

# Update on Policy Innovation Workshop and Community Public Safety Work

Community Services Commission

June 16, 2021

# Presentation Overview

1. Background
2. Process Overview
3. Projects & Staff Analysis
4. Next Steps

# Background



# FINDINGS

## Community Conversations & Survey

- Racism and homelessness
- Diversity and safety
- Positive and negative feelings about Hayward Police
- Significant number of respondents reported negativity or ambivalence in responses

# FINDINGS

## Community Conversations & Survey

- Majority of respondents do not support freezing police hiring, equipment purchases, or spending on police facilities
- Close to 60% of survey respondents feel that the relationship between HPD and the community is positive
- Majority of respondents support reducing HPD's budget and reallocating them to community services using a participatory budgeting process
- 82% of respondents support using 3-1-1 as an urgency hotline

# Project Website

## www.hayward-ca.gov/HaywardSafe

### PUBLIC SAFETY COMMUNITY OUTREACH PROJECT



In Hayward, we strive to be a community where everyone feels safe and supported, regardless of race or background.

We know achieving that vision takes continuous listening, learning, and improvement. In Summer of 2020, City Council directed staff to implement a public safety community engagement project to gather information and experiences throughout the Hayward community to inform future policy discussions. The first phase of this project focused on hearing community concerns. The second phase focuses on researching and testing possible policy alternatives.

Timeline	Project Activity
Starting in Spring 2020	Hayward community members raise concerns around public safety and policing
July 21, 2020	At Council Work Session, City Council directed staff to conduct widespread community engagement
Sep & Oct, 2020	FM3 conducted community survey
Aug - Nov, 2020	Staff and community partners held virtual group discussions and interviews
October 27, 2020	City Council Work Session on the community engagement

### PUBLIC SAFETY LINKS

- Hayward Police Department Portal →
- HPD Community Advisory Panel →
- The Commitment for an inclusive equitable and compassionate community →
- Policy Innovation Workshop on Community Safety →

### SIGNUP TO RECEIVE PUBLIC SAFETY COMMUNITY OUTREACH PROJECT UPDATES

First Name \*

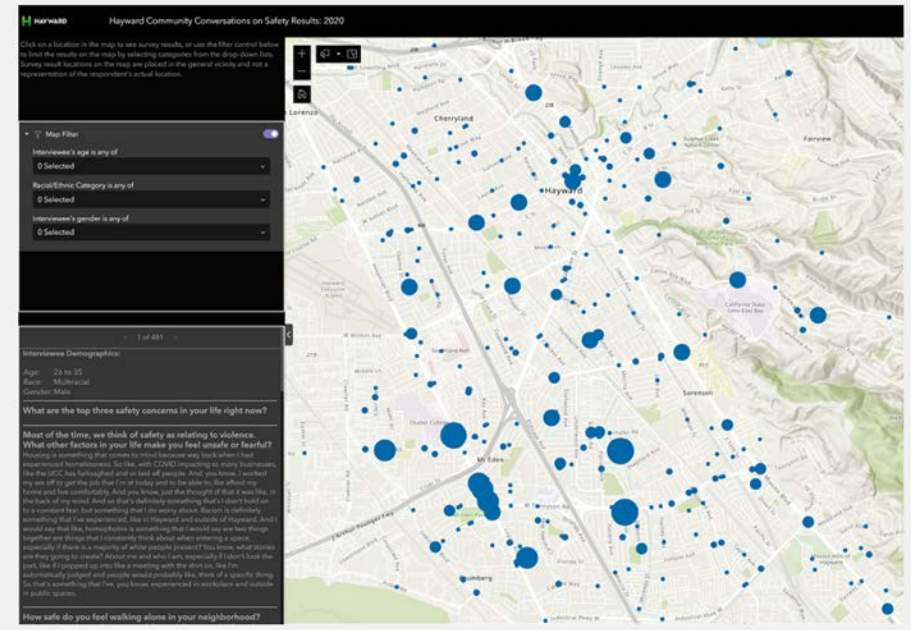
Last Name \*

Please provide us with a valid email address \*

**SUBMIT**

#### [A few notes on this data.](#)

The locations on the map are placed in the vicinity of a cross street or landmark close to the participant and are not a representation of the respondent's actual location. Participants self-identified their race or ethnicity. For the purposes of this map, staff has combined categories to make it easier to read. The full self-identified list can be seen [here](#). Staff has attempted to remove and profanity or offensive language. If you notice anything of concern, please reach out to [community@hayward-ca.gov](mailto:community@hayward-ca.gov).



# The Workshop



- Starting with community input from conversations/surveys and diving deeper
- Modeled after Lean Innovation
- Facilitation, Planning, and Lean Innovation Training led by consultants
  - Pause for Change & Circle Up
- Goal: Develop recommendations and/or pilot programs to be funded as part of the FY 2022 budget

# Public Safety Policy Innovation Workshop

33

Participants

13 Community Members

9 HPD Staff

4 HFD Staff

7 City Staff



2000+

Hours

10

Weeks

4

Problems

5

Teams

91

Interviews

25

Recommendations



# Project Priority Categories

## Immediate Implementation (launch in the next 6 months)

Top priority projects as determined by the project teams.

## Projects Currently Underway/ Ready for Immediate Implementation

Projects already included on City workplans and scheduled for implementation in FY 22.

## Mid-term Implementation (launch in 12-18 months)

Projects that are slightly lower priority and have been designated for implementation in FY 23.

## Needs Additional Research and Review (return in 12 months)

These projects were recommended by individual team members and may not have had full group consensus.

# Immediate Implementation

## New Models of Public Safety Response: Mental & Behavioral Health

1. Dispatch Needs Assessment and Capacity Improvement
2. Mobile Mental Health Response Team (unarmed, clinicians)
3. District Command Behavioral Health Clinician
4. Behavioral/Mental Health Coordinator

## New Models of Public Safety Response: Homelessness

5. Expand Shelter Options & Outreach (Let's House Hayward)

# Immediate Implementation

## New Models of Public Safety Response: Non-Violent Property Crimes

### 6. Community Services Officers Respond to Property Crimes

## Community Relationships

~~7. Law Enforcement Community Internships~~ *(moved to mid-term implementation)*

8. Neighborhood Participatory Budgeting

## Transparency & Accountability

9. HPD Training Curriculum Working Group

17. Community Feedback/Complaint Liaison

# Projects Currently Ready/Underway

## Transparency & Accountability

### 10. Traffic Stop Software

(HPD Strategic Roadmap Project)

### 11. Equity Analysis of City's Social Media Policies

(Community and Media Relations)

### 12. Budget/CIP Equity Analysis

(Finance, Public Works Strategic Roadmap Projects)

### 13. Introduction to Racial Equity/The Role of Government Training (GARE Team)

# Mid-Term Implementation

## Community Relationships

7. Law Enforcement Community Internships

14. City Employee Volunteer Time

15. Pilot Youth Outreach Models

16. Community and Media Relations Social Media Internships

# Additional Research Needed – Revisit in 12 Months

## New Models of Public Safety Response

18. Hold City facilitated discussions/forums to engage behavioral/mental health experts regarding responses in Hayward
19. Explore a program that provides monthly stipends for income-qualified individuals
20. Establish a process for people to voluntarily provide behavioral/mental health information pre-crisis
21. Run a City-sponsored behavioral/mental health de-stigmatization campaign

# Additional Research Needed – Revisit in 12 Months

## New Models of Public Safety Response

- 22. Communicate and map existing behavioral/mental health resources/process for community members
- 23. Explore the feasibility of a sales tax increase in Hayward with all funds allocated to community safety needs
- 24. Develop a long-term plan for a Restorative/Transformative Justice public safety model in Hayward

## Transparency & Accountability

- 25. Evaluate the Community Advisory Panel and explore other oversight models, such as a Civilian Auditing & Investigations Office among others

# Staff Analysis of Proposals

## Staffing

Who in the City organization will need to work on this project for it to be successful?

## Nexus

Does this project align with existing work plans?

## Community Feedback

How does this project align with and relate to the data community members shared in the Community Conversations, Community Survey, and teams' empathy interviews?

## Racial Equity

Does this project address existing racial disparities?  
How can it serve to advance racial equity?

## Cost

What is a rough estimate of new appropriations needed for a one-year pilot?

## Accountability & Success

How could staff communicate the results of the project for transparency? How could we measure success?



# Implementation Planning

- Nine projects identified for immediate implementation
- Executive sponsor: City executive(s) responsible for supporting interdepartmental project team
- Next steps: immediate next steps necessary to launch projects
- Project launch dates: begin July 1, 2021

# Implementation Planning

## 1. Dispatch Needs Assessment & Capacity Improvements

Executive Sponsor: City Manager, Fire Chief, Police Chief

Next Steps: Issue RFP for study, hire consultant

## 2. Mobile Mental Health Response Team

Executive Sponsor: Assistant City Manager, Fire Chief, Police Chief

Next Steps: Establish program model, develop/change job specifications, recruit and hire personnel

## 3. District Command Behavioral Health Clinician

Executive Sponsor: Assistant City Manager, Fire Chief, Police Chief

Next Steps: Identify reporting structure and job duties, develop/change job specifications, recruit and hire personnel

# Implementation Planning

## 4. Behavioral/Mental Health Coordinator

Executive Sponsor: Assistant City Manager, Fire Chief, Police Chief

Next Steps: Identify reporting structure and job duties, develop/change job specifications, recruit and hire personnel

## 5. Expand Shelter Options & Outreach

Executive Sponsor: Assistant City Manager

Next Steps: To be determined via Let's House Hayward Plan

## 6. Community Services Officers Respond to Property Crimes

Executive Sponsor: Assistant City Manager

Next Steps: Develop policies and training protocol and update job specifications

# Implementation Planning

## 8. Neighborhood Participatory Budgeting

Executive Sponsor: Finance Director

Next Steps: Implement through FY 22 City Hall to You outreach program

## 9. HPD Training Curriculum Working Group

Executive Sponsor: Assistant City Manager (reclassified position to be proposed in FY 22 budget)

Next Steps: Identify scope and regulatory limitations, work with community to develop concept

## 17. Community Feedback/Complaint Liaison

# Fiscal Impact of Projects

## Immediate Implementation

Funding Source Recommendations	Police Officer Vacancies (5)	Stimulus Funding
	\$1,294,405	\$385,000
Project		
Dispatch Needs Assessment and Capacity	\$65,000	\$0
Mobile Mental Health Response Team	\$900,000	\$0
District Command Behavioral Health Clinician	\$150,000	\$0
Behavioral/Mental Health Coordinator	\$178,600	\$0
Neighborhood Participatory Budgeting	\$0	\$350,000
Expand Shelter Options and Outreach	\$0	\$0
CSO Response to Property Crimes	\$0	\$0
HPD Training Curriculum Working Group	\$0	\$0
Community Feedback/Complaint Liaison *(\$70,000, source TBD)	<i>TBD</i>	<i>TBD</i>

# Continued Community Involvement

- Each of the pilot projects will have an interdepartmental steering committee of City staff.
- Many workshop participants and other community members have expressed a desire to stay involved. Possibilities include:
  - Community involvement on implementation teams, especially for projects targeting community relationships and trust building
  - Community Dashboard for public implementation updates on projects
  - Contact [community@hayward-ca.gov](mailto:community@hayward-ca.gov)

# Next Steps

- Proceed with implementing the projects as approved by Council.
- Return to Council at six-month intervals (January 2022 and July 2022) with project updates.
- Council will receive project updates on projects already underway through the Strategic Roadmap implementation and update process and the FY 23 budgeting cycle.
- Continue working with community and communicating progress to identify continued opportunities for change.

