



**DATE:** January 22, 2019

**TO:** Mayor and City Council

**FROM:** Chief of Police

**SUBJECT:** Approval of Addition of Counseling Supervisor Position and Two (2) Lead Program Assistants in the Youth and Family Services Bureau of the Hayward Police Department

### **RECOMMENDATION**

That Council considers authorizing the City Manager to appropriate awarded contract funds and add a Counseling Supervisor and two (2) Lead Program Assistant positions to the Youth and Family Services Bureau to provide the services included in contracts the City has been awarded.

### **SUMMARY**

The Youth and Family Services Bureau of the Hayward Police Department has an immediate, operational need for an additional Counseling Supervisor position and two (2) Lead Program Assistant positions in order to sufficiently provide services to meet contracted obligations under agreements with the Alameda County Probation Department and the Alameda County Health Care Services Agency through the Medi-Cal Administrative Activities (MAA) Program. Funding from these sources will provide all funding necessary to cover the cost of the new positions. Given these positions are funded by contracts awarded to the City, should funding end or change, the City will not be obligated to maintain the positions. Adding the Counseling Supervisor position (1.0 FTE) would greatly improve the overall efficiency and productivity of the YFSB Counseling Unit. The addition is vital to ensuring compliance with the City's contract with the Alameda County Probation Department for the current fiscal year (FY 2019). Adding the Lead Program Assistant Positions (2.0 FTE) is necessary to provide the Diversion, Life Skills, and Restorative Justice services proposed in the City's successful application for additional Probation Department funding. It is the expectation of the Probation Department that services will begin immediately following contract negotiation and during the current fiscal year (FY 2019). The Lead Program Assistant position additions are requested contingent on successful contract execution.

### **BACKGROUND**

The City's Youth and Family Services Bureau (YFSB) has long been a leader among Police Departments in addressing the root causes underlying youth criminal behavior by providing services and supports to families in need. Over the past several years, YFSB has done its best to be a responsible member of the City team and contribute to the overall budget deficit

solution. In 2011, one of two Counseling Supervisor positions was eliminated, creating significant savings for the City. At that time, the decision was made to eliminate a supervisor rather than reduce direct service staff, in order to minimize the impact to the community and not eliminate any of the direct YFSB services offered. Out of sheer necessity, workload from this supervisor position was redistributed among remaining line-level staff.

Since the time the second supervisor position was eliminated, the demands of the YFSB Programming have had a steady and significant increase. With new opportunities to serve the community, have come the addition of new programs, staff and funding streams. The duties of the Counseling Supervisor have grown in volume and complexity, with the scope of responsibility and span of control also expanding. Still, there are gaps in the services YFSB is able to offer. The Bureau has sought outside funding to be able to close these gaps and provide the best possible service to the Hayward community; however, the workload has reached a level that has become unmanageable and unsustainable for one Counseling Supervisor with the current staffing structure. Moreover, the existing line-level staff do not have the capacity to take on any additional responsibilities, despite the existence of available funding to close ongoing service gaps.

To fund all three requested positions, two separate contracts for service from Alameda County have been awarded. For more than 30 years, YFSB has received funding from the Alameda County Probation Department to provide Delinquency Prevention Network (DPN) Youth Service Center services (DPN-YSC). In past fiscal years, the City has been allocated approximately \$370,000 annually. In December 2017, the City participated in a competitive bid process to maintain this funding and applied for an increase in monies. The City's application included a proposed increase in Counseling Supervisor time dedicated to the DPN program rather than increase direct service staff. The proposal allocated 1.0 FTE Counseling Supervisor to the program, which currently includes five (5) of the nine (9) YFSB Family Counselors.

In April 2018, the City was notified of the County's intent to award funding and a successful contract negotiation followed. The City was awarded \$500,000 annually for three years, an annual increase of \$130,000 over previous funding levels. The City executed a 3-year contract with the Probation Department, with the option to extend two additional years.

Also, in April 2018, the Alameda County Probation Department released a second Request for Proposal (RFP) for new Delinquency Prevention Network (DPN) Local Service Center services (DPN-LSC). In response, the City submitted a proposal for \$237,500 annually to provide Diversion, Life Skills, and Restorative Justice services to 115 youth involved in the justice system or at high risk for involvement. The proposed services are closely aligned with those already provided by the City's YFSB and this additional funding will offer an opportunity to enhance the City's existing services and close identified gaps in services offered to the Hayward community.

On November 20, 2018, the City received a Notice of Intent to Award funding. On December 18, 2018, the Alameda County Board of Supervisors approved the award, pending successful

contract negotiations. The contract is intended to be for three years, with the option to extend an additional two years.

For both the DPN Youth Service Center and Local Service Center programs, staff anticipates that Probation will release new RFPs at the end of the contract period, and that the City will again apply for ongoing funding. Should funding for some reason be discontinued, staff is fully aware that the City is under no obligation to maintain these positions with the General Fund.

## **DISCUSSION**

The new funding awarded by the Probation Department provides the opportunity to strengthen the City's Youth and Family Services Bureau (YFSB) through filling identified service gaps and ensuring a staffing structure that is sustainable to meet the needs of the community, as well as fulfil the City's obligations to funders.

As discussed above, the existing Counseling Supervisor is working well beyond the capacity of one person. Moreover, the Delinquency Prevention Network (DPN) Youth Service Center contract includes a 1.0 FTE Counseling Supervisor being dedicated exclusively to that program, which is only one of the three programs for which the current 1.0 FTE Counseling Supervisor is responsible. To address this issue in the short term, an acting Counseling Supervisor has been added in YFSB; however, this is only a short-term solution and a second Supervisor position is urgently needed. Towards this end, staff is requesting this position addition be added.

The Lead Program Assistant positions are requested to fill gaps in the services YFSB is able to offer. Traditionally, the Bureau has done its work through Master and Doctoral level mental health counselors. This has been an effective way to address many of the challenges facing Hayward families, as mental health services are often one of the primary needs. However, it has become evident that services beyond mental health support are necessary to adequately serve our community. Increasingly, staff are seeing the need for case management, life skills training, gang prevention workshops, and other services. Towards that end, the City's application to the Probation Department proposed the implementation of an integrated continuum of services all designed to achieve one goal: prevent youth involvement in the justice system.

Through careful assessment and program placement, the Lead Program Assistants would connect a minimum of 115 new Hayward youth annually to the right YFSB program(s) to best serve them. Services would be provided to youth both in and out of custody and at different levels of intensity based on the needs each is presenting. Life Skills would mostly be provided as an early intervention for youth who are not yet justice involved and who would benefit from extra support learning skills to address challenges and make positive choices. Diversion services would be provided to youth who have had their first contact with law enforcement and have either received a NTA or a citation for marijuana use. Finally, at the more intense end of the spectrum, Restorative Justice services would be provided to youth in-custody at Juvenile Hall and Camp Sweeney. Across the spectrum of services, the evidence-based WhyTry curriculum would be utilized to foster the learning of skills. An important component

of all services would be Service Coordination and Case Management, connecting youth and families to the services and opportunities they need to be successful.

Since all of the services that would be offered under the new funding from Probation can be competently provided by a Bachelor degree level service provider, the City would be able to increase YFSB's capacity to serve the community at a lower cost than if the program was expanding mental health services. This also ensures that the skills, education, and capabilities of our current mental health counselors are appropriately utilized. Staff is requesting that the position additions be made, as it is the expectation of the Probation Department that services will begin immediately upon successful negotiation of contracts. The existing YFSB staff does not have the capacity to assume additional contract deliverables without the addition of new positions and the services would underutilize their specialized training and education as mental health counselors.

### **ECONOMIC IMPACT**

The proposed positions will support the Youth and Family Service Bureau's overarching strategy to reduce and prevent juvenile involvement in the justice system by providing services that encourage success and increase access to positive opportunities and support. Keeping youth out of the juvenile justice system contributes to the overall safety and well-being of Hayward families, which in turn has a positive economic impact. Improving family functioning and facilitating school success supports youth and families to lead productive and healthy lives which can only strengthen our local economy and improve every aspect of it. Further, the Hayward Police Department's progressive approach to serving the community by providing services like those offered by YFSB contributes to positive police-community relationships and the overall strength of our City.

### **FISCAL IMPACT**

The current cost of a Counseling Supervisor including salary and benefits is estimated at \$191,771 (top step) annually. The current cost of two Lead Program Assistants including salary and benefits is estimated at a combined total of \$243,314 (third step) annually. Funding to offset these costs will come from the increase in the allocation from the County Probation Department and through the Medi-Cal Administrative Activities (MAA) reimbursement. Under the MAA program, the City is able to claim reimbursement for a portion of actual expenses for time spent providing services that support the Medical program. As mentioned above, these revenues will offset the increase in costs associated with these positions with no net impact to the General Fund. These positions are contingent on contract funding; if that funding is changed or ends, the City will not be obligated to continue to fund these positions.

### **STRATEGIC INITIATIVES**

This agenda item supports the Complete Communities Strategic Initiative. The purpose of the Complete Communities initiative is to create and support structures, services and amenities to provide inclusive and equitable access with the goal of becoming a thriving

and promising place to live, work and play for all. This item supports the following goal and objectives:

Goal 1: Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods.

Objective 1: Increase neighborhood safety and cohesion

Objective 4: Create resilient and sustainable neighborhoods

**NEXT STEPS**

If the Council authorizes this action, (1) staff shall appropriate funds and the positions will be included in the FY 2019 Mid-Year Budget Review process and (2) staff will begin recruitment for qualified candidates to fill the Counseling Supervisor and Lead Program Assistant positions.

*Prepared by:* Emily Young, Youth and Family Services Bureau Administrator

*Recommended by:* Mark Koller, Chief of Police

Approved by:



---

Kelly McAdoo, City Manager