

CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov



CITY OF
HAYWARD
HEART OF THE BAY

Agenda

Tuesday, November 15, 2022

7:00 PM

Council Chamber and Virtual Platform (Zoom)

City Council

CITY COUNCIL MEETING

NOTICE: The City Council will hold a hybrid meeting in Council Chambers and virtually via Zoom.

How to observe the Meeting:

1. Comcast TV Channel 15
2. Live stream <https://hayward.legistar.com/Calendar.aspx>
3. YouTube Live stream: <https://www.youtube.com/user/cityofhayward>

How to submit written Public Comment:

1. Use eComment on the City's Meeting & Agenda Center webpage at: <https://hayward.legistar.com/Calendar.aspx>. eComments are directly sent to the iLegislate application used by City Council and City staff. Comments received before 3:00 p.m. the day of the meeting will be exported into a report, distributed to the City Council and staff, and published on the City's Meeting & Agenda Center under Documents Received After Published Agenda.

2. Send an email to List-Mayor-Council@hayward-ca.gov by 3:00 p.m. the day of the meeting. Please identify the Agenda Item Number in the subject line of your email. Emails will be compiled into one file, distributed to the City Council and staff, and published on the City's Meeting & Agenda Center under Documents Received After Published Agenda. Documents received after 3:00 p.m. through the adjournment of the meeting will be included as part of the meeting record and published the following day.

How to provide live Public Comment during the City Council Meeting:

Participate in the Council Chambers or click link below to join the meeting:
<https://hayward.zoom.us/j/82183737191?pwd=Vi8yNHkwQklTWnpCN3lPRlRBNG9vdz09>

Meeting ID: 821 8373 7191

Password: CC11/15@7p

or

Dial: +1 669 900 6833 or +1 646 931 3860

Meeting ID: 821 8373 7191

Password: 5402608430

A Guide to attend virtual meetings is provided at this link: <https://bit.ly/3jmaUxa>

CALL TO ORDER: Mayor Halliday

Pledge of Allegiance: Mayor Halliday

ROLL CALL

CLOSED SESSION ANNOUNCEMENT

PUBLIC COMMENTS

The Public Comment section provides an opportunity to address the City Council on items not listed on the agenda or Information Items. The Council welcomes your comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the City or are within the jurisdiction of the City. As the Council is prohibited by State law from discussing items not listed on the agenda, your item will be taken under consideration and may be referred to staff.

CITY MANAGER'S COMMENTS

An oral report from the City Manager on upcoming activities, events, or other items of general interest to Council and the Public.

ACTION ITEMS

The Council will permit comment as each item is called for the Consent Calendar, Public Hearings, and Legislative Business. In the case of the Consent Calendar, a specific item will need to be pulled by a Council Member in order for the Council to discuss the item or to permit public comment on the item. Please notify the City Clerk any time before the Consent Calendar is voted on by Council if you wish to speak on a Consent Item.

CONSENT

1. [MIN 22-128](#) Approve the City Council Minutes of the Special City Council Meeting on October 25, 2022

 Attachments: [Attachment I Draft Minutes of 10/25/2022](#)

2. [CONS 22-623](#) Adopt a Resolution Approving the Appropriation of \$150,000 for the Golden Oaks II - Tract 8058 Improvement Project No. 08058, and Authorizing Staff to Increase the Construction Contract with Golden Bay Construction, Inc., Contract No. 22132, by the Same Amount for a Total Not-To-Exceed Amount of \$1,093,733

 Attachments: [Attachment I Staff Report](#)
 [Attachment II Resolution](#)

3. [CONS 22-630](#) Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with ESRI for a Small Municipal and County Government Enterprise Agreement (SGEA) in an Amount not to Exceed \$303,000

 Attachments: [Attachment I Staff Report](#)
 [Attachment II Resolution](#)

4. [CONS 22-632](#) Adopt an Ordinance Establishing a Building Code for the City of Hayward; Regulating the Construction, Alteration, Repair, and Maintenance of Structures; Providing for the Issuance of Permits and Collection of Fees; Repealing Chapter 9 Article 1, and All Amendments Thereto

Attachments: [Attachment I Staff Report](#)
[Attachment II Summary of Published Notice](#)

5. [CONS 22-633](#) Adopt an Ordinance Establishing a Fire Prevention Code for the City of Hayward, Adopting the California Fire Code, 2022 Edition, Prescribing Regulations Governing Conditions Hazardous to Life and Property from Fire or Explosion, Providing for the Issuance of Permits and Collection of Fees, Providing for Penalties for Violation, and Repealing Ordinance No. 19-20, As Amended, and All Other Ordinances and Parts of Ordinances in Conflict Therewith

Attachments: [Attachment I Staff Report](#)
[Attachment II Summary of Published Notice](#)
[Attachment III Fire Code Amended Ordinance](#)

6. [CONS 22-634](#) Adopt an Ordinance Establishing Reach Codes for the City of Hayward, Repealing Ordinance 20-05, Adopting Chapter 9, Article 8 of the Hayward Municipal Code to Amend Part 11 (California Green Building Standards Code) of the California Building Standards Code (Title 24 of the California Code of Regulations), and Amending the City's Off-Street Parking Regulations (Chapter 10, Article 2) of the Hayward Municipal Code

Attachments: [Attachment I Staff Report](#)
[Attachment II Summary of Published Notice](#)

7. [CONS 22-635](#) Adopt a Resolution Allowing the City Council and Appointed Commissions/Task Forces and Council Committees to Hold Continued Teleconferenced Public Meetings Pursuant to AB 361

Attachments: [Attachment I Staff Report](#)
[Attachment II Resolution](#)
[Attachment III Exhibit to Resolution](#)

8. [CONS 22-641](#) Adopt a Resolution Approving a Side Letter of Agreement Amending the Memorandum of Understanding (MOU) Between the City of Hayward and the Hayward Police Officers' Association (HPOA) to Revise Scheduled Salary Increases
- Attachments:** [Attachment I Staff Report](#)
 [Attachment II Resolution](#)
9. [CONS 22-636](#) Adopt a Resolution Approving the Amended Fiscal Year 2023 Salary Plan That Designates Classifications and Corresponding Salary Ranges
- Attachments:** [Attachment I Staff Report](#)
 [Attachment II Resolution](#)
 [Attachment III Revised FY 2023 Salary Plan](#)
10. [CONS 22-637](#) Adopt a Resolution Authorizing the City Manager to Amend an Agreement with Tiburcio Vasquez Health Center for Mobile Integrated Health Unit Services for Fiscal Year 2022-2023
- Attachments:** [Attachment I Staff Report](#)
 [Attachment II Resolution](#)
11. [CONS 22-638](#) Adopt a Resolution Accepting the Resignation of Ms. Elena Lepe from the Community Services Commission, Effective Immediately
- Attachments:** [Attachment I Staff Report](#)
 [Attachment II Resolution](#)
 [Attachment III Resignation Letter](#)
12. [CONS 22-639](#) Adopt a Resolution: (1) Approving the Dissolution of the South Hayward Bay Area Rapid Transit Station Access Authority; and (2) Authorizing the City Manager to Negotiate and Execute an Intergovernmental Agreement Pertaining to Parking and Access Near the South Hayward BART Station
- Attachments:** [Attachment I Staff Report](#)
 [Attachment II Resolution](#)
 [Attachment III Map of South Hayward BART Parking](#)

13. [CONS 22-642](#) Adopt a Resolution Authorizing the City Manager to Negotiate and Execute the First Amendment to the Disposition and Development Agreement with Trumark Properties, LLC to Allow Deferral of the Excess Purchase Price Above the Caltrans Base Purchase Price Until Issuance of Certificates of Occupancy for the Transfer of Parcel Group 5, Bunker Hill

Attachments: [Attachment I Staff Report](#)
 [Attachment II Resolution](#)

WORK SESSION

Work Session items are non-action items. Although the Council may discuss or direct staff to follow up on these items, no formal action will be taken. Any formal action will be placed on the agenda at a subsequent meeting in the action sections of the agenda.

14. [WS 22-037](#) Dispatch Needs Assessment and Capacity Improvement: Presentation of Consultant Evaluation and Recommendations (Report from City Manager McAdoo, Fire Chief Contreras, and Acting Police Chief Matthews)

Attachments: [Attachment I Staff Report](#)
 [Attachment II Dispatch Needs Assessment](#)
 [Attachment III HEART Program Data Analysis](#)

PUBLIC HEARING

15. [PH 22-062](#) Retiree Hiring Exception: Adopt a Resolution Approving an Exception to the 180-Day Waiting Period Requirement for Up to Six (6) Retired CalPERS Annuitants to Work as City of Hayward Communications Operators

Attachments: [Attachment I Staff Report](#)
 [Attachment II Resolution](#)

COUNCIL REPORTS AND ANNOUNCEMENTS

Council Members can provide oral reports on attendance at intergovernmental agency meetings, conferences, seminars, or other Council events to comply with AB 1234 requirements (reimbursable expenses for official activities).

COUNCIL REFERRALS

Council Members may bring forward a Council Referral Memorandum (Memo) on any topic to be considered by the entire Council. The intent of this Council Referrals section of the agenda is to provide an orderly means through which an individual Council Member can raise an issue for discussion and possible direction by the Council to the appropriate Council Appointed Officers for action by the applicable City staff.

ADJOURNMENT

NEXT MEETING, December 6, 2022. 7:00 PM
November 22, 2022 - Meeting Canceled -

PUBLIC COMMENT RULES

Any member of the public desiring to address the Council shall limit their address to three (3) minutes unless less or further time has been granted by the Presiding Officer or in accordance with the section under Public Hearings. The Presiding Officer has the discretion to shorten or lengthen the maximum time members may speak. Speakers will be asked for their name before speaking and are expected to honor the allotted time.

PLEASE TAKE NOTICE

That if you file a lawsuit challenging any final decision on any public hearing or legislative business item listed in this agenda, the issues in the lawsuit may be limited to the issues that were raised at the City's public hearing or presented in writing to the City Clerk at or before the public hearing.

PLEASE TAKE FURTHER NOTICE

That the City Council adopted Resolution No. 87-181 C.S., which imposes the 90-day deadline set forth in Code of Civil Procedure section 1094.6 for filing of any lawsuit challenging final action on an agenda item which is subject to Code of Civil Procedure section 1094.5.

****Materials related to an item on the agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office, City Hall, 777 B Street, 4th Floor, Hayward, during normal business hours. An online version of this agenda and staff reports are available on the City's website. Written comments submitted to the Council in connection with agenda items will be posted on the City's website. All Council Meetings are broadcast simultaneously on the City website, Cable Channel 15 - KHRT, and YouTube.****

Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans with Disabilities Act of 1990. Interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the City Clerk at (510) 583-4400 or cityclerk@hayward-ca.gov.

Assistance will be provided to those requiring language assistance. To ensure that interpreters are available at the meeting, interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the City Clerk at (510) 583-4400.



CITY OF HAYWARD

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File #: MIN 22-128

DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Clerk

SUBJECT

Approve the City Council Minutes of the Special City Council Meeting on October 25, 2022

RECOMMENDATION

That the Council approves the special City Council meeting minutes of October 25, 2022.

SUMMARY

The City Council held a meeting on October 25, 2022.

ATTACHMENTS

Attachment I Draft Minutes of October 25, 2022



CITY COUNCIL MEETING

777 B Street, Hayward, CA 94541

Hybrid (Council Chamber) Virtual Platform (Zoom)

<https://hayward.zoom.us/j/85407475291?pwd=MzZiVDdBWjNjSTV0dFkrOTYwVnhLUT09>

Tuesday, October 25, 2022, 7:00 p.m.

The City Council meeting was called to order by Mayor Halliday at 7:00 p.m. The City Council held a hybrid meeting in Council Chambers and virtually via Zoom.

Pledge of Allegiance: Council Member Zermeño

Present

Council Chamber: Council Members Lamnin, Zermeño
Mayor Halliday

Virtual Platform (Zoom): Council Members Márquez, Salinas, Wahab

Absent: Council Member Andrews

CLOSED SESSION ANNOUNCEMENT

The City Council convened in closed session at 5:30 p.m., with Council Member Andrews absent and no public comment, regarding the City Manager's performance evaluation pursuant to Government Code 54957. Mayor Halliday announced there was no reportable action.

PRESENTATIONS

Mayor Halliday read a certificate of commendation presented to Assemblymember Bill Quirk, PhD, upon his retirement after having served on the California State Assembly for ten years and the Hayward community through many organizations; and in honor of his dedication and commitment to the City of Hayward and State of California.

Assemblymember Bill Quirk presented his last legislative update on: highlights of the 2022-2023 budget, legislative successes which included Community Assistance, Recovery, and Empowerment (CARE) court for homeless individuals, extension of Bagley-Keene suspension until 7/1/23, and climate pillars package; provided highlights of 2022-2023 bills passed which included AB 847 (Metallic Foil Balloons), AB 1787 (Pesticide Poisoning Prevention Program Update), AB 1954 (Cannabis: Chronic Pain Management), AB 2188 (Cannabis: Employment Discrimination); gave highlights of his ten-year legislation which included AB 57 (Telecommunications) and AB 1786 (Vehicles: use of wireless electronic devices); spoke about the Muslim Appreciation and Awareness Month recognition; and shared personal reflections and future endeavors.

PUBLIC COMMENTS

Mr. Jim Drake shared he observed a city employee removing campaign signs posted throughout the Jackson Triangle and he believed that candidates should be able to

advertise; emphasized the need for more police officers and firefighters; and expressed concerns about donations made to Ukraine.

The following small business owners expressed concerns about the unfair competition of street vendors that are hurting small businesses, do not have business permits, do not follow public health inspection/sanitary regulations, block street sidewalks, leave behind garbage, do not comply with laws on disuse of plastic and foam, and do not pay taxes; shared it was difficult for licensed businesses to retain employees because street vendors pay them higher wages in cash; noted businesses closed during the pandemic and the current competition might force them to close their businesses permanently; and urged the City to meet with business owners to find a solution and perhaps consider relocating street vendors to a particular area.

Mr. Jose Huitron, El Pastorcito
Mr. Pepe, Metro
Mr. Jorge Flores, Don Polvoron Bakery
Ms. Haydee Martinez, Don Gaspacho Ice Cream Shop
Mr. David Franco, Taqueria Arandas

Ms. Elena Lepe, El Puente Comunitario representative, was joined by residents of an apartment complex on Cypress Avenue and noted the property owner was passing along the electricity bill over to tenants; and the tenants were requesting assistance.

Ms. Nancy Munoz, resident of an apartment complex located on Cypress Avenue, indicated that property management was charging its residents for gas and electricity, taking rent money to pay for the bills, and refusing to share the information with tenants; noted that when residents attempted to collect signatures, the property management threatened to evict them.

City Manager McAdoo provided her contact and invited affected members to get in touch with her office so that Housing Division staff could review the matter.

Ms. Suzanne Luther stated that street vendors were unlicensed, and it was an unfair competition for restaurant owners who were paying taxes, payroll and conducting their businesses legitimately; and hoped the City would investigate the matter.

Mr. Tom Ferreira expressed that his campaign signs and banners placed along Hesperian Boulevard had been removed even though they had been placed on private property.

Council Member Zermeño empathized with small restaurant owners, acknowledged the challenges facing small businesses, and concurred with Mr. Franco's comments that designating a space for street vendors would make it easier to enforce regulations.

Council Member Márquez asked the City Manager to speak to policies on street vendors being on the list of strategic initiatives, shared information on why the City was prohibited



CITY COUNCIL MEETING

777 B Street, Hayward, CA 94541

Hybrid (Council Chamber) Virtual Platform (Zoom)

<https://hayward.zoom.us/j/85407475291?pwd=MzZiVDdBWjNjSTV0dFkrOTYwVnhLUT09>

Tuesday, October 25, 2022, 7:00 p.m.

from acting on the matter during the shelter in place order, and advised there were plans underway to address the concerns raised.

Council Member Wahab concurred that the topic of street vendors was on the City's Strategic Roadmap and agreed that a set location be established for street vendors but away from brick-and-mortar businesses.

City Manager McAdoo stated that to improve access and employment opportunities for community members, the state had passed laws limiting cities' abilities to regulate street vendors; confirmed a sidewalk vendor ordinance was a part of the City's Strategic Roadmap; and encouraged the public to contact her office to ensure they are notified as the City conducts outreach to businesses during the development of the ordinance.

Mr. Gabriel Altamirano shared that AB 626 establishes microenterprise home kitchen and vendor type operation and gives cities the ability to regulate by ordinance for health and safety purposes, added that SB 946 indicates that local jurisdictions cannot discriminate sidewalk vendors but could regulate them, added that AB 1616 permits the preparation of food in home kitchens for sales at a retail level, and urged small businesses to look into the legislation and advocate with the City.

CITY MANAGER'S COMMENTS

City Manager McAdoo spoke about an officer involved shooting (OIS) incident which occurred on October 24, 2022. Deputy Police Chief Matthews shared preliminary information about the tragic incident which resulted in a man deceased and two officers injured. It was noted that since the incident ended in Castro Valley, the Alameda County Sheriff's Office would serve as the lead agency, the Alameda County District Attorney's Office would conduct a criminal investigation, an independent consulting firm would conduct an administrative investigation and the incident would be referred to the California Department of Justice office of the Attorney General for review. They stressed that the incident was tragic and offered sympathy to everyone involved.

CONSENT

Consent Item No. 10 was pulled from the Consent Calendar to allow for public input.

1. Approve the City Council Minutes of the Special City Council Meeting on October 11, 2022 **MIN 22-123**

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried unanimously with Council Member Andrews absent, to approve the minutes of the special City Council Meeting on October 11, 2022.

2. Adopt a Resolution Accepting the Resignation of Pooja Rathaur from the Hayward Youth Commission and Appointing Ronak Sharma to Fulfill the Unexpired Term which Will Expire June 30, 2023 **CONS 22-574**

Staff report submitted by City Clerk Lens, dated October 25, 2022, was filed.

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
NOES: None
ABSENT: COUNCIL MEMBER Andrews
ABSTAIN: None

Resolution 22-255, “Resolution Accepting the Resignation of Pooja Rathaur from the Hayward Youth Commission and Appointing Ronak Sharma to Fulfill the Unexpired Term which will Expire June 30, 2023”

3. Adopt a Resolution Allowing the City Council and Appointed Commissions/Task Forces and Council Committees to Hold Continued Teleconferenced Public Meetings Pursuant to AB 361 **CONS 22-575**

Staff report submitted by City Clerk Lens, dated October 25, 2022, was filed.

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
NOES: None
ABSENT: COUNCIL MEMBER Andrews
ABSTAIN: None

Resolution 22-256, “Resolution Making the Required Findings Pursuant to AB 361 to Continue to Hold Teleconferenced Public Meetings During the COVID 19 State of Emergency”

4. Adopt a Resolution Authorizing the City Manager to Execute Amendment No. 7 Increasing the Professional Services Agreement with Advanced Mobility Group, Inc., by \$200,000 for a Total Not-to-Exceed Amount of \$832,500 **CONS 22-565**

Staff report submitted by Public Works Director Ameri, dated October 25, 2022, was filed.



CITY COUNCIL MEETING
777 B Street, Hayward, CA 94541
Hybrid (Council Chamber) Virtual Platform (Zoom)
<https://hayward.zoom.us/j/85407475291?pwd=MzZiVDdBWjNjSTV0dFkrOTYwVnhLUT09>
Tuesday, October 25, 2022, 7:00 p.m.

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
NOES: None
ABSENT: COUNCIL MEMBER Andrews
ABSTAIN: None

Resolution 22-257, “Resolution Authorizing the City Manager to Execute Amendment no. 7 Increasing the Professional Services Agreement with Advanced Mobility Group, inc., by \$200,000 for a Total not-to-Exceed Amount of \$832,500 for on-call Traffic Engineering Design and Other Related Services”

5. Adopt a Resolution Approving Addendum No. 01, and Awarding a Construction Contract to W. Bradley Electric, Inc., for the Traffic Signal Upgrade at Huntwood Avenue, Project No. 05737 in a Not-to-Exceed Amount of \$861,000 **CONS 22-568**

Staff report submitted by Public Works Director Ameri, dated October 25, 2022, was filed.

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
NOES: None
ABSENT: COUNCIL MEMBER Andrews
ABSTAIN: None

Resolution 22-258, “Resolution Approving Addendum No. 01 for the Traffic Signal Upgrade at Huntwood Avenue, Project No. 05737 and Awarding the Construction Contract to W. Bradley Electric, Inc.”

6. Adopt a Resolution Approving Plans and Specifications, Purchasing Continuous Deflective Separator Units, and Calling for Bids for a Trash Capture Device Installation on Tennyson Road, Project No. 07746 **CONS 22-601**

Staff report submitted by Public Works Director Ameri, dated October 25, 2022, was filed.

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
NOES: None
ABSENT: COUNCIL MEMBER Andrews
ABSTAIN: None

Resolution 22-259, “Resolution Approving Plans and Specifications, Purchasing Continuous Deflective Separator Units, and Calling for Bids for a Trash Capture Device Installation on Tennyson Road, Project No. 07746”

7. Adopt a Resolution Authorizing the City Manager to Execute an Amendment to the Agreement with Strategic Economics Inc. for an Additional \$13,710 to Provide Additional Technical Expertise to Support Staff in Refining Policy Recommendations Related to Modifications of the Affordable Housing Ordinance for a Total Agreement Amount Not-To-Exceed \$88,620 **CONS 22-591**

Staff report submitted Assistant City Manager Ott, dated October 25, 2022, was filed.

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
NOES: None
ABSENT: COUNCIL MEMBER Andrews
ABSTAIN: None

Resolution 22-260, “Resolution Authorizing the City Manager to Execute an Amendment to the Agreement with Strategic Economics Inc for an Additional \$13,710 to Provide Additional Technical Expertise to Support Staff in Refining Policy Recommendations Related to Modifications of the Affordable Housing Ordinance for a Total Contract Not-to-Exceed Amount of \$88,620”

8. Adopt Resolutions Authorizing the City Manager to Accept \$1,500,000 in Federal Grant Funds and to Execute Grant Agreements for Federal and State Funds for the Stack Center **CONS 22-600**

Staff report submitted Assistant City Manager Ott, dated October 25, 2022, was filed.



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Tuesday, October 25, 2022, 7:00 p.m.

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
NOES: None
ABSENT: COUNCIL MEMBER Andrews
ABSTAIN: None

Resolution 22-261, “Resolution Authorizing the City Manager to Accept and Appropriate \$1,500,000 in Community Project Funding from the Department of Housing and Urban Development for the Stack Youth and Family Center”

Resolution 22-262, “Resolution of the City Council of the City of Hayward Authorizing the City Manager to Execute Agreements with the California Department of Transportation for the City of Hayward’s Stack Center Site Work and Plaza”

9. Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with Staples Construction Company for the City Hall First Floor Restroom Renovations in an Amount Not-to-Exceed \$199,211 **CONS 22-611**

Staff report submitted Maintenance Service Director Rullman, dated October 25, 2022, was filed.

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
NOES: None
ABSENT: COUNCIL MEMBER Andrews
ABSTAIN: None
ABSTAIN: None

Resolution 22-263, “Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with Staples Construction Company for the City Hall First Floor Restroom Renovations in An Amount Not-to-Exceed \$199,211 and Making Associated Findings Authorizing Procurement of the Work Through a Cooperatively Purchased Contract”

10. Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with Newton Construction & Management for the Hayward Police Department Building Improvement Project in an Amount Not-to-Exceed \$246,326.65 Pursuant to a Cooperative Purchasing Agreement **CONS 22-612**

Staff report submitted Maintenance Service Director Rullman, dated October 25, 2022, was filed.

Ms. TJ, with Hayward Concerned Citizens, indicated assessments were conducted for seismic retrofitting and restructure, roof patching, locker room with a breastfeeding area; underscored the Hayward Police Department needed a new building; and urged the City to consider a new state-of-the-art building for the Police Department.

It was moved by Council Member Márquez, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
NOES: None
ABSENT: COUNCIL MEMBER Andrews
ABSTAIN: None

Resolution 22-264, “Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with Newton Construction & Management for the Hayward Police Building Facilities Project in an Amount Not-to-Exceed \$246,326.65 and Making Associated Findings Authorizing Procurement of the Work Through a Cooperatively Purchased Contract”

WORK SESSION

11. Hayward Food Action Plan: Provide Input on the Hayward Food Action Plan Scope and Timeline (Report from City Manager McAdoo) **WS 22-034**

Staff report submitted by City Manager McAdoo, dated October 25, 2022, was filed.

City Manager McAdoo announced the item and introduced Management Analyst Thomas and Management Fellow Hwang who provided a synopsis of the staff report.

There being no public comments, Mayor Halliday opened and closed the public comment section at 8:46 p.m.

Members of the Council thanked staff for the work on the Hayward Food Action Plan and meeting with community partners; and expressed general agreement with the goal of the Hayward Food Action Plan planned to be completed in the spring of 2023.



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<https://hayward.zoom.us/j/85407475291?pwd=MzZiVDdBWjNjSTV0dFkrOTYwVnhLUT09>

Tuesday, October 25, 2022, 7:00 p.m.

Council Member Salinas suggested investing in a designated site where food distribution could be led by one model agency or multiple agencies taking turns distributing food on different days; noted the challenges with existing organizations that distribute food included traffic impact on neighborhoods and lack of food storage space; suggested studying the feasibility of using the parking lot at the City Center Building, former City Hall, for food distribution and a place to park a refrigerator container; shared that UC Davis's School of Agriculture had been a great partner for coordinating food activities, had a great curriculum developed and was comprised of local professional nutritionists; and noted that the mission of organizations to have healthy communities was adapted to include food distribution.

Council Member Zermeño underscored the need for a Food Action Plan; recommended planting fruit trees on railroad track intersections near Tennyson Road, A Street and B Street, away from the sidewalk to mitigate liability concerns; requested that staff look into expansion of school farms, exemplifying that the one at Tennyson High School was a good program to expand to other high schools and middle schools; and favored continuing to provide a diverse mix of foods at food distributions.

Council Member Márquez expressed interest in career pathways and entrepreneurship opportunities and how the Plan falls in the City's Strategic Roadmap initiatives to get to the issues of food scarcity and address concerns raised by local businesses during public comments; asked staff to look into the eligibility requirement for SSI and CalFresh Food benefit recipients and legislation that can help those in need to qualify; recommended partnering with HUSD to determine which schools have capacity to grow fruits and vegetables and add an educational component that can be passed from students to their families; suggested exploring ways to ration food according to family size or return excess to avoid food wastage; and wondered if community partners could survey their clients to find the top 7-10 food staple to best meet the needs of demographic groups and ensure food banks get them in their inventory.

Council Member Lamnin suggested engaging the Hayward Youth Commission and Community Services Commission; echoed comments about legislation related to SSI no food benefit; indicated that with green credits, there was available funding for carbon capture and this could help pay for community fruit trees; noted that Alameda County was working on a good food purchasing policy and stressed the importance of creating local economic opportunities by growing food and purchasing locally; appreciated the career pathways at different educational institutions and wondered if that would create an opportunity for high school students to return to elementary schools and teach; and suggested exploring food crops that could be grown at school sites.

Council Member Wahab stated that South Hayward residents need healthier food options; noted that individuals who were receiving food from Chabot College during the pandemic

were not redirected to new providers when the service concluded; urged the City to partner with existing agencies that are experts in food service delivery such as Spectrum, Davis Street Family Resource Center, and Salvation Army; suggested creating a strategic plan that would address how grocery stores handle food wastage; noted the digital divide and language barrier can disenfranchise individuals in need of food; recommended reaching out to Sikh gurdwaras and mosques which provide free meals; noted the Plan could be a catalyst to develop a community infrastructure on food security capable of reaching out through their networks in the top spoken languages; and suggested exploring how to integrate the Food Action Plan within existing agencies that provide food and community resources and provide a reporting mechanism through their meetings.

Mayor Halliday noted the food distribution at Chabot College during COVID-19 was a City initiative; supported the idea of the Hayward Youth Commission being engaged; hoped the Project Eat, a program of Alameda County Office of Education, would be reinstated because it was beneficial for children to learn at an early age about good nutrition; urged staff to focus on minimizing food wastage as statistics indicate that enormous amounts of food are wasted across the country annually; and suggested the idea of organizing a food sharing fair.

LEGISLATIVE BUSINESS

12. Adopt a Resolution Approving an Amendment to the City of Hayward Salary Plan for Fiscal Year 2023 LB 22-021

Staff report submitted by Assistant City Manager/Interim Human Resources Director Youngblood, dated October 25, 2022, was filed.

Assistant City Manager/Interim Human Resources Director Youngblood introduced Acting Human Resources Deputy Director Master who provided a synopsis of the staff report.

There being no public comments, Mayor Halliday opened and closed the public hearing at 9:34 p.m.

Council Member Wahab made a motion to approve staff's recommendation, highlighted the importance of having competitive salaries to recruit and retain the best candidates, emphasized the work done by the Hayward Fire Department, especially around COVID-19, mental health, and homeless calls, and expressed she looked forward to getting a new Human Resources Manager to fill vacancies in public safety.

Council Member Lamnin seconded the motion.

It was moved by Council Member Wahab, seconded by Council Member Lamnin, and carried by the following roll call vote, to adopt the resolution.



CITY COUNCIL MEETING

777 B Street, Hayward, CA 94541

Hybrid (Council Chamber) Virtual Platform (Zoom)

<https://hayward.zoom.us/j/85407475291?pwd=MzZiVDdBWjNjSTV0dFkrOTYwVnhLUT09>

Tuesday, October 25, 2022, 7:00 p.m.

AYES: COUNCIL MEMBERS Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday

NOES: None

ABSENT: COUNCIL MEMBERS Andrews

ABSTAIN: None

Resolution 22-265 "Resolution Approving an Amendment to the City of Hayward Salary Plan for Fiscal Year 2023 Designating Positions of Employment in the City of Hayward and Corresponding Salary Ranges; and Superseding Resolution No. 22-237 and All Amendments Thereto"

COUNCIL REPORTS AND ANNOUNCEMENTS

Council Member Salinas announced the Trunk or Treat event on October 29, 2022 at the Hayward Heritage Plaza.

Council Member Lamnin shared that she attended the launch celebration of CSUEB's Disability Research and Advocacy Center which will offer integrated arts programs and would be a resource for policies on universal design accommodations; and led a tour throughout East County covering concepts such as tiny homes, live-work farm opportunities, and housing insecurity among others.

Council Member Márquez thanked those who attended the Keep Hayward Clean and Green Task Force's Clean-Up event on October 22, 2022, noting that it was also Make a Difference Day in partnership with CSUEB; and shared that she did a ride along with HPD District Command Sgt. Maloney and commended her work with the community.

COUNCIL REFERRALS

There were none.

ADJOURNMENT

Mayor Halliday adjourned the meeting at 9:45 p.m., in honor and memory of Farid Ramezanzadeh, longtime City of Hayward Laboratory Supervisor with the Public Works Department who passed away in an unfortunate incident while vacationing in Ecuador. It was noted he was hardworking and easygoing, forward thinking and striving to stay ahead of the curve, had recently helped the City to be the first in northern California to complete the laboratory accreditation program one year ahead of the deadline, was beloved throughout the city as well as the region; and individuals could make donations to his favorite water charity - charitywater.org/farid.

APPROVED

Barbara Halliday
Mayor, City of Hayward

ATTEST:

Miriam Lens
City Clerk, City of Hayward



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-623

DATE: November 15, 2022

TO: Mayor and City Council

FROM: Director of Public Works

SUBJECT

Adopt a Resolution Approving the Appropriation of \$150,000 for the Golden Oaks II - Tract 8058 Improvement Project No. 08058, and Authorizing Staff to Increase the Construction Contract with Golden Bay Construction, Inc., Contract No. 22132, by the Same Amount for a Total Not-To-Exceed Amount of \$1,093,733

RECOMMENDATION

That Council adopts a resolution (Attachment II) authorizing the appropriation of \$150,000 for the Golden Oaks II Tract 8058 Improvement Project, No. 08058, and authorizing the staff to increase the Construction Contract No. 22132 with Golden Bay Construction, Inc. (GBC), by the same amount for a not-to-exceed total amount of \$1,093,733.

SUMMARY

This project involves construction of specific improvements for Golden Oaks II Tract 8058. Once completed, these improvements will allow the property owners within the tract to connect their homes to utility services and apply for certificates of occupancy. The subdivider did not meet all construction obligations per the Subdivision Improvement Agreement within the agreement term length. With Council's authorization, the Department of Public Works & Utilities prepared construction bid documents for the required subdivision improvements, invited bids, and awarded a construction contract as per the Public Contract Code to GBC for the total bid amount of \$713,831. An additional amount of \$89,770 was allocated for the construction contingencies. The construction contingency was increased by an additional \$140,671.91 by transferring and appropriating the subdivider's remaining cash deposit. Staff requests that Council appropriate an additional \$150,000 to Project 08058 and authorize staff to increase GBC's contract by up to that same amount to complete post construction erosion control measures, reinforce concrete driveways, and other remaining work.

ATTACHMENTS

Attachment I Staff Report
Attachment II Resolution

File #: CONS 22-623



DATE: November 15, 2022

TO: Mayor and City Council

FROM: Director of Public Works
City Attorney

SUBJECT: Adopt a Resolution Approving the Appropriation of \$150,000 for the Golden Oaks II - Tract 8058 Improvement Project, No. 08058, and Authorizing Staff to Increase the Construction Contract with Golden Bay Construction, Inc., Contract No. 22132, by the Same Amount for a Total Not-To-Exceed Amount of \$1,093,733

RECOMMENDATION

That Council adopts a resolution (Attachment II) authorizing the appropriation of \$150,000 for the Golden Oaks II Tract 8058 Improvement Project, No. 08058, and authorizing the staff to increase the Construction Contract No. 22132 with Golden Bay Construction, Inc. (GBC), by the same amount for a not-to-exceed total amount of \$1,093,733.

SUMMARY

This project involves construction of specific improvements for Golden Oaks II Tract 8058. Once completed, these improvements will allow the property owners within the tract to connect their homes to utility services and apply for certificates of occupancy. The subdivider did not meet all construction obligations per the Subdivision Improvement Agreement within the agreement term length. With Council's authorization, the Department of Public Works & Utilities prepared construction bid documents for the required subdivision improvements, invited bids, and awarded a construction contract as per the Public Contract Code to GBC for the total bid amount of \$713,831. An additional amount of \$89,770 was allocated for the construction contingencies. The construction contingency was increased by an additional \$140,671.91 by transferring and appropriating the subdivider's remaining cash deposit. Staff requests that Council appropriate an additional \$150,000 to Project 08058 and authorize staff to increase GBC's contract by up to that same amount to complete post construction erosion control measures, reinforce concrete driveways, and other remaining work.

BACKGROUND

In February 2017, the developer entered into a Subdivision Improvement Agreement with the City to construct improvements for the subdivision within 365 days of execution of the agreement. To secure performance obligations under the agreement, the developer was required to submit a cash deposit in the amount of \$209,140.76. The improvements remained incomplete through 2021. In January 2022, Council authorized the Director of Public Works to pursue completion of the improvements in the open market pursuant to Hayward Municipal Code Section 2-8.01. In February 2022, the Department prepared construction bid documents and collected six (6) bids. In March 2022, Council adopted Resolution No. 22-057 awarding a construction contract to GBC for \$713,831 and a contingency amount of \$89,770. In July 2022, Council adopted Resolution No. 22-217 to transfer and appropriate the cash deposit balance, an amount of \$140,671.91, to the Project and increase the construction contingency by the same amount. This amount funded removal of stockpiled excess dirt and extending water, sewer, gas, and electrical services to each lot.

DISCUSSION

The construction contract involves improvements related to the sanitary sewer system, natural gas, electricity, and telecommunication lines to each new home in Tract 8058. It also includes completion of grading, all weather access, stormwater collection and treatment, and removal of surplus dirt, among other improvements. The appropriation of funds and increasing the contract will support the added costs of post-construction erosion control work, reinforcing concrete driveways, equipment rentals, materials testing, and other remaining work.

A California Environmental Quality Act (CEQA) review was conducted as part of the original entitlement process for the Project. Pursuant to Section 15332 of the CEQA Guidelines for infill development, the Project was found to be categorically exempt from environmental review. The Project is also exempt from the Community Workforce Agreement with the Alameda County Building Trades Council since the project construction estimate was less than \$1,000,000.

ECONOMIC IMPACT

This item is not anticipated to have a significant economic impact to the City.

FISCAL IMPACT

This item is currently funded through the City Attorney's Risk Fund and the original developer deposit. Both sources of funds are close to being exhausted. This item requires an appropriation from the General Fund (Fund 100) of \$150,000. Any savings in the construction contract will be returned to the General Fund. The City will attempt to pursue remedies against the original developer of the project that defaulted.

STRATEGIC ROADMAP

This item is a routine operational item and does not relate to any of the projects outlined in the Council's Strategic Roadmap.

SUSTAINABILITY FEATURES

This item is not anticipated to have significant sustainability features. However, the contractor is required to adhere to the City's construction recycling procedures.

PUBLIC CONTACT

No public contact is required for this item.

NEXT STEPS

If Council approves this item, staff will appropriate \$150,000 to the Project and increase the construction contract with Golden Bay Construction, Inc, as needed, not to exceed \$1,093,733.

Prepared by: Manny Grewal, Management Analyst
Mo Sharma, Senior Civil Engineer
Kathy Garcia, Deputy Director of Public Works

Recommended by: Alex Ameri, Director of Public Works
Michael S. Lawson, City Attorney

Approved by:



Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 22-_____

Introduced by Council Member _____

RESOLUTION APPROVING THE APPROPRIATION OF \$150,000 FOR THE GOLDEN OAKS II TRACT 8058 IMPROVEMENT PROJECT NO. 08058 AND AUTHORIZING STAFF TO INCREASE THE CONSTRUCTION CONTRACT TO A TOTAL AMOUNT NOT EXCEEDING \$1,093,733

WHEREAS, in February 2017, the subdivider entered into a Subdivision Improvement Agreement with the City to construct improvements for the Golden Oaks II Tract 8058, and

WHEREAS the improvements remained incomplete through 2021, and

WHEREAS, in January 2022, City Council authorized the Department of Public Works to pursue completion of the improvements, and

WHEREAS, in February 2022, the Department prepared construction bid documents and received six (6) bids in compliance with the Public Contract Code, and

WHEREAS, in March 2022, City Council adopted Res. 22-057 awarding a construction contract to Golden Bay Construction, Inc. for a total not-to-exceed amount of \$713,831 and allocated an additional amount of \$89,770 for construction contingencies, and

WHEREAS, in July 2022, City Council adopted Res. 22-217, approving the transfer and appropriation of the remaining subdivider cash deposit of \$140,671.91 to the Project and authorizing the staff to increase the construction contract in the same amount; and

WHEREAS, staff recommends appropriating an additional \$150,000 to complete construction, including post-construction erosion control and reinforcing concrete driveways among other improvements.

NOW, THEREFORE, BE IT RESOLVED that the City Council hereby finds and determines as follows that the City Manager is hereby authorized to appropriate \$75,000 from the General Fund (Fund 100) to the Golden Oaks II Tract 8058 Improvement Project No. 08058 and authorize an increase in the construction contract amount to a total-not-exceed amount of \$1,093,833.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2022

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
 MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
 City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-630

DATE: November 15, 2022

TO: Mayor and City Council

FROM: CIO/Director of Information Technology

SUBJECT

Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with ESRI for a Small Municipal and County Government Enterprise Agreement (SGEA) in an Amount not to Exceed \$303,000

RECOMMENDATION

That Council adopts a resolution (Attachment II) authorizing the City Manager to negotiate and execute an agreement with ESRI for a Small Municipal and County Government Enterprise Agreement (SGEA) in an amount not to exceed \$303,000.

SUMMARY

Staff is seeking authorization to spend funds to update the current standard ESRI license to an Enterprise agreement. The City has utilized ESRI for its GIS platform for over twenty years. Over this time, ESRI Enterprise has continued to develop added features and enhancements that have grown beyond the standard offering to make this upgrade desirable and needed to stay current in the GIS landscape. Migrating ESRI to the Enterprise platform also aligns with the IT Department's philosophy of expanding technical tools available to end users while staying current in an ever-evolving geospatial landscape.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Resolution



DATE: November 15, 2022

TO: Mayor and City Council

FROM: CIO/Director of Information Technology

SUBJECT: Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with ESRI for a Small Municipal and County Government Enterprise Agreement (SGEA) in an Amount not to Exceed \$303,000

RECOMMENDATION

That Council adopts a resolution (Attachment II) authorizing the City Manager to negotiate and execute an agreement with ESRI for a Small Municipal and County Government Enterprise Agreement (SGEA) in an amount not to exceed \$303,000.

SUMMARY

Staff is seeking authorization to spend funds to update the current standard ESRI license to an Enterprise agreement. The City has utilized ESRI for its GIS platform for over twenty years. Over this time, ESRI Enterprise has continued to develop added features and enhancements that have grown beyond the standard offering to make this upgrade desirable and needed to stay current in the GIS landscape. Migrating ESRI to the Enterprise platform also aligns with the IT Department's philosophy of expanding technical tools available to end users while staying current in an ever-evolving geospatial landscape.

BACKGROUND AND DISCUSSION

The City of Hayward has been utilizing ESRI for over twenty years and is seeking to update to the Enterprise platform. Across the Bay Area, our peers utilize ESRI Enterprise in their daily operations to create maps and applications for end users while simultaneously empowering the user community to create and control their own GIS data and workflows.

In the current environment, GIS has implemented many web-based maps and applications for end users but has been limited in expanding these offerings to more users due to licensing constraints. The Enterprise platform provides licensing for the entire organization at a predictable cost. This aligns with the shift in the GIS industry towards web-based GIS services that empower end users to create and control their own GIS data and workflow. In addition, this expands on the trend of providing relevant data in a visual format to edit and update records and allowing for real-world decisions.

There are a number of additional key features of the Enterprise platform that demonstrate the advantages of this solution.

Flexibility to Deploy Solutions

It provides the entire organization the ability to access, create, edit, and use geospatial data, maps, and applications in a secure cloud environment. Staff can use web-based applications to edit their data in the office or they can do a site visit with GIS field tools and edit their data to capture the environment with boots on the ground. This data is then immediately available to internal stakeholders and to our residents through custom-tailored web maps and dashboards.

ESRI Toolset Expansion

With the Enterprise platform, the organization gains access beyond desktop tools to an expansive GIS software library that includes analytics software, field applications for nearly all staff members, and GIS data reviewer, which assists with data quality control. The GIS team would also gain access to toolsets to help balance the system workload and expand GIS disaster recovery offerings.

Enterprise License Cost Step-up

To help agencies budget and plan for the increased cost of the Enterprise platform, ESRI offers a gradual ramp-up to the full cost over a three-year period. Full details of this gradual increase are outlined in the Fiscal Impact section.

FISCAL IMPACT

ESRI is the sole provider of ESRI software and offers the Small Municipal and County Government Enterprise Agreement (SGEA) for purchase of the Enterprise version of ESRI software. The proposed agreement enables the City to upgrade to the Enterprise version of ESRI software by increasing the annual software maintenance the City pays ESRI. The total amount paid over three years for ESRI Enterprise software maintenance is not to exceed \$303,000, which includes a 5% contingency. The annual costs for this upgraded software maintenance (Enterprise version) are structured to step up gradually over a three-year time frame. Costs are approximately \$74,000 for year one, \$105,000 for year two, and \$124,000 for year three. Funding will be allocated for these services by using a combination of IT Operating and CIP budget, subject to Council approval.

STRATEGIC ROADMAP

This agenda item supports the Strategic Priority of Strengthen Organizational Health. Specifically, this item relates to the implementation of the following project:

Project 18: Identify, assess, and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)

Staff is bringing forth this new item because of the need to expand advanced GIS tools, applications, and software to the organization in a cost-effective manner.

NEXT STEPS

If Council approves this item, then staff will proceed with the negotiation and execution of the contract with ESRI for the upgrade to the Enterprise platform.

Prepared by: Nathaniel Roush, IT Manager

Recommended by: Adam Kostrzak, CIO / Director of Information Technology

Approved by:



Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 22-_____

Introduced by Council Member _____

RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH ESRI FOR A SMALL MUNICIPAL AND COUNTY GOVERNMENT ENTERPRISE AGREEMENT (SGEA) IN AN AMOUNT NOT TO EXCEED \$303,000

WHEREAS, ESRI has been the provider of GIS software for the City for over twenty years; and

WHEREAS, the City desires to purchase the Enterprise platform to enhance and expand current offerings beyond the current standard licensing; and

WHEREAS, ESRI is the sole provider of ESRI software and offers the Small Municipal and County Government Enterprise Agreement (SGEA) for purchase of the Enterprise platform; and

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Hayward authorizes and directs the City Manager to negotiate and execute an Agreement with ESRI for a Small Municipal and County Government Enterprise Agreement (SGEA) in an Amount not to exceed \$303,000, in a form approved by the City Attorney.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2022

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-632

DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Clerk

SUBJECT

Adopt an Ordinance Establishing a Building Code for the City of Hayward; Regulating the Construction, Alteration, Repair, and Maintenance of Structures; Providing for the Issuance of Permits and Collection of Fees; Repealing Chapter 9 Article 1, and All Amendments Thereto

RECOMMENDATION

That the Council adopts the Ordinance introduced on November 1, 2022.

SUMMARY

This item entails adoption of an Ordinance establishing a Building Code for the City of Hayward, introduced on November 1, 2022, by Council Member Salinas.

ATTACHMENTS

Attachment I Staff Report
Attachment II Summary of Ordinance Published



DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Clerk

SUBJECT: Adopt an Ordinance Establishing a Building Code for the City of Hayward; Regulating the Construction, Alteration, Repair, and Maintenance of Structures; Providing for the Issuance of Permits and Collection of Fees; Repealing Chapter 9 Article 1, and All Amendments Thereto

RECOMMENDATION

That the Council adopts the Ordinance introduced on November 1, 2022.

SUMMARY

This item entails adoption of an Ordinance establishing a Building Code for the City of Hayward, introduced on November 1, 2022, by Council Member Salinas.

BACKGROUND

The Ordinance was introduced by Council Member Salinas at the November 1, 2022, meeting of the City Council with the following vote:

AYES:	COUNCIL MEMBERS: Andrews, Lamnin, Márquez, Salinas, Wahab, Zermeño MAYOR Halliday
NOES:	NONE
ABSENT:	NONE
ABSTAIN:	NONE

STRATEGIC ROADMAP

This agenda item is a routine operational item and does not relate to one of the priorities outlined in the Council’s Strategic Roadmap.

FISCAL IMPACT

There is no fiscal impact associated with this report.

PUBLIC CONTACT

The summary of the Ordinance (Attachment II) was published in the Daily Review c/o Bay Area News Group-East Bay on Friday, November 11, 2022. Adoption at this time is therefore appropriate.

NEXT STEPS

The Hayward Municipal Code and other related documents will be updated accordingly.

Prepared and Recommended by:

Miriam Lens, City Clerk

Approved by:



Kelly McAdoo, City Manager

ATTACHMENT II

PUBLIC NOTICE OF AN INTRODUCTION OF AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF HAYWARD

AN ORDINANCE ESTABLISHING A BUILDING CODE FOR THE CITY OF HAYWARD;
REGULATING THE CONSTRUCTION, ALTERATION, REPAIR, AND MAINTENANCE
OF STRUCTURES; PROVIDING FOR THE ISSUANCE OF PERMITS AND COLLECTION
OF FEES; REPEALING CHAPTER 9 ARTICLE 1, AND ALL AMENDMENTS THERETO

THE CITY COUNCIL OF THE CITY OF HAYWARD DOES ORDAIN AS FOLLOWS:

Section 1. In accordance with state law, effective January 1, 2023, Chapter 9 Article 1 and all amendments thereto, is hereby repealed and in substitution thereof a new Building Code for the City of Hayward is hereby enacted to read as follows:

BUILDING CODE OF THE CITY OF HAYWARD

SECTION 1.00 2022 CALIFORNIA BUILDING CODES, ADOPTION BY REFERENCE.

The *2022 California Building Code (Part 2 of C.C.R. Title 24, based on the 2021 International Building Code)*, the *2022 California Residential Code (Part 2.5 of C.C.R. Title 24 based on the 2021 International Residential Code)*, the *2022 California Electrical Code (Part 3 of C.C.R. Title 24 based on the 2020 National Electrical Code)*, the *2022 California Mechanical Code (Part 4 of C.C.R. Title 24 based on the 2021 Uniform Mechanical Code)*, the *2022 California Plumbing Code (Part 5 of C.C.R. Title 24 based on the 2021 Uniform Plumbing Code)*, the *2022 California Energy Code (Part 6 of C.C.R. Title 24)*, the *2022 California Historical Building Code (Part 8 of C.C.R. Title 24)*, the *2022 California Existing Building Code (Part 10 of C.C.R. Title 24 based on the 2021 International Existing Building Code)*, the *2022 California Green Building Standards Code (Part 11 of C.C.R. Title 24)*, published by the International Code Council, as amended by the State of California pursuant to Health and Safety Code section 17922, and as further modified by the amendments, additions, and deletions as set forth hereinafter, is hereby adopted by reference as the Building Code of the City of Hayward.

A printed copy of such *2022 California Building Codes* together with the State and local amendments thereto, is on file in the office of the Building Official, to which reference is hereby made for further particulars.

SECTION 2.00 SUMMARY OF LOCAL AMENDMENTS

SECTION 3.00 LOCAL AMENDMENTS TO THE CODE BY CHAPTER

CALIFORNIA BUILDING CODE CHAPTER 1: SCOPE AND ADMINISTRATION
LOCAL AMENDMENTS

The administrative local amendments in this chapter shall also apply to the corresponding requirements in the administration chapters of the California Mechanical Code, the California Plumbing Code and the California Electrical Code.

101.1 Title. This section is revised.

101.2.1 Appendices. This section is revised.

103.1 Creation of enforcement agency. This section is revised.

105.1.1 Annual permit. This section is hereby deleted.

105.1.2 Annual permit records. This section is hereby deleted.

105.3.1.1 Expedited Residential Solar Permitting. A new section is added.

105.3.1.2 Expedited Electric Vehicle Charging Station Permitting. A new section is added.

105.3.2 Time limitation of application. This section is revised.

105.5.2 Completion permits. A new section, 105.5.2 is added.

105.5.2.1 Fees for completion permits. A new section, 105.5.2.1 is added.

109.2 Schedule of permit fees. This section is amended.

109.4.1 Investigation fees for work without a permit. New Section 109.4.1 is added.

109.6 Refunds. This section is revised.

111.3 Temporary occupancy. Two new paragraphs are added at the end of Section 111.3.

CALIFORNIA BUILDING CODE CHAPTER 4: SPECIAL DETAILED
REQUIREMENTS BASED ON USE AND OCCUPANCY LOCAL AMENDMENTS

See Hayward Fire Code Ordinance for Amendments

CALIFORNIA BUILDING CODE CHAPTER 9: FIRE PROTECTION SYSTEMS
LOCAL AMENDMENTS

See Fire Hayward Code Ordinance for Amendments

CALIFORNIA BUILDING CODE CHAPTER 17: STRUCTURAL TESTS AND
SPECIAL INSPECTIONS LOCAL AMENDMENTS

1705.3 Concrete construction.

CALIFORNIA BUILDING CODE CHAPTER 19: CONCRETE LOCAL
AMENDMENTS

1905.1.7 ACI 318, section 14.1.4. Delete ACI 318, Section 14.1.4, and replaced.

CALIFORNIA BUILDING CODE APENDIX P: EMERGENCY HOUSING

Adopt entire appendix as written and published in the 2022 California Building Code except as amended: Section P108 LOFTS IN EMERGENCY HOUSING shall not be adopted in this local ordinance.

CALIFORNIA RESIDENTIAL CODE CHAPTER 6: WALL CONSTRUCTION LOCAL AMENDMENTS

Table R602.10.3(3) Add a new footnote “i” to the end of the table.
Add the “i” footnote notation in the title of Table R602.10.3(3).

R602.10.4.3.1 Limits on methods GB and PCP. Add a new subsection R602.10.4.3.1.

CALIFORNIA RESIDENTIAL CODE APENDIX AZ: EMERGENCY HOUSING AS AMENDED

Adopt entire appendix as written and published in the 2022 California Building Code except as amended: Section AZ108 LOFTS IN EMERGENCY HOUSING shall not be adopted in this local ordinance.

Section 2. Severability. Should any part of this ordinance be declared by a final decision by a court or tribunal of competent jurisdiction to be unconstitutional, invalid or beyond authority of the City, such decision shall not affect the validity of the remainder of this ordinance, which shall continue in full force and effect, provided the remainder of the ordinance, absent the excised portion, can be reasonably interpreted to give effect to intentions of the City Council.

Section 3. Effective Date. This ordinance shall become effective on January 1, 2023.

Introduced at a regular meeting of the City Council of the City of Hayward, held the 1st day of November, 2022, by Council Member Salinas.

This Ordinance will be considered for adoption at the regular meeting of the Hayward City Council, to be held on November 15, 2022, at 7:00 p.m. Please note the City Council will hold a hybrid meeting which will allow for participation in the Council Chamber and virtually via the Zoom platform. The full text of this Ordinance is available for examination by the public by contacting the City Clerk’s office at cityclerk@hayward-ca.gov or (510) 583-4400.

Dated: November 11, 2022
Miriam Lens, City Clerk
City of Hayward



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-633

DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Clerk

SUBJECT

Adopt an Ordinance Establishing a Fire Prevention Code for the City of Hayward, Adopting the California Fire Code, 2022 Edition, Prescribing Regulations Governing Conditions Hazardous to Life and Property from Fire or Explosion, Providing for the Issuance of Permits and Collection of Fees, Providing for Penalties for Violation, and Repealing Ordinance No. 19-20, As Amended, and All Other Ordinances and Parts of Ordinances in Conflict Therewith

RECOMMENDATION

That the Council adopts the Ordinance introduced on November 1, 2022.

SUMMARY

This item entails adoption of an Ordinance: establishing a Fire Prevention Code for the City of Hayward; adopting the California Fire Code, 2022 Edition; prescribing regulations governing conditions hazardous to life and property from fire or explosion; providing for the issuance of permits and collection of fees; providing for penalties for violation, and repealing Ordinance No. 19-20, as amended, and all other ordinances and parts of ordinances in conflict therewith. The ordinance was introduced on November 1, 2022, by Council Member Salinas.

ATTACHMENTS

Attachment I Staff Report
Attachment II Summary of Ordinance Published



DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Clerk

SUBJECT: Adopt an Ordinance Establishing a Fire Prevention Code for the City of Hayward, Adopting the California Fire Code, 2022 Edition, Prescribing Regulations Governing Conditions Hazardous to Life and Property from Fire or Explosion, Providing for the Issuance of Permits and Collection of Fees, Providing for Penalties for Violation, and Repealing Ordinance No. 19-20, As Amended, and All Other Ordinances and Parts of Ordinances in Conflict Therewith

RECOMMENDATION

That the Council adopts the Ordinance introduced on November 1, 2022.

SUMMARY

This item entails adoption of an Ordinance: establishing a Fire Prevention Code for the City of Hayward; adopting the California Fire Code, 2022 Edition; prescribing regulations governing conditions hazardous to life and property from fire or explosion; providing for the issuance of permits and collection of fees; providing for penalties for violation, and repealing Ordinance No. 19-20, as amended, and all other ordinances and parts of ordinances in conflict therewith. The ordinance was introduced on November 1, 2022, by Council Member Salinas.

BACKGROUND

The Ordinance was introduced by Council Member Salinas at the November 1, 2022, meeting of the City Council with the following vote:

AYES:	COUNCIL MEMBERS: Andrews, Lamnin, Márquez, Salinas, Wahab, Zermelo
	MAYOR Halliday
NOES:	NONE
ABSENT:	NONE
ABSTAIN:	NONE

The introduction of the Fire Code Ordinance included a friendly amendment to remove gender pronouns in the Fire Code. Attachment III is a redlined version of the amended Ordinance.

STRATEGIC ROADMAP

This agenda item is a routine operational item and does not relate to one of the priorities outlined in the Council’s Strategic Roadmap.

FISCAL IMPACT

There is no fiscal impact associated with this report.

PUBLIC CONTACT

The summary of the Ordinance (Attachment II) was published in the Daily Review c/o Bay Area News Group-East Bay on Friday, November 11, 2022. Adoption at this time is therefore appropriate.

NEXT STEPS

The Hayward Municipal Code and other related documents will be updated accordingly.

Prepared and Recommended by:

Miriam Lens, City Clerk

Approved by:



Kelly McAdoo, City Manager

PUBLIC NOTICE OF AN INTRODUCTION OF AN ORDINANCE BY THE CITY COUNCIL
OF THE CITY OF HAYWARD

AN ORDINANCE ESTABLISHING A FIRE PREVENTION CODE FOR THE CITY OF HAYWARD; ADOPTING THE CALIFORNIA FIRE CODE, 2022 EDITION, PRESCRIBING REGULATIONS GOVERNING CONDITIONS HAZARDOUS TO LIFE AND PROPERTY FROM FIRE OR EXPLOSION; PROVIDING FOR THE ISSUANCE OF PERMITS AND COLLECTION OF FEES; PROVIDING FOR PENALTIES FOR VIOLATION, AND REPEALING ORDINANCE NO. 19-20, AS AMENDED, AND ALL OTHER ORDINANCES AND PARTS OF ORDINANCES IN CONFLICT THEREWITH

THE CITY COUNCIL OF THE CITY OF HAYWARD DOES ORDAIN AS FOLLOWS:

Section 1. Effective January 1, 2023, Ordinance No. 19-20, and all amendments thereto, is hereby repealed and in substitution thereof a new fire code for the City of Hayward is hereby enacted to read as follows:

SEC. 1. FIRE PREVENTION CODE OF THE CITY OF HAYWARD, ADOPTION OF CALIFORNIA FIRE CODE.

SEC. 2. ESTABLISHMENT AND DUTIES OF THE FIRE PREVENTION OFFICE.

SEC. 3. DEFINITIONS.

SEC. 4. AMENDMENTS MADE IN THE CALIFORNIA FIRE CODE.

GENERAL

CHAPTER 1 – SCOPE AND ADMINISTRATION

DIVISION II-- SCOPE AND ADMINISTRATION

SECTION 104 - DUTIES AND POWERS OF THE FIRE CODE OFFICIAL

104.11.1 ASSISTANCE FROM OTHER AGENCY. Amend subsection.

SECTION 107 – FEES.

107.1.1 PERMIT FEES.

SECTION 111 - MEANS OF APPEALS.

111.1 BOARD OF APPEALS ESTABLISHED. Amend section.

CHAPTER 2 – DEFINITIONS

SECTION 202 - GENERAL DEFINITIONS.

HIGH-RISE BUILDING. Add a paragraph.

CHAPTER 5 - FIRE SERVICE FEATURES

SECTION 503 - FIRE APPARATUS ACCESS ROADS. Add new subsection 503.6.1.

SECTION 505 – PREMISES IDENTIFICATION

505.1 ADDRESS IDENTIFICATION. Amend section.

SECTION 507 - FIRE PROTECTION WATER SUPPLIES.

507.5 FIRE HYDRANT SYSTEMS.

507.5.1 WHERE REQUIRED. Amend subsection.

CHAPTER – 9 FIRE PROTECTION AND LIFE SAFETY SYSTEMS

SECTION 903 - AUTOMATIC SPRINKLER SYSTEMS.

903.2 WHERE REQUIRED. Amend 903.2.

903.2.8.2 GROUP R-2, R2.1, R4 MULTI-FAMILY RESIDENTIAL. Add new subsection.

903.2.22 EXISTING BUILDINGS. Add new subsection.

903.2.22.1 EXISTING BUILDINGS IN HAYWARD DOWNTOWN CORE AREA.

903.2.23 HILLSIDE DESIGN AND WILDLAND-URBAN INTERFACE. Add new subsection.

903.3 INSTALLATION REQUIREMENTS

903.3.1.1 NFPA 13 SPRINKLER SYSTEMS. Add to the end of this section.

903.3.1.2 NFPA 13R SPRINKLER SYSTEM. Deleted.

903.3.1.2.1 BALCONIES AND DECKS. Deleted.

903.3.1.3 NFPA 13D SPRINKLER SYSTEMS. Amend subsection.

903.3.1.3.1 MODIFIED NFPA 13D SPRINKLER SYSTEMS.

903.3.5 WATER SUPPLIES. Amend subsection.

903.3.5.3 FIRE SERVICE CONNECTIONS. Add new subsection.

903.3.5.3.1 FIRE SERVICE FOR NFPA 13 SPRINKLER SYSTEMS. Add new subsection.

903.3.5.3.2 ONE- AND TWO- FAMILY RESIDENTIAL BUILDINGS. Add new subsection.

903.3.5.4 WATER FLOW TEST DATA. Add new subsection.

903.3.5.4.1 SAFETY MARGIN. Add new subsection.

903.3.10 POST INDICATOR VALVES. Add new subsection.

903.3.10.1 CONTROL INDICATOR VALVES. Add new subsection.

903.3.10.2 OTHER TYPE POST INDICATOR VALVES. Add new subsection.

903.4.1 MONITORING. Amend subsection.

903.4.2 - ALARMS. Add new subsection.

903.4.2.1 COMMERCIAL OR INDUSTRIAL BUILDINGS. Add new subsection.

903.4.2.2 ONE- AND TWO- AND MULTI-FAMILY RESIDENTIAL BUILDINGS. Add new subsection.

SECTION 904 – ALTERNATIVE AUTOMATIC FIRE-EXTINGUISHING SYSTEMS

904.3.5 MONITORING. Amend subsection.

CHAPTER 49 – WILDLAND-URBAN INTERFACE FIRE AREA

SECTION 4901 – GENERAL

4901.3 WHERE REQUIRED. Add new subsection.

SECTION 4902 - DEFINITIONS

Amend “WILDLAND-URBAN INTERFACE FIRE AREA (WUI)” definition.

SECTION 4905.2.1 Add new subsection.

SECTION 4906.1 - General. Amend subsection.

SECTION 4906.1 - CITY OF HAYWARD HILLSIDE DESIGN AND URBAN/WILDLAND INTERFACE GUIDELINES. As adopted by Resolution No. 93-037.

4906.1.1 Preventive Measures Ordinance for the Wildland Urban Interface Area.

Add new subsection.

CHAPTER 50 – HAZARDOUS MATERIALS - GENERAL PROVISIONS

SECTION 5001 – GENERAL.

SECTION 5001.5.3 Hazardous Materials Business Plans (HMBP). - Add new subsection.

SECTION 5003 - GENERAL REQUIREMENTS.

Add new subsection 2703.1.5.

SECTION 5003.1.5 - PROHIBITED LOCATION.

SECTION 5004.2.2 – SECONDARY CONTAINMENT FOR HAZARDOUS MATERIALS LIQUIDS AND SOLIDS.

CHAPTER 57 – FLAMMABLE AND COMBUSTIBLE LIQUIDS

SECTION 5701 - GENERAL.

5701.4 PERMITS.

5701.4.1 PLANS. Add new subsection.

SECTION 5703 - GENERAL REQUIREMENTS.

SECTION 5703.1.4 - PROHIBITED LOCATION. Add new subsection.

SECTION 5704 - STORAGE.

5704.1.1 APPLICABILITY. Add new subsection.

5706.2.8 DISPENSING FROM TANK VEHICLES. Amend item 9 and 10.

APPENDIX B

FIRE-FLOW REQUIREMENTS FOR BUILDINGS

SECTION B105 - FIRE-FLOW REQUIREMENTS FOR BUILDINGS.

B105.1 ONE- AND TWO-FAMILY DWELLINGS. Amend subsection.

Table B105.2. Deleted

B105.2 BUILDINGS OTHER THAN ONE- AND TWO-FAMILY DWELLINGS, GROUP R-3 and R-4 BUILDINGS. Amend subsection.

APPENDIX C
FIRE HYDRANT LOCATIONS AND DISTRIBUTION

TABLE C102.1
NUMBER AND DISTRIBUTION OF FIRE HYDRANTS
TABLE C102.1 amended.

APPENDIX D
FIRE APPARATUS ACCESS ROADS

SECTION D103 MINIMUM SPECIFICATIONS

D103.2 Grade.

D103.3 TURNING RADIUS. Amend subsection.

SEC. 5. APPEALS.

SEC. 6. FEES.

SEC. 7. PENALTIES.

SEC. 8. REPEAL OF CONFLICTING ORDINANCES.

SEC. 9. SEVERABILITY Should any part of this ordinance be declared by a final decision by a court or tribunal of competent jurisdiction to be unconstitutional, invalid or beyond authority of the City, such decision shall not affect the validity of the remainder of this ordinance, which shall continue in full force and effect, provided the remainder of the ordinance, absent the excised portion, can be reasonably interpreted to give effect to intentions of the City Council.

SEC.10. EFFECTIVE DATE. This ordinance shall become effective on January 1, 2023.

Introduced at a regular meeting of the City Council of the City of Hayward, held the 1st day of November, 2022, by Council Member Salinas.

This Ordinance will be considered for adoption at the regular meeting of the Hayward City Council, to be held on November 15, 2022, at 7:00 p.m. Please note the City Council will hold a hybrid meeting which will allow for participation in the Council Chamber and virtually via the Zoom platform. The full text of this Ordinance is available for examination by the public by contacting the City Clerk's office at cityclerk@hayward-ca.gov or (510) 583-4400.

Dated: November 11, 2022
Miriam Lens, City Clerk
City of Hayward

ORDINANCE NO. _____

AN ORDINANCE ESTABLISHING A FIRE PREVENTION CODE FOR THE CITY OF HAYWARD; ADOPTING THE CALIFORNIA FIRE CODE, 2022 EDITION, PRESCRIBING REGULATIONS GOVERNING CONDITIONS HAZARDOUS TO LIFE AND PROPERTY FROM FIRE OR EXPLOSION; PROVIDING FOR THE ISSUANCE OF PERMITS AND COLLECTION OF FEES; PROVIDING FOR PENALTIES FOR VIOLATION, AND REPEALING ORDINANCE NO. 19-20, AS AMENDED, AND ALL OTHER ORDINANCES AND PARTS OF ORDINANCES IN CONFLICT THEREWITH

THE CITY COUNCIL OF THE CITY OF HAYWARD DOES ORDAIN AS FOLLOWS:

Section 1. Effective January 1, 2023, Ordinance No. 19-20, and all amendments thereto, is hereby repealed and in substitution thereof a new fire code for the City of Hayward is hereby enacted to read as follows:

SEC. 1. FIRE PREVENTION CODE OF THE CITY OF HAYWARD, ADOPTION OF CALIFORNIA FIRE CODE. The City Council of the City of Hayward for the purpose of prescribing regulations governing conditions hazardous to life and property from fire or explosion, hereby adopts that certain code and standards known as the 2022 California Fire Code and based on the International Fire Code being particularly the 2021 edition thereof and the whole thereof (including Appendices Chapter 4, B, C, D, E, F, G, I, K, N, O) save and except such portions as are hereunder deleted, modified, or amended as set forth hereinafter, as the Fire Code of the City of Hayward. A copy of each said California Fire Code is on file in the office of the Fire Marshal, to which reference is hereby made for further particulars.

Said code is adopted by reference pursuant to Section 50022.2 et seq. of the Government Code of the State of California, and the same is hereby adopted and incorporated as fully as if set out at length herein and, from the date on which this ordinance shall take effect, the provisions thereof shall be controlling within the limits of the City of Hayward except as otherwise noted herein.

SEC. 2. ESTABLISHMENT AND DUTIES OF THE FIRE PREVENTION OFFICE.

- 2.1 The California Fire Code shall be enforced by the Fire Prevention Bureau and the Operations Division in the Fire Department of the City of Hayward.
- 2.2 The chief officer in charge of the Fire Prevention Bureau shall be appointed by the Fire Chief.

- 2.3 The Chief of the Fire Department shall recommend to the City Manager the employment of technical personnel responsible for code enforcement. The Chief of the Fire Department may also detail such members of the Fire Department as inspectors as shall from time to time be necessary.

SEC. 3. DEFINITIONS.

- 3.1 Whenever the word "jurisdiction" is used in the California Fire Code, it shall be held to mean the City of Hayward.
- 3.2 Whenever the term "Corporation Counsel" is used in the California Fire Code, it shall be held to mean the City Attorney of the City of Hayward.
- 3.3 Whenever the term "Fire Code Official" or "Fire Marshal" is used, it shall be held to mean the Chief Officer in charge of the Fire Prevention Bureau for the Fire Department or his/her designated representative.

SEC. 4. AMENDMENTS MADE IN THE CALIFORNIA FIRE CODE. The California Fire Code is amended in the following respects, with the reference numbers being taken from the California Fire Code, including deletions, additions and text changes.

**GENERAL
CHAPTER 1 – SCOPE AND ADMINISTRATION
DIVISION II- SCOPE AND ADMINISTRATION**

SECTION 104 - DUTIES AND POWERS OF THE FIRE CODE OFFICIAL

104.11.1 ASSISTANCE FROM OTHER AGENCY. Amend subsection to read:

104.11.1 ASSISTANCE FROM OTHER AGENCY. The Police Department shall assist the Fire Department in its investigations whenever requested to do so, unless otherwise directed by the Chief of Police.

SECTION 107 – FEES.

107.1.1 PERMIT FEES. The City Council of the City of Hayward may, if it so desires establish by resolution, permit fees in connection with any permits required or authorized to be issued by the Fire Chief or any other authorized representative of the Fire Department.

SECTION 111 - MEANS OF APPEALS.

111.1 BOARD OF APPEALS ESTABLISHED. Amend section to read:

111.1. BOARD OF APPEALS ESTABLISHED. In order to determine the suitability of alternate materials and type of construction, there shall be and hereby is created an appropriate board consisting of five members who are qualified by experience and training to pass judgment upon pertinent matters. The Fire Chief shall be an ex-officio member and shall act as secretary of the board. The Fire Appeal Board shall be appointed by the City Manager and shall hold office ~~at his or her pleasure.~~ The Board shall adopt reasonable rules and regulations for conducting its investigations and shall render all decisions and findings in writing to the Fire Chief, with a duplicate copy to the appellant, and may recommend to the executive body such new legislation as is consistent therewith.

CHAPTER 2 – DEFINITIONS

SECTION 202 - GENERAL DEFINITIONS.

HIGH-RISE BUILDING. Add a paragraph to read:

The Fire Chief may determine that a building is a “high-rise structure” based on site/building configuration and the lack of viable exterior access to the upper floors for firefighting, rescue operations and where firefighters must place almost complete reliance on the building’s life safety features, fire protection systems and components of building construction.

CHAPTER 5 - FIRE SERVICE FEATURES

SECTION 503 - FIRE APPARATUS ACCESS ROADS.

Add new subsection 503.6.1 to read:

503.6.1 KEY SWITCHES. A key switch shall be provided and mounted on a stationary place on the outside of the security gate. The key switch shall be mounted on a permanently affixed monument three (3) to five (5) feet above ground.

SECTION 505 – PREMISES IDENTIFICATION

505.1 ADDRESS IDENTIFICATION. Amend section to read:

505.1 ADDRESS IDENTIFICATION. New and existing buildings shall have approved address numbers, building numbers or approved building identification plate in a position that is plainly legible and visible from the street or road fronting the property. These numbers shall contrast with their background. Where required by the Fire Department, address numbers shall be provided in additional approved locations to facilitate emergency response. Address numbers shall be numbers or alphabetical letters. Numbers shall be a minimum of 4 inches (101.6) high with a minimum stroke width of 0.5 inch

(12.7 mm) and installed on the front of the dwelling (R-3, R-3.1 and R-4) in a location so as to be visible from the street. Otherwise, minimum building address shall be 12” high with 1.5” stroke. When buildings are located greater than 50 feet from street frontage, address shall be minimum 16” high with 1.5” stroke. Tenant space number shall be 6” high with 0.75” stroke on a contrasting background as to be visible from the street. Where access is by means of a private road and the building cannot be viewed from the public way, a monument, pole or other sign or means shall be used to identify the structure. Address numbers shall be maintained.

SECTION 507 - FIRE PROTECTION WATER SUPPLIES.

507.5 FIRE HYDRANT SYSTEMS.

507.5.1 WHERE REQUIRED. Amend subsection to read:

507.5.1 WHERE REQUIRED. Fire hydrant systems and fire hydrants shall be in accordance with Section 507.5. Hydrants shall be of the type approved in the City of Hayward and have not less than a six-inch connection with the mains. A shutoff valve shall be installed in the hydrant connection, a minimum distance of five feet from the hydrant. Hydrants should be tested annually for proper functioning in accordance with the requirements of the authority having jurisdiction or upon request of the Fire Chief.

Hydrants shall be placed at least 40 feet from the buildings to be protected. Where it is not feasible to place them at that distance, they may be in closer proximity in locations approved by the Fire Chief.

CHAPTER – 9 FIRE PROTECTION AND LIFE SAFETY SYSTEMS

SECTION 903 - AUTOMATIC SPRINKLER SYSTEMS.

903.2 WHERE REQUIRED. Amend 903.2 to read

903.2 WHERE REQUIRED. An automatic sprinkler system shall be installed in all new construction, regardless of occupancy classification, where the total floor area is 5,000 square feet (465 m²) or more (area separation walls may not be used in lieu of a sprinkler system except when buildings are separated by fire wall constructed in accordance with Section 706 FIRE WALLS of the 2022 California Building Code), building height exceeds two stories, or floor heights exceed 15 feet (4,572 mm) from the lowest level of Fire Department access and locations described in Section 903.2.1 through 903.2.22. In cases where multiple requirements may apply, the most restrictive requirement shall prevail. Floor areas of mezzanines shall be included in calculating the total floor area to be used in determining automatic fire-extinguishing requirements.

Add new subsection 903.2.8.2 to read:

903.2.8.2 GROUP R-2, R2.1, R4 MULTI-FAMILY RESIDENTIAL. In buildings with 3 or more Group R-3 dwelling units, or buildings with R-2.1 or R-4 uses, the automatic fire sprinkler systems shall be installed in accordance with Section 903.3.1.1.

Add new subsection 903.2.22 to read:

903.2.22 EXISTING BUILDINGS. An automatic sprinkler system shall be installed in an existing building when cumulative additions, repairs, or alterations are made to the building and such additions, repairs, or alterations meet any of the following conditions:

1. Additions to residential buildings (R-3, R-3.1, R-4) that increase the conditioned livable floor area of the existing structure by 50%. The increase in floor area shall be calculated cumulatively from July 1, 2010.
2. Any addition or additions to the original building which will add 10 percent or more to the total floor area of the existing building and the resulting floor area is 5,000 square feet (465 m²). The floor area shall be calculated in accordance with Section 903.2.
3. Additions, repairs, or alterations that will result in a change in occupancy or use and with the resulting floor area is 5,000 square feet (465 m²) or more and shall comply with the most current CBC and CFC edition. The floor area shall be calculated in accordance with Section 903.2.
4. Accumulative area of alteration, addition or repair is 5,000 square feet (465 m²) or more. Area of alteration, addition or repair area shall be calculated cumulatively from January 1, 2010. Building owners are to be held responsible.
5. Extensive remodeling in existing one- and two-family dwellings and townhouses, where roofs/ceilings are reconstructed or altered, and new sprinkler systems can be installed without inconvenience upon the Fire Chief's determination.

903.2.22.1 EXISTING BUILDINGS IN HAYWARD DOWNTOWN CORE AREA.

Alternative design in lieu of fire sprinkler systems in Hayward's Downtown Core Area shall be permitted when it satisfies all provisions established by the Hayward Fire Department.

1. The Hayward Downtown Core is bounded by A St., Foothill Blvd., D St., and Grand St. and includes a four- block strip along the south side of D St. and a two-block area west of Grand St.
2. The alternative design option is only available to a renovation, improvement, or redevelopment project on an existing building used as Group A, B, E, F, M, R and S.
3. The alternative design is not applicable to newly constructed projects.

4. The project shall satisfy all provisions listed in the supplemental document - *Alternative Design in Lieu of Fire Sprinkler Systems in Hayward's Downtown Core*.

Add new subsection 903.2.23 to read:

903.2.23 HILLSIDE DESIGN AND WILDLAND-URBAN INTERFACE. Developments located in the hillside wildland-urban interface zone identified in Section 4901.3 of the ordinance shall be fully sprinkler per NFPA 13. Single family residence fire sprinkler system shall be installed in accordance with NFPA 13D with modifications listed in Section 903.3.1.3.1.

903.3 INSTALLATION REQUIREMENTS

903.3.1.1 NFPA 13 SPRINKLER SYSTEMS. Add to the end of this section to read:

“When automatic sprinkler systems are required in buildings of undetermined use, they shall be designed and installed to have a sprinkler density of 0.33 GPM for 3,750 square feet with a maximum coverage of 100 square feet per head. Use is considered undetermined if not classified at time permit is issued. Where subsequent use requires a system with greater capability, the system shall be reinforced to the required code in order to obtain clearance for the new use.”

903.3.1.2 NFPA 13R SPRINKLER SYSTEM. Deleted.

903.3.1.2.1 BALCONIES AND DECKS. Deleted.

903.3.1.3 NFPA 13D SPRINKLER SYSTEMS. Amend 903.3.1.3 to read:

903.3.1.3 NFPA 13D SPRINKLER SYSTEMS. Automatic sprinkler systems installed in one- and two-family dwellings (R-3) and R-3.1 shall be permitted to be installed throughout in accordance with NFPA 13D. Sprinkler systems in Group R-3.1 facilities and R-3 buildings located in the Wildland Urban Interface Area shall be installed in accordance with this section, Section 903.2.8 and NFPA 13D with modifications listed in Section 903.3.1.3.1.

903.3.1.3.1 MODIFIED NFPA 13D SPRINKLER SYSTEMS.

NFPA 13D systems are required in the Wildland Urban Interface Area or areas identified as high hazard areas, the system shall be installed to meet the following requirements.

1. Complete sprinkler coverage shall be provided in attics, garages, decks, porches, foyers and crawl spaces 3 feet or higher or having storage.
2. For sprinkler systems in buildings with R-3.1 use, sprinkler coverage shall be provided in bathrooms and closets.

3. An interior audible alarm device shall be installed within the dwelling in a location so as to be heard throughout the home. The device shall activate upon any water flow activity in the fire sprinkler system.
4. Provide a minimum of two replacement sprinklers for emergency replacement along with an appropriate wrench for changing sprinkler heads.
5. Control valve shall be secured with a chain and breakaway lock.

903.3.5 WATER SUPPLIES. Amend 903.3.5 to read:

903.3.5 WATER SUPPLIES. Water supplies for automatic sprinkler systems shall comply with this section and the standards referenced in Section 903.3.1. Water supplies for automatic sprinkler systems shall be connected to the city water main. The potable water supply shall be protected against backflow in accordance with *Health and Safety Code, Section 13114.7*, NFPA 24, and the City of Hayward installation standards.

Add new subsections 903.3.5.3 to 903.3.5.4.2 to read:

903.3.5.3 FIRE SERVICE CONNECTIONS. Each fire service shall be installed in accordance with City of Hayward Standard Details.

903.3.5.3.1 FIRE SERVICE FOR NFPA 13 SPRINKLER SYSTEMS. Fire service for systems in accordance with NFPA 13 shall not be less than four inches in diameter. Fire service line smaller than four inches in diameter shall be permitted when all the following conditions are met:

- A fire service main is dedicated to supplying a single automatic fire sprinkler system in one building: and
- Hydraulic calculations shall show that the fire service line is able to supply the demand at the appropriate pressure for automatic fire sprinkler systems.

903.3.5.3.2 ONE- AND TWO- FAMILY RESIDENTIAL BUIDLINGS. When an application is made for one- and two- family residential fire service connection serving residential fire sprinkler systems installed in accordance with NFPA 13D including modified NFPA 13D, such fire service installation shall not be less than one inch in diameter. For an application utilizing existing underground water line, a minimum $\frac{3}{4}$ inch in diameter shall be permitted.

903.3.5.4 WATER FLOW TEST DATA. Water flow test data applied in automatic fire sprinkler system design shall be less than five years old. Adjustments shall be made to the flow test results in order to take into account daily and seasonal fluctuations and uncertainties of overall water supply per the Hayward Public Works Department's recommendation of the maximum water pressure applied in the fire protection system design.

903.3.5.4.1 SAFETY MARGIN. A safety margin of 10% or 10 PSI may be used as a guideline. The projections prepared by the water utility shall be used when they are available.

Add new subsections 903.3.10 to 903.3.10.2 to read:

903.3.10 POST INDICATOR VALVES. One dedicated post indicator valve shall be provided for each sprinkler system water supply.

903.3.10.1 CONTROL INDICATOR VALVES. Use of control indicator valves which are parts of a backflow preventer assembly in lieu of the dedicated post indicator valve shall be allowed, subject to the approval of the Fire Department, when all of the following conditions are met:

1. The city water main is the only source of water supply to the fire service line.
2. The underground fire service line serves the wet fire sprinkler system(s) for only one (1) building.
3. The control valves of the backflow preventers are indicator valves, such as OS&Y valves.
4. A backflow preventer has at least one indicator valve not less than 40 feet away from the building, except in the following circumstances:
 - For buildings less than 40 feet in height, a backflow preventer with at least one indicator valve shall be permitted to be installed closer than 40 feet, but at least as far from the building as the height of the wall facing the backflow preventer.
 - For buildings located in the Hayward Downtown Area, a backflow preventer with at least one indicator valve shall be permitted to be installed closer than 40 feet but shall be at the farthest possible location from the building.
5. The backflow preventer is located no farther than 150 feet away from the building, measured by underground fire service line. The backflow preventer shall be located in a way to avoid confusion in the field.

903.3.10.2 OTHER TYPE POST INDICATOR VALVES. The following valves controlling fire service water supply shall also be allowed in lieu of the dedicated post indicator valves.

1. An approved wall-type post indicator valve; or
2. Control valves installed in a fire-rated room accessible from the exterior.

903.4.1 MONITORING. Amend 903.4.1 to read:

903.4.1 MONITORING. Alarm, supervisory and trouble signals shall be distinctly different from one another and shall be automatically transmitted to an approved central supervising station and shall sound an audible signal at a constantly attended location in accordance with Section 903.4.2. This system shall have a supervised alarm and local alarm signaling capability.

903.4.2 - ALARMS. Add new subsection 903.4.2.1 and 903.4.2.2 to this section to read:

903.4.2.1 COMMERCIAL OR INDUSTRIAL BUILDINGS. At least one interior audible alarm device shall be installed within each tenant space of the building at a constantly attended location in the building and shall be placed in a location so as to be heard throughout the constantly attended areas in accordance with NFPA 72. The device shall activate upon any water flow activity in the fire sprinkler system.

903.4.2.2 ONE- AND TWO- AND MULTI-FAMILY RESIDENTIAL BUILDINGS. At least one interior audible alarm device shall be installed within the dwelling units in a location so as to be heard throughout the home with bedroom doors closed. The device shall activate upon any water flow activity in the fire sprinkler system.

SECTION 904 – ALTERNATIVE AUTOMATIC FIRE-EXTINGUISHING SYSTEMS

904.3.5 MONITORING. Amend 904.3.5 to read:

904.3.5 MONITORING. Where a building fire alarm system or fire sprinkler monitoring system is installed, automatic fire-extinguishing systems shall be monitored by the building fire alarm system or the fire sprinkler monitoring system in accordance with NFPA 72. This system shall have a supervised alarm and local alarm signaling capability. Central station monitoring is required, which shall be done by an approved and/or listed central station monitoring company.

CHAPTER 49 – WILDLAND-URBAN INTERFACE FIRE AREA

SECTION 4901 – GENERAL

Add new subsection 4901.3 to read:

4901.3 WHERE REQUIRED. Development in the area east of Mission Boulevard from the south side of D Street to the city limits south to Union City shall be constructed in accordance with this chapter.

SECTION 4902 - DEFINITIONS

Amend “WILDLAND-URBAN INTERFACE FIRE AREA (WUI)” definition to read:

“WILDLAND-URBAN INTERFACE FIRE AREA (WUI)” is land designated which is covered with grass, grain, brush, or forest, whether privately or publicly owned, which is so situated or is of

such inaccessible location that a fire originating upon such land would present an abnormally difficult job of suppression or would result in great and unusual damage through fire or resulting erosion. Such areas are designated by the Fire Chief on a map maintained in the office of the Fire Chief. The "WILDLAND-URBAN INTERFACE FIRE AREA" has been defined as:

"The areas east of Mission Boulevard Blvd. from the south side of D Street to the city limits south to Union City."

Add new subsection 4905.2.1

4905.2.1 The building constructed shall comply with the following requirements:

1. Within ten feet of a structure, construct fences with an open wire mesh or non-combustible material to prevent fire from spreading to the structure.
2. Design roofs shall comply with a 'Class A' non-combustible roof rating as outlined in the California Building Code. (Do not use wood shake or treated wood shake roofs.)
3. Provide spark arrestors with 1/4" metal mesh screens on all chimneys. Homeowners should inspect spark arrestors every year to ensure mesh screen integrity.
4. Additions to existing decks are subject to review by the Fire Marshal and may be required to meet building construction and fire protection standards.
6. Restrict outdoor storage of firewood, kindling, or compost material within 30 feet of any structure, unless the material is stored in an approved bin or enclosure.
7. Locate chimney at least ten feet away from existing tree canopies.
8. Enclose all roof eaves.

SECTION 4906.1 - General. Amend Section 4906.1 to read:

SECTION 4906.1 - CITY OF HAYWARD HILLSIDE DESIGN AND URBAN/WILDLAND INTERFACE GUIDELINES. As adopted by Resolution No. 93-037.

Add new subsection 4906.1.1

4906.1.1 Preventive Measures Ordinance for the Wildland Urban Interface Area.

CHAPTER 50 – HAZARDOUS MATERIALS - GENERAL PROVISIONS

SECTION 5001 – GENERAL.

Add new subsection 5001.5.3 to read:

SECTION 5001.5.3 Hazardous Materials Business Plans (HMBP). - Shall be submitted annually. The frequency may be increased, modified or waived by the Fire Chief or their designee, but shall not exceed the time frames as established by the State of California laws and regulations.

SECTION 5003 - GENERAL REQUIREMENTS.

Add new subsection 2703.1.5 to read:

SECTION 5003.1.5 - PROHIBITED LOCATION. – Hazardous materials are not allowed below grade plane in buildings.

SECTION 5004.2.2 – SECONDARY CONTAINMENT FOR HAZARDOUS MATERIALS LIQUIDS AND SOLIDS. Where required by Table 5004.2.2, buildings, rooms or areas used for the storage of hazardous materials liquids or solids shall be provided with secondary containment in accordance with this section when the capacity of an individual vessel or aggregate capacity of multiple vessels equals or exceeds 55 gallons. Additionally, the Fire Chief or his designee may require secondary containment at quantities less than 55 gallons or as specified in Chapter 50 in order to protect life safety, emergency responders, or the environment.

CHAPTER 57 – FLAMMABLE AND COMBUSTIBLE LIQUIDS

SECTION 5701 - GENERAL.

5701.4 PERMITS.

Add new subsection 5701.4.1 to read:

5701.4.1 PLANS. Plans shall be submitted with each application for a permit to store more than 60 gallons of flammable and combustible liquids in drums or tanks. The plans shall indicate the methods of storage, quantities to be stored, distances from buildings and property lines, access ways, fire-protection facilities, and provisions for drainage and runoff. Storage shall be in accordance with approved plans.

SECTION 5703 - GENERAL REQUIREMENTS.

Add new subsection 5703.1.4 to read:

SECTION 5703.1.4 - PROHIBITED LOCATION. Flammable and combustible liquids are not allowed below grade plane in buildings.

SECTION 5704 - STORAGE.

Add new subsection 5704.1.1 to read:

5704.1.1 APPLICABILITY. Storage and use of flammable and combustible liquids in aboveground tanks over 60 gallons is prohibited within the city limits of Hayward unless approved by the Fire Chief upon a finding that such approval would minimize the danger to the health, safety, and welfare of the population of Hayward or to neighboring properties. When allowed, storage and use of flammable and combustible liquids in containers, cylinders, and tanks shall be in accordance with sections 5701 and 5704. For permits see Section 105.1 and 5701.4.

EXCEPTION: Allowance shall be granted in the industrial area of Hayward for stationary, monitored, and double-walled aboveground flammable and combustible liquid storage tanks as follows:

- a. Emergency power diesel generator tanks that do not exceed an aggregate site capacity of 5500 gallons. Tanks shall meet Underwriter Laboratory UL142 standard when manufactured as part of an emergency power generator package (generator belly tank) or Underwriter Laboratory UL2085 standard when tanks are separate from the generator package. Interstitial space shall be electronically monitored.
- b. Gasoline and diesel fueling tanks that meet the Underwriter Laboratory UL2085 standard and do not exceed a site capacity of 550 gallons. Interstitial space shall be electronically monitored.
- c. Combustible IIIB liquid storage tanks that do not exceed a site capacity of 5500 gallons. Tanks shall meet the Underwriter Laboratory UL142 standard.
- d. Hydraulic oil tanks for elevators that meet California Division of Industrial Safety standards.

For motor-vehicle-fuel-dispensing stations, see Chapter 23.

5706.2.8 DISPENSING FROM TANK VEHICLES.

Add item 9 and 10 to read:

9. Vapor-recovery systems are provided in accordance with Section 2306.7.9.
10. Tank vehicles shall not be permitted to serve as portable or temporary storage tanks.

**APPENDIX B
FIRE-FLOW REQUIREMENTS FOR BUILDINGS**

SECTION B105 - FIRE-FLOW REQUIREMENTS FOR BUILDINGS. Amend subsections B105.1 and B105.2 to read:

B105.1 ONE- AND TWO-FAMILY DWELLINGS. The minimum fire-flow requirements for one- and two-family dwellings shall be 1,000 gallons per minute, at 20 PSI. (5,677.5 L/min.)

Table B105.2. Deleted

B105.2 BUILDINGS OTHER THAN ONE- AND TWO-FAMILY DWELLINGS, GROUP R-3 and R-4 BUILDINGS.

A reduction in required fire-flow of up to 50 percent, as approved by the Fire Chief, is allowed when the building is provided with an approved automatic sprinkler system. The resulting fire-flow shall not be less than 1,500 gallons per minute at 20 PSI. (5,677.5 L/min.).

**APPENDIX C
FIRE HYDRANT LOCATIONS AND DISTRIBUTION**

TABLE C102.1 amended to read:

TABLE C102.1
NUMBER AND DISTRIBUTION OF FIRE HYDRANTS

FIRE FLOW REQUIREMENT (GPM)¹	MINIMUM NUMBER OF HYDRANTS	DISTRICT	AVERAGE SPACING BETWEEN HYDRANTS (FEET)^{2, 3, 4}	MAXIMUM DISTANCE FROM ANY POINT ON STREET OR ROAD FRONTAGE TO A HYDRANT⁵	HYDRANT TYPE
1,750 or less	1	Low Density Residential	400	225	Modified Steamer
		Median Density	400	200	Double Steamer
		Others	300	180	Double Steamer
2,000	2	Low Density Residential	400	225	Modified Steamer
		Median Density	400	200	Double Steamer
		Others	300	180	Double Steamer
2,500	3	Low Density Residential	400	225	Modified Steamer
		Median Density	400	200	Double Steamer
		Others	300	180	Double Steamer
3,500	4	Low Density Residential	400	225	Modified Steamer
		Median Density	400	200	Double Steamer
		Others	300	180	Double Steamer
4,500	5	All	300	180	Double Steamer
5,500	6	All	300	150	Double Steamer
6,500	7	All	250	150	Double Steamer
7,500 or more	8	All	250	120	Double Steamer

1. Measured at 20 PSI residual pressure.
2. Reduce by 100 feet for dead-end streets or roadways.

ATTACHMENT III

3. Where streets are provided with median dividers or arterial streets are provided with four or more traffic lanes, hydrants spacing shall average 500 feet on each side.
4. Where new water mains are extended along streets, where hydrants are not needed for protection of structures or similar fire problems, fire hydrants should be provided at not less than 1,000-foot spacing to provide for transportation hazards.
5. Reduce by 50 feet for dead-end streets or roadways.

**APPENDIX D
FIRE APPARATUS ACCESS ROADS**

SECTION D103 MINIMUM SPECIFICATIONS

D103.2 Grade. Fire apparatus access roads shall not exceed 10 percent.

Exception 1: Grades 10% to 15% shall be constructed with a minimum 6-inch-thick Portland Cement Concrete, upon approval from the Fire Marshal's Office.

Exception 2: Grades 15.1% to 20% shall be constructed with a minimum 6-inch-thick Portland Cement Concrete with grooves, upon Fire Chief's approval.

D103.3 TURNING RADIUS. Amend Section D 103.3 to read:

D103.3 TURNING RADIUS. The minimum inside turning radius shall be 17 feet. The minimum outside turning radius shall be 45 feet.

SEC. 5. APPEALS.

Whenever the Fire Chief shall disapprove an application or refuse to grant a permit or when it is claimed that the provisions of the code do not apply or that the true intent and meaning of the code have been misconstrued or wrongly interpreted, the applicant may appeal from the decision of the Fire Chief to the City Manager.

SEC. 6. FEES. Fees may be established by resolution of the City Council for permits required by the code, and the fee required for any permit shall accompany the application for such permit. Unless the permit specifies otherwise, the permit shall be issued for a one-year period.

SEC. 7. PENALTIES.

- 7.1 Any person who shall violate any of the provisions of this code hereby adopted or fail to comply therewith, or who shall violate or fail to comply with any order made thereunder, or who shall build in violation of any detailed statement of specifications or plans submitted and approved thereunder, or any certificate or permit issued thereunder, and from which no appeal has been taken, or who shall fail to comply with such an order as affirmed or modified by the City Council of the City of Hayward or by a court of competent jurisdiction, within the time fixed herein, shall severally for each and every such violation and noncompliance respectively, be guilty of a criminal offense and subject to the penalties set forth in the Hayward Municipal Code, Chapter 1, Article 3, Section 1-3.00 et. seq.
- 7.2 The application of the above penalty shall not be held to prevent the enforced removal of prohibited conditions or to prohibit the use of any other criminal or civil remedy.

SEC. 8. REPEAL OF CONFLICTING ORDINANCES. All former ordinances or parts thereof conflicting or inconsistent with the provisions of this ordinance or of the California Fire Code as adopted and amended herein are hereby repealed.

SEC. 9. SEVERABILITY Should any part of this ordinance be declared by a final decision by a court or tribunal of competent jurisdiction to be unconstitutional, invalid or beyond authority of the City, such decision shall not affect the validity of the remainder of this ordinance, which shall continue in full force and effect, provided the remainder of the ordinance, absent the excised portion, can be reasonably interpreted to give effect to intentions of the City Council.

SEC.10. EFFECTIVE DATE. This ordinance shall become effective on January 1, 2023.

INTRODUCED at a regular meeting of the City Council of the City of Hayward, held the __ day of 2022, by Council Member _____.

ADOPTED at a regular meeting of the City Council of the City of Hayward held the __ day of 2022, by the following votes of members of said City Council.

AYES: COUNCIL MEMBERS:
MAYOR:

NOES: COUNCIL MEMBERS: ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

APPROVED: _____
Mayor of the City of Hayward

DATE: _____

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-634

DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Clerk

SUBJECT

Adopt an Ordinance Establishing Reach Codes for the City of Hayward, Repealing Ordinance 20-05, Adopting Chapter 9, Article 8 of the Hayward Municipal Code to Amend Part 11 (California Green Building Standards Code) of the California Building Standards Code (Title 24 of the California Code of Regulations), and Amending the City's Off-Street Parking Regulations (Chapter 10, Article 2) of the Hayward Municipal Code

RECOMMENDATION

That the Council adopts the Ordinance introduced on November 1, 2022.

SUMMARY

This item entails adoption of an Ordinance establishing Reach Codes for the City of Hayward, repealing Ordinance 20-05, adopting Chapter 9, Article 8 of the Hayward Municipal Code to amend Part 11 (California Green Building Standards Code) of the California Building Standards Code (Title 24 of the California Code of Regulations), and amending the City's Off-Street Parking Regulations (Chapter 10, Article 2) of the Hayward Municipal Code; introduced on November 1, 2022, by Mayor Halliday.

ATTACHMENTS

Attachment I Staff Report
Attachment II Summary of Ordinance Published



DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Clerk

SUBJECT: Adopt an Ordinance Establishing Reach Codes for the City of Hayward, Repealing Ordinance 20-05, Adopting Chapter 9, Article 8 of the Hayward Municipal Code to Amend Part 11 (California Green Building Standards Code) of the California Building Standards Code (Title 24 of the California Code of Regulations), and Amending the City’s Off-Street Parking Regulations (Chapter 10, Article 2) of the Hayward Municipal Code

RECOMMENDATION

That the Council adopts the Ordinance introduced on November 1, 2022.

SUMMARY

This item entails adoption of an Ordinance establishing Reach Codes for the City of Hayward, repealing Ordinance 20-05, adopting Chapter 9, Article 8 of the Hayward Municipal Code to amend Part 11 (California Green Building Standards Code) of the California Building Standards Code (Title 24 of the California Code of Regulations), and amending the City’s Off-Street Parking Regulations (Chapter 10, Article 2) of the Hayward Municipal Code; introduced on November 1, 2022, by Mayor Halliday.

BACKGROUND

The Ordinance was introduced by Mayor Halliday at the November 1, 2022, meeting of the City Council with the following vote:

AYES:	COUNCIL MEMBERS: Andrews, Lamnin, Márquez, Salinas, Wahab, Zermeño MAYOR Halliday
NOES:	NONE
ABSENT:	NONE
ABSTAIN:	NONE

STRATEGIC ROADMAP

This agenda item is a routine operational item and does not relate to one of the priorities outlined in the Council’s Strategic Roadmap.

FISCAL IMPACT

There is no fiscal impact associated with this report.

PUBLIC CONTACT

The summary of the Ordinance (Attachment II) was published in the Daily Review c/o Bay Area News Group-East Bay on Friday, November 11, 2022. Adoption, at this time, is therefore appropriate.

NEXT STEPS

The Hayward Municipal Code and other related documents will be updated accordingly.

Prepared and Recommended by:

Miriam Lens, City Clerk

Approved by:



Kelly McAdoo, City Manager

PUBLIC NOTICE OF AN INTRODUCTION OF AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF HAYWARD

AN ORDINANCE ESTABLISHING REACH CODES FOR THE CITY OF HAYWARD; REPEALING ORDINANCE 20-05; ADOPTING CHAPTER 9, ARTICLE 8 OF THE HAYWARD MUNICIPAL CODE TO AMEND PART 11 (CALIFORNIA GREEN BUILDING STANDARDS CODE) OF THE CALIFORNIA BUILDING STANDARDS CODE (TITLE 24 OF THE CALIFORNIA CODE OF REGULATIONS); AND AMENDING THE CITY'S OFF-STREET PARKING REGULATIONS (CHAPTER 10, ARTICLE 2) OF THE HAYWARD MUNICIPAL CODE

THE CITY COUNCIL OF THE CITY OF HAYWARD DOES ORDAIN AS FOLLOWS:

Section 1. Ordinance 20-05, adopted by the City of Hayward City Council on March 24, 2020, is hereby repealed.

Section 2. Purpose and Intent. It is the purpose and intent of this Ordinance to expressly enact local amendments to the 2022 California Building Code applicable to new construction to provide standards for new buildings to improve community health and safety while reducing greenhouse gas emissions.

Section 3. In accordance with state law, effective January 1, 2023, the following are hereby adopted as local amendments to Part 11 (California Green Building Standards Code) of the California Building Standards Code (Title 24 of the California Code of Regulations):

Chapter 9 of the Hayward Municipal Code
(Building Code)

A new Article 8 is added to Chapter 9.

2022 All-Electric & Electric-Ready Ordinance – New Construction

9-8.100.000 – FUEL GAS PLUMBING INFRASTRUCTURE IN NEWLY CONSTRUCTED BUILDINGS

9-8.100.010 Applicability

9-8.100.020 Definitions

9-8.100.030 Prohibited Fuel Gas Infrastructure in Newly Constructed Residential Buildings

9-8.100.035 Electric Readiness in Newly Constructed Non-Residential Buildings

9-8.100.040 Periodic Review of Ordinance

Chapter 10, Article 2 of the Hayward Municipal Code
(Off-Street Parking Regulations)

Chapter 10, Article 2 is amended.

Section 10-2.000 – Purpose. This section is amended

Section 10.2.100 – Definitions. This section is amended

Section 10.2.200 – Application. This section is amended

Chapter 10, Article 2 is further amended by adding a new Part VIII

VIII. REQUIREMENTS FOR EV CHARGING INFRASTRUCTURE

SEC. 10-2.800 ELECTRIC VEHICLE (EV) CHARGING SPACES

SEC. 10-2.810 Electric Vehicle Charging Requirements by Use

SEC. 10-2.820 Direct Current Fast Charging stations

SEC. 10-2.830 Non-Proprietary Infrastructure

SEC. 10-2.840 Exceptions

Section 4. Enactment of Local Amendments to the California Building Standards Code, Title 24, Part 11 (Amendments to Chapters 9 and 10 of the Hayward Municipal Code). The local amendments to the 2022 California Building Standards Code, Title 24, Part 11, are hereby enacted.

Section 5. Severability. The provisions of this Ordinance are severable, and if any clause, sentence, paragraph, provision, or part of this Ordinance, or the application of this Ordinance to any person, is held to be invalid or preempted by state or federal law, such holding shall not impair or invalidate the remainder of this Ordinance. If any provision of this Ordinance is held to be inapplicable, the provisions of this Ordinance shall nonetheless continue to apply with respect to all other covered development projects and applicants. It is hereby declared to be the legislative intent of the City Council that this Ordinance would have been adopted had such provisions not been included or such persons or circumstances been expressly excluded from its coverage.

Section 6. Effective Date. The provisions of this Ordinance shall become effective on January 1, 2023.

Introduced at a regular meeting of the City Council of the City of Hayward, held the 1st day of November, 2022, by Mayor Halliday.

This Ordinance will be considered for adoption at the regular meeting of the Hayward City Council, to be held on November 15, 2022, at 7:00 p.m. Please note the City Council will hold a hybrid meeting which will allow for participation in the Council Chamber and virtually via the Zoom platform. The full text of this Ordinance is available for examination

by the public by contacting the City Clerk's office at cityclerk@hayward-ca.gov or (510) 583-4400.

Dated: November 11, 2022
Miriam Lens, City Clerk
City of Hayward



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-635

DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Clerk

SUBJECT

Adopt a Resolution Allowing the City Council and Appointed Commissions/Task Forces and Council Committees to Hold Continued Teleconferenced Public Meetings Pursuant to AB 361

RECOMMENDATION

That the Council adopts a resolution (Attachment II) pursuant to AB 361 making specific findings to allow the Council and appointed commissions/task forces and Council committees (Exhibit A to Attachment II) to continue holding teleconferenced public meetings during the COVID 19 state of emergency.

SUMMARY

On September 16, 2021, the Governor signed AB 361 that amended provisions of the Brown Act to allow local governments to conduct virtual meetings during a state of emergency proclaimed by the Governor, subject to complying with specific requirements, including providing public access and participation via call-in or internet-based platforms. While AB 361 does not require legislative bodies to take any specific actions to hold an initial teleconferenced meeting during a state of emergency, a legislative body must act in order to continue holding subsequent teleconferenced meetings while the state of emergency remains in effect. Specifically, no later than 30 days after the initial AB 361 teleconferenced meeting, and every 30 days thereafter, a legislative body must make findings that the body has reconsidered the circumstances of the state of emergency and that either of the following conditions exist: the state of emergency continues to directly impact the ability of the members to meet safely in person; or, state or local officials continue to impose or recommend measures to promote social distancing.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Exhibit to Resolution

File #: CONS 22-635



DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Manager
City Clerk

SUBJECT: Adopt a Resolution Allowing the City Council and Appointed Commissions/Task Forces and Council Committees to Hold Continued Teleconferenced Public Meetings Pursuant to AB 361

RECOMMENDATION

That the Council adopts a resolution (Attachment II) pursuant to AB 361 making specific findings to allow the Council and appointed commissions/task forces and Council committees (Exhibit A to Attachment II) to continue holding teleconferenced public meetings during the COVID 19 state of emergency.

SUMMARY

On September 16, 2021, the Governor signed AB 361 that amended provisions of the Brown Act to allow local governments to conduct virtual meetings during a state of emergency proclaimed by the Governor, subject to complying with specific requirements, including providing public access and participation via call-in or internet-based platforms. While AB 361 does not require legislative bodies to take any specific actions to hold an initial teleconferenced meeting during a state of emergency, a legislative body must act in order to continue holding subsequent teleconferenced meetings while the state of emergency remains in effect. Specifically, no later than 30 days after the initial AB 361 teleconferenced meeting, and every 30 days thereafter, a legislative body must make findings that the body has reconsidered the circumstances of the state of emergency and that either of the following conditions exist: the state of emergency continues to directly impact the ability of the members to meet safely in person; or, state or local officials continue to impose or recommend measures to promote social distancing.

BACKGROUND

In general, the Brown Act allows legislative bodies to use teleconferencing during a public meeting as long as certain requirements are met, such as:

- Identification of any remote location from which a member of the legislative body is participating via teleconference;
- Posting of agendas at all remote locations from which members of the legislative body are participating;
- Public accessibility to the remote location and the technological means for allowing the public to participate in the meeting from the location; and
- A quorum of the members must be participating from a location within the jurisdiction of the legislative body.

In response to the COVID 19 state of emergency, the Governor temporarily suspended the rules described above when he issued Executive Order N-29-20 on March 17, 2020 and authorized local legislative bodies to hold virtual public meetings subject to specific public accessibility and noticing requirements.

With the expiration of Executive Order N-29-20, AB 361 amends the Brown Act to allow virtual public meetings during a state of emergency proclaimed by the Governor. A local agency may hold a teleconferenced meeting during a state of emergency without complying with the normal teleconferencing requirements described above if it meets requirements related to providing notice of the meeting, public access and participation via call-in or internet-based service options, real-time public comments, and conduct of the meeting in a manner that protects statutory and constitutional rights of any parties and the public appearing before the legislative body.

AB 361 does not require legislative bodies to take any specific action prior to holding an initial teleconferenced meeting during a state of emergency. However, to hold a subsequent teleconferenced meeting a legislative body must act no later than 30 days after the initial teleconferenced meeting, and every 30 days thereafter, by making findings that the body has reconsidered the circumstances of the state of emergency and that either of the following conditions exist:

- The state of emergency continues to directly impact the ability of the members to meet safely in person; or
- State or local officials continue to impose or recommend measures to promote social distancing.

DISCUSSION

On February 25, 2022, the Governor issued Executive Order N-04-22 repealing many of his prior Executive Orders imposing various mandates intended to address the impact of COVID 19. However, the Governor did not lift the State of Emergency related to COVID 19 that he initially proclaimed on March 4, 2020. As of the date of this report, the State of Emergency proclaimed by the Governor remains in effect.

Current guidance and orders of the Alameda County Health Official satisfy both conditions necessary for the AB 361 findings described above:

- Order No. 20-06t, originally issued April 3, 2020 and most recently amended on August 24, 2022, imposes a mandate that all individuals diagnosed with COVID 19 must isolate themselves and follow requirements further specified in the Order. The Order further aligns with current California Department of Public Health Guidance on Isolation and Quarantine of the General Public, specifically that individuals who are exposed/close contacts of infected individuals need not isolate if they are asymptomatic and are recommended to test and wear masks as specified in the Order and Department of Public Health guidance.
- On June 24, 2022, the Alameda County Health Officer issued Order No. 22-03 rescinding the general mask mandate imposed by Order No. 22-02. Current Alameda County Health Officer guidelines require all individuals in Alameda County, regardless of vaccination status or prior history of COVID illness, to wear face coverings in the following situations:
 - Indoors when required by business, government offices, youth-serving facilities, and workplace settings.
 - When required by trains, buses, ferries, taxis, and rideshare operators.
 - Indoors in transportation hubs like bus terminals, train stations, marines, seaports or other ports, subway stations, or any other area that provides transportation, when required by transit systems.
 - Healthcare settings.
 - Long-term care settings and adult and senior care facilities.
 - Persons exposed to someone with COVID-19 should wear a mask for 10 days.
 - Persons with COVID-19 should wear a mask for 10 days when with others, even if able to leave isolation before then.
 - Correctional facilities and detention centers located within Alameda County.
 - Clinical areas, including isolation and quarantine areas, of homeless shelters, emergency shelters and cooling/heating centers, or any locations within those facilities where healthcare is being delivered.
- With the exception of the situations described above, effective September 23, 2022, the California Department of Public Health and Alameda County Public Health Department guidance on use of face masks for the general population shifts from strong recommendation in all indoor settings at all times to use of Centers for Disease Control Community Levels to help inform masking recommendations.
- Current CDC COVID 19 Community Levels for Alameda County are Low. Consequently, the general public may mask based on personal preference, informed by their own personal level of risk. Vulnerable people are encouraged to wear a mask in crowded indoor public places. Vulnerable people include the unvaccinated, people who are immunocompromised, people with certain disabilities or

underlying health conditions, or those at risk of severe illness or death if infected with COVID-19.

- Workplaces must comply with Cal/OSHA safety standards.

The following current guidance from the California Department of Public Health satisfies the AB 361 findings:

- Face masks are required in healthcare settings, long term care settings, adult and senior care facilities, and all clinical areas, including isolation and quarantine areas, of homeless shelters, emergency shelters and cooling/heating centers, and state and local correctional facilities or detention centers, or any locations within those facilities where healthcare is being delivered.
- Businesses and venue operators, including K-12 school and childcare settings must allow any individual to wear a mask if they desire to.
- Workplaces must comply with Cal/OSHA safety standards.
- Local jurisdictions may implement additional requirements that go beyond statewide guidance.
- Persons with COVID-19 symptoms or who test positive for COVID-19 are required to isolate.
- Persons working or housed in specified high-risk settings are required to isolate and quarantine in the event of an exposure to someone infected with COVID-19.
- Members of the general public, regardless of vaccination status, are not required to isolate if they are asymptomatic after exposure to a person infected with COVID-19. Testing and masking are recommended, and vaccination/boosting is strongly encouraged.

Alameda County Health Order No. 21- 04 (effective November 1, 2021), which allows a stable group of fully vaccinated individuals to remove masks in certain indoor situations, is not applicable to the City's public meetings because they do not necessarily involve a stable group of vaccinated individuals.

Currently, the Council is holding hybrid Council meetings that allow for virtual participation via the Zoom platform as well as in-person participation. This format also allows for real-time public comments, in compliance with AB 361. All City commissions, task forces, and Council committees continue meeting entirely virtually over the Zoom platform.

Based on the above, staff recommends that the Council adopts the attached resolution making the necessary findings to allow the Council and the appointed boards and commissions identified in Exhibit A to the resolution to continue holding teleconferenced meetings pursuant to AB 361.

FISCAL IMPACT

There is no fiscal impact associated with this action.

STRATEGIC ROADMAP

This agenda item is a routine operational item and does not relate to any of the projects outlined in the Council's Strategic Roadmap.

NEXT STEPS

Adoption of the resolution will allow the Council and specified appointed committees and commissions to hold a subsequent teleconferenced meeting pursuant to the provisions of AB 361. Additional resolutions must be adopted every thirty days during the existence of the state of emergency in order to continue holding teleconferenced meetings.

Prepared and Recommended by: Miriam Lens, City Clerk

Approved by:



Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 22-

Introduced by Council Member _____

RESOLUTION MAKING THE REQUIRED FINDINGS PURSUANT TO AB 361 TO
CONTINUE TO HOLD TELECONFERENCED PUBLIC MEETINGS DURING THE
COVID 19 STATE OF EMERGENCY

WHEREAS, the Brown Act (Government Code section 54950 et seq.) allows for public meetings of a legislative body to occur via teleconferencing subject to certain requirements, particularly that the legislative body notice each teleconference location of each member that will be participating in the public meeting, that each teleconference location be accessible to the public, that members of the public be allowed to address the legislative body at each teleconference location, that the legislative body post an agenda at each teleconference location, and that at least a quorum of the legislative body participate from locations within the boundaries of the local agency's jurisdiction; and

WHEREAS, in response to the COVID-19 state of emergency, the Governor temporarily suspended the rules described above when he issued Executive Order N-29-20 on March 17, 2020 and authorized local legislative bodies to hold virtual public meetings subject to specific public accessibility and noticing requirements; and

WHEREAS, the Governor signed AB 361 prior to the expiration of Order N-29-20; and

WHEREAS, AB 361 amends the Brown Act to the legislative body of a local agency to hold a teleconferenced meeting during a state of emergency without complying with the normal teleconferencing requirements described above if it meets requirements related to providing notice of the meeting, public access and participation via call-in or internet-based service options, real-time public comments, and conduct of the meeting in a manner that protects statutory and constitutional rights of any parties and the public appearing before the legislative body; and

WHEREAS, AB 361 does not require legislative bodies to take any specific action prior to holding an initial teleconferenced meeting during a state of emergency, however, to hold a subsequent teleconferenced meeting a legislative body must act no later than 30 days after the initial teleconferenced meeting, and every 30 days thereafter, by making findings specified in the statute justifying the continued use of teleconferenced public meetings; and

WHEREAS, it shall be the policy of the City that the appointed boards and commissions of the City will hold teleconferenced public meetings in compliance with the provisions of AB 361 during the COVID-19 state of emergency; and

WHEREAS, the COVID-19 state of emergency declared by the Governor remains active; and

WHEREAS, public meetings involve many people in shared indoors spaces for hours, when the number of people present does not always allow for a minimum six-foot distance between persons, and close contacts raise the risk of the spread of COVID-19; and

WHEREAS, the Alameda County Health Officer has issued Order No. 20-06t (originally issued April 3, 2020 and most recently amended on August 24, 2022) imposing a mandate that all individuals diagnosed with COVID-19 must isolate themselves and follow requirements further specified in the Order; and

WHEREAS, Order No. 20-06t also aligns with California Department of Public Health Guidance on Isolation and Quarantine of the General Public, specifically that individuals having close contacts/exposure to infected persons are not required to quarantine as long as they remain asymptomatic but are recommended to test and wear a mask as specified by the Order and California Department of Public Health guidance; and

WHEREAS, the Alameda County Health Officer has issued Order No. 22-03 (effective on June 25, 2022), rescinding the general mask mandate imposed by Order No. 22-02; and

WHEREAS, the Alameda County Public Health Department currently requires face coverings in the following situations:

- Indoors when required by businesses, government offices, youth-serving facilities, and workplace settings.
- When required by trains, buses, ferries, taxis and rideshare operators.
- Indoors in transportation hubs like bus terminals, train stations, marines, seaports or other ports, subway stations, or any other area that provides transportation, when required by transit systems.
- Healthcare settings.
- Long-term care settings and adult and senior care facilities.
- Correctional facilities and detention centers.
- Clinical areas, including isolation and quarantine areas, of homeless shelters, emergency shelters and cooling/heating centers, or any locations within those facilities where healthcare is being delivered.
- Persons exposed to someone with COVID-19 should wear a mask for 10 days.
- Persons with COVID-19 should wear a mask for 10 days when with others, even if able to leave isolation before then.

WHEREAS, with the exception of the situations described above, effective September 23, 2022, the California Department of Public Health and Alameda County Public Health Department guidance on use of face masks for the general population shifts from strong recommendation in all indoor settings at all times to use of Centers for Disease Control Community Levels to help inform masking recommendations; and

WHEREAS, current CDC COVID 19 Community Levels for Alameda County are Low. Consequently, the general public may mask based on personal preference, informed by their own personal level of risk. Vulnerable people are encouraged to wear a mask in crowded indoor public places. Vulnerable people include the unvaccinated, people who are immunocompromised, people with certain disabilities or underlying health conditions, or those at risk of severe illness or death if infected with COVID-19.; and

WHEREAS, workplaces must comply with Cal/OSHA safety standards; and

WHEREAS, the California Department of Public Health has issued the following current guidance:

- Face masks are required in healthcare settings, long term care settings, adult and senior care facilities, and all clinical areas, including isolation and quarantine areas, of homeless shelters, emergency shelters and cooling/heating centers, and state and local correctional facilities or detention centers, or any locations within those facilities where healthcare is being delivered.
- Businesses and venue operators, including K-12 school and childcare settings must allow any individual to wear a mask if they desire to.
- Persons with COVID-19 symptoms or who test positive for COVID-19 are required to isolate.
- Persons working or housed in specified high-risk settings are required to isolate and quarantine in the event of an exposure to someone infected with COVID-19.
- Members of the general public, regardless of vaccination status, are not required to isolate if they are asymptomatic after exposure to a person infected with COVID-19. Testing and masking are recommended, and vaccination/boosting is strongly encouraged; and

WHEREAS, Alameda County Health Order No. 21- 04 (effective November 1, 2021), which allows a stable group of fully vaccinated individuals to remove masks in certain indoor situations, is not applicable to the City's public meetings because they do not necessarily involve a stable group of vaccinated individuals.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Hayward makes the following findings pursuant to AB 361 to continue holding teleconferenced public meetings during the COVID-19 state of emergency:

- The City Council has reconsidered the circumstances of the state of emergency.
- The COVID 19 state of emergency declared by the Governor remains active and continues to directly impact the ability of Councilmembers to meet safely in-person.
- State and local officials continue to recommend or impose measures to promote social distancing.

- The Alameda County Health Officer has issued orders imposing measures to promote social distancing via isolation and quarantine of individuals infected or likely infected with COVID-19 and individuals with close contact to persons infected with COVID-19.
- The Alameda County Health Officer requires face coverings to be worn in the following settings:
 - Indoors when required by businesses, government offices, youth-serving facilities, and workplace settings.
 - When required by trains, buses, ferries, taxis and rideshare operators.
 - Indoors in transportation hubs like bus terminals, train stations, marines, seaports or other ports, subway stations, or any other area that provides transportation, when required by transit systems.
 - Healthcare settings.
 - Long-term care settings and adult and senior care facilities.
 - Local correctional facilities and detention centers.
 - Clinical areas, including isolation and quarantine areas, of homeless shelters, emergency shelters, and cooling/heating centers, or any locations within those facilities where healthcare is being delivered.
 - Persons exposed to someone with COVID-19 should wear a mask for 10 days.
 - Persons with COVID-19 should wear a mask for 10 days when with others, even if able to leave isolation before then.
- The California Department of Public Health has issued the following guidance:
 - Face masks are required in healthcare settings, long term care settings, adult and senior care facilities, and all clinical areas, including isolation and quarantine areas, of homeless shelters, emergency shelters and cooling/heating centers, and state and local correctional facilities or detention centers, or any locations within those facilities where healthcare is being delivered.
 - Businesses and venue operators, including K-12 school and childcare settings must allow any individual to wear a mask if they desire to.
 - Persons with COVID-19 symptoms or who test positive for COVID-19 are required to isolate.
 - Persons working or housed in specified high-risk settings are required to isolate and quarantine in the event of an exposure to someone infected with COVID-19.
 - Members of the general public, regardless of vaccination status, are not required to isolate if they are asymptomatic after exposure to a person infected with COVID-19. Testing and masking are recommended, and vaccination/boosting is strongly encouraged.
- Workplaces must comply with Cal/OSHA safety standards.

BE IT FURTHER RESOLVED that in the interest of public health and safety, based on the findings contained herein, the City Council of the City of Hayward and the appointed boards and commissions identified in Exhibit A of this Resolution shall continue to hold teleconferenced public meetings pursuant to AB 361.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2022

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward

EXHIBIT A

- Community Services Commission
- Keep Hayward Clean and Green Task Force
- Library Commission
- Personnel Commission
- Planning Commission
- Council Airport Committee
- Council Budget and Finance Committee
- Council Economic Development Committee
- Council Infrastructure Committee
- Council Homelessness-Housing Task Force
- Council Sustainability Committee
- Hayward Youth Commission
- Hayward Police Department Community Advisory Panel



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-641

DATE: November 15, 2022

TO: Mayor and City Council

FROM: Assistant City Manager/Interim Director of Human Resources

SUBJECT

Adopt a Resolution Approving a Side Letter of Agreement Amending the Memorandum of Understanding (MOU) Between the City of Hayward and the Hayward Police Officers' Association (HPOA) to Revise Scheduled Salary Increases

RECOMMENDATION

That Council adopts a Resolution (Attachment II) approving a Side Letter of Agreement amending the Memorandum of Understanding (MOU) between the City of Hayward and the Hayward Police Officers' Association (HPOA) to revise scheduled salary increases.

SUMMARY

The current MOU between the City of Hayward and HPOA expires on June 30, 2024. Under the terms of the current MOU, HPOA members are scheduled to receive a total of 7.5% in salary increases over the final two years of the contract term, with a 2.5% increase effective July 1, 2022, and an increase of up to 5% effective January 1, 2024, based on the established salary survey formula outlined in the MOU. In approximately July 2022, the City and HPOA engaged in discussions about how to address the current vacancy and recruitment challenges at the Police Department.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Resolution



DATE: November 15, 2022

TO: Mayor and Council

FROM: Assistant City Manager/Interim Director of Human Resources

SUBJECT: Adopt a Resolution Approving a Side Letter of Agreement Amending the Memorandum of Understanding (MOU) between the City of Hayward and the Hayward Police Officers' Association (HPOA) to Revise Scheduled Salary Increases

RECOMMENDATION

That Council adopts a Resolution (Attachment II) approving a Side Letter of Agreement amending the Memorandum of Understanding (MOU) between the City of Hayward and the Hayward Police Officers' Association (HPOA) to revise scheduled salary increases.

SUMMARY

The current MOU between the City of Hayward and HPOA expires on June 30, 2024. Under the terms of the current MOU, HPOA members are scheduled to receive a total of 7.5% in salary increases over the final two years of the contract term, with a 2.5% increase effective July 1, 2022, and an increase of up to 5% effective January 1, 2024, based on the established salary survey formula outlined in the MOU. In approximately July 2022, the City and HPOA engaged in discussions about how to address the current vacancy and recruitment challenges at the Police Department.

BACKGROUND AND DISCUSSION

The Hayward Police Department, like many other municipalities across the United States, has experienced a diminished pool of qualified Police Officer applicants in recent years. With Council's support, the City has taken steps to mitigate these challenges by implementing a Police Officer Hiring Bonus Program and a Hiring Incentive Referral Program for City employees who refer non-City employees to the Hayward Police Department (HPD). Council originally approved these programs as 1-year pilot programs, and when HPD requested to reestablish these programs in March 2022, Council again approved.

Even with these mitigating steps, as of October 2022, out of 154 Police Officer positions in the City of Hayward, there are approximately 36 vacancies, which equates to a vacancy rate of 23%. Although vacancy rates vary throughout the bay area, those municipalities with higher total

compensation packages had lower vacancy rates, such as a 10% vacancy rate at the City of Santa Clara or a 15% vacancy rate at the City of Fremont. Given the ongoing recruitment and retention challenges, the City and HPOA began informal discussions in July 2022 to find other immediate steps to mitigate the challenges and ensure adequate staffing and services for the Hayward community. The high vacancy rates have led to increased mandatory overtime for officers as well as higher stress levels.

The 2022 total compensation salary survey conducted pursuant to the terms of the HPOA MOU, and the updated survey conducted as part of the July 2022 discussions, indicated that HPOA-represented classifications are 14.52% behind the market median. This would mean that by July 1, 2024, HPOA would still be at least 7% behind the market, but likely further behind when considering upcoming salary increases for POA chapters at other local comparator agencies. To help ensure the City remains competitive in the law enforcement labor market, improve morale, and provide adequate services for the community and staffing of HPD, the City and HPOA reached a tentative agreement to provide an additional 9% in salary increases over the remaining term of the contract. If approved, this side letter would amend the MOU to provide an additional salary increase of 5% effective the pay period including July 1, 2022 (for a total salary increase of 7.5%), and an increase of 4% effective the pay period including July 1, 2023. All other provisions of the parties' MOU shall remain unchanged.

FISCAL IMPACT

The fiscal impact of these additional increases for HPOA is an increase of approximately \$4,408,439.72 to the General Fund and \$102,322.49 to the Measure C Fund, for a total fiscal impact of \$4,510,762.21 over FY 2023 and FY 2024. Budget adjustments will be included in the FY 2023 mid-year budget process and the FY 2024 budget process.

STRATEGIC ROADMAP

This agenda item is a routine operational item and does not relate to one of the City Council's Strategic Roadmap initiatives.

NEXT STEPS

If approved, salary adjustments will be implemented by the Human Resources Department and Finance Department and will be reflected in the employees' paychecks dated November 23, 2022. Retroactive payments will be processed within the next two months as timelines and workloads of HR and payroll staff allow.

Prepared by: Kakshi Master, Acting Deputy Director of Human Resources

Recommended by: Regina Youngblood, Assistant City Manager/Interim Director of Human Resources

Approved by:

A handwritten signature in black ink, appearing to read 'Kelly McAdoo', with a long horizontal stroke extending to the right.

Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 22-_____

Introduced by Council Member _____

RESOLUTION APPROVING A SIDE LETTER OF AGREEMENT AMENDING THE MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN THE CITY OF HAYWARD AND THE HAYWARD POLICE OFFICERS' ASSOCIATION (HPOA) TO REVISE SCHEDULED SALARY INCREASES

WHEREAS, the City and the Hayward Police Department has experienced a diminished pool of Police Officer applicants; and

WHEREAS, a total compensation salary study indicated HPOA represented classifications are 14.52% behind market; and

WHEREAS, the City of Hayward and HPOA have met and conferred in good faith to discuss HPOA salaries.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized to direct and execute, on behalf of the City, a Side Letter of Agreement between the City and HPOA amending the MOU in effect through June 30, 2024 to provide an additional salary increase of 5% effective the pay period including July 1, 2022 and an additional increase of 4% effective the pay period including July 1, 2023. All other provisions of the existing MOU shall remain unchanged.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2022

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
 MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
 City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-636

DATE: November 15, 2022

TO: Mayor and City Council

FROM: Assistant City Manager/Interim Director of Human Resources

SUBJECT

Adopt a Resolution Approving the Amended Fiscal Year 2023 Salary Plan That Designates Classifications and Corresponding Salary Ranges

RECOMMENDATION

That Council adopts a Resolution (Attachment II) approving an amendment to the City of Hayward Salary Plan for Fiscal Year 2023 (FY 2023), which designates all classifications and corresponding salary ranges for employment in the City of Hayward as of November 21, 2022, superseding Resolution No. 22-265 and all amendments thereto.

SUMMARY

As required by the Municipal Code, the FY 2023 Salary Plan has been updated to reflect salary adjustments to classifications in the City's classified services as a result of the negotiated side letter agreement amending the Memorandum of Understanding (MOU) between the City of Hayward and the Hayward Police Officers' Association (HPOA). The Salary Plan has also been revised to reflect adjustments to three (3) additional classifications. On November 10, 2022, the Personnel Commission held a public hearing in which it reviewed and recommended to Council the Salary Plan for each position in the City's classified service for FY 2023, effective November 21, 2022.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	FY 2023 Revised City of Hayward Salary Plan



DATE: November 15, 2022

TO: Mayor and Council

FROM: Assistant City Manager/Interim Director of Human Resources

SUBJECT: Adopt a Resolution Approving the Amended Fiscal Year 2023 Salary Plan That Designates Classifications and Corresponding Salary Ranges

RECOMMENDATION

That Council adopts a Resolution (Attachment II) approving an amendment to the City of Hayward Salary Plan for Fiscal Year 2023 (FY 2023), which designates all classifications and corresponding salary ranges for employment in the City of Hayward as of November 21, 2022, superseding Resolution No. 22-265 and all amendments thereto.

SUMMARY

As required by the Municipal Code, the FY 2023 Salary Plan has been updated to reflect salary adjustments to classifications in the City’s classified services as a result of the negotiated side letter agreement amending the Memorandum of Understanding (MOU) between the City of Hayward and the Hayward Police Officers’ Association (HPOA). The Salary Plan has also been revised to reflect adjustments to three (3) additional classifications. On November 10, 2022, the Personnel Commission held a public hearing in which it reviewed and recommended to Council the Salary Plan for each position in the City’s classified service for FY 2023, effective November 21, 2022.

BACKGROUND AND DISCUSSION

Sideletter Salary Adjustments:

Pursuant to the side letter agreement amending the HPOA MOU, HPOA represented classifications shall receive a five percent (5%) salary increase retroactive to the pay period including July 1, 2022.

Salary Adjustments:

PERSONNEL AND TRAINING ADMINISTRATOR (H450): Pursuant to Section 7.16 of the HAME MOU (Supervisory Differential), the Personnel and Training Administrator shall maintain a minimum pay differential of ten percent (10%) between this classification and Police Sergeant (P210). As a result, the Personnel and Training Administrator shall receive a 2.46% salary

increase adjustment effective July 1, 2022. The salary range for Personnel and Training Administrator is \$71.40 per hour at Step A and \$86.79 per hour at Step E.

YOUTH AND FAMILY SERVICES ADMINISTRATOR (H445): Pursuant to Section 7.16 of the HAME MOU (Supervisory Differential), the Youth and Family Services Administrator shall maintain a minimum pay differential of ten percent (10%) between this classification and Police Sergeant (P210). As a result, the Youth and Family Services Administrator shall receive a 2.46% salary increase adjustment effective July 1, 2022. The salary range for Youth and Family Services Administrator is \$71.40 per hour at Step A and \$86.79 per hour at Step E.

RESERVE OFFICER COORDINATOR (H455): The salary range for Reserve Officer Coordinator is internally set to be equivalent to Police Sergeant (P210). As a result, the Reserve Officer Coordinator shall receive a 2.47% salary increase adjustment effective July 1, 2022. The salary range for Reserve Officer Coordinator is \$64.95 per hour at Step A and \$78.90 per hour at Step E.

FISCAL IMPACT

HAYWARD POLICE OFFICERS' ASSOCIATION: The additional fiscal impact for HPOA-represented classifications is an increase of approximately \$2,395,891.15 to the General Fund and \$55,610.05 to the Measure C Fund, for a total fiscal impact of \$2,451,501.19. Budget adjustments will be included in the FY 2023 mid-year budget process.

PERSONNEL AND TRAINING ADMINISTRATOR: The additional fiscal impact for Personnel and Training Administrator is an increase of approximately \$5,855.05 to the General Fund. Budget adjustments will be included in the FY 2023 mid-year budget process.

YOUTH AND FAMILY SERVICES ADMINISTRATOR: The additional fiscal impact for Youth and Family Services Administrator is an increase of approximately \$5,855.05 to the General Fund. Budget adjustments will be included in the FY 2023 mid-year budget process.

RESERVE OFFICER COORDINATOR: The additional fiscal impact for Reserve Officer Coordinator is an increase of approximately \$2,677.99 to the General Fund. Budget adjustments will be included in the FY 2023 mid-year budget process.

STRATEGIC ROADMAP

This agenda item is a routine operational item and does not relate to one of the City Council's Strategic Roadmap initiatives.

NEXT STEPS

If approved, salary adjustments will be implemented by the Human Resources Department and Finance Department and will be reflected in the employees' paychecks dated November 23, 2022. Retroactive payments will be processed within the next two months as timelines and workloads of HR and payroll staff allow.

Prepared by: Valeria Cazares, Acting Human Resources Analyst I

Recommended by: Kakshi Master, Acting Deputy Director of Human Resources
Regina Youngblood, Assistant City Manager/Interim Director of Human Resources

Approved by:



Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-_____

Introduced by Council Member _____

RESOLUTION APPROVING THE AMENDED FISCAL YEAR 2023 SALARY PLAN DESIGNATING POSITIONS OF EMPLOYMENT IN THE CITY OF HAYWARD AND SALARY RANGES; AND SUPERSEDING RESOLUTION NO. 22-265 AND ALL AMENDMENTS THERETO

WHEREAS, the City and the Hayward Police Officers' Association (HPOA) reached a side letter agreement amending the Memorandum of Understanding to provide a salary adjustment of five percent (5%) effective the pay period that includes July 1, 2022; and

WHEREAS, the Salary Plan has also been revised to reflect salary adjustments to three additional classifications, including Personnel and Training Administrator, Youth and Family Services Administrator, and Reserve Officer Coordinator, effective July 1, 2022; and

WHEREAS these additional classifications were adjusted to maintain internal minimum pay differentials; and

WHEREAS, the revised Salary Plan was reviewed and recommended to Council by the Personnel Commission in a Public Hearing held on November 10, 2022; and

WHEREAS, the current pay rate for these classifications must be adjusted to ensure the salary ranges are reflective of these changes.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward, as follows:

Section 1. That a revised Positions and Salaries Schedule relating to the positions of employment in the City of Hayward, and the hourly rates of pay for those positions, is hereby set forth in Attachment "III," attached hereto and made a part hereof. The positions enumerated under the columns headed "Classification Title" are hereby designated as the positions of employment in the City of Hayward, and the hourly, bi-weekly, monthly, and annual rates of pay shown in the adjacent rows under the headings "Step A" through "Step E" are the salary rates or the minimum and maximum rates of pay for such positions.

Section 2. Salaries paid to occupants of said positions shall be administered in accordance with the Personnel Rules and Memoranda of Understanding and Side Letter Agreements approved by the City Council and currently in effect.

Section 3. All class titles used herein refer to the specifications of the position classification plan as reviewed by the Personnel Commission of the City of Hayward, or as set forth in the City Charter.

Section 4. The City Manager may approve in advance of an established effective date, payment to certain classifications in the Management Unit of all or a portion of a general salary increase previously approved by the City Council. Such advance payments shall be made only for those management classifications where the salary range is less than ten percent above an immediately subordinate classification. The amount of advance payment approved by the City Manager shall not exceed the amount required to establish a ten percent salary differential between the affected classifications. The City Manager shall advise the City Council and each bargaining unit in advance of any payments made pursuant to the provisions of this section.

Section 5. The salary ranges set forth in Attachment "III" shall be revised to reflect salary changes provided in any Memorandum of Understanding, Side Letters of Agreement, or resolution setting forth the wages, hours, and other terms and conditions of employment for a bargaining unit or group of unrepresented employees of the City. Any revisions made pursuant to the provisions of this section shall be incorporated into a document prepared by the Human Resources Director and distributed to affected employees or their representatives that reflects the date of the revision and cites both the authority provided by this section and the provision of the memorandum or resolution being effectuated by the revision.

Section 6. This resolution supersedes Resolution No. 22-265 and all amendments thereto.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2022

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
 MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
 City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward

**SALARY PLAN FOR ALL CLASSIFICATIONS
(PER MUNI CODE SEC.2-4.30)
FY 2023**

ATTACHMENT III
Presented to
Personnel Commission
on November 10, 2022
Approved by Council
November 15, 2022

Classification Title	Job Code	Service Type	Step A	Step B	Step C	Step D	Step E	
CITY ELECTED OFFICIALS/APPOINTED OFFICERS/EXECUTIVES								
MAYOR	E100	Unclassified	Hourly					
			Bi-Weekly					
			Monthly					
			Annual				39,960.00	
CITY COUNCIL	E110	Unclassified	Hourly					
			Bi-Weekly					
			Monthly					
			Annual				24,975.00	
CITY MANAGER	A120	Unclassified	Hourly				145.49	
			Bi-Weekly				11,639.20	
			Monthly				25,218.27	
			Annual				302,619.20	
CITY ATTORNEY	A100	Unclassified	Hourly				120.33	
			Bi-Weekly				9,626.40	
			Monthly				20,857.20	
			Annual				250,286.40	
CITY CLERK	A110	Unclassified	Hourly				77.78	
			Bi-Weekly				6,222.40	
			Monthly				13,481.87	
			Annual				161,782.40	
ASSISTANT CITY MANAGER	U735	Unclassified	Hourly	101.63	106.72	112.05	117.65	123.53
			Bi-Weekly	8,130.40	8,537.60	8,964.00	9,412.00	9,882.40
			Monthly	17,615.87	18,498.13	19,422.00	20,392.67	21,411.87
			Annual	211,390.40	221,977.60	233,064.00	244,712.00	256,942.40
CHIEF OF POLICE	P500	Unclassified	Hourly	102.84	107.97	113.38	119.05	124.99
			Bi-Weekly	8,227.20	8,637.60	9,070.40	9,524.00	9,999.20
			Monthly	17,825.60	18,714.80	19,652.53	20,635.33	21,664.93
			Annual	213,907.20	224,577.60	235,830.40	247,624.00	259,979.20
COMMUNICATIONS AND MARKETING OFFICER / PUBLIC INFORMATION OFFICER (PIO)	U311	Unclassified	Hourly	71.14	74.71	78.42	82.37	86.49
			Bi-Weekly	5,691.20	5,976.80	6,273.60	6,589.60	6,919.20
			Monthly	12,330.93	12,949.73	13,592.80	14,277.47	14,991.60
			Annual	147,971.20	155,396.80	163,113.60	171,329.60	179,899.20
DEPUTY CITY MANAGER	U505	Unclassified	Hourly	92.73	97.36	102.23	107.36	112.71
			Bi-Weekly	7,418.40	7,788.80	8,178.40	8,588.80	9,016.80
			Monthly	16,073.20	16,875.73	17,719.87	18,609.07	19,536.40
			Annual	192,878.40	202,508.80	212,638.40	223,308.80	234,436.80
DIRECTOR OF DEVELOPMENT SERVICES	U700	Unclassified	Hourly	88.96	93.40	98.09	102.99	108.13
			Bi-Weekly	7,116.80	7,472.00	7,847.20	8,239.20	8,650.40
			Monthly	15,419.73	16,189.33	17,002.27	17,851.60	18,742.53
			Annual	185,036.80	194,272.00	204,027.20	214,219.20	224,910.40
DIRECTOR OF FINANCE	U725	Unclassified	Hourly	88.96	93.40	98.09	102.99	108.13
			Bi-Weekly	7,116.80	7,472.00	7,847.20	8,239.20	8,650.40
			Monthly	15,419.73	16,189.33	17,002.27	17,851.60	18,742.53
			Annual	185,036.80	194,272.00	204,027.20	214,219.20	224,910.40
DIRECTOR OF HUMAN RESOURCES	U705	Unclassified	Hourly	95.51	100.27	105.29	110.55	116.07
			Bi-Weekly	7,640.80	8,021.60	8,423.20	8,844.00	9,285.60
			Monthly	16,555.07	17,380.13	18,250.27	19,162.00	20,118.80
			Annual	198,660.80	208,561.60	219,003.20	229,944.00	241,425.60
DIRECTOR OF INFORMATION TECHNOLOGY / CHIEF INFORMATION OFFICER (CIO)	U720	Unclassified	Hourly	94.31	98.99	103.96	109.17	114.62
			Bi-Weekly	7,544.80	7,919.20	8,316.80	8,733.60	9,169.60
			Monthly	16,347.07	17,158.27	18,019.73	18,922.80	19,867.47
			Annual	196,164.80	205,899.20	216,236.80	227,073.60	238,409.60
DIRECTOR OF LIBRARY SERVICES	U710	Unclassified	Hourly	88.96	93.40	98.09	102.99	108.13
			Bi-Weekly	7,116.80	7,472.00	7,847.20	8,239.20	8,650.40
			Monthly	15,419.73	16,189.33	17,002.27	17,851.60	18,742.53
			Annual	185,036.80	194,272.00	204,027.20	214,219.20	224,910.40
DIRECTOR OF MAINTENANCE SERVICES	U715	Unclassified	Hourly	88.96	93.40	98.09	102.99	108.13
			Bi-Weekly	7,116.80	7,472.00	7,847.20	8,239.20	8,650.40
			Monthly	15,419.73	16,189.33	17,002.27	17,851.60	18,742.53
			Annual	185,036.80	194,272.00	204,027.20	214,219.20	224,910.40
DIRECTOR OF PUBLIC WORKS	U730	Unclassified	Hourly	92.39	97.03	101.87	106.99	112.31
			Bi-Weekly	7,391.20	7,762.40	8,149.60	8,559.20	8,984.80
			Monthly	16,014.27	16,818.53	17,657.47	18,544.93	19,467.07
			Annual	192,171.20	201,822.40	211,889.60	222,539.20	233,604.80
FIRE CHIEF	F800	Unclassified	Hourly	115.80	121.57	127.66	134.05	140.75
			Bi-Weekly	9,264.00	9,725.60	10,212.80	10,724.00	11,260.00
			Monthly	20,072.00	21,072.13	22,127.73	23,235.33	24,396.67
			Annual	240,864.00	252,865.60	265,532.80	278,824.00	292,760.00

**SALARY PLAN FOR ALL CLASSIFICATIONS
(PER MUNI CODE SEC.2-4.30)
FY 2023**

ATTACHMENT III
Presented to
Personnel Commission
on November 10, 2022
Approved by Council
November 15, 2022

Classification Title	Job Code	Service Type	Step A	Step B	Step C	Step D	Step E	
CITY WIDE ADMINISTRATIVE/ANALYTICAL SUPPORT								
SENIOR MANAGEMENT ANALYST	H115	Classified	Hourly	55.59	58.34	61.26	64.32	67.53
			Bi-Weekly	4,447.20	4,667.20	4,900.80	5,145.60	5,402.40
			Monthly	9,635.60	10,112.27	10,618.40	11,148.80	11,705.20
			Annual	115,627.20	121,347.20	127,420.80	133,785.60	140,462.40
MANAGEMENT ANALYST II	H110	Classified	Hourly	50.54	53.07	55.72	58.50	61.41
			Bi-Weekly	4,043.20	4,245.60	4,457.60	4,680.00	4,912.80
			Monthly	8,760.27	9,198.80	9,658.13	10,140.00	10,644.40
			Annual	105,123.20	110,385.60	115,897.60	121,680.00	127,732.80
MANAGEMENT ANALYST I	H105	Classified	Hourly	45.95	48.26	50.66	53.18	55.84
			Bi-Weekly	3,676.00	3,860.80	4,052.80	4,254.40	4,467.20
			Monthly	7,964.67	8,365.07	8,781.07	9,217.87	9,678.93
			Annual	95,576.00	100,380.80	105,372.80	110,614.40	116,147.20
EXECUTIVE ASSISTANT	U315	Unclassified	Hourly	44.85	46.91	49.03	51.13	53.38
			Bi-Weekly	3,588.00	3,752.80	3,922.40	4,090.40	4,270.40
			Monthly	7,774.00	8,131.07	8,498.53	8,862.53	9,252.53
			Annual	93,288.00	97,572.80	101,982.40	106,350.40	111,030.40
ADMINISTRATIVE SUPERVISOR	H120	Classified	Hourly	44.42	46.62	48.96	51.38	53.96
			Bi-Weekly	3,553.60	3,729.60	3,916.80	4,110.40	4,316.80
			Monthly	7,699.47	8,080.80	8,486.40	8,905.87	9,353.07
			Annual	92,393.60	96,969.60	101,836.80	106,870.40	112,236.80
ADMINISTRATIVE SECRETARY	C120	Classified	Hourly	41.57	43.28	44.98	46.68	48.53
			Bi-Weekly	3,325.60	3,462.40	3,598.40	3,734.40	3,882.40
			Monthly	7,205.47	7,501.87	7,796.53	8,091.20	8,411.87
			Annual	86,465.60	90,022.40	93,558.40	97,094.40	100,942.40
SENIOR SECRETARY	C115	Classified	Hourly	38.00	39.48	41.09	42.60	44.24
			Bi-Weekly	3,040.00	3,158.40	3,287.20	3,408.00	3,539.20
			Monthly	6,586.67	6,843.20	7,122.27	7,384.00	7,668.27
			Annual	79,040.00	82,118.40	85,467.20	88,608.00	92,019.20
SECRETARY	C110	Classified	Hourly	33.44	34.97	36.74	38.44	40.26
			Bi-Weekly	2,675.20	2,797.60	2,939.20	3,075.20	3,220.80
			Monthly	5,796.27	6,061.47	6,368.27	6,662.93	6,978.40
			Annual	69,555.20	72,737.60	76,419.20	79,955.20	83,740.80
ADMINISTRATIVE CLERK II	C105	Classified	Hourly	29.32	30.53	31.77	33.19	34.82
			Bi-Weekly	2,345.60	2,442.40	2,541.60	2,655.20	2,785.60
			Monthly	5,082.13	5,291.87	5,506.80	5,752.93	6,035.47
			Annual	60,985.60	63,502.40	66,081.60	69,035.20	72,425.60
ADMINISTRATIVE CLERK I	C100	Classified	Hourly	25.81	27.19	28.56	30.09	31.66
			Bi-Weekly	2,064.80	2,175.20	2,284.80	2,407.20	2,532.80
			Monthly	4,473.73	4,712.93	4,950.40	5,215.60	5,487.73
			Annual	53,684.80	56,555.20	59,404.80	62,587.20	65,852.80
ADMINISTRATIVE INTERN	Z120	Classified	Hourly				15.82	20.00
			Bi-Weekly				1,265.60	1,600.00
			Monthly				2,742.13	3,466.67
			Annual				32,905.60	41,600.00
MAIL CLERK	C410	Classified	Hourly			17.73	18.59	19.53
			Bi-Weekly			1,418.40	1,487.20	1,562.40
			Monthly			3,073.20	3,222.27	3,385.20
			Annual			36,878.40	38,667.20	40,622.40

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CITY WIDE MAINTENANCE								
ELECTRICIAN II	M410	Classified	Hourly	48.62	50.55	52.54	54.78	57.04
			Bi-Weekly	3,889.60	4,044.00	4,203.20	4,382.40	4,563.20
			Monthly	8,427.47	8,762.00	9,106.93	9,495.20	9,886.93
			Annual	101,129.60	105,144.00	109,283.20	113,942.40	118,643.20
ELECTRICIAN I	M405	Classified	Hourly	44.21	46.03	47.85	49.85	51.89
			Bi-Weekly	3,536.80	3,682.40	3,828.00	3,988.00	4,151.20
			Monthly	7,663.07	7,978.53	8,294.00	8,640.67	8,994.27
			Annual	91,956.80	95,742.40	99,528.00	103,688.00	107,931.20
MAINTENANCE WORKER	M305	Classified	Hourly	37.78	39.28	40.88	42.32	43.96
			Bi-Weekly	3,022.40	3,142.40	3,270.40	3,385.60	3,516.80
			Monthly	6,548.53	6,808.53	7,085.87	7,335.47	7,619.73
			Annual	78,582.40	81,702.40	85,030.40	88,025.60	91,436.80
LABORER	M200 M300 M830 M905	Classified	Hourly	28.73	29.79	30.97	32.24	33.39
			Bi-Weekly	2,298.40	2,383.20	2,477.60	2,579.20	2,671.20
			Monthly	4,979.87	5,163.60	5,368.13	5,588.27	5,787.60
			Annual	59,758.40	61,963.20	64,417.60	67,059.20	69,451.20
CITY ATTORNEY DEPARTMENT								
SENIOR ASSISTANT CITY ATTORNEY	U215	Classified	Hourly	84.27	88.52	92.94	97.59	102.47
			Bi-Weekly	6,741.60	7,081.60	7,435.20	7,807.20	8,197.60
			Monthly	14,606.80	15,343.47	16,109.60	16,915.60	17,761.47
			Annual	175,281.60	184,121.60	193,315.20	202,987.20	213,137.60
ASSISTANT CITY ATTORNEY	U210	Classified	Hourly	76.62	80.45	84.50	88.71	93.14
			Bi-Weekly	6,129.60	6,436.00	6,760.00	7,096.80	7,451.20
			Monthly	13,280.80	13,944.67	14,646.67	15,376.40	16,144.27
			Annual	159,369.60	167,336.00	175,760.00	184,516.80	193,731.20
DEPUTY CITY ATTORNEY II	U205	Classified	Hourly	63.35	66.49	69.81	73.29	76.99
			Bi-Weekly	5,068.00	5,319.20	5,584.80	5,863.20	6,159.20
			Monthly	10,980.67	11,524.93	12,100.40	12,703.60	13,344.93
			Annual	131,768.00	138,299.20	145,204.80	152,443.20	160,139.20
DEPUTY CITY ATTORNEY I	U200	Classified	Hourly	57.57	60.45	63.47	66.65	69.98
			Bi-Weekly	4,605.60	4,836.00	5,077.60	5,332.00	5,598.40
			Monthly	9,978.80	10,478.00	11,001.47	11,552.67	12,129.87
			Annual	119,745.60	125,736.00	132,017.60	138,632.00	145,558.40
SENIOR PARALEGAL	U196	Classified	Hourly	43.88	46.09	48.38	50.79	53.33
			Bi-Weekly	3,510.40	3,687.20	3,870.40	4,063.20	4,266.40
			Monthly	7,605.87	7,988.93	8,385.87	8,803.60	9,243.87
			Annual	91,270.40	95,867.20	100,630.40	105,643.20	110,926.40
PARALEGAL	U195	Classified	Hourly	39.88	41.88	43.98	46.16	48.48
			Bi-Weekly	3,190.40	3,350.40	3,518.40	3,692.80	3,878.40
			Monthly	6,912.53	7,259.20	7,623.20	8,001.07	8,403.20
			Annual	82,950.40	87,110.40	91,478.40	96,012.80	100,838.40
LEGAL SECRETARY II	C935	Classified	Hourly	36.09	38.19	41.06	41.92	44.07
			Bi-Weekly	2,887.20	3,055.20	3,284.80	3,353.60	3,525.60
			Monthly	6,255.60	6,619.60	7,117.07	7,266.13	7,638.80
			Annual	75,067.20	79,435.20	85,404.80	87,193.60	91,665.60
LEGAL SECRETARY I	C930	Classified	Hourly	32.50	34.21	36.02	37.96	39.96
			Bi-Weekly	2,600.00	2,736.80	2,881.60	3,036.80	3,196.80
			Monthly	5,633.33	5,929.73	6,243.47	6,579.73	6,926.40
			Annual	67,600.00	71,156.80	74,921.60	78,956.80	83,116.80
CITY CLERK DEPARTMENT								
DEPUTY CITY CLERK	H500	Classified	Hourly	50.54	53.08	55.71	58.50	61.42
			Bi-Weekly	4,043.20	4,246.40	4,456.80	4,680.00	4,913.60
			Monthly	8,760.27	9,200.53	9,656.40	10,140.00	10,646.13
			Annual	105,123.20	110,406.40	115,876.80	121,680.00	127,753.60

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CITY MANAGER DEPARTMENT								
OFFICE OF THE CITY MANAGER								
EQUITY AND INCLUSION OFFICER	U340	Classified	Hourly	56.17	58.98	61.92	65.02	68.26
			Bi-Weekly	4,493.60	4,718.40	4,953.60	5,201.60	5,460.80
			Monthly	9,736.13	10,223.20	10,732.80	11,270.13	11,831.73
			Annual	116,833.60	122,678.40	128,793.60	135,241.60	141,980.80
ASSISTANT TO CITY MANAGER	U320	Unclassified	Hourly	56.17	58.98	61.92	65.02	68.26
			Bi-Weekly	4,493.60	4,718.40	4,953.60	5,201.60	5,460.80
			Monthly	9,736.13	10,223.20	10,732.80	11,270.13	11,831.73
			Annual	116,833.60	122,678.40	128,793.60	135,241.60	141,980.80
GRAPHICS AND MEDIA RELATIONS TECHNICIAN	T300	Classified	Hourly	36.49	38.27	40.31	42.31	44.36
			Bi-Weekly	2,919.20	3,061.60	3,224.80	3,384.80	3,548.80
			Monthly	6,324.93	6,633.47	6,987.07	7,333.73	7,689.07
			Annual	75,899.20	79,601.60	83,844.80	88,004.80	92,268.80
DIGITAL APPLICATIONS DEVELOPER	T470	Classified	Hourly	51.80	54.37	57.09	59.94	62.95
			Bi-Weekly	4,144.00	4,349.60	4,567.20	4,795.20	5,036.00
			Monthly	8,978.67	9,424.13	9,895.60	10,389.60	10,911.33
			Annual	107,744.00	113,089.60	118,747.20	124,675.20	130,936.00
MANAGEMENT FELLOW	U300	Classified	Hourly					39.76
			Bi-Weekly					3,180.80
			Monthly					6,891.73
			Annual					82,700.80
COMMUNITY SERVICES								
COMMUNITY SERVICES MANAGER	H745	Classified	Hourly	69.72	73.21	76.88	80.74	84.75
			Bi-Weekly	5,577.60	5,856.80	6,150.40	6,459.20	6,780.00
			Monthly	12,084.80	12,689.73	13,325.87	13,994.93	14,690.00
			Annual	145,017.60	152,276.80	159,910.40	167,939.20	176,280.00
COMMUNITY PROGRAMS SPECIALIST	T705	Classified	Hourly	45.50	47.87	50.30	52.77	55.35
			Bi-Weekly	3,640.00	3,829.60	4,024.00	4,221.60	4,428.00
			Monthly	7,886.67	8,297.47	8,718.67	9,146.80	9,594.00
			Annual	94,640.00	99,569.60	104,624.00	109,761.60	115,128.00
SENIOR PROPERTY REHABILITATION SPECIALIST	T730	Classified	Hourly	50.03	52.63	55.30	58.04	60.87
			Bi-Weekly	4,002.40	4,210.40	4,424.00	4,643.20	4,869.60
			Monthly	8,671.87	9,122.53	9,585.33	10,060.27	10,550.80
			Annual	104,062.40	109,470.40	115,024.00	120,723.20	126,609.60
PROPERTY REHABILITATION SPECIALIST	T725	Classified	Hourly	45.50	47.87	50.30	52.77	55.35
			Bi-Weekly	3,640.00	3,829.60	4,024.00	4,221.60	4,428.00
			Monthly	7,886.67	8,297.47	8,718.67	9,146.80	9,594.00
			Annual	94,640.00	99,569.60	104,624.00	109,761.60	115,128.00
PARATRANSIT COORDINATOR	T715	Classified	Hourly	43.38	45.54	47.74	50.17	52.62
			Bi-Weekly	3,470.40	3,643.20	3,819.20	4,013.60	4,209.60
			Monthly	7,519.20	7,893.60	8,274.93	8,696.13	9,120.80
			Annual	90,230.40	94,723.20	99,299.20	104,353.60	109,449.60
ECONOMIC DEVELOPMENT								
CHIEF ECONOMIC DEVELOPMENT OFFICER	U330	Classified	Hourly	76.69	80.53	84.57	88.81	93.23
			Bi-Weekly	6,135.20	6,442.40	6,765.60	7,104.80	7,458.40
			Monthly	13,292.93	13,958.53	14,658.80	15,393.73	16,159.87
			Annual	159,515.20	167,502.40	175,905.60	184,724.80	193,918.40
ECONOMIC DEVELOPMENT MANAGER	H710	Classified	Hourly	69.72	73.21	76.88	80.74	84.75
			Bi-Weekly	5,577.60	5,856.80	6,150.40	6,459.20	6,780.00
			Monthly	12,084.80	12,689.73	13,325.87	13,994.93	14,690.00
			Annual	145,017.60	152,276.80	159,910.40	167,939.20	176,280.00
ECONOMIC DEVELOPMENT SPECIALIST	T745	Classified	Hourly	49.38	51.86	54.39	57.16	59.95
			Bi-Weekly	3,950.40	4,148.80	4,351.20	4,572.80	4,796.00
			Monthly	8,559.20	8,989.07	9,427.60	9,907.73	10,391.33
			Annual	102,710.40	107,868.80	113,131.20	118,892.80	124,696.00
NEIGHBORHOOD PARTNERSHIP SERVICES								
NEIGHBORHOOD DEVELOPMENT MANAGER	H735	Classified	Hourly	68.85	72.26	75.87	79.66	83.65
			Bi-Weekly	5,508.00	5,780.80	6,069.60	6,372.80	6,692.00
			Monthly	11,934.00	12,525.07	13,150.80	13,807.73	14,499.33
			Annual	143,208.00	150,300.80	157,809.60	165,692.80	173,992.00
NEIGHBORHOOD PARTNERSHIP MANAGER	H730	Classified	Hourly	61.90	65.00	68.23	71.66	75.24
			Bi-Weekly	4,952.00	5,200.00	5,458.40	5,732.80	6,019.20
			Monthly	10,729.33	11,266.67	11,826.53	12,421.07	13,041.60
			Annual	128,752.00	135,200.00	141,918.40	149,052.80	156,499.20

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HOUSING AUTHORITY								
HOUSING MANAGER	H715	Classified	Hourly	69.72	73.21	76.88	80.74	84.75
			Bi-Weekly	5,577.60	5,856.80	6,150.40	6,459.20	6,780.00
			Monthly	12,084.80	12,689.73	13,325.87	13,994.93	14,690.00
			Annual	145,017.60	152,276.80	159,910.40	167,939.20	176,280.00
HOUSING DEVELOPMENT SPECIALIST	T750	Classified	Hourly	49.38	51.86	54.39	57.16	59.95
			Bi-Weekly	3,950.40	4,148.80	4,351.20	4,572.80	4,796.00
			Monthly	8,559.20	8,989.07	9,427.60	9,907.73	10,391.33
			Annual	102,710.40	107,868.80	113,131.20	118,892.80	124,696.00
HOMEOWNERSHIP COORDINATOR	T710	Classified	Hourly	43.38	45.54	47.74	50.17	52.62
			Bi-Weekly	3,470.40	3,643.20	3,819.20	4,013.60	4,209.60
			Monthly	7,519.20	7,893.60	8,274.93	8,696.13	9,120.80
			Annual	90,230.40	94,723.20	99,299.20	104,353.60	109,449.60
DEVELOPMENT SERVICES DEPARTMENT								
DEVELOPMENT SERVICE ADMINISTRATION								
DEPUTY DIRECTOR OF DEVELOPMENT SERVICES	U515	Classified	Hourly	81.07	85.15	89.41	93.87	98.58
			Bi-Weekly	6,485.60	6,812.00	7,152.80	7,509.60	7,886.40
			Monthly	14,052.13	14,759.33	15,497.73	16,270.80	17,087.20
			Annual	168,625.60	177,112.00	185,972.80	195,249.60	205,046.40
BUILDING DIVISION								
CITY BUILDING OFFICIAL	H335	Classified	Hourly	71.57	75.16	78.90	82.88	87.00
			Bi-Weekly	5,725.60	6,012.80	6,312.00	6,630.40	6,960.00
			Monthly	12,405.47	13,027.73	13,676.00	14,365.87	15,080.00
			Annual	148,865.60	156,332.80	164,112.00	172,390.40	180,960.00
SUPERVISING BUILDING INSPECTOR	H330	Classified	Hourly	61.08	64.13	67.34	70.71	74.25
			Bi-Weekly	4,886.40	5,130.40	5,387.20	5,656.80	5,940.00
			Monthly	10,587.20	11,115.87	11,672.27	12,256.40	12,870.00
			Annual	127,046.40	133,390.40	140,067.20	147,076.80	154,440.00
SENIOR BUILDING INSPECTOR/STRUCTURAL	T365	Classified	Hourly	53.77	56.64	59.50	62.30	65.41
			Bi-Weekly	4,301.60	4,531.20	4,760.00	4,984.00	5,232.80
			Monthly	9,320.13	9,817.60	10,313.33	10,798.67	11,337.73
			Annual	111,841.60	117,811.20	123,760.00	129,584.00	136,052.80
SENIOR BUILDING INSPECTOR/PLUMBING-MECHANICAL	T360	Classified	Hourly	53.77	56.64	59.50	62.30	65.41
			Bi-Weekly	4,301.60	4,531.20	4,760.00	4,984.00	5,232.80
			Monthly	9,320.13	9,817.60	10,313.33	10,798.67	11,337.73
			Annual	111,841.60	117,811.20	123,760.00	129,584.00	136,052.80
SENIOR BUILDING INSPECTOR/ELECTRICAL	T355	Classified	Hourly	53.77	56.64	59.50	62.30	65.41
			Bi-Weekly	4,301.60	4,531.20	4,760.00	4,984.00	5,232.80
			Monthly	9,320.13	9,817.60	10,313.33	10,798.67	11,337.73
			Annual	111,841.60	117,811.20	123,760.00	129,584.00	136,052.80
BUILDING INSPECTOR	T350	Classified	Hourly	46.42	48.61	51.08	53.68	57.19
			Bi-Weekly	3,713.60	3,888.80	4,086.40	4,294.40	4,575.20
			Monthly	8,046.13	8,425.73	8,853.87	9,304.53	9,912.93
			Annual	96,553.60	101,108.80	106,246.40	111,654.40	118,955.20
PLAN CHECKING ENGINEER	T335	Classified	Hourly	57.03	59.78	62.80	66.08	69.43
			Bi-Weekly	4,562.40	4,782.40	5,024.00	5,286.40	5,554.40
			Monthly	9,885.20	10,361.87	10,885.33	11,453.87	12,034.53
			Annual	118,622.40	124,342.40	130,624.00	137,446.40	144,414.40
SUPERVISING PLAN CHECKER AND EXPEDITOR	H325	Classified	Hourly	64.82	68.05	71.47	75.05	78.81
			Bi-Weekly	5,185.60	5,444.00	5,717.60	6,004.00	6,304.80
			Monthly	11,235.47	11,795.33	12,388.13	13,008.67	13,660.40
			Annual	134,825.60	141,544.00	148,657.60	156,104.00	163,924.80
SENIOR PLAN CHECKER	T330	Classified	Hourly	53.77	56.64	59.50	62.30	65.41
			Bi-Weekly	4,301.60	4,531.20	4,760.00	4,984.00	5,232.80
			Monthly	9,320.13	9,817.60	10,313.33	10,798.67	11,337.73
			Annual	111,841.60	117,811.20	123,760.00	129,584.00	136,052.80
PLAN CHECKER	T325	Classified	Hourly	48.90	51.46	54.09	56.66	59.49
			Bi-Weekly	3,912.00	4,116.80	4,327.20	4,532.80	4,759.20
			Monthly	8,476.00	8,919.73	9,375.60	9,821.07	10,311.60
			Annual	101,712.00	107,036.80	112,507.20	117,852.80	123,739.20

**SALARY PLAN FOR ALL CLASSIFICATIONS
(PER MUNI CODE SEC.2-4.30)
FY 2023**

ATTACHMENT III
Presented to
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Approved by Council
November 15, 2022

Classification Title	Job Code	Service Type	Step A	Step B	Step C	Step D	Step E	
SUPERVISING PERMIT TECHNICIAN	H340	Classified	Hourly	43.60	45.78	48.06	50.47	52.99
			Bi-Weekly	3,488.00	3,662.40	3,844.80	4,037.60	4,239.20
			Monthly	7,557.33	7,935.20	8,330.40	8,748.13	9,184.93
			Annual	90,688.00	95,222.40	99,964.80	104,977.60	110,219.20
SENIOR PERMIT TECHNICIAN	C205	Classified	Hourly	40.20	41.86	43.48	45.36	47.67
			Bi-Weekly	3,216.00	3,348.80	3,478.40	3,628.80	3,813.60
			Monthly	6,968.00	7,255.73	7,536.53	7,862.40	8,262.80
			Annual	83,616.00	87,068.80	90,438.40	94,348.80	99,153.60
PERMIT TECHNICIAN II	C200	Classified	Hourly	36.25	37.68	39.21	40.91	42.97
			Bi-Weekly	2,900.00	3,014.40	3,136.80	3,272.80	3,437.60
			Monthly	6,283.33	6,531.20	6,796.40	7,091.07	7,448.13
			Annual	75,400.00	78,374.40	81,556.80	85,092.80	89,377.60
PERMIT TECHNICIAN I	C199	Classified	Hourly	32.95	34.25	35.64	37.16	39.06
			Bi-Weekly	2,636.00	2,740.00	2,851.20	2,972.80	3,124.80
			Monthly	5,711.33	5,936.67	6,177.60	6,441.07	6,770.40
			Annual	68,536.00	71,240.00	74,131.20	77,292.80	81,244.80
PLANNING DIVISION								
PLANNING MANAGER	H320	Classified	Hourly	71.90	75.48	79.25	83.20	87.39
			Bi-Weekly	5,752.00	6,038.40	6,340.00	6,656.00	6,991.20
			Monthly	12,462.67	13,083.20	13,736.67	14,421.33	15,147.60
			Annual	149,552.00	156,998.40	164,840.00	173,056.00	181,771.20
PRINCIPAL PLANNER	H315	Classified	Hourly	61.90	65.00	68.23	71.66	75.24
			Bi-Weekly	4,952.00	5,200.00	5,458.40	5,732.80	6,019.20
			Monthly	10,729.33	11,266.67	11,826.53	12,421.07	13,041.60
			Annual	128,752.00	135,200.00	141,918.40	149,052.80	156,499.20
SENIOR PLANNER	H310	Classified	Hourly	55.47	58.22	61.14	64.19	67.40
			Bi-Weekly	4,437.60	4,657.60	4,891.20	5,135.20	5,392.00
			Monthly	9,614.80	10,091.47	10,597.60	11,126.27	11,682.67
			Annual	115,377.60	121,097.60	127,171.20	133,515.20	140,192.00
ASSOCIATE PLANNER	T315	Classified	Hourly	49.51	51.94	54.53	57.33	60.08
			Bi-Weekly	3,960.80	4,155.20	4,362.40	4,586.40	4,806.40
			Monthly	8,581.73	9,002.93	9,451.87	9,937.20	10,413.87
			Annual	102,980.80	108,035.20	113,422.40	119,246.40	124,966.40
ASSISTANT PLANNER	T310	Classified	Hourly	40.64	42.62	44.91	47.11	49.51
			Bi-Weekly	3,251.20	3,409.60	3,592.80	3,768.80	3,960.80
			Monthly	7,044.27	7,387.47	7,784.40	8,165.73	8,581.73
			Annual	84,531.20	88,649.60	93,412.80	97,988.80	102,980.80
JUNIOR PLANNER	T305	Classified	Hourly	36.03	37.92	39.70	41.70	43.73
			Bi-Weekly	2,882.40	3,033.60	3,176.00	3,336.00	3,498.40
			Monthly	6,245.20	6,572.80	6,881.33	7,228.00	7,579.87
			Annual	74,942.40	78,873.60	82,576.00	86,736.00	90,958.40
DEVELOPMENT REVIEW SPECIALIST	T320	Classified	Hourly	45.46	47.65	50.27	52.73	55.41
			Bi-Weekly	3,636.80	3,812.00	4,021.60	4,218.40	4,432.80
			Monthly	7,879.73	8,259.33	8,713.47	9,139.87	9,604.40
			Annual	94,556.80	99,112.00	104,561.60	109,678.40	115,252.80
LANDSCAPE ARCHITECT	H300	Classified	Hourly	65.36	68.62	72.06	75.66	79.46
			Bi-Weekly	5,228.80	5,489.60	5,764.80	6,052.80	6,356.80
			Monthly	11,329.07	11,894.13	12,490.40	13,114.40	13,773.07
			Annual	135,948.80	142,729.60	149,884.80	157,372.80	165,276.80
ASSOCIATE LANDSCAPE ARCHITECT	T370	Classified	Hourly	49.51	51.94	54.53	57.33	60.08
			Bi-Weekly	3,960.80	4,155.20	4,362.40	4,586.40	4,806.40
			Monthly	8,581.73	9,002.93	9,451.87	9,937.20	10,413.87
			Annual	102,980.80	108,035.20	113,422.40	119,246.40	124,966.40
CODE ENFORCEMENT DIVISION								
CODE ENFORCEMENT MANAGER	H703	Classified	Hourly	56.57	59.40	62.35	65.47	68.73
			Bi-Weekly	4,525.60	4,752.00	4,988.00	5,237.60	5,498.40
			Monthly	9,805.47	10,296.00	10,807.33	11,348.13	11,913.20
			Annual	117,665.60	123,552.00	129,688.00	136,177.60	142,958.40
CODE ENFORCEMENT SUPERVISOR	H700	Classified	Hourly	49.17	51.64	54.23	56.92	59.78
			Bi-Weekly	3,933.60	4,131.20	4,338.40	4,553.60	4,782.40
			Monthly	8,522.80	8,950.93	9,399.87	9,866.13	10,361.87
			Annual	102,273.60	107,411.20	112,798.40	118,393.60	124,342.40
SENIOR CODE ENFORCEMENT INSPECTOR	T610	Classified	Hourly	48.56	50.99	53.53	56.21	59.02
			Bi-Weekly	3,884.80	4,079.20	4,282.40	4,496.80	4,721.60
			Monthly	8,417.07	8,838.27	9,278.53	9,743.07	10,230.13
			Annual	101,004.80	106,059.20	111,342.40	116,916.80	122,761.60
CODE ENFORCEMENT INSPECTOR II	T605	Classified	Hourly	44.14	46.33	48.64	51.09	53.63
			Bi-Weekly	3,531.20	3,706.40	3,891.20	4,087.20	4,290.40
			Monthly	7,650.93	8,030.53	8,430.93	8,855.60	9,295.87
			Annual	91,811.20	96,366.40	101,171.20	106,267.20	111,550.40
CODE ENFORCEMENT INSPECTOR I	T600	Classified	Hourly	40.12	42.12	44.21	46.43	48.77
			Bi-Weekly	3,209.60	3,369.60	3,536.80	3,714.40	3,901.60
			Monthly	6,954.13	7,300.80	7,663.07	8,047.87	8,453.47
			Annual	83,449.60	87,609.60	91,956.80	96,574.40	101,441.60

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Classification Title	Job Code	Service Type	Step A	Step B	Step C	Step D	Step E	
FINANCE DEPARTMENT								
ADMINISTRATION DIVISION								
DEPUTY DIRECTOR OF FINANCE	U500	Classified	Hourly	74.08	77.78	81.67	85.76	90.03
			Bi-Weekly	5,926.40	6,222.40	6,533.60	6,860.80	7,202.40
			Monthly	12,840.53	13,481.87	14,156.13	14,865.07	15,605.20
			Annual	154,086.40	161,782.40	169,873.60	178,380.80	187,262.40
BUDGET OFFICER	H170	Classified	Hourly	58.21	61.14	64.18	67.39	70.74
			Bi-Weekly	4,656.80	4,891.20	5,134.40	5,391.20	5,659.20
			Monthly	10,089.73	10,597.60	11,124.53	11,680.93	12,261.60
			Annual	121,076.80	127,171.20	133,494.40	140,171.20	147,139.20
FINANCIAL ANALYST	H165	Classified	Hourly	50.75	53.28	55.92	58.72	61.67
			Bi-Weekly	4,060.00	4,262.40	4,473.60	4,697.60	4,933.60
			Monthly	8,796.67	9,235.20	9,692.80	10,178.13	10,689.47
			Annual	105,560.00	110,822.40	116,313.60	122,137.60	128,273.60
FINANCE TECHNICIAN	C320	Classified	Hourly	38.77	40.70	42.73	44.87	47.13
			Bi-Weekly	3,101.60	3,256.00	3,418.40	3,589.60	3,770.40
			Monthly	6,720.13	7,054.67	7,406.53	7,777.47	8,169.20
			Annual	80,641.60	84,656.00	88,878.40	93,329.60	98,030.40
ACCOUNTING DIVISION								
ACCOUNTING MANAGER	H150	Classified	Hourly	67.34	70.69	74.22	77.93	81.84
			Bi-Weekly	5,387.20	5,655.20	5,937.60	6,234.40	6,547.20
			Monthly	11,672.27	12,252.93	12,864.80	13,507.87	14,185.60
			Annual	140,067.20	147,035.20	154,377.60	162,094.40	170,227.20
SENIOR ACCOUNTANT	H145	Classified	Hourly	51.05	53.58	56.25	59.06	62.00
			Bi-Weekly	4,084.00	4,286.40	4,500.00	4,724.80	4,960.00
			Monthly	8,848.67	9,287.20	9,750.00	10,237.07	10,746.67
			Annual	106,184.00	111,446.40	117,000.00	122,844.80	128,960.00
ACCOUNTANT	H140	Classified	Hourly	46.38	48.69	51.13	53.67	56.37
			Bi-Weekly	3,710.40	3,895.20	4,090.40	4,293.60	4,509.60
			Monthly	8,039.20	8,439.60	8,862.53	9,302.80	9,770.80
			Annual	96,470.40	101,275.20	106,350.40	111,633.60	117,249.60
SENIOR ACCOUNT CLERK	C305	Classified	Hourly	33.57	35.20	36.73	38.49	40.29
			Bi-Weekly	2,685.60	2,816.00	2,938.40	3,079.20	3,223.20
			Monthly	5,818.80	6,101.33	6,366.53	6,671.60	6,983.60
			Annual	69,825.60	73,216.00	76,398.40	80,059.20	83,803.20
ACCOUNT CLERK	C300	Classified	Hourly	30.58	31.95	33.45	34.98	36.75
			Bi-Weekly	2,446.40	2,556.00	2,676.00	2,798.40	2,940.00
			Monthly	5,300.53	5,538.00	5,798.00	6,063.20	6,370.00
			Annual	63,606.40	66,456.00	69,576.00	72,758.40	76,440.00
REVENUE DIVISION								
REVENUE MANAGER	H160	Classified	Hourly	67.34	70.69	74.22	77.93	81.84
			Bi-Weekly	5,387.20	5,655.20	5,937.60	6,234.40	6,547.20
			Monthly	11,672.27	12,252.93	12,864.80	13,507.87	14,185.60
			Annual	140,067.20	147,035.20	154,377.60	162,094.40	170,227.20
FINANCE SUPERVISOR	H155	Classified	Hourly	50.75	53.28	55.92	58.72	61.67
			Bi-Weekly	4,060.00	4,262.40	4,473.60	4,697.60	4,933.60
			Monthly	8,796.67	9,235.20	9,692.80	10,178.13	10,689.47
			Annual	105,560.00	110,822.40	116,313.60	122,137.60	128,273.60
SUPERVISING CUSTOMER ACCOUNT CLERK	C332	Classified	Hourly	36.45	38.29	40.17	42.19	44.31
			Bi-Weekly	2,916.00	3,063.20	3,213.60	3,375.20	3,544.80
			Monthly	6,318.00	6,636.93	6,962.80	7,312.93	7,680.40
			Annual	75,816.00	79,643.20	83,553.60	87,755.20	92,164.80
SENIOR CUSTOMER ACCOUNT CLERK	C330	Classified	Hourly	33.57	35.20	36.73	38.49	40.29
			Bi-Weekly	2,685.60	2,816.00	2,938.40	3,079.20	3,223.20
			Monthly	5,818.80	6,101.33	6,366.53	6,671.60	6,983.60
			Annual	69,825.60	73,216.00	76,398.40	80,059.20	83,803.20
CUSTOMER ACCOUNT CLERK	C325	Classified	Hourly	30.58	31.95	33.45	34.98	36.75
			Bi-Weekly	2,446.40	2,556.00	2,676.00	2,798.40	2,940.00
			Monthly	5,300.53	5,538.00	5,798.00	6,063.20	6,370.00
			Annual	63,606.40	66,456.00	69,576.00	72,758.40	76,440.00
MAIL AND REVENUE CLERK	C322	Classified	Hourly	25.81	27.19	28.56	30.09	31.66
			Bi-Weekly	2,064.80	2,175.20	2,284.80	2,407.20	2,532.80
			Monthly	4,473.73	4,712.93	4,950.40	5,215.60	5,487.73
			Annual	53,684.80	56,555.20	59,404.80	62,587.20	65,852.80
PURCHASING DIVISION								
PURCHASING AND SERVICES MANAGER	H180	Classified	Hourly	58.20	61.11	64.16	67.36	70.71
			Bi-Weekly	4,656.00	4,888.80	5,132.80	5,388.80	5,656.80
			Monthly	10,088.00	10,592.40	11,121.07	11,675.73	12,256.40
			Annual	121,056.00	127,108.80	133,452.80	140,108.80	147,076.80
PURCHASING TECHNICIAN	C345	Classified	Hourly	38.77	40.70	42.73	44.87	47.13
			Bi-Weekly	3,101.60	3,256.00	3,418.40	3,589.60	3,770.40
			Monthly	6,720.13	7,054.67	7,406.53	7,777.47	8,169.20
			Annual	80,641.60	84,656.00	88,878.40	93,329.60	98,030.40
MAIL AND PURCHASING CLERK	C335	Classified	Hourly	27.84	29.24	30.60	32.20	33.77
			Bi-Weekly	2,227.20	2,339.20	2,448.00	2,576.00	2,701.60
			Monthly	4,825.60	5,068.27	5,304.00	5,581.33	5,853.47
			Annual	57,907.20	60,819.20	63,648.00	66,976.00	70,241.60

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FIRE DEPARTMENT								
SWORN								
DEPUTY FIRE CHIEF (40 HR)	F600	Classified	Hourly	105.21	110.47	116.00	121.80	127.88
			Bi-Weekly	8,416.80	8,837.60	9,280.00	9,744.00	10,230.40
			Monthly	18,236.40	19,148.13	20,106.67	21,112.00	22,165.87
			Annual	218,836.80	229,777.60	241,280.00	253,344.00	265,990.40
FIRE MARSHAL - EMT (40 HR)	F401	Classified	Hourly	84.70	88.94	93.39	98.06	102.95
			Bi-Weekly	6,776.00	7,115.20	7,471.20	7,844.80	8,236.00
			Monthly	14,681.33	15,416.27	16,187.60	16,997.07	17,844.67
			Annual	176,176.00	184,995.20	194,251.20	203,964.80	214,136.00
FIRE MARSHAL (40 HR)	F400	Classified	Hourly	91.49	96.06	100.86	105.90	111.20
			Bi-Weekly	7,319.20	7,684.80	8,068.80	8,472.00	8,896.00
			Monthly	15,858.27	16,650.40	17,482.40	18,356.00	19,274.67
			Annual	190,299.20	199,804.80	209,788.80	220,272.00	231,296.00
FIRE TRAINING OFFICER (40 HR)	F420	Classified	Hourly	91.49	96.06	100.86	105.90	111.20
			Bi-Weekly	7,319.20	7,684.80	8,068.80	8,472.00	8,896.00
			Monthly	15,858.27	16,650.40	17,482.40	18,356.00	19,274.67
			Annual	190,299.20	199,804.80	209,788.80	220,272.00	231,296.00
BATTALION CHIEF (56 HR)	F410	Classified	Hourly	59.40	62.37	65.49	68.77	72.21
			Bi-Weekly	6,652.80	6,985.44	7,334.88	7,702.24	8,087.52
			Monthly	14,414.40	15,135.12	15,892.24	16,688.19	17,522.96
			Annual	172,972.80	181,621.44	190,706.88	200,258.24	210,275.52
BATTALION CHIEF (40 HR)	F415	Classified	Hourly	83.16	87.31	91.70	96.28	101.08
			Bi-Weekly	6,652.80	6,984.80	7,336.00	7,702.40	8,086.40
			Monthly	14,414.40	15,133.73	15,894.67	16,688.53	17,520.53
			Annual	172,972.80	181,604.80	190,736.00	200,262.40	210,246.40
STAFF FIRE CAPTAIN (40 HR)	F240	Classified	Hourly			80.08	84.08	88.29
			Bi-Weekly			6,406.40	6,726.40	7,063.20
			Monthly			13,880.53	14,573.87	15,303.60
			Annual			166,566.40	174,886.40	183,643.20
STAFF FIRE CAPTAIN - EMT (40 HR)	F241	Classified	Hourly			74.14	77.85	81.74
			Bi-Weekly			5,931.20	6,228.00	6,539.20
			Monthly			12,850.93	13,494.00	14,168.27
			Annual			154,211.20	161,928.00	170,019.20
FIRE CAPTAIN (56 HR)	F245	Classified	Hourly			51.98	54.58	57.33
			Bi-Weekly			5,821.76	6,112.96	6,420.96
			Monthly			12,613.81	13,244.75	13,912.08
			Annual			151,365.76	158,936.96	166,944.96
FIRE CAPTAIN (40 HR)	F250	Classified	Hourly			72.80	76.43	80.24
			Bi-Weekly			5,824.00	6,114.40	6,419.20
			Monthly			12,618.67	13,247.87	13,908.27
			Annual			151,424.00	158,974.40	166,899.20
FIRE PREVENTION INSPECTOR (56 HR)	F225	Classified	Hourly	44.06	46.24	48.54	50.98	53.52
			Bi-Weekly	4,934.72	5,178.88	5,436.48	5,709.76	5,994.24
			Monthly	10,691.89	11,220.91	11,779.04	12,371.15	12,987.52
			Annual	128,302.72	134,650.88	141,348.48	148,453.76	155,850.24
FIRE PREVENTION INSPECTOR - EMT (40 HR)	F221	Classified	Hourly	57.06	59.92	62.92	66.07	69.37
			Bi-Weekly	4,564.80	4,793.60	5,033.60	5,285.60	5,549.60
			Monthly	9,890.40	10,386.13	10,906.13	11,452.13	12,024.13
			Annual	118,684.80	124,633.60	130,873.60	137,425.60	144,289.60
FIRE PREVENTION INSPECTOR (40 HR)	F220	Classified	Hourly	61.62	64.72	67.95	71.35	74.90
			Bi-Weekly	4,929.60	5,177.60	5,436.00	5,708.00	5,992.00
			Monthly	10,680.80	11,218.13	11,778.00	12,367.33	12,982.67
			Annual	128,169.60	134,617.60	141,336.00	148,408.00	155,792.00
APPARATUS OPERATOR (56 HR)	F210	Classified	Hourly	41.70	43.79	45.98	48.28	50.69
			Bi-Weekly	4,670.40	4,904.48	5,149.76	5,407.36	5,677.28
			Monthly	10,119.20	10,626.37	11,157.81	11,715.95	12,300.77
			Annual	121,430.40	127,516.48	133,893.76	140,591.36	147,609.28
APPARATUS OPERATOR - EMT (56 HR)	F211	Classified	Hourly	38.63	40.54	42.58	44.70	46.94
			Bi-Weekly	4,326.56	4,540.48	4,768.96	5,006.40	5,257.28
			Monthly	9,374.21	9,837.71	10,332.75	10,847.20	11,390.77
			Annual	112,490.56	118,052.48	123,992.96	130,166.40	136,689.28
APPARATUS OPERATOR (40 HR)	F215	Classified	Hourly	58.33	61.25	64.31	67.52	70.91
			Bi-Weekly	4,666.40	4,900.00	5,144.80	5,401.60	5,672.80
			Monthly	10,110.53	10,616.67	11,147.07	11,703.47	12,291.07
			Annual	121,326.40	127,400.00	133,764.80	140,441.60	147,492.80
FIREFIGHTER (56 HR)	F200	Classified	Hourly	39.30	41.27	43.33	45.51	47.79
			Bi-Weekly	4,401.60	4,622.24	4,852.96	5,097.12	5,352.48
			Monthly	9,536.80	10,014.85	10,514.75	11,043.76	11,597.04
			Annual	114,441.60	120,178.24	126,176.96	132,525.12	139,164.48
FIREFIGHTER (40 HR)	F205	Classified	Hourly	55.04	57.78	60.66	63.70	66.89
			Bi-Weekly	4,403.20	4,622.40	4,852.80	5,096.00	5,351.20
			Monthly	9,540.27	10,015.20	10,514.40	11,041.33	11,594.27
			Annual	114,483.20	120,182.40	126,172.80	132,496.00	139,131.20
FIREFIGHTER TRAINEE (40 HR)	F100	Classified	Hourly	47.38	49.74			
			Bi-Weekly	3,790.40	3,979.20			
			Monthly	8,212.53	8,621.60			
			Annual	98,550.40	103,459.20			

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Classification Title	Job Code	Service Type	Step A	Step B	Step C	Step D	Step E	
PROFESSIONAL STAFF								
HAZARDOUS MATERIALS PROGRAM COORDINATOR	H590	Classified	Hourly	63.13	66.28	69.59	73.08	76.72
			Bi-Weekly	5,050.40	5,302.40	5,567.20	5,846.40	6,137.60
			Monthly	10,942.53	11,488.53	12,062.27	12,667.20	13,298.13
			Annual	131,310.40	137,862.40	144,747.20	152,006.40	159,577.60
FIRE PROTECTION ENGINEER	T510	Classified	Hourly	57.03	59.78	62.80	66.08	69.43
			Bi-Weekly	4,562.40	4,782.40	5,024.00	5,286.40	5,554.40
			Monthly	9,885.20	10,361.87	10,885.33	11,453.87	12,034.53
			Annual	118,622.40	124,342.40	130,624.00	137,446.40	144,414.40
EMERGENCY MEDICAL SERVICES COORDINATOR	H585	Classified	Hourly	55.55	58.33	61.22	64.28	67.51
			Bi-Weekly	4,444.00	4,666.40	4,897.60	5,142.40	5,400.80
			Monthly	9,628.67	10,110.53	10,611.47	11,141.87	11,701.73
			Annual	115,544.00	121,326.40	127,337.60	133,702.40	140,420.80
ENVIRONMENTAL SPECIALIST	T505	Classified	Hourly	55.61	58.38	61.30	64.38	67.60
			Bi-Weekly	4,448.80	4,670.40	4,904.00	5,150.40	5,408.00
			Monthly	9,639.07	10,119.20	10,625.33	11,159.20	11,717.33
			Annual	115,668.80	121,430.40	127,504.00	133,910.40	140,608.00
HAZARDOUS MATERIALS INSPECTOR	T500	Classified	Hourly	52.98	55.62	58.41	61.33	64.38
			Bi-Weekly	4,238.40	4,449.60	4,672.80	4,906.40	5,150.40
			Monthly	9,183.20	9,640.80	10,124.40	10,630.53	11,159.20
			Annual	110,198.40	115,689.60	121,492.80	127,566.40	133,910.40
FIRE SERVICES SUPERVISOR	H580	Classified	Hourly	55.59	58.38	61.27	64.33	67.56
			Bi-Weekly	4,447.20	4,670.40	4,901.60	5,146.40	5,404.80
			Monthly	9,635.60	10,119.20	10,620.13	11,150.53	11,710.40
			Annual	115,627.20	121,430.40	127,441.60	133,806.40	140,524.80
SENIOR FIRE TECHNICIAN	C260	Classified	Hourly	40.20	41.86	43.48	45.36	47.67
			Bi-Weekly	3,216.00	3,348.80	3,478.40	3,628.80	3,813.60
			Monthly	6,968.00	7,255.73	7,536.53	7,862.40	8,262.80
			Annual	83,616.00	87,068.80	90,438.40	94,348.80	99,153.60
FIRE TECHNICIAN II	C255	Classified	Hourly	35.36	37.12	38.98	40.94	42.97
			Bi-Weekly	2,828.80	2,969.60	3,118.40	3,275.20	3,437.60
			Monthly	6,129.07	6,434.13	6,756.53	7,096.27	7,448.13
			Annual	73,548.80	77,209.60	81,078.40	85,155.20	89,377.60
FIRE TECHNICIAN I	C250	Classified	Hourly	32.12	33.72	35.41	37.18	39.05
			Bi-Weekly	2,569.60	2,697.60	2,832.80	2,974.40	3,124.00
			Monthly	5,567.47	5,844.80	6,137.73	6,444.53	6,768.67
			Annual	66,809.60	70,137.60	73,652.80	77,334.40	81,224.00
HUMAN RESOURCES DEPARTMENT								
DEPUTY DIRECTOR OF HUMAN RESOURCES	U520	Classified	Hourly	79.83	83.81	88.00	92.41	97.02
			Bi-Weekly	6,386.40	6,704.80	7,040.00	7,392.80	7,761.60
			Monthly	13,837.20	14,527.07	15,253.33	16,017.73	16,816.80
			Annual	166,046.40	174,324.80	183,040.00	192,212.80	201,801.60
HUMAN RESOURCES MANAGER	U135	Classified	Hourly	72.55	76.18	79.99	83.99	88.19
			Bi-Weekly	5,804.00	6,094.40	6,399.20	6,719.20	7,055.20
			Monthly	12,575.33	13,204.53	13,864.93	14,558.27	15,286.27
			Annual	150,904.00	158,454.40	166,379.20	174,699.20	183,435.20
SENIOR HUMAN RESOURCES ANALYST	U120	Classified	Hourly	55.60	58.35	61.27	64.33	67.55
			Bi-Weekly	4,448.00	4,668.00	4,901.60	5,146.40	5,404.00
			Monthly	9,637.33	10,114.00	10,620.13	11,150.53	11,708.67
			Annual	115,648.00	121,368.00	127,441.60	133,806.40	140,504.00
HUMAN RESOURCES ANALYST II	U115	Classified	Hourly	50.55	53.08	55.73	58.50	61.43
			Bi-Weekly	4,044.00	4,246.40	4,458.40	4,680.00	4,914.40
			Monthly	8,762.00	9,200.53	9,659.87	10,140.00	10,647.87
			Annual	105,144.00	110,406.40	115,918.40	121,680.00	127,774.40
HUMAN RESOURCES ANALYST I	U110	Classified	Hourly	45.95	48.27	50.67	53.18	55.85
			Bi-Weekly	3,676.00	3,861.60	4,053.60	4,254.40	4,468.00
			Monthly	7,964.67	8,366.80	8,782.80	9,217.87	9,680.67
			Annual	95,576.00	100,401.60	105,393.60	110,614.40	116,168.00
HUMAN RESOURCES TECHNICIAN	U100	Classified	Hourly	41.79	43.89	46.09	48.37	50.77
			Bi-Weekly	3,343.20	3,511.20	3,687.20	3,869.60	4,061.60
			Monthly	7,243.60	7,607.60	7,988.93	8,384.13	8,800.13
			Annual	86,923.20	91,291.20	95,867.20	100,609.60	105,601.60
HUMAN RESOURCES ADMINISTRATIVE ASSISTANT	U105	Classified	Hourly	43.66	45.45	47.24	49.02	50.96
			Bi-Weekly	3,492.80	3,636.00	3,779.20	3,921.60	4,076.80
			Monthly	7,567.73	7,878.00	8,188.27	8,496.80	8,833.07
			Annual	90,812.80	94,536.00	98,259.20	101,961.60	105,996.80

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LIBRARY SERVICES DEPARTMENT								
<i>LIBRARY SERVICES DIVISION</i>								
LIBRARY OPERATIONS MANAGER	H755	Classified	Hourly	48.16	50.56	53.09	55.73	58.52
			Bi-Weekly	3,852.80	4,044.80	4,247.20	4,458.40	4,681.60
			Monthly	8,347.73	8,763.73	9,202.27	9,659.87	10,143.47
			Annual	100,172.80	105,164.80	110,427.20	115,918.40	121,721.60
SUPERVISING LIBRARIAN I	H750	Classified	Hourly	48.16	50.56	53.09	55.73	58.52
			Bi-Weekly	3,852.80	4,044.80	4,247.20	4,458.40	4,681.60
			Monthly	8,347.73	8,763.73	9,202.27	9,659.87	10,143.47
			Annual	100,172.80	105,164.80	110,427.20	115,918.40	121,721.60
LIBRARIAN II	T795	Classified	Hourly	38.15	40.07	41.99	44.13	46.21
			Bi-Weekly	3,052.00	3,205.60	3,359.20	3,530.40	3,696.80
			Monthly	6,612.67	6,945.47	7,278.27	7,649.20	8,009.73
			Annual	79,352.00	83,345.60	87,339.20	91,790.40	96,116.80
LIBRARIAN I	T790	Classified	Hourly	34.60	36.33	38.15	39.96	42.00
			Bi-Weekly	2,768.00	2,906.40	3,052.00	3,196.80	3,360.00
			Monthly	5,997.33	6,297.20	6,612.67	6,926.40	7,280.00
			Annual	71,968.00	75,566.40	79,352.00	83,116.80	87,360.00
LEAD LIBRARY ASSISTANT	C520	Classified	Hourly	33.66	35.36	37.05	38.86	40.91
			Bi-Weekly	2,692.80	2,828.80	2,964.00	3,108.80	3,272.80
			Monthly	5,834.40	6,129.07	6,422.00	6,735.73	7,091.07
			Annual	70,012.80	73,548.80	77,064.00	80,828.80	85,092.80
SENIOR LIBRARY ASSISTANT	C515	Classified	Hourly	31.08	32.46	33.94	35.43	37.14
			Bi-Weekly	2,486.40	2,596.80	2,715.20	2,834.40	2,971.20
			Monthly	5,387.20	5,626.40	5,882.93	6,141.20	6,437.60
			Annual	64,646.40	67,516.80	70,595.20	73,694.40	77,251.20
LIBRARY ASSISTANT	C510	Classified	Hourly	28.16	29.47	30.80	32.21	33.72
			Bi-Weekly	2,252.80	2,357.60	2,464.00	2,576.80	2,697.60
			Monthly	4,881.07	5,108.13	5,338.67	5,583.07	5,844.80
			Annual	58,572.80	61,297.60	64,064.00	66,996.80	70,137.60
SENIOR LIBRARY PAGE (.6 FTE)	C505	Classified	Hourly					22.65
			Bi-Weekly					1,087.20
			Monthly					2,355.60
			Annual					28,267.20
LIBRARY PAGE (.3 FTE)	C500	Classified	Hourly					20.58
			Bi-Weekly					493.92
			Monthly					1,070.16
			Annual					12,841.92
EDUCATION SERVICES MANAGER	H760	Classified	Hourly	48.16	50.56	53.09	55.73	58.52
			Bi-Weekly	3,852.80	4,044.80	4,247.20	4,458.40	4,681.60
			Monthly	8,347.73	8,763.73	9,202.27	9,659.87	10,143.47
			Annual	100,172.80	105,164.80	110,427.20	115,918.40	121,721.60
EDUCATIONAL SERVICES COORDINATOR	T780	Classified	Hourly	33.81	35.51	37.30	39.15	41.12
			Bi-Weekly	2,704.80	2,840.80	2,984.00	3,132.00	3,289.60
			Monthly	5,860.40	6,155.07	6,465.33	6,786.00	7,127.47
			Annual	70,324.80	73,860.80	77,584.00	81,432.00	85,529.60
LITERACY PROGRAM COORDINATOR	T785	Classified	Hourly	33.85	35.57	37.33	39.11	41.12
			Bi-Weekly	2,708.00	2,845.60	2,986.40	3,128.80	3,289.60
			Monthly	5,867.33	6,165.47	6,470.53	6,779.07	7,127.47
			Annual	70,408.00	73,985.60	77,646.40	81,348.80	85,529.60
LEAD PROGRAM ASSISTANT	C508	Classified	Hourly	33.66	35.36	37.05	38.86	40.91
			Bi-Weekly	2,692.80	2,828.80	2,964.00	3,108.80	3,272.80
			Monthly	5,834.40	6,129.07	6,422.00	6,735.73	7,091.07
			Annual	70,012.80	73,548.80	77,064.00	80,828.80	85,092.80
PROGRAM ASSISTANT	C506	Classified	Hourly	28.16	29.47	30.80	32.21	33.72
			Bi-Weekly	2,252.80	2,357.60	2,464.00	2,576.80	2,697.60
			Monthly	4,881.07	5,108.13	5,338.67	5,583.07	5,844.80
			Annual	58,572.80	61,297.60	64,064.00	66,996.80	70,137.60

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MAINTENANCE SERVICES DEPARTMENT								
FACILITIES MANAGEMENT								
FACILITIES AND BUILDING MANAGER	H605	Classified	Hourly	64.28	67.47	70.85	74.40	78.12
			Bi-Weekly	5,142.40	5,397.60	5,668.00	5,952.00	6,249.60
			Monthly	11,141.87	11,694.80	12,280.67	12,896.00	13,540.80
			Annual	133,702.40	140,337.60	147,368.00	154,752.00	162,489.60
FACILITIES LEADWORKER	M135	Classified	Hourly	60.44	62.85	65.28	67.97	70.86
			Bi-Weekly	4,835.20	5,028.00	5,222.40	5,437.60	5,668.80
			Monthly	10,476.27	10,894.00	11,315.20	11,781.47	12,282.40
			Annual	125,715.20	130,728.00	135,782.40	141,377.60	147,388.80
HVAC MECHANIC	M140	Classified	Hourly	48.62	50.55	52.54	54.78	57.04
			Bi-Weekly	3,889.60	4,044.00	4,203.20	4,382.40	4,563.20
			Monthly	8,427.47	8,762.00	9,106.93	9,495.20	9,886.93
			Annual	101,129.60	105,144.00	109,283.20	113,942.40	118,643.20
FACILITIES PAINTER II	M130	Classified	Hourly	42.65	44.39	46.12	48.03	50.04
			Bi-Weekly	3,412.00	3,551.20	3,689.60	3,842.40	4,003.20
			Monthly	7,392.67	7,694.27	7,994.13	8,325.20	8,673.60
			Annual	88,712.00	92,331.20	95,929.60	99,902.40	104,083.20
FACILITIES PAINTER I	M125	Classified	Hourly	38.80	40.39	42.00	43.75	45.50
			Bi-Weekly	3,104.00	3,231.20	3,360.00	3,500.00	3,640.00
			Monthly	6,725.33	7,000.93	7,280.00	7,583.33	7,886.67
			Annual	80,704.00	84,011.20	87,360.00	91,000.00	94,640.00
FACILITIES CARPENTER II	M120	Classified	Hourly	42.36	44.04	45.87	47.77	49.76
			Bi-Weekly	3,388.80	3,523.20	3,669.60	3,821.60	3,980.80
			Monthly	7,342.40	7,633.60	7,950.80	8,280.13	8,625.07
			Annual	88,108.80	91,603.20	95,409.60	99,361.60	103,500.80
FACILITIES CARPENTER I	M115	Classified	Hourly	38.53	40.12	41.77	43.46	45.28
			Bi-Weekly	3,082.40	3,209.60	3,341.60	3,476.80	3,622.40
			Monthly	6,678.53	6,954.13	7,240.13	7,533.07	7,848.53
			Annual	80,142.40	83,449.60	86,881.60	90,396.80	94,182.40
FACILITIES SERVICEWORKER II	M110	Classified	Hourly	34.34	35.70	37.16	38.47	39.96
			Bi-Weekly	2,747.20	2,856.00	2,972.80	3,077.60	3,196.80
			Monthly	5,952.27	6,188.00	6,441.07	6,668.13	6,926.40
			Annual	71,427.20	74,256.00	77,292.80	80,017.60	83,116.80
FACILITIES SERVICEWORKER I	M105	Classified	Hourly	31.22	32.47	33.77	34.98	36.32
			Bi-Weekly	2,497.60	2,597.60	2,701.60	2,798.40	2,905.60
			Monthly	5,411.47	5,628.13	5,853.47	6,063.20	6,295.47
			Annual	64,937.60	67,537.60	70,241.60	72,758.40	75,545.60
FLEET MANAGEMENT DIVISION								
FLEET MAINTENANCE MANAGER	H635	Classified	Hourly	64.28	67.47	70.85	74.40	78.12
			Bi-Weekly	5,142.40	5,397.60	5,668.00	5,952.00	6,249.60
			Monthly	11,141.87	11,694.80	12,280.67	12,896.00	13,540.80
			Annual	133,702.40	140,337.60	147,368.00	154,752.00	162,489.60
SENIOR EQUIPMENT MECHANIC	M620	Classified	Hourly	43.47	45.50	47.80	50.29	52.77
			Bi-Weekly	3,477.60	3,640.00	3,824.00	4,023.20	4,221.60
			Monthly	7,534.80	7,886.67	8,285.33	8,716.93	9,146.80
			Annual	90,417.60	94,640.00	99,424.00	104,603.20	109,761.60
EQUIPMENT MECHANIC II	M615	Classified	Hourly	37.45	39.20	41.19	43.34	45.48
			Bi-Weekly	2,996.00	3,136.00	3,295.20	3,467.20	3,638.40
			Monthly	6,491.33	6,794.67	7,139.60	7,512.27	7,883.20
			Annual	77,896.00	81,536.00	85,675.20	90,147.20	94,598.40
EQUIPMENT MECHANIC I	M610	Classified	Hourly	34.09	35.80	37.64	39.49	41.44
			Bi-Weekly	2,727.20	2,864.00	3,011.20	3,159.20	3,315.20
			Monthly	5,908.93	6,205.33	6,524.27	6,844.93	7,182.93
			Annual	70,907.20	74,464.00	78,291.20	82,139.20	86,195.20
EQUIPMENT PARTS STOREKEEPER	M605	Classified	Hourly	31.75	33.46	35.06	36.84	38.71
			Bi-Weekly	2,540.00	2,676.80	2,804.80	2,947.20	3,096.80
			Monthly	5,503.33	5,799.73	6,077.07	6,385.60	6,709.73
			Annual	66,040.00	69,596.80	72,924.80	76,627.20	80,516.80
EQUIPMENT SERVICE ATTENDANT	M600	Classified	Hourly	29.31	30.46	31.72	32.80	34.07
			Bi-Weekly	2,344.80	2,436.80	2,537.60	2,624.00	2,725.60
			Monthly	5,080.40	5,279.73	5,498.13	5,685.33	5,905.47
			Annual	60,964.80	63,356.80	65,977.60	68,224.00	70,865.60

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LANDSCAPE MAINTENANCE DIVISION								
LANDSCAPE MAINTENANCE MANAGER	H615	Classified	Hourly	64.28	67.47	70.85	74.40	78.12
			Bi-Weekly	5,142.40	5,397.60	5,668.00	5,952.00	6,249.60
			Monthly	11,141.87	11,694.80	12,280.67	12,896.00	13,540.80
			Annual	133,702.40	140,337.60	147,368.00	154,752.00	162,489.60
LANDSCAPE MAINTENANCE SUPERVISOR	H610	Classified	Hourly	50.74	52.77	54.90	56.88	59.05
			Bi-Weekly	4,059.20	4,221.60	4,392.00	4,550.40	4,724.00
			Monthly	8,794.93	9,146.80	9,516.00	9,859.20	10,235.33
			Annual	105,539.20	109,761.60	114,192.00	118,310.40	122,824.00
GROUNDSKEEPER III	M215	Classified	Hourly	45.62	47.43	49.35	51.12	53.09
			Bi-Weekly	3,649.60	3,794.40	3,948.00	4,089.60	4,247.20
			Monthly	7,907.47	8,221.20	8,554.00	8,860.80	9,202.27
			Annual	94,889.60	98,654.40	102,648.00	106,329.60	110,427.20
GROUNDSKEEPER II	M210	Classified	Hourly	39.67	41.26	42.92	44.44	46.15
			Bi-Weekly	3,173.60	3,300.80	3,433.60	3,555.20	3,692.00
			Monthly	6,876.13	7,151.73	7,439.47	7,702.93	7,999.33
			Annual	82,513.60	85,820.80	89,273.60	92,435.20	95,992.00
GROUNDSKEEPER I	M205	Classified	Hourly	36.03	37.46	39.04	40.40	41.96
			Bi-Weekly	2,882.40	2,996.80	3,123.20	3,232.00	3,356.80
			Monthly	6,245.20	6,493.07	6,766.93	7,002.67	7,273.07
			Annual	74,942.40	77,916.80	81,203.20	84,032.00	87,276.80
TREE TRIMMER	M220	Classified	Hourly	39.67	41.26	42.92	44.44	46.15
			Bi-Weekly	3,173.60	3,300.80	3,433.60	3,555.20	3,692.00
			Monthly	6,876.13	7,151.73	7,439.47	7,702.93	7,999.33
			Annual	82,513.60	85,820.80	89,273.60	92,435.20	95,992.00
STREET MAINTENANCE DIVISION								
STREETS MAINTENANCE MANAGER	H625	Classified	Hourly	64.28	67.47	70.85	74.40	78.12
			Bi-Weekly	5,142.40	5,397.60	5,668.00	5,952.00	6,249.60
			Monthly	11,141.87	11,694.80	12,280.67	12,896.00	13,540.80
			Annual	133,702.40	140,337.60	147,368.00	154,752.00	162,489.60
STREETS MAINTENANCE SUPERVISOR	H620	Classified	Hourly	56.28	58.44	60.86	63.02	65.43
			Bi-Weekly	4,502.40	4,675.20	4,868.80	5,041.60	5,234.40
			Monthly	9,755.20	10,129.60	10,549.07	10,923.47	11,341.20
			Annual	117,062.40	121,555.20	126,588.80	131,081.60	136,094.40
SENIOR MAINTENANCE LEADER	M315	Classified	Hourly	47.82	49.67	51.73	53.56	55.61
			Bi-Weekly	3,825.60	3,973.60	4,138.40	4,284.80	4,448.80
			Monthly	8,288.80	8,609.47	8,966.53	9,283.73	9,639.07
			Annual	99,465.60	103,313.60	107,598.40	111,404.80	115,668.80
MAINTENANCE LEADER	M310	Classified	Hourly	41.58	43.20	44.99	46.57	48.35
			Bi-Weekly	3,326.40	3,456.00	3,599.20	3,725.60	3,868.00
			Monthly	7,207.20	7,488.00	7,798.27	8,072.13	8,380.67
			Annual	86,486.40	89,856.00	93,579.20	96,865.60	100,568.00
LEAD SWEEPER EQUIPMENT OPERATOR	M702	Classified	Hourly	39.07	40.38	42.01	43.80	45.54
			Bi-Weekly	3,125.60	3,230.40	3,360.80	3,504.00	3,643.20
			Monthly	6,772.13	6,999.20	7,281.73	7,592.00	7,893.60
			Annual	81,265.60	83,990.40	87,380.80	91,104.00	94,723.20
SWEEPER EQUIPMENT OPERATOR	M700	Classified	Hourly	35.52	36.71	38.19	39.82	41.40
			Bi-Weekly	2,841.60	2,936.80	3,055.20	3,185.60	3,312.00
			Monthly	6,156.80	6,363.07	6,619.60	6,902.13	7,176.00
			Annual	73,881.60	76,356.80	79,435.20	82,825.60	86,112.00
POLICE DEPARTMENT								
SWORN								
POLICE CAPTAIN	P300	Classified	Hourly	93.49	98.15	103.08	108.22	113.62
			Bi-Weekly	7,479.20	7,852.00	8,246.40	8,657.60	9,089.60
			Monthly	16,204.93	17,012.67	17,867.20	18,758.13	19,694.13
			Annual	194,459.20	204,152.00	214,406.40	225,097.60	236,329.60
POLICE LIEUTENANT	P215	Classified	Hourly				83.57	87.64
			Bi-Weekly				6,685.60	7,011.20
			Monthly				14,485.47	15,190.93
			Annual				173,825.60	182,291.20
POLICE SERGEANT	P210	Classified	Hourly			71.60	75.05	78.90
			Bi-Weekly			5,728.00	6,004.00	6,312.00
			Monthly			12,410.67	13,008.67	13,676.00
			Annual			148,928.00	156,104.00	164,112.00
POLICE OFFICER	P200	Classified	Hourly	52.58	55.10	57.78	60.57	63.45
			Bi-Weekly	4,206.40	4,408.00	4,622.40	4,845.60	5,076.00
			Monthly	9,113.87	9,550.67	10,015.20	10,498.80	10,998.00
			Annual	109,366.40	114,608.00	120,182.40	125,985.60	131,976.00
POLICE OFFICER TRAINEE	P100	Classified	Hourly	38.47	40.37			
			Bi-Weekly	3,077.60	3,229.60			
			Monthly	6,668.13	6,997.47			
			Annual	80,017.60	83,969.60			

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ATTACHMENT III
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Classification Title	Job Code	Service Type	Step A	Step B	Step C	Step D	Step E	
PROFESSIONAL STAFF								
PERSONNEL AND TRAINING ADMINISTRATOR	H450	Classified	Hourly	71.40	74.97	78.74	82.66	86.79
			Bi-Weekly	5,712.00	5,997.60	6,299.20	6,612.80	6,943.20
			Monthly	12,376.00	12,994.80	13,648.27	14,327.73	15,043.60
			Annual	148,512.00	155,937.60	163,779.20	171,932.80	180,523.20
PERSONNEL OPERATIONS SPECIALIST	H460	Classified	Hourly	45.74	47.60	49.47	51.33	53.38
			Bi-Weekly	3,659.20	3,808.00	3,957.60	4,106.40	4,270.40
			Monthly	7,928.27	8,250.67	8,574.80	8,897.20	9,252.53
			Annual	95,139.20	99,008.00	102,897.60	106,766.40	111,030.40
SENIOR CRIME AND INTELLIGENCE ANALYST	H406	Classified	Hourly	55.59	58.34	61.26	64.32	67.53
			Bi-Weekly	4,447.20	4,667.20	4,900.80	5,145.60	5,402.40
			Monthly	9,635.60	10,112.27	10,618.40	11,148.80	11,705.20
			Annual	115,627.20	121,347.20	127,420.80	133,785.60	140,462.40
CRIME AND INTELLIGENCE ANALYST	H405	Classified	Hourly	50.54	53.07	55.72	58.50	61.41
			Bi-Weekly	4,043.20	4,245.60	4,457.60	4,680.00	4,912.80
			Monthly	8,760.27	9,198.80	9,658.13	10,140.00	10,644.40
			Annual	105,123.20	110,385.60	115,897.60	121,680.00	127,732.80
POLICE PROGRAMS ANALYST	H400	Classified	Hourly	50.54	53.07	55.72	58.50	61.41
			Bi-Weekly	4,043.20	4,245.60	4,457.60	4,680.00	4,912.80
			Monthly	8,760.27	9,198.80	9,658.13	10,140.00	10,644.40
			Annual	105,123.20	110,385.60	115,897.60	121,680.00	127,732.80
SPECIAL OPERATIONS DIVISION								
CRIME PREVENTION SPECIALIST II	C671	Classified	Hourly	38.95	40.89	42.94	45.10	47.35
			Bi-Weekly	3,116.00	3,271.20	3,435.20	3,608.00	3,788.00
			Monthly	6,751.33	7,087.60	7,442.93	7,817.33	8,207.33
			Annual	81,016.00	85,051.20	89,315.20	93,808.00	98,488.00
CRIME PREVENTION SPECIALIST I	C670	Classified	Hourly	35.40	37.16	39.03	40.99	43.03
			Bi-Weekly	2,832.00	2,972.80	3,122.40	3,279.20	3,442.40
			Monthly	6,136.00	6,441.07	6,765.20	7,104.93	7,458.53
			Annual	73,632.00	77,292.80	81,182.40	85,259.20	89,502.40
RESERVE OFFICER COORDINATOR	H455	Classified	Hourly	64.95	68.20	71.61	75.07	78.90
			Bi-Weekly	5,196.00	5,456.00	5,728.80	6,005.60	6,312.00
			Monthly	11,258.00	11,821.33	12,412.40	13,012.13	13,676.00
			Annual	135,096.00	141,856.00	148,948.80	156,145.60	164,112.00
INVESTIGATION DIVISION								
YOUTH AND FAMILY SERVICES ADMINISTRATOR	H445	Classified	Hourly	71.40	74.97	78.74	82.66	86.79
			Bi-Weekly	5,712.00	5,997.60	6,299.20	6,612.80	6,943.20
			Monthly	12,376.00	12,994.80	13,648.27	14,327.73	15,043.60
			Annual	148,512.00	155,937.60	163,779.20	171,932.80	180,523.20
COUNSELING SUPERVISOR	H440	Classified	Hourly	52.44	55.07	57.81	60.69	63.74
			Bi-Weekly	4,195.20	4,405.60	4,624.80	4,855.20	5,099.20
			Monthly	9,089.60	9,545.47	10,020.40	10,519.60	11,048.27
			Annual	109,075.20	114,545.60	120,244.80	126,235.20	132,579.20
FAMILY COUNSELOR	T550	Classified	Hourly	42.39	44.49	46.73	48.87	51.42
			Bi-Weekly	3,391.20	3,559.20	3,738.40	3,909.60	4,113.60
			Monthly	7,347.60	7,711.60	8,099.87	8,470.80	8,912.80
			Annual	88,171.20	92,539.20	97,198.40	101,649.60	106,953.60
CERTIFIED LATENT PRINT EXAMINER	T560	Classified	Hourly	55.61	58.38	61.30	64.38	67.60
			Bi-Weekly	4,448.80	4,670.40	4,904.00	5,150.40	5,408.00
			Monthly	9,639.07	10,119.20	10,625.33	11,159.20	11,717.33
			Annual	115,668.80	121,430.40	127,504.00	133,910.40	140,608.00
SUPPORT SERVICES DIVISION								
OPERATIONS SUPPORT SERVICES MANAGER	U400	Classified	Hourly	80.15	84.15	89.22	93.68	98.34
			Bi-Weekly	6,412.00	6,732.00	7,137.60	7,494.40	7,867.20
			Monthly	13,892.67	14,586.00	15,464.80	16,237.87	17,045.60
			Annual	166,712.00	175,032.00	185,577.60	194,854.40	204,547.20
PROPERTY/EVIDENCE AND CRIME SCENE ADMINISTRATOR	H415	Classified	Hourly	55.59	58.35	61.26	64.33	67.55
			Bi-Weekly	4,447.20	4,668.00	4,900.80	5,146.40	5,404.00
			Monthly	9,635.60	10,114.00	10,618.40	11,150.53	11,708.67
			Annual	115,627.20	121,368.00	127,420.80	133,806.40	140,504.00
PROPERTY AND EVIDENCE SUPERVISOR	H410	Classified	Hourly	41.03	43.08	45.23	47.48	49.84
			Bi-Weekly	3,282.40	3,446.40	3,618.40	3,798.40	3,987.20
			Monthly	7,111.87	7,467.20	7,839.87	8,229.87	8,638.93
			Annual	85,342.40	89,606.40	94,078.40	98,758.40	103,667.20
POLICE ID SPECIALIST	T555	Classified	Hourly	37.37	39.24	41.21	43.29	45.32
			Bi-Weekly	2,989.60	3,139.20	3,296.80	3,463.20	3,625.60
			Monthly	6,477.47	6,801.60	7,143.07	7,503.60	7,855.47
			Annual	77,729.60	81,619.20	85,716.80	90,043.20	94,265.60
CRIME SCENE SPECIALIST	C687	Classified	Hourly	38.81	40.56	42.43	44.32	46.42
			Bi-Weekly	3,104.80	3,244.80	3,394.40	3,545.60	3,713.60
			Monthly	6,727.07	7,030.40	7,354.53	7,682.13	8,046.13
			Annual	80,724.80	84,364.80	88,254.40	92,185.60	96,553.60
CRIME SCENE TECHNICIAN	C685	Classified	Hourly	35.28	36.87	38.56	40.29	42.20
			Bi-Weekly	2,822.40	2,949.60	3,084.80	3,223.20	3,376.00
			Monthly	6,115.20	6,390.80	6,683.73	6,983.60	7,314.67
			Annual	73,382.40	76,689.60	80,204.80	83,803.20	87,776.00
PROPERTY & EVIDENCE TECHNICIAN	C665	Classified	Hourly	34.09	35.57	37.29	38.99	40.84
			Bi-Weekly	2,727.20	2,845.60	2,983.20	3,119.20	3,267.20
			Monthly	5,908.93	6,165.47	6,463.60	6,758.27	7,078.93
			Annual	70,907.20	73,985.60	77,563.20	81,099.20	84,947.20

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Classification Title	Job Code	Service Type	Step A	Step B	Step C	Step D	Step E	
ANIMAL SERVICES ADMINISTRATOR	H430	Classified	Hourly	55.59	58.35	61.26	64.33	67.55
			Bi-Weekly	4,447.20	4,668.00	4,900.80	5,146.40	5,404.00
			Monthly	9,635.60	10,114.00	10,618.40	11,150.53	11,708.67
			Annual	115,627.20	121,368.00	127,420.80	133,806.40	140,504.00
SHELTER OPERATIONS SUPERVISOR	C621	Classified	Hourly	37.56	39.23	41.06	42.94	44.98
			Bi-Weekly	3,004.80	3,138.40	3,284.80	3,435.20	3,598.40
			Monthly	6,510.40	6,799.87	7,117.07	7,442.93	7,796.53
			Annual	78,124.80	81,598.40	85,404.80	89,315.20	93,558.40
ANIMAL CONTROL OFFICER	C610	Classified	Hourly	32.29	33.95	35.49	37.16	38.92
			Bi-Weekly	2,583.20	2,716.00	2,839.20	2,972.80	3,113.60
			Monthly	5,596.93	5,884.67	6,151.60	6,441.07	6,746.13
			Annual	67,163.20	70,616.00	73,819.20	77,292.80	80,953.60
ANIMAL CARE ATTENDANT	C600	Classified	Hourly	26.86	28.01	29.12	30.40	31.91
			Bi-Weekly	2,148.80	2,240.80	2,329.60	2,432.00	2,552.80
			Monthly	4,655.73	4,855.07	5,047.47	5,269.33	5,531.07
			Annual	55,868.80	58,260.80	60,569.60	63,232.00	66,372.80
SHELTER VOLUNTEER COORDINATOR	C607	Classified	Hourly	26.86	28.01	29.12	30.40	31.91
			Bi-Weekly	2,148.80	2,240.80	2,329.60	2,432.00	2,552.80
			Monthly	4,655.73	4,855.07	5,047.47	5,269.33	5,531.07
			Annual	55,868.80	58,260.80	60,569.60	63,232.00	66,372.80
COMMUNICATIONS ADMINISTRATOR	H435	Classified	Hourly	55.59	58.35	61.26	64.33	67.55
			Bi-Weekly	4,447.20	4,668.00	4,900.80	5,146.40	5,404.00
			Monthly	9,635.60	10,114.00	10,618.40	11,150.53	11,708.67
			Annual	115,627.20	121,368.00	127,420.80	133,806.40	140,504.00
COMMUNICATIONS SUPERVISOR	C645	Classified	Hourly	46.51	48.84	51.29	53.85	56.57
			Bi-Weekly	3,720.80	3,907.20	4,103.20	4,308.00	4,525.60
			Monthly	8,061.73	8,465.60	8,890.27	9,334.00	9,805.47
			Annual	96,740.80	101,587.20	106,683.20	112,008.00	117,665.60
COMMUNICATIONS OPERATOR	C635	Classified	Hourly	40.36	42.42	44.49	46.77	49.12
			Bi-Weekly	3,228.80	3,393.60	3,559.20	3,741.60	3,929.60
			Monthly	6,995.73	7,352.80	7,711.60	8,106.80	8,514.13
			Annual	83,948.80	88,233.60	92,539.20	97,281.60	102,169.60
CALL TAKER	C633	Classified	Hourly	33.59	35.23	37.01	38.86	40.81
			Bi-Weekly	2,687.20	2,818.40	2,960.80	3,108.80	3,264.80
			Monthly	5,822.27	6,106.53	6,415.07	6,735.73	7,073.73
			Annual	69,867.20	73,278.40	76,980.80	80,828.80	84,884.80
RECORDS ADMINISTRATOR	H425	Classified	Hourly	55.59	58.35	61.26	64.33	67.55
			Bi-Weekly	4,447.20	4,668.00	4,900.80	5,146.40	5,404.00
			Monthly	9,635.60	10,114.00	10,618.40	11,150.53	11,708.67
			Annual	115,627.20	121,368.00	127,420.80	133,806.40	140,504.00
RECORDS SUPERVISOR	C705	Classified	Hourly	40.37	42.39	44.50	46.73	49.07
			Bi-Weekly	3,229.60	3,391.20	3,560.00	3,738.40	3,925.60
			Monthly	6,997.47	7,347.60	7,713.33	8,099.87	8,505.47
			Annual	83,969.60	88,171.20	92,560.00	97,198.40	102,065.60
POLICE RECORDS CLERK II	C695	Classified	Hourly	31.39	32.64	33.95	35.43	37.17
			Bi-Weekly	2,511.20	2,611.20	2,716.00	2,834.40	2,973.60
			Monthly	5,440.93	5,657.60	5,884.67	6,141.20	6,442.80
			Annual	65,291.20	67,891.20	70,616.00	73,694.40	77,313.60
POLICE RECORDS CLERK I	C690	Classified	Hourly	27.59	29.03	30.57	32.07	33.80
			Bi-Weekly	2,207.20	2,322.40	2,445.60	2,565.60	2,704.00
			Monthly	4,782.27	5,031.87	5,298.80	5,558.80	5,858.67
			Annual	57,387.20	60,382.40	63,585.60	66,705.60	70,304.00
JAIL ADMINISTRATOR	H420	Classified	Hourly	55.59	58.35	61.26	64.33	67.55
			Bi-Weekly	4,447.20	4,668.00	4,900.80	5,146.40	5,404.00
			Monthly	9,635.60	10,114.00	10,618.40	11,150.53	11,708.67
			Annual	115,627.20	121,368.00	127,420.80	133,806.40	140,504.00
JAIL SUPERVISOR	C660	Classified	Hourly	42.72	44.51	46.66	48.83	51.17
			Bi-Weekly	3,417.60	3,560.80	3,732.80	3,906.40	4,093.60
			Monthly	7,404.80	7,715.07	8,087.73	8,463.87	8,869.47
			Annual	88,857.60	92,580.80	97,052.80	101,566.40	106,433.60
COMMUNITY SERVICE OFFICER	C650	Classified	Hourly	37.32	38.94	40.81	42.69	44.72
			Bi-Weekly	2,985.60	3,115.20	3,264.80	3,415.20	3,577.60
			Monthly	6,468.80	6,749.60	7,073.73	7,399.60	7,751.47
			Annual	77,625.60	80,995.20	84,884.80	88,795.20	93,017.60

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PUBLIC WORKS & UTILITIES DEPARTMENT								
ADMINISTRATION								
ASSISTANT DIRECTOR OF PUBLIC WORKS-UTILITIES	U525	Classified	Hourly	85.93	90.24	94.75	99.49	104.47
			Bi-Weekly	6,874.40	7,219.20	7,580.00	7,959.20	8,357.60
			Monthly	14,894.53	15,641.60	16,423.33	17,244.93	18,108.13
			Annual	178,734.40	187,699.20	197,080.00	206,939.20	217,297.60
DEPUTY DIRECTOR OF PUBLIC WORKS	U510	Classified	Hourly	78.13	82.03	86.15	90.45	94.98
			Bi-Weekly	6,250.40	6,562.40	6,892.00	7,236.00	7,598.40
			Monthly	13,542.53	14,218.53	14,932.67	15,678.00	16,463.20
			Annual	162,510.40	170,622.40	179,192.00	188,136.00	197,558.40
WATER RESOURCES MANAGER	H875	Classified	Hourly	78.10	82.01	86.13	90.44	94.95
			Bi-Weekly	6,248.00	6,560.80	6,890.40	7,235.20	7,596.00
			Monthly	13,537.33	14,215.07	14,929.20	15,676.27	16,458.00
			Annual	162,448.00	170,580.80	179,150.40	188,115.20	197,496.00
UTILITIES ENGINEERING MANAGER	H880	Classified	Hourly	78.10	82.01	86.13	90.44	94.95
			Bi-Weekly	6,248.00	6,560.80	6,890.40	7,235.20	7,596.00
			Monthly	13,537.33	14,215.07	14,929.20	15,676.27	16,458.00
			Annual	162,448.00	170,580.80	179,150.40	188,115.20	197,496.00
SENIOR UTILITY SERVICE REPRESENTATIVE	M820	Classified	Hourly	44.94	47.14	49.41	51.95	54.49
			Bi-Weekly	3,595.20	3,771.20	3,952.80	4,156.00	4,359.20
			Monthly	7,789.60	8,170.93	8,564.40	9,004.67	9,444.93
			Annual	93,475.20	98,051.20	102,772.80	108,056.00	113,339.20
STOREKEEPER - EXPEDITER	M100	Classified	Hourly	33.17	34.55	35.83	37.19	38.61
			Bi-Weekly	2,653.60	2,764.00	2,866.40	2,975.20	3,088.80
			Monthly	5,749.47	5,988.67	6,210.53	6,446.27	6,692.40
			Annual	68,993.60	71,864.00	74,526.40	77,355.20	80,308.80
AIRPORT DIVISION SUMMARY								
AIRPORT MANAGER	H205	Classified	Hourly	68.85	72.26	75.87	79.66	83.65
			Bi-Weekly	5,508.00	5,780.80	6,069.60	6,372.80	6,692.00
			Monthly	11,934.00	12,525.07	13,150.80	13,807.73	14,499.33
			Annual	143,208.00	150,300.80	157,809.60	165,692.80	173,992.00
AIRPORT OPERATIONS SUPERVISOR	H200	Classified	Hourly	57.38	60.22	63.24	66.41	69.72
			Bi-Weekly	4,590.40	4,817.60	5,059.20	5,312.80	5,577.60
			Monthly	9,945.87	10,438.13	10,961.60	11,511.07	12,084.80
			Annual	119,350.40	125,257.60	131,539.20	138,132.80	145,017.60
AIRPORT BUSINESS SUPERVISOR	H198	Classified	Hourly	55.59	58.34	61.26	64.32	67.53
			Bi-Weekly	4,447.20	4,667.20	4,900.80	5,145.60	5,402.40
			Monthly	9,635.60	10,112.27	10,618.40	11,148.80	11,705.20
			Annual	115,627.20	121,347.20	127,420.80	133,785.60	140,462.40
AIRPORT OPERATIONS SPECIALIST	T270	Classified	Hourly	35.54	37.35	39.19	41.06	43.17
			Bi-Weekly	2,843.20	2,988.00	3,135.20	3,284.80	3,453.60
			Monthly	6,160.27	6,474.00	6,792.93	7,117.07	7,482.80
			Annual	73,923.20	77,688.00	81,515.20	85,404.80	89,793.60
SENIOR AIRPORT MAINTENANCE WORKER	M510	Classified	Hourly	43.50	45.10	46.90	48.82	50.78
			Bi-Weekly	3,480.00	3,608.00	3,752.00	3,905.60	4,062.40
			Monthly	7,540.00	7,817.33	8,129.33	8,462.13	8,801.87
			Annual	90,480.00	93,808.00	97,552.00	101,545.60	105,622.40
AIRPORT MAINTENANCE WORKER	M505	Classified	Hourly	39.67	41.26	42.91	44.44	46.15
			Bi-Weekly	3,173.60	3,300.80	3,432.80	3,555.20	3,692.00
			Monthly	6,876.13	7,151.73	7,437.73	7,702.93	7,999.33
			Annual	82,513.60	85,820.80	89,252.80	92,435.20	95,992.00
AIRPORT ATTENDANT	M500	Classified	Hourly	31.22	32.47	33.77	34.98	36.32
			Bi-Weekly	2,497.60	2,597.60	2,701.60	2,798.40	2,905.60
			Monthly	5,411.47	5,628.13	5,853.47	6,063.20	6,295.47
			Annual	64,937.60	67,537.60	70,241.60	72,758.40	75,545.60
ENGINEERING/TRANSPORTATION DIVISION								
REAL PROPERTY MANAGER	H225	Classified	Hourly	50.49	53.03	55.67	58.47	61.38
			Bi-Weekly	4,039.20	4,242.40	4,453.60	4,677.60	4,910.40
			Monthly	8,751.60	9,191.87	9,649.47	10,134.80	10,639.20
			Annual	105,019.20	110,302.40	115,793.60	121,617.60	127,670.40
REAL PROPERTY ASSOCIATE	T260	Classified	Hourly	44.82	47.18	49.53	51.94	54.51
			Bi-Weekly	3,585.60	3,774.40	3,962.40	4,155.20	4,360.80
			Monthly	7,768.80	8,177.87	8,585.20	9,002.93	9,448.40
			Annual	93,225.60	98,134.40	103,022.40	108,035.20	113,380.80
REAL PROPERTY ASSISTANT	T255	Classified	Hourly	38.21	40.12	42.02	44.13	46.34
			Bi-Weekly	3,056.80	3,209.60	3,361.60	3,530.40	3,707.20
			Monthly	6,623.07	6,954.13	7,283.47	7,649.20	8,032.27
			Annual	79,476.80	83,449.60	87,401.60	91,790.40	96,387.20
SENIOR CIVIL ENGINEER	H240	Classified	Hourly	66.40	69.71	73.22	76.86	80.70
			Bi-Weekly	5,312.00	5,576.80	5,857.60	6,148.80	6,456.00
			Monthly	11,509.33	12,083.07	12,691.47	13,322.40	13,988.00
			Annual	138,112.00	144,996.80	152,297.60	159,868.80	167,856.00
ASSOCIATE CIVIL ENGINEER	T215	Classified	Hourly	58.69	61.66	64.65	67.93	71.24
			Bi-Weekly	4,695.20	4,932.80	5,172.00	5,434.40	5,699.20
			Monthly	10,172.93	10,687.73	11,206.00	11,774.53	12,348.27
			Annual	122,075.20	128,252.80	134,472.00	141,294.40	148,179.20
ASSISTANT CIVIL ENGINEER	T210	Classified	Hourly	50.55	53.18	55.90	58.58	61.53
			Bi-Weekly	4,044.00	4,254.40	4,472.00	4,686.40	4,922.40
			Monthly	8,762.00	9,217.87	9,689.33	10,153.87	10,665.20
			Annual	105,144.00	110,614.40	116,272.00	121,846.40	127,982.40

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ENGINEERING TECHNICIAN	T200	Classified	Hourly	38.25	40.11	42.14	44.23	46.35
			Bi-Weekly	3,060.00	3,208.80	3,371.20	3,538.40	3,708.00
			Monthly	6,630.00	6,952.40	7,304.27	7,666.53	8,034.00
			Annual	79,560.00	83,428.80	87,651.20	91,998.40	96,408.00
SURVEY ENGINEER	H230	Classified	Hourly	59.09	62.06	65.17	68.42	71.82
			Bi-Weekly	4,727.20	4,964.80	5,213.60	5,473.60	5,745.60
			Monthly	10,242.27	10,757.07	11,296.13	11,859.47	12,448.80
			Annual	122,907.20	129,084.80	135,553.60	142,313.60	149,385.60
SURVEYOR	T265	Classified	Hourly	47.79	50.15	52.63	55.25	58.03
			Bi-Weekly	3,823.20	4,012.00	4,210.40	4,420.00	4,642.40
			Monthly	8,283.60	8,692.67	9,122.53	9,576.67	10,058.53
			Annual	99,403.20	104,312.00	109,470.40	114,920.00	120,702.40
SENIOR TRANSPORTATION ENGINEER	H215	Classified	Hourly	66.39	69.71	73.20	76.86	80.69
			Bi-Weekly	5,311.20	5,576.80	5,856.00	6,148.80	6,455.20
			Monthly	11,507.60	12,083.07	12,688.00	13,322.40	13,986.27
			Annual	138,091.20	144,996.80	152,256.00	159,868.80	167,835.20
ASSOCIATE TRANSPORTATION ENGINEER	T240	Classified	Hourly	58.69	61.66	64.65	67.93	71.24
			Bi-Weekly	4,695.20	4,932.80	5,172.00	5,434.40	5,699.20
			Monthly	10,172.93	10,687.73	11,206.00	11,774.53	12,348.27
			Annual	122,075.20	128,252.80	134,472.00	141,294.40	148,179.20
ASSISTANT TRANSPORTATION ENGINEER	T235	Classified	Hourly	50.55	53.18	55.90	58.58	61.53
			Bi-Weekly	4,044.00	4,254.40	4,472.00	4,686.40	4,922.40
			Monthly	8,762.00	9,217.87	9,689.33	10,153.87	10,665.20
			Annual	105,144.00	110,614.40	116,272.00	121,846.40	127,982.40
SENIOR TRANSPORTATION PLANNER	H210	Classified	Hourly	55.47	58.22	61.14	64.19	67.40
			Bi-Weekly	4,437.60	4,657.60	4,891.20	5,135.20	5,392.00
			Monthly	9,614.80	10,091.47	10,597.60	11,126.27	11,682.67
			Annual	115,377.60	121,097.60	127,171.20	133,515.20	140,192.00
ASSOCIATE TRANSPORTATION PLANNER	T225	Classified	Hourly	49.51	51.94	54.53	57.33	60.08
			Bi-Weekly	3,960.80	4,155.20	4,362.40	4,586.40	4,806.40
			Monthly	8,581.73	9,002.93	9,451.87	9,937.20	10,413.87
			Annual	102,980.80	108,035.20	113,422.40	119,246.40	124,966.40
TRAFFIC SIGNAL TECHNICIAN	T220	Classified	Hourly	40.17	42.11	44.25	46.44	48.66
			Bi-Weekly	3,213.60	3,368.80	3,540.00	3,715.20	3,892.80
			Monthly	6,962.80	7,299.07	7,670.00	8,049.60	8,434.40
			Annual	83,553.60	87,588.80	92,040.00	96,595.20	101,212.80
SUPERVISING CONSTRUCTION INSPECTOR	H235	Classified	Hourly	61.08	64.13	67.34	70.71	74.25
			Bi-Weekly	4,886.40	5,130.40	5,387.20	5,656.80	5,940.00
			Monthly	10,587.20	11,115.87	11,672.27	12,256.40	12,870.00
			Annual	127,046.40	133,390.40	140,067.20	147,076.80	154,440.00
SENIOR CONSTRUCTION INSPECTOR	T250	Classified	Hourly	53.77	56.64	59.50	62.30	65.41
			Bi-Weekly	4,301.60	4,531.20	4,760.00	4,984.00	5,232.80
			Monthly	9,320.13	9,817.60	10,313.33	10,798.67	11,337.73
			Annual	111,841.60	117,811.20	123,760.00	129,584.00	136,052.80
CONSTRUCTION INSPECTOR	T245	Classified	Hourly	45.05	47.36	49.57	52.09	54.73
			Bi-Weekly	3,604.00	3,788.80	3,965.60	4,167.20	4,378.40
			Monthly	7,808.67	8,209.07	8,592.13	9,028.93	9,486.53
			Annual	93,704.00	98,508.80	103,105.60	108,347.20	113,838.40

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RECYCLING-SOLID WASTE								
SOLID WASTE PROGRAM MANAGER	H800	Classified	Hourly	55.59	58.34	61.26	64.32	67.53
			Bi-Weekly	4,447.20	4,667.20	4,900.80	5,145.60	5,402.40
			Monthly	9,635.60	10,112.27	10,618.40	11,148.80	11,705.20
			Annual	115,627.20	121,347.20	127,420.80	133,785.60	140,462.40
RECYCLING SPECIALIST	T800	Classified	Hourly	38.54	40.46	42.42	44.58	46.80
			Bi-Weekly	3,083.20	3,236.80	3,393.60	3,566.40	3,744.00
			Monthly	6,680.27	7,013.07	7,352.80	7,727.20	8,112.00
			Annual	80,163.20	84,156.80	88,233.60	92,726.40	97,344.00
SUSTAINABILITY SPECIALIST	T803	Classified	Hourly	44.14	46.33	48.65	51.08	53.64
			Bi-Weekly	3,531.20	3,706.40	3,892.00	4,086.40	4,291.20
			Monthly	7,650.93	8,030.53	8,432.67	8,853.87	9,297.60
			Annual	91,811.20	96,366.40	101,192.00	106,246.40	111,571.20
SUSTAINABILITY TECHNICIAN	T802	Classified	Hourly	40.13	42.12	44.22	46.42	48.75
			Bi-Weekly	3,210.40	3,369.60	3,537.60	3,713.60	3,900.00
			Monthly	6,955.87	7,300.80	7,664.80	8,046.13	8,450.00
			Annual	83,470.40	87,609.60	91,977.60	96,553.60	101,400.00
WATER POLLUTION CONTROL FACILITY (WPCF)								
WATER POLLUTION CONTROL FACILITY MANAGER	H870	Classified	Hourly	78.10	82.01	86.13	90.44	94.95
			Bi-Weekly	6,248.00	6,560.80	6,890.40	7,235.20	7,596.00
			Monthly	13,537.33	14,215.07	14,929.20	15,676.27	16,458.00
			Annual	162,448.00	170,580.80	179,150.40	188,115.20	197,496.00
WPCF OPERATIONS AND MAINTENANCE MANAGER	H865	Classified	Hourly	63.71	66.89	70.25	73.77	77.46
			Bi-Weekly	5,096.80	5,351.20	5,620.00	5,901.60	6,196.80
			Monthly	11,043.07	11,594.27	12,176.67	12,786.80	13,426.40
			Annual	132,516.80	139,131.20	146,120.00	153,441.60	161,116.80
WPCF MAINTENANCE SUPERVISOR	H860	Classified	Hourly	57.95	60.83	63.88	67.08	70.43
			Bi-Weekly	4,636.00	4,866.40	5,110.40	5,366.40	5,634.40
			Monthly	10,044.67	10,543.87	11,072.53	11,627.20	12,207.87
			Annual	120,536.00	126,526.40	132,870.40	139,526.40	146,494.40
WPCF OPERATIONS SUPERVISOR	H855	Classified	Hourly	57.95	60.83	63.88	67.08	70.43
			Bi-Weekly	4,636.00	4,866.40	5,110.40	5,366.40	5,634.40
			Monthly	10,044.67	10,543.87	11,072.53	11,627.20	12,207.87
			Annual	120,536.00	126,526.40	132,870.40	139,526.40	146,494.40
WPCF LEAD OPERATOR	M935	Classified	Hourly	53.41	55.53	57.75	60.01	62.45
			Bi-Weekly	4,272.80	4,442.40	4,620.00	4,800.80	4,996.00
			Monthly	9,257.73	9,625.20	10,010.00	10,401.73	10,824.67
			Annual	111,092.80	115,502.40	120,120.00	124,820.80	129,896.00
WPCF OPERATOR	M930	Classified	Hourly	48.54	50.48	52.49	54.55	56.76
			Bi-Weekly	3,883.20	4,038.40	4,199.20	4,364.00	4,540.80
			Monthly	8,413.60	8,749.87	9,098.27	9,455.33	9,838.40
			Annual	100,963.20	104,998.40	109,179.20	113,464.00	118,060.80
OPERATOR-IN-TRAINING	M925	Classified	Hourly	42.42	44.08	45.92	47.50	49.36
			Bi-Weekly	3,393.60	3,526.40	3,673.60	3,800.00	3,948.80
			Monthly	7,352.80	7,640.53	7,959.47	8,233.33	8,555.73
			Annual	88,233.60	91,686.40	95,513.60	98,800.00	102,668.80

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LAB SUPERVISOR	H850	Classified	Hourly	57.95	60.83	63.88	67.08	70.43
			Bi-Weekly	4,636.00	4,866.40	5,110.40	5,366.40	5,634.40
			Monthly	10,044.67	10,543.87	11,072.53	11,627.20	12,207.87
			Annual	120,536.00	126,526.40	132,870.40	139,526.40	146,494.40
CHEMIST	T807	Classified	Hourly	45.51	47.79	50.18	52.68	55.30
			Bi-Weekly	3,640.80	3,823.20	4,014.40	4,214.40	4,424.00
			Monthly	7,888.40	8,283.60	8,697.87	9,131.20	9,585.33
			Annual	94,660.80	99,403.20	104,374.40	109,574.40	115,024.00
LABORATORY TECHNICIAN	T805	Classified	Hourly	39.58	41.06	42.65	44.40	46.06
			Bi-Weekly	3,166.40	3,284.80	3,412.00	3,552.00	3,684.80
			Monthly	6,860.53	7,117.07	7,392.67	7,696.00	7,983.73
			Annual	82,326.40	85,404.80	88,712.00	92,352.00	95,804.80
WATER POLLUTION SOURCE CONTROL								
ENVIRONMENTAL SERVICES MANAGER	H805	Classified	Hourly	67.38	70.74	74.30	78.01	81.91
			Bi-Weekly	5,390.40	5,659.20	5,944.00	6,240.80	6,552.80
			Monthly	11,679.20	12,261.60	12,878.67	13,521.73	14,197.73
			Annual	140,150.40	147,139.20	154,544.00	162,260.80	170,372.80
WATER POLLUTION CONTROL ADMINISTRATOR	H845	Classified	Hourly	58.56	61.51	64.56	67.82	71.21
			Bi-Weekly	4,684.80	4,920.80	5,164.80	5,425.60	5,696.80
			Monthly	10,150.40	10,661.73	11,190.40	11,755.47	12,343.07
			Annual	121,804.80	127,940.80	134,284.80	141,065.60	148,116.80
SENIOR WATER POLLUTION SOURCE CONTROL INSPECTOR	T815	Classified	Hourly	49.41	51.97	54.58	57.17	60.10
			Bi-Weekly	3,952.80	4,157.60	4,366.40	4,573.60	4,808.00
			Monthly	8,564.40	9,008.13	9,460.53	9,909.47	10,417.33
			Annual	102,772.80	108,097.60	113,526.40	118,913.60	125,008.00
WATER POLLUTION SOURCE CONTROL INSPECTOR II	T810	Classified	Hourly	44.90	47.25	49.40	51.94	54.53
			Bi-Weekly	3,592.00	3,780.00	3,952.00	4,155.20	4,362.40
			Monthly	7,782.67	8,190.00	8,562.67	9,002.93	9,451.87
			Annual	93,392.00	98,280.00	102,752.00	108,035.20	113,422.40
WATER POLLUTION SOURCE CONTROL INSPECTOR I	T809	Classified	Hourly	40.41	42.52	44.46	46.75	49.07
			Bi-Weekly	3,232.80	3,401.60	3,556.80	3,740.00	3,925.60
			Monthly	7,004.40	7,370.13	7,706.40	8,103.33	8,505.47
			Annual	84,052.80	88,441.60	92,476.80	97,240.00	102,065.60
TECHNICAL INTERN	Z125	Classified	Hourly					15.82
			Bi-Weekly					1,265.60
			Monthly					2,742.13
			Annual					32,905.60
SENIOR WATER RESOURCES ENGINEER	H813	Classified	Hourly	65.10	68.35	71.77	75.36	79.11
			Bi-Weekly	5,208.00	5,468.00	5,741.60	6,028.80	6,328.80
			Monthly	11,284.00	11,847.33	12,440.13	13,062.40	13,712.40
			Annual	135,408.00	142,168.00	149,281.60	156,748.80	164,548.80
SENIOR UTILITIES ENGINEER	H810	Classified	Hourly	66.40	69.71	73.22	76.86	80.70
			Bi-Weekly	5,312.00	5,576.80	5,857.60	6,148.80	6,456.00
			Monthly	11,509.33	12,083.07	12,691.47	13,322.40	13,988.00
			Annual	138,112.00	144,996.80	152,297.60	159,868.80	167,856.00
SEWER COLLECTIONS & WATER DISTRIBUTION								
UTILITIES OPERATIONS AND MAINTENANCE MANAGER	H835	Classified	Hourly	71.91	75.48	79.25	83.21	87.38
			Bi-Weekly	5,752.80	6,038.40	6,340.00	6,656.80	6,990.40
			Monthly	12,464.40	13,083.20	13,736.67	14,423.07	15,145.87
			Annual	149,572.80	156,998.40	164,840.00	173,076.80	181,750.40
UTILITIES OPERATIONS AND MAINTENANCE SUPERVISOR	H830	Classified	Hourly	59.92	62.89	66.06	69.35	72.82
			Bi-Weekly	4,793.60	5,031.20	5,284.80	5,548.00	5,825.60
			Monthly	10,386.13	10,900.93	11,450.40	12,020.67	12,622.13
			Annual	124,633.60	130,811.20	137,404.80	144,248.00	151,465.60
UTILITIES FIELD SERVICES SUPERVISOR	H825	Classified	Hourly	59.92	62.89	66.06	69.35	72.82
			Bi-Weekly	4,793.60	5,031.20	5,284.80	5,548.00	5,825.60
			Monthly	10,386.13	10,900.93	11,450.40	12,020.67	12,622.13
			Annual	124,633.60	130,811.20	137,404.80	144,248.00	151,465.60
WASTEWATER COLLECTIONS SYSTEM SUPERVISOR	H823	Classified	Hourly	57.95	60.83	63.88	67.08	70.43
			Bi-Weekly	4,636.00	4,866.40	5,110.40	5,366.40	5,634.40
			Monthly	10,044.67	10,543.87	11,072.53	11,627.20	12,207.87
			Annual	120,536.00	126,526.40	132,870.40	139,526.40	146,494.40
WATER INSTALLATION AND MAINTENANCE SUPERVISOR	H815	Classified	Hourly	47.23	49.61	52.07	54.69	57.42
			Bi-Weekly	3,778.40	3,968.80	4,165.60	4,375.20	4,593.60
			Monthly	8,186.53	8,599.07	9,025.47	9,479.60	9,952.80
			Annual	98,238.40	103,188.80	108,305.60	113,755.20	119,433.60

**SALARY PLAN FOR ALL CLASSIFICATIONS
(PER MUNI CODE SEC.2-4.30)
FY 2023**

ATTACHMENT III
Presented to
Personnel Commission
on November 10, 2022
Approved by Council
November 15, 2022

Classification Title	Job Code	Service Type	Step A	Step B	Step C	Step D	Step E	
SENIOR UTILITY FIELD SERVICES LEADER	M827	Classified	Hourly	48.57	50.50	52.56	54.43	56.54
			Bi-Weekly	3,885.60	4,040.00	4,204.80	4,354.40	4,523.20
			Monthly	8,418.80	8,753.33	9,110.40	9,434.53	9,800.27
			Annual	101,025.60	105,040.00	109,324.80	113,214.40	117,603.20
SENIOR UTILITY CUSTOMER SERVICE LEADER	M825	Classified	Hourly	47.31	48.93	50.86	52.97	55.13
			Bi-Weekly	3,784.80	3,914.40	4,068.80	4,237.60	4,410.40
			Monthly	8,200.40	8,481.20	8,815.73	9,181.47	9,555.87
			Annual	98,404.80	101,774.40	105,788.80	110,177.60	114,670.40
CROSS CONNECTION CONTROL SPECIALIST	M815	Classified	Hourly	41.12	42.55	44.23	46.08	47.93
			Bi-Weekly	3,289.60	3,404.00	3,538.40	3,686.40	3,834.40
			Monthly	7,127.47	7,375.33	7,666.53	7,987.20	8,307.87
			Annual	85,529.60	88,504.00	91,998.40	95,846.40	99,694.40
WATER METER MECHANIC	M810	Classified	Hourly	39.97	41.51	43.22	45.00	46.79
			Bi-Weekly	3,197.60	3,320.80	3,457.60	3,600.00	3,743.20
			Monthly	6,928.13	7,195.07	7,491.47	7,800.00	8,110.27
			Annual	83,137.60	86,340.80	89,897.60	93,600.00	97,323.20
CUSTOMER FIELD TECHNICIAN	M807	Classified	Hourly	35.72	37.15	38.65	40.07	41.67
			Bi-Weekly	2,857.60	2,972.00	3,092.00	3,205.60	3,333.60
			Monthly	6,191.47	6,439.33	6,699.33	6,945.47	7,222.80
			Annual	74,297.60	77,272.00	80,392.00	83,345.60	86,673.60
BACKFLOW/CROSS CONNECTION TESTER	M800	Classified	Hourly	34.57	36.21	37.89	39.74	41.67
			Bi-Weekly	2,765.60	2,896.80	3,031.20	3,179.20	3,333.60
			Monthly	5,992.13	6,276.40	6,567.60	6,888.27	7,222.80
			Annual	71,905.60	75,316.80	78,811.20	82,659.20	86,673.60
UTILITIES MAINTENANCE SUPERVISOR	H820	Classified	Hourly	54.31	57.01	59.87	62.88	66.02
			Bi-Weekly	4,344.80	4,560.80	4,789.60	5,030.40	5,281.60
			Monthly	9,413.73	9,881.73	10,377.47	10,899.20	11,443.47
			Annual	112,964.80	118,580.80	124,529.60	130,790.40	137,321.60
UTILITIES SERVICE WORKER	M900	Classified	Hourly	39.41	40.97	42.68	44.16	45.89
			Bi-Weekly	3,152.80	3,277.60	3,414.40	3,532.80	3,671.20
			Monthly	6,831.07	7,101.47	7,397.87	7,654.40	7,954.27
			Annual	81,972.80	85,217.60	88,774.40	91,852.80	95,451.20
GENERAL MAINTENANCE								
EQUIPMENT OPERATOR	M400	Classified	Hourly	40.02	41.60	43.35	44.84	46.59
			Bi-Weekly	3,201.60	3,328.00	3,468.00	3,587.20	3,727.20
			Monthly	6,936.80	7,210.67	7,514.00	7,772.27	8,075.60
			Annual	83,241.60	86,528.00	90,168.00	93,267.20	96,907.20
SENIOR UTILITY LEADER	M845	Classified	Hourly	49.85	51.84	54.00	55.87	58.05
			Bi-Weekly	3,988.00	4,147.20	4,320.00	4,469.60	4,644.00
			Monthly	8,640.67	8,985.60	9,360.00	9,684.13	10,062.00
			Annual	103,688.00	107,827.20	112,320.00	116,209.60	120,744.00
UTILITY LEADER	M840	Classified	Hourly	43.36	45.07	46.95	48.61	50.47
			Bi-Weekly	3,468.80	3,605.60	3,756.00	3,888.80	4,037.60
			Monthly	7,515.73	7,812.13	8,138.00	8,425.73	8,748.13
			Annual	90,188.80	93,745.60	97,656.00	101,108.80	104,977.60
UTILITY WORKER	M835	Classified	Hourly	39.41	40.97	42.68	44.16	45.89
			Bi-Weekly	3,152.80	3,277.60	3,414.40	3,532.80	3,671.20
			Monthly	6,831.07	7,101.47	7,397.87	7,654.40	7,954.27
			Annual	81,972.80	85,217.60	88,774.40	91,852.80	95,451.20
SENIOR UTILITY LEADER - SEWER	M920	Classified	Hourly	48.57	50.50	52.56	54.43	56.54
			Bi-Weekly	3,885.60	4,040.00	4,204.80	4,354.40	4,523.20
			Monthly	8,418.80	8,753.33	9,110.40	9,434.53	9,800.27
			Annual	101,025.60	105,040.00	109,324.80	113,214.40	117,603.20
UTILITY LEADER - SEWER	M915	Classified	Hourly	42.24	43.92	45.71	47.31	49.15
			Bi-Weekly	3,379.20	3,513.60	3,656.80	3,784.80	3,932.00
			Monthly	7,321.60	7,612.80	7,923.07	8,200.40	8,519.33
			Annual	87,859.20	91,353.60	95,076.80	98,404.80	102,232.00
UTILITY WORKER - SEWER	M910	Classified	Hourly	38.39	39.93	41.57	43.01	44.69
			Bi-Weekly	3,071.20	3,194.40	3,325.60	3,440.80	3,575.20
			Monthly	6,654.27	6,921.20	7,205.47	7,455.07	7,746.27
			Annual	79,851.20	83,054.40	86,465.60	89,460.80	92,955.20
UTILITIES MAINTENANCE MECHANIC	M415	Classified	Hourly	48.54	50.48	52.49	54.55	56.76
			Bi-Weekly	3,883.20	4,038.40	4,199.20	4,364.00	4,540.80
			Monthly	8,413.60	8,749.87	9,098.27	9,455.33	9,838.40
			Annual	100,963.20	104,998.40	109,179.20	113,464.00	118,060.80

**SALARY PLAN FOR ALL CLASSIFICATIONS
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FY 2023**

ATTACHMENT III
Presented to
Personnel Commission
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Classification Title	Job Code	Service Type	Step A	Step B	Step C	Step D	Step E	
INFORMATION TECHNOLOGY DEPARTMENT								
DEPUTY DIRECTOR OF INFORMATION TECHNOLOGY	U530	Classified	Hourly	74.08	77.78	81.67	85.76	90.03
			Bi-Weekly	5,926.40	6,222.40	6,533.60	6,860.80	7,202.40
			Monthly	12,840.53	13,481.87	14,156.13	14,865.07	15,605.20
			Annual	154,086.40	161,782.40	169,873.60	178,380.80	187,262.40
INFORMATION SYSTEMS MANAGER	H565	Classified	Hourly	61.61	64.68	67.91	71.32	74.88
			Bi-Weekly	4,928.80	5,174.40	5,432.80	5,705.60	5,990.40
			Monthly	10,679.07	11,211.20	11,771.07	12,362.13	12,979.20
			Annual	128,148.80	134,534.40	141,252.80	148,345.60	155,750.40
INFORMATION TECHNOLOGY MANAGER	H566	Classified	Hourly	68.45	71.87	75.48	79.26	83.23
			Bi-Weekly	5,476.00	5,749.60	6,038.40	6,340.80	6,658.40
			Monthly	11,864.67	12,457.47	13,083.20	13,738.40	14,426.53
			Annual	142,376.00	149,489.60	156,998.40	164,860.80	173,118.40
DATA AND SYSTEMS COORDINATOR	H560	Classified	Hourly	55.42	58.20	61.12	64.17	67.37
			Bi-Weekly	4,433.60	4,656.00	4,889.60	5,133.60	5,389.60
			Monthly	9,606.13	10,088.00	10,594.13	11,122.80	11,677.47
			Annual	115,273.60	121,056.00	127,129.60	133,473.60	140,129.60
NETWORK SYSTEMS SPECIALIST	H555	Classified	Hourly	54.79	57.54	60.43	63.43	66.61
			Bi-Weekly	4,383.20	4,603.20	4,834.40	5,074.40	5,328.80
			Monthly	9,496.93	9,973.60	10,474.53	10,994.53	11,545.73
			Annual	113,963.20	119,683.20	125,694.40	131,934.40	138,548.80
GEOGRAPHIC INFO SYSTEMS COORDINATOR	T460	Classified	Hourly	59.53	62.50	65.47	68.77	73.33
			Bi-Weekly	4,762.40	5,000.00	5,237.60	5,501.60	5,866.40
			Monthly	10,318.53	10,833.33	11,348.13	11,920.13	12,710.53
			Annual	123,822.40	130,000.00	136,177.60	143,041.60	152,526.40
PROGRAMMER ANALYST	T455	Classified	Hourly	51.82	54.35	57.16	59.99	62.95
			Bi-Weekly	4,145.60	4,348.00	4,572.80	4,799.20	5,036.00
			Monthly	8,982.13	9,420.67	9,907.73	10,398.27	10,911.33
			Annual	107,785.60	113,048.00	118,892.80	124,779.20	130,936.00
WEB SPECIALIST	T450	Classified	Hourly	46.31	48.64	51.07	53.60	56.29
			Bi-Weekly	3,704.80	3,891.20	4,085.60	4,288.00	4,503.20
			Monthly	8,027.07	8,430.93	8,852.13	9,290.67	9,756.93
			Annual	96,324.80	101,171.20	106,225.60	111,488.00	117,083.20
INFORMATION TECHNOLOGY ANALYST II	T435	Classified	Hourly	51.80	54.37	57.09	59.94	62.95
			Bi-Weekly	4,144.00	4,349.60	4,567.20	4,795.20	5,036.00
			Monthly	8,978.67	9,424.13	9,895.60	10,389.60	10,911.33
			Annual	107,744.00	113,089.60	118,747.20	124,675.20	130,936.00
INFORMATION TECHNOLOGY ANALYST I	T430	Classified	Hourly	47.07	49.43	51.91	54.52	57.21
			Bi-Weekly	3,765.60	3,954.40	4,152.80	4,361.60	4,576.80
			Monthly	8,158.80	8,567.87	8,997.73	9,450.13	9,916.40
			Annual	97,905.60	102,814.40	107,972.80	113,401.60	118,996.80
TECHNOLOGY SOLUTIONS ANALYST II	T445	Classified	Hourly	51.80	54.37	57.09	59.94	62.95
			Bi-Weekly	4,144.00	4,349.60	4,567.20	4,795.20	5,036.00
			Monthly	8,978.67	9,424.13	9,895.60	10,389.60	10,911.33
			Annual	107,744.00	113,089.60	118,747.20	124,675.20	130,936.00
TECHNOLOGY SOLUTIONS ANALYST I	T440	Classified	Hourly	47.07	49.43	51.91	54.52	57.21
			Bi-Weekly	3,765.60	3,954.40	4,152.80	4,361.60	4,576.80
			Monthly	8,158.80	8,567.87	8,997.73	9,450.13	9,916.40
			Annual	97,905.60	102,814.40	107,972.80	113,401.60	118,996.80
GEOGRAPHIC INFO SYSTEM TECHNICIAN II	T465	Classified	Hourly	42.66	44.79	47.01	49.37	51.87
			Bi-Weekly	3,412.80	3,583.20	3,760.80	3,949.60	4,149.60
			Monthly	7,394.40	7,763.60	8,148.40	8,557.47	8,990.80
			Annual	88,732.80	93,163.20	97,780.80	102,689.60	107,889.60
GEOGRAPHIC INFO SYSTEM TECHNICIAN I	T464	Classified	Hourly	38.80	40.72	42.77	44.91	47.16
			Bi-Weekly	3,104.00	3,257.60	3,421.60	3,592.80	3,772.80
			Monthly	6,725.33	7,058.13	7,413.47	7,784.40	8,174.40
			Annual	80,704.00	84,697.60	88,961.60	93,412.80	98,092.80
INFORMATION TECHNOLOGY TECHNICIAN II	T425	Classified	Hourly	42.66	44.79	47.01	49.37	51.87
			Bi-Weekly	3,412.80	3,583.20	3,760.80	3,949.60	4,149.60
			Monthly	7,394.40	7,763.60	8,148.40	8,557.47	8,990.80
			Annual	88,732.80	93,163.20	97,780.80	102,689.60	107,889.60
INFORMATION TECHNOLOGY TECHNICIAN I	T424	Classified	Hourly	38.80	40.72	42.77	44.91	47.16
			Bi-Weekly	3,104.00	3,257.60	3,421.60	3,592.80	3,772.80
			Monthly	6,725.33	7,058.13	7,413.47	7,784.40	8,174.40
			Annual	80,704.00	84,697.60	88,961.60	93,412.80	98,092.80
INFORMATION SYSTEMS SUPPORT TECHNICIAN	T415	Classified	Hourly	34.95	36.68	38.56	40.48	42.42
			Bi-Weekly	2,796.00	2,934.40	3,084.80	3,238.40	3,393.60
			Monthly	6,058.00	6,357.87	6,683.73	7,016.53	7,352.80
			Annual	72,696.00	76,294.40	80,204.80	84,198.40	88,233.60
DATA SYSTEMS OPERATOR	C450	Classified	Hourly	31.86	33.28	34.95	36.61	38.32
			Bi-Weekly	2,548.80	2,662.40	2,796.00	2,928.80	3,065.60
			Monthly	5,522.40	5,768.53	6,058.00	6,345.73	6,642.13
			Annual	66,268.80	69,222.40	72,696.00	76,148.80	79,705.60
AUDIO VIDEO SPECIALIST	T410	Classified	Hourly	33.29	34.92	36.71	38.52	40.35
			Bi-Weekly	2,663.20	2,793.60	2,936.80	3,081.60	3,228.00
			Monthly	5,770.27	6,052.80	6,363.07	6,676.80	6,994.00
			Annual	69,243.20	72,633.60	76,356.80	80,121.60	83,928.00
VIDEO ASSISTANT	T400	Classified	Hourly					18.28
			Bi-Weekly					1,462.40
			Monthly					3,168.53
			Annual					38,022.40
INFORMATION TECHNOLOGY INTERN	Z121	Classified	Hourly				15.82	20.00
			Bi-Weekly				1,265.60	1,600.00
			Monthly				2,742.13	3,466.67
			Annual				32,905.60	41,600.00



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-637

DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Manager

SUBJECT

Adopt a Resolution Authorizing the City Manager to Amend an Agreement with Tiburcio Vasquez Health Center for Mobile Integrated Health Unit Services for Fiscal Year 2022-2023

RECOMMENDATION

That the Council adopts a resolution (Attachment II) authorizing the City Manager to amend the professional services agreement with Tiburcio Vasquez Health Center to increase the contract amount by \$126,000 for a total amount not-to-exceed \$200,000 for a mobile mental health clinician as part of the Mobile Integrated Health Unit.

SUMMARY

On May 18, 2021, Council received the recommendations of the Public Safety Policy Innovation Workshop, authorized a budget allocation to support the projects, and directed staff to begin implementing nine of the pilot projects in FY 2022. One of these projects is the Mobile Integrated Health Unit (MIHU), which pairs a community paramedic specially trained in mental health issues and nutrition with a behavioral health clinician to respond to calls for service related to mental illness, substance abuse, and homelessness, if the scene is secure.

The MIHU launched on a part-time basis on January 22, 2022. Staff identified a community paramedic, purchased vehicles and necessary supplies, and identified Tiburcio Vasquez Health Center (TVHC) as a community partner to provide the mobile behavioral health clinical services. Staff has been working with TVHC on finalizing the scope of services and staffing model for the MIHU. TVHC has recruited a licensed clinician to staff the MIHU pilot.

On July 1st, 2022, the City entered into an agreement with TVHC to provide clinical services for the MIHU and now City staff are seeking authorization to increase this agreement by \$126,000 for a total not-to-exceed contract amount of \$200,000. With the recommended increased contract amount, TVHC's mobile behavioral health clinician will be able to provide 40 hours of work per week to support the MIHU.

File #: CONS 22-637

ATTACHMENTS

Attachment I Staff Report
Attachment II Resolution



DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Manager

SUBJECT: Adopt a Resolution Authorizing the City Manager to Amend an Agreement with Tiburcio Vasquez Health Center for Mobile Integrated Health Unit Services for Fiscal Year 2022-2023

RECOMMENDATION

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SUMMARY

On May 18, 2021, Council received the recommendations of the Public Safety Policy Innovation Workshop, authorized a budget allocation to support the projects, and directed staff to begin implementing nine of the pilot projects in FY 2022¹. One of these projects is the Mobile Integrated Health Unit (MIHU), which pairs a community paramedic specially trained in mental health issues and nutrition with a behavioral health clinician to respond to calls for service related to mental illness, substance abuse, and homelessness, if the scene is secure.

The MIHU launched on a part-time basis on January 22, 2022. Staff identified a community paramedic, purchased vehicles and necessary supplies, and identified Tiburcio Vasquez Health Center (TVHC) as a community partner to provide the mobile behavioral health clinical services. Staff has been working with TVHC on finalizing the scope of services and staffing model for the MIHU. TVHC has recruited a licensed clinician to staff the MIHU pilot.

On July 1st, 2022, the City entered into an agreement with TVHC to provide clinical services for the MIHU and now City staff are seeking authorization to increase this agreement by \$126,000 for a total not-to-exceed contract amount of \$200,000. With the recommended

¹ May 18th, 2021 meeting of the Hayward City Council:
<https://hayward.legistar.com/LegislationDetail.aspx?ID=4955272&GUID=F899B470-2D3E-4373-9CE0-EF2552EB821D&Options=&Search=>

increased contract amount, TVHC's mobile behavioral health clinician will be able to provide 40 hours of work per week to support the MIHU.

BACKGROUND

Following the May 25, 2020 murder of George Floyd by an on-duty officer of the Minneapolis Police Department and subsequent national protests and conversations about race, police brutality, and public safety, a group of Hayward community members brought forth concerns about Hayward's policing services, policies, and programs in light of three Hayward officer-involved shootings that occurred around the same time period. Directed by Council, the City began a year-long effort to elicit and address community concerns about public safety through an extensive community engagement process, referred to as the Public Safety Policy Innovation Workshop.

On May 18, 2021, Council received the recommendations of the Public Safety Policy Innovation Workshop, authorized a budget allocation to support the projects, and directed staff to begin implementing nine of the pilot projects in FY 2022. The associated May 18, 2021 staff report contains extensive background information on the Public Safety Policy Innovation Workshop projects.²

One of the projects identified through this process is the MIHU, which pairs a community paramedic specially trained in mental health issues and nutrition with a behavioral health clinician to respond to calls for service related to mental illness, substance abuse, and homelessness, if the scene is secure.

The MIHU launched on a part-time basis on January 22, 2022 and began providing follow-up case management services for persons referred through the Police and Fire Departments. During the initial program launch, the MIHU focused on providing follow-up services after the initial service call was handled by Police and/or Fire. In September 2022, the MIHU began responding directly to calls for services in the community on a limited basis.

Staff has identified TVHC as a community partner for mobile behavioral health clinical services. Staff has been working with TVHC on finalizing the scope of services and staffing model for the MIHU. In February, TVHC began recruiting for a licensed clinician to staff the MIHU pilot. While TVHC was recruiting for this position, the City's Behavioral Health Coordinator transferred 50% of her time (or approximately 20 hours per week) to begin responding to calls for service as a clinician with the MIHU. On October 25th, the TVHC Mobile Behavioral Health Clinician began working eight hours/week.

DISCUSSION

Agreement for Services with Tiburcio Vasquez Health Center

² May 18th, 2021 meeting of the Hayward City Council:
<https://hayward.legistar.com/LegislationDetail.aspx?ID=4955272&GUID=F899B470-2D3E-4373-9CE0-EF2552EB821D&Options=&Search=>

TVHC has been identified as the City's preferred community partner for mobile behavioral health clinical services. TVHC is a longstanding partner of the City's and notably is the operator of the Firehouse Clinic located at Fire Station #7 in South Hayward. The Firehouse Clinic represents a unique collaboration between the Hayward Fire Department, TVHC, Acute Care Hospitals, and Alameda County Health Care Services Agency's Emergency Medical Services (EMS) Division.

On July 1st, 2022, the City entered into an agreement with TVHC to provide clinical services for the MIHU and now City staff are seeking authorization to increase this agreement by \$126,000 for a total not-to-exceed contract amount of \$200,000 for FY 2022-23 services.

Staff recommends that Council adopts a resolution (Attachment II) authorizing the City Manager to amend the professional services agreement with TVHC to increase the contract amount by \$126,000 for a total amount not-to-exceed \$200,000 for a mobile mental health clinician as part of the Mobile Integrated Health Unit. With the recommended increased contract amount, TVHC's mobile behavioral health clinician will be able to provide 40 hours of work per week to support the MIHU.

With the recommended increased contract amount, TVHC's mobile behavioral health clinician will be able to provide 40 hours of work per week to support the MIHU.

MIHU Pilot Data and Increased Service Plan

The MIHU launched on a part-time basis on January 22, 2022 and began providing follow-up case management services for persons referred through the Police and Fire Departments. During the initial program launch, the MIHU focused on providing follow-up services after the initial service call was handled by Police and/or Fire. In September 2022, the MIHU began responding directly to calls for services in the community.

From January – July, the MIHU received 80 referrals for 59 unique individuals. The MIHU was able to connect with and provide 20 of the 59 individuals with case management services. Across these 59 referrals, Police and Fire staff identified 155 unmet needs. The top need identified across this group was homelessness outreach (27 instances or 17%), followed by substance use services (19 instances or 12%) and mental health services (19 instances or 12%).

When looking at the population of individuals referred to MIHU between January and July, this group of individuals generated a total of 349 calls for service to the Hayward Fire Department in the prior year. Among these 349 calls for service, 12 individuals comprised 70% (or 246) of these calls for service. This indicates that individuals being referred to the MIHU program are high utilizers of emergency services and, with the appropriate service, connection could reduce the burden on the 911 system.

In September 2022, the MIHU began responding directly to calls for services in the community on a limited basis. On October 25th, the TVHC Mobile Behavioral Health Clinician began working eight hours per week. With the recommended increased contract amount, TVHC's mobile behavioral health clinician will be able to provide 40 hours of work per week

to support the MIHU. Staff will continue to implement the MIHU pilot project and will aim to provide 40 hours per week of MIHU services in the community starting in December 2022. MIHU services must be accessed through the 911 system.

In the first year at full-time capacity, the MIHU will provide clinical services in the field and will also provide clinical services at the Firehouse Clinic that staff can refer to. Staff will closely work with TVHC to assess the long-term staffing model to best provide clinical services to the community through the MIHU.

FISCAL IMPACT

This item has no associated fiscal impact. All funds associated with the referenced agreement have been previously appropriated.

STRATEGIC ROADMAP

This agenda item supports the Strategic Priority of Support Quality of Life. Specifically, this item is an update on Project 16: Implement Solutions to Increase Community Safety and all associated subprojects.

PUBLIC CONTACT

The MIHU was developed in collaboration with the community. A comprehensive overview can be found [online](#) and through the May 18th, 2021 City Council update on Public Safety Innovation projects.

NEXT STEPS

Staff will continue to implement the MIHU pilot project and will aim to provide 40 hours per week in MIHU services to the community starting in December 2022. Staff will return to Council with project updates.

Prepared by: Jessica Lobedan, Community Services Manager

Recommended by: Jennifer Ott, Assistant City Manager
Garrett Contreras, Fire Chief
Bryan Matthews, Acting Chief of Police

Approved by:



Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 22-

Introduced by Council Member _____

RESOLUTION AUTHORIZING THE CITY MANAGER TO AMEND THE PROFESSIONAL SERVICES AGREEMENT WITH TIBURCIO VASQUEZ HEALTH CENTER TO INCREASE THE CONTRACT AMOUNT BY \$126,000 FOR A TOTAL AMOUNT NOT-TO-EXCEED \$200,000 FOR THE MOBILE INTEGRATED HEALTH UNIT

WHEREAS, following the murder of George Floyd, subsequent national protests and conversations about race, police brutality, and public safety, Hayward community members brought forth concerns about Hayward’s policing services, policies, and programs; and

WHEREAS, Council directed staff to implement a public safety community engagement project designed to gather further information and experiences from Hayward community members to inform future policy discussions; and

WHEREAS, Council directed staff to convene a Public Safety Policy Innovation Workshop inclusive of community members and City staff to recommend public safety policy and programmatic changes for Fiscal Year 2022 that would address community safety concerns; and

WHEREAS, the cost of staff projects recommended for immediate implementation are already included in the FY 2021 and FY 2022 budget allocations for their respective departments and divisions; and

WHEREAS, the City Council of the City of Hayward by Resolution 21-080 authorized funding for the Public Safety Policy Innovation workshop projects; and

WHEREAS; one of these projects is the Mobile Integrated Health Unit (MIHU) which pairs a community paramedic with specialized training in mental health issues and nutrition with a behavioral health clinician to respond to calls for service related to mental illness, substance abuse, and homelessness where the scene is secure; and

WHEREAS; staff have identified Tiburcio Vasquez Health Center (TVHC) as the City’s preferred community partner to provide mobile behavioral health clinical services; and

WHEREAS; TVHC is a longstanding partner of the City’s and notably is the operator of the Firehouse Clinic located at Fire Station #7 in South Hayward. The Firehouse Clinic represents a unique collaboration between the Hayward Fire Department, TVHC, Acute Care Hospitals, and Alameda County Health Care Services Agency’s Emergency Medical Services (EMS) Division; and

WHEREAS; on July 1st, 2022 the City entered into an agreement with TVHC to provide clinical services for the MIHU; and

WHEREAS; on October 25th, the TVHC Mobile Behavioral Health Clinician began working eight hours per week; and

WHEREAS; with the recommended increased contract amount, the Mobile Behavioral Health Clinician will be able to provide 40 hours of work per week to support the MIHU; and

WHEREAS; all funds associated with the referenced agreement have been previously appropriated.

NOW, THEREFORE, BE IT RESOLVED THAT, that the City Council of the City of Hayward hereby authorizes the City Manager or her designate to amend the agreement with Tiburcio Vasquez Health Center to increase the Mobile Mental Health Clinician Professional Services Agreement for the Mobile Integrated Health Unit by \$126,000 for a total amount Not-to-Exceed \$200,000.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2022

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-638

DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Clerk

SUBJECT

Adopt a Resolution Accepting the Resignation of Ms. Elena Lepe from the Community Services Commission, Effective Immediately

RECOMMENDATION

That the Council adopts a resolution (Attachment II) accepting the resignation of Ms. Elena Lepe from the Community Services Commission, effective immediately.

SUMMARY

Ms. Elena Lepe was appointed to the Community Services Commission on September 27, 2022. Ms. Elena Lepe's resignation becomes effective immediately, per her resignation letter (Attachment III).

Ms. Lepe's vacated position will be filled as part of the annual appointment process for the City's appointed officials to Commissions and the Keep Hayward Clean and Green Task Force.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Resignation Letter



DATE: November 15, 2022
TO: Mayor and City Council
FROM: City Clerk
SUBJECT Adopt a Resolution Accepting the Resignation of Ms. Elena Lepe from the Community Services Commission, Effective Immediately

RECOMMENDATION

That the Council adopts a resolution (Attachment II) accepting the resignation of Ms. Elena Lepe from the Community Services Commission, effective immediately.

SUMMARY AND DISCUSSION

Ms. Elena Lepe was appointed to the Community Services Commission on September 27, 2022. Ms. Elena Lepe’s resignation becomes effective immediately, per her resignation letter (Attachment III).

Ms. Lepe’s vacated position will be filled as part of the annual appointment process for the City’s appointed officials to Commissions and the Keep Hayward Clean and Green Task Force.

FISCAL IMPACT

There is no fiscal impact associated with this action.

STRATEGIC ROADMAP

The agenda item is a routine operational item and does not relate to the City’s Strategic Roadmap.

Prepared and Recommended by: Miriam Lens, City Clerk

Approved by:

Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION No. 22-_____

Introduced by Council Member _____

RESOLUTION ACCEPTING THE RESIGNATION OF MS. ELENA LEPE FROM THE COMMUNITY SERVICES COMMISSION

WHEREAS, Ms. Elena Lepe was appointed to the Community Services Commission on September 27, 2022;

WHEREAS, Ms. Elena Lepe submitted a resignation letter on October 26, 2022.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the Council hereby accepts the resignation of Ms. Elena Lepe; and commends her for her civic service to the City.

IN COUNCIL, HAYWARD, CALIFORNIA, _____ 2022.

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward

10/26/22

Hello, I am sending this letter to stop participating in the committee because I am the founder of a non-profit organization called EL PUENTE COMUNITARIO and I will participate in proposals that benefit our community and it is part of the rules committee, I will be participating and applying for the funds available to the community, I am currently running a program for the ESL community tutoring and I will also participate in a multicultural event conference and other opportunities that come out to help our community of Hayward but thank you

Sincerely Elena Lepe

Hola, les envío esta carta para dejar de participar en el comité porque soy el fundador de una organización sin fines de lucro llamada EL PUENTE COMUNITARIO y participaré en propuestas que beneficien a nuestra comunidad y es parte del comité de reglas, seré participando y solicitando los fondos disponibles para la comunidad, actualmente estoy ejecutando un programa para la tutoría comunitaria de ESL y también participaré en una conferencia de eventos multiculturales y otras oportunidades que surjan para ayudar a nuestra comunidad, hayward pero gracias
Atentamente Elena Lepe



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-639

DATE: November 15, 2022
TO: Mayor and City Council
FROM: Assistant City Manager

SUBJECT

Adopt a Resolution: (1) Approving the Dissolution of the South Hayward Bay Area Rapid Transit Station Access Authority; and (2) Authorizing the City Manager to Negotiate and Execute an Intergovernmental Agreement Pertaining to Parking and Access Near the South Hayward BART Station

RECOMMENDATION

That the Council adopts a resolution (Attachment II): (1) approving the dissolution of the South Hayward Bay Area Rapid Transit (BART) Station Access Authority; and (2) authorizing the City Manager to negotiate and execute an Intergovernmental Agreement pertaining to parking and access near the South Hayward BART Station.

SUMMARY

Formed on September 1, 2011, the Joint Exercise of Powers Agreement for the South Hayward BART Station Access Authority (Authority) was created to address parking and access issues at the South Hayward BART Station (Station) in anticipation of the development around the South Hayward BART Station and the Mission Boulevard corridor and development of the BART East Lot. Since formation, the Authority implemented a paid parking program, constructed access improvements for the Station, and allowed on-street parking spaces in the City's right-of-way to be used for BART patrons. However, the paid parking program over time became less financially feasible with increasing costs outpacing revenues, and the Authority's financial issues were further exacerbated when parking demand and associated revenue drastically declined during the COVID-19 pandemic. Due to these issues, along with a high administrative burden for both the City and BART staff, staff recommended that the Authority retain a consultant to evaluate near- and long-term options for both parking needs and governance.

On June 29, 2021, the Authority directed staff to hire a consultant to perform a study and conduct community outreach about the parking needs and alternative governance structures for the Authority that would still achieve the shared goals of the Authority around parking and access. Based on the results of the study and outreach conducted by the consultant, City and BART staff jointly recommend that the Authority be dissolved, and the City and BART enter into an intergovernmental agreement (IGA). The IGA would allow the City and BART to minimize administrative burden, while continuing a cooperative

relationship in planning for future parking demand and transit-oriented development in and around the Station. On May 13, 2022, staff presented the study and governance proposals to the Authority Board and the Board members directed staff to dissolve the Authority and develop the IGA. Key terms of the IGA between the City and BART include:

- Continuing a cooperative relationship on parking and access in and around the Station, including written and verbal reports by City and BART staff regarding the IGA to the City of Hayward’s Council Infrastructure Committee (CIC), upon request, and with invitations to the BART Board of Directors representing Hayward;
- Allowing City and BART spaces in the near-term to be managed and maintained separately by each entity, respectively, with the City’s on-street spaces being open and free to both residents and BART riders with a 24-hour time limit;
- Providing for a modified parking program in the future, if demand for BART parking increases or a transit-oriented development is imminent, therefore, resulting in the need for the City’s designated on-street parking spaces to be available for BART rider use, which would include levying fees in accordance with BART’s parking policy, distributing revenues between the City and BART to cover operating costs, and coordinating parking and access administration; and
- Distributing any remaining fund balance to each entity based on the proportion of City and BART parking spaces currently covered by the Authority and requiring that the funds be used at or around the Station.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Map of South Hayward BART Parking



DATE: November 15, 2022

TO: Mayor and City Council

FROM: Assistant City Manager

SUBJECT: Adopt a Resolution: (1) Approving the Dissolution of the South Hayward Bay Area Rapid Transit Station Access Authority; and (2) Authorizing the City Manager to Negotiate and Execute an Intergovernmental Agreement Pertaining to Parking and Access near the South Hayward BART Station

RECOMMENDATION

That the Council adopts a resolution (Attachment II): (1) approving the dissolution of the South Hayward Bay Area Rapid Transit (BART) Station Access Authority; and (2) authorizing the City Manager to negotiate and execute an Intergovernmental Agreement pertaining to parking and access near the South Hayward BART Station.

SUMMARY

Formed on September 1, 2011, the Joint Exercise of Powers Agreement for the South Hayward BART Station Access Authority (Authority) was created to address parking and access issues at the South Hayward BART Station (Station) in anticipation of the development around the South Hayward BART Station and the Mission Boulevard corridor and development of the BART East Lot. Since formation, the Authority implemented a paid parking program, constructed access improvements for the Station, and allowed on-street parking spaces in the City’s right-of-way to be used for BART patrons. However, the paid parking program over time became less financially feasible with increasing costs outpacing revenues, and the Authority’s financial issues were further exacerbated when parking demand and associated revenue drastically declined during the COVID-19 pandemic. Due to these issues, along with a high administrative burden for both the City and BART staff, staff recommended that the Authority retain a consultant to evaluate near- and long-term options for both parking needs and governance.

On June 29, 2021, the Authority directed staff to hire a consultant to perform a study and conduct community outreach about the parking needs and alternative governance structures for the Authority that would still achieve the shared goals of the Authority around parking and access. Based on the results of the study and outreach conducted by the consultant, City and BART staff jointly recommend that the Authority be dissolved, and the City and BART enter

into an intergovernmental agreement (IGA). The IGA would allow the City and BART to minimize administrative burden, while continuing a cooperative relationship in planning for future parking demand and transit-oriented development in and around the Station. On May 13, 2022, staff presented the study and governance proposals to the Authority Board and the Board members directed staff to dissolve the Authority and develop the IGA. Key terms of the IGA between the City and BART include:

- Continuing a cooperative relationship on parking and access in and around the Station, including written and verbal reports by City and BART staff regarding the IGA to the City of Hayward's Council Infrastructure Committee (CIC), upon request, and with invitations to the BART Board of Directors representing Hayward;
- Allowing City and BART spaces in the near-term to be managed and maintained separately by each entity, respectively, with the City's on-street spaces being open and free to both residents and BART riders with a 24-hour time limit;
- Providing for a modified parking program in the future, if demand for BART parking increases or a transit-oriented development is imminent, therefore, resulting in the need for the City's designated on-street parking spaces to be available for BART rider use, which would include levying fees in accordance with BART's parking policy, distributing revenues between the City and BART to cover operating costs, and coordinating parking and access administration; and
- Distributing any remaining fund balance to each entity based on the proportion of City and BART parking spaces currently covered by the Authority and requiring that the funds be used at or around the Station.

BACKGROUND

In 2006, the City and BART adopted and completed planning and design plans for the South Hayward BART Station area, which sought to encourage and provide a framework for redevelopment of the South Hayward BART parking lots and an enhanced Mission Boulevard corridor, resulting in transit-oriented development around the Station. Through these efforts, the City and BART facilitated the development of the BART East Lot at the Station and adjacent property as the first phase of a transit village (Phase 1). Phase 1 resulted in the residential developments of Alta Mira and the Cadence, which have been in operation since 2016. The remainder of the transit-oriented development (Phase 2) on the remaining surface BART parking lot at the Station is contemplated for additional residential, retail and structured parking.

On September 1, 2011, the City of Hayward and BART entered into a Joint Exercise of Powers Agreement for the South Hayward BART Station Access Authority to address parking, management of on-street spaces, and access issues at the Station in anticipation of the various phases of development and the loss of BART parking that resulted from the development of the BART East Lot. Since formation, the Authority implemented a paid parking program, constructed access improvements for the Station, and allowed on-street

parking spaces in the City's right-of-way to be used for BART patrons consistent with BART's parking policies and off-street parking lot at the Station. However, the paid parking program over time became less financially feasible with increasing costs outpacing revenues, and the Authority's financial issues were further exacerbated when parking demand and associated revenue drastically declined during the COVID-19 pandemic. The lack of ongoing revenue to cover operating costs would result in the capital fund balance being quickly exhausted and the Authority not being able to fulfill its original purpose of funding and advancing station access improvements.

The parking utilization at the Station parking lot is at 23% and 24% as of March and July of 2022, respectively, and is not projected to return to pre-pandemic levels for many years. Due to these issues, along with a high administrative burden for both the City and BART staff, staff recommended that the Authority retain a consultant to evaluate near- and long-term options for both parking needs and governance.

On June 29, 2021, the Authority Board directed staff to hire a consultant to perform a study about the parking needs and alternative governance structures for the Authority that would still achieve the shared goals of the Authority around parking and access, while reducing the administrative burden associated with the Authority's structure. The study found that BART rider parking demand would not exceed the existing supply until another transit-oriented development project breaks ground, which, at the earliest, would occur in the mid-term (2025-2030). Community outreach conducted via a survey and in person meetings indicated that residents desire to park in the Authority's on-street parking spaces dedicated to BART riders due to limited availability at home. The study also found that the current Authority structure was administratively burdensome and financially unsustainable.

Because on-street parking supply is not currently needed by BART, and because the Authority is financially unsustainable and administratively burdensome, the study recommended replacing the current Authority with a simplified intergovernmental agreement (IGA) that outlines roles and responsibilities for each government entity to retain policymaker oversight and public engagement pertaining to parking and access around the station. On May 13, 2022, staff presented the study and governance proposals to the Authority and the Authority directed staff to dissolve the Authority and develop the IGA.

DISCUSSION

The following section summarizes the key terms of the IGA pertaining to parking and access near the Station:

- **Parties** - BART and the City of Hayward.
- **Ongoing Agency Coordination** - Upon request, BART staff in coordination with City staff will provide a written and oral update to the CIC, and BART Directors representing Hayward will be invited to attend and participate in the meetings.

- **Near-Term Parking Approach and Non-Exclusive License** – In the near-term and until BART parking demand increases, the City will grant BART a non-exclusive license of on-street parking that will be free and open for residents and BART riders in the License Area (Attachment III) with a 24-hour time limit to allow BART riders to park all day, if desired. The License Area includes the City’s same on-street parking spaces as the current Authority spaces less the spaces on Mission Boulevard. Signage and installation costs will be covered by the Authority’s fund balance.
- **Future Parking Approach and Exclusive License** – In the event that BART ridership increases to 80% occupancy for 3 consecutive months or a Phase 2 transit-oriented development is imminent, the City and BART will develop and implement a modified parking and access program (Modified Parking Program) for the License Area. The Modified Parking Program will include: prioritizing spaces in the License Area exclusively for BART patrons during the hours of BART parking enforcement; levying fees on these spaces in accordance with BART’s parking policy; distributing revenues between the City and BART to cover operating costs; and coordinating parking and access administration.
- **Term** – This term of the agreement is 15 years after the Effective Date with two potential five-year extensions at the discretion of the City Manager and BART’s Director of Real Estate Property Development for a total of 25 years.
- **Fund Balance** – Surplus funds on hand will be distributed to the City and BART after the dissolution in proportion to the number of parking spaces within the Authority. The surplus funds must be spent on station related investments, including access improvements.

FISCAL IMPACT

There are no fiscal impacts to the General Fund related to this item. Any signage or other improvements required to facilitate the dissolution and transition to the IGA will be charged to the Authority and paid for from the existing fund balance. If surplus funds remain, they will be distributed to the City and BART after the dissolution in proportion to the number of parking spaces within the Authority. The surplus funds must be spent on station related investments, including access improvements.

NEXT STEPS

If approved and authorized by Council on November 15 and the BART Board on December 1, the Authority Board will consider approval of the dissolution of the Authority at a meeting to be held on December 7, 2022. If approved by the Authority, the Authority will be dissolved, the IGA will go into effect, and any remaining fund balances will be distributed proportionally to each entity to be used for investments in and around the Station.

Prepared by: Emily Hwang, Management Fellow

Recommended by: Jennifer Ott, Assistant City Manager

Approved by:

A handwritten signature in black ink, appearing to read 'McAdoo', with a long horizontal stroke extending to the right.

Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 22 - _____

Introduced by Council Member _____

RESOLUTION APPROVING DISSOLUTION OF THE SOUTH HAYWARD BART STATION ACCESS AUTHORITY AND AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE AN INTERGOVERNMENTAL AGREEMENT PERTAINING TO PARKING AND ACCESS NEAR THE SOUTH HAYWARD BART STATION

WHEREAS, the San Francisco Bay Area Rapid Transit District ("BART") is the owner of real property in the City of Hayward ("City"), adjacent to and including the South Hayward BART Station (the "South Hayward Station" or "Station"); and

WHEREAS, in June of 2006, the City adopted a South Hayward BART/Mission Boulevard Concept Design Plan, which seeks to encourage and provide the framework for redevelopment that will result in a transit village around the South Hayward Station and an enhanced Mission Boulevard corridor; and

WHEREAS, in 2006, BART completed a "South Hayward BART Development, Design and Access Plan" for the South Hayward Station, which plan was created to complement the City's planning efforts and to analyze access improvements and transit-oriented development opportunities; and

WHEREAS, the area analyzed included two surface parking lots: the main lot west of Dixon Avenue with approximately 1,080 parking spaces (the "Main Lot"); and the overflow lot east of Dixon Avenue (the "BART East Lot") having 173 spaces; and

WHEREAS, the City and BART, in collaboration, assisted in the development of the BART East Lot and adjacent property as the first phase of the transit village. The resulting residential developments, Alta Mira and the Cadence, have been in operation since 2016 (collectively, "Phase 1"); and

WHEREAS, the remainder of the desired transit-oriented development at the BART South Hayward Property ("Phase 2") is contemplated to include the construction of a BART parking structure and additional residential and retail space on the BART South Hayward Property, excluding the Station, consistent with the Mission Boulevard Form Based Code; and

WHEREAS, in anticipation of Phase 1 and Phase 2, and to address the loss of BART parking that resulted from the development of the BART East Lot, BART and the City formed the South Hayward BART Station Access Authority (the "Authority"), through the execution of the Joint Exercise of Powers Agreement for the South Hayward BART Station Access Authority, dated as of September 1, 2011, as amended and restated April 2, 2013 (the "Authority Agreement"); and

WHEREAS, the Authority was formed to address parking and access issues at the Station (including the management of additional on-street parking spaces described in the Staff Report and the Action Plan adopted by the City and BART in early 2019), further transit-oriented development, support equitable access to the Station by BART patrons, maximize BART ridership, and protect the City's neighborhoods from the effects of overflow parking traffic; and

WHEREAS, the Authority, along with the City and BART, implemented a paid parking program and certain access improvements for the South Hayward Station, although the net revenue generated from the paid parking program was not as significant as anticipated at the time of the Authority's formation; and

WHEREAS, due to the COVID-19 pandemic, parking and ridership across BART systems and related revenues have declined and the parking needs and patterns near the South Hayward Station for BART patrons and City residents have changed, Phase II is not anticipated to start immediately, and administration of the Authority presents a burden to both BART and City staff; and

WHEREAS, the Authority is no longer necessary to help administer parking and access near the South Hayward Station and the programs desired by the Authority are not financially feasible due to less than expected revenues prior to the pandemic, and the additional pandemic related decline; and

WHEREAS, because the Authority is no longer necessary, BART and the City desire to terminate the Authority Agreement and dissolve the Authority; and

WHEREAS, notwithstanding the dissolution of the Authority, BART, and the City desire to coordinate and collaborate with respect to South Hayward Station access and parking through an Intergovernmental Agreement between BART and the City; and

WHEREAS, the BART Board of Directors is considering a resolution substantially consistent with this Resolution, to terminate the Authority Agreement and dissolve the Authority and enter into an Intergovernmental Agreement with the City to address parking and access issues at the Station.

NOW, THEREFORE, BE IT RESOLVED that the City Council finds that the above recitals are true and correct.

BE IT FURTHER RESOLVED, that the City Council hereby approves the dissolution of the Authority and the termination of the Authority Agreement; provided that any such dissolution and termination shall occur only after: the Authority Board also approves such dissolution and termination; has caused staff to perform any remaining activities authorized by the Authority Board; and disbursed any remaining Authority funds or assets in proportion to the number of parking spaces contributed to use by the Authority pursuant to the Authority Agreement.

BE IT FURTHER RESOLVED, that the City Manager or her designee is authorized to negotiate and execute, on behalf of the City, an Intergovernmental Agreement between the City and BART which will provide BART with a license for certain parking on City streets near the Station and further allow for the creation of modified parking and access plan to accommodate any Phase II development, in a form approved by the City Attorney.

BE IT FURTHER RESOLVED, the dissolution of the Authority and termination of the Authority Agreement is not a project pursuant to 14 California Code of Regulations 155378(b)(5) because it is an administrative activity of government that will not result in a direct or indirect physical change to the environment.

BE IT FURTHER RESOLVED, that the execution and implementation of the Intergovernmental Agreement is exempt from CEQA pursuant to 14 California Code of Regulations 15301 as a Class 1 exemption because it will result in minor alterations of existing public facilities, including streets and sidewalks which will result in negligible or no expansion of their current use.

BE IT FURTHER RESOLVED, that the City Council authorizes the City Manager or designee to execute any and all documents necessary to terminate the Authority Agreement and dissolve the Authority, and to execute and implement the Intergovernmental Agreement described in this Resolution and in the Staff Report accompanying this Resolution.

BE IT FURTHER RESOLVED that the City Council hereby directs the City Manager and City staff to perform and complete any activities contemplated in this resolution, the and the Intergovernmental Agreement, subject to any additional requirements which may be imposed by California law.

BE IT FURTHER RESOLVED, that the City Council hereby directs the City Manager to file a CEQA Notice of Exemption with the County Clerk of the County of Alameda pursuant to 14 California Code of Regulations Section 125062(c)(2).

BE IT FURTHER RESOLVED that the City Council designates the City Clerk as the custodian of the documents and other material which constitute the record of proceedings upon which the decision herein is based. These documents may be found at the office of the office of the City Clerk, at 777 B Street, Fourth Floor, Hayward, CA 94541.

BE IT FURTHER RESOLVED that this Resolution shall take immediate effect from and after its passage.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2022

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
 MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS

ATTEST: _____
 City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward

Attachment III. Map of South Hayward BART Station Parking



Figure 1

South Hayward BART Joint Powers Authority Boundary



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: CONS 22-642

DATE: November 15, 2022

TO: Mayor and City Council

FROM: Assistant City Manager/Development Services Director

SUBJECT

Adopt a Resolution Authorizing the City Manager to Negotiate and Execute the First Amendment to the Disposition and Development Agreement with Trumark Properties, LLC to Allow Deferral of the Excess Purchase Price Above the Caltrans Base Purchase Price Until Issuance of Certificates of Occupancy for the Transfer of Parcel Group 5, Bunker Hill

RECOMMENDATION

That the Council adopts a resolution (Attachment II) authorizing the City Manager to negotiate and execute the First Amendment to the Disposition and Development Agreement (DDA) with Trumark Properties, LLC allowing for deferral of the excess purchase price above the Caltrans base purchase price until issuance of certificate of occupancy for the transfer of Parcel Group 5, Bunker Hill.

SUMMARY

After abandoning the State Route 238 Bypass Project in the 1970s, Caltrans began selling parcels that had previously been acquired for the planned freeway. In order to ensure that future development of the State Route 238 parcels located in Hayward align with the City's land use policies and overall vision, the City negotiated a Purchase and Sale Agreement (PSA) with Caltrans to assume responsibility for the sale of some of these properties to private developers. The City-controlled State Route 238 properties are divided into ten "parcel groups." The 37.75-acre parcel group located west of the California State University Easy Bay (CSUEB) Campus between Carlos Bee Boulevard and Harder Road, referred to as "Parcel Group 5," is the subject of this staff report.

In July 2019, the Council approved the Master Development Plan for Parcel Group 5 and the issuance of a Request for Proposals (RFP) from developers for development of Parcel Group 5. In December 2019, the Council authorized the City Manager to negotiate and enter into an Exclusive Negotiating Rights Agreement (ENRA) with the preferred developer, Trumark Properties (Developer), based on their proposal to construct a development consistent with the Master Development Plan.

The project proposed by the Developer included development of a new 74-lot residential subdivision with eighteen accessory dwelling units deed restricted for very low-income households, consistent with

the adopted Parcel Group 5 Master Development Plan. On March 24, 2022, the Planning Commission recommended that the Council approve the project. On April 19, 2022, the project was approved in conjunction with the approval of a DDA for the transfer of Parcel Group 5, Bunker Hill, from the City to the Developer for \$14 million.

Since approval of the DDA, the Developer notified the City of significant feasibility issues related to the increase in construction and financing costs due to inflation, and continuing increases in interest rates, which have affected both market demand from potential homebuyers and direct financing costs for the Developer. As a result, the Developer requested an extension of the land transfer and other project milestones outlined in the DDA to allow time for interest rates to stabilize, to value-engineer the housing development, and to explore other potential cost saving measures. Consistent with the DDA, on October 3, 2022, the City Manager granted an extension of the DDA milestones for three months to March 1, 2023 with the potential to extend for additional time, if needed.

In addition to the time extension granted by the City Manager, staff is also recommending that the Council authorize the City Manager to negotiate and execute a first amendment to the DDA with the Developer to allow for deferral of the excess purchase price above the Caltrans base purchase price until issuance of certificate of occupancy for the transfer of Parcel Group 5, if needed to make the project feasible. The deferral of the excess sales proceeds to the City reduces the Developer's financing and carrying costs, which helps the Developer improve the feasibility of the Parcel Group 5 development.

ATTACHMENTS

Attachment I Staff Report
Attachment II Resolution



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The project proposed by the Developer included development of a new 74-lot residential subdivision with eighteen accessory dwelling units deed restricted for very low-income households, consistent with the adopted Parcel Group 5 Master Development Plan. On March 24, 2022, the Planning Commission recommended that the Council approve the project. On April 19, 2022, the project was approved in conjunction with the approval of a DDA for the transfer of Parcel Group 5, Bunker Hill, from the City to the Developer for \$14 million.

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BACKGROUND

After abandoning the State Route 238 Bypass Project in the 1970s, Caltrans began selling parcels that had previously been acquired for the planned freeway. In order to ensure that future development of the State Route 238 parcels located in Hayward align with the City's land use policies and overall vision, the City negotiated a PSA with Caltrans to assume responsibility for the sale of some of these properties to private developers. The City-controlled State Route 238 properties are divided into ten "parcel groups." The 37.75-acre parcel group located west of the CSUEB Campus between Carlos Bee Boulevard and Harder Road, referred to as "Parcel Group 5," is the subject of this staff report.

In July 2019, the Council approved the Master Development Plan for Parcel Group 5 and the issuance of an RFP from developers for development of Parcel Group 5. In December 2019, the Council authorized the City Manager to negotiate and enter into an ENRA with the Developer, based on their proposal to construct a development consistent with the Master Development Plan.

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March 24, 2022, the Planning Commission recommended that the Council approve the project. On April 19, 2022, the project was approved in conjunction with the approval of a DDA for the transfer of Parcel Group 5, Bunker Hill, from the City to the Developer for \$14 million.

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In addition to the time extension granted by the City Manager, staff is also recommending that the Council authorize the City Manager to negotiate and execute a first amendment to the DDA with the Developer to allow for deferral of the excess purchase price above the Caltrans base purchase price until issuance of certificates of occupancy for the transfer of Parcel Group 5, if needed to make the project feasible. The deferral of the excess sales proceeds to the City reduces the Developer's financing and carrying costs, which helps the Developer improve the feasibility of the Parcel Group 5 development.

DISCUSSION

As described above, staff is recommending that the Council authorize the City Manager to negotiate and execute a first amendment to the DDA with the Developer to allow for deferral of the excess purchase price above the Caltrans base purchase price until issuance of certificates of occupancy, if needed to make the project feasible. The following summarizes the key proposed modifications of the DDA:

- **Deferral of "Excess" Purchase Price** – While the Developer will still be required to pay the full amount of \$14,000,000 in sales proceeds to the City, only \$10,100,000 will be paid at the time of land transfer to pay the base price to Caltrans. The "excess" sales proceeds of \$3,900,000 will be deferred and paid to the City at issuance of certificate of occupancy on a per unit basis of \$52,702 per unit. The deferral of the excess sales proceeds to the City reduces the Developer's financing and carrying costs, which helps the Developer improve the feasibility of the Parcel Group 5 development.
- **Additional Security** – The City will negotiate with the Developer additional security to help ensure that the City receives the \$3.9 million in excess purchase price after land transfer, even in the event of default or DDA termination. Options the City will explore include: letters of credit, guarantees, and bonds.

- **Other Modifications** – There will be other minor modifications to the DDA to allow for the above changes, potentially including to the transfers, remedies, and survival provisions of the DDA.

Staff is recommending that the Council authorize the City Manager to negotiate and execute the first amendment to the DDA consistent with the above terms, if needed for project feasibility, because the deferral of the excess sales proceeds to the City reduces the Developer’s financing and carrying costs, which will help the Developer improve the feasibility of the Parcel Group 5 development.

Environmental Review

On July 9, 2019, the Council reviewed and approved the Parcel Group 5 Master Development Plan and a related Addendum to the Hayward 2040 General Plan EIR. The Addendum was prepared pursuant to CEQA Guidelines Section 15164 that “The lead agency or a responsible agency shall prepare an addendum to a previously certified EIR if some changes or additions are necessary, but none of the conditions described in Section 15162 calling for preparation of a subsequent EIR have occurred.” As part of the approval of the Master Plan, the Council found that the proposed modifications to the General Plan EIR described in the Addendum would not require major revisions to the General Plan EIR due to new or substantially increased significant environmental effects. Further, the analysis contained in the Environmental Checklist confirmed that the Master Plan development project was within the scope of the General Plan EIR, would have no new or more severe significant effects and that no new mitigation measures were required. Additionally, the proposed Zone Change and Tentative Map application was deemed consistent with the adopted Master Plan; therefore, no subsequent or supplemental EIR or further CEQA review was required prior to approval of the proposed project. Finally, the proposed First Amendment to the DDA and changes to the related agreements do not change the proposed project or uses. Therefore, no subsequent or supplemental EIR or further CEQA review is required for the Parcel Group 5 development.

ECONOMIC IMPACT

The development will have a positive economic benefit in that it will result in development of a currently vacant site with a high-end single family residential neighborhood, a new roadway connector, a segment of the Foothill Trail and open spaces that will beautify the site and increase property values in the area.

STRATEGIC ROADMAP

The proposed project supports the Strategic Priority of Grow the Economy. Specifically, this item relates to the implementation of the following project(s):

Project 5, Part 5a and 5b: Facilitate disposition and development of Route 238 Corridor lands; finalize planning on redevelopment of six of the remaining parcel groups; and, finalize disposition and development agreements for all parcels.

FISCAL IMPACT

If the first amendment to the DDA is executed, the Developer is still required to pay the full amount of \$14,000,000 in sales proceeds to the City with repayment to Caltrans for \$10,100,000 at the time of land transfer, while the “excess” sales proceeds of \$3,900,000 will be deferred and paid to the City at issuance of certificates of occupancy on a per unit basis of \$52,702 per unit. Additionally, the City will still receive approximately \$2,000,000 in affordable housing in-lieu fees to the City’s Inclusionary Trust Fund consistent with the Affordable Housing Plan for a total of approximately \$5,900,000 in contributions to the City.

SUSTAINABILITY FEATURES

The proposed project will comply with the City’s Reach Code for new residential development at the time of approval.¹ The Reach Code prohibits natural gas connections and requires installation of an EV Ready space within each garage. Further, the project will include solar on all homes, installation of energy star appliances, tankless water heaters and low flow plumbing fixtures, pre-manufactured walls for construction, recycled building materials and compliance with other Cal Green requirements.

NEXT STEPS

Following Council approval and if needed to make the project feasible, City staff will negotiate and execute the First Amendment to the DDA for Parcel Group 5 and convey the property to the Developer in accordance with the DDA. If needed, the City Manager may also grant additional time extensions related to the land transfer and other performance milestones.

Prepared by: Nicole Gonzales, Deputy Director of Finance

Recommended by: Jennifer Ott, Assistant City Manager/Development Services Director

Approved by:



Kelly McAdoo, City Manager

¹ Hayward Reach Code. <https://www.hayward-ca.gov/reach-code>

HAYWARD CITY COUNCIL

RESOLUTION NO. 22 – _____

Introduced by Council Member _____

RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE THE FIRST AMENDMENT TO THE DISPOSITION AND DEVELOPMENT AGREEMENT WITH TRUMARK PROPERTIES, LLC TO ALLOW DEFERRAL OF THE EXCESS PURCHASE PRICE ABOVE THE CALTRANS BASE PURCHASE PRICE UNTIL ISSUANCE OF CERTIFICATES OF OCCUPANCY FOR THE TRANSFER OF PARCEL GROUP 5, BUNKER HILL

WHEREAS, the City of Hayward entered into a Purchase and Sale Agreement (PSA) with Caltrans in January 2016 to acquire 10 parcel groups comprised of properties acquired by Caltrans for the State Route 238 expansion project; and

WHEREAS, Caltrans has transferred those properties to the City subject to the City managing the disposition and development of these former State Route 238 parcel groups with the goals of removing blight, enhancing community involvement in the development process, and creating economic and public benefits, such as job generating uses and trails and parks; and

WHEREAS, as the City sells or transfers particular parcels, the City is obligated to repay Caltrans the negotiated purchase prices for the various parcel groups under the PSA; and

WHEREAS, in 2019, the Council approved the issuance of a Request for Proposals (RFP) for the parcel located between Harder Road on the south, Carlos Bee Boulevard on the north, California State University East Bay on the east, and Central Boulevard on the west, referred to as “Parcel Group 5,” which was intended to facilitate the re-sale of the parcels through a competitive process to ensure the best price and land use for the City; and

WHEREAS, on December 13, 2019, the Council authorized the City Manager to negotiate and enter into an Exclusive Negotiating Rights Agreement (ENRA) with the proposed Developer (Trumark Properties LLC), based on their proposal to construct 74 single family housing units, certain accessory dwellings units and other improvements on or adjacent to the Parcel Group 5 property; and

WHEREAS, after significant due diligence and site planning efforts, the Developer submitted an application for development of seventy-four single family residential units, including eighteen accessory dwelling units that will be available for occupancy by very low income households at an affordable rent; and

WHEREAS, the application required approval of a zone change and tentative map, which was approved by the Planning Commission on March 24, 2022; and

WHEREAS, the City and the Developer successfully completed the obligations under the ENRA and now desire to enter into a Disposition and Development Agreement (the “DDA”); and

WHEREAS, on April 19, 2022, the City Council of the City of Hayward authorized the City Manager or designee to execute a DDA the City entered into a DDA with the Developer for the disposition from the City to Developer for a total purchase price of \$14,000,000 for the 238 Parcel Group 5 property; and

WHEREAS, since approval of the DDA, the Developer notified the City of significant feasibility issues related to the increase in construction and financing costs due to inflation, and continuing increases in interest rates, which have affected both market demand from potential homebuyers and direct financing costs for the Developer.; and as a result, the Developer requested an extension of the land transfer and other project milestones outlined in the DDA to allow time for interest rates to stabilize, to value-engineer the housing development, and to explore other potential cost saving measures; and

WHEREAS, consistent with the DDA, on October 3, 2022, the City Manager granted an extension of the DDA milestones for three months to March1, 2023 with the potential to extend for additional time, if needed; and

WHEREAS, In addition to the time extension granted by the City Manager, staff is also recommending that the Council authorize the City Manager to negotiate and execute a first amendment to the DDA with the Developer to allow for deferral of the excess purchase price above the Caltrans base purchase price until issuance of certificate of occupancy for the transfer of Parcel Group 5, if needed to make the project feasible; and

WHEREAS, the deferral of the excess sales proceeds to the City reduces the Developer’s financing and carrying costs, which helps the Developer improve the feasibility of the Parcel Group 5 development; and

WHEREAS, on July 9, 2019, the Council reviewed and approved the Parcel Group 5 Master Development Plan and a related Addendum to the Hayward 2040 General Plan EIR. The Addendum was prepared pursuant to CEQA Guidelines Section 15164 that “The lead agency or a responsible agency shall prepare an addendum to a previously certified EIR if some changes or additions are necessary, but none of the conditions described in Section 15162 calling for preparation of a subsequent EIR have occurred.” As part of the approval of the Master Plan, the Council found that the proposed modifications to the General Plan EIR described in the Addendum would not require major revisions to the General Plan EIR due to new or substantially increased significant environmental effects. Further, the analysis contained in the Environmental Checklist confirmed that the Master Plan development

project was within the scope of the General Plan EIR, would have no new or more severe significant effects and that no new mitigation measures were required; and

WHEREAS, additionally, the proposed Zone Change and Tentative Map application was deemed consistent with the adopted Master Plan; therefore, no subsequent or supplemental EIR or further CEQA review was required prior to approval of the proposed project; and

WHEREAS, finally, the proposed First Amendment to the DDA and modifications to the related agreements do not change the proposed project or uses; and therefore, no subsequent or supplemental EIR or further CEQA review is required for the Parcel Group 5 development.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Hayward authorizes the City Manager or designee to execute the first amendment to the DDA, and all ancillary documents attached thereto, on behalf of the City in substantial conformance to the terms outlined in the staff report, subject to such nonsubstantive or minor modifications or amendments as may be necessary to complete the transactions contemplated hereby, and subject further to the City Attorney's approval as to form.

BE IT FURTHER RESOLVED that the City Council designates the City Clerk as the custodian of the documents and other material which constitute the record of proceedings upon which the decision herein is based. These documents may be found at the office of the office of the City Clerk, at 777 B Street, Fourth Floor, Hayward, CA 94541.

BE IT FURTHER RESOLVED that this Resolution shall take immediate effect from and after its passage.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2022

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
 MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS

ATTEST: _____
 City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: WS 22-037

DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Manager, Fire Chief, and Police Chief

SUBJECT

Dispatch Needs Assessment and Capacity Improvement: Presentation of Consultant Evaluation and Recommendations

RECOMMENDATION

That Council:

1. Receives a presentation from Federal Engineering Consultants on the City of Hayward Communications Center: Assessment and Strategy Implementation Plan Report (Dispatch Needs Assessment - Attachment II) and HEART Program Data Analysis Recommendations Report (Attachment III); and
2. Reviews and discusses recommendations presented (both from staff and the consultants) and provides direction to include staff's recommendations in the mid-year budget for Council approval.

SUMMARY

On May 18, 2021, Council received recommendations from the Public Safety Policy Innovation Workshop process. As a result, Council directed staff to begin implementing nine of the pilot projects in FY22 and authorized a budget allocation to support the projects. One significant project identified was to complete a Dispatch Needs Assessment and Capacity Improvement Plan (Needs Assessment) to support the new public safety projects and initiatives.

In October 2021, the City entered into a contract with Federal Engineering Consulting (FE) to conduct the Needs Assessment and develop a five-year strategic plan. The City expanded the scope of FE's contract to include business process analysis of the City's current dispatch and data systems in order to support the successful implementation and ongoing operation of the Hayward Evaluation and Response Teams (HEART) program.

FE has prepared a high-level overview of their findings from the Needs Assessment for the City's dispatch

center, referred to as the Hayward Call Center (HCC), as identified in the “High-Level Strategic Implementation Plan” in Attachment II. The Strategic Implementation Plan outlines a roadmap that identifies six areas of focus with prioritized next steps for the HCC and its leadership.

Staff recommends that all staffing, staffing support efforts, and recruitment initiatives be prioritized based on departmental and organizational needs. Today, HCC has 33 authorized full time equivalent (FTE) positions, of which only 24 are filled. At this point, staff recommends that six (6) new positions be added (in addition to filling all vacancies), which is the minimum necessary to begin implementation of new call processing protocols recommended by FE within the physical space constraints of the existing HCC facility.

Additionally, staff recommends prioritizing implementation of the following high priority FE recommendations:

- Implementation of additional training for HCC staff;
- Implementation of call processing protocols and training; and
- Implementation of a new Quality Assurance (QA)/Quality Improvement (QI) Program, including a Coordinator position.

FE has additionally prepared a HEART Program Data Analysis Recommendations Report (HEART Report), which proposes recommendations in four major areas: (1) System Mapping; (2) Mental Health Specific Call Assessments; (3) Diversion of Eligible Calls; and (4) Data Reporting and Sharing. The full report can be found in Attachment III.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Dispatch Needs Assessment
Attachment III	HEART Program Data Analysis Recommendations Report



DATE: November 15, 2022

TO: Mayor and City Council

FROM: City Manager
Fire Chief
Police Chief

SUBJECT: Dispatch Needs Assessment and Capacity Improvement: Presentation of Consultant Evaluation and Recommendations

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FE has prepared a high-level overview of their findings from the Needs Assessment for the City's dispatch center, referred to as the Hayward Call Center (HCC), as identified in the "High-Level Strategic Implementation Plan" in Attachment II. The Strategic Implementation Plan

outlines a roadmap that identifies six areas of focus with prioritized next steps for the HCC and its leadership.

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BACKGROUND

On May 18, 2021, Council received recommendations from the Public Safety Policy Innovation Workshop process. As a result, Council directed staff to begin implementing nine of the pilot projects in FY22 and authorized a budget allocation to support the projects. One significant project identified was to complete a Needs Assessment to support the new public safety projects and initiatives. In October 2021, the City entered into a contract with FE to conduct a Needs Assessment and develop a five-year strategic plan.

FE provides subject matter expertise in emergency communications center services and social innovation related to police, fire, and EMS 9-1-1 services. Their experience includes assessing emergency communications centers to enhance operations and upgrade public safety technology meeting the growing demands of the community and assisting with the implementation of new behavioral health programs. FE also provides subject matter experts and coordinated a team that can assist with improvements to computer aided dispatch (CAD), records management systems (RMS) for police and fire, jail management systems (JMS), and other supporting technologies to support the City's HCC and HEART program. FE has over 50 consultants, specialists, and former first responders located in offices across the United States and Canada.

In August 2021, staff began preparation and mobilization of the HEART program, which implemented improved response models for behavioral health calls, including, but not limited to: substance abuse, mental illness, and homelessness. In order to develop programmatic

goals and response methods, staff also undertook an analysis to better understand frequent system users, call types, call frequency, and outcomes to inform and develop new program metrics and resource allocations for the HEART program. Staff is confronting some challenges completing this analysis due to difficulties extracting and aggregating historical data from existing data systems with current staffing resources and capacity. In addition, staff is concerned that the existing data issues will inhibit ongoing program monitoring, reporting, and analysis. During the six-month progress update Council work session on February 15, 2022, comments from both the public and the Council expressed concerns about the availability of program data to ensure transparency and to support evaluation of the HEART program. As a result, the City expanded the scope of FE's contract to include business process analysis of the City's current dispatch and data systems in order to support the successful implementation and ongoing operation of the HEART program.

FE's preparation of the HEART Report included multiple stakeholder interviews, a business process workshop conducted to help City stakeholders understand the HEART program and the business process workflows required to support the capture of critical data, and review of current staffing levels and processes. The HEART Report defines the data requirements, metrics, and reports necessary to measure the success of the programs in real-time and develop short- and long-term recommendations for improving the data collection, storage, and aggregation workflow to support project needs, as well as change management strategies to support their implementation.

DISCUSSION

To supplement this staff report are two reports provided to the City following the completion of FE's assessment: Attachment II presents the completed Needs Assessment and Attachment III presents the HEART Report. The following provides an overview of the recommendations from each of the reports.

Dispatch Needs Assessment

FE has prepared a high-level overview of their findings for consideration for the HCC, as identified in the "High-Level Strategic Implementation Plan" found on pages 21-25 of Attachment II.

The Strategic Implementation Plan outlines a roadmap that identifies six areas of focus with prioritized next steps for HCC and its leadership. Staff will share the immediate recommendations for implementation and funding needs.

1. Staffing

The HCC is at a critical staffing deficiency and before any other initiatives are implemented or considered, staffing must be increased to adequate levels.

FE has prepared a proposed staffing model and personnel count for the City of Hayward, with and without turnover (pp. 42). Additionally, FE prepared several recommendations for

consideration to increase staffing, including recruitment efforts (pp. 45). The City has begun addressing staffing deficiencies and efforts currently underway are discussed further below.

2. Training

To address training needs, FE recommends the City:

- Fill the Administrative Supervisor role immediately. This will provide the structure and oversight necessary for training, QA/QI, and change management through all the pieces of this multifaceted project/organizational upgrade.
 - Interim Operations Supervisor role has been filled as special assignment for 3 years; however, due to staffing shortages, this employee will go back to floor supervisor position, leaving this position vacant in January
- Implement a full academy/classroom training program for new recruits in the HCC. Adequate training and support of new recruits and current staff will go a long way in promoting retention in the HCC, assisting with the mitigation of the staffing crisis.
- Implement continuing education and professional development program for all staff.
 - Opportunities identified and professional development budget for 2023 approved
- Implement a full QA/QI program, along with a Coordinator position assigned to deliver the program.

3. Call Processing Protocol Implementation

FE recommends that the City:

- Conduct a workshop for stakeholders to align goals and determine how to utilize current data systems to aggregate the data needed to report on HEART program success.
- Procure and implement a structured, commercial call-taking and dispatch protocol for police, fire, and medical calls. This will streamline and accelerate training, provide consistency and standards, reduce risk and cost, and improve performance.
 - Immediate results are recruits who can be trained and are ready to work quicker, who feel prepared and confident to take on the role and will complete the training period and remain as employees.
 - Commercial protocol programs train employees – no need to do that portion in house. Reduces the training workload.
 - Medium and long-term results are standardization and consistency that is measurable through QA/QI processes, which also improves training, performance, and reduces risk and cost.
 - Additionally, this prepares staff for an integrated behavioral health call-taking and dispatch protocol/risk assessment process considering all aspects of the care continuum.
- Implement full medical call-taking in HCC once staffing capacity begins to increase –
*the work to procure medical protocol should be in the #1 priority category. By the

time it is ready for implementation, staffing levels may already be at a level that can support it.

4. Governance/Organizational Model

As part of FE's assessment, they have found that the HCC has outgrown its current organizational model. The staffing, leadership, governance, operational, facility, and support model in its current state are not sustainable. To address these critical governance and organizational challenges, FE recommends:

- That HCC management be moved out of the Support Services Manager portfolio and onto its own.
- That HCC management be required to have specific Public Safety Communications experience, education, and training.
- That the City of Hayward work towards an independent Communications Center with its own leadership and support model. It will not live under Police or Fire but will report to a governance board/model where Police and Fire have equal representation; one agency is not perceived as a client of the other.
- That the City of Hayward create a governance model where equal representation of Public Safety agencies exists, and additional internal and external stakeholders are included. Ensure the model is sustainable for long term success and provides HCC management the autonomy, authority and support necessary to lead the center effectively.

5. Technology

FE recommends the City:

- Work toward accelerated implementation of call-taking and dispatch software and programs.
- Design and implement a two-way CAD to CAD interface between HCC and ACRECC for medical call information.
- Review and revise incident types/CAD codes for the Behavioral Health Project (as part of data mining and reporting, and risk assessment/protocol creation).

6. Facility

The HCC is currently housed in the Police Administration Building. There is limited space within the center to reconfigure the set up or add additional workstations. With the increase of recommended staffing levels to support HCC operations, additional space to install more workstations will be necessary. FE recommends:

- A redesign/reconfiguration of the current setup in the HCC to add more workstations for additional staffing, a training room with workstations and HCC technology (pp. 82).

- Securing a new location or existing facility for a purpose built/renovated Emergency Communications Center that serves the unique needs, both current and with the next 20-30 years in mind, of Public Safety Communications personnel, infrastructure, and technology (pp. 82).
- That a backup center be designated and implemented for HCC (pp.83).

Staff Recommendations for Prioritized Implementation

It is important to note that all staffing, staffing support efforts, and recruitment initiatives have been prioritized based on departmental and organizational needs. Today, HCC has 33 authorized full time equivalent (FTE) positions, of which only 24 are filled. The assessment recommends that 38 additional positions be added to meet the ultimate call volume and implement the recommendations stemming from the report. At this point, staff recommends that six (6) new positions be added (in addition to filling all vacancies), which is the minimum necessary to begin implementation of new call processing protocols recommended by FE within the physical space constraints of the existing HCC facility. Staff recommend the six new positions be four (4) call takers and two (2) Communications Operators. The HCC also physically does not have the space to accommodate all of the recommended position additions and several of the recommendations in the assessment address long term facility and space needs for the HCC.

To date, staff has already begun implementing more immediate changes to assist with recruitment and testing for dispatcher candidates. The Council has approved a hiring bonus and incentive program, which staff has implemented using salary savings and which is yielding some positive results. A process mapping workgroup was assembled with representatives from Dispatch, Human Resources, Fire, and Police. Analysis of the existing recruitment process and collaborative discussions showed areas where the recruitment and testing process can be streamlined for efficiency. This includes the suggestion for implementation of electronic skills aptitude tests called, "Criticall," which test a candidate's suitability for the high-stress and high multi-functions of public safety communications personnel. Additionally, the group is assessing candidate behavioral evaluation software that would assist in evaluating a candidate's ability to handle relevant work-related activities, problem-solving, coping with stress, and other factors, is being evaluated for implementation in the recruiting process. The work group will continue to identify ways to improve and bolster recruitment processes to streamline and produce the highest quality candidates possible.

The other high priority recommendation items that will require funding include: 1) implementation of additional training (approximately \$20,000 annually); 2) implementation of call processing protocols and training (approximately \$250,000-300,000 one time); and 3) implementation of a QA/QI Program, including Coordinator position (approximately \$170,000 annually).

HEART Program Data Assessment

Attachment III is the HEART Report, which proposes recommendations in four major areas: (1) System Mapping; (2) Mental Health Specific Call Assessments; (3) Diversion of Eligible Calls; and (4) Data Reporting and Sharing (see Attachment III - pp. 19-24).

System Mapping Recommendations:

1. **Recommendation 1:** FE recommends the two teams comprising the HEART program [Hayward Mobile Emergency Team (HMET) and Mobile Integrated Health Unit (MIHU)] work together to determine and formally delineate their roles to ensure efficient service delivery and to prevent duplication of services.
2. **Recommendation 2:** Identify method for diversion process at HCC call answer and triage point.
3. **Recommendation 3:** Complete a systems-mapping exercise to determine HEART, MIHU, and HMET program long-term approaches and integration with HCC and diversion at the point of dispatch.

Mental Health Specific Call Assessment Recommendations:

- **Recommendation 4:** Create policy and procedure, along with training for HCC staff, to triage behavioral health calls in initial call-talking process.

Diversion of Eligible Calls Recommendations:

- **Recommendation 5:** Identify which calls will be eligible for diversion to HMET and/or MIHU response.
- **Recommendation 6:** Ensure data inputs and disposition codes accurately reflect behavioral health response.
- **Recommendation 7:** Implement robust training for HCC staff and clinicians.
- **Recommendation 8:** Create and implement a quality assurance and quality improvement process for HEART, HMET, and MIHU.

Data Reporting and Sharing Recommendations:

- **Recommendation 9:** Implement a Data Analyst position exclusively for the support and success of the HEART program.
- **Recommendation 10:** Create a process for data reporting and sharing to bridge the gap between HMET and MIHU and eliminate siloed services and approaches within the HEART program.

The second phase of FE’s work is to assist staff with the implementation of the recommendations presented as part of these assessments. Given current staffing levels, it would be impossible for current staff to be solely responsible for this implementation effort on top of their daily workloads. As such, staff recommends that one-time funds be set aside for an additional scope of work and contract amendment with FE to support our implementation efforts. Staff will return to Council with this item at a future date.

STRATEGIC ROADMAP

This agenda item supports the Strategic Priority of Enhance Community Safety and Quality of Life and Strengthen Organizational Health. Specifically, this item relates to the development and implementation of the following projects:

Project Q5, Part 5.c: Support Safety through Community-Centered Response and Enforcement Models; Implement Dispatch Needs Assessment and Capacity

Project Q5, Part 5.e: Implement Pilot Mobile Mental Health Response Team

Project R16 Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our community members (data-driven)

Project R18 Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)

FISCAL IMPACT

There are both one-time and ongoing expenditures necessary to implement the recommendations presented in the Needs Assessment and the HEART Report. While there are larger long-term recommendations and cost implications, staff has focused on prioritizing and phasing the recommendations to be fiscally prudent by identifying the recommendations that are critical for the HCC's immediate need and success.

Ongoing Costs

- | | |
|---|--------------------|
| 1. Addition of six HCC positions – two (2) Communications Operators (\$164,316 each) and four (4) Call Taker positions (\$141,588 each) | \$894,984 |
| 2. Implementation of QA/QI program, including Coordinator | \$170,000 |
| 3. <u>Implementation of additional HCC training</u> | <u>\$20,000</u> |
| <i>Total</i> | <i>\$1,084,984</i> |

Staff is currently working to identify funding for these various program elements. Depending on Council feedback this evening, staff will further refine the program funding needs and present these with the mid-year budget as necessary.

There will be one-time costs associated with the FE implementation contract and implementation of new call processing protocols and training. Staff will return to Council at a future time with these agreements.

NEXT STEPS

Staff requests feedback and direction on the assessments and recommendations presented this evening. Based on Council direction on the path forward, staff will continue to work on

the strategic implementation plan and will return as part of the mid-year budget with funding recommendations and additional next steps.

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Approved by:



Kelly McAdoo, City Manager



City of Hayward Communications Center

Assessment and Strategic Implementation Plan Report

July 25th, 2022

Prepared by:



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Executive Summary

Federal Engineering, Inc. (**FE**) is pleased to provide the City of Hayward with this final report concerning the needs assessment of the Hayward Communications Center (HCC). It builds on the *Current Conditions / Needs Assessment / Initial Findings* Report delivered to the City March 4th, 2022. This project is comprised of three phases; Phase 1 – Operations Assessment; Phase 2 – Recommendations and Strategies to Support Pilot Programs; and Phase 3 – Final Report and Strategic Implementation Plan.

To prepare this report, **FE** followed a data collection process which included the submission of a Request for Information (RFI), a data collection survey tool (survey), and formal stakeholder interviews and focus group meetings. The information and data collected via the survey and the user and stakeholder input, was then analyzed by **FE**'s subject matter experts (SMEs), who applied their collective experience and knowledge of industry best practices and standards towards the development of this Assessment.

The intent of the system observations, analysis, and recommendations sections of this report is not to be an all-inclusive list of everything mentioned or discovered during **FE**'s virtual interviews, focus group meetings, and system component descriptions. The intent is to provide the stakeholders with a high-level overview of the most common or frequently heard comments, concerns, or observations, as well as an actionable list of next steps towards a path forward. An all-inclusive list of deficiencies, enhancements, and applicable recommendations will be included in the new system's functional requirements, the next logical step for the City to take, as the follow-on initiative of this project.

Based on the focus group meetings, individual interviews, observations, review of existing documentation and the survey results, **FE** gained an understanding of the operations, service requirements, workflow processes, training and quality assurance programs, and deficiencies of the City's PSAP.

The findings from this review and interaction served to benchmark the current conditions at the HCC. A description of the analysis and review, supporting narrative and references, and recommendations based on these standards and best practices as well as our experience, formed the content of the Phase 1 (Operations Assessment) report.

The scope of work of this project includes current state, requirements gathering, needs assessment, and recommendations for the HCC, including an evaluation of Hayward Evaluation and Response Teams (HEART) Pilot Program. Based on the focus group meetings, individual interviews, observations, review of existing documentation and the survey results, **FE** gained an understanding of the operations, service requirements,



workflow processes, training and quality assurance programs, and deficiencies of the City's HCC and the progress to date of the HEART pilot program.

The initial findings, subsequent design alternatives and gap analysis conclusions and interaction serve to benchmark each key recommendation. A description of the analysis and review, supporting narrative and references, and recommendations based on these standards and best practices as well as our experience, inform the content of this, the final report.



1. Introduction

1.1 Background

Federal Engineering, Inc (FE) was contracted to provide the City of Hayward (the City) with professional consulting services to conduct a needs assessment and strategic planning effort for the Hayward Communications Center (HCC). The HCC functions as a primary Public Safety Answering Point (PSAP) for the City of Hayward, as well as the unincorporated Fairview area, and provides dispatching services for Police, Fire, Animal Services, and internal calls for service to the City's Public Works and Utilities Department, which includes water distribution and sewer services, and maintenance department.

The Hayward Police Department (HPD) manages the Hayward Communications Center (HCC) and manages approximately 300,000 emergency and non-emergency calls per year. The City's public safety departments operate within a district/beat-based system where emergency response units remain within their pre-designated service area.

Civilian staff is trained in police and fire call-taking and dispatch services. Emergency medical dispatch (EMD) and ambulance dispatching are handled by transferring the call to a secondary PSAP, the Alameda County Regional Emergency Communications Center (ACRECC).

1.2 Methodology

To successfully conduct a comprehensive analysis and operational needs assessment of the Hayward Communications Center (HCC) it is imperative that there is an understanding of the current state related to operations, systems, and infrastructure. The Hayward community is unique, and there must be a thorough understanding of the intricacies of the workflow and relationships between and within agencies to identify opportunities for improvement, develop a future vision for solutions, and guide the City of Hayward through implementation and cutover to new processes, technologies, or systems.

To answer questions driving this evaluation, a mixed-methods approach is required. Part of the methodology involves analyzing the ongoing reporting data captured by the **FE** Data Collection Survey Tool in addition to analyzing the information gleaned from the City of Hayward's 2020 Innovation Workshops. To build interest, ownership, and engagement for the assessment and change vision, stakeholders were approached to participate in on-site interviews to provide qualitative data on current state including organizational structure, process, workflow, challenges, and opportunities for growth. There were

additional remote interviews conducted to develop a thorough understanding of the unique technological and staffing aspects of Hayward, as well as to gain an understanding of the emerging innovative solutions currently in development to meet community health needs. This dual approach is intent on exploring current practices with a goal of enhancing the quality, efficiency, and effectiveness of services to marry system-oriented outcomes and community-oriented outcomes.

This *Assessment and Strategic Implementation Plan Report* is a consolidated document that is structured to focus independently on the following assessment factors:

Our assessment of HCC operations includes, but is not limited to, the following:

- Center operation policies
- Organization charts
- 9-1-1 and non-emergency telephony configuration and deployment
- Mutual aid agreements
- Facilities space and layout
- Scheduling software/practices
- Call-taking and dispatching methodologies
- Workflow/process maps for call-taking and dispatching
- Call processing and workload statistics
- Call volume statistics
- Training requirements and processes
- QA/QI requirements and processes
- Mapping/GIS, voice logging
- Performance metrics
- Use of radio and CAD technology to support Departments and activities
- Range of duties and responsibilities performed by HCC personnel
- Staffing and supervision
- Sufficiency of the facility to support operations
- Current budgets and operations costs
- Operational and reporting requirements
- Department level agreements

The mixed methods approach provided the opportunity for the participating police and fire departments, as well as other agencies and stakeholders to confirm and validate the **FE** statements and descriptions that are the basis and foundation for all subsequent steps of the project.

Specifically, stakeholder representatives included Chief Officers and frontline staff from:

- Hayward Communications Center
- Hayward Police Department
- Hayward Fire Department
- City of Hayward
- Hayward Evaluation and Response Teams (HEART) Pilot Program

FE used interviews and meetings to provide participants with ample opportunity to present their views regarding the feasibility, options, requirements and concerns around existing dispatch Departments and the proposed pilot programs. Our subject matter experts (SMEs) systematically evaluated the feasibility of modifying the City's dispatch methodologies that included:

- Existing challenges and concerns regarding the transfer of medical calls to the Alameda County Regional Emergency Communications Center (ACRECC)
- Changes that could be made to address these concerns, and
- Technologies and requirements needed for the city to effectively support enhanced medical dispatch (EMD) protocol.

To prepare this report, **FE** followed a data collection process which included the submission of a Request for Information (RFI), a data collection survey tool (survey), and formal stakeholder interviews and focus group meetings. The information and data collected via the survey and the user and stakeholder input, was then analyzed by **FE's** SMEs, who applied their collective experience and knowledge of industry best practices and standards towards the development of this Draft Assessment report.

FE's assessment, and the subsequent development of recommendations resulting from an exhaustive elucidation and review process, becomes the formulation of a long-range strategic plan that meets the vision and objectives of this effort.

2. Initial Findings

It cannot be overstated that throughout our site observations and interviews, our interactions with the City of Hayward team in each department, and at each level, were positive. We found both frontline and leadership alike to be committed to the process, aware that there are issues at play, thus this project, and were forthcoming and professional in their interviews about the current state, the desired future vision and project outcome, as well as the barriers that are currently impeding progress.

It is apparent that from every corner of the organization, staff are dedicated to the mission of serving the community, and really are ready for needed change and improvements in the current environment.

Recurring themes reported throughout our data gathering, observation, and interview process include:

- Primarily, that despite any challenges the Hayward Communication Center (HCC) team are facing, they are exceptional professionals who have a positive work environment and culture among one another and have worked hard to achieve this, after having overcome a toxic workplace in very recent history. This came from staff within the HCC as well as staff in Police, Fire, and City Administration. It was recognized and complimented across the organization.
- Staffing challenges including:
 - Staffing shortages – both frequently and historically within HCC.
 - Increase in call volume and population, as well as expanded Police and Fire response and service/program provision without the increase in HCC staffing to accommodate it.
 - Current staffing vacancies already exist and attrition in 2022 is projecting the loss of three to five full time employees (minimum) through retirement or resignation.
 - Excessive amounts of overtime that staff are required to work frequently to maintain minimum staffing, without a visible end in the near future.
 - Burnout, illness, and absenteeism further creating a cycle of short staffing, overtime, and more burnout, illness, and absenteeism.
 - Mental health and occupational stress impacts from both the functions of the work (exposure to trauma and stress through call volume) and from the working conditions.

-
- HCC line level staff belong to a labor union that represents clerical, maintenance, and other City staff, and is not representative of public safety/first responder professionals or conditions.
 - Frequent payroll issues for staff in the HCC. Often, time is missed on their pay, paid at the incorrect rate, and there is a delay (weeks) until it is corrected. This has had significant financial impacts on staff and are now required to track their hours separately for their own records in addition to entering them in the payroll system to ensure they are paid correctly.
 - Approval for over hiring staff in the HCC was in progress at the time of our site visit in January 2022. Staff were excited and hopeful about this initiative.
 - Recruiting challenges including:
 - Length of time and the process it takes to recruit qualified candidates (12-18 months)
 - Much lower wages in relation to what neighboring Emergency Communications Centers (ECCs) offer
 - Lack of a lateral recruiting program where experienced public safety communications professionals can be attracted or hired
 - Lack of hiring incentives (as compared to neighboring ECC who offer them)
 - Inability to be competitive considering the challenges noted above
 - Shortage of Human Resource support, and often without public safety specific expertise, which adds to the length of the process
 - Training
 - Hayward Police Service, although it provides administrative oversight of the HCC, does not provide any training support from its training division. HCC is tasked with managing, creating, and delivering their own training program.
 - While efforts have been made recently to create a training manual, short staffing often prevents any kind of academy or classroom training for new recruits (or for continuing education of current staff).
 - New recruits are taught at the workstation amidst (high) active call volume, which is not conducive to good learning in an emergency service, public safety communications environment.
 - There is no consistent process for training staff.
-

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- HCC Communications Training Officers (CTOs) are certified through a California POST CTO course. Acting training officers do not have POST certification.
 - Staffing shortages often prevent staff from attending training courses or conferences.
 - Project fatigue – HCC staff have participated in previous projects, surveys, provided input on center conditions and challenges, hopeful that it would bring needed solutions, but little has transpired out of it. They are tired and frustrated and running out of optimism, but still committed to this process (current project).
 - Change Management and Inclusion in the Change Process
 - When procedures or policy changes for Police or Fire, HCC is often not included in the early stages of the process, unable to provide insight or input and often playing catch up last minute in real time when the change is implemented, but not having received training on it beforehand.
 - Fire or Police implement changes to their response, procedure, or programs and there is a gap between when it is implemented and when there is a collective understanding of the change and ability (or capacity) for HCC to fully support them. Often this results in workarounds where HCC involvement is minimized to not impact staff or impede rollout of the Fire or Police related changes.
 - While changes and pro-active and innovative service is important, HCC needs to be able to have early involvement in the process, and the subsequent capacity and training to manage and support it.
 - A concern that HCC will not be able to resolve its current staffing situation and operating challenges in time to support upcoming EMD and Mental Health Response programs and pilot projects.
 - A lack of communication (or timely communication) in changes to process or direction or general information that impacts HCC.
 - COVID impacts; the pressures, stress, short staffing and additional workload and procedural changes that it brought (and continues to bring).
 - A leadership structure and approval process that makes it difficult to effect change quickly or move forward on initiatives.
 - A facility/room that the HCC has outgrown – no room for expansion or re-organization in current location.



- No backup center to relocate to, no evacuation or emergency management plan, no contingency or business continuity plan despite Hayward being located on a major fault line (This was mentioned several times during our interviews).
- Openness to and interest in the possibility of implementing Emergency Medical Dispatch and Emergency Fire Dispatch protocol.



3. Organizational Environment

3.1 Hayward Communications Center

The Hayward Communications Center (HCC) is located within Hayward Police Headquarters at 300 W Winton Avenue and serves the entire geographical area of the City of Hayward and the unincorporated area of Fairview within Alameda County. For this report, where City of Hayward is referenced in relation to HCC responsibility, it will include Fairview but may not specifically name Fairview each time. The City of Hayward has an estimated population of 157,532 and encompasses an area of about 65 square miles. The Center's total annual call volume is approximately 211,000 calls. The four-year average total call volume was approximately 215,000 calls.

Management and oversight of the HCC is administered by the Hayward Police Department (HPD). The center serves as the Primary Public Safety Answering Point (PSAP) for the City of Hayward and the unincorporated Fairview area located in Alameda County. HCC is responsible for answering and processing 9-1-1, ten-digit emergency and non-emergency calls for service and provides secondary PSAP and dispatch services for Hayward Police Department (HPD) and Hayward Fire Department (HFD). Further to that, HCC also provides call answer, dispatch, and support for City Departments such as Animal Services and internal calls for service to the City's Public Works, and Utilities Departments.

9-1-1 and 10-digit emergency calls for Emergency Medical Services (EMS) are down streamed to ACRECC, who are responsible for providing Emergency Medical Dispatch (EMD) call-taking and ambulance dispatch within the City of Hayward.

Center staffing is provided by civilian staff who are trained in 9-1-1, Police, and Fire call-taking and dispatch. Typical shift staffing includes one Supervisor, four Communications Officers and one Call-Taker. The staff work twelve hour shifts with shift change daily at 6 AM and 6 PM.

Except for those who are hired for call-taker specific positions, staff are cross trained to perform both call-taker and dispatcher roles. This allows flexibility in the center; staff can rotate roles and provide back up support and coverage for one another throughout their shifts as required.

Ancillary duties listed in the data collection workbook and noted via observation included:

- Answer administrative switchboard calls after hours and on weekends as well as during regular business hours when during periods of limited staffing

- Quality assurance reviews (Supervisor)
- Bi-annual performance reviews (Supervisor)
- Continuous professional training coordination
- Maintain other supplemental information systems
- Requests for 9-1-1 audio and CAD disclosure from the District Attorney (Supervisor)
- Minor troubleshooting for sworn personnel (Supervisor); and
- Coordination of HCC employee scheduling including overtime management, shift, and vacation bidding process (Supervisor)

3.2 Hayward Police Department

The Hayward Police Department provides law enforcement protection for the City of Hayward and is responsible for the operation of the HCC.

In addition to responding to all law enforcement incidents in the city, the Police Department regularly co-responds on many Fire and EMS incidents. For EMS calls, the HCC receives the original 9-1-1 call and dispatch the closest available Fire unit (based CAD recommendations) to EMS. All EMS calls requiring EMD are transferred to ACRECC.

Communications Operators will create a redundant call for service, when warranted, and enter the event into the CAD system once the transfer is complete. Further information on this process will be included in the *Call Flow Description* section below.

Similarly, Hayward HCC processes all 9-1-1 calls for Fire, and is responsible for the subsequent notification and dispatch of Fire Department resources. When Fire requires police response to one of their calls, they advise the HCC by radio. When this occurs, the HCC operator creates a call for service in CAD for HPD.

3.3 Hayward Fire Department

The Hayward Fire Department (HFD) provides fire protection, technical rescue, hazardous materials response, and first responder emergency medical services to the City of Hayward citizens and visitors. HFD operates out of nine separate locations within the city, housing nine engine companies, two truck companies, and two ambulances.

In addition to responding to a multitude of fire and rescue incidents, Hayward Fire Department co-responds to a wide variety of medical calls for aid. Call location,



information, and a run number is provided via mobile data terminals (MDTs) housed in the fire response vehicles.

For Fire calls in Hayward, the HCC receives the original 9-1-1 call. The call-taker will obtain information such as address, the nature of the incident, and other pertinent details to categorize the call type and priority; this includes fires – structure, vehicle, or other, medical assist, or police assist, the call-taker will then accept the call into CAD, dropping the call into the pending screen where the dispatcher can review and dispatch the recommended or appropriate HFD units.

For EMS calls in Hayward, the HCC receives the original 9-1-1 call. When EMS is indicated, the HCC call-taker will first verify and record in the CAD event (call form) the address of the emergency, the primary medical complaint, and the patient's age and sex, and will then transfer the voice call to ACRECC via a “hot button” transfer on the call handling system. HCC call-takers will enter the incident type as a fire call for medical assist and will accept the call, dropping it into the CAD pending screen, where the fire dispatcher can review and send the appropriate HFD units to respond. Once the call is transferred to ACRECC, it is processed using the Medical Priority Dispatch System™ structured Emergency Medical Dispatch (EMD) protocols. Additional detailed information on this process is provided in the *Call Flow Description* section below.

All HFD personnel are cross trained as Firefighters and Advanced Life Support (ALS) Paramedics and as part of the Department's service provision, respond to all medical calls for service to provide patient care until medical transport arrives. This is especially beneficial in the case of a delayed response from Alameda County's provider of ambulance service (Falck Alameda County), and delayed response or long wait time for EMS arrival on scene is a common occurrence in Hayward. In fact, at the time of our site visit in January 2022, it was reported that Falck Ambulance was out of compliance with their service provision contract, particularly when it came to response time.

Although there are frequent calls for co-response to EMS incidents, there is no electronic means or CAD to CAD interface to share call information between HCC and ACRECC. Any further updates are provided by calling one another over the telephone.

Hayward Fire and Police respond together on a regular basis. When Police require Fire response, HCC alerts the acting on-duty fire chief via radio, as well as electronically through the MDTs. There is a CAD to MDT interface that allows the sharing of information, as well as a radio talk group (channel) that Police and Fire communications share. When Police or Fire request an assist, CAD is used to copy the event for the required responder.



Each agency has their own unique event type codes as the district (Police and Fire boundaries) are not the same.

HFD also houses the 'Firehouse Clinic,' a full-service primary and preventative care center that is located on the grounds of Fire Station #7 in South Hayward. The clinic is designed to provide an alternative to community clinics that have long wait times and costly (often preventable) emergency room visits. It provides residents with accessible and affordable health care regardless of coverage. The collaborative model works to increase communication, data sharing and coordinated services between EMS and primary care to direct patients to appropriate settings/levels of care.

3.4 Organizational Analysis

3.4.1 Observations

The HCC has outgrown its organizational model. The staffing, leadership, governance, operational, facility and support model in its current state are not sustainable. Hayward Communications Center is at a critical state; it needs a significant upgrade to move forward successfully. The recruiting process is exceptionally lengthy, the wages and incentives to attract and retain qualified and experienced candidates do not exist, the recruit training program has been difficult to implement in a classroom setting because of the lack of staff or an assigned Administration Supervisor to oversee the training and Quality Assurance program. This is compounded by the fact that without a call-taking protocol, or a training program led by certified training staff, it is difficult to train new employees with the consistency or the necessary support required to be fluent and confident in call-taking early in the process. This results in washout and turnover of new employees, where many recruits do not finish the training process and leave before they are even assigned as team strength on a shift.

Understand, it is not for lack of effort on the part of the HCC Supervisors or Communications Operators; they are doing the best they can with the capacity and resources they have. In fact, it is because of the dedication and commitment of the HCC staff that it is able to remain in operation at the level it does. However, the lack of staff, support, and adequate time off combined with incessant overtime, is taking its toll on staff. Burnout, illness and injury, and turnover are occurring and will continue to until urgent issues are addressed.

Since its inception, the HCC has lived within the Hayward Police Department portfolio. While the City of Hayward has grown in population, so too has call volume, Police and Fire service delivery, and expectations of 9-1-1 and Public Safety from the public.

However, the staffing levels, and operational and organizational model have not grown to support these increases in workload and call volume within the center.

The governance and leadership model are no longer serving the dynamic and demanding needs of a 21st century Emergency Communications Center. The HCC executive leadership is currently assigned to the Police Support Services Manager's portfolio. There are many units within the service that this manager is responsible for, and the span of control is stretched thin. This, combined with a Communications Center Administrator who has not been assigned the authority to make operational decisions, means that initiatives, decisions, and progress get bottlenecked and impact the HCC further.

The HCC serves both the Hayward Police and Fire Departments. However, because the center is located in Police HQ and is managed and receives its budget from Police, the historical perception is that this is an HCC that serves primarily Police, to the detriment of service delivery to Hayward Fire Department. While the present Chiefs in each respective Department are working collaboratively to ensure both agencies' needs are met, the reality is, the HCC has grown in size, service delivery, and support requirements, to the extent that it will not function optimally if it remains under the direction of another agency. Further, while the current Chiefs are working collaboratively today, there is no guarantee that their successors will lead in this fashion in the future. The timing, and the leadership team to support it, is the right fit to transition the HCC to an independent City Department.

The measures identified in *Section 4 High-Level Strategic Implementation Plan* of this report must be taken immediately to address current issues in order to steward the HCC out of its current serious risk environment. The timing of this study is occurring at a vital point for HCC; staffing levels are at critical deficiency and must be addressed immediately to continue sustainable operations. Further, while staffing is the most critical matter at present, there are other areas of focus in HCC that also require immediate attention and are interconnected to the staffing crisis it is experiencing.

3.4.2 Governance

Governance refers to establishing a shared vision and a collaborative decision-making process supporting interoperability efforts to improve communication, coordination, and cooperation across jurisdictions.

Developing an appropriate governance structure for an independent HCC that supports multiple departments (or jurisdictions) is a critical component to enabling leader(s) to effectively manage center resources and provide the best possible service to all user agencies and the community. The development of a governance structure can often be

impacted by political and user agency control issues. Therefore, it is important to realize when collaborating on shared services and/or combining services into an independent HCC, that the communications center(s) leader(s) will need to utilize center resources to best balance the needs of all user agencies as opposed to a single agency. While this balance can be easily achieved, the governance structure can positively or negatively impact the ability of the center management to maintain the balance long term.

Governance considerations will need to include a review process, lessons learned, scheduled system health checks, clear resource needs for support staff number, roles, training, and funding. Other considerations to include in governance planning is defining the structure of the system, how it will be maintained and by whom, and how to gain support from secondary agencies. The shared goal among the City, Police, and Fire is that the HCC be agency independent but cooperatively supported by all parties.

3.4.3 Recommendations

- That City of Hayward begin implementing the High-Level Strategic Implementation Plan as described in *Section 4* of this report.
- That the City of Hayward and HCC work towards creating an independent Emergency Communications Center; a City Department with its own leadership, governance, and support model.
- That HCC management have Emergency Communications Center experience, training, and education to support the dynamic and specific needs of public safety communications agencies and their teams.
- That the Communications Center Administrator be provided the authority and autonomy to make operational decisions for the HCC.

4. High-Level Strategic Implementation Plan

While the most critical factor that must be addressed immediately within HCC is staffing, there are other areas of focus in the HCC that will also need to be managed in parallel. A detailed outline of our findings and recommendations can be found at the end of each section in the report.

In this section, we offer a high-level strategic implementation plan; a roadmap that identifies and prioritizes the next best steps for HCC and its leadership. We have created the strategic implementation plan below which includes area of focus, criticality/priority, followed by a recommended plan of action. Additionally, it was requested that **FE** indicate which portions of the project they could assist with; we have added a column to indicate such.

FE recommends that Hayward organize a project task force team immediately to carry out the strategic plan below. Without dedicated resources and concerted effort, it will not be possible to move forward with the urgency required to address the immediate critical needs.

Table 1 – Strategic Implementation Plan

Area of Focus	Priority	Plan of Action	Can FE assist?
Staffing	#1 - Critical	<p>Immediately:</p> <ul style="list-style-type: none"> • Increase Overall Staffing: A total number of 53 HCC employees with no turnover factored in, and 62 HCC employees with turnover factored in, is necessary to achieve sustainable operations and meet industry performance standards. Today, HCC is authorized for 33 employees, and 31 of these positions are filled. An overall increase of 20 – 29 employees is required. • Establish Minimum and Optimum Staffing Levels: A minimum staffing complement of eight employees on duty, and a maximum staffing complement of ten employees on duty per shift in the HCC. • Work toward implementing staffing recommendations without delay. • Consider secondment of staff from Police and Fire first, other City departments second, to bridge staffing gaps until critical staffing levels are addressed. These would be temporary reassignments in HCC as Communications 	Yes



Area of Focus	Priority	Plan of Action	Can FE assist?
		<p>Officers, with an approximate 12–18-month assignment.</p> <ul style="list-style-type: none"> Reduce or remove non-essential workload: Immediately consider transitioning any value-add work for non-emergency departments to another 24/7 group of City employees (or contract out externally), until the center is at full staffing. This includes animal control, public works, etc. This will assist with reducing the workload on a team that is already stretched thin for resources. As there are no specific POST requirements for this workload, other City staff can be onboarded and trained to provide this work, without much complication. Consider other alternative plans to bridge staffing gaps and workload until HCC staffing increases are achieved. <p>Recruiting Process:</p> <ul style="list-style-type: none"> Recruiting process must be accelerated by assigning dedicated human resource, leadership, and HCC staff to direct and prioritize HCC recruitment. Shorten process for entry level applicants – explore fast track recruiting for call-taking, Fire/EMS Dispatch without POST requirements. Recruiting process improvements to include lateral positions – an incentivized program for attracting qualified candidates. Review of wages, incentives, etc. will be necessary to ensure competitiveness in the market. Compare to current practice for Hayward Fire and Police, and other ECCs in the area. To achieve staffing requirements in a timely and successful manner, both lateral experienced candidates, along with entry level must be recruited. Every effort should be made to attract candidates who are already experienced and qualified to work in an ECC. 	
Training	#1	<ul style="list-style-type: none"> Fill Administrative Supervisor role immediately. This will provide the structure and oversight necessary for training, QA/QI, change management through all the pieces of this multifaceted project/organizational upgrade. Implement a full academy/classroom training program for new recruits. 	Yes





Area of Focus	Priority	Plan of Action	Can FE assist?
		<ul style="list-style-type: none"> Adequate training and support of new recruits and current staff will go a long way in promoting retention in the center, assisting with the mitigation of the staffing crisis. 	
	#2	<ul style="list-style-type: none"> Implement continuing education & professional development program for all staff. Implement a full QA/QI program, along with a Coordinator position assigned to deliver the program. 	Yes
Call Processing Protocol Implementation:	#1	<ul style="list-style-type: none"> Conduct a workshop for stakeholders to align goals and determine how to utilize current data systems to aggregate the data needed to report on HEART program success. Procure and implement a structured, commercial call-taking and dispatch protocol for Police, Fire, Medical calls. This will streamline and accelerate training, provide consistency and standards, reduce risk & cost, and improve performance. Immediate results are recruits who can be trained and are ready to work quicker, who feel prepared & confident to take on the role and will complete the training period and remain as employees. Commercial protocol programs train your employees – no need to do that portion in house. Reduces the training workload. Medium and long-term results are standardization and consistency that is measurable through QA/QI processes, which also improves training, performance, and reduces risk & cost. Additionally, this prepares staff for an integrated behavioral health call-taking and dispatch protocol/risk assessment process considering all aspects of the care continuum. 	Yes
	#2	<ul style="list-style-type: none"> Implement full medical call-taking in HCC once staffing capacity begins to increase – *the work to procure medical protocol should be in the #1 priority category. By the time it is ready for implementation, staffing levels may already be at a level that can support it. 	Yes
Organizational Model	#1	<ul style="list-style-type: none"> HCC organizational changes are necessary – it has outgrown its current model. Provide Authority to Communications Center Administrator to make operational decisions. 	Yes





Area of Focus	Priority	Plan of Action	Can FE assist?
		<ul style="list-style-type: none"> Move HCC management out of Support Services Manager portfolio and onto its own. Require HCC management to have specific Public Safety Communications experience, education, and training. 	
	#2	<ul style="list-style-type: none"> Work towards an independent Communications Center with its own leadership and support model. It will not live under Police or Fire but will report to a governance board/model where police and fire have equal representation; one agency is not perceived as a client of the other. Create a governance model where equal representation of Public Safety agencies exists, and additional internal and external stakeholders are included. Ensure the model is sustainable for long term success and provides HCC management the autonomy, authority and support necessary to lead the center effectively. 	Yes
Technology	#1	<ul style="list-style-type: none"> Work toward accelerated implementation of call-taking and dispatch software and programs. Design and implement a two-way CAD to CAD interface between HCC and ACRECC for medical call information. Review and revise incident types/CAD codes for Behavioral Health Project (as part of data mining and reporting, and risk assessment/protocol creation). 	Yes
	#2	<ul style="list-style-type: none"> Explore major case management software for HEART that enables data entry from all units/agencies and can provide statistical dashboard of outcomes. 	Yes
Facility (Primary & Backup Facility)	#1	<p>A new facility for HCC is required; however, that will take significant time to plan for and complete. In the interim, immediate needs to be met are:</p> <ul style="list-style-type: none"> A redesign/reconfiguration of current set up in the HCC is necessary to add more workstations for additional staffing positions. A back up facility is necessary as soon as possible. A training room with workstations and HCC technology – CAD, phone, radio, is necessary for recruit training/classroom academy training. A private room for Supervisors for ‘one-on-one’ meetings or coaching conversations. 	Yes





Area of Focus	Priority	Plan of Action	Can <i>FE</i> assist?
	#2	<ul style="list-style-type: none">A purpose built (or renovated) Emergency Communications Center that serves the unique needs of Public Safety Communications people and technology. It should be designed to suit current needs and into the next 20-30 years.	Yes



5. Establishment

5.1 Staffing

Optimal staffing in the HCC includes one Supervisor or Acting Supervisor who oversees the daily operation and provides supervision, five Communications Operators, and two Call-Takers per team. Staff are hired either as a Communications Operator (Call-Taker and Dispatch trained) or as a Call-Taker. There is a \$6 pay difference between the two position classifications.

Overall staffing includes one Communications Administrator who oversees HCC operations, five Communications Supervisors – four who work in frontline supervisor roles, and one who fulfills a special assignment (2 years in length) as an Administrative Supervisor, nineteen Communications Operators (combined Call-Taker/Dispatcher), and eight Call-Takers. Additionally, there are three part time dispatchers and one part-time call-taker currently in the hiring process. Staffing in the Communications Center is also augmented by other city employees who are trained in varying levels of Police Communications positions and assist occasionally when their schedule allows.

Minimum staffing 24/7/365 is one Shift Supervisor, four Communications Operators and one Call-Taker. The Communications Administrator typically works the day shift, Monday through Friday. The staff work twelve hour shifts with shift change daily at 6 AM and 6 PM. The schedule is set up, so staff work Monday/Tuesday/Wednesday or Thursday/Friday/Saturday, and every second Sunday is a short shift to time balance. Every three months the working days are switched to have weekends off. Every six months staff bid on nightshifts or dayshifts based on seniority.

At present there are two vacant positions in the HCC; a supervisor position (which would fill the Admin Supervisor role), and a Call-Taker position. Additionally, a recent staffing study has not been conducted in HCC to determine if the staffing model is sufficient to support current workload and call volume in the center. The last staffing study was completed in 2013; at that time call-taker positions as well as a fifth communications supervisor were added, but no other recommendations to augment staffing levels were implemented.

Further to the above noted vacancies and staffing study issues, attrition in 2022 will compound staffing challenges and further impact staffing capacity. The HCC is projected to lose up to five full time employees so far this year through retirement or known upcoming resignations.

The following table depicts the optimal HCC staffing levels:

Table 2 – Optimal Staffing

Optimal Staffing - Hayward			
Supervisors	Call-Takers	Communication Officers	Total
1	2	5	8

The following table depicts the minimum HCC staffing levels:

Table 3 – Minimum Staffing

Typical Staffing - Hayward			
Supervisors	Call-Takers	Communication Officers	Total
1	1	4	6

The following table depicts all the employees assigned to the HCC:

Table 4 – HCC Employees

Hayward HCC Employees		
PSAP	Authorized Employees - Full Time	Actual Employees - Full Time
Communications Administrator	1	1
Administrative Supervisor	1	0
Supervisors	4	4
Communications Operators	19	19
Call-Takers	8	7
Total	33	31

5.2 Salary Ranges

The following tables depict the current salary ranges for the HCC employees.



Table 5 – HCC Current Salary Ranges

Current Salary Ranges			
Position	Low - Annual	High - Annual	Average
Communications Administrator	\$110,076.00	\$133,764.84	\$121,920.42
Shift Supervisors	\$91,764.00	\$111,984.00	\$101,874.00
Call-Takers	\$66,492.00	\$80,784.00	\$73,638.00
Communications Operators	\$78,684.00	\$97,236.00	\$87,960.00

5.3 Supervision

The HCC is overseen by the Support Services Division Manager who also manages the departmental budget analyst, Information Technology, Animal Services, Crime Scene Technicians, Jail Operations, Property and Evidence Unit, and Records Bureau and reports directly to the Chief of Police. An Administrative Assistant supports this position.

The Communications Center Administrator conducts the overall management of the Communications Unit.

There is direct supervision 24/7 in the HCC provided by a Shift Supervisor who reports to the Communications Center Administrator. Minimum staffing requires a supervisor be assigned to each shift. The Supervisor occupies the supervisory specific workstation, located in the middle of the room between the call-taker and dispatcher workstations. Supervisors have full access to CAD, a radio console, the Verint logger recorder, and fully functioning call handling system capable of answering 9-1-1, emergency, and non-emergency lines. Supervisors do not form part of the call-taking or dispatch complement; however, they frequently are required to assist with emergency and non-emergency calls, as necessary. This is problematic, as it takes away the ability to supervise and assist staff as required.

Throughout their shift they are responsible for staff supervision and support, monitoring call volume and calls in pending, scheduling breaks each shift and ensuring current shift and upcoming shifts are adequately staffed, as well as arranging for part time staff or overtime support to fill in, as necessary. They are active supervisors, listening for requests for assistance from the team on duty – there is no call light, intercom, or other means of easily requesting supervisor support; team members call out to the supervisor when required.



Supervisors are responsible for addressing pending priority 3 and 4 calls to ensure follow up with the callers is completed, watching for potential expired and overdue calls, and updating and reassigning, as necessary.

There are many administrative tasks they perform on shift as part of their duties including, but not limited to the following:

- Tow tag processing for secure tows (manual paper process),
- Maintain the personnel scheduling binder,
- Oversee staffing, overtime, and payroll paperwork (manual paper process),
- Completing call information and audio requests from the District Attorney's office, or officers for files or for court purposes,
- Quality assurance reviews for staff,
- Bi-annual performance reviews, and
- Plan, deliver and track training sessions for teams as required.

Supervisors are awarded promotions based on seniority as well as the participation in a competitive testing process. The most suitable candidates are selected for promotion, and receive training through POST, as well as other in house and external programs.

5.4 Recruiting Process

The recruiting process for HCC Communications Operators and Call-Takers is administered by City of Hayward Human Resources (HR) Department. Recruiting is a lengthy process, taking between 12 – 18 months from the time of a position posting until the candidate is onboarded for their first day of work. HCC candidates are required to go through the same recruiting and detailed security clearance process as sworn police officers.

Requirements to fulfil a Communications Operator or Call-Taker position include high school diploma; minimum typing proficiency; passing California Commission on Peace Officer Standards and Training (POST) Public Safety Dispatcher Candidate Selection Standards criteria and testing; and passing City of Hayward candidate selection policy. POST standards and Hayward City policy include a written examination, interview, background investigation – which includes a polygraph, medical examination, and psychological evaluation. The process used to also include a Criticalll™ testing process – a public safety communications specific testing tool but was discontinued some time ago for reasons unknown as shared during our interviews.

The testing is conducted by a combination of in-house administration and HR staff, and various outsourced contracted staff for polygraph, medical, and psychological assessments.

Recruiting advertising includes posting internally and externally for the respective position(s), candidates are vetted by HR for minimum qualifications and relevant training, education, and experience. Personnel and Training (P&T) coordinates the written test and interview. Successful candidates are selected to move forward for background and polygraph investigation, medical, and psychological assessments. It is during this phase where the process can be delayed significantly. Coordinating schedules and availability with internal stakeholders in HR and Police, along with external contractors to provide assessments, and aligning the process to ensure efficiency, can prove difficult and becomes prolonged quickly. In addition, Police do not have dedicated HR resources; City HR is also supporting many other departments in the remainder of the organization, with a limited number of members on their team to deliver services. Police did implement a dedicated HR specialist in the department recently, but their tenure was a short few months before they moved on and the position has been vacant since.

5.5 System Furniture

There are nine system furniture positions installed in the communications center. Seven of the nine positions have CAD, 9-1-1 answering equipment, and radio dispatch consoles. The other two positions have CAD and 9-1-1 answering equipment, but no radio dispatch consoles. These positions are used for call-taker only duties.

Table 6 – System Furniture Positions

HCC				
Positions	Manufacturer	Installed	Sit to Stand	Environmentals
9	Xybix	2018	Yes	No

Table 7 – System Furniture Technology

HCC			
Total	9-1-1 Answering	CAD	Radio Dispatch
9	9	9	7

5.6 Ancillary Duties

Ancillary duties the communications staff provided in the data collection workbook and noted via on-site observation included:

- Answer administrative switchboard calls after hours and on weekends as well as during regular business hours when during periods of limited staffing
- Quality assurance reviews (Supervisor)
- Bi-annual performance reviews (Supervisor)
- Training
- Maintain other supplemental information systems
- Requests for 9-1-1 audio and CAD disclosure from the District Attorney (Supervisor)
- Minor troubleshooting for sworn personnel (Supervisor)
- Scheduling and overtime management (Supervisor)

6. Staffing & Workload Analysis

To provide efficient service to the public and local emergency services, ECCs must always maintain an adequate number of qualified staff on duty. When this does not occur, service quality can diminish and the short and long-term effects on employees often lead to staffing shortages, overworked personnel, increased attrition, increased complaints from citizens and response agencies, and a reduced level of confidence in the HCC's operations.

The staffing needs of a 24/7 public safety communication operation require constant monitoring of the workload and staffing assignments to maximize coverage across all shifts. It is rare that a set number of staff is on duty at any given time. The work hours and assigned positions per shift are based on need, skill sets, experience, and call volume. HCC management and supervisory staff are responsible for monitoring these factors and assigning staff as such.

6.1 Standards and Best Practices

Key public safety industry organizations recognize that the on-going evolution of 9-1-1 requires establishing minimum standards for ECC employee training, operations, technology, and facilities.

These organizations include:

- International City/County Management Association (ICMA)
- National Emergency Number Association (NENA)
- Association of Public-Safety Communications Officials – International (APCO)
- International Association of Fire Chiefs (IAFC)
- Commission on Accreditation for Law Enforcement Agencies (CALEA)
- National Fire Protection Association (NFPA)

The specific standards applicable to City of Hayward include the following service quality and performance goals in call-taking:

NENA-STA-020.1-2020, 9-1-1 Call Answering Standard, states, “90% of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP):

- SHALL be answered within (\leq) 15 seconds. Ninety-five percent of all 9-1-1 calls SHOULD be answered within (\leq) 20 seconds.”

- The interval between Call Arrival and Call Answer should be evaluated, at a minimum, for each preceding month using a full month of data. Determining if a PSAP has successfully met the call interval metric of 90% in 15 seconds (and 95% in 20 seconds), should be based upon the one-month evaluation. An authority having jurisdiction (AHJ) may measure this metric on a weekly or daily basis for a more detailed analysis.
- “Ninety percent of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten seconds during the busy hour (the hour each day with the greatest call volume, as defined in the NENA Master Glossary 00-001). Ninety-five percent of all 9-1-1 calls should be answered within 20 seconds.”

The call processing requirements section in NFPA 1225 (2022) states:

- Section 15.4.1 - “Ninety percent of events received on emergency lines shall be answered within 15 seconds, and 95 percent of events shall be answered within 20 seconds.
- Section 15.4.1.1 - “Compliance with 15.4.1 shall be evaluated monthly using data from the previous month.”
- Section 15.4.4 - “Emergency event processing for the highest prioritization level emergency events listed in 15.4.4.1 through 15.4.4.2 shall be completed within 60 seconds, 90 percent of the time.”

6.2 Call-Taking

Call volume is the prime factor in determining the number of trunks, workstations and call-taking positions needed to manage a PSAP’s projected call-taking workload. Of equal importance in determining the number of staff, is the standards by which an agency complies with in call answering. The NENA¹ and NFPA² standards, used by the Insurance Services Office (ISO), is to answer 90% of all 9-1-1 calls within 15 seconds and 95% answered within 20 seconds.

The first step in determining staffing levels is to estimate the total telephone call volume the PSAP will handle, including 9-1-1, ten-digit emergency, and non-emergency phone calls. To determine these statistics, **FE** used the reported 2021 total call volumes

¹ NENA-STA-020.1-2020, 2.2.3 and 2.2.4

² NFPA 1221, 7.4.1



submitted by the City which included incoming 9-1-1 calls, ten-digit emergency and non-emergency phone calls, and outgoing phone calls.

The combined 9-1-1 call volume for the City for 2021 was 65,598, the combined average ten-digit emergency and non-emergency call volume was 136,291 and the total outgoing calls were 80,584. The total average call volume, including all 9-1-1, ten-digit phone calls, and outgoing calls for the City for 2021 was 287,099.

Table 8 – All Telephone Calls

Phone Statistics					
Hayward HCC	2018	2019	2020	2021	Average
9-1-1 Calls	68,380	72,028	67,871	65,292	68,393
Total Non-Emergency	145,322	147,014	142,595	140,917	143,962
Text to 9-1-1 Calls	220	248	279	306	263
Outgoing Calls	88,778	90,457	82,563	80,584	85,596
Total	302,700	309,747	293,308	287,099	298,214

The next step is calculating the number of call-taker positions requiring 24/7 staff in order to manage the total call volume for the HCC. The Hourly Call Volume Distribution and Call-taker Count table reflects the monthly and per-hour estimated call volume determined by the busiest month from the 2021 annual statistics by hour supplied to **FE**. The City provided hourly call volumes for 2021 and that data was used to determine the combined busy hour estimates. The busiest month was determined to be the month of October, which had a total of 25,715 phone calls. The slowest month was February with a total of 20,675 phone calls.

Table 9 – Phone Calls by Month

HCC	
2021 Phone Calls	
January	21,898
February	20,675
March	23,557
April	22,570
May	24,091
June	24,784
July	25,545
August	25,469





HCC	
2021 Phone Calls	
September	24,955
October	25,715
November	23,203
December	24,637
Total	287,099

The following Hourly Call Volume Distribution and Call-taker Count table also highlights the slowest and busiest hours in a 24-hour period in an hourly table. **FE** arrived at the number of call-taker positions listed in the hourly table by using an Erlang C calculator. The Erlang C calculator is a traffic model tool developed in the 1970s by telephone companies to project the number of operators needed to manage specified call volume. This tool is the foundation of the current 9-1-1 industry staffing standards and tools available through APCO and NENA. The calculator is enhanced by 9-1-1 industry and individual PSAP data to form a methodology that projects how many full-time equivalent (FTE) staff are needed to process calls. Note that only call-taking positions and number of call-takers are all that these staffing tools can accurately project.

The Erlang C calculations performed by **FE** allows the call-taking performance standards desired to be entered, in order to arrive at the correct number of physical call-taking workstations that need to be staffed, by hour of the day, to meet those standards. Calculations do not allow two separate service level objectives for emergency and non-emergency calls, therefore the more stringent NENA standard of 90% within fifteen seconds or less is used for both 9-1-1 and ten-digit incoming calls as part of the combined call load.

The call-taker performance standards used in these calculations is 116 seconds of call time, as provided by the City. Wrap up time is the time needed after the call has ended to finish a CAD incident with notes and narrative and then to prepare for the next call. For this report **FE** used the current industry best practice of 45 seconds for wrap up time.

The slowest hour of the day is estimated to be at 4:00 a.m., and the busiest hour of the day is 12:00 p.m. The table below highlights these periods. This table provides upper and lower call volume from which staffing projections can be estimated. When looking at scheduling on a more granular level, determining the busiest and slowest days of the week, along with hour of those days, allows HCC management to schedule staffing for shifts more efficiently, and based on actual workload.





The following best practice and current PSAP call performance standards are the metrics used to align the calculations with the HCC workload:

- Service level objective of 90% calls answered within 15 seconds or less
- Average talk time of 116 seconds
- Average after-call wrap up time of 45 seconds

Table 10 – Hourly Call Volume Distribution and Call-Taker Count

HCC			
Hour	Average	Calls Per Hour	Call Takers Needed
0:00	2.82%	23.4	3
1:00	2.47%	20.5	3
2:00	2.38%	19.7	3
3:00	1.95%	16.2	3
4:00	1.85%	15.3	3
5:00	1.92%	15.9	3
6:00	2.42%	20.1	3
7:00	3.45%	28.6	4
8:00	4.64%	38.5	4
9:00	5.08%	42.2	5
10:00	5.50%	45.6	5
11:00	5.44%	45.2	5
12:00	5.93%	49.2	5
13:00	5.43%	45.0	5
14:00	5.83%	48.3	5
15:00	5.86%	48.6	5
16:00	5.38%	44.6	5
17:00	5.34%	44.3	5
18:00	5.44%	45.1	5
19:00	4.85%	40.2	5
20:00	4.43%	36.7	4
21:00	4.18%	34.7	4
22:00	3.98%	33.0	4
23:00	3.45%	28.6	4
TOTAL	100.00%	829.5	4.17



6.3 Dispatching

The next step in estimating staffing is determining the number of dispatch positions requiring 24/7 staff. Currently, there is not a nationally recognized calculation/formula to determine the number of dispatchers needed based on workload. However, if congestion is an issue, radio traffic/usage studies can be conducted to determine the level of use or available airtime of a radio talk group or channel to ensure they are not too busy. This type of study can assist an ECC in determining the number of talk groups or channels needed to support operations but does not directly provide the number of dispatchers needed to staff the required channels.

While there is no scientific method to calculate the number of needed dispatch positions based on the number of incidents or CAD events, **FE** uses a combination of reported CAD events and number of primary dispatch channels currently in use. This information is collected and reviewed along with the other types of criteria listed below when estimating dispatch workstation numbers. The following CAD Events table shows the number of events for 2018 through 2021, as well as the averages and totals.

Table 11 – CAD Events

CAD Events					
Agency Type	2018	2019	2020	2021	Average
# of Law Enforcement Incidents	108,752	94,813	114,333	101,318	104,804
# of Fire Incidents	17,929	19,447	18,379	17,173	18,232
# of EMS Incidents	14,893	16,056	14,652	13,103	14,676
Total	141,574	130,316	147,364	131,594	137,712

To maximize the efficiencies gained by combining the dispatch of various districts, each existing dispatch position should be reviewed to see if combining some of the units on to the same primary dispatch channel makes sense. If a single primary dispatch channel is not feasible, then reducing the number of primary dispatch channels to the lowest number possible, without affecting operations, is always the goal.

It is not a recommended best practice to assign additional tasks to primary dispatchers other than dispatching events. Dispatchers must be available and ready as soon as a new event arrives in CAD, or when a field unit has a radio message for the dispatcher. This is accomplished by thoroughly reviewing and taking into consideration the following:

- Assignment of multiple primary dispatch talkgroups – It is a recommended best practice that multiple primary dispatch talkgroups not be assigned to a single

dispatcher. A single dispatcher should not be expected to manage more than one emergency event on one channel/talkgroup.

- The use of current technology – Technology such as mobile data and Automatic Vehicle Location (AVL) should be used to the greatest extent possible to help reduce radio traffic. The exception is for officer location during a dispatch or officer-initiated event or action because the safety of the officer(s) may be negatively impacted.
- Tactical or operational talkgroups and channels – The use of tactical or operational talkgroups and channels is common in fire and law enforcement communications to effectively manage event communications, operations, and incident management. A dispatcher should be assigned to monitor and support field personnel during significant events that require active structure related events, multi-unit incidents, and special or high traffic special operations.

The following Dedicated Dispatch Positions table illustrates the number and type of existing dedicated dispatch positions operational assignments needed. A dedicated dispatch position requires an employee to be assigned 24/7/365.

Table 12 – Dedicated Dispatch Positions

Primary Dispatch Positions - HCC				
#	Position Type	9-1-1 CPE	CAD	Radio Dispatch Console
1	PD Comm 1	Yes	Yes	Yes
2	PD Comm 3	Yes	Yes	Yes
3	FD Dispatch	Yes	Yes	Yes
4	FD Command	Yes	Yes	Yes

It is **FE's** recommendation that all positions be equipped with the same critical technology for CAD, 9-1-1 answering equipment and radio dispatch consoles. This allows any ECC function, call-taking, or dispatching, to be conducted at any position in the center. This allows decision makers to easily change operational assignments as needed.

The ultimate goal should be that all staff are cross trained for all job functions eventually, whenever possible. While daily job function assignments would change for employees, any employee could be utilized at any position for call-taking or dispatch. This methodology ensures a higher level of efficiency and lower overtime costs. The ability to cross train all staff is a benefit of an ECC this size. As PSAPs grow and become more

complex there is a need to split job functions by specialty; dispatcher and call-taker in a horizontal call model. While this structure works well, it does add a layer of complexity to scheduling and training. However, cross trained employees ease the complexity when looking for staff to fill shifts and for Supervisors who need to re-configure the operations floor and/or staff additional positions based on a fluctuating workload.

However, we recognize that in the current staffing shortage that HCC is facing, it may be necessary to augment or pause cross training in order to accelerate onboarding and training of staff. Ideally, entry level recruits would fill call-taker positions initially, while lateral recruits with existing HCC training and experience could fill dispatcher positions upon hire.

6.4 Supervision

The NFPA 1225 (2022), Annex A.15.3.1.1 states “Telecommunicator staffing is an important issue in achieving prompt receipt and processing of events. Consider the following two concepts of communications center operations:

1. **Vertical Center:** A telecommunicator performs both the call-taking and dispatching functions.
2. **Horizontal Center:** Different telecommunicators perform the call-taking and dispatch functions.

Telecommunicators working in a vertical center are known to engage in multitasking that can inhibit their ability to perform assigned job functions. Routine evaluation of telecommunicator staffing, number of inbound emergency and nonemergency calls, and other operational statistics are necessary to allow a prompt receipt and processing of events.”

Public safety best practices require 24/7 supervision. NFPA has developed codes, standards, and recommended practices through a process approved by the American National Standards Institute (ANSI). The Technical Committee on Public Emergency Service Communication prepared the latest edition of NFPA 1225, *Standard for Emergency Services Communications Systems (2022 Edition)*. Chapter 15 sets forth the standards for ECC operations: Section 1 of Chapter 15 addresses management:

- NFPA 1225 (2022) 15.3.4 states: “Supervision shall be provided when more than two telecommunicators are on duty.”

- NFPA 1225 (2022) 15.3.4.1 states: “Supervision shall be provided by personnel located within the communications center who are familiar with the operations and procedures of the communications center.”
- Annex A of NFPA 1225 (2022) provides further explanation. A.15.3.4 states: “The supervisor position(s) in the communications center are provided in addition to the telecommunicators positions. Although supervisory personnel are intended to be available for problem solving, the supervisor position is permitted to be a working position.”

The *Standards for Public Safety Communications Agencies* (SPSCA), established jointly by Commission on Accreditation for Law Enforcement Agencies (CALEA) and APCO, does not specifically address staffing or supervision in an ECC. However, both sets of standards reference utilizing Incident Command System (ICS) protocols. It should be noted that CALEA Standard 46.1.2 and SPSCA Standard 7.1.2 are mandatory for CALEA accreditation.

The Department of Homeland Security, coordinating with federal, state, and local governments established the National Incident Management System (NIMS). ICS falls under the Command and Management element of NIMS. ICS represents best practices and is the standard for emergency management across the country. ICS requires a supervisor when there are between three and seven persons performing similar functions (the optimal span of control is five). A manageable span of control allows supervisors to supervise and control their subordinates, while allowing for efficient communications between all parties.

While NFPA standards and ICS require dedicated supervisory personnel, there are in-house considerations as well. A dedicated supervisor(s) must be assigned to each shift. Duties shall include, but not be restricted to, the following:

- Provide coordination and direction during major emergency incidents, such as severe weather, high profile incidents, wildfires
- Available for problem solving
- A single point of contact for subscriber agencies
- Readily able to identify areas for growth among subordinates
- Allows for formalized development of career paths
- Document employee performance for annual/periodic reviews

- Provide a narrow scope of supervision when implementing new policies and procedures
- Provide additional supervision for diversified complex tasks
- Stay current with technological changes/advancements
- Provide guidance to new employees who have less training and experience
- Impart greater knowledge of laws, procedures, and administrative processes
- Focus on the operations of the ECC and not have to split responsibilities with a dispatch position
- Focus on customer service to public, subscriber agencies
- Allow for improved communications with management, subordinates, and subscriber agencies
- Spend more time with subordinates individually, daily
- Allow for operational efficiency
- Identify areas for remedial training, counseling, or discipline, when appropriate
- Address issues upon occurrence, not after the fact
- Set operational and administrative priorities
- Allow for delegation of tasks and responsibilities

For the purposes of the supervisor staffing estimate **FE** reviewed the number of call-taker and dispatch positions that needed to be staffed for each hour of the day. Then, using the recommended optimal span of control of one supervisor for every five to ten employees, the average number of supervisors per shift is one, or a total number of five supervisor positions.

6.5 Methodology for Staffing Recommendation

FE uses the Association of Public-Safety Communications Officials (APCO) Project "Responsive Efforts to Address Integral Staffing Needs" (RETAINS) criteria to determine the number of employees required to staff the projected number of workstations. The following steps, data application and calculations, are performed in accordance with the APCO RETAINS guidance.

The annual number of work hours per employee working twelve-hour shifts is 2,184. The formula begins by subtracting the reported standard leave such as vacation, personal,



compensation, training, and sick time, to arrive at the total available work hours per employee. The total number of annual work hours in this study is 1,524 hours per employee, based on the following average human resources criteria, provided by the City:

- Vacation and holiday time – 274 hours
- Sick – 106 hours
- Personal/Comp Time - 78 hours
- Training - 24 hours
- Other - 0 hours
- Lunch/Breaks – 75 minutes per shift

To arrive at the recommended model, the final number of employees required to cover call-taking functions is added to the number required for dispatch functions, and any required dedicated Supervisor positions, to determine the total required number of HCC staff. Based on the estimated hourly call volume **FE** recommends a horizontal operational model with dedicated call-taking and dispatch positions.

6.5.1 Recommended Staffing Model

The following Tables 13 and 14 provide the recommended personnel count for the City of Hayward, with and without turnover.

Table 13 – Recommended HCC Employees - No Turnover

Recommended Staffing - HCC	
Position Title	Total Number of Employees
Shift Supervisors	6
Dispatchers	23
Call-Takers	24
Total PSAP Staff	53





Table 14 – Recommended HCC Employees - With Turnover

Recommended Staffing w/Turnover - HCC	
Position Title	Total Number of Employees
Shift Supervisors	7
Dispatchers	27
Call-Takers	28
Total PSAP Staff	62

The model above assumes the following:

- 12-hour shifts
- Horizontal operational model with dedicated call-takers
- Dedicated shift supervisors who are not tasked with any call-taking or dispatch responsibilities and enough to satisfy best practices span of control
- The same number of primary law enforcement and Fire/EMS primary dispatch positions as exists today

Based on Erlang C calculations and the RETAINS formula, the minimum projected communications staff needed in the HCC is eight employees and the maximum number needed is ten employees. *FE* calculated this minimum projection, using the reported 9-1-1, administrative/non-emergency call volume and required number of primary dispatch positions. It is important to remember these positions are listed here more as functions and not necessarily as employee trained skills (e.g., Fire/EMS and PD dispatcher). Cross training in both call-taking and dispatching is required to achieve a full complement of staff and to meet industry standards in the processing of the calls and overall workload. See Table 15 below.

Table 15 – Recommended Staffing by Hour of the Day

HCC						
Hour	% Per Hour	Per Hour for Month	Call Takers Needed	Dispatch Needed	Supervisor Needed	Total Positions
0:00	2.82%	23.4	3	4	1	8
1:00	2.47%	20.5	3	4	1	8
2:00	2.38%	19.7	3	4	1	8





HCC						
Hour	% Per Hour	Per Hour for Month	Call Takers Needed	Dispatch Needed	Supervisor Needed	Total Positions
3:00	1.95%	16.2	3	4	1	8
4:00	1.85%	15.3	3	4	1	8
5:00	1.92%	15.9	3	4	1	8
6:00	2.42%	20.1	3	4	1	8
7:00	3.45%	28.6	4	4	1	9
8:00	4.64%	38.5	4	4	1	9
9:00	5.08%	42.2	5	4	1	10
10:00	5.50%	45.6	5	4	1	10
11:00	5.44%	45.2	5	4	1	10
12:00	5.93%	49.2	5	4	1	10
13:00	5.43%	45.0	5	4	1	10
14:00	5.83%	48.3	5	4	1	10
15:00	5.86%	48.6	5	4	1	10
16:00	5.38%	44.6	5	4	1	10
17:00	5.34%	44.3	5	4	1	10
18:00	5.44%	45.1	5	4	1	10
19:00	4.85%	40.2	5	4	1	10
20:00	4.43%	36.7	4	4	1	9
21:00	4.18%	34.7	4	4	1	9
22:00	3.98%	33.0	4	4	1	9
23:00	3.45%	28.6	4	4	1	9
TOTAL	100.00%	829.5	4.17	4.00	1.00	9.17

Note that these recommendations do not include administrative or additional support/maintenance positions, such as training, QA, systems administrator(s) or support for CAD, telephone, and radio.

The staffing projections represent the number of full time equivalent (FTE) employees needed to staff, at a minimum, three call-taking, four dispatch positions and one supervisor positions during the slower periods of the day. During the busier times of the day five call-taking, four dispatcher and one supervisor position would be needed.

Further, the staffing analysis included current call volume and workload analysis in the HCC, and because EMD call processing does not currently take place in the HCC, there was no data available to include medical call processing accurately. **FE** does not recommend implementing medical call-taking until staffing levels have increased to support current workload. Then, once medical call-taking is implemented, data will be



available to analyze for any increase in workload/call time. To that end, HCC will be able to monitor closely and augment staffing accordingly. Additionally, the initiative to procure and implement medical call-taking and dispatch protocol can begin now; by the time it is ready for implementation, ensure staffing levels have increased to support it.

A re-evaluation of available statistical call volume and data should be performed bi-annually to validate accuracy in staffing recommendations. Annual audits and calculations should be performed to track workload fluctuations and to provide support/justification during budget planning when additional staff is needed.

6.5.2 Recommendations for Staffing & Recruiting

The HCC is at a critical staffing deficiency and before any other initiatives are implemented, or considered, staffing must be at adequate levels. The stress of call volume and caller or incident induced stress, combined with the requirement to work significant overtime to cover shift shortages is resulting in burnout. This, coupled with the natural attrition that will occur in 2022 will place the HCC in a position where an alternative plan is required to ensure 9-1-1 calls are answered and processed.

Implementing any new initiatives without first addressing the staffing crisis could essentially push staff 'over the edge' to the point where HCC loses its current, experienced staff due to fatigue, burnout, or exasperation.

Further, recommendations with respect to immediate recruitment and hiring are addressed in Sections 3 and 4 of this report, however, considering the dire situation that the HCC is currently experiencing, it would be reasonable for leadership to develop an interim contingency plan to ensure HCC is resilient if more employees than expected, suddenly leave, or become ill. A strategic back up plan will ensure operations can continue in the face of that staffing collapse. Leadership would need to consider the options available to them and have a plan in place in the event the unthinkable happens.

Considerations include:

- Would frontline police and fire staff be deployed in the center?
- Is another center able to assist by re-routing HCC calls to their PSAP?
- Would the center do a media release advising that only 'emergency' calls are being accepted?

FE offers the following recommendations and guidance for addressing staffing including:

-
- Increase the minimum on duty staff from six employees to eight; and increase optimal staffing to ten employees.
 - Increase overall number of authorized full-time employees in HCC from 33 to 53 (at minimum) while working toward the recommended 62 full time employees to account for turnover.
 - To quickly address critical level of staffing issues, look at secondment of staff from Police and Fire first, other City departments second, to bridge staffing gaps until critical staffing levels are addressed. These would be temporary reassignments in HCC as Communications Officers, with an approximate 12 – 18-month range assignment.
 - Fill the Administration Supervisor position as soon as possible to plan, coordinate, and support the recruitment and training of new personnel.
 - To achieve recommended staffing levels in a timely and successful manner, both lateral experienced candidates, along with entry level candidates, must be recruited simultaneously. Every effort should be made to attract candidates who are already experienced and qualified to work in an ECC.
 - The recruiting process must be accelerated by creating efficiencies in onboarding entry level and experienced candidates immediately.
 - Shorten the process for entry level applicants – explore fast track recruiting for a fire/medical call-taking, Fire Dispatch position without POST requirements. (POST requirements can be made a condition of employment to be reached within a specified period. These employees would not handle police call processing in the center).
 - Improve recruiting process for lateral experienced candidates by creating an incentivized program for attracting qualified candidates. A review of current wages, incentives, signing bonuses, etc in the region will be necessary to ensure competitiveness in the market. Compare to current practice for Hayward Fire and Police lateral/experienced hire program, and other ECCs in the area.
 - That HCC utilize NFPA 1225 (2022) Chapters 4 - 11 Standards and NENA Standards for Hiring and Selection to inform their recruiting practices for the HCC.
 - That HCC continue to follow and adhere to any standards and requirements as indicated by California POST, but that it not unnecessarily hinders the timely recruiting and onboarding of additional staff.

6.6 Next Generation 9-1-1

NENA and other organizations are working on NextGen 9-1-1 (NG9-1-1) standards development, CAD system interoperability and the exchange of information between those applications. As these standards continue to evolve, they should be monitored, considered, and incorporated in any new interfaces between NG9-1-1 applications and CAD systems.

Some of the same standards can be used for any future CAD-to-CAD interfaces. Many of the CAD vendors are still assessing their future need to interface and accept the additional information that NG9-1-1 data will provide. At the same time, vendors are trying to determine the actual cost that will be encountered as the needed functionality is developed and deployed.

In the first phase of NG9-1-1 implementation there will not be a significant impact to frontline staff workload. The first phase of implementation will consist primarily of new technology infrastructure for the NG9-1-1 system and will encompass new call handling technology. The impact will consist primarily around the new technology training and internal process changes for frontline staff.

6.6.1 Recommendations

HCC should continue to work with CalOES on the implementation of Next Generation 9-1-1.

While there is no immediate urgency to add additional staffing specifically for NG9-1-1 transition in the early stages, there will likely be additional staffing requirements in later phases of NG9-1-1, such as when media interfaces to 9-1-1 are introduced. This is a primary reason current center staffing must be adequate going into NG9-1-1 and it becomes imperative that HCC monitor call volume and workload closely to ensure adequate staffing levels and shift patterns support operations, and augment staffing accordingly.

It is important to monitor not only call volume but also utility rate, or time required on tasks, as NG9-1-1 implementation progresses. Call volume alone will not provide an accurate understanding of total workload capacity and activity rate, which can be affected by ancillary tasks and further processing time and action required for calls involving text messages, video and pictures and other methods of receiving 9-1-1 calls and obtaining and processing information.

6.7 IT Support Model

The Information Technology (IT) team is an integral component for any public safety agency. Therefore, it is critical that the existing IT staffing and support model be considered in a project of this nature which combines a staffing analysis for the HCC, EMD implementation feasibility, and pilot project support for the National 9-8-8 Program as well as Hayward Mental Health & Crisis Response initiatives. Every project and new program, along with the policy and process that accompany them, at many points, have overlap and integration with technology and systems. New programs and processes may require augmentation to the current system, the introduction of new process and/or technology, and the knowledge, skills, staffing capacity, and business process in place to implement and maintain them from an IT perspective.

Today, HCC, HPD and HFD are supported by a cross section team consisting of Public Safety dedicated IT resources, and cross-trained City of Hayward IT resources. The IT support team consists of:

- A Public Safety IT dedicated team with:
 - one programmer who is assigned to HCC, HPD, and HFD interfaces and software.
 - Two “tech teams members;” one assigned to HPD and the other assigned to HFD, both are located at HPD Headquarters.
- Two City of Hayward staff that focus on network support. They are responsible for the network management and support for the entire City and are not solely dedicated to HCC, HPD or HFD.
- Additional City of Hayward IT members are brought in on projects and work tasks as needed, and dependent upon skill and scope required.

This team will continue to support HCC, HPD and HFD with their current system and support needs and will be required to support the EMD feasibility outcome, such as implementation and maintenance of an electronic call-taking protocol and the interfaces to and from CAD, Mobile CAD, RMS, and other technology, and the National 9-8-8 Program, Mental Health & Crisis Response programs, and their technological needs.

Additional upcoming projects on the horizon for HCC, HFD, and HPD that will require the IT Support team include:

- NG9-1-1 transition for HCC.

- HFD has expressed they have several innovative programs and approaches to service delivery that they will be implementing over the next several years, along with a transition to cloud-based technologies.

6.7.1 Recommendation

The above noted additional projects, combined with the projects referenced in the scope of this report, will also need to consider the involved changes/additions to technology and support and the staffing impact it may have overall. It is recommended that dedicated IT resources be assigned full time to the HCC. Consideration must also be given to a succession plan that ensures additional resources be cross trained in support of the HCC IT needs.

6.8 Workload and Performance Data Indicators

The information in this section includes statistical information for phone calls and CAD events that are processed by the Hayward Emergency Communications Center.

6.8.1 Performance Data

- Average number of abandoned calls received per day: 6.26%
- They answer 98.75% of 9-1-1 calls within ten-seconds or less
- The average talk time for 9-1-1 calls is 1 minute, 56 seconds
- The average call wrap-up is between 30 and 60 seconds
- The busiest day of the week is Saturday
- Busiest time of day is 1700-1800
- The busy month is July

6.8.2 Telephone Statistics

The following tables depict the telephone call volume as reported for the years 2018 through 2021.

Table 16 – Phone Statistics

Phone Statistics					
Hayward Police Communications	2018	2019	2020	2021	Average
9-1-1 Calls	68,380	72,028	67,871	65,292	68,393
Total Non-Emergency	145,322	147,014	142,595	140,917	143,962
Text to 9-1-1 Calls	220	248	279	306	263
Outgoing Calls	88,778	90,457	82,563	80,584	85,596
Total	302,700	309,747	293,308	287,099	298,214

Table 17 – Percentage of Total Calls – 2021

% of All Calls	2021
Total Calls	287,099
% of All Calls that were 9-1-1	22.7%
% of All Calls that were Ten-Digit	49.1%
% of All Calls that were Text to 9-1-1	0.001%
% of All Calls that were Outgoing	28.1%

6.8.3 CAD Statistics

The following tables depict the total number of CAD Events as reported for the years 2018 through 2021.

Table 18 – CAD Events

CAD Events					
Agency Type	2018	2019	2020	2021	Average
# of Law Enforcement Incidents	108,752	94,813	114,333	101,318	104,804
# of Fire Incidents	17,929	19,447	18,379	17,173	18,232
# of EMS Incidents	14,893	16,056	14,652	13,103	14,676
Total	141,574	130,316	147,364	131,594	137,712

Table 19 – Percentage of CAD Events – 2021

% of CAD Events - 2021	
Total Events	131,594
% of Events that were Law	77%
% of Events that were Fire	13%
% of Events that were EMS	10%

6.9 Call Flow Description

Calls for Department are received from 9-1-1, ten-digit emergency and non-emergency methods.

ANI/ALI information is available and interfaced to drop into CAD for 9-1-1 calls received.

The HCC is designed to operate in a horizontal call model where there are separate call-taker and dispatcher workstations that provide one or the other role, but not both. However, due to a combination of call volume and staffing shortages, it must frequently operate as a hybrid vertical/horizontal call model where at times dispatchers are answering 9-1-1 overflow calls and dispatching resources to those calls, in addition to the other calls they are tasked with dispatching resources to.

There are workstations assigned specifically for call-taking, and others specifically assigned to dispatching. Call-taking workstations have phone call handling and Computer Aided Dispatch (CAD) technology, but do not have radio console or dispatch capability. Dispatch workstations have CAD, phone call handling, and radio console technology and are capable of full call-taking and dispatch.

9-1-1- calls are first answered on the call-taking workstations. While calls are answered in these positions first, each workstation in the center is outfitted with all 9-1-1 lines, ten-digit emergency and non-emergency phone lines, and the Comtech Text to 9-1-1 solution. In the event all call-takers are already on 9-1-1 calls, overflow 9-1-1 calls will be answered and processed by the Supervisor, or by dispatchers at the Police Comm 3 Dispatch position or the Fire Dispatch position.

The call-taker completes the call-taking process in CAD, and the call drops into the pending screen for dispatch. Fire calls are indicated by a red background in CAD and will drop onto the Fire Dispatch CAD. Police calls will have a blue background and will drop into the Police Dispatch CAD. The corresponding Dispatcher will then dispatch Police or

Fire calls, as necessary. Police calls are assigned by District. Districts A, B, C, D, J are for North Patrol. Districts E, F, G, H are designated South. Fire calls are dispatched by one of the nine station areas that they are occurring within and based on the corresponding response plans (pre-programmed in CAD for unit recommends) depending on call type.

6.10 Call-Taking and Dispatch Protocols

The HCC does not utilize an industry specific call-taking and dispatch protocol such as the International Association of Emergency Dispatch (IAED) Emergency Police Dispatch (EPD) protocol, Emergency Fire Dispatch (EFD), APCO Protocol, PowerPhone, Criteria Based Dispatch (CBD) or other similar industry protocols.

6.10.1 Police Call-Taking Procedure

Hayward Police Department has created policy and procedure specifically for the call-taking and dispatch of police incidents. There is no specific detailed format for call-taking interrogation where it is consistently applied among all call-takers. Communications Operators are trained to the policy and procedure which guides their call-taking and dispatch processes. These policies are not accessible to the staff either via desktop or binder at the workstation; however, policies are available via web-based application called Lexipol Policy and Procedure.

6.10.2 Fire Call-Taking Procedure

Fire call-taking and dispatch is also guided by policy and procedure. The policy and procedure are informed by HFD policy, procedure, and response plans. Extensive efforts have been made in recent history to expand and improve fire call-taking and dispatch procedure and training, as well as create a deeper understanding in the HCC of HFD service delivery in the community.

6.10.3 Recommendations

- That HCC implement an industry standards-based call-taking and dispatch protocol for police, fire, and medical calls for service such as International Association of Emergency Dispatch (IAED) Emergency Police, Fire or Medical Dispatch protocol (EPD, EFD, or EMD), APCO, or PowerPhone.
- It is further recommended that as a start, consideration be given to implementing EMD and EFD. Once HCC staff has adjusted to the scripted protocol format,

consideration should then be given to the adoption of EPD. The adoption of structured protocol call-taking systems will reduce risk to the agency, public, responders, and to call-takers by increasing the quality and priority of information transfer gathered and relayed to responders. Utilizing a proven, effective protocol system ensures that information gathered is incident specific, and not emotionally based or biased. Events will be accurately and consistently prioritized based on information that is gathered in a manner that addresses the most important and scene safety/life threatening information first. Call-takers are able to focus on active listening, situational awareness, and providing compassionate customer service as they do not have to try to think of appropriate questions or instructions 'on the fly.' A protocol system provides a standardized, consistent step by step process to gather pertinent information and provide instructions to retain evidence, keep the caller safe, and provide lifesaving pre-arrival instructions such as CPR, childbirth, trapped in a burning building or sinking vehicle instructions.

- This will streamline and accelerate training, provide consistency and standards, reduce risk & cost, and improve performance.
- Immediately results in new recruits who can be trained and are ready to work quicker, who feel prepared & confident to take on the role and will complete the training period and remain as employees.
- Lateral/experienced candidates may already have protocol certification and experience, which will accelerate their training and integration.
- Commercial protocol programs provide training directly to your employees to certify them for protocol use, and/or in their quality assurance and improvement programs. HCC will not have to create and deliver that training in house, reducing the training workload, and accelerating training and certification of staff.
- A standardized protocol results in consistency that is measurable through QA/QI processes, which also improves training, performance, job satisfaction, and reduces risk & cost.

6.11 Call Flow Process

6.11.1 9-1-1 Call Triage and Process

- The HCC call-taker answers the 9-1-1 line on the VESTA 9-1-1 call handling screen and triages the call asking, "Hayward 9-1-1, what is the address of the emergency?". This is done to ensure it is for Hayward's service area. If it is not the caller will be routed to the correct 9-1-1 center.

- Out of district calls on the freeway are sometimes routed to HCC but need to be routed to California Highway Patrol (CHP) as it is their jurisdiction.
- Simultaneously the “E9-1-1 Queue” will pop up on the VESTA 9-1-1 call-taking screen. The call-taker will verify to ensure the Phase II addressing information is available (for wireless calls) and if it is not, will utilize Rapid SOS software to gather the GPS data of the caller’s cell phone’s location. Once this is obtained, they will click on the E9-1-1 Queue box so the call information will be transferred over to the CAD call form.
- The call-taker continues with the call-taking triage process by asking “Do you need police, fire, or ambulance?”

6.11.2 9-1-1 Call for Hayward Police Service

- The call-taker verifies the address and nature of the call and enters this information into CAD. Additionally, the call back number of the caller and the caller’s name is also obtained but may not always be obtained until later in the call.
- Once the call type is chosen from the drop-down list in CAD (or entered via command line function), the call priority is automatically assigned according to call type code. The call-taker can over-ride the priority level if circumstances dictate. For priority in-progress calls, the call-taker remains on the line until officers arrive.
- The call drops into the pending screen in CAD for the dispatcher assigned to the ‘Comm1’ workstation. There are no audible or visual signals to indicate to the Comms Operator that there is a new call for dispatch.
- The dispatcher reviews the incident and priority, and dispatches officer(s) accordingly, keeps track of their status, as well as adding pertinent notes as required.
- Call-takers run queries in NCIC and NLETS, as well as any other checks necessary for processing calls while preparing the call for dispatch.
- Dispatchers may also run NCIC and NLETS queries and complete ‘Premise alerts’ check for special address information, and any other pertinent information gathering required for officer support.
- Dispatchers maintain radio contact with responding officer(s) and support as necessary and document pertinent call details in CAD comments section.

- Monitor officer safety and perform safety checks as necessary for officer(s) on the call. Unit alerts are automatically created by CAD on all P1 and Traffic Stop events. Communications Operators must do a verbal check on the officers for these events.
- Once call is complete, the officer clears from the event using their MDT in the police vehicle, and subsequently transfers the call out of the CAD screen. This indicates that the officer is ready for any pending calls. No dispatch code is required for officers to clear from an event. Each Call for Service (CFS) has a unique event number automatically created in CAD.

6.11.3 9-1-1 Call for Hayward Fire Department Call

- The call-taker verifies the location of the emergency, the nature of the call, and will enter this information into CAD. Additionally, the call back number of the caller and the caller's name is also obtained but may not always be obtained until later in the call.
- Once the call type is chosen from the drop-down list in CAD (or entered via command line function), the call is ready to be entered into pending. There is no audible alarm or visual cue to indicate a new fire call is ready for dispatch.
- Once in the pending screen, the call will present on the Fire Comms Operators CAD and be ready for dispatch. Once the call is selected, unit recommends will automatically be presented to the dispatcher based on criteria such as call type, priority, and location.
- The dispatcher will confirm the correct units are recommended against the response plans and will add additional units if required based on new information.
- The units will be marked as dispatched in CAD, and this will trigger the station alerting technology to send out paging/alert tones to the station(s) selected for dispatch and copy to the radio if a crew is out on the air. The station alert will include tones, location, and nature of incident.
- The call information will also present on the fire apparatus Mobile CAD (MDTs). Crews will acknowledge receipt of the dispatch over the radio and will either radio once enroute to the call and/or update their status on the Mobile CAD.
- The Comms Operator will continue to support the crew with status updates, support requests, capturing ICS or Blue Card benchmarks, and performing and recording any other supportive measures as requested by the Incident Commander.

- Once the crew returns to service, they will use their Mobile CAD to indicate such, and this transfers the call off the active incidents in CAD and indicates the fire units are ready to be assigned to any incoming calls.

6.11.4 9-1-1 Call for EMS

- When EMS is requested the HCC call-taker will verify the location of the emergency and enter “Medical” in the CAD narrative/notes.
- They will then obtain further details such as nature of the medical call, patient’s age, and sex, and COVID screening questions. They will enter this information into CAD and ask the caller to stay on the line while they transfer them to ACRECC.
- If EMD is not required, HCC staff contact ACRECC directly to provide the information required to dispatch EMS
- A supervised call transfer is conducted to ACRECC, and the call is introduced to the EMS call-taker along with the address, nature of call, and patient details provided to HCC.
- Simultaneously the call information in HCC CAD is entered as a medical call, and entered into pending, where it presents on the Fire Dispatch workstation. There is an audible message that indicates a new call is ready for dispatch.
- Once the call is selected, unit recommends will automatically be presented to the dispatcher based on criteria such as call type, priority, and location.
- The dispatcher will confirm the correct units are recommended against the response plans and will add additional units if required based on new information.
- The units will be marked as dispatched in CAD, and this will trigger the station alerting technology to send out paging/alert tones to the station(s) selected for dispatch and copy to the radio if a crew is out on the air. The station alert will include tones, location, and nature of incident.
- The call information will also present on the fire apparatus Mobile CAD (MDTs). Crews will acknowledge receipt of the dispatch over the radio and will either radio once enroute to the call and/or update their status on the Mobile CAD.
- The Comms Operator will continue to support the crew with status updates, support requests, capturing benchmarks, and performing and recording any other supportive measures as requested by the Incident Commander or as requested from ACRECC.

- Once the crew returns to service, they will use their Mobile CAD to indicate such, and this transfers the call off the active incidents in CAD and indicates the fire units are ready to be assigned to any incoming calls.

6.11.5 9-1-1 Call for Psychological Incidents (Psych Call)

- When EMS is requested the HCC call-taker will verify the location of the emergency and enter “Medical” in the CAD narrative/notes.
- They will then obtain further details such as nature of the medical call, patient’s age, and sex, and COVID screening questions. If EMD instructions are required, they will enter this information into CAD and ask the caller to stay on the line while they transfer them to ACRECC.
- When the caller indicates the medical call nature is for a “psych” (psychological) call, they will interrogate further to determine additional resources. The call is not transferred to ACRECC.
- A psych call will get police response first - the call will be entered and dropped into the Comm 1 Comms Operator CAD for dispatch. Police will respond first to determine if the patient is “5150” and if they qualify for EMS response. If they do, HCC will contact ACRECC and request an ambulance Code 2 5150 to the location of the incident.
- The status of the ambulance arrival is relayed from the HPD officer on scene to the Comm1 Operator and is updated in CAD.
- Once the call is complete, the officer will mark themselves back in service on their MDT and the call will transfer out of CAD.

6.11.6 10-digit Emergency Lines

Calls received on these lines are typically from alarm monitoring companies or other allied agencies who are transferring non-9-1-1 calls or requesting assistance at an incident. As these calls are not received through the 9-1-1 system, ANI/ALI information is not available for them. The call location and nature of incident is collected and entered into CAD along with the callback number, caller’s name, and any other pertinent details related to the call, specifically regarding scene safety.

6.11.7 *Police Complaint Line*

The police complaint line is dedicated as a non-emergency line for the public to call for police assistance. Many calls for service are received on this line of varying nature from parking complaints to information requests. Often calls that would have been better made through the 9-1-1 system and can be high priority in nature, are also received on this line, but the caller has opted instead to use a non-emergency line. The disadvantage of receiving high priority calls on a non-9-1-1 line is that ANI/ALI information is not available to the call-taker and can at times make location verification difficult.

6.11.8 *10 Digit Non-Emergency Lines*

Calls for service are received on these lines and include general, public inquiry lines, as well as Animal Control requests for dispatch. Additionally internal requests for City departments handled by HCC are received on these lines and include service for the City's Public Works and Utilities Department, which include Facilities Management, Fleet Management, Landscape Maintenance, and Streets Maintenance.

6.11.9 *Recommendations*

Reduce or remove non-essential workload: Immediately consider transitioning any value-add work for non-emergency departments to another 24/7 group of City employees (or contract out externally), until the center is at full staffing. This includes animal control, public works, Facilities, Fleet, etc. This will assist with reducing the workload on a team that is already stretched thin for resources. As there are no specific POST requirements for this workload, other City staff can be onboarded and trained to provide this work, without much complication.

7. Behavioral Response

The City of Hayward has implemented a new pilot project as a response to recommendations made by the City’s Policy Innovations Workshop. The ‘Hayward Evaluation and Response Teams (HEART) Program’ is a diversion program with the goal of improving access to medical, mental health and other support services, as well as reducing the need for police officers to intervene in calls for service involving people experiencing mental illness, substance-use disorders, as well as the unhoused. It is also intended to ensure that the Hayward Police and Fire Departments are working to establish an integrated continuum of options allowing for the most appropriate responses to calls to the Hayward 9-1-1 dispatch center. The current program mandate is to demonstrate reduced police violence or escalation in mental health calls by deploying two different mobile response teams, the Mobile Evaluation Team (MET) and the Mobile Integrated Health Unit (MIHU).

Medical 9-1-1 calls down-streamed to ACRECC can utilize the Community Assessment and Transport Team (CATT) deployed by Alameda County Behavioral Health and Falck Ambulance. CATT partners a mental health professional and a paramedic to respond to non-violent psychological emergency calls for service and provides mental health assessment, crisis intervention, medical assessment, information, referral, and transportation to a variety of voluntary settings. If the nature of the call is behavioral health or substance abuse related, and meets the criteria for CATT, a CATT unit can be requested by the officers or paramedics at the scene. CATT requires police to be on scene to determine if scene is safe and the subject is cooperative. CATT is dispatched by the Alameda County Regional Emergency Communications Center (ACRECC) and is available seven days a week from 7 AM to 11 PM. CATT is not accessible directly by the public.

7.1 Mobile Evaluation Team (MET)

Launched in June of 2021, the Mobile Evaluation Team (MET), pairs a mental health and negotiation trained Hayward Police Officer (District Command) with a behavioral health clinician from Alameda County Behavioral Health Care Services (ACBHCS). MET is designed to respond to any call suspected of involving a mental health crisis to provide on-scene crisis intervention and referral. MET can respond first instance to behavioral health calls that are appropriate, or as a secondary response when requested by units on scene. MET assistance is requested by Dispatch or Patrol via radio. MET works 40 hours a week, Monday-Friday, during business hours only, and the team is not available for call-out.

The ACBHCS clinician enters information regarding response into the Alameda County Health database. If the response is only behavioral in nature, there is no report entered into the HPD Records Management System (RMS). The number of calls responded to by MET can be obtained by running a Unit History on District Command 33 (Unit Designator).

7.2 Mobile Integrated Health Unit (MIHU)

Launched in January of 2022, the Mobile Integrated Health Unit (MIHU) pairs a Hayward Fire Department paramedic with a mental health clinician, who splits her time between MIHU and the behavioral health program coordinator position. The behavioral health coordinator assists the Program Administrator with data, organizing the team, doing capacity building, and connecting (navigating systems to be used by first responders).

Currently MIHU proactively locate public service calls or utilize referrals/requests for service from HFD units and then conduct follow ups. MIHU is never dispatched directly from HCC, their mandate is pre and post crisis response. Pre-crisis intelligence led response, (MIHU responds to locations known to have a high number of social disorders calls for service) enables the team to proactively connect with high users of service to build relationships and attempt to connect the person with appropriate services to decrease the likelihood of that person ending up in a crisis situation. Additionally, HFD can request MIHU respond to a scene to take over a call, if appropriate. A high number of the interactions MIHU is currently involved in are follow up referrals from HFD resulting from repeat calls for service or recognition that a subject requires assistance with system navigation. MIHU will connect with the subject to assess, provide medical services, educate, and/or connect to appropriate services. MIHU is operational 20 hours per week, business hours only.

MIHU data is documented by both the attending paramedic and the clinician, but each uses their own separate process and system. Whether the team proactively locates an event, or they are called by HFD to assist at the scene, MIHU starts the call by contacting HCC by phone or radio and requests that a 'Call for Service' be created in CAD. Once the call is completed, the MIHU paramedic completes a report via HFD's Records Management System "ESO" which captures the information for Electronic Health Record (EHR) purposes. The paramedic is entering data in a way that will enable data mining of specific, MIHU calls for service. The clinician also tracks the incident through a work-around Microsoft form designed by the team and an analyst. The Microsoft forms remain within the unit as their 'shift notes' that contain the narrative of their interactions. This form was developed to report on program outcomes without identifying the subject of the interaction. The information reported in ESO is cross-referenced to the Microsoft form by

the unique incident number created by HCC Dispatch. By cross referencing the two forms, specific client information can be obtained if necessary.

7.3 Observations

Although currently operational, no formalized process has been developed for HCC to identify, categorize, triage or dispatch calls that are appropriate for MET or MIHU. HEART is a pilot project and is currently determining which calls are not only appropriate for their response, but also what calls they have the capacity to respond to. Current deployment model has the teams actively working in the community to explore the most appropriate response model to support the overarching goal of behavioral diversion away from Hayward Police and Fire.

The CAD system does not have separate codes for noting how the call came into the agency (call type) and what happened at the end of the call (disposition codes). There is currently an 'informal' HCC process intended to intercept 'psychological' calls for service to ensure an HPD unit is initially dispatched first, either MET (if available) or a patrol unit (ideally a unit with an officer trained in Crisis Intervention). The intent is to have HPD attend first to declare the scene 'safe' and to determine if EMS is required for a mental health warrant (51-50). This process is very reliant on the caller to self-disclose the nature of the call. HCC staff are not provided with training or process to interrogate callers to glean specific information that would indicate the call is appropriate for this type of response.

MIHU is not dispatched by HCC at this time. HCC staff have little or no familiarity with the MIHU program and were only anecdotally aware that they were launching the week following our visit.

MET officers do not create an HPD report in the HPD Records Management Systems (RMS) for behavioral health calls, therefore there are no details regarding call response, action taken, or outcomes on the police side. The CAD chronology is generic and will only contain location, reporter, and transport information.

MET data is entered on the health side, by the clinicians who provide clinical mental health services, whether in the initial contact or follow up. The clinical records are generated in the City's Youth and Family Services Bureau (YFSB) Salesforce database for clinical record keeping.

The data that is collected by the ACBHCS clinicians cannot be directly extracted and analyzed by the HEART Program as Hayward is not deemed a unique 'reporting unit and

is currently included in the entire 'South County' database. This gap is currently being rectified by a Memorandum of Understanding, and ACBHCS will be creating a separate reporting unit for Hayward to be able to glean this data.

Currently the HEART Program has no effective method of analyzing the data to share findings or outcomes with their stakeholders. There is no tool or 'formally' designated analyst to compile the data to track and understand the dispositions of behavioral health calls for service. This information is necessary to provide insight into the level of need for community-based services, the impact the program is having on reducing inappropriate response of law enforcement to behavioral health incidents, the outcomes of HEART vs. non-HEART responses, and the reduction of violence in this type of call. There is no efficient way to search the data for previous behavioral event interactions between first responders and persons experiencing behavioral health events. As this baseline data is not accessible, it is important that HEART have the ability to report back to the community and council on the ongoing positive impact that this risk-driven intervention program is having.

Currently, data for the HEART Program is entered into several different systems that are not integrated and not designed to accurately track or evaluate certain critical aspects of the program. These include, but are not limited to, the following methodologies:

- Process - The implementation of policies, process, and procedures specific to program delivery has begun.
- Outcomes - Determining the results of the program.
- Quality assurance & quality improvement - Measuring the consistency, success, and effectiveness of the programs, along with continuous analysis to ensure gaps and barriers are addressed so that improvement is ongoing.
- Cost benefit/cost savings - Data that provides a quantitative way to compare the cost of the program with previous delivery/response methods.
- Impact - Determining the impact of the program on the targeted demographic. There may be other unintended impacts which are important to report as well, such as public safety, community wellness, and First Responder attitudinal shift.
- Effectiveness - Did the program meet its intended goals and objectives.
- Capacity - Was the current model able to meet the community needs as outlined by the mandate and is the model sustainable.

It is important to recognize that the innovative changes the City of Hayward is making is ground-breaking. There is no framework or process map that can be utilized, as the Behavioral Health programs are unique to the City of Hayward and are being designed for the issues unique to the community. Traditional IT systems that contain the data needed, were not designed with this purpose in mind and as such, will need to be strategically altered so that the required information can be extrapolated.

7.4 Recommendations

A workshop involving all stakeholders, facilitated by Federal Engineering, is currently in the works and will provide an opportunity to align goals and strategically develop a plan to ensure the data required to support the goals of the program is accessible.

Stakeholders will brainstorm and collaborate to:

- Determine which calls for service are appropriate for MET and MIHU response
- Create the CAD codes and RMS classification to delineate those calls for future data mining
- Develop a Dispatch Risk Matrix to accurately classify the MET/MIHU appropriate calls for service
 - Process needs to consider alternative response when HEART is unavailable
 - Process needs to consider future 9-8-8 appropriate calls
 - Process requires creation of Dispatch Steering Committee to continually monitor and evaluate the program and implement required changes when necessary
- Develop a training and communication plan for all frontline and HCC staff
- Assign an analyst dedicated to HEART to ensure quantitative and qualitative data is aggregated from all touch points
- Consider a Case Management Software program that can provide a data infrastructure and tell HEART's success story.
- Develop a plan for change management
- Employ legal advisors to create a Memorandum of Understanding for all stakeholders effected by the new process. Leadership must collectively accept the risk and ensure continued cooperation and support for the new process.



An effective behavioral health initiative needs to consider diversion all along the continuum of care, starting with the HCC. This workshop will serve as a systems mapping exercise to inventory not only the present and future diversion services, but also the current and future data required to ensure that community needs are being met. This workshop is a vital step to foster the systemic change required for the success of HEART.



8. Training Practices and QA Review

8.1 Training

Although the Hayward Police Department provides administrative oversight of the HCC, the Police Training Unit does not provide training support to the center. Historically, they have been left to manage training on their own. There is no designated Training Coordinator position built into the Hayward Communications Organizational Chart, but this function has previously been supported by the Administrative Communications Supervisor special assignment role, in conjunction with the Communications Training Officers (CTOs). However, the Administrative Communications Supervisor position has been vacant for two years due to staffing shortages.

Training program oversight falls to the Communications Center Administrator, and coordination and delivery of training falls on a Shift Supervisor that has taken on the task in addition to their current duties. This position has direct oversight for development and delivery of the HCC training program, and is responsible for coordinating the training schedule, reviewing training evaluations, and providing the Communications Administrator with a weekly training report. This position also facilitates the onboarding of new hires with the City of Hayward and delivers all the classroom, theory, and practical training for the new employees.

This includes, but is not limited to:

- Area familiarization,
- Policies and procedures,
- Technology and systems,
- Call-taking and dispatch theory, and
- Hands-on training.

The Training Coordinator is assisted by an ad-hoc Training Committee consisting of other Shift Supervisors and Communications Training Officers (CTOs) on a voluntary basis. Each person on the committee is responsible for a section of the training manual currently in development. The committee conducts 'peer review' of each other's section before approving it. They also deliver continuing education for the team throughout the year in myriad formats.

CTOs receive in house training based on California POST requirements. This position receives a 5% (continuous) increase in rate of pay for performing CTO duties.

8.1.1 New Employee Training

All HCC new employee training is conducted in house. It consists of a combination of classroom training (when staffing permits), followed by practical/hands on “at the workstation” training with a training officer. All entry-level Call-Takers and Communications Operators are required to attend a 3-week, 120-hour POST Basic Public Safety Dispatcher Academy within one year of employment. POST training takes place off-site at the POST facility. Supplemental agency-specific training takes place in the police training facility located on the 3rd floor adjacent to the HCC.

8.1.1.1 Call-Taker Training

All newly hired staff begin with a one-week city orientation. In the event there are enough trainees and staffing in the HCC permits to hold an academy, the classroom training is 3-5 days. The academy consists of CAD training, city geography, mapping, and dealing with difficult callers. Information not covered in the classroom is in the Training Manual. Call-type testing and geography testing has been developed but is not always utilized. When classroom training is complete the trainee ‘shadows’ the call-taker position. There is a ‘test’ CAD and radio channels available for simulation training, however, there is no staff available to utilize it as part of the training academy. The CTO uses the test CAD for scenarios during down time on the floor and uses a ‘checklist’ to ensure all concepts are covered. Call-Taker training usually takes 2-3 months, depending on the trainee.

Training primarily takes place at the workstation, where the trainee is expected to follow along with the technology use, procedure, and call-taking practice and process. The HCC receives more than 800 calls for service each day; there are many interruptions during the learning process for new recruits while they grapple with not only the technical precision and procedure required to perform the tasks, but also the enormity of responsibility that a 9-1-1 professional is tasked with. Often new recruits come with little or no previous public safety communications training, education, or experience. This is their first exposure to the profession, and it can be overwhelming.

Should training extensions be required, new hires are supported through a performance improvement plan to identify and prescribe action steps necessary, track progress, and meet to review.

If the recruit was hired as a Communications Operator, they will move on to learn the dispatch training portion of the role. It was noted by several interviewees that often the call-taking portion seems to be rushed to move them onto the dispatch training quicker.

8.1.1.2 Dispatch Training

Once call-taker training is completed, staff hired as Communications Operators will move into Fire Dispatch Training which is completely shadow based training and lasts approximately two months, at which point the trainee will then move to Police Dispatch training.

In the case where there is more than one Communications Operator hired at the same time and more than one is assigned to the same team, one will be assigned to fire dispatch and the other to police dispatch. Each will spend time learning the respective role for approximately two months, at which time they will switch and learn the other dispatching discipline. Everyone follows the same path – Call-Takers go through basic call-taker training. Communications Operators go through call-taking basics, fire dispatch, service channel (com3), police channel (com1), and then shadow in the final phase of their training.

Once the trainee is signed off from dispatch training, they are assigned shifts, and if full time, assigned to a team. Understanding that the learning continues for a long duration after a recruit has been approved to work on their own, there is always nearby coaching/mentoring in the center for them as needed. They receive continued mentorship over the next several months, including regular quality assurance call reviews and feedback for the first six months they are signed off. The CTO or Supervisor will meet with the trainee regularly to review QA evaluation and offer positive feedback while highlighting areas for improvement.

8.1.2 Observations for New Employee Training

The retention and success rate of learning all components of the position “at the desk” while on the job, combined with the high call volume, high stress environment, and number of tasks performed in a short time frame, is overwhelming to new staff who have not yet learned all of the pieces of the job individually, in a non-live, lower stress environment. This can make it difficult to successfully follow along, put the tasks and learning together quickly in one setting, and correctly retain and recall the skills they are trying to learn. This leads to poor retention of information, lack of confidence, frustration in both the trainer and the trainee because they “aren’t getting it;” this can significantly contribute to higher turnover.

The costs of recruiting and training are high; a lack of training in a format and environment that is conducive to good learning is likely not only costing money and time in the recruiting and training process, but increasing risk in call-taking and dispatch; adding additional strain to staff in the HCC who cover absences when there are staffing shortages, support the additional call volume in the center when new recruits are being trained, and assist with helping to further development new recruits once they are signed off. Overall, it can contribute to lower morale, lower job satisfaction, increased workload, stress and absenteeism and illness, creating a continued cycle of these conditions and a difficult work environment.

8.1.3 Continuing Education

At minimum, continuing education must include 24 hours of POST approved courses every 2 years for each employee, as mandated by the State POST program. Currently, staffing capacity does not permit scheduled training days for each employee. This makes it difficult to plan and attend training. However, as it is POST mandated, it must be attended to and almost always requires overtime to back fill staff that are sent for training.

Other continuing education initiatives are administered by the Communications Center Administrator with support from the CTOs. Each month a training topic is rotated through each team in the Center. This topic usually results from a gap noted by the Communications Administrator, or a change in policy or procedure, or as identified as a topic of interest from Supervisors and frontline staff.

HCC does not have a separate training budget assigned specifically to them; their training budget is part of the overall Police training budget.

8.1.4 Supervisor Training

Supervisors attend the state Supervisor training through POST. Some have also attended the Center Managers Certification Program (CMCP) training through NENA. There is no formalized Supervisor Training, Staff stated it is 'learn as you go.' Supervisors stated if they do not know what to do, they simply call the Communications Administrator even if it is 0300 hours as there is no procedural manual. There is a Resource List that is utilized when assistance is required but is not a fully exhaustive list or a comprehensive Supervisor manual. Interviewees provided an example of a supervisor that had an Officer Involved Shooting (OIS) on the shift and did not know the HCC responsibilities during the incident.

CTOs are often utilized as an acting Supervisor as CTO status provides a continuous 5% wage increase.

CTOs are certified through POST. Currently there are Staff that are 'approved' as CTOs and awaiting training.

8.1.5 Recommendations

That HCC implement a training program that includes:

- A recruit training classroom component to cover area familiarization, call-taking and dispatch theory and protocol training, review of policy and procedures, training on HCC technology and process, and a simulation lab that allows them to practice tasks in a non-live environment. Classroom theory and simulation training should occur prior to the practical "at the desk" training component.
- A designated training room/classroom be dedicated to HCC and equipped with the furnishings and technology to support simulation-based training.
- A recruit training practical component with an assigned coach/mentor who has been certified as a Communications Training Officer as per the standards outlined below.
- Updated policy and procedures that include step by step process for job tasks in the HCC.
- That continued education and professional development be included in the program, and that HCC staff participate in joint training initiatives between fire, police, and the HCC.
- That a supervisor training program be implemented where potential supervisors are trained and mentored for the role well before they are promoted, and that continuous leadership development occur throughout their tenure.
- That continuing education and professional development training be treated as priority, and that efforts are made to regularly schedule training days (as soon as staffing levels permit).

That the training program adheres to industry standards and any person creating or delivering training be certified to do so as per:

- NFPA 1225 (2022) Chapter 7: Public Safety Communications Training Officer (NFPA 1061) and Chapter 10: Public Safety Communications Training Coordinator (NFPA 1061)

- APCO ANS 3.108.2-2018 Core Competencies and Minimum Standards for Public Safety Communications Instructor
- APCO ANS 3.104.2-2017 Core Competencies and Minimum Standards for Public Safety Communications Training Coordinator; and
- APCO ANS 3.101.3-2017 Core Competencies and Minimum Standards for Public Safety Communications Training Officer (CTO)

8.2 Quality Assurance and Quality Improvement

There is a quality assurance program in the center. Supervisors complete an in-house created evaluation form that measures call-taker and dispatcher actions for calls against existing policy and procedure.

Supervisors complete a set number of reviews per month, per staff member. One medical and one police call are reviewed for each Dispatcher and three police (P1, P2, P3) and one medical call are reviewed for the Call-Taker position. They are scored using an evaluation system consisting of unsatisfactory, needs improvement, meets standards, exceeds expectations. These ratings are color coded for quick review and are saved electronically. Individual QA Reports are used for the bi-annual performance reviews. Calls are chosen as random as possible, with no call being too close in dates to the other. Each evaluation is shared in confidence with the staff member being evaluated usually via email. The supervisor meets with staff members for an in-person review with those who fall below the compliance level, to provide feedback and to plan any additional support, training, or remediation that the staff member may require. High compliant evaluations do not warrant an in-person meeting and are left at sharing with the specific employee via email.

The QA program findings are not used to inform the training program at this time. It should be noted that the evaluation form and remediation process are currently being redesigned.

8.2.1 Recommendations

The APCO/NENA standard recommends that HCC's review at least two percent of all calls for service, unless that number would be overly burdensome to an organization.

It is recommended that the QA/QI activities receive a higher priority and that QA/QI reviews are consistently delivered using dedicated staff to oversee the program. Given the size of HCC, and the number of staffing it will be increasing to, **FE** recommends a full-

time resource, such as a QA/QI Coordinator (see next recommendation) to provide oversight of the program, conduct the reviews, e.g., discussion with staff, document the findings of the reviews, and maintain the program.

Create a Quality Assurance / Quality Improvement and Training Support Coordinator position. This role can lead QA/QI program and support the Administration Supervisor with the HCC Training Program. QA/QI and training roles are tightly interconnected; quality assurance data informs both training and quality improvement needs, training requirements inform quality assurance measurements and support improvements.

In a center the size of HCC, with the amount of staffing increase, it would be ideal for one person to fulfill this role and that it be separate from the Administrative Supervisor position who would oversee the overall HCC training program. While it may be necessary for one position to provide both QA/QI and training roles until staffing levels increase, the volume of QA & QI necessary, along with the training to support improvements for a staff of 60+ is significant. In particular, half of the staff in HCC will be new and require more training and support in their initial few years, which will stretch the capacity of having the roles combined long term rather than two separate positions.

Additionally, succession planning for this position can be created through staff members who identify training and quality assurance as areas of strength or interest in their career path. They can also receive quality assurance and communications training officer certification and assist with supporting workload and projects, be mentored by the QA/QI and Training Supervisors and have the opportunity to fill in for this role when absence dictates.

Alternatively, if a commercial protocol system is implemented, this position could be filled by an experienced employee from another agency who is already certified, trained and familiar with that particular program. Hiring staff with prior experience in implementation and CAD integration would significantly expedite the development of the QA/QI program.

As an interim measure, QA/QI support could be contracted to a qualified third-party provider until staffing levels permit filling the role internally.

Qualifications for this role and for creating a quality assurance, quality improvement, and training program can be informed by the following standards:

- NFPA 1225 (2022) Chapter 9 Public Safety Quality Assurance/Improvement Personnel (NFPA 1061)

- APCO/NENA ANS 1.107.1-2015 Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points
- APCO ANS 3.108.2-2018 Core Competencies and Minimum Standards for Public Safety Communications Instructor
- APCO ANS 3.106.2-2017 Core Competencies and Minimum Standards for Public Safety Communications Quality Assurance Evaluators
- APCO ANS 3.104.2-2017 Core Competencies and Minimum Standards for Public Safety Communications Training Coordinator
- APCO ANS 3.101.3-2017 Core Competencies and Minimum Standards for Public Safety Communications Training Officer (CTO)

A pathway to achieving accreditation is possible through:

- Standardized call-taking and dispatch protocol
- A well-designed QA/QI program with consistent call review and constructive feedback to staff
- Identifying and celebrating successes and high performance
- Identify trends and gaps in training
- The delivery of quality and regular training and professional development

Accreditation is highly attainable and sustainable once HCC has the staffing, resources, and support to carry out the recommendations in this section and others.

9. Technology

9.1 Computer Aided Dispatch

Computer-aided dispatch (CAD) is a critical system that assists call-takers and dispatch personnel in processing, prioritizing, dispatching, and controlling calls for service for their respective emergency service agencies. CAD systems typically consist of several modules that provide call input, unit recommendations, call dispatching, call status maintenance, mapping, event notes/narrative, field unit status and tracking, and call resolution and disposition. Computer-aided dispatch systems also include interfaces that permit the software application to provide other critical features and functionality, such as links to external databases.

The Hayward Communications Center originally installed and went “live” with their Tyler Technologies CAD system in January 2012. The current software version is 2021.1, hot fix 3, that was installed in December 2021. The city is using a virtual server environment, with a Windows Server 2016 server operating system, and the workstation operating system is Windows 10. They do have a redundant back-up server configured, as well as a test server which can be utilized to test and train on CAD.

The system is capable of a multi-jurisdictional and multi-discipline configuration, but is currently only configured for a single municipality, the City of Hayward. It is provisioned for a multi-discipline operation since the HCC dispatches both City Police and the City Fire services. The CAD system is configured and used to provide recommendations for both police and fire. The system is using CAD event numbers and agency specific incident numbers.

The city has indicated that the system is NG9-1-1 ready.

9.1.1 CAD Discipline Modules

The HCC operates with two CAD system modules, law enforcement and Fire/EMS. When a multi-discipline event is received and input, the software system generates two pending calls for service – one for law enforcement and one for fire. Most current CAD systems are capable of being configured as either two or three modules, but operationally, most communications centers are only configured for two. EMS units and associated functionality are built within the fire module. The only time it would be beneficial for three is when there are separate fire and EMS dispatchers and agencies and/or EMS is dispatched by another communications center. In those cases when a multi-discipline

event is generated, it could automatically spawn three CAD events, one for police, one for fire and the third for EMS.

9.1.2 CAD Interfaces

The following table lists typical interfaces found within public safety communications CAD systems and the status of those interfaces in the City’s Tyler CAD system. The response ‘Yes’ indicates that the module exists, and the city is utilizing that interface or module. The interfaces or modules listed in the table with a ‘No’ response simply means the system is capable of the interface, but the city has elected not to buy or use that interface for operational or security reasons.

Table 20 – Interfaces

HCC			
CAD Interfaces	Yes/No	CAD Interfaces	Yes/No
9-1-1 ANI/ALI	Yes	Master Clock	Yes
Alarm Monitoring	No	Mobile Mapping	Yes
Alarm Tracking and Billing ³	Yes	Phase 2 Wireless Mapping	Yes
ASAP Alarm Company	No	Police Field Reporting	Yes
Automatic Vehicle Location	Yes	Police Mobile Data	Yes
Call-Taker/Dispatcher Mapping	Yes	Police RMS	Yes
Corrections Management Software	Yes	Radio Console: PT and Emergency	No
Logging Recorder	Yes	Rip & Run Printers	Yes
Email/Text Paging	Yes	Routing/Directions	Yes
Emergency Medical Dispatch (EMD)	No	Staffing Module	No
EMS Mobile	No	State/NCIC	Yes
EMS ePCR	Yes	TDD/TTY	No
Fire Mobile	Yes	Tone Alerting (radio voice paging)	Yes
Fire RMS	Yes	Pictometry	Yes
Fire Station Alerting	Yes	Web CAD	Yes

9.2 Recommendations

Hayward Fire is an ALS service that responds to all medical calls in the city to assess and treat patients and provide on scene support until EMS can arrive to take over. Today, all 9-1-1 calls for medical assistance are transferred to ACRECC for provision of Emergency

³ Alarm Tracking and Billing interfaces exist in the system but are not utilized.

Medical Dispatch call-taking and dispatch once HCC call-takers obtain address, phone number, patient complaint and sex/age. Once the calls are transferred, there is no further communication between HCC and ACRECC to provide patient status updates or further call details, except in cases where scene safety issues are present. In those cases, ACRECC will phone HCC directly to provide information. This information is passed along verbally, and the dispatcher manually enters the information into the call in CAD. There is no electronic transfer of call information.

- **FE** recommends that HCC work with ACRECC to implement a two-way CAD-to-CAD interface between HCC and ACRECC for medical call information sharing. Medical call information can be provided seamlessly and electronically through CAD to HCC Fire Dispatchers, while simultaneously transferring to Mobile CAD where responding fire personnel receive real time call updates and patient information.
- This interface becomes important as well, when HCC implements medical call-taking, so that ACRECC can receive medical call information electronically and efficiently to dispatch EMS, without HCC having to ever transfer the call over or pick up a phone to relay information.

A CAD-to-CAD interface reduces the risk of error in data entry and automates the call sharing of information in an efficient and effective manner, benefiting HCC, ACRECC, responders, and ultimately the patients and public.

9.3 Mapping/GIS

The City is using GIS/mapping data that is provided by the City's mapping, property information and GIS staff who are part of the Information Technology Department. The City GIS is using an Esri ArcGIS enterprise geodatabase solution, version 10.6.1. The Esri GIS data is imported for use with the Tyler CAD and mobile mapping systems.

The City's GIS data includes the required address points, street centerlines, administrative boundaries, and emergency response zones for the City and adjacent Fairview. The GIS/mapping data is updated monthly. The data is not limited to the city, so it does include some surrounding municipalities, but it does not include the entire County.

The City does have the required GIS data needed for NG9-1-1. This includes street centerlines, address points, administrative boundaries, and emergency services

boundaries. The data meets local requirements, but it does not currently adhere to the NENA NG9-1-1 GIS Data Model⁴.

The city does have some limited data for their neighboring areas, and this is used for responses to mutual or supplemental aid areas outside the city.

9.4 Mobile Data Devices

Mobile Data Devices are used by the dispatched agencies to provide connectivity and communications with the computer aided dispatch system. MDD functionality includes the ability to provide silent dispatch (dispatched event data and notification), status changes, automatic vehicle location (AVL), directions, routing, messaging, mobile mapping. For law enforcement it also provides field-based reporting functionality and the ability to query databases, such as CLETS/NCIC/RMS.

The city is using Tyler Technologies mobile data solution, integrated with the CAD application. The mobile solution was initially installed in January 2012, and last updated in December 2021 with version 2021.1. The mobile server operating system is Windows Server 2016 and is located at the City Police headquarters. The Fire Department is also using the same mobile data application, however with a different user interface developed for fire operations.

There are approximately 60 law enforcement mobile computers in the field.

The connectivity from the mobile devices to the mobile server is achieved using Verizon and AT&T commercial wireless air cards. The city is also using NetMotion software which provides a secure mobile VPN connection and assists with traffic optimization by maintaining or resuming connectivity for the mobile devices in any areas with poor coverage.

The city is not using any CAD/RMS integrated hand-held applications.

9.5 9-1-1 Answering Equipment

The HCC is the primary PSAP so 9-1-1 calls are routed directly to them by their 9-1-1 Service Provider. The communications center is using Motorola Solutions VESTA Call Handling Equipment (CHE). Calls for police and fire services are processed by a city call-taker who answers and then processes that event for dispatch. Calls that require a medical services response are transferred to ACRECC. All 9-1-1, ten-digit emergency

⁴ NENA-STA-006.1.1-2020

and non-emergency lines are installed, configured, and answered on the VESTA answering equipment.

The current VESTA equipment is Phase II compliant, capable of rebids and can display a Wireless Phase II caller's location on the answering equipment's mapping system. The system is interfaced to the Center's Verint logging recorder. The 9-1-1 answering solution does include a VESTA management information system (MIS) for telephone statistics.

The center has a web-based Text-to-9-1-1 solution provided by ComTech that was implemented in February 2018. The city is planning to replace this system with a new Rapid Deploy solution at some point in the future.

There is a CAD interface to the 9-1-1 answering equipment that allows ANI/ALI data to be transferred for CAD event entry. The interface does provide the display of Wireless Phase II data and the callers location on the CAD map. The city has six 9-1-1 lines.

9.6 Logging Recorder

The Hayward Communications Center is using a Verint logging recording system to record the police talk groups and the telephone system. The recorder was originally installed in 2015 and last updated in 2021. It has a twelve-channel capacity and currently records two radio channels and all the 9-1-1 answering positions. The recorder is under a support and maintenance contract through Capture Technology. The recorder is capable of recording analog and digital conversations.

A NICE Inform recorder is being used to record the Hayward City Fire Department talk groups. The NICE logging system is maintained by the Alameda County Sheriff as part of the East Bay Regional Communications System Authority (EBRCSA).

9.7 Emergency Notification System

The HCC is using an Everbridge AC Alert cloud-based emergency notification system. This is a stand-alone system and not interfaced to the 9-1-1 telephony system or the CAD system.

9.8 Emergency Dispatch Protocols

The Center is not currently using any third-party emergency dispatch protocol software applications or flip cards.

9.9 Radio Dispatch Consoles

The police and fire departments are both operating on the East Bay Regional Communications System (EBRCS) Motorola P25 compliant 700/800 MHz radio system. The system was engineered with six cells and a total of 36 radio sites. The system can provide fully interoperable communications to all public agencies within the counties of Alameda and Contra Costa.

The communication center is using Motorola MCC7500 radio dispatch consoles, installed in 2016 and last updated in 2021. The current operating system is Windows, and the workstations are five years old. The system is capable of emergency button activation and push to talk ID. The city is working with the EBRCSA Board of Directors to install encryption onto the system. The dispatch consoles are owned by EBRCSA and are provided to the city as a subscription cost.

There is no CAD interface to the radio dispatch consoles. The city is planning to implement a Locution PrimeAlert Responder system in the fall of 2022.

The city uses sixteen channel Motorola APX (dual band & all band) radios utilizing the EBRCSA interoperability matrix. The system provides interoperability for Alameda, Contra Costa, and portions of Solano County. The Fire Departments back up channel is the city owned UHF channels. Tertiary to that, the city utilizes VHF.

The following is a list of the primary talk groups or radio channels in use by the HCC for police dispatch.

Table 21 – Primary Dispatch Talk Groups - Police

Hayward Police Department	
Description	Dedicated Dispatcher
Comm 1	Yes
Comm 3	Yes

Comm 1 is used as the primary operating radio channel among all police units. Comm 3 is used as the inquiry, information, and service radio channel for police units. If there is an incident that requires tactical dispatch (pursuit, cordon/perimeter work, etc.), that call will remain on Comm 1, and all other active calls will be instructed to move to Comm 3.

The following is a list of the primary talk groups or radio channels in use by the HCC for fire dispatch.

Table 22 – Primary Dispatch Talk Groups - Fire

Hayward Fire Department	
Description	Dedicated Dispatcher
Dispatch	Yes
Command	Yes

Dispatch is the talk group where units are dispatched and conduct their primary operational radio traffic. Command is used as a tactical channel when required for major incidents such as structure related events, hazmat incidents, etc. Both talk groups are managed by one communications operator who is dedicated to Fire Dispatch.

At times when there is a tactical incident that requires dedicated communications operator support, other communication operators on duty will assist with any other active fire calls.

9.9.1 Interoperability

The communications center has radio interoperability via the regional radio system to:

- All fire agencies in Alameda, Contra Costa, and some in Solano County
- 9-1-1 Ambulance Services in Alameda County
- Bay Area Rapid Transit (BART) for fire communications

9.10 Law Enforcement Records Management System (LERMS)

The law enforcement records management application provides functionality to manage data for incidents, cases, personnel, equipment, and other department actions. The system is interfaced to the CAD and mobile data system enabling data entered during event creation to be transferred to the appropriate LERMS incidents.

The LERMS module allows users to generate reports for crime analysis, management reports/presentations and retention. The system provides several pre-formatted reports or allows the agency to configure their own ad-hoc reports. The system tracks the investigation and case status.

The Hayward PD is using Tyler Technologies New World Law Enforcement Records Management System (LERMS). The system was installed in January 2012. The current

software version is 2021.1. The system was last updated in December 2021, the server operating system is Windows Server 2016.

The law enforcement application provides functionality to manage data for incidents and cases. The system is interfaced to the CAD system, enabling data entered during event creation to be transferred or imported into the appropriate LERMS incidents.

HPD are using Tyler's field-based reporting module and the system is using automated functionality to ensure accurate UCR reporting. The agency is currently working on migrating to NIBRS reporting. The law records module includes case management functionality for the tracking of cases from the time they are created until they are closed.

This module also provides the ability to input warnings or alerts on people entered as an officer safety feature.

9.11 Fire Records Management System (FRMS)

The Fire Records Management System (FRMS) module provides fire users with various tools to report, track, and manage everyday department events. The Fire Department is required to track records around fire incidents, patient care, personnel, training, certifications, equipment, etc. Modern systems include tools to help provide robust reporting and analytics, allowing the command staff to take a deeper look into how the department is performing, personnel information, how many incidents they responded to, and the type events.

The Hayward Fire Department is using ESO's fire records management system. The system was installed in October 2021 and was expanded to accommodate a fire reports module. The fire records system is interfaced to the CAD system allowing event and unit data to be automatically transferred to the FRMS.

The following modules are available for ESO FRMS:

- Activities
- Alerting
- Analytics
- Asset Management
- Checklists
- Incidents
- Inventory
- Hydrants

- Personnel Management
- Permits
- Property and Inspections
- Scheduling

The HFD also uses ESO software for electronic patient care reporting (ePCR), which was installed in 2011 and last updated in 2017.

9.12 Facility

The HCC is housed in the Police Administration Building. Employee parking is in an open-air parking lot adjacent to the building. Building access is controlled by an electronic access control system (magnetic/key card); there is also a numeric keypad lock to gain access to dispatch.

There is a lunchroom for communications staff that is directly accessible off the dispatch center floor. The employees share a workout facility with other police department sworn and civilian employees. There is no quiet room. The Administrative Communications Supervisor has a desk / cubicle in the corner of the room but no private office space for supervisors to meet or coach employees.

The following table depicts a high-level overview of systems and equipment installed in the center's equipment/server/data rooms.

Table 23 – Data/Equipment/Server Room

Data / Equipment / Server Room	
Description	Response
PSAP Size:	1600 SF
Back-up Generator:	Yes
Generator Make/Model:	Cummins Onan
Generator Size:	350 KW
Generator Installed	1993
Generator Fuel:	Diesel (2,000 gallon)
Generator Tested:	Monthly (2 hours)
Electrical Service Provider:	480/277v - 2000-amp
Electrical Service Level (amps)	Yes
Telephone Geographical Diverse Entry:	Yes
Fiber Installed:	Yes

Data / Equipment / Server Room	
Description	Response
Climate Controlled:	Proximity Keycard - Phone Room is locked
Room to Install New Equipment (expansion):	1600 SF
Security	Yes

9.12.1 Observations

The HCC currently has nine workstations installed in the center. There is limited space within the center to reconfigure the set up or add additional workstations. With the increase of recommended staffing levels to support HCC operations, additional space to install more workstations will be necessary.

There is no training facility with HCC technology or workstation capability available. While there is an assembly room immediately next to the HCC, it is not meant specifically for HCC use, and is booked for various meetings and training by other divisions in the department.

There is no space assigned for supervisors to use for one-on-one coaching and discussion with their team members.

There is no quiet room available for staff where they can decompress alone after a difficult call or take a rest break without interruption when necessary.

9.12.2 Recommendations

FE recommends:

- A redesign/reconfiguration of current set up in the HCC to add more workstations for additional staffing. Optimal staffing levels are ten employees per shift, currently there are only nine workstations in the center.
- A training room with workstations and HCC technology – CAD, phone, radio, is necessary for recruit training/classroom academy training.
- Secure a new location or existing facility for a purpose built (or renovated) Emergency Communications Center that serves the unique needs of Public Safety Communications personnel, infrastructure, and technology. It should be designed to suit current needs and support growth into the next 20-30 years and adhere to industry standards and best practice.

9.13 *Back-up Center*

The Hayward Communications Center does not have a local back-up center. They depend on two adjacent centers to provide their back-up: Alameda County Sheriff's Office and the Fremont/Union City 9-1-1 Center. In the event the center would experience a critical failure, they would contact Lumen to assist with rerouting the City's 9-1-1 calls to either the County SO or the Fremont/Union City 9-1-1.

The City's police and fire dispatch function could only resume after staff relocate back to the center and Lumen is contacted to reroute their 9-1-1 calls back to them.

9.13.1 *Recommendations*

Backup centers are critical infrastructure in Public Safety Communications. Every HCC should be equipped with one and it should be mission ready at a moment's notice. There is no back up facility in existence for HCC today. There is a mobile command post that can be activated for HCC staff to work out of, but this does not serve well as a medium or long-term use facility and does not have the same operational capability as the HCC. It could be used as a very short-term facility to bridge the gap between moving from the primary HCC to the backup site.

FE recommends that a backup center is implemented for HCC. Every means possible should be made to ensure adequate contingency plans and facilities are in place without delay, particularly due to the high-risk major fault line/earthquake area that City of Hayward is located within. Considerations should include, but not be limited to, the following:

- Determine spatial, infrastructure, and facility needs for a Backup site; identify and secure a location.
- Install the appropriate number of workstations and technology to have the Backup facility function as close to regular operational capacity as possible. Ideally, this would be a mirrored center, with the same number of workstations, technology, and operational capability as the primary center. It should be set up to function in parallel with the primary center at any time, allowing it to be used as an overflow or special operations center, as well as for contingency and evacuation purposes.
- Ensure an up-to-date business continuity plan exists for HCC and that it is understood and practiced (regular drills) by staff.

- Ensure that it is in accordance with industry standards for Backup facilities and business continuity such as NFPA 1225 (2022) Chapter 12 - 12.2 General requirements which state:
 - 12.2.1 - Communications centers and alternate communications centers shall comply with Chapter 12.
 - 12.2.2 - A comprehensive emergency management plan (CEMP) shall be in place for each communications center.
 - 12.2.2.1 - The CEMP shall comply with the applicable requirements of the NFPA 1600, and additional requirements specified in this document.
 - 12.2.2.2 - The AHJ (authority having jurisdiction) shall review the CEMP for currency and applicability annually.
 - 12.2.4 - Communications equipment shall be kept in working order at all times.
 - 12.2.5 - Each center shall be provided with a designated primary means of communication that shall be compatible with the designated primary means of communication provided at Emergency Response Facilities (ERFs).
 - 12.2.5.1 - Each center shall be provided with an alternative means of communication that is compatible with the alternate means of communication provided at the ERFs.
 - 12.2.5.2 - The alternate means shall be available to the telecommunicator in the event of failure of the primary communications system.
 - 12.2.6 - Each jurisdiction shall maintain an alternate communications center that meets the criteria in 12.2.6.1 and 12.2.6.2
 - 12.2.6.1 - The alternate communications center shall be capable, when staffed, of performing the emergency functions performed at the primary center.
 - 12.2.6.2 - The alternate communications center shall be separated geographically from the primary communications center at a distance that ensures the survivability of the alternate center.
 - 12.2.6.3 - Each jurisdiction shall develop a formal plan to maintain and operate the alternate communications center.

- 12.2.6.3.1 - The plan shall include the ability to reroute incoming event and alarm traffic to the alternate center and to process and dispatch events at that center.
- 12.2.6.3.2 - The plan shall be included in the CEMP.
- 12.2.6.4 - When operations are from the alternate communications center, receipt, transfer, processing and dispatching of alarms and events in accordance with the requirements of this standard shall not be dependent on the functioning of any equipment at the primary communications center.
- 12.2.7 - The communications center shall be capable of continuous operation long enough to enable the transfer of operations to the alternate communications center in the event of a dire or other emergency in the communications center or in the building that houses the communications center.

10. Financial Analysis/Projected Cost Estimates

The following is a high-level financial analysis and projected cost estimates for the HCC recommendations included in this report. As indicated in Section 4: “High Level Strategic Implementation Plan” **FE** recommends that Hayward organize a project task force team immediately to carry out the strategic plan to address the immediate critical needs.

This team can conduct analyses on best methods (including cost/benefit where appropriate) to achieve recommendations. Below is a high-level project cost estimate of the recommendations. There are decisions that must be made first, so that further information can be attained for a deeper analysis of costs.

Table 24 – Financial Analysis & Projected Costs Estimates

Category	Term	Comments	Cost Estimate
Staffing	Short	Increase of 20-39 employees; cost estimate based on average salary plus benefits & admin support	\$4M-\$7.8M/yr.
Training	Short	Expand/Augment current training program by adopting industry available entry level (basic) for new recruits. The adoption of a core competencies in an on-demand / on-line training format reduces basic introductory in-house training.	\$15K/yr.
		CTO training targeting new and seasoned instructors including presentation skills, adult learning styles, human relations. Note that this effort does not include wages, time off, or special compensation germane to the delivery and participation in HCC personnel training.	\$25K
		Supervisory training geared specifically to HCC supervisors that is ECC specific. This training to include human relations, negotiation skills, intervention, skills, QA/QI methodologies, etc.	\$25K
Protocol Implementation	Short	Implementing structured protocols for Emergency Medical Dispatch & Emergency Fire Dispatch; includes costs for QA/QI system software	\$250K
Technology	Medium	Conversion of existing workspace to create a dedicated training facility complete with	\$500K



Category	Term	Comments	Cost Estimate
		operational workstations configured to augment spikes in HCC call processing.	
		Design and implementation of CAD-to-CAD interface with ACRECC.	\$250K+
Facilities Expansion	Medium	Expand current HCC footprint to allow for the increase in call-taking & dispatch consoles; designate office space for quiet room & supervisors office	\$700K
Backup Facilities	Medium	Creation of off-premises fully functional backup facility that would serve as an Emergency Operations Center (EOC) as well as a training venue.	\$1M+
Pilot Programs Assessment	Short	Establish dedicated project management resource team to assess and evaluate short and long-term progress of pilot programs.	\$200K/yr.
Implementation Plan	Medium	Establish administrative & analyst team to monitor HEART mental health response strategies and outcomes. Includes additional staff such as data analyst and an additional FTE, so that current Coordinator is not managing two distinct roles. Costs are estimated to cover additional administrative program oversight personnel, along with technology and software to support streamlined data input, collection, and analysis. These costs do not include existing frontline and leadership personnel who are already running the program.	\$700K/yr.
New PSAP Facility	Long	Establish a stand-alone PSAP facility. Governance & oversight under a new city department with functional oversight provided through the collaboration of police and fire. Facility would function as an EOC, regional training facility, press & media briefing rooms, etc.	\$10M+





City of Hayward Communications Center

HEART Program Data Analysis Recommendations Report

August 30, 2022

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Executive Summary

Federal Engineering, Inc. (**FE**) is pleased to provide the City of Hayward with this *HEART Program Data Analysis Recommendations Report*. To prepare this report, **FE** conducted in-person and virtual interviews with stakeholders to obtain an understanding of the workflow and relationships between and within agencies. Following the initial interviews, **FE** recognized that a collaborative session involving all stakeholders would help to further understand the complexities of the Hayward Evaluation and Response Team (HEART) and the other components involved in the continuum care for Hayward's vulnerable citizens. More importantly, **FE** realized that a workshop would provide the first opportunity for *all* stakeholders to gather together to share, collaborate, and build capacity for future development of knowledge, evidence, and process to support the HEART program goals.

On June 21st an in-person and virtual workshop was held at the Hayward Public Library. The session began with a discussion to identify and confirm the goals of the program. Leadership articulated the key performance indicators (KPIs) required to measure HEART's success.

The **FE** Team facilitated a Business Process Analysis for the Mobile Evaluation Team (HMET) and Mobile Integrated Health Unit (MIHU) to walk the group through the step-by-step processes currently in place. Each segment of the call for service was described in detail starting with how an initial request is received, to the response, the actions taken, the report, the data entry, the data mining capability and finally, the current opportunities for program review and improvement. The analysis was intended to launch in-depth discussions around the identified gaps in process and data, and possible solutions to those challenges. **FE's** subject matter experts (SMEs), then analyzed the information gleaned from the session and applied their collective experience and knowledge to provide recommendations and strategies for the HEART program to move forward to best achieve their goal of improving access to mental health support services and diverting police officers from social disorder calls for service.



1. Introduction

1.1 Background

In November 2021, **Federal Engineering, Inc (FE)** was contracted to provide the City of Hayward (the City) with professional consulting services to conduct a needs assessment and strategic planning effort for the Hayward Communications Center (HCC).

Phase 1 of the project was the Operational Assessment of the HCC, and Phase 2 was to provide recommendations and strategies to support the Hayward Evaluation and Response Team (HEART) Program.

1.2 Methodology

The initial assessment and analysis of the HEART Program involved in-person and virtual interviews with stakeholders to obtain a thorough understanding of the intricacies of the workflow and relationships between and within agencies. The objective of this effort was to identify opportunities for improvement, develop a future vision for solutions, and provide recommendations to support the program.

An excellent behavioral health crisis system is an essential community service very similar to police, fire, and EMS. It is an organized set of structures, processes and services that are in place to meet all types of urgent and emergent behavioral health crisis needs.

The Policy Innovations Workshop revealed citizens have an expressed desire for a highly effective behavioral health crisis response system to meet the needs of its population, just as it expects other essential community services. Knowing this, **FE** recognized that in order to make appropriate recommendations, it was necessary to conduct a workshop with all stakeholders, to effectively understand the HEART program including the other components of the Hayward behavioral health continuum of care. The City of Hayward accepted this request and set forth to organize and plan for the Data Workshop.

From the beginning, **FE** recognized that this workshop would first and foremost provide an opportunity for frontline personnel and leadership to come together to share, collaborate and build capacity for future development of knowledge, evidence, and process to support the HEART Program and HCC.

The stated purpose of the workshop was to build collective capacity to produce an improved understanding of the data required to support a collaborative risk-mitigation



process; and to facilitate a working linkage between the actual practitioners engaged in efforts to improve service to the vulnerable persons. A clear benefit of hosting such a workshop is the opportunity to involve key stakeholders and supporters of the program in this dialogue.

The topics explored in the event included a business process analysis, opportunities to overcome challenges in measurement, improve/strengthen the relationship between stakeholders, create performance indicators for HEART, and identify new methods for valid and reliable outcome measurements of the program.

The format of the workshop was largely discussion-focused, with **FE** facilitating the conversation. Each agency or program lead was asked to present an overview of their role and their primary challenges and goals. Following this, a thorough business process analysis of the Mobile Evaluation Team (HMET) and Mobile Integrated Health Unit (MIHU) was conducted to understand the service requests from start to finish. This included steps and process for:

- How a request for service is initiated
- The response
- Triage/assessment/treatment/referral
- How follow-up is conducted
- The documentation process for each team
- The type of data collected, provided, and analyzed, the systems used to collect it, and who has access to it
- Reporting

Finally, the stakeholders were invited to discuss the insights, perspectives and challenges of the data and programs. Most importantly, the emerging theme was that stakeholders realized early in the workshop that they had never before been at the table together to fully discuss and understand the work that each of their respective programs were carrying out. This not only provided a good opportunity for questions and responses but provided a healthy dialogue that sparked possible future solutions.



2. Hayward Behavioral Response Model

2.1 Hayward Evaluation and Response Team (HEART)

The City of Hayward has implemented a pilot project as a response to recommendations made by the City's Policy Innovations Workshop. The *Hayward Evaluation and Response Teams (HEART) Program* is a diversion program with the goal of improving access to medical, mental health and other support services, as well as reducing the need for police officers to intervene in calls for service involving people experiencing mental illness, substance-use disorders, as well as the unhoused.

It is also intended to ensure that the Hayward Police and Fire Departments are working to establish an integrated continuum of options allowing for the most appropriate responses to calls to the Hayward 9-1-1 Emergency Communications Center (HCC). The current program mandate is to demonstrate reduced police violence or escalation in mental health calls by deploying two different mobile response teams, the Mobile Evaluation Team (HMET) and the Mobile Integrated Health Unit (MIHU).

2.2 HCC Involvement in the Continuum of Care

There are currently two different processes for 9-1-1 response to behavioral health events:

- Medical calls transferred to the Alameda County Regional Emergency Communications Center (ACRECC) from HCC that utilize Community Assessment and Transport Team (CATT)
- Police calls identified as 'psych calls' that dispatch the Hayward Police Department (HPD) either with or without EMS transport of '5150' calls

2.3 Components of the Continuum of Care

2.3.1 Community Assessment and Transport Team (CATT)

Medical 9-1-1 calls down-streamed to ACRECC can utilize the Community Assessment and Transport Team (CATT) deployed by Alameda County Behavioral Health and Falck Ambulance. CATT partners a mental health professional and a paramedic to respond to non-violent psychological emergency calls for service and provides mental health assessment, crisis intervention, medical assessment, information, referral, and transportation to a variety of voluntary settings. If the nature of the call is behavioral health or substance abuse related, and meets the criteria for CATT, a CATT unit can be

requested by the officers or paramedics at the scene. CATT requires police to be on scene to determine if the scene is safe and the subject is cooperative. CATT is dispatched by ACRECC and is available seven days a week from 7 AM to 11 PM. CATT is not accessible directly by the public.

2.3.2 9-1-1 Calls for Psychological Incidents (Psych Call)

The HCC currently utilizes an informal process intended to intercept 'psychological' calls for service to ensure an HPD unit is dispatched. The intent is to have HPD attend first to declare the scene 'safe' and to determine if EMS is required for a mental health warrant (5150). This process is heavily reliant on the caller to self-disclose the nature of the call. HCC staff are not provided with policy, training, or process to interrogate callers to glean specific information that would indicate the call is appropriate for this type of response. Additionally, there is no specific procedure to dispatch the HMET team. HCC staff will notify the team by radio or phone if they 'feel' the call is appropriate and if they note HMET is available for service.

The following describes the typical psychological call triage process:

- When EMS is requested the HCC call-taker will verify the location of the emergency and enter "Medical" in the Computer Aided Dispatch (CAD) narrative/notes.
- The call-taker will then obtain further details such as nature of the medical call, patient's age, sex, and COVID screening questions. If EMD instructions are required, the call-taker will enter this information into CAD and ask the caller to stay on the line while they transfer them to ACRECC.
- When the caller indicates the medical call nature is for a "psych" (psychological) call, the call-taker will interrogate further to determine additional resources. The call is not transferred to ACRECC.
- A psych call will get police response first - the call will be entered and dropped into the Comm 1 Comms Operator CAD for dispatch. Police will respond first to determine if the patient is "5150" and if they qualify for EMS response. If they do, HCC will contact ACRECC and request an ambulance 'Code 2 5150' to the location of the incident.
- The status of the ambulance arrival is relayed from the HPD officer on scene to the 'Comm1' Operator and is updated in CAD.
- Once the call is complete, the officer will mark themselves back in service on their mobile data terminal (MDT) and the call will transfer out of CAD.



2.3.3 Hayward Mobile Evaluation Team (HMET) Overview

Launched in June of 2021, the Hayward Mobile Evaluation Team (HMET), pairs a mental health and negotiation trained Hayward Police Officer (District Command) with a behavioral health clinician from Alameda County Behavioral Health Care Services (ACBHCS). HMET is designed to respond to any call suspected of involving a crisis situation to provide on-scene crisis intervention and referral. HMET assistance is requested by Dispatch or Patrol via radio. HMET is operational 40 hours a week, Monday through Friday, during business hours only, and the team is not available for call-out. However, the Sergeant in charge of the unit, although not on call outside of business hours, is frequently contacted for support and assistance for HMET calls outside of the program operating hours.

There are two possible scenarios for data collection and documentation that can occur for HMET calls:

Scenario 1:

- Data collection and documentation is completed by both ACBHCS and HMET.
- For each call, the ACBHCS clinician enters incident information (whether in the initial contact with a client or in a follow up call) into the Alameda County Health database. These clinical records are generated in the City's Youth and Family Services Bureau (YFSB) Salesforce database for clinical record keeping.
- The responding HMET officer will complete their routine police report and documentation using CAD.
- HMET will complete a supplemental report for the Investigating Officer for any incidents that involves crimes or require an arrest report.

Scenario 2:

- If the incident is behavioral in nature only, and no police support is required, only ACBHCS creates a report as per the process in Scenario 1.
- HMET does not complete any documentation of their response or assessment of the call. There is no report entered into the HPD Records Management System (RMS), only the CAD chronology exists as HPD documentation. The number of calls responded to by HMET can be obtained by running the CAD Unit History on District Command 33 (Unit Designator).





2.3.4 Mobile Integrated Health Unit (MIHU) Overview

Launched in January of 2022, the Mobile Integrated Health Unit (MIHU) pairs a Hayward Fire Department paramedic with a mental health clinician. The Mental Health Clinician currently splits their time between the MIHU role and the Behavioral Health Program Coordinator position. The Behavioral Health Coordinator assists the Program Administrator with data, organizing the team, capacity building, and assisting clients with navigating systems to connect them with the appropriate resources to address their needs.

MIHU is never dispatched directly from HCC; their current mandate is pre and post crisis response. MIHU's pre-crisis intelligence led response, (responding to locations known to have a high number of social disorders calls for service) enables the team to proactively connect with high users of service to build relationships and attempt to connect the person with appropriate services to decrease the likelihood of that person ending up in a crisis situation.

Post-crisis response comes from referrals for service made by HFD units following the primary response. These referrals are created via the HFD Records Management System (ESO) where call response reports are completed and stored. These follow up referrals from HFD often result from repeat calls for service or recognition that a subject requires assistance with system navigation to obtain support and services appropriate to their circumstances. Once the referral is received, MIHU will connect with the subject to assess, provide medical services, educate, and/or connect to appropriate services. MIHU is operational 20 hours per week, during business hours only. Currently, oversight of this program is assigned to one HFD employee who works 20 hours on his days off, outside of his regularly scheduled rotation as a firefighter paramedic to both develop the program and respond as the MIHU provider.

MIHU data is documented by both the attending paramedic and the clinician, but each uses their own separate process and system.

MIHU Paramedic

- MIHU initiates the call by contacting HCC by phone or radio to request a 'Call for Service' be created in CAD. Once the call is completed, the MIHU paramedic completes a report via ESO which captures the information for Electronic Health Record (EHR) purposes. The paramedic is entering data in a way that will enable data mining of specific, MIHU calls for service.

Mental Health Clinician



- The MIHU team clinician uses a Microsoft form to enter call response and client information. The Microsoft forms remain within the unit as their 'shift notes' that contain the narrative of their interactions. This form was developed to report on program outcomes without identifying the subject of the interaction. The information reported in ESO is cross-referenced to the Microsoft form by the unique incident number created by HCC Dispatch. By cross referencing the two forms, specific client information can be obtained if necessary.

2.3.5 HMET Business Process

HMET is dispatched to crisis situations in progress via HCC. The team also monitors the radio and self-dispatches to appropriate events. There is no criteria or specific call type that triggers HCC to dispatch them, the team responds to any call type involving a crisis situation. HMET never attends a dispatched call without backup, including 5150 calls, unless it's located in a care home. There needs to be absolute minimal risk before they attend the scene on their own.

Following is the step-by-step process for call response, triage, treatment/action and documentation and reporting:

- Once the scene is cleared by the frontline patrol unit, the District Command Officer and clinician will make contact with the individual in crisis,
- The team will build rapport, de-escalate, and then determine risk and treatment or action.
- If subject does not meet 5150 criteria, they are referred to other services. HMET has developed extensive contacts and knowledge of resources for mental health and substance abuse. They are skilled at navigating the complex systems that exist within the City of Hayward to connect the person with the appropriate resources and attempt to reduce the need for future police response.
- HMET officers do not create an HPD report in the HPD Records Management Systems (RMS) for behavioral health calls, therefore there are no details regarding call response, action taken, or outcomes on the police side. The team uses a clearing code (HMET5150) to track data in CAD.
- If an incident is larger and there is crime involved, HMET will provide a supplemental report to the investigating officer for his report. HMET will never complete the arrest or primary report.

- The CAD chronology is generic and will only contain location, reporter, and transport information. However, CAD can pull the number of calls for service for DC33 utilizing the HMET5150 code.
- Additionally, the use of force from Commander's Watch report and Internal Affairs have been used anecdotally to report on measures of success of the program, by comparing historical statistics with current state. There has been a dramatic decrease in use of force instances since the team was deployed.
- An incident report is completed by the ACBH Clinician for all incidents. Specific details are documented in Salesforce reporting software and 'tell the story' of what occurred at the scene, the referrals provided, the outcome and any follow-up actions that are necessary.

Additionally, Internal HPD units utilize email or the 'Access Hayward' CRM to communicate with HMET about situations when the team was required but were off duty and not available to respond. This assists greatly with tracking the need for program hours expansion, incident types and support that could have been provided by HMET.

The HMET team meets regularly with stakeholders to educate, discuss data, and make improvements to the program.

2.3.6 MIHU Business Process

MIHU is not dispatched by HCC at this time. When MIHU was initially implemented they were conducting pre-crisis response while they created the post-crisis response process. Pre-crisis is no longer the focus, as the referral process through ESO is now operational and the primary response methodology.

Following is the step-by-step process for call response, triage, treatment/action and documentation and reporting:

- MIHU is referred by HFD personnel via ESO following an EMS or Fire response to a call for service. Patients are referred through a custom tab created with a form and recommendations in ESO. Additionally, the Behavioral Health Coordinator may take direct referrals for MIHU from HMET or HPD on occasion.
- MIHU currently responds to homelessness, substance abuse, and mental health referral calls for service.
- Once the referral is deemed appropriate, MIHU contacts HCC to create a call for service.
- HCC uses the CAD type 'MEDICAL' and dispatches MIHU as Medic1.



- MIHU will connect with the subject, build a rapport, and offer support, either medical or behavioral health, and/or connect to other appropriate services.
- MIHU will either conclude the call outright with the appropriate treatment or referral to another agency or will follow up with a phone call.
- All notes are documented in ESO by the attending MIHU paramedic, and in Microsoft Forms by the attending Mental Health Clinician.
- ESO tracks the medical aspect of the response. The Microsoft Forms sheet tracks additional demographics and the success metrics.
- The incident number assigned in CAD by HCC connects the CAD call and the Microsoft Form so that both can be utilized for further data analysis.



3. Workshop Findings

3.1 Overview

FE's initial understanding from leadership was that the ultimate goal for the HEART Program was diversion at the HCC level. The goal was to have HCC obtain information and triage calls to determine risk with the necessary tools to make the decision as to whether or not a call is appropriate for HMET or MIHU response.

“Connecting the right team to the right service...” FE's task, as understood, was to ensure that HCC had the necessary staffing and the tools to assess risk to send the appropriate HEART team first instance.

There is a national movement calling for alternative responses to traditional police response, largely correlated to the ‘de-fund’ the police initiative. Dispatching police first to calls that may not require it is very expensive and possibly traumatic to persons requiring behavioral health response. Additionally, sending police to calls where they are not required carries significant societal costs. When frontline police responders are stretched thin by low-acuity 9-1-1 calls, there is less capacity to respond to high priority, life threatening calls in a timely manner.

Also, when police spend their days racing between calls, officers have few opportunities to proactively build relationships and gather intelligence from community members. Quite simply, sending law enforcement is not the best response to resolve certain types of calls for service. The police, for instance, are regularly required to respond to people with mental health or substance use disorders. Yet officers are not hired for their skill in managing *complex* behavioral health needs, nor do they have the necessary training or resources to do so effectively or safely.

Traditional police response does not have the options or resources to provide the necessary quality of service, therefore police response can create negative outcomes for people with chronic or acute behavioral health conditions. Often, the only option for police response is arrest and custody, which can exacerbate the medical needs of a person.

Additionally, police officers may unintentionally escalate a situation, simply by showing up on the scene. The simple presence of a police officer can be triggering for people with behavioral health disorders, as these individuals are more likely to have experienced negative or traumatic contacts with the justice system. Police may not understand how a particular disability manifests and may assume that an individual's reaction—or lack of reaction—to law enforcement is a show of defiance. Historically, the nation has seen many of these calls for service result in unnecessary fatalities.

3.2 Incident Evaluation

Although currently operational, no formalized policy or process has been developed for HCC to identify, categorize, triage or dispatch calls that are appropriate for HMET or MIHU, or EMS response. There is currently an ‘informal’ HCC process intended to intercept ‘psychological’ calls for service to ensure an HPD patrol unit is initially dispatched (ideally a unit with an officer trained in Crisis Intervention).

HPD must attend first to declare the scene ‘safe’ and to determine if EMS is required for a mental health warrant transport (5150). This process is very reliant on the caller to self-disclose the nature of the call. HCC staff are not provided with training or process to interrogate callers to glean specific information that would indicate the call is ‘psychological’ in nature.

The stated goal of the HEART Program is to ‘create an integrated continuum of options allowing the right team or resource to respond to the right call for service, improving access to medical, mental health and other support services and reducing the need for police officers to intervene in calls for service involving people experiencing mental illness, substance abuse and homelessness’.

The focus thus far has been on improving access to mental health and support services, and there is ample data to support that HMET has been successful in delivering this objective. MIHU is still figuring out where it fits into the continuum, yet still has excellent examples of success in connecting clients to appropriate resources. The goal ‘to reduce the need for police officers to intervene in social disorder calls’, has not yet been achieved. In fact, the current process of dispatching patrol and HMET together is a duplication of services, as HMET waits at the scene for patrol to first declare the scene safe before they take over.

3.2.1 Other Workshop Observations

Discussions during the workshop revealed that HMET is satisfied with the current system of outcome reporting and there is no intent or desire to change their current response methodology. Their current process is delivering positive outcomes and they have formalized a place within the crisis continuum that is working well with the frontline. Although they are not truly diverting at the dispatch point, they are frequently freeing up resources at the scene and preventing future crisis situations requiring police response.

MIHU is currently still trying to determine where exactly they fit into the crisis continuum. Still in its infancy stage, MIHU is exploring the possibility of ‘first instance’ dispatch by HCC to appropriate calls for service (Dispatch Diversion). MIHU has worked tirelessly to determine the capabilities of ESO to aid in the outcome reporting required for the program.

They have successfully developed the referral process for post-crisis response and are able to report on raw numbers of referrals and responses via ESO and CAD. The Microsoft form they developed provides the narrative of the incidents which can be connected to CAD via incident number.

3.3 HEART Program Challenges

Prior to the workshop, there were three challenges identified by leadership that needed to be addressed for the success of the HEART Program. The three repeated themes were:

3.3.1.1 Data

- How to either utilize CAD and RMS (change/add/create necessary CAD and disposition codes) to glean data to support and report on the outcomes of the HEART program
- How to develop a 'dashboard' to aggregate the data pulled from the various systems to appropriately report on the HEART Program outcomes

3.3.1.2 Process

- How to develop/adopt an agreed upon call-taking process to dispatch the HEART Program with an acceptable level of risk

3.3.1.3 Staffing

- The concern that HCC did not have the necessary staffing complement to take on a new process to dispatch the HEART Program safely and effectively

3.4 HEART Gap Analysis

MIHU and HMET have been operating separately. HMET has already established a deep connection with community resources and MIHU would benefit greatly from direct collaboration between the teams on a weekly basis. The most successful alternative response programs arise from 'systems' based as opposed to 'siloed' delivery.

HMET and MIHU currently have disparate systems. There needs to be a method to effectively share and aggregate the data so that it can be synergistically reported.

There is currently no centralized repository for information for HEART stakeholders or the public to access vetted call information and data.



Currently, MIHU consists of one paramedic and one clinician. The paramedic dedicates 20 hours to MIHU weekly, these hours are on top of a regular 48-hour shift. The clinician splits time between the Behavioral Health Coordinator role and the operational MIHU behavioral clinician role (20 hours each position). Their capacity to respond to calls is very limited at this time. They are significantly taxed with the post-crisis referrals they are receiving via ESO. The dual role, required by the Behavioral health Coordinator, especially with the temporary absence of the (Youth and Family Services Bureau) Counseling Supervisor's absence, is challenging.

Currently the ESO and Microsoft Forms reporting methods are a work-around and are limited in their ability to accurately depict program impact, objectively or subjectively. MIHU needs to identify exactly what their role is before they can determine reporting requirements. Currently MIHU is responding exclusively to post-crisis events and the current CAD codes and disposition codes are sufficient as data pulled from MS Forms and ESO provide raw information on basic numbers of incidents and incident type.

3.5 HCC Gap Analysis

The capacity to take on new process to support HEART is limited in the HCC. However, there is no immediate process change identified that HCC needs to prepare for. As HEART establishes their role in the community, HCC needs to have a seat at the table for buy-in and to ensure the change management process is successful. HCC must be included in the conversation and the decision-making process so that there is mutual understanding, training considerations, and input when creating policy. Specific process with detailed steps and clear HCC direction is required when policy is implemented.

3.6 IT Gap Analysis

IT has worked closely with HMET to create new disposition codes and unit designators in order to mine the data they require to report on their success. This includes, number of calls responded to, response times, narrative, qualitative information, and incident conclusion times.

IT has created a unit designator for MIHU (Medic1) as well. IT will provide resources and support to create further customization if required.

CAD can be utilized to glean specific demographic data if there is a need. The challenge is often not the capability of CAD, but the capacity (time, resources, privacy) to enter the specific information that is valued. Also, whose responsibility is it to obtain and enter this data? If HCC is tasked with this, it will increase times spent on calls significantly. Also, of





concern is the reliance on caller reporting. There is no way to verify the information provided by the caller which means the data obtained may be incorrect or biased.

3.7 Systems Gap Analysis

A comprehensive and holistic approach to the management of the HEART Program will help to identify hidden blind spots and will create the best leverage points for change. Elevated transparency within and between MIHU and HMET with established shared data and governing processes will prevent duplication of services between the two teams. Full collaboration of stakeholders will increase understanding of resources and systems and create synergy. Development of a structure change management and communication strategy regarding decisions and changes in technology, data, process, and policy will ensure collective buy-in and engagement of stakeholders.



4. Recommendations & Strategic Next Steps

4.1.1 *Systems Mapping*

4.1.1.1 *Recommendation 1: FE recommends the two teams work together to determine and formally delineate their roles to ensure efficient service delivery and to prevent duplication of services.*

4.1.1.2 *Recommendation 2: Identify method for diversion process at HCC call answer and triage point.*

MIHU would benefit from identifying which approach to diversion at the point of HCC 9-1-1 call answer and triage is the best fit for their current model. Collaboration between MIHU, HMET, HCC and other important stakeholders to identify the community's existing crisis services would be a good first step to determining which gap is most appropriate for MIHU to fill.

4.1.1.3 *Recommendation 3: Complete a systems-mapping exercise to determine HEART, MIHU and HMET program long term approach and integration of HCC and diversion at the point of dispatch.*

Completing a systems-mapping exercise to inventory the existing resources and services would help to pinpoint not only how to respond but also what role MIHU should take in the continuum of care. System mapping provides information about the strengths and resources of a community and can help uncover solutions. Once community strengths and resources are inventoried and depicted in a map, one can more easily think about how to build on these assets to address community needs and improve health.

Additionally, asset mapping promotes community involvement, ownership, and empowerment. System, asset, and resource mapping is essentially documenting any aspect of the community that improves the quality of life of its citizens. Assets include both the capacities and abilities of community members and physical structures or buildings.

The map results will help determine new directions for the current programs and/or identify new programs that could be developed in the future to round out the continuum of care. If there is involvement from different community members in constructing the asset map, the process itself can be both an organization and collaboration tool.

It helps to define community boundaries, identify, and involve partners, and to determine what type of assets or partnerships need to be added to the list. Once it is documented, the information can be utilized to understand any gaps in crisis services and what resources are needed to ensure that the selected diversion approach will meet the community's needs.

If the teams are already at capacity, they may not be able to take on calls directly from HCC. HEART needs to decide exactly what type of diversion they are best suited for at this moment, and what long term approach and mandate they can transition to once they are ready to scale up.

4.1.2 Mental Health Specific Call Assessment

4.1.2.1 Recommendation 4: Create policy and procedure, along with training, for HCC staff to triage behavioral health calls in initial call-taking process.

Add specific mental health questions to primary call-taker assessment. The analysis of the initial calls placed to the HCC (9-1-1 and non-emergency) and basic/routine questions asked showed that no mental health analysis is done at the time of the call in general. Developing basic questions could help HCC staff accurately and consistently triage behavioral health calls. This creates the data and process to fully understand the number of mental health calls HCC receives and provide analytics to see patterns of mental health suspicion in repeat callers for two reasons:

- The implementation of the national 9-8-8 number for mental health crises shows potential for possible transfer of low-level mental health crisis calls to 9-8-8. If a non-emergency call is received by dispatch, a method could be developed for the call to be transferred to the 9-8-8 hotline so that a mental health professional could de-escalate the situation. This diversion would eliminate the need for police response. We know that until the public is educated fully on the 9-8-8 options, 9-1-1 will likely continue to receive most mental health crises calls. 9-8-8 presents an opportunity for change that could be utilized by the HCC to aid individuals going through mental health crises.
- Even though Hayward Evaluation and Response Teams are specifically trained to respond to mental health crisis, the current capacity is too low to meet existing needs on a 24/7 basis. Adding these questions would enable data mining to accurately determine the number of calls for service that could be diverted to appropriate alternative response teams.

4.1.3 Diversion of Eligible Calls

4.1.3.1 Recommendation 5: Identify which calls will be eligible for diversion to HMET and/or MIHU response.

Identify which calls will be eligible for diversion. If it is decided that one or both of the HEART units will be diverted at the dispatch point, the specific calls appropriate for diversion need to be determined. Deciding which calls can be effectively rerouted from a law enforcement response can be determined by several factors, including call type, call frequency, and call outcomes.

Once the nature of the calls that are appropriate for response have been determined, HEART, in collaboration with HCC and patrol, needs to develop clear policies and procedures so all law enforcement and HCC staff know what questions to ask to determine which calls to divert and which responders will receive the call (CALL PATHWAY).

4.1.3.2 Recommendation 6: Ensure data inputs and disposition codes accurately reflect behavioral health response.

Data - Collaborate with IT to review call and disposition codes to ensure that information about calls involving behavioral health needs or crises can be captured accurately. It may be necessary to add more disposition codes or specific narratives to identify and account for calls that are diverted to a behavioral health response.

4.1.3.3 Recommendation 7: Implement robust training for HCC staff and clinicians.

Training - There needs to be robust integrated training for HCC staff and clinicians. This training must include specific process to identify a mental health crisis call so that HCC Communications Operators can quickly determine if a call can be resolved by a behavioral health professional. If it cannot, Communications Operators need to know which emergency responders should be called to the scene, whether it is police, fire, emergency medical services, and how to react if situations escalate and enforcement is required at the scene immediately.

4.1.3.4 Recommendation 8: Create and implement a quality assurance and quality improvement process for HEART, HMET and MIHU.

Quality Improvement - Once baseline data is established at the outset, key metrics such as the total number of behavioral health crisis calls, and related outcomes can be established and tracked moving forward. These metrics will be utilized to adjust process, and report on program success. Program managers should work together with frontline staff to establish which data points are important to capture, then meet regularly to review both the diverted calls and non-diverted calls and compare the outcomes from each. This analysis will help to determine if the selected crisis diversion approach is working well and if additional training, resources, or adjustments to policies and procedures are needed for the program to function effectively.

4.1.4 Data Reporting and Sharing

4.1.4.1 Recommendation 9: Implement a Data Analyst position exclusively for the support and success of the HEART program.

Regardless of which system or application Hayward decides to utilize, it is imperative that a Data Analyst is assigned exclusively to the HEART Program. MIHU and HMET team members cannot be expected, nor do they have the capacity or expertise, to enter and analyze data to effectively report on the quantitative and qualitative impact of the program. Further, a Data Analyst plays a key role in reducing the disparate processes, systems, and siloes by having perspective on the need for holistic program data collection, integration, and analyses.

The Data Analyst position, at a minimum, will be responsible for:

- Ensuring workflows from all HEART (HMET, MIHU and any future additional) programs include the collection of program data to a central repository or system for central data aggregation, analysis, and reporting.
- Assisting with implementation of a system (typically a vendor product/program) that allows HMET and MIHU responders seamless and streamlined data entry from calls they respond to and provides a central program and data base that allows the entering and tracking of call information and data from the different programs.
- Assisting with the implementation of a data dashboard to report on program outcomes.

4.1.4.2 Recommendation 10: Create a process for data reporting and sharing to bridge the gap between HMET and MIHU and eliminate siloed services and approaches within the HEART program.

Data reporting and data sharing has been a continued concern for the City of Hayward when reporting on program outcomes. A solution is required to bridge the gap between siloed services and programs aimed at improving their communities through collaboration and data sharing.

Quality measures are required to effectively report on the HEART program. Quality measures should include:

Value Based Measures - These measures report on the program providing timely, safe, accessible, equitable, and effective response to community issues.

Actionable Measures - These measures ensure accountability and address structure, process, and outcomes in alignment with the mission and goals. They ensure continuous improvement of programs.

Collaborative Measures - These measures are developed in collaboration with community stakeholders and align with community needs.

Systemwide Quality Dashboard - Timely and accurate reporting of core quality metrics is a deliverable of all programs that are part of the crisis continuum. These measures are aggregated into a dashboard that is routinely and transparently disseminated to relevant stakeholders.

Quality Improvement (QI) Measures - The programs require the development of a quality assurance/performance plan that is transparent, shared with all stakeholders, includes relevant quality metrics, and aligns with program goals. These quality metrics should demonstrate attention to all aspects of crisis system performance that addresses subjective perspectives of both the community member and the program staff. Structure, process, and outcome measures should be included. Examples include but are not limited to number of crisis calls that are resolved without having to dispatch police; number of HEART Program encounters resolved in the field without EMS or police transport; and number of crisis calls connected to community resources.

Flow Metrics - HEART is responsible for defining quality metrics that reflect expectations for timely care and efficient flow at each level of care in the continuum. In addition to the other metrics, performance should be monitored to include speed of answer; call processing time; response time; and duration of time on-scene.



Community Stabilization - Performance metrics should include referrals to community resources, decrease in repeat calls for service, and long-term stabilization/housing.

Response Plans - Response plans for immediate fluctuations in demand and trends over time. QI processes and plans must monitor and respond to real-time fluctuations and dictate altered response to trends over time.

Improvement Plans - Improvement plans for systemic barriers to flow. HEART should utilize data to identify gaps and collaborate to create solutions for the systemic barriers that exist in the community. For example, the ability for the teams to make appointments with any provider, regardless of time of call by working with providers to review and modify admission requirements that slow down or disrupt movement through the system.

Accountability - Often program success requires that one entity become accountable for the individuals it serves. If it is determined that HEART (MIHU or HMET) should take on a 'case management' role for their clients, to ensure that follow-up support is provided by other community resources, then additional positions and appropriate platforms/dashboard can be implemented by all involved agencies to track and report on outcomes.





5. Similar Programs

A successful program that is similar to the current MIHU model is the Denver Support Team Assisted Response (STAR) program. STAR is a community response program that provides mobile crisis response to community members who are experiencing problems related to mental health, depression, poverty, homelessness and/or substance abuse issues.

STAR sends a paramedic and a mental health provider to low-risk behavioral health calls to de-escalate and connect a resident in distress with appropriate services. STAR employees are not armed and do not perform any law enforcement duties. STAR will not respond to incidents which involve violence or life-threatening medical situations. The STAR program does not replace the Denver Police Department (DPD) co-responder program (similar to HMET), but rather is an additional resource to help address mental health and substance abuse issues.

The STAR program provides crisis de-escalation, connection, and system navigation for anyone utilizing the STAR dedicated phone number or 9-1-1. The Denver 9-1-1 Communications Center triages calls to determine if the call is appropriate for a STAR response. If more serious medical emergencies are encountered, STAR will request a fully operational Denver Health ambulance with ALS (Advance Life Support) capabilities. The goal of the STAR program is to address the initial crisis on the street, and to direct, refer, and transport the client to support services for long term solutions to issues of mental health and substance abuse.

STAR responds to the following nature codes, each of which has a unique decision tree created by Denver 9-1-1 to be utilized after the initial primary assessment is conducted. In addition to the call flow there are examples, non-examples and any additional considerations or notes.

- Assist
- Intoxicated Person
- Suicidal Series
- Welfare Check
- Indecent Exposure
- Trespass Unwanted Person
- Syringe Disposal

Denver 9-1-1 conducted a brief in-service training for their staff accompanied by a video overview of what the STAR program goals are, including information on exactly what a





behavioral health clinician is and does. This helped staff understand and accept that these clinicians have spent their career responding in the field and are experts at de-escalation.

Denver STAR program has responded to 5100 calls since the inception in June 2020, and none have required any police assistance. STAR is dispatched by Denver 9-1-1 via radio. A short-hand code is utilized so that dispatch knows to dispatch STAR, and this 'code' is used to track the CAD data as well. All calls that are STAR eligible are tracked, regardless of whether STAR is available or does respond.

The similarities between Denver co-responder program and Denver STAR program to HMET and MIHU are extensive. MIHU could easily adapt the Denver STAR model and utilize their current system if the decision is made to go in that direction. This overview is offered simply as a consideration for Hayward while considering recommendations.



6. Dashboard Programs for Consideration

6.1 Beacon Emergency Dispatch

Beacon Emergency Dispatch is a do-it-yourself mobile dispatch solution for response organizations that alerts, tracks and coordinates emergency responders using any mobile phone, with or without Internet. Beacon works with organizations to design, test, launch and be ready to scale their own community response system in one of three ways:

6.1.1 Standalone Crisis Hotline

Mental health crises are reported directly to an independent mental health support hotline or relayed from 9-1-1 dispatchers. The hotline staff then use Beacon to dispatch crisis counselors without 9-1-1 assistance.

6.1.2 Direct 9-1-1 Integration

9-1-1 dispatches crisis counselors via Beacon through an integration with the 9-1-1 call center's computer-aided dispatch (CAD) system.

6.1.3 Scanner-Assisted Dispatch

Crisis dispatchers listen to 9-1-1 scanners for mental health-related calls and then use Beacon to dispatch crisis counselors via Beacon web or mobile application.

Beacon offers individual responder reports, incident reports and agency reports that can be presented as a dashboard reporting on number of incidents, response time and time on scene.

6.1.3.1 Program Benefits for City of Hayward

A program of this nature allows easier tracking and reporting of resources and can provide dispatch of field responders who can receive call information with or without using a CAD or mobile CAD product. Responders can receive and respond to call information via an SMS text. This program would be beneficial for alternative response programs that are not partnered with EMS/HPD/HFD.

6.2 Social Solutions (Apricot)

Social Solutions is a case management software for public sector agencies that provide alternative responses with a focus on accountability into progress and outcomes. Their platform claims to improve data quality and reduce the time spent collecting, organizing,



cleansing, and reporting with robust security credentials. Advanced reporting allows a better understanding of trends to make informed, proactive decisions and coordinate tracking of data and outcomes. Their platform aims to aggregate data from multiple services and programs to articulate progress to meet reporting requirements.

6.2.1.1 Program Benefits for City of Hayward

The reporting aspects of this program provide the dashboard that Hayward has been asking for. However, a key factor is that in its current state, HEART, HMET, and MIHU use disparate workflows, programs, and processes to collect, report, and analyze their data. It is essential that information from the different systems and programs be entered into one system to report out on the entire program. As stated in “*Recommendation 8*”, the work to integrate all program information into one repository to see and analyze the overall program data will be a key component to achieving success in program measurement, QA/QI, review and adjustments, informed decision making, and long-term success.





7. Conclusion

FE applauds the City of Hayward for the innovative and progressive approach they are taking to support its most vulnerable citizens and address the serious impacts that mental health, addiction, and unhousing is having in many of our communities and emergency services agencies across the continent. Partnerships between crisis care systems and first responders are essential for public safety, diversion, suicide prevention, and the success of a continuum of care in any community. The criminalization of social disorder issues and mental illness has been caused by a lack of robust crisis systems; thus, requiring first responders to become the agency of last resort. To that end, there is still a critical place for both police officers and paramedics in crisis situations; either as specialized mental health response or as a referral for 'warm hand-offs' where responders connect clients to the appropriate resources and service providers for their situation and needs.

The City of Hayward will require continued collaboration and development of partnerships to determine the best diversion programs for their community, as is the focus of this pilot project. Once the best pathway for the long-term HEART program has been determined, continued engagement and dialog will support ongoing quality improvement, and innovative and appropriate solutions which will continue to improve public safety and the diversion of mental health crises from criminal justice systems.





CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: PH 22-062

DATE: November 15, 2022

TO: Mayor and City Council

FROM: Assistant City Manager/Interim Director of HR and Acting Chief of Police

SUBJECT

Retiree Hiring Exception: Adopt a Resolution Approving an Exception to the 180-Day Waiting Period Requirement for Up to Six (6) Retired CalPERS Annuitants to Work as City of Hayward Communications Operators

RECOMMENDATION

That Council adopts a resolution (Attachment II) that approves an exception for up to 6 retired CalPERS Employees to return to work as Communications Operators prior to the required CalPERS 180-day waiting period.

SUMMARY

The Hayward Communications Center is currently facing severe staffing shortages, which will increase by the end of 2022. Two Communications Operators will retire at the end of December 2022, with the potential of two additional Communications Operators scheduled to retire in 2023. Outgoing years of experience and expertise will create a void that adds to already struggling staffing levels. The employee retirements will increase mandated overtime shifts, delay public safety responses, and be a tipping point for employee morale in the Communications Center.

CalPERS allows retired employees to return to a CalPERS employer in an "Extra Help" capacity. While CalPERS generally requires a 180-day waiting period for retirees to return in an annuitant position, Council may approve an exception to the waiting period if there is a critical need. With impending retirements, a need will exist to perform work in excess of what regular staff can perform. Retiring employees are willing to return to work and assist with excess work as Retired Annuitants immediately after their retirements become effective. To do so, Council must approve an exception to the CalPERS 180-day waiting period.

ATTACHMENTS

File #: PH 22-062

Attachment I Staff Report
Attachment II Resolution



DATE: November 15, 2022

TO: Mayor and City Council

FROM: Assistant City Manager/Interim Director of Human Resources
Acting Chief of Police

SUBJECT: Retiree Hiring Exception: Adopt a Resolution Approving an Exception to the 180-Day Waiting Period Requirement for Up to Six (6) Retired CalPERS Annuitants to Work as City of Hayward Communications Operators

RECOMMENDATION

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SUMMARY

The Hayward Communications Center is currently facing severe staffing shortages, which will increase by the end of 2022. Two Communications Operators will retire at the end of December 2022, with the potential of two additional Communications Operators scheduled to retire in 2023. Outgoing years of experience and expertise will create a void that adds to already struggling staffing levels. The employee retirements will increase mandated overtime shifts, delay public safety responses, and be a tipping point for employee morale in the Communications Center.

CalPERS allows retired employees to return to a CalPERS employer in an “Extra Help” capacity. While CalPERS generally requires a 180-day waiting period for retirees to return in an annuitant position, Council may approve an exception to the waiting period if there is a critical need. With impending retirements, a need will exist to perform work in excess of what regular staff can perform. Retiring employees are willing to return to work and assist with excess work as Retired Annuitants immediately after their retirements become effective. To do so, Council must approve an exception to the CalPERS 180-day waiting period

BACKGROUND

A CalPERS retiree may return to work with a CalPERS employer in a designated retired annuitant position subject to rules set forth in the California Government Code. As

Hayward Police Dispatcher employees are CalPERS contributors, they are subject to these provisions, which include a 180-day waiting period following the date of retirement before returning to a CalPERS position.

Government Code Section 7522.56 allows for an exception to the 180-day waiting period if the appointment is necessary to fill a critically needed position before 180 days have passed, and the appointment has been approved by the governing body of the employer in a public meeting. The appointments must be approved as action items, rather than on a consent calendar. (See also “A Guide to CalPERS - Employment After Retirement.” CalPERS, www.calpers.ca.gov/docs/forms-publications/employment-after-retirement.pdf).

Under the CalPERS Retired Annuitant rules, there are two types of retired annuitant employment: “Extra Help” positions and interim (or acting) positions. The Police Department requests that Council approve the appointment of Extra Help positions with the understanding that the additional Government Code requirements will be met throughout the duration of the employment. Both the annuitants and the City will bear equal responsibility to ensure the following restrictions are met:

- The employment is for a limited duration. While the workload may last more than one fiscal year, the employment will terminate when the limited-duration work for which the annuitants are hired is completed.
- The hourly rate of pay cannot be less than the minimum or exceed the maximum paid to other employees performing comparable duties.
- The City will enroll each annuitant and report all hours to CalPERS, with total hours not exceeding 960 hours per employee in a fiscal year (July 1 through June 30).
- Retired Annuitants will be replaced by full-time personnel as staffing shortages improve.

Employees qualifying for the exception will not be under “normal retirement age” on their anticipated retirement date; therefore, additional requirements pertaining to younger retirees will not apply to these appointments.

DISCUSSION

The Communications Center has six (6) vacant Communications Operator positions out of an authorized total of 19. In addition, the Call-Taker position, which supports Communications Operators, is authorized for seven (7) positions with three (3) current vacancies. Due to the high vacancy rates, Communications Operators are required to work weekly overtime shifts.

While exhaustive efforts are underway to increase staffing levels through recruitment, advertising, and hiring bonuses, the successful hiring of qualified candidates has remained challenging. Based on strict hiring standards which include a background investigation, a polygraph, and psychiatric and medical exams, most candidates are simply unable to make it through the process.

It is evident there is a critical need to reduce the 180-day waiting period for retirees to return to work as annuitants. Currently, there are not a sufficient number of new hires to replace open vacancies; however, there are a significant number of recent and impending retirees who are interested in returning to City employment in an annuitant capacity if allowed to do so. Two Communications Operators will retire at the end of December 2022, with the potential of two additional Communications Operators scheduled to retire in 2023. These retiring employees are willing to return to work and assist with excess work as Retired Annuitants immediately after their retirements become effective.

FISCAL IMPACT

The Retired Annuitant Communications Operator positions will be funded using salary savings from vacancies in currently budgeted positions, therefore no additional General Fund impact is anticipated.

STRATEGIC ROADMAP

This agenda item is a routine operational item and does not relate to one of the Council's Strategic Initiatives.

NEXT STEPS

If City Council authorizes this action, staff will utilize salary savings in the Police Department's budget to fund a maximum of six (6) Communications Operators Retired Annuitant positions, effective 01/01/2023. This authorization will allow staff to hire retirees for these positions between January 1, 2023, and June 30, 2023.

Prepared by: Ryan Sill, Lieutenant – Personnel and Training

Recommended by: Bryan Matthews, Acting Chief of Police
Regina Youngblood, Assistant City Manager/Interim Director of HR

Approved by



Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 22-_____

Introduced by Council Member _____

RESOLUTION AUTHORIZING THE EXCEPTION TO THE 180-DAY WAITING PERIOD REQUIREMENT FOR UP TO SIX (6) RETIRED CALPERS ANNUITANTS TO WORK AS CITY OF HAYWARD COMMUNICATIONS OPERATORS

WHEREAS, The Hayward Communications Center is currently facing severe staffing shortages, which will increase in by the end of 2022; and,

WHEREAS, employee retirements will increase mandated overtime shifts, delay public safety responses, and be a tipping point for Communications Center morale; and,

WHEREAS, CalPERS allows retired employees to return to a CalPERS employer in an "Extra Help" capacity; and,

WHEREAS, CalPERS generally requires a 180-waiting period for retirees to return in an annuitant position but Council may approve an exception to the waiting period if there is a critical need; and,

WHEREAS, retiring employees are committed to returning to work and assisting with excess work as Retired Annuitants immediately after their retirements become effective.

NOW, THEREFORE, BE IT RESOLVED that the City Council authorizes the exception to the 180-day waiting period requirement for up to six (6) retired CalPERS annuitants to work as City of Hayward Communications Operators from January 1, 2023 through June 30, 2023.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2022

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward