to us at the unincorporated meetings. Also, any policies affecting the unincorporated area should be discussed at these meetings. For example, we all agreed on criteria for the marijuana clinics and yet the criteria were modified prior to adoption by the BOS and we were not even informed for six months. We believe strongly in the community planning process; in the rule of the majority as a basis for our democratic process; and in government being accessible and accountable to those it governs. We in San Lorenzo support any decision-making process that is inclusive, rational, and representative of the affected community.

18. LIFELONG LEARNING PROGRAMS AT EXISTING FACILITIES

No statements submitted.

19. COMMUNITY DESIGN REVIEW BOARD

Pro Statement - *by Hafsa Burt, AIA, LEED AP, Castro Valley Resident*

The unincorporated communities lack a sense of identity in the built environment. A design board will help develop solutions to issues that matter on a community level as well as the bigger issues that affect us. The Design Board will

consist of professionals in the field with the knowledge to establish policies, make initiatives etc. Data from the US Energy Information Administration shows that buildings are responsible for almost half of all energy consumption and green house gas emissions. Seventy-six percent (76%) of all power plant-generated electricity is used just to operate buildings. A lot of communities in California are developing initiatives to combat the bad influence the building environment has and actually reverse the impact by the year 2030. A local board representing our unincorporated communities can develop strategies to become a part of the CA 2030 initiative and implement policies by setting stringent requirements. Such a board will also help shape the community to establish an architectural and urban plan identity and foster an exemplary community.

20. PARTNERSHIP & COLLABORATION ACROSS SERVICE PROVIDERS

No statements submitted.

21. IMPROVED COORDINATION OF SERVICES

No statements submitted.

22. COMMUNITY-FRIENDLY BUSINESS DEVELOPMENT PROGRAM

No statements submitted.

23. COMMUNITY CENTER IN CHERRYLAND

Pro Statement - *by Derry Silva, Cherryland resident and Cherryland Community Association Beautification Committee*

As a member of this community for many years and currently active in the Cherryland Community Association, I heartily endorse and encourage the establishment of this Community Center for our area. During the years that CCA has been in existence, we have enlisted various organizations for a place to meet. We now meet in the Carriage House at Meek Estate - thanks to H.A.R.D. The setting (for which we are grateful) is cold, very small and with little parking for the growing number of our members. To have a comfortable meeting place would solve this inconvenience as well as be a center for other groups, i.e. the Teen Center, as proposed in Project #11, and the Health Center (Project # 4). This beautiful and historic neighborhood with a culturally diverse population of approximately 15,000 people (young and old) and the businesses and schools within it would develop favorably because of such a center and would reap many of the project proposals the Livability Initiative suggests.

24. PUBLIC SCHOOLS IMPROVEMENT PROJECT

Con Statement - *by Georgeann Hardy, San Lorenzo Unified School District*

The San Lorenzo Unified School District (SLUSD) provides up-to-date, state adopted texts in core subject areas (math, reading, social studies, science, health) to every student, each school year, as required by the State Department of Education's Codes and policies. The SLUSD Board of Education certifies to the State Department of Education each fall that all students receive sufficient materials. The SLUSD provides students with a book to use in class that they can also take home for homework, according to Education Code. In addition, over the last three years, the District has purchased additional instructional materials, at substantial cost, in order to provide special programs to support increased student achievement.