



Final Catalyst Project Results

from April 5, 2008
Community Charrette

Close to 300 people attended the April 5th Eden Area Livability Initiative Community Charette at Eden United Church of Christ in Cherryland to select catalyst projects to build a more livable community. Community residents were welcomed by Supervisors Nate Miley and Alice Lai-Bitker, and joined by County Administrator Susan Muranishi, agency heads from Alameda County Health Care Services, Social Services, Community Development, Public Works, Probation, Fire, the San Lorenzo Unified School District, and the Hayward Area Recreation and Park District, and representatives from Congresswoman Barbara Lee.

The following 24 projects were developed through a comprehensive community driven process and presented by community advocates and public agency staff during the early part of the program. Later in the day, eligible attendees selected their top five picks for catalyst projects. **These projects are listed below in priority order. The top 5 projects will be moved forward as part of the Livability Initiative process.**

1. 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*

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. 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*

4. 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.



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- 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*

5. 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*

6. 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*

7. 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*

8. 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.



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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*

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. 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*

11. 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*

12. 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*

13. 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*

14. 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*

15. 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*

16. 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*

17. 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*

18. 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*

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. 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

21. 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*

22. 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*

23. 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*

24. 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*