

BUDGET IN BRIEF

PUBLIC SAFETY POLICY INNOVATION PROJECTS

Background: In response to community concerns around policing and public safety following the murder of George Floyd by an officer of the Minneapolis Police Department, Council directed staff to conduct community engagement efforts including community conversations and a community survey about public safety and policing in Hayward. After receiving the results of the community engagement work, 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. For a full background and links to staff reports, visit www.hayward-ca.gov/haywardsafe.

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. At the time, Council authorized the allocation of \$1,293,600 from five police officer vacancies to pay for these projects.

Dispatch Needs Assessment and Capacity Improvement [Strategic Roadmap Project Q5c]:

In support of all ongoing public safety projects developed from the policy innovation workshops, this project facilitates a needs assessment on incoming calls and outgoing responses with actionable recommendations, including providing additional emergency behavioral health and medical capacity in dispatch.

In August, the City published an RFP and contracted with Federal Engineering Inc. to conduct the full scope of work. From January to May 2022, Federal Engineering consultants completed stakeholder interviews, onsite observations, surveys, data assessment and analysis, current conditions report, and preliminary recommendations. The project schedule and upcoming milestones are as follows, all occurring in 2022.

- May 27: Draft Needs Assessment complete with recommendations and implementation plan
- June 10: Final report
- June 17: Presentation of findings
- June 21: Data Systems Workshop
- July 31: Draft report on data systems
- Fall 2022: Final report on data systems, recommendations, and implementation

Budget Year	Item	Amount
FY 21/22	Consultant Costs	\$ 112,722
FY 22/23	See Note*	\$ 0

*Funding for Dispatch improvements request will be submitted after the study is completed

Hayward Evaluation and Response Teams (HEART) [Q5d, Q5e, Q5f]:

This project combines several pilots that were developed in response to community concerns about the best way to provide emergency services to people experiencing mental illness, substance use disorders, and homelessness. The primary goal of HEART 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 related calls for service.

The HEART model consists of two distinct co-responder teams, that are rooted in national best practices for crisis response systems, including [SAMHSA's National Guidelines for Behavioral Health Crisis Care](https://www.samhsa.gov/sites/default/files/national-guidelines-for-behavioral-health-crisis-care-02242020.pdf)¹ and the [National Council of Behavior Health's Roadmap to the Ideal Crisis System](http://crisisroadmap.com/)²:

- 1.) A Mobile Integrated Health Unit (MIHU) which pairs a Hayward Fire Department Community Paramedic with a Mental Health Clinician from Tiburcio Vasquez Health Center (TVHC)
- 2.) A Mobile Evaluation Team (MET) which pairs a Crisis Intervention Team (CIT) trained Hayward Police Officer with a behavioral health clinician from the Alameda County Behavioral Health Care Services.

Behavioral Health Coordinator: HEART also includes a Behavioral Health Coordinator to focus on infrastructure development and capacity building to maximize the leveraging of resources available Countywide and identify and close service gaps for Hayward's most vulnerable residents.

MET: The Mobile Evaluation Team (MET) launched in June 2021 and has responded to 413 calls for service (through 3/31/22). Referrals come through the 911 Dispatch center, HPD patrol, outpatient mental health providers, family members/loved ones, schools, community members, Adult Protective Services, and directly from individuals experiencing crises themselves. The majority of these calls for services result in connecting the people involved with the appropriate resources, including involuntary psychiatric hospitalization when needed, but also crisis de-escalation in the field and follow-up with longer-term solutions including mental health, substance use disorder, and other social services. The length of time spent on scene varies by situation, with 38% of calls for service taking approximately one hour, 48% of calls taking less than an hour, and 13% taking more than one hour. Of the calls for service, only 1.6% included any form of criminal justice involvement (arrest or citation) and there have been no incidents of Use of Force by MET police officers.



MET Team:
413 Responses
since June 2021

Due to the success of the MET partnership, the City and the County formalized the program through a Memorandum of Understanding (MOU), which was finalized in March 2022. This MOU will allow for a greater degree of data sharing and reporting between agencies. It also formalizes the fiscal leveraging of both agencies using existing resources in new ways to meet the needs of the community without adding costs to the HEART program.

¹ <https://www.samhsa.gov/sites/default/files/national-guidelines-for-behavioral-health-crisis-care-02242020.pdf>

² <http://crisisroadmap.com/>

MIHU: The Mobile Integrated Health Unit (MIHU) soft-launched in January 2022. Because this model is a newer concept than the MET model, the soft launch was designed to assess which call types are best aligned to receive services through MIHU. In addition, the soft launch allowed staff to better understand the possible mechanisms for referring calls to the MIHU for pre- or post-crisis intervention.

Based on learnings from the soft launch, MIHU team members focused their efforts on building a robust referral system in the Fire Department's data management system and engaged in an outreach initiative within the Fire Department to train staff on the MIHU program and to use the new referral system. With these systems in place, the MIHU will re-launch in May 2022 with the ability to collect data on the full range of referral types and responses.

One significant challenge for MIHU has been staffing. The Unit is currently budgeted to operate for 40 hours a week, but only has staffing for 20 hours per week because TVHC has struggled to recruit a qualified mental health clinician to serve on the team. The recruitment effort is ongoing and staff will keep Council informed and make recommendations for program changes if this continues to be a challenge.

BHJIS Grant and Regional Alignment: Staff has sought sustainable funding for the HEART program since its inception and will continue into the new fiscal year. Staff is exploring ongoing revenue streams, including developing reimbursement models for some of the services that will be provided by the MET and MIHU teams, as well as continuing to apply for State and Federal grants.

In February 2022, the City was awarded \$389,260 in a competitive grant from the California Department of Health Care Services (DHCS) for the Behavioral Health Justice Intervention Services (BHJIS) Project, funded by the Substance Abuse Mental Health Services Administration (SAMHSA) through the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). The BHJIS Project is intended to help agencies, including local governments, first responders, law enforcement, behavioral health and others, to improve and enhance their collaborative response to individuals facing mental health or substance use crises.

The primary BHJIS goals are to:

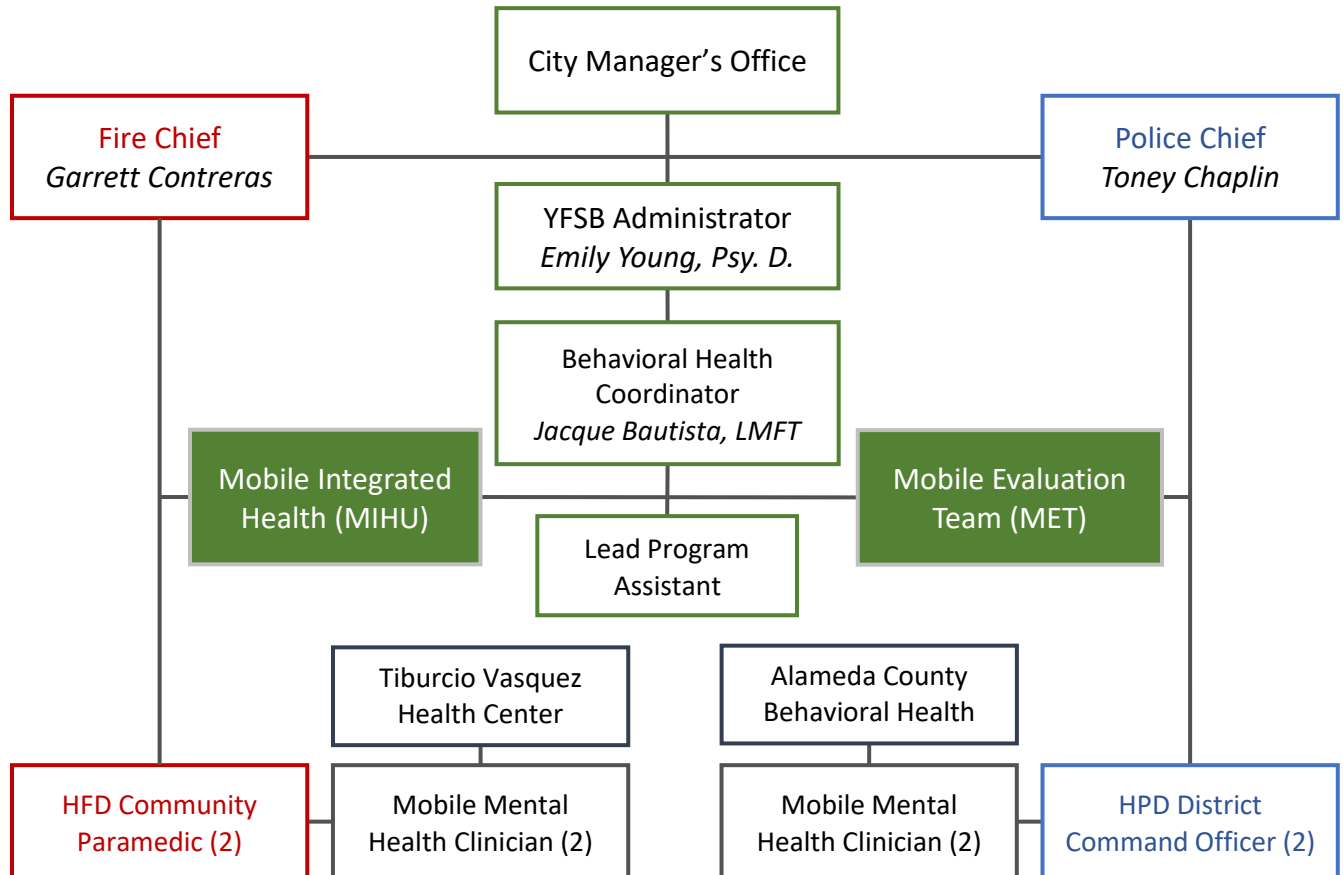
- Implement innovative solutions to problems and connect people experiencing mental or substance use crises at the right time and in the right environment;
- Improve partnerships/collaboration between system partners and communities; and
- Adopt policies and practices to promote diversity, equity, and inclusion and establish culturally and linguistically appropriate services that address structural inequities.

As a recipient of a BHJIS grant, the HEART implementation team will also receive technical assistance and participate in learning collaboratives with other jurisdictions implementing similar programs. Similarly, a cross-agency team from the HEART program with representatives from the City (Police and Fire), the County, and Tiburcio Vasquez Health Center applied for and was selected to participate in a Community of Practice hosted by the Council of State Governments Justice Center focused on best practices for establishing a comprehensive and coordinated behavioral health crisis system. These opportunities will ensure the HEART program remains aligned with national best practices and builds off the success of other areas.

Significant Changes Planned for FY 22/23

Staff is proposing to increase the HEART model from a 40 hour a week schedule to 80 hours a week in FY 22/23 for both the MET and MIHU. This will allow first responders to refer calls to these teams during evening and/or weekend hours. The organizational chart and table below reflect the expansion to 80 hours. However, as noted above, recruiting staff for these teams continues to be a significant challenge. Staff will work towards an 80 hour model, but will likely be unable to fill all positions for the full fiscal year. Any vacancy savings will be returned to the General Fund.

Proposed HEART Organizational Chart for FY 22/23



Budget Year	Item	Amount
FY 21/22	Personnel (5 positions – 40 hours a week/team)	\$ 589,773
	Supplies and Vehicles	\$ 638,827
FY 22/23	Personnel (10 positions – 80 hours a week/team)	\$ 1,027,109
	Supplies and Vehicles	\$ 852,793
Revenue Sources FY 22/23	Grants	\$ 428,260
	Carry Forward from FY 21/22	\$ 452,459
	HPD Salary Savings	\$ 999,184

Community Services Officers Respond to Property Crimes [Q5h]:

The Community Service Officer (CSO) Pilot Project was launched part-time and has been operating continuously since November 2021. Under this pilot project, CSOs respond to non-violent, cold property crimes received by the Communications Center. They conduct basic investigations, collect evidence, and perform other duties as requested, which is part of HPD's efforts to remove police officers from these low-level responses and to free them up to address priority crime issues in the City. Due to staffing constraints, this pilot program has continued to operate on a part-time basis. The pilot program evaluation is ongoing and HPD continues to receive positive feedback from staff and community members regarding the work the CSOs are performing. There exist opportunities to expand the program in the future as staffing levels allow.

99 Calls &
54 Case Reports
since Nov 2021

Budget Year	Item	Amount
FY 21/22	Personnel – Absorbed into existing HPD budget	\$ 0
FY 22/23	Personnel – Absorbed into existing HPD budget	\$ 0

HPD Training Curriculum Working Group and Community Feedback Liaison [Q5g and Q5i]:

These projects were not implemented in FY 21/22 due to a lack of staff capacity. They will be incorporated into staff's work plan for FY 22/23.

Budget Year	Item	Amount
FY 21/22	Will be absorbed into existing budget	\$ 0
FY 22/23	Will be absorbed into existing budget	\$ 0

Neighborhood Participatory Budgeting [Q5j]:

One of the major takeaways from the community surveys in the fall of 2020 was that community members feel safer when they feel connected to their neighbors. This project runs a one-time participatory budget process, through which community members can submit and vote on proposals to increase connections in their neighborhood. Under the People's Budget, the City has been divided into six sectors and each sector will be allocated between \$50,000 and \$70,000 depending on population size and income level.

In the fall of 2021, staff marketed the process, solicited ideas for projects through an online mapping tool, and recruited neighborhood delegates. Between November and March, neighborhood delegates and other community members have conducted outreach to solicit ideas and have used these ideas to create project proposals. Voting is taking place from May 1-20, 2022. In each sector, the top two voted projects will receive funding, and the next voted projects will receive any remaining funds. The City will announce the funded projects in early June. The deadline to finish project implementation is December 2023.



215 Suggestions
54 Delegates
27 Proposals

Budget Year	Item	Amount
FY 21/22	Funding for community led projects	\$ 350,000
FY 22/23	No additional requests for this one time process	\$ 0