

TABLE OF CONTENTS

Section I: Program Overview

- A. Vision & Mission Statements
- B. Goals & Objectives
- C. Background

Section II: Program Management

- A. Management Tools
 - 1. Organizational Chart
 - 2. Timeline of Activities (Gantt chart)
- B. Projects
 - 1.
- C. Governance
 - 1. Steering Committee
 - 2. Implementation Working Groups
- D. Stakeholders

1.

Section III: Supporting Documents

- A. Community Profile
- B. Overview of the Risk Hazard and Vulnerability Assessment
- C. Risk Hazard Vulnerability Assessment & Maps

Section IV: Appendices

Section I: Program Overview

A. Vision & Mission Statement

Vision: The Fruitvale neighborhood is located in East Oakland and is home to the city's largest Latino community. This diverse community is also home to many different ethnic communities. The neighborhood has rich history of community building that began in the 1960s as Fruitvale was the hub of the Chicano Movement. This attitude of community pride and social cohesion has been passed down several generations, and is evident in its vibrant streets.

Mission: The Resilient Fruitvale Executive Steering Committee will be responsible for reinforcing the Fruitvale community's resilience through enhancing neighborhood-led response and recovery plans and coordinating with all stakeholders to collectively respond with confidence and compassion.

B. Background

In 2017 a group of Fruitvale non-profits, small businesses, faith-based organizations, residents, and City Agency stakeholders joined forces in an attempt to leverage available services and promote resident engagement. Their purpose was to ensure a more resilient community and a future rich in social & economic opportunity and success for Fruitvale residents. Over the course of six months, program members worked earnestly; convening with stakeholders who have a presence in the Fruitvale neighborhood, listening, and capturing the integrity of the neighborhood in order to inventory and prioritize the goals and objectives for the various community stakeholders that are committed to Fruitvale. As a result of this work, the program "Resilient Fruitvale" developed.

The system that the cohort used to create this initiative is called the Empowered Communities Program (EC), which was developed by the Neighborhood Empowerment Network (NEN) over the last decade in communities across San Francisco.

NEN/ECP Overview:

The Neighborhood Empowerment Network's <u>Empowered Communities Program</u> (ECP) leverages a community development approach to advance a neighborhood's disaster resilience. By fusing together methods such as human centered design, collective impact engagement with facilitated leadership, we've created a program that generates higher levels of both preparedness and community capacity to steward their community's resilience on a sustained basis.

NEN/ECP Benefits:

• The Community receives the technical support to draft and implement a culturally competent Resilience Action Plan that helps guide their advocacy/investments so that the essential ingredients of their socio-economic success (people, institutions, culture) are able to negotiate periods of severe lifeline interruption (electricity / water / sewer / communications / roads) interruption and recover quickly while protecting the health and well-being of the most vulnerable.



• The Civic "community" has the opportunity to engage the community in a deep and meaningful way about the risks that they are likely to experience and develop opportunities to collaborate before, during and after times of stress. By connecting pre-event about the mission of recovery, and working on mitigation/recovery strategies now, the civic leadership can develop higher levels of trust and reciprocity with communities that will help accelerate recovery activities downstream.

ECP Program Elements:

<u>The HUB</u> – A cohort of cross sector agencies (i.e. libraries, supermarkets. Schools, faith based orgs. & non-profits) that reside in close proximity that works together every day on advancing their individual and collective resilience, and have the capacity to come together and support the needs of their surrounding community during times of stress.

<u>The Neighborhood Support Center</u> – This resource supports agencies of any sector advance their ability to meet their existing disaster resilience goals as well as increase their capacity to expand, or modify, their mission to meet the needs of organizations and individuals around them.

<u>The Neighborfest</u> – Social cohesion is an essential ingredient to the ability of any community's ability to meet its disaster goals. There is no better way to build connection at the block level that hosting a block party. The Neighborfest Program provides residents with a step by step process that helps them build high performing teams of volunteers who can come together and both craft and implement plans that can bring their neighbors together and feed/care for themselves before, during and after a disaster.

<u>The Block Champion Program</u> – This initiative builds on the momentum of Neighborfest by converting the host into a year round advocate for preparedness amongst his neighbors as well as a become a powerful resource to the their community, and City, during times of stress by managing/triaging the condition of their block and providing valuable data to the agencies committed to their success.

<u>The NEN Leadership Academy</u> - Healthy and resilient communities need involved, active and effective grassroots organizations. Those organizations need trained leaders. The NEN Leadership Academy provides current and emerging leaders with the training and connections needed to sustainably support resilient communities

C. Goals and Objectives

Resilient Fruitvale Program Goals:

Community - Reinforce the Fruitvale community's resilience through enhancing neighborhood-led response and recovery plans and coordinating with all stakeholders to collectively respond with confidence and compassion.

Organizational - Enhance Fruitvale's organizations' and businesses' ability to be self-sufficient, while advancing interagency support, to augment their programmatic, economic, spiritual, and cultural potential for resilience.



Individual - Empower individuals and families within Fruitvale to increase their level of resilience, enhancing their ability to prepare for and recover from shocks and stresses.

2017 Objectives by Working Group

Fruitvale Activation Working Group – Assess and update Continuity of Operations Plans among organization and businesses in Town center HUB.

- Community (1) Activate Town Center HUB and (2) develop a culturally-competent communications plan, and (3) Recruit / Engage organizations to join the HUB.
- Organizational Assess and update as needed the current status of operations plans among organizations within the HUB. This includes the initial assessments of all organizational members and partners.
- Individual (1) Secure necessary supplies needed to survive beyond 72 hours after a disaster and (2) secure personal preparedness trainings.

Youth and Family Empowerment Working Group –

- Community Recruit / Engage Organizations that serve Children, Youth, and Families to join the HUB.
- Organizational Youth Empowerment/Leadership
- Individual –

Senior and Persons with Access and Functional Needs (AFN) Working Group –

- Community Recruit / Engage Organizations that serve Seniors and People with Access and Functional Needs to join the HUB
- Organizational –
- Individual –

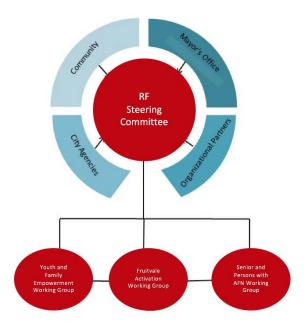
Section II: Program Management

A. Program

Management

1. Organization Chart





2. Steering Committee

The Resilient Fruitvale Steering Committee is responsible for overseeing the Resilient Fruitvale initiative and achieving the goals and objects underlined in the Resilient Action Plan.

Members:

- Chris Iglesias
- Erin Patch
- Tamara Connors
- Evelyn Torres
- Harold Brooks
- Ed Silva
- Jose Dorado
- Trevor Riggen
- Yvonna Cazares

- Dena Gunning
- Charleton Lightfoot
- Jane Garcia
- Thomas Gregory
- Alicia Contreas
- Amua Camargo
- Nidya Baez

3. Implementation Working Group

Each Resilient Fruitvale Implementation Working Group is responsible for caring out specific projects listed in the Resilient Action Plan.

Groups:

- Resilient Fruitvale Activation Hub (1)
- Senior and Persons with Access and Functional Needs (2)
- Youth and Family Empowerment (3)

Members:

- Evelyn Torres (1)
- Shanta´Krick-Gathright (1)

- Dena Gunning (1)
- Charleton Lightfoot (1)



- Erin Patch (1)
- Chris Iglesias (1)
- Sam Becker (1)
- Thomas Gregory (2)
- Alicia Contreas (2)

- Peter Villasenor (3)
- Angelica Lopez (3)
- Cynthia Chiu Herrera (3)
- Tamara Connors (3)

4. Program Partners

Resilient Fruitvale's Program Partners offer various forms of support and guidance in the planning and implementation processes of the initiative.

Partners:

- The Unity Council
- La Clinica
- Red Cross
- Spanish Speaking Citizens' Foundation
- Center for Independent Living
- Carmen Flores Recreation Center
- St. Jarlath
- West Coast Children's Center
- City of Oakland Fire Department (CORE Program)
- City of Oakland Mayoral Community Engagement
- City of Oakland Office of Resilience
- Centro Legal
- Fruitvale BID
- St. Elizabeth
- Oakland Warehouse Coalition
- Education for Change
- Friends of Peralta Hacienda Historical Park
- La Familia
- Cesar E. Chavez Public Library
- Oakland Museum of California
- Fruitvale NCPC
- Riaz Capital

- Prospera
- Dorado Tax & Bookkeeping Services
- Latin Life
- MISSSEY
- Google Learning Center
- 30th & West Live Works Art Community
- AC Transit
- BART
- Loadstar Charter School
- Oakland Unified School District
- Chase Bank
- Walgreens
- Safer DIY Spaces
- Arise High School
- Foothill Square Center Head Start
- Fruitvale Center Head Start
- De Colores Head Start
- Thurgood Marshall Center Head Start
- Posada de Colores
- Office of Councilmember Noel Gallo
- Bank of America
- El Charro Supermercado
- Mujeres Unidas y Activas
- AECOMM
- Microsoft
- Fremont High School

5. Timeline of Activities

B. Projects

- 1. HUB
- 2. Organizational Assessments

Section III: Supporting Documents

A. Community Profile

Below, information regarding the community has been compiled in order to further inform this Resilient Action Plan regarding the context of the community. The information has been collected from multiple sources, including but not limited to the American Community Survey 2012-2016 5 year estimates, and US Census Data.

DEMOGRAPHICS for 94601		HOUSING CHARACTERISTICS △	
Total Population^	49,917	Total Number of Units∆	16,120
Percent Female‡	49%		
Percent Male‡	51%	Occupied Units∆	90%
Households^	14,505	Owner occupied	48%
Family Households*	70%	Renter occupied	52%
Non-Family Households*	30%		
Single Person Households, % of Total*	21%	Vacant Units∆	10%
Avg Household Size*	3.34	For rent	27%
Avg Family Household Size*	3.82	For sale only	41%
		Rented or sold, not occupied	3%
Race/Ethnicity‡		For seasonal, recreational, or occ. use	3%
Black/African American	16%	Other vacant	26%
Asian	18%		
White alone	9%		
Native American Indian	0.5%	Structure Type ‡	
Native Hawaiian/Pacific Islander	0.7%	Single Family Housing	47%
Other/Two or More Races	4%	2 - 4 Units	25%
		5 - 9 Units	7%
% Latino (of Any Race)	52%	10 - 19 Units	6%
		20 Units or more	14%
Age‡		Other	1%



0 - 4 years	8%	Housing Prices□	
5 - 14 years	14%	Median Rent	\$855
15 - 19 years	7%	Median Home Value	\$337,190
20-34 years	27%	Median Rent as % of Household Income	28%
35-59 years	31%		
60 and older	12%	Vehicles Available	
		Workers 16 years and over in household	21 042
Educational Attainment□		Workers 16 years and over in household	21,842
(Residents 25 years and older)		No vehicle available	8%
High School or Less	54%	1 vehicle available	30%
Some College/Associate Degree	25%	2 vehicles available	37%
College Degree	14%	3 or more vehicles available	25%
Graduate/Professional Degree	7%		
		INCOME AND EMPLOYMENT	
Nativity and Language‡			
Foreign Born	42%	Income^	
Language Spoken at home‡		Median Household Income^	
(Residents 5 years and older)		Fruitvale	\$35,100
Speak only English	35%	Oakland	\$45,800
Speak a Language other than English	65%	Per Capita Income^	\$14,700
Other than English		Percent in Poverty‡	28%
Spanish	45%		
Asian/Pacific Islander	16%	Employment‡	
Other European Language	1%	Unemployment Rate	8%
Other Languages	2%	Employed Residents	22,874
		Managerial and Professional Occupations	24%
Linguistically Isolated Households ^		Service Occupations	29%
Fruitvale	27%	Sales and Office Occupations	19%
Oakland	12%	Construction and Maintenance Occupations	14%
Isolated Households who speak Spanish		Production and Transportation Occupations	14%
Fruitvale	73%		
Oakland	43%	Journey to Work□	
Key:		Workers 16 years and over	
* 2010 Census, Summary File 1.		Car	68%
‡ 2012-2016 ACS Demographics & Housing Estimates		Drove Alone	52%
Δ Profile of Gen. Population & Housing Characteristics			
2010 ☐ 2016 City Data.com		Composing	4601
T T ZULD LITY DATA COM		Carpooled	16%



2010 Census Tracts for area:	Transit	19%
	Bike	2%
	Walk	5%
	Other	2%
	Worked at Home	4%

B. Overview of the Risk Hazard & Vulnerability Assessment

Summary

Hazards Assessment of the Fruitvale Community

Based on a hazard assessment conducted in Fruitvale, (nine) hazards are likely to threaten this community:

- Earthquakes
- Heat Wave
- Structure Fire
- Violence
- Hazard Material Release
- Epidemic
- Severe Weather
- Flood zone/Tsunami

Summary

Vulnerability Assessment of the Fruitvale Community

Fruitvale is a vibrant and diverse community. This diversity is a powerful strength and offers many opportunities. Within the wide range of demographics, however, there are a number of populations and variables historically shown to be at increased risk following a disaster. These variables include: age, gender, level of access and functional needs, socioeconomic status, fluency in the country's primary language, level of isolating either socially or physically, chronic illness, and/chemical dependency.

As in all communities, Fruitvale faces a number of potential natural and human-generated or technological hazards. A preliminary review of previous disasters in Fruitvale, led to the included hazards in <u>Table 1: Fruitvale Hazards Assessment</u>. This list proved comprehensive when compared to detailed information provided in the California Governor's Office of Emergency Service. References within these documents specified to Fruitvale (94601) were then reviewed to identify the likelihood of occurrence of each hazard. Table 1 shows the potential hazards, their



likelihood, and the availability of warning systems for each. This assessment may be useful to identify the most likely hazards with and without warning in order to focus preparation efforts.

TABLE 1: FRUITVALE HAZARDS ASSESSMENT				
Hazard	Hazard Likelihood of Occurrence			
	Highly Likely: Near 100% probability in next year. Likely: 10 - 100% probability in next year. Possible: 1 - 10% probability in next year.	Yes or No		
Natural Hazards				
Earthquake	Highly Likely	No		
Heat Wave	Likely	Yes		
Liquefaction	Likely (Depends on earthquake intensity)	No		
Tsunami	Possible (Depends on earthquake intensity and location)	Yes		
Flood	Possible (Depends on earthquake intensity and location)	Yes		
Landslide	Likely (Depends on flood and/or earthquake intensity)	No		
Heat Wave	Highly Likely	Yes		
Epidemic	Likely	Yes		
Human-generated and Technological Hazards				
Structure Fire	Highly Likely	No		
Violence	Highly Likely	No		
Terrorism	Possible	No		
Hazardous Materials Release	Highly Likely	No		

Potential Impacts of Hazards on the Fruitvale Community

Based on the hazard assessment, Five hazards are highly likely within Fruitvale: two natural (Earthquake and Heat Wave) and three human-generated or technological (Structure Fire, Violence, and Hazardous Material Release). <u>Table 2: Potential Impacts of Highly Likely Hazards</u> includes additional information for each of these hazards and their potential risks to the community.

Past disasters, technical expertise from previous ABAG and FEMA maps, AECOM report on Fruitvale, and the MyHazards tool on the California Governor's Office of Emergency Services website were used to identify the potential impacts or sub-hazards. The sub-hazards include hazards that may become more likely following the primary hazard; they are not direct results or



outcomes of the primary hazard itself. For example, Widespread Infrastructure and Lifeline Interruption may be a sub-hazard after an earthquake. This is more than a short-term power outage in small area, but rather, a pervasive interruption of electrical services for an entire city or county that can itself be a hazard to the community.

Expected Duration of Recovery Time and Potential Functional Areas Impacted stemmed primarily from City of Oakland 2016-2021 Local Hazard Mitigation Plan and CORE, the disaster planning and emergency management partner, and their technical expertise and a review of experiences of other communities. These estimates are possibilities of what could be expected. Each hazard has a potential range of magnitude or intensity and the expected extent of damage and duration of recovery will vary throughout this range. The larger the magnitude or the more severe the event, the community should anticipate wider and more intense impacts with longer recovery periods. Table 2 lists the Functional Areas of Resilience that are most likely to experience disruptions.

Table 2: Potential Impacts of Fruitvale's Highly Likely Hazard					
	Likelihood of Occurrence	Sub-hazard	Magnitude or Intensity	Expected Duration of Recovery	Potential Functional Areas Impacted
Earthquake	Highly Likely	Widespread Infrastructure/Lifeline Interruption; Liquefaction; Landslide; Structure Fire; Hazardous Materials Release	Catastrophic (more than 50% of area impacted)	5+ Years	Spiritual, Cultural, & Civic; Economic; Environment; Education; Housing and Land Use; Health; Public Safety; Lifelines & Transportation
			Critical (25-50% of area impacted)	1-5 Years	
			Limited (10-25% of area impacted)	Under 1 Year	
Heat Wave	Highly Likely	Widespread Infrastructure/Lifeline Interruption; Widespread Increased Health Hazards; Drought; Wildfire	Critical (2+ days of 85°F or more)	Week +	Environment; Health; Lifelines & Transportation
			Significant (1-2 days of 85°F or more)	Up to 1 Week	
Structure Fire	Highly Likely	Widespread Infrastructure/Lifeline Interruption; Hazardous Material Release	Multi-Structure	1-5 Years	Spiritual, Cultural, & Civic; Economic; Environment; Education;
			Single Structure	1+ Years	Housing and Land Use; Health; Public Safety; Lifelines & Transportation

Violence	Highly Likely	N/A	Catastrophic (outside support needed for response)	Varies	Spiritual, Cultural, & Civic; Economic; Education; Health; Public Safety;
			Critical (extended local response)	Varies	
			Limited (isolated response)	Varies	
		N/A	Catastrophic (6+ block radius)	A Week or More	Spiritual, Cultural, & Civic; Economic;
Hazardous Materials	Highly Likely		Critical (3-5 block radius)	Up to a Week	Environment; Education; Housing and Land Use;
Release			Limited (1-2 block radius)	1-3 Days	Health; Public Safety; Lifelines & Transportation

Vulnerability Assessment of Fruitvale Community

A community is a complex system that is made up of various components, and can have its own vulnerabilities. Types of service agencies, business diversity, availability of healthy living options, and, the built and natural environment can affect a community's level of vulnerability. The Fruitvale community has many assets in this area that protect it from vulnerability. A large number of nonprofits and faith-based organizations, active associations and groups (business and service), and invested community members are just a few examples of these assets. Their activities are working to address some of the vulnerabilities the Fruitvale community may face.

A number of publications have noted a possible limitation in the number and diversity of businesses and services in Fruitvale. The AECOM Fruitvale Economic Development and Commercial Corridor Strategy (2014), and The Unity Council Strategic Plan (2017) identified healthcare access as being lower in Fruitvale than in Oakland in general. These areas could pose a threat to the community and possibly make it more vulnerable during a disaster. Medical and mental healthcare access and availability is important on a daily basis, but can be even more of a necessity following an emergency.

Fruitvale housing stock is unique in the fact that according to census data, less than 50% of homes in Fruitvale are single family. That means if there's structure damage to a home due to a disaster, there are multiple units and multiple people at risk of displacement. Approximately 14 % of the housing in Fruitvale has 20 or more units. Living in multi-unit properties increases the need for connectivity and coordination between residents and the people who run the property on evacuation routes, disaster plans, and storage of emergency kits.

The studies of Fruitvale also that show 65 % of Fruitvale residents 5 years and older speak a language other than English at home. This informs our initiative to ensure connections to



Spanish, Chinese, and Vietnamese speaking volunteers, organizations, and community leaders to assist in disaster preparedness and response.

Following a disaster, physical and mental health needs increase. A population already underserved and a community with limited medical and psychological services will have a more difficult time accessing treatment than other communities. To maintain a healthy and robust community, access to resources and the knowledge of where they exist is paramount.

Based on the community feedback from the Co-Design phase of the Unity Council study in 2017, its clear that the residents want more information on what services are provided and if they are eligible, plus more multi-lingual materials. Resilience Fruitvale is addressing those concerns by making maps of the Unity Council, and Partner Organizations footprint in the Fruitvale to give a takeaway visual for community members. As well as hosting "community meet and greets" at multiple executive steering committee organizations, where residents can make a personal connection with those who operate the healthcare, legal, workforce, and educational resources in Fruitvale. In order to better prepare for everyday stresses or a major shock like an earthquake, our residents need to be informed of the available resources in their neighborhood and how to access them.

Hazards Defined

- Earthquake: both sudden slip on a fault, and the resulting ground shaking and radiated seismic energy caused by the slip, or by volcanic or magmatic activity, or other sudden stress changes in the earth.
- Epidemic: A widespread disease outbreak over a certain period of time that substantially effects the population.
- Flood: A large amount of water in one area, due to a number of events and can either develop slowly or suddenly without visible signs of rain. Excessive rainfall after which waterways overflow their banks, a damn or levee failure, or when underground pipes or drains reach their capacity is possible reasons for floods.
- Hazardous Materials Release: The release of a substance, often due to an automobile or industrial accident that has any of the following characteristics: flammability, explosives, combustibility, poisonous, or radioactive.
- Heat Wave: Extreme heat over an extended length of time. A related term is "urban heat island effect", where urban areas are impacted due to asphalt and concrete storing heat longer and continuing to release heat at night, creating higher nighttime temperatures.
- Landslide: Masses of rock, earth, or debris move downslope often following an earthquake, heavy rainfall, fire or by human modification of the land.
- Liquefaction: A possible effect of an earthquake, where water-saturated earth temporarily loses strength and stiffness, which results in it behaving more like a liquid.
- Sea level rise: An increase in global mean sea level as a result of an increase in the volume of water in the world's oceans.
- Structure Fire: A large fire effecting the built environment that is caused by human activity. These can be residential or industrial and spread beyond one structure.



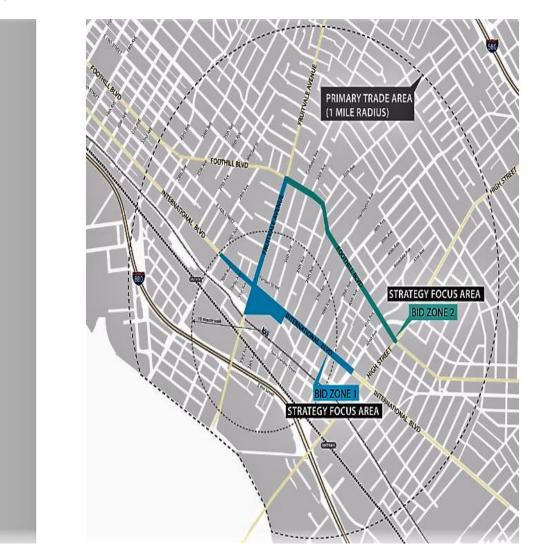
- Terrorism: An act of violence that threatens human life, violates federal or state law, and appears to be intended to either intimidate or coerce a civilian population or the government. It often entails mass destruction, assassination, or kidnapping.
- Tsunami: A series of massive waves that are created by an underwater disturbance (earthquake, landslide, or volcanic eruption) and when reach land can be as high as 100 feet or more
- Tsunami Inundation: Refers to tsunami wave propagation, or how tsunami waves travel across the open ocean, influenced by the depth of the ocean
- Violence: Activities between people that can either cause or threaten physical harm. Such activities include, but are not limits to, homicide, physical assault, rape, and sexual assault

(Risk Hazard & Vulnerability Maps on next page)

- C. Risk Hazard & Vulnerability Maps
 - 1. Neighborhood maps
 - a) Fruitvale Study Area (Primary Trade Area/Strategy Focus Area): AECOM 2014
 - b) Neighborhood Land Use and Zoning: AECOM 2014, City of Oakland Zoning Maps 2013
 - c) Neighborhood Features: AECOM, AC Transit/BART Design Plans
 - d) Unity Council Footprint
 - e) Partner Organizations
 - 2. Equity Assessment
 - a) Disadvantage Index (With High Priority on variables of Low Income (< 200 % of Poverty), Limited English Proficiency, Population With Disabilities): City of Oakland Department of Public Works Equity Dashboard 2017
 - 3. Earthquake Assessment
 - a) Hayward Fault Line: USGS 2008
 - b) Earthquake shaking risk: ABAG & USGS 2015
 - c) Liquefaction susceptibility map (2): City of Oakland Department of Public Works Capital Improvement Analysis 2017-2019
 - 4. Sea Level Rise Assessment
 - a) Oakland Mitigaton Report Sea Level Rise Plan: SF BCDC 2015
 - 5. Tsunami Assessment
 - a) Tsunami Inundation and Flood Risk Map: FEMA & ABAG 2015



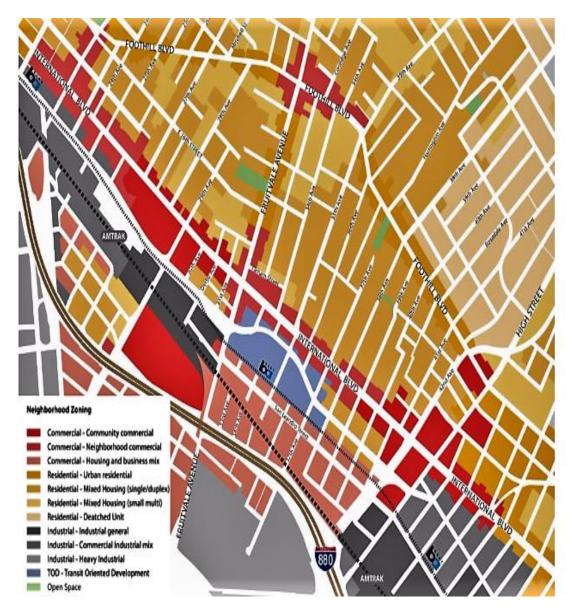
1a) Fruitvale Focus Area



Source: AECOM 2014

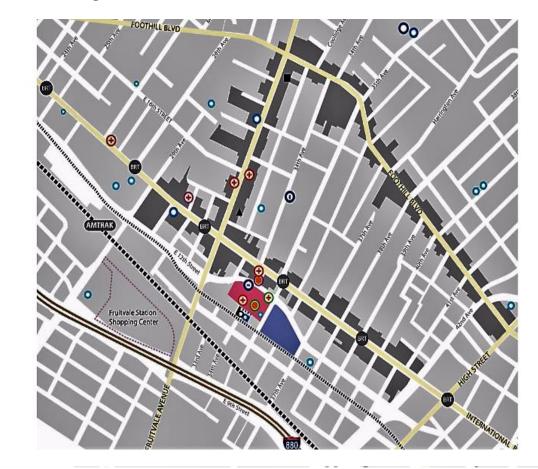


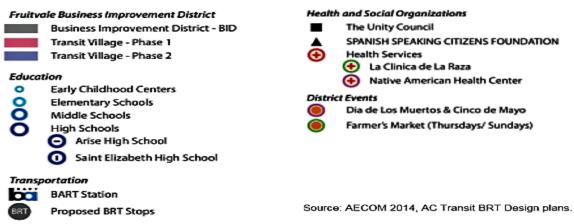
1b) Fruitvale Land Use and Zoning



Source: AECOM 2014, City of Oakland zoning maps 2013

1c) Fruitvale Neighborhood Features

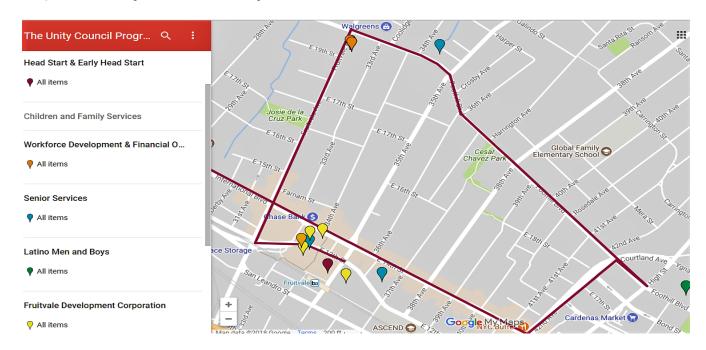




Source: AECOM 2014, AC Transit BART Design Plans

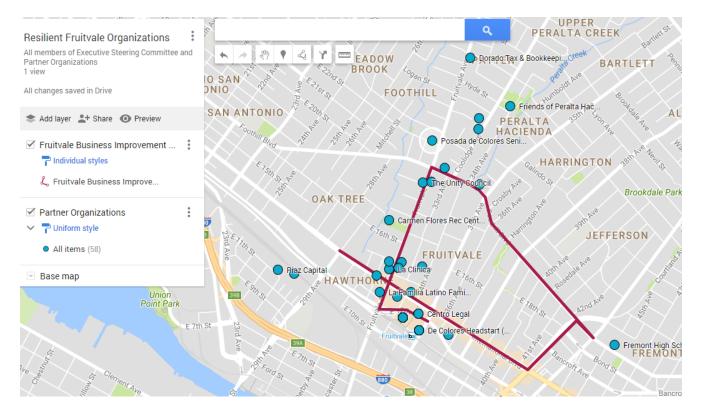


1d) The Unity Council Footprint



Source: Unity Council Wesbite Where We Work/Program Sites (Google MyMaps)

1e) Partner Organizations Footprint



Source: Resilient Fruitvale Organizations (Google MyMaps)

2a) Equity Assessment



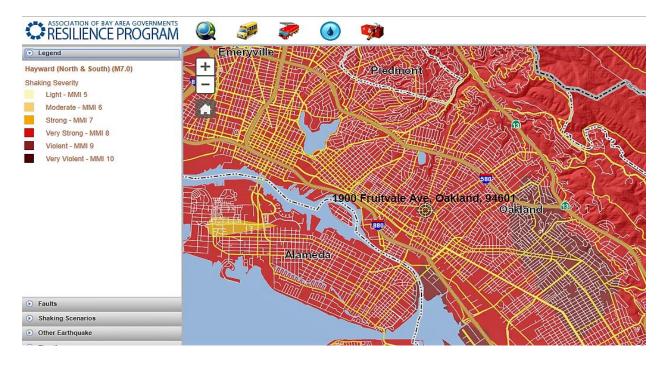
Source: City of Oakland Department of Public Works Equity Dashboard 2017

3a. Hayward Fault Line



Source: USGS Hayward Fault Line Map 2008

3b. Earthquake Shaking Severity



Source: ABAG Resilience Program Shaking Severity Map (1900 Fruitvale Ave Location): USGS 2013

3c. Liquefaction Susceptibility

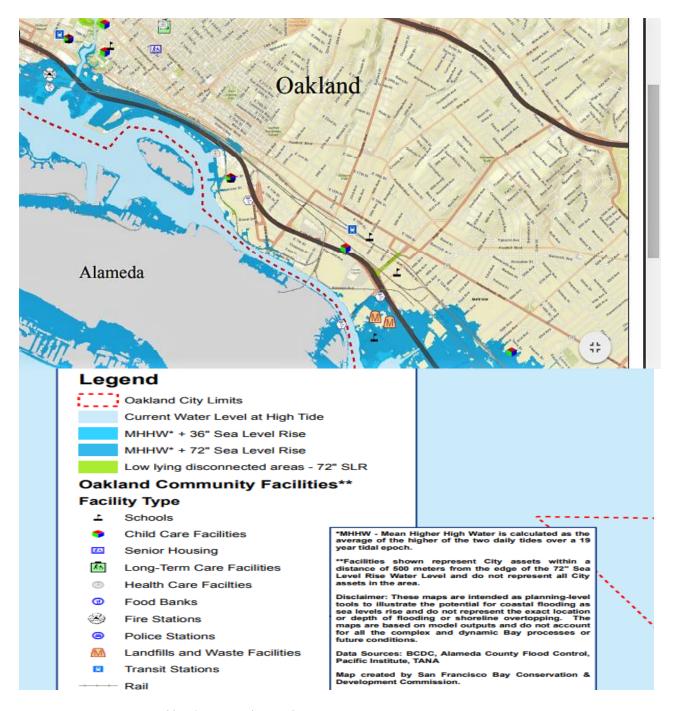




Source: City of Oakland Department of Public Works Capital Improvement Analysis 2017-2019

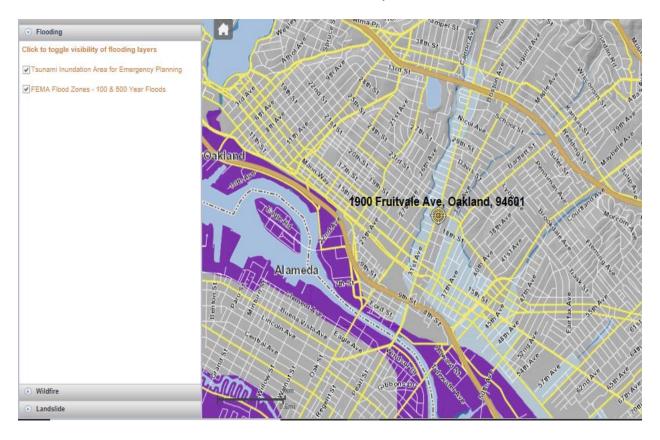


4.Sea Level Rise Map



Source: SF BCDC 2015 Oakland Sea Level Rise Plan

5. Tsunami Inundation and Flood Zones Map



Source: FEMA Flood Risk Mapping via ABAG 2015

Section IV

Appendices

- Appendix A: (Year) Strategic Planning Investments Exercise Outputs
- Appendix B: National Night Out Report (Year)
- Appendix C: (Year) Resilient Fruitvale HUB Workshop Report
- Appendix D: Strategic Workshop Exercise Outputs 2016
- Appendix E: Resilient Youth Leadership Academy Class of (Year)
- Appendix F: Fruitvale HUB Boundary Map
- Appendix G: Fruitvale Neighborhood Map