

CITY OF HAYWARD

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



CITY OF
HAYWARD
HEART OF THE BAY

Agenda

Monday, April 26, 2021

5:00 PM

Remote Participation

Council Budget and Finance Committee

COVID-19 Notice: Consistent with State of California Executive Order No. 29-20 dated March 17, 2020, and Alameda County Health Officer Order No. 20-10 dated April 29, 2020, the Task Force will be participating in public meetings via phone/video conferencing.

Please note that we are now using the Zoom Webinar platform to conduct meetings.

How to watch the meeting from home:

1. YouTube Live stream: <https://www.youtube.com/user/cityofhayward>

How to submit written Public Comment:

Send an email to Crissy.Mello@hayward-ca.gov by 2:00 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 Council Budget and Finance Committee and City staff, and published on the City's Meeting & Agenda Center under Documents Received After Published Agenda. <https://hayward.legistar.com/Calendar.aspx>

When submitting written comments, indicate in the email if you want your comment read into the record. Requests will be allowed provided the reading will not exceed three (3) minutes consistent with the time limit for speakers at Council Committee meetings. Email comments will become part of the record of Council Committee meetings. The Chair can limit the time for reading written comments.

Click this link below to join the webinar:

*<https://hayward.zoom.us/j/93344183746?pwd=RG0wVkh3L0d3U0NOV0puejFKSFFnQT09>
Passcode: Budget@427*

Or Telephone: US: +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or +1 929 205 6099 or +1 301 715 8592 or +1 312 626 6799

Meeting ID: 933 4418 3746

Passcode: 9282217469

CALL TO ORDER

ROLL CALL

PUBLIC COMMENTS:

Limited Only to Items on the Agenda and Submitted in Writing Prior to the Meeting.

REPORTS/ACTION ITEMS

[RPT 21-062](#) Findings and Recommendations from the Policy Innovation
Workshop & Update on Community Public Safety Work

Attachments: [Attachment I Staff Report](#)
[Attachment II Project Sheets](#)
[Attachment III Summary of Community Feedback](#)

FUTURE AGENDA ITEMS

COMMITTEE MEMBER/STAFF ANNOUNCEMENTS

ADJOURNMENT

Next Meeting - 5:00 p.m. Wednesday, May 19, 2021

The City of Hayward's Open Data Portal was designed to allow the public to explore, visualize, and download publicly accessible data. The Open Data Portal allows a clear view of the City's financial performance. Access to the portal may be found at <https://haywardca.opengov.com/>



File #: RPT 21-062

DATE: April 26, 2021

TO: Council Budget and Finance Committee

FROM: Director of Finance

SUBJECT

Findings and Recommendations from the Policy Innovation Workshop & Update on Community Public Safety Work

RECOMMENDATION

That the Committee reviews and comments on the findings and recommendations from the Public Safety Project.

SUMMARY

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.

This report and its attachments detail the work completed by the workshop participants and their recommendations for addressing four key problems community members identified from the community engagement work:

- There is a lack of trust between the community and government, including City Hall and HPD, stemming from a lack in communication and relationship building and an inadequate recognition on the long-term negative impacts of systemic racism.
- There are limited and/or uncoordinated response options for mental health crises, and an inadequate focus on the long-term negative impacts of systemic racism on this topic.
- There are inadequate response options and resources to address issues related to homelessness, and an inadequate focus on the long-term negative impacts of systemic racism on this topic.

- There are limited public resources and a possible misalignment between resource allocation and community safety needs, including inadequate transparency and focus on the long-term negative impacts of systemic racism.

Over the past ten weeks, participants have dedicated over 2,000 collective hours to interviewing key stakeholders, refining their understanding of the problems, and developing and prioritizing the solutions listed in this staff report and detailed in Attachment II. Staff compiled participants' recommendations and provided additional analysis of cost, responsiveness to community input, racial equity, staffing, and intersections with existing City plans and projects. Staff is bringing this item to the Council Budget and Finance Committee to receive feedback that will be incorporated into a report to the full Council on May 18, 2021.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Project Sheets
Attachment III	Summary of Community Feedback



DATE: April 26, 2021

TO: Council Budget and Finance Committee

FROM: City Manager

SUBJECT: Findings and Recommendations from the Policy Innovation Workshop & Update on Community Public Safety Work

RECOMMENDATION

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SUMMARY

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.

This report and its attachments detail the work completed by the workshop participants and their recommendations for addressing four key problems community members identified from the community engagement work:

- There is a lack of trust between the community and government, including City Hall and HPD, stemming from a lack of communication and relationship building and an inadequate recognition of the long-term negative impacts of systemic racism.
- Systemic health inequities for the Black, Indigenous, and people of color (BIPOC) community, inadequate cultural responsiveness, and a lack of resources have led to limited and/or uncoordinated response options for mental health crises.
- There are inadequate shelter and outreach resources to meet the needs of people experiencing homelessness. In addition, the current outreach model and resource options aren't meeting everyone's needs, and some people decline services. These challenges are especially burdensome for people that have experienced systemic inequities and other long-term traumas, particularly BIPOC communities.

- There are limited public resources and a possible misalignment between resource allocation and community safety needs, including inadequate transparency and focus on the long-term negative impacts of systemic racism.

Over the past ten weeks, participants have dedicated over 2,000 collective hours to interviewing key stakeholders, refining their understanding of the problems, and developing and prioritizing the solutions listed in this staff report and detailed in Attachment II. Staff compiled participants' recommendations and provided additional analysis of cost, responsiveness to community input, racial equity, staffing, and intersections with existing City plans and projects. Staff is bringing this item to the Council Budget and Finance Committee to receive feedback that will be incorporated into a report to the full Council on May 18, 2021.

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 officer-involved shootings that occurred around the same time period. On July 21, 2020, the Council directed staff to implement a public safety community engagement project designed to elicit further information and experiences from Hayward community members to inform future policy discussions.¹

Community Conversations

From August through October 2020, staff worked with consultants to administer a resident survey and partnered with community members and organizations to hold conversations about public safety in Hayward. Over 1,700 community members provided their input on public safety and policing in Hayward by participating in this community engagement project. Following the community conversations project, an interdepartmental team of 20 staff worked on analyzing the data and summarizing common concerns, themes, and attitudes. The results of the survey and community conversations were presented to Council on October 27, 2020.² Some of the key themes from the community engagement work include:

- Racism and homelessness are top safety concerns.
- Community members appreciate Hayward's diversity and complexity and want all community members to feel safe.
- Many community members have positive views of the police, and an equal number have some level of concern about policing in Hayward. These included concerns about responsiveness and effectiveness, a general lack of trust due to systemic racism and intergenerational trauma, and specific negative experiences with police.

¹ <https://hayward.legistar.com/LegislationDetail.aspx?ID=4595758&GUID=1B1F44FA-A2AE-4612-9135-7F0034B2DCCE>

² <https://hayward.legistar.com/LegislationDetail.aspx?ID=4677304&GUID=52E170E7-7C7A-4B62-AEA8-32BB683AC71D>

- Survey results indicated a general satisfaction and feeling of safety interacting with Hayward police, but a significant minority of respondents reported negative or ambivalent responses to these general safety-related questions.
- Close to 60% of survey respondents indicated a feeling that the relationship between Hayward Police and Hayward residents is positive.
- A majority of survey respondents supported reducing the police budget and redistributing it towards other community services, and 60% support establishing a participatory committee for dictating how that funding is reallocated.
- A majority of survey respondents did not support proposals to freeze police hiring, limit equipment purchases, or ban spending on police facilities.
- Eighty-two percent of respondents supported using 3-1-1 as an urgency hotline, indicating a desire for public safety services beyond policing to respond to emergencies.

On November 17, 2020, the Council received the HPD 2019 and 2020 annual reports³ and on January 25, 2021, the Council Budget and Finance Committee reviewed HPD's FY 21 adopted budget and organizational structure.⁴ In response to community concerns raised during this period, HPD leadership and staff took the following actions:

- Modified HPD policies to ban shooting into a moving vehicle and eliminate the use of carotid restraints (i.e., "chokehold" or "stranglehold" restraints.)⁵
- Built relationships and increased coordination with Alameda County Behavioral Health (ACBH) and the Community Assessment and Transport Team (CATT), resulting in a 30% increase in CATT and ACBH Crisis Team responses in Hayward.

Policy Innovation Workshop

At the December 16, 2020 Council Budget and Finance Committee meeting, staff outlined a proposal for a policy innovation workshop during Spring 2021 to help staff and the City Council develop recommendations and/or pilot programs that could be funded as part of the FY 2022 budget.⁶ Staff provided an informational update on the process, schedule, and participant selection for the workshop to the Committee during the January 25, 2021 meeting.⁷

The first policy innovation workshop was held on Wednesday, February 18. The workshop included 33 participants, including 13 community members and 20 City employees, of which 9 were HPD staff, 4 were Hayward Fire Department staff, and 7 were from various other City

³ <https://hayward.legistar.com/LegislationDetail.aspx?ID=4696842&GUID=F45588E7-4157-4F67-8EBC-D2AE0B9CD276>

⁴ <https://hayward.legistar.com/LegislationDetail.aspx?ID=4763552&GUID=6D00F1EA-7BEB-4EC3-8C0E-578CD0F5AE47>

⁵ Later banned statewide by when Governor Newsom signed AB 1196 into law on September 30, 2020.

⁶ <https://hayward.legistar.com/LegislationDetail.aspx?ID=4730803&GUID=B7016A74-469D-4B54-A400-B830088097E7>

⁷ <https://hayward.legistar.com/LegislationDetail.aspx?ID=4763551&GUID=D83DF95A-3DDF-4F10-9714-51A7ED81326E>

departments. Over the course of ten weeks and over 2,000 combined hours, participants identified the most pressing concerns raised in the community outreach work, broke into groups to tackle the identified challenges, and began working to deeply understand the complex problems they chose. Teams identified key community stakeholders, interviewed them to learn from their lived experiences, and drew key insights from those interviews to inform solutions brainstorming. The teams then prioritized their solutions and identified assumptions that will need to be addressed in shaping the projects through implementation.

The workshop teams generated 19 recommended projects detailed in this report, to which City staff added four existing projects and two recommendations based on suggestions from the Community Conversations and Survey feedback (see Attachment II). Workshop participants have indicated a desire to remain involved in the project planning, implementation, and reporting processes moving forward.

Racial Equity & Historical Context

The Public Safety Project, including the Community Conversations, Community Survey, and Policy Innovation Workshop, all relate to the City's ongoing racial equity work, first begun in conversation with the Community Task Force in 2017. Community-Police Relationships was a key focus point of the action plan in the Commitment for an Inclusive, Equitable, and Compassionate Community brought before Council on November 28, 2017.⁸ At the recommendation of a Community Task Force member, the City joined the Government Alliance on Race and Equity (GARE), a network of local governments working to achieve racial justice and advance opportunities for their community members. The GARE team brought a citywide Racial Equity Action Plan to City Council on May 26, 2020.⁹

As with all City programs, approaching policing and public safety work with a racial equity lens is critical. By focusing on racial disparities, in the context of historical and continued inequitable policies and in partnership with the community, the City can take intentional actions to address the long history of racism and racially disparate outcomes in policing and the criminal justice system, particularly for Black people. For example, in Alameda County, 11% of the population is Black or African-American,¹⁰ while 48% percent of the County's probationers¹¹ and 47% of the County's jailed population are Black or African-American.¹² In Hayward, where Black and African American individuals comprised 9.6% of the population during the four years covered by the Commission on Accreditation for Law Enforcement

⁸ <https://hayward.legistar.com/LegislationDetail.aspx?ID=3215739&GUID=F3049814-41FA-4CBE-A0CA-ED5F1F8DBFDD>

⁹ <https://hayward.legistar.com/LegislationDetail.aspx?ID=4544083&GUID=5CDE545C-2BB9-4C01-AC3C-9C1CBBDB4A0A>

¹⁰ U.S. Census Bureau QuickFacts Alameda County, California.

<https://www.census.gov/quickfacts/alamedacountycalifornia>

¹¹ Alameda County FY 2020-2021 Community Corrections Partnership Plan

<https://www.acgov.org/probation/documents/CCPPlan-FINAL.pdf>

¹² United States Department of Justice Bureau of Justice Statistics, Annual Survey of Jails, 2018.

Agencies (CALEA)¹³ Compliance Report, 19% of traffic warnings and citations were issued to Black and African American community members.¹⁴ The criminal justice outcomes in our County show evidence of deep racial disparities between Black and African-American community members and other racial groups.

The projects in this staff report are the first steps in working toward local solutions to broad, systemic problems. While Hayward is a unique community in many ways and the relationship between HPD and the community may be different from other jurisdictions, the City is not exempt from or immune to the institutional and systemic racism that many other communities and our nation as a whole are working to name and address. Other broad, systemic problems arose in the course of the policy workshop, including: deinstitutionalization and the lack of mental health resources and housing support for those in our community who need it most; a decades-long decline in nationwide public trust in the government; and scarce public resources paired with reduced public investment in health, housing, education, and other human services.

DISCUSSION

Each of the teams in the policy innovation workshop has summarized findings from their work and identified prioritized recommendations to address the concerns raised during the Community Conversations, Community Survey, and workshop stakeholder interviews. The teams' findings and recommendations are summarized below.

Team A Findings & Recommendations

Participants: Priscilla Banks, Tasha DeCosta, Arti Garg, Wayne Smith, Andrew Westfield, Michael Wright, and Laurel James (coach)

Problem: There is a lack of trust between the community and government, including City Hall and HPD, stemming from a lack of communication and relationship building and an inadequate recognition of the long-term negative impacts of systemic racism.

Based on data from the Public Safety Community Conversations and Community Survey, the team identified POC community members under 30 years of age as the key stakeholder most impacted by this problem. The team wanted to learn more about the experiences their stakeholders have had interacting with the City and the Police Department, the origins of this lack of trust and communication from the stakeholders' perspectives, and what building trust would mean and look like to them.

¹³ For reference, the Commission on Accreditation for Law Enforcement Agencies (CALEA) was created in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations. The Hayward Police Department has maintained the highest level of accreditation for at least the past ten years. For more information, visit www.calea.org.

¹⁴ Hayward Police Department CALEA Compliance Review, 2017-2020 <https://www.hayward-ca.gov/sites/default/files/documents/CALEA-Compliance-Review-2017-2020.pdf>

The team interviewed 14 stakeholders to learn about their lived experiences. Some of the key learnings from the interviews were:

- When community members didn't have individual firsthand experience with the City or the Police Department, perceptions were formed by experiences with other agencies or opinions about government or policing as a whole.
- Similarly, a lack of timely information or communication about City and Police Department services and incidents makes space for assumptions and rumors to take hold.
- There are distinctly different power dynamics and outcomes from interactions between the community and the Police Department and the community and other City staff or officials.
- Community members are open to changing to their perspectives but state a need for mutual respect in interactions.
- This is a difficult time to engage community in conversation, likely due to the pandemic, Zoom fatigue, and/or other competing demands on people's attention.

The team brainstormed and prioritized solutions for addressing the lack of trust between community members and the City and police department using the insights from their stakeholder interviews and elected to further explore the idea of establishing a working group primarily composed of young community members of color to review and co-create HPD's training curriculum to be responsive to community needs and values. Moving forward with this solution requires exploring the following questions:

- Will community members in the stakeholder group participate?
- Does training change behavior, and if so, under what conditions?
- How can we integrate co-creating training with requirements of Peace Officer Standards and Training and/or MOUs?

The team also identified a need for City and HPD staff to spend more time in the Hayward community outside of their official capacity to get to know and build relationships with community members. All of this, the team noted, could serve as the first steps for moving toward a community-oriented restorative/transformational justice model of public safety in Hayward.

Priority Recommendation(s): Establish a working group primarily composed of young community members of color to review and co-create HPD's training curriculum to be responsive to community needs and values.

Additional Project Ideas:

- Designate a set number of hours monthly or quarterly for City and HPD employees to volunteer in the community.
- Develop a long-term plan for a Restorative/Transformational Justice public safety model in Hayward.

Team B Findings & Recommendations

Participants: Tommie Clayton, Brenda Gomez, Wade Harper, Jamie Martin, Denise Thompson, Sandi Wong, and Nicholas Mullins (Coach)

Problem: There is a lack of trust between the community and government, including City Hall and HPD, stemming from a lack of communication and relationship building and an inadequate recognition of the long-term negative impacts of systemic racism.

Based on data from the Public Safety Community Conversations and Community Survey, the team identified community members under 26 years of age as the key stakeholder most impacted by this problem. The team wanted to learn more about the experiences their stakeholders have interacting with the City and the Police Department, the origins of this lack of trust and communication from the stakeholders' perspectives, and what building trust would mean and look like to them.

The team interviewed 18 stakeholders to learn about their lived experiences. Some of the key learnings from the interviews were:

- Create social media content to share information regarding resources, services, and employment opportunities that is youth-centric.
- Use more social media platforms to share information and increase transparency (possibly rebrand the City Instagram account, create a City TikTok account, utilize YouTube more).
- Provide more information more frequently regarding City resources and services and services/resources offered by community partners.
- Create more opportunities for the City and community members to partner and learn more about City functions.

The team brainstormed and prioritized solutions for addressing the lack of trust between community members and the City and police department using the insights from their stakeholder interviews and elected to further explore the idea of engaging with school-age Hayward community members to share information and lived experiences. Moving forward with this solution requires exploring the following questions:

1. What format is best for developing relationships and understanding with school-age Hayward community members? (e.g. in-school workshops, classroom visits, City run resource fair, etc.)
2. What community partnerships need to be established to present service and resource options within the City?
3. What agreements need to be established with HUSD to conduct in-school workshops? Is that is the preferred format?

The team also identified a need for the City to create more content on social media platforms that better engage the youth. To accomplish this, the team proposed an internship program

for school-age Hayward community members with the Community, Media, and Relations team to create content providing information on City services, resources, and employment opportunities.

Priority Recommendation(s): Establish an internship program for school-age Hayward community members with the Community, Media, and Relations team and explore the idea of engaging with school-age Hayward community members to share information and lived experiences.

Team C Findings & Recommendations

Participants: Varsha Chauhan, George Escutia, Jr., Harnoor Gill, Andrew Kazemi, Jessica Lobedan, Minnie Vij, Emily Young, Daniel Mao (Coach) and Bryan Matthews (Coach)

Problem: Systemic health inequities for the Black, Indigenous, and people of color (BIPOC) community, inadequate cultural responsiveness, and a lack of resources have led to limited and/or uncoordinated response options for mental health crises.

Based on the Public Safety Community Conversations and Community Survey data, the team identified Hayward community members who have been impacted by this problem. The team wanted to learn more about their stakeholders' experiences interacting with the City and the Police Department and identify the obstacles they faced when dealing with a mental health crisis.

The team interviewed 14 stakeholders to learn about the experiences of those who have directly or indirectly experienced a mental health crisis. These interviewees also included staff from the Police Department, Fire Department, Code Enforcement, Community Services, and non-profit partners. Some of the key findings from these interviews were:

- There are challenges with communication and access to services.
- Resources and availability are limited for responding to a mental health crisis.
- There is a gap in training and a need for relationship building between responders and service providers.
- There is a lack of intervention services before a crisis and a lack of follow up and continuity of care.

The team took the key insights and brainstormed what solutions could address the limited and uncoordinated responses for mental health crises. From those solutions, they prioritized the ones that would be most effective and acceptable to the stakeholders. For a solution to adequately address this problem, the following questions must be explored:

1. Will this solution lead to people feeling more comfortable calling in to access services?
2. What is the best way to inform the already difficult-to-reach stakeholders about these new services?

3. How can we better track the data related to mental health response and ensure it is communicated to collaborative partners?

The team identified the need for a cohesive and collaborative response to mental health crises that could better serve the city and act as a liaison to other governing bodies, such as the county.

Priority Recommendation(s): Provide additional emergency behavioral health and medical capacity by placing a specialist in dispatch.

Additional Project Ideas:

- Dispatch needs assessment and capacity to support behavioral health response.
- Pilot a Behavioral/Mental Health Coordinator position to track responses and outcomes for related pilot programs and to coordinate behavioral/mental health resources between the City and County.
- Hold City facilitated discussions or forums to engage behavioral and mental health experts regarding responses in Hayward.
- Establish a process for people to voluntarily provide behavioral and mental health information pre-crisis.
- Run a City-sponsored behavioral and mental health de-stigmatization campaign.
- Communicate and map existing behavioral and mental health resources and processes for community members.

Team D Findings & Recommendations

Participants: Alex Iwanicki, Amy Cole, Andrew Ghali, Bubba Manzo, Faye Maloney, Rachel Zargar, Zachariah Oquenda, and Mary Thomas (Coach)

Problem: There are inadequate shelter and outreach resources to meet the needs of people experiencing homelessness. In addition, the current outreach model and resource options aren't meeting everyone's needs, and some people decline services. These challenges are especially burdensome for people that have experienced systemic inequities and other long-term traumas, particularly BIPOC communities.

For the key stakeholder most impacted by this problem, the team identified people in Hayward experiencing both homelessness and service calls from the City. The team's interviews focused on this group. In addition, the team reviewed the survey and community conversation data from the fall to better understand how homelessness impacts the safety and sense of safety for community members who live near encampments.

Team D interviewed 17 individuals experiencing homelessness to learn about their lived experiences. Some of the key learnings from the interviews were:

- There is an overall lack of shelter services of all types.

- Privacy and safety are a key factor for users of shelter settings. These factors came up in most interviews.
- Those who decline services often have challenges with mental illness, addiction, incarceration, and trauma that make traditional shelter options inaccessible or undesirable. However, several interviewees who have declined shelter services expressed strong interest in safe parking or a sanctioned encampment, as long as there would be sufficient security and privacy.
- Past experiences with law enforcement and incarceration can create trust barriers, which can sometimes be overcome with intensive sustained, and compassionate outreach.
- Clearing encampments often moves unsheltered community members to another area in Hayward, which isn't addressing the root problem.
- The problems faced in Hayward are systemic throughout the nation. At least eight of the interviewees described the deinstitutionalization of state hospitals in the 1960s and subsequent federal cuts to funding for those experiencing mental illness throughout the 1980s as a direct cause of chronic homelessness.

In addition, Team D interviewed 11 staff who are involved with service delivery to individuals experiencing homelessness. This included staff from the City's Police Department, Fire Department, Community Services, Maintenance Services, and Code Enforcement, as well as staff from non-profit service providers, the County, and neighboring jurisdictions. The Team also reviewed the themes from the focus groups and interviews conducted to create the Let's House Hayward plan. Finally, the Team interviewed two businesses. Some key learnings from these interviews were:

- Encampments and related issues have a tremendous emotional impact on staff, businesses, and neighbors. Many expressed deep fatigue and a sense that there is no light at the end of the tunnel.
- Staff has put many hours into creating a multi-departmental working group to refine referral processes and develop humane responses to homeless encampments during the Covid-19 pandemic. This team includes staff from Community Services, Police Department, Fire Department, Maintenance Services, and Code Enforcement.
- First responders often don't know what shelter services are available, so it's very difficult to make referrals in real time during a service call. Fire personnel are interested in a coordinated app or other information sharing, but that effort may not be worth it since there are currently very few shelter options.
- Some unsheltered community members experience repeat calls for service. If there were targeted shelter solutions for these individuals, it may reduce overall call volume. However, many of these individuals have declined exiting shelter options.
- The County Community Assessment & Transport Team (CATT) requires police presence during their responses for the safety of their employees. Various staff indicated that staff safety is a priority when piloting alternative response models.
- The County also has a mobile crisis team that can be deployed for non-violent responses. City staff expressed the need to continue to build/maintain a working relationship with the County's Behavioral Health Department to advocate for more

resources focused in Hayward. In addition, City staff felt that a local pilot would provide the opportunity for more nimble, targeted responses and the ability to evaluate pilot outcomes and make local changes.

The team brainstormed and prioritized solutions for addressing homelessness in Hayward, especially as the experience of homelessness intersects with those experiencing mental illness and/or addiction. The four priority recommendations are listed below.

Priority Recommendations:

- Fund additional shelter options, as outlined in the Let's House Hayward Plan. In particular, consider shelter options that accommodate those who decline typical services, such as safe parking or a sanctioned encampment, and those who prioritize privacy, such as the hotel annex.
- Pair any additional shelter options with targeted outreach support. The existing model of contracting with a non-profit for outreach is currently working, as long as there continues to be strong coordination with the staff working team.
- Pilot a 12-month mobile mental health response team to respond to nonviolent calls for service and conduct follow ups for individuals who were recently discharged from the emergency room or hospital. This team will have one medic, one behavioral health clinician, and one community counselor.
- Pilot placing a behavioral health clinician in the Police Department's District Command unit for 12 months to respond with the unit during violent calls for service.

Team E Findings & Recommendations

Participants: Ricardo Prada, Linda Moore, Eric Vollmer, Nicole Grucky, Marcus Martinez, Heather Costa, Libier Ledezma, Monica Davis (Coach) and Rosalinda Romero (Coach)

Problem: There are limited public resources and a possible misalignment between resource allocation and community safety needs, including inadequate transparency and focus on the long-term negative impacts of systemic racism.

Based on data from the Public Safety Community Conversations and Community Survey, the team identified Hayward residents who are a part of a community of color as the stakeholder most impacted by this problem. The team wanted to learn more about the experiences their stakeholders have interacting with the City and the Police Department and identify where there are opportunities to shift resources to better respond to these residents' needs and foster trust and accountability with the Police Department.

The team interviewed 15 stakeholders to learn about their interactions with the Police Department during emergency situations or their rationale for not engaging with the Police Department when facing a crisis. One repeated learning that Team E experienced was that when non-violent property crimes occur, residents are asked to complete a form online or make a report over the phone and that there was little to no direct follow up with the resident on the issue. Key empathetic learnings from the interviews included:

- The victim residents were left feeling powerless and unheard.
- Residents felt upset over the total lack of response to property crimes.
- Residents expressed that a safe community can be achieved through basic presence and response in neighborhoods.

Team E utilized the key learnings from their empathy interviews to generate potential solutions that spanned interdepartmental collaborations and responses to topics such as homelessness, mental health crisis response, and community collaborations amongst Hayward education institutions, including Chabot Community College and California State University East Bay. The priority recommendation that was selected below most directly responded to the common community feedback received during the empathy interviews when residents were asked to share their experiences about their engagements with Police Department.

If Community Service Officers (CSOs), who are non-sworn uniformed officers of the department, are assigned to respond to these issues and take statements from the victims, and engage in follow up investigation, this solution could include exploring the following questions:

- Is there improved feeling of safety with unarmed officers present?
- CSOs are typically paid less than sworn officers; can the resource savings be used for other programs that would benefit residents and invest in root cause prevention strategy?
- What would closure and true success look like?
- Is the interaction measured as successful only if the crime solved?
- Is restorative justice an option for closure if/when the crime is solved?

Priority Recommendation(s): Pilot using unarmed Community Service Officers to respond to cold calls such as vehicle break-ins and property damage.

Additional Project Ideas:

- Pilot an internship program with CSUEB and Chabot College students who are interested in law enforcement careers.
- Explore a program that provides monthly stipends for income-qualified individuals.
- Explore the feasibility of a sales tax increase in Hayward with all funds allocated to community safety needs.
- Evaluate the Community Advisory Panel and explore other community oversight models, such as a Civilian Auditing & Investigations Office.
- Twelve-month pilot of a 40-hour/week mobile team (one medic and one behavioral health clinician) and a medical dispatcher (a priority recommendation from Team C).
- Pilot temporary behavioral health staffing in the District Command (community policing) Unit (a priority recommendation from Team C).

Prioritized Project List from All Teams

As teams identified and prioritized solutions, staff compiled the recommendations into a comprehensive project list divided into categories based on the teams' prioritization and recommended timing based on staff resources and the need for additional resources and exploration. Staff also added projects from the City's Strategic Roadmap and Racial Equity Action Plan planned for implementation in FY 22 that relate to the problems identified by workshop participants and results from the Public Safety Community Conversations and Survey.

Workshop participants received this spreadsheet for review and feedback prior to the Council Budget and Finance Committee meeting. Participants had the opportunity to provide feedback via email, in one-on-one meetings with members of the project team, and/or by attending three discussion sessions held on April 14, April 15, and April 17. Their feedback is noted throughout this report and summarized in Attachment III.

The projects identified on the list fell into three main categories:

- *New Public Safety Response Models & Services* - How can the City of Hayward modify its public safety services to address responsiveness to behavioral and mental health, people experiencing homelessness, and property crimes?
- *Community Relationships* - How can the City of Hayward work to improve and strengthen relationships with community members to increase trust and enhance communication?
- *Transparency & Accountability* - How can the City and Police Department improve transparency and accountability to the community?

As some participants noted, while this project list is a comprehensive overview of the recommendations that came out of the Public Safety Innovation Workshop, there are some participant-identified opportunities for change that didn't arise during the workshop, including the Police Department's hiring process (e.g., hiring for characteristics, values, and ethics that reflect community priorities) and analysis of and accountability for negative outcomes from policing interactions, including racial disparities/disproportionate harm to people of color, injury, and death.

The highest priority projects emerging from the Public Safety Workshop are recommended for implementation within the first six months of FY 22 and highlighted in Table 1 below.

Table 1: Projects Recommended for Immediate Implementation (launch within next 6 months)

Category	ID	Project
New Public Safety Response Models and Services	1	Dispatch Needs Assessment and Capacity Improvement: Conduct a needs assessment on incoming calls and outgoing responses with actionable recommendations, including providing additional emergency behavioral health and medical capacity in dispatch.

	2	Mobile Mental Health Response Team: Pilot deploying a behavioral health response to nonviolent calls for service through a 40-hour/week mobile team (one medic, one behavioral health clinician, and one community counselor).
	3	District Command Behavioral Health Clinician: Pilot temporary behavioral health staffing in the District Command (community policing) Unit.
	4	Behavioral/Mental Health Coordinator: Pilot a temporary behavioral health coordinator position to track the responses and outcomes from pilot programs, as well as County services.
	5	Expand Shelter Options & Outreach: Including solutions for those who decline typical services, such as safe parking or a sanctioned encampment, and non-congregate options, such as the hotel annex. For each new shelter option, deploy trained outreach workers into community on a daily basis.
	6	Community Services Officers Respond to Property Crimes: Pilot using unarmed Community Service Officers to respond to cold calls such as vehicle break-in and property damage.
Community Relationships	7	Law Enforcement Community Internships: Develop substantive Community Service Officer training internships with the Hayward Police Department, Chabot Community College and California State University East Bay that may lead to law enforcement careers, with the goal of creating a pipeline for Hayward residents to serve in the PD.
	8	Neighborhood Participatory Budgeting: This one-time participatory budget process would have community members submit and vote on proposals to increase neighborhood connections/cohesion.
Transparency & Accountability	9	HPD Training Curriculum Working Group: Establish a group of community members (particularly young people of color) to review and co-create HPD training curriculum with a community-informed lens to incorporate community knowledge and concerns into HPD's extensive training.

In addition to the projects recommended by the workshop teams, there are a number of projects planned for implementation in FY 21 & FY 22 that originated in other City plans but relate to the goals of the public safety project more generally. They are listed in Table 2 below.

Table 2: Projects Currently Underway/Ready for Immediate Implementation

Category	ID	Project
Transparency & Accountability	10	Traffic Stop Software: This project is included in staff's existing FY 22 racial equity work plan. It will implement a software system to collect data on police stops with the goal of providing more targeted training on implicit bias, accountability, and making policy changes using that data.

	11	Equity Analysis of City's Social Media Policies: This is included in the Community and Media Relations Office's existing FY22 racial equity work plan and is intended to improve the accessibility, content, and relevance of information provided through all City social media channels.
	12	Budget Equity Analysis: This project is included in staff's existing FY 22 racial equity work plan. It includes a review of both the operating and capital budgets and entails applying a racial equity lens to resource allocation in the City's full budget, with a focus on the Police Department in year one. The project will include a public-facing data dashboard.
	13	Introduction to Racial Equity/The Role of Government Training: This project is included in the Racial Equity Action Plan. Roll out GARE (Government Alliance for Racial Equity) trainings to staff throughout the City, with a focus on the Police Department in year one.

Workshop participants also recognized the need to delay the implementation of several projects due to limitations on staff capacity and identified a number of projects recommended for launch within the next 12 to 18 months as outlined in Table 3.

Table 3: Projects Recommended for Mid-Term Implementation (launch within next 12-18 months)

Category	ID	Project
Community Relationships	14	City Employee Volunteer Time: Designate a number of hours set aside monthly for staff to spend outside of their official duties volunteering in the community to build relationships through service.
	15	Pilot Youth Outreach Models: Explore engagement and relationship-building opportunities with school-age Hayward community members to share information and lived experiences.
	16	Community and Media Relations Social Media Internships: Work with the Hayward Youth Commission to develop social media internship in conjunction with the CMR team to develop youth-centric information regarding resources, services, and events. Host interns from each school during 22/23 school year to get the program off the ground.
Transparency & Accountability	17	Community Feedback/Complaint Liaison: Contract with an outside intermediary (non-profit or a firm) to field feedback and complaints from community members and serve as a neutral liaison to the City.

There were also project suggestions from participants that required further exploration and consideration beyond the scope of the team's work. The projects recommended for additional research and review over the next 12 months include:

18. Hold City facilitated discussions/forums to engage behavioral/mental health experts regarding responses in Hayward.
19. Explore a program that provides monthly stipends for income-qualified individuals.
20. Establish a process for people to voluntarily provide behavioral/mental health information pre-crisis.
21. Run a City-sponsored behavioral/mental health de-stigmatization campaign.
22. Communicate and map existing behavioral/mental health resources/processes for community members.
23. Explore the feasibility of a sales tax increase in Hayward with all funds allocated to community safety needs.
24. Develop a long-term plan for a Restorative/Transformative Justice public safety model in Hayward.
25. Evaluate the Community Advisory Panel and explore other community oversight models, such as a Civilian Auditing & Investigations Office.

Staff Analysis

In addition to compiling the list of recommended projects, staff has provided analysis of the projects in several key dimensions for Council and community consideration. The analysis for each project is detailed on the individual project sheets (Attachment II). A brief description of each dimension and methodology is included below.

Community Responsiveness: Staff have highlighted the project's connection to specific community feedback received in the Community Conversations, Community Survey, and/or stakeholder interview processes.

Racial Equity Analysis: At its most basic level, racial equity analysis asks who is burdened and who benefits from policy decisions, informed by the context in which people and communities of color – particularly Black people and communities – have been marginalized and harmed by institutional and systemic racism. The analysis in the attached project summaries relies on data from the Public Safety Community Conversations and Community Survey, HPD CALEA Compliance Review, U.S. Census and American Community Survey, and various other sources as noted in each project sheet. The goal of this analysis is to provide context for the recommendations through a racial equity lens. This analysis is presented with the caveat that continued co-creation of the proposed policies, programs, and projects with impacted communities is necessary for advancing racial equity. Data analysis is only the first step in understanding the inequities in our community.

Cost: Staff has provided a rough cost estimate for each solution based on new appropriations needed to fund anticipated staffing needs, contracting, equipment, and other necessities. The majority of these cost estimates are based on a one-time pilot period. Staff will continue to refine the cost estimates outlined in the attached project sheets and identify an interval at

which to return to Council with ongoing cost estimates for each program, including long-term staffing needs.

Staffing: The staffing section of each analysis identifies the departments that will lead and participate in solution implementation. The rudimentary staffing analysis is provided to help City staff begin to assemble teams for each project, promote transparency, and identify for Council the staffing resources that will be needed to support this work for consideration when prioritizing Strategic Roadmap projects and related staff-intensive work. Implementing the projects in this list may require reassigning staff and/or reprioritizing existing workplans.

Accountability and Success: Staff also made preliminary suggestions for ways to report out on the progress of each project and some possible metrics to measure project success. As projects move closer to implementation, reporting structure and frequency as well as metrics used to measure success will become more well-defined.

When this item is brought forth during the May 18th City Council meeting, staff will include additional analysis based on continued research and feedback from this Committee. Additionally, staff will provide analysis supporting project implementation including immediate next steps, funding recommendations, ways of measuring project success, methods and frequency of project updates to Council and the public, and other questions or considerations.

STRATEGIC ROADMAP

This agenda item supports the Strategic Priorities of Supporting Quality of Life, Improving Organizational Health (Racial Equity), and Preserving, Protecting, and Producing Housing as it relates to supporting services to residents experiencing homelessness. Staff is bringing this item in response to strong and continued community concerns around policing and public safety services. This item will be included in the next update to Council on the Strategic Roadmap.

FISCAL IMPACT

The fiscal impact of each project is outlined on the individual project sheets in Attachment II. In summary, the initial estimates for additional budget appropriations needed to fund projects recommended for immediate implementation are as follows:

Dispatch Needs Assessment and Capacity	\$400,000
Mobile Mental Health Response Team	\$900,000
District Command Behavioral Health Clinician	\$150,000
Behavioral/Mental Health Coordinator	\$180,000
Expand Shelter Options & Outreach	\$0 ¹⁵
CSO Response to Property Crimes	\$0

¹⁵ There are significant costs associated with this solution, but they are being considered as part of the Let's House Hayward plan.

Law Enforcement Community Internships	\$ 35,000
Neighborhood Participatory Budgeting	\$350,000
<u>HPD Training Curriculum Working Group</u>	<u>\$0</u>
Total	\$2,015,000

Staff has estimated the costs and additional budget needs of projects recommended for mid-term implementation in FY 22 or FY 23 as follows:

City Employee Volunteer Time	\$0
Pilot Youth Outreach Models	\$0
CMR Social Media Internships	\$25,000
<u>Community Feedback/Complaint Liaison</u>	<u>\$75,000</u>
Total	\$100,000

Where applicable, the cost of staff projects recommended for immediate implementation are already included in the FY 21 and FY 22 budget allocations for their respective departments and divisions.

The projects recommended for further exploration and consideration for long-term implementation bear unknown, variable, or extensive costs and will require further research before staff can provide accurate cost estimates, though staff plan to provide ballpark estimates, where available, for the May 18th City Council meeting.

Funding recommendations for the pilot year will be presented at the May 18 City Council meeting. After the initial pilot year, sustainable funding sources will need to be identified for subsequent program years for those projects that prove successful and are recommended to continue. When staff returns to report to Council at the end of the pilot period for any approved projects, staff will provide recommendations for ongoing project funding.

PUBLIC CONTACT

In addition to the presentations, discussions, and opportunities for public comment at public meetings as outlined in the Background section of this report, the Public Safety Policy Innovation Workshop and the preparation of this report incorporated the following public contact/community engagement efforts:

- Feedback from the Public Safety Community Conversations and Community Survey informed the creation of the Public Safety Innovation Workshop. Participants were asked to review the data from both the community interviews and survey prior to the first workshop session. Workshop participants were then asked to identify common areas of concern in the interviews and survey to select the problems teams would address over the course of the workshop.
- Each workshop team included community members. Thirteen (13) of 33 workshop participants were members of the Hayward community, not counting staff members who are also residents of Hayward.

- Workshop teams interviewed a total of 91 community stakeholders over the course of the workshop.
- Workshop participants were given the opportunity to review and provide feedback on the project lists, which is summarized in Attachment III.
- Community members who were not formal workshop participants were invited to sign up as “Community Advisors” to the workshop and were offered the opportunity to meet with project team members during the workshop period to provide feedback, ask questions, or share concerns.
- Project team members met with the Hayward Community Coalition and Hayward Concerned Citizens to discuss the project recommendations coming out of the Policy Innovation Workshop.

Additionally, the City kept interested parties and the Hayward community at large informed of the project through the project website at <https://hayward-ca.gov/haywardsafe> and shared information about the Public Safety Project and the opportunity to sign up as a Community Advisor via a February 24, 2021 special edition of The Stack newsletter and ongoing social media campaign.

NEXT STEPS

Staff will receive the Committee’s feedback on the recommendations from the Public Safety Policy Innovation Workshop. Staff will incorporate feedback and additional analysis as described above into a report on the findings and recommendations from the Public Safety Policy Innovation Workshop to be presented for consideration at the May 18, 2021 City Council meeting.

Prepared by: Public Safety Innovation Workshop Project Team:
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Recommended by: Dustin Claussen, Director of Finance

Approved by:



Kelly McAdoo, City Manager

Immediate Implementation (project launch in the next 6 months)	
New Public Safety Response Models & Services	
1	
Dispatch Needs Assessment and Capacity Improvements	
Teams C & D	
Description	
Conduct a needs assessment and explore capacity for expanded services (e.g. emergency medical dispatching, behavioral/mental health triage for calls for service, etc.) within the Communications Center with actionable recommendations. This project would support outgoing response solutions outlined in other recommended projects.	
Cost	
\$400,000 (estimated) for cost of consultant to perform assessment and to pilot a program for expanded services.	
Connection to Community Input	
This project recommendation is responsive to concerns conveyed through community survey data, community conversations, and innovation workshop participants regarding a desire for alternative response models for addressing behavioral/mental health calls for service and/or City response to homelessness through effectively triaging calls for service as they are received by the Communications Center.	
Racial Equity Analysis	
The City has insufficient information to conduct a racial equity analysis; however such an analysis can be included in the assessment scope of work.	
Project Staffing Model	
CMO lead: Staff from HPD and HFD included.	
Accountability & Success	
6-month progress reports to City Council on findings and project progress.	
Connection to Other City Plans/Programs/Documents	
Commitment to an Inclusive, Equitable, and Compassionate Community Hayward Strategic Roadmap Let's House Hayward - Strategic Plan to Reduce Homelessness	

Immediate Implementation (project launch in the next 6 months)	
New Public Safety Response Models & Services	
2	
Mobile Mental Health Response Team Team D (Also raised in Team E)	
Description	
<p>Pilot deploying a mobile mental health response team to nonviolent calls for service. This response team will have the needed certifications to also provide follow up care to community members who have recently been discharged from the emergency room or hospital to assist with ongoing recovery.</p> <p>The pilot will set up one 40-hour/week mobile team of one medic, one behavioral health clinician, and one community counselor. The medic and clinician will be authorized to provide licensed care and discharge follow-up. The community counselor position will be a person with lived experienced and ties to the Hayward community.</p> <p>These staff positions will be temporary 12-month positions. The clinician and counselor will be contracted positions through existing community partners. The medic may be contracted out or a temporary assignment of existing Fire personnel.</p>	
Cost	
\$900,000 for a twelve-month pilot. This covers the cost of the three full-time temporary positions with benefits, plus a vehicle lease, supplies, and training for supporting staff. Staff will provide a detailed breakdown of costs at the six-month and ending reports.	
Connection to Community Input	
<p>The Fall 2020 community conversations and survey both found community interest in non-law enforcement response models for non-violent mental health calls for service.</p> <p>Team D interviewed individuals experiencing homelessness, many of whom had also witnessed or had been part of calls for service for mental health related issues. Team D also interviewed staff from Police, Fire, and Community Services and looked at call data by call type. Based on this data, the Team found that there are calls that can be handled by a mobile health response team, freeing officers up for other types of calls. This pilot will help determine the exact frequency and types of those calls.</p> <p>In addition, the Team uncovered insights that reinforced the theory that follow-up behavioral health and medical care can build trust and prevent future calls for service for vulnerable community members, further reducing the need for police response. This pilot will collect data to test this theory.</p>	

Racial Equity Analysis
<p>The Alameda County Health Data Profile from 2014 reports that the county rate of visits to the emergency department for severe mental illness is 2.7 times higher in high poverty neighborhoods than affluent neighborhoods.</p> <p>In addition, the hospitalization rate for severe mental illness is 2.3 times higher for Black or African Americans than the overall population. Hayward has the highest hospitalization rate for severe mental illness in the county (333.5 per 100,000), which is over two times higher than the city with the lowest rate (134.2 per 100,000 in Fremont).</p> <p>The report states that, “Hospitalization rates for racial/ethnic minorities may be disproportionately high due to barriers in obtaining proper diagnosis, treatment, and management of mental illness. Barriers may include stigma, limited English proficiency, cultural understanding of health care services, lack of transportation, fragmented services, cost, co-morbidity of mental illness and other chronic diseases, and incarceration. These barriers may lead to exacerbations of mental illnesses and their symptoms, which may result in more hospitalizations.”</p> <p>Additionally, operational data from the February report to the Alameda County Community Assessment and Transport Team (CATT) Oversight Committee indicates that 28% of the 615 responses since its launch in July 2020 have served Black or African American clients.</p>
Project Staffing Model
<p>The Fire Department will be the lead on the pilot, with staff from the Police Department and Community Services Division on an implementation steering committee.</p>
Accountability & Success
<p>Staff will provide a report to Council on pilot outcomes six months after launch, and at the end of the twelve-month pilot. This report will combine each of the pilots that have behavioral health components. This report will include number of responses by call type for the mobile mental health response team, response outcomes, demographic data of those being served, and a cost breakdown. Evidence from similar programs in other communities have shown to save lives, reduce violence escalation, and reduce incarceration.</p>
Connection to Other City Plans/Programs/Documents
<p>Strategic Roadmap Priority: Quality of Life, Project 3: Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services</p>

Immediate Implementation (project launch in the next 6 months)	
New Public Safety Response Models & Services	
3 District Command Behavioral Health Clinician Team D (Also raised in Team E)	
Description	
Pilot having a temporary full-time behavioral health clinician in the District Command (Community Policing) unit for twelve months. This person would respond with the District Command for violent calls that may have a mental health component. Once the Police Officers have ensured the scene is safe, the clinician would provide de-escalation and other support services.	
Cost	
\$150,000 for a twelve-month pilot. This covers the cost of a full-time temporary clinician with benefits.	
Connection to Community Input	
The Fall 2020 community conversations and survey both found community interest in increasing a behavioral health framework and services during mental health calls for service. Team D interviewed staff from pilot programs in other jurisdictions, including Alameda County, and found that clinicians require the local Police Department to be present and secure the scene when responding to violent calls. In addition, Team D interviewed individuals experiencing homelessness and found that past experiences with law enforcement and incarceration may create trust barriers during a call for service. In these incidents, a clinician may be able to deescalate a situation more effectively than if no clinician were present. This pilot will test that theory.	
Racial Equity Analysis	
[See this section from #2: Mobile Mental Health Response Team]	
Project Staffing Model	
The Police Department's District Command Division will lead this pilot. with staff from the Fire Department and Community Services Division on an implementation steering committee.	
Accountability & Success	
Staff will provide a report to Council on pilot outcomes six months after launch, and at the end of the twelve-month pilot.	
Connection to Other City Plans/Programs/Documents	
Related to Strategic Roadmap Quality of Life project 3. Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services	

Immediate Implementation (project launch in the next 6 months)

New Public Safety Response Models & Services	
4	
Behavioral/Mental Health Coordinator Position	
Team C	
Description	
Pilot a Behavioral/Mental Health Coordinator position to track responses and outcomes for related pilot programs and to coordinate behavioral/mental health resources between the City and County.	
Cost	
\$180,000 (estimated) for cost of full-time temporary position, including benefits.	
Connection to Community Input	
This project recommendation is responsive to concerns conveyed through community survey data, community conversations, and innovation workshop participants regarding a desire for alternative response models for addressing behavioral/mental health calls for service.	
Racial Equity Analysis	
Racial equity analysis can be incorporated into the job responsibilities for this position.	
Project Staffing Model	
Steering Committee: YFSB Administrator, HFD Special Ops Chief, Medical Coordinator, HPD Special Ops Captain, Communications Center Administrator.	
Accountability & Success	
Progress reports to City Council on pilot programs and resource collaboration between the City and County (frequency TBD).	
Connection to Other City Plans/Programs/Documents	
Commitment to an Inclusive, Equitable, and Compassionate Community Strategic Plan to Reduce Homelessness	

Immediate Implementation (project launch in the next 6 months)	
New Public Safety Response Models & Services	
5	
Expand Shelter Options & Outreach	
Team D	
Description	
Team D recommends funding additional shelter options, as outlined in the Let's House Hayward Plan. In particular, consider shelter options that accommodate those who decline typical services, such as safe parking or a sanctioned encampment, and those who prioritize privacy, such as the hotel annex. Team D also recommends pairing any new shelter options with targeted outreach support through non-profit providers in close coordination with the staff working team.	
Cost	
<p>There are significant costs associated with this solution. These costs are being considered as part of the Let's House Hayward plan. The estimated cost for the three shelter options above are:</p> <ul style="list-style-type: none"> • Hayward Navigation Hotel Annex: \$2 Million Annually • Safe Parking site: \$500,000 Annually • Sanctioned Encampment: TBD (more study needed) 	
Connection to Community Input	
<p>The Fall 2020 community conversations and survey both found that homeless encampments and related issues have a tremendous emotional impact on businesses and neighbors.</p> <p>Team D interviewed individuals experiencing homelessness, and found that those who decline services often have challenges with mental illness, substance use, incarceration, and trauma that make traditional shelter options inaccessible or undesirable. However, these individuals expressed strong interest in alternative shelter options like safe parking or a sanctioned encampment. Privacy and safety are also a top priority in shelter settings.</p> <p>In addition, Team D found that past negative experiences with government can create trust barriers, including law enforcement and incarceration. These barriers can sometimes be overcome with intensive, sustained outreach. The existing model of contracting with a non-profit for outreach is currently working, as long as there continues to be strong coordination with the staff working team.</p>	
Racial Equity Analysis	
In the 2019 homeless point-in-time count, Black or African American community members made up 24% of Hayward's homeless population, but only 10% of Hayward's overall population. American Indians or Alaskan Natives and Native Hawaiians or Pacific Islanders are also more likely to experience homelessness when compared to each group's overall Hayward population.	

Attachment II
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Project Staffing Model
The Community Services Division will lead this project and the Let's House Hayward Strategic Plan development. Staff from Police, Fire, Maintenance Services, and Code Enforcement will continue to be on the interdepartmental working team to build on the successes and lessons learned during 2020. This internal team will coordinate closely with community partners and service providers.
Accountability & Success
After the April 20 Council Work Session, the goal is to have a completed Let's House Hayward plan in May 2021. Staff will present the completed plan to the Homelessness-Housing Task Force in June 2021, then return to full Council for final authorization. Staff will return to Council with regular updates on homeless service levels and outcomes, per the Let's House Hayward plan.
Connection to Other City Plans/Programs/Documents
Let's House Hayward Homelessness Reduction Strategic Plan Strategic Roadmap Housing Project 2b - Implement Homelessness Reduction Strategic Plan General Plan Program CS-4 - Homeless Services Partnership General Plan Program H-13 - Funding for Emergency Shelters and Transitional Housing

Immediate Implementation (project launch in the next 6 months)	
New Public Safety Response Models & Services	
6	
Community Services Officers Respond to Property Crimes	
Team E	
Description	
Pilot using unarmed Community Service Officers to respond to cold calls such as vehicle break-ins and property damage to increase responsiveness to victims of crime in an efficient and approachable way.	
Cost	
TBD. Current vacancies can allow for future flexibility regarding new job duties and outcome after reviews by bargaining unit and Personnel Commission.	
Connection to Community Input	
Responsive to desire for increased responsiveness to property crimes and other lower-priority incidents identified in Community Conversations, as well as key insights from empathy conversations, including that residents who have been victims of crime were left feeling powerless and unheard, and felt upset over the perceived total lack of response to property crimes.	
Racial Equity Analysis	
Per the Community Survey, people of color in Hayward are slightly less likely to have been the victim of a crime in Hayward. This project is not addressing a specific racial disparity.	
Project Staffing Model	
Hayward Police Department lead	
Accountability & Success	
Resident Satisfaction Surveys, quarterly reporting to determine continued feasibility, 6-month review and report to Council	
Connection to Other City Plans/Programs/Documents	
None.	

Immediate Implementation (project launch in the next 6 months)	
Community Relationships	
7	Law Enforcement Career Internships
Team E	
Description	
Develop substantive Community Service Officer training internships with the Hayward Police Department, Chabot Community College, and California State University East Bay that may lead to law enforcement careers, with the goal of creating a pipeline for Hayward residents to serve in the PD.	
Cost	
\$35,000, cost of 2 interns to be led by/supervised in the Hayward Police Department.	
Connection to Community Input	
Two of the team's key empathy insights supported this solution – a desire for Hayward public safety services to be community-based and a need for more HPD employees to come from the Hayward community.	
Racial Equity Analysis	
Per the 2017-2020 HPD CALEA Compliance Report, approximately 45% of HPD staff members are people of color, compared to 83% of the City's population. Creating a career pipeline for and investing in Hayward students is one way to continue to diversify staffing while increasing connections to the community and local knowledge in the department.	
Project Staffing Model	
Hayward Police Department would lead this project, with support from Human Resources and in partnership with Chabot Community College and California State University East Bay.	
Accountability & Success	
Report back to Council after initial pilot period; include information about number and demographics of applicants, active interns, and follow career path of interns after graduation.	
Connection to Other City Plans/Programs/Documents	
None.	

Immediate Implementation (project launch in the next 6 months)	
Community Relationships	
8	Neighborhood Participatory Budgeting Staff Suggestion
Description	<p>This one-time participatory budget process would have community members submit and vote on proposals to increase connections/cohesion in their neighborhoods. During this process, community members will first share and discuss ideas for projects. Community delegates will then develop the ideas into feasible proposals, in partnership with staff. Community members throughout Hayward will then have the opportunity to vote on the top proposals for implementation.</p>
Cost	<p>\$350,000 for a one-time participatory budgeting process. This full amount would go towards community projects. Staff will absorb the implementation hours into existing workloads.</p>
Connection to Community Input	<p>This solution is in response to the finding from community conversations that people feel safer in their neighborhood when they feel connected to their neighbors. In addition, it is in response to the support for a participatory budget process in fall 2020 survey.</p>
Racial Equity Analysis	<p>The City does not have data for racial equity analysis on this topic. However, racial equity can be incorporated as part of the criteria for the budgeting workshop and selection of projects for funding.</p>
Project Staffing Model	<p>The City Manager's Office will lead this pilot, with staff from Library, Fire, and Police on an implementation steering committee (and any other interested department)</p>
Accountability & Success	<p>This project will include an initial report to the Council Budget and Finance Committee on the process and timeline. There will be a report to Council on the implementation plan once project votes are final (5-month mark) and a final report to Council at the end (13-month mark). Staff will conduct qualitative surveys throughout the process and will measure participation rates.</p>
Connection to Other City Plans/Programs/Documents	<p>Commitment to an Inclusive, Equitable, and Compassionate Community:</p> <ul style="list-style-type: none"> • Action Item A.2.1 - The City of Hayward will sponsor, co-sponsor, or otherwise support community events designed to encourage inclusion, increase cultural and religious awareness, and celebrate diversity in the Hayward community.

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- Action Item B.1.5 - Ensure events sponsored by the City of Hayward are held in various locations across the city for equitable access for all neighborhoods.

Immediate Implementation (project launch in the next 6 months)	
Transparency & Accountability	
9	HPD Training Curriculum Working Group Team A
Description	
Establish a group of community members (particularly young people of color) to review and co-create HPD training curriculum with a community-informed lens to incorporate community knowledge and concerns into HPD's extensive training.	
Cost	
No additional appropriation required.	
Connection to Community Input	
This recommendation is based on empathy interviews and the need for mutual respect/understanding between young POC in the Hayward community and HPD. Additionally, based on the Community Survey, young people ages 18-39 were 5% more likely and Black residents were 4% more likely to believe the relationship between HPD and the Hayward residents is generally negative.	
Racial Equity Analysis	
This project is not in response to a specific racial disparity beyond those that generally exist in policing and criminal justice, but presents an opportunity for incorporating racial equity analysis and work into training practices in a way that is community-driven and relationship-building.	
Project Staffing Model	
The City Manager's Office and Hayward Police Department would jointly lead this project with support from HR. There is an opportunity for partnership with the Community Advisory Panel, as long as the working group includes and centers the voices of young people of color.	
Accountability & Success	
Progress reports to City Council on pilot; report on changes to training curriculum.	
Connection to Other City Plans/Programs/Documents	
None.	

Attachment II
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Project Sheets

Projects Currently Underway/Ready for Immediate Implementation			
Transparency & Accountability			
ID	Project	Staffing	Timeline
10	Traffic Stop Software: This project is included in staff's existing FY 22 racial equity work plan. It will implement a software system to collect data on police stops with the goal of providing more targeted training on implicit bias, accountability, and making policy changes using that data.	Hayward Police Department with Government Alliance on Race and Equity (GARE) team support	RFP complete by Fall 2021
11	Equity Analysis of City's Social Media Policies: This is included in the Community and Media Relations Office's existing FY 22 work plan and is intended to improve the accessibility, content, and relevance of information provided through all City social media channels.	City Manager's Office (Community & Media Relations) with GARE team support	Complete by Fall 2021
12	Budget Equity Analysis: This project is included in staff's existing FY 22 racial equity work plan. It includes both the operating and capital budgets and entails applying a racial equity lens to resource allocation in the City's full budget, with a focus on the Police Department in year one. The project will include a public-facing data dashboard.	Finance, Public Works with GARE team support	Complete tools by Fall 2021 for pilot in FY 23 budget cycle
13	Introduction to Racial Equity/The Role of Government Training: This project is included in the Racial Equity Action Plan. Roll out GARE (Government Alliance for Racial Equity) trainings to staff throughout the City, with a focus on the Police Department in year one.	GARE team with Hayward Police Department support	Complete by end of FY 22

Midterm Implementation (launch within 12-18 months)
Community Relationships
<p>14</p> <p>City Employee Volunteer Time</p> <p>Team A</p>
Description
Designate a number of hours set aside monthly for staff to spend outside of their official duties volunteering in the community to build relationships through service.
Cost
To be absorbed into existing staff time/budget.
Connection to Community Input
This solution is in response to requests during the community conversations for more relationship building between the City and community members and from young people interviewed during the Policy Innovation Workshop.
Racial Equity Analysis
There is no data directly tying this program or work to racial inequity. However, the program can be structured to focus on connecting staff with volunteer opportunities working alongside and/or serving people and communities of color in Hayward to build relationships.
Project Staffing Model
Human Resources would lead this project with support from staff in the City Manager's Office.
Accountability & Success
<p>Staff will regularly update public-facing portal with metrics and provide a report to Council at the end of the pilot year on the results of program.</p> <p>Metrics: service hours, participating employees, projects/events/results from volunteering efforts.</p>
Connection to Other City Plans/Programs/Documents
None.

Midterm Implementation (launch within 12-18 months)
Community Relationships
15 Pilot Youth Outreach Models Team B
Description
Explore engagement opportunities with school-age Hayward community members to share information and lived experiences.
Cost
Cost dependent on engagement format (workshops, classroom visits, resource fair, etc.)
Connection to Community Input
This solution is in response to requests during the community conversations for more relationship building between the City and community members and from youth interviewed during the Policy Innovation Workshop.
Racial Equity Analysis
There are limited engagement opportunities between school-age Hayward community members and City staff.
Project Staffing Model
CMO led; staff from Fire, Library, and Police (and any other interested department)
Accountability & Success
Track attendance at engagement events (workshops, resource fairs, etc) and review feedback on engagement experience.
Metrics: feedback surveys, event attendance
Connection to Other City Plans/Programs/Documents
None.

Midterm Implementation (launch within 12-18 months)
Community Relationships
<p>16</p> <p>Community, Media, and Relations Social Media Internships</p> <p>Team B</p>
Description
Work with the Hayward Youth Commission to develop social media internship in conjunction with the CMR team to develop youth-centric information regarding resources, services, and events. Host interns from each school during 21/22 school year to get the program off the ground.
Cost
\$25,000 covers 4 interns at 8 hours a week for 10 months.
Connection to Community Input
This solution is in response to requests during the community conversations for more relationship building between the City and community members and from youth interviewed during the Policy Innovation Workshop who would like improved information sharing regarding services, resources, and employment opportunities on social media platforms (Instagram, YouTube, etc) that is reflective of and developed by their age group.
Racial Equity Analysis
Information regarding City services, resources, and job opportunities is not adequately communicated to Hayward BIPOC youth based on the feedback in empathy interviews.
Project Staffing Model
CMO led; staff from Fire, Library, and Police (and any other interested department)
Accountability & Success
<p>Require regular reporting on content created specifically for youth, demographics of those engaging with social media (who follows/subscribes to, comments on, and messages) and if services and resources see an increase in youth usage.</p> <p>Metrics: social media followers/subscribers, demographics, services and resource usage rate by youth.</p>
Connection to Other City Plans/Programs/Documents
None.

Midterm Implementation (launch within 12-18 months)
Transparency & Accountability
<p>17</p> <p>Community Feedback and Complaint Liaison</p> <p>Staff Suggestion</p>
Description
<p>This pilot will set up a contract with an outside intermediary (a non-profit or a firm) to field feedback and complaints from community members and serve as a neutral liaison to the City and Police Department. The third party would field both formal complaints and generalized feedback that would then be provided to the City.</p>
Cost
<p>\$70,000 for a one-year contract, with a set amount for startup costs and an hourly rate. If the pilot does not demonstrate community interest after six months, then staff will cease the contract and return any remaining funds to the General Fund.</p>
Connection to Community Input
<p>This solution is in response to concerns heard during the community conversations and confirmed by survey data that community members who have had negative experiences often do not feel safe or comfortable bringing feedback or complaints to the City.</p>
Racial Equity Analysis
<p>The City has insufficient data on all complaints received to complete a racial equity analysis. However, Black and Latinx residents are involved with a disproportionate share of police use-of-force incidents in the City of Hayward based on data from the recent CALEA Compliance Review Report. Only one use of force complaint has been filed in the past four years.¹</p>
Project Staffing Model
<p>The City Manager's Office will lead this pilot, with staff from the City Attorney's Office, Human Resources, Police, Fire, Public Works, and Maintenance Services on an implementation steering committee (and any other interested department)</p>
Accountability & Success
<p>Staff will provide a six-month report and twelve-month report on the pilot. This report will include data on complaints and feedback received, use rate, user demographics (including race), and number of unique users.</p>
Connection to Other City Plans/Programs/Documents
<p>Commitment to an Inclusive, Equitable, and Compassionate Community – Related to Parts E.4 - Community Access and Feedback</p>

¹ Per data reported in the Hayward Police Department's CALEA Compliance Review, 2017-2020
<https://www.hayward-ca.gov/sites/default/files/documents/CALEA-Compliance-Review-2017-2020.pdf>

Attachment II
Public Safety Innovation Workshop
Project Sheets

Projects Recommended for Additional Research and Review over the Next 12 Months		
New Public Safety Response Models & Services		
ID	Project	Team
18	Hold City facilitated discussions/forums to engage behavioral/mental health experts regarding responses in Hayward	C
19	Explore a program that provides monthly stipends for income-qualified individuals	E
20	Establish a process for people to voluntarily provide behavioral/mental health information pre-crisis	C
21	Run a City-sponsored behavioral/mental health de-stigmatization campaign	C
22	Communicate and map existing behavioral/mental health resources/process for community members	C
23	Explore the feasibility of a sales tax increase in Hayward with all funds allocated to community safety needs	E
24	Develop a long-term plan for a Restorative/Transformative Justice public safety model in Hayward	A
Transparency & Accountability		
ID	Project	Team
25	Evaluate the Community Advisory Panel and explore other community oversight models, such as a Civilian Auditing & Investigations Office	E

Attachment III: Community Feedback

Attachment Contents:

- Feedback Themes: Pages 1-2
- Feedback on Each Solution: Pages 3-4
- Statement from the Hayward Concerned Citizens: Pages 5-6
- Statement from the Hayward Community Collective: Pages 7-8

Community Feedback on the Policy Innovation Workshop Proposals

One of the overall goals of this project has been to maximize community engagement and input. We had to limit the number of participants in the workshop teams, so not all interested community members were able to join as participants.

To create more opportunities for engagement throughout the process, community members were invited to sign up as Community Advisors. Forty-five community members signed up. Some of these advisors were interviewed by the workshop teams as part of their projects. All advisors were invited to come to office hours to discuss the draft proposals.

The following themes were collected by staff during these meetings.

Continued Opportunities for Engagement

- Many community members expressed deep interest in continuing to provide feedback and input on this project as it develops and implements policies to address public safety in Hayward.
- There is a desire to continue to include people with lived experience designing and implementing these programs, especially people who have experience with homelessness or mental illness.
- There is an interest in increasing awareness of this project through the greater use of social media. This would allow community members to interact with each other on the subject.

Gaps in the Solution Proposals

- Many community members expressed concerns that these solutions were not addressing all of the themes found from the community conversations survey data.
- These proposals do not address **Domestic Violence**. There is a desire to include an analysis of how domestic violence calls can be incorporated as solutions are being implemented.
- **Hiring and recruitment** have not been addressed in these proposals.
- There is a desire to have more **police officers who live in or are from Hayward**.
- **Demilitarization** of the police is not included in these proposals.
- The proposals do not address the demand for **a reallocation of funds**. Instead, many of these proposals seem to be allocating **more** funds to HPD.
- The proposals are not addressing HPD's **use of force**.
- There is a desire for proposals and more information about how HPD handles police **misconduct**.

- Community members reported a need for improved **criminal investigation services**. Several community members brought up the obstacles they've faced when reporting a crime, specifically when they have visual evidence like camera footage of licence plates. Community Members expressed they did feel a sense of urgency and experiences a lack of clear communication with investigators.

HPD and school partnerships

- There is a desire for more clarification about the relationship between HPD and the school district.
- There is some concern about student safety now that the SRO program has been discontinued.
- There was positive feedback about having the City and Police Department volunteer and provide programming in schools, as well as providing internships, in order to build connections.
- If police officers interact with classrooms and students, some expressed that it would be more approachable for them to be in plain clothes and not uniforms.

Staffing priorities

- There is a desire from community members for more city employees, especially from the Police Department, to be residents of Hayward. This can be either through locally recruiting or creating incentives for city staff to move and live in Hayward. This can also mitigate the scheduling difficulties that often come from long commute times.
- HPD often operates under 12-hour shifts due to staffing shortages. There is a concern that this leads to more significant fatigue and a disconnect from the community they serve when they are not immersed in their community.
- Because of the diversity of Hayward, there is a desire to see more staff and officers that speak multiple languages to support residents.

Priorities for next steps

- There is a clear desire for **data and metrics** to be a vital component of the next steps of this project addressing public safety.
- As stated previously, the community wants to remain engaged throughout the implementation of these pilot projects.
- There need to be clear connections between these proposals/solutions and the problems they are addressing.
- Some community members would like less community feedback and engagement in the process moving forward.

Feedback on each solution

Solution	Description	Notes/Feedback
1	Behavioral Health Dispatcher & Needs Assessment	<ul style="list-style-type: none"> There is significant support for this proposal. Some expressed concern for where the project will be housed, specifically if it leads to more funding for HPD.
2	Mobile Health Response Team	<ul style="list-style-type: none"> There is significant support for this proposal. There is a concern for where the project will be housed, specifically if it leads to more funding for HPD.
3	District Command Behavioral Health Clinician	<ul style="list-style-type: none"> Several community members did not support an increase in HPD funding. Several community members expressed support for this proposal in combination with proposal #2.
4	Expand Shelter Options & Outreach	
5	Behavioral/Mental Health Coordinator	
6	Community Services Officers Respond to Property Crimes	<ul style="list-style-type: none"> Several community members supported this proposal. There is a desire for the CSOs to expand their services to respond to non-criminal calls or other community services. There is concern over this proposal if it will increase its overall funding for HPD.
7	Law Enforcement Career Internships	<ul style="list-style-type: none"> There has been support for this proposal and its potential to increase trust between HPD and community members. Some community members either feel that HPD should absorb this cost into its existing budget, or feel this proposal is not a priority.
8	HPD Training Curriculum Working Group	
9	Run one-time participatory budgeting process on building neighborhood connections	<ul style="list-style-type: none"> Several community members supported this proposal.
10	Implement a software system and analysis for traffic stops	
11	Conduct multi-departmental equity analysis of the City's social media policies	<ul style="list-style-type: none"> Several community members supported this proposal.
12	Apply a racial equity lens to resource allocation in the City's full budget, with a focus on the Police Department in year one	

13	Roll out GARE (Government Alliance for Racial Equity) trainings to staff throughout the City, with a focus on the Police Department in year one	
14	Employee Volunteer Time	<ul style="list-style-type: none"> Several community members supported this proposal as a way to increase community connections. There is overall support for city employees to have more community engagement, but some do not support using city funding for “volunteer” hours, especially for police officers.
15	Pilot Workshop Program with the City and HUSD	<ul style="list-style-type: none"> Several community members supported this proposal as a way to increase community connections.
16	Community, Media, and Relations Social Media Internships	
17	Community Feedback/Complaint Liaison	<ul style="list-style-type: none"> Several community members expressed support for this proposal.
18	Hold City facilitated discussions/forums to engage behavioral/mental health experts regarding responses in Hayward	
19	Explore a program that provides monthly stipends for income-qualified individuals	
20	Establish a process for people to voluntarily provide behavioral/mental health information pre-crisis	
21	Run a City-sponsored behavioral/mental health de-stigmatization campaign	
22	Communicate and map existing behavioral/mental health resources/process for community members	
23	Explore the feasibility of a sales tax increase in Hayward with all funds allocated to community safety needs	<ul style="list-style-type: none"> There have been several concerns about the use of regressive taxes. There is a lot of funding for public safety projects, and there is a want for those projects to be housed outside of HPD.
24	Develop a long-term plan for working toward a Restorative Justice Public Safety Model in Hayward	
25	Evaluate the Community Advisory Panel and explore other community oversight models, such as a Civilian Auditing & Investigations Office	<ul style="list-style-type: none"> There is support for this to be explored further. There are community members that would like to see this proposal incorporate an external consultant to audit the department.

Statement from the Hayward Concerned Citizens

We strongly feel that police continue to have a vital role to serve in our community. We do not believe that their exclusion from all realms of public safety will be cost effective, reduce crime or racial inequities, heal the divide in community relations, or curtail necessary responses in cases of mental health crises or homeless behavioral issues where law enforcement is needed.

We place responsibility with the City Council for ensuring appropriate use of our voter-approved measure A, C, D & T funds toward public safety enhancement. We do not support any further tax increases to allocate additional funds to community safety needs if these do not include the needs of our police force.

We believe in challenging the bias that because there have been police-involved shootings and incidents involving people of color that all police are racist or all police are bad.

It is a known fact that our city's population has grown while police staffing has not.

To be effective in their work and have the best possible outcomes, the police need to be given both the basic tools and advanced technology to do their work that other police departments across the nation have been authorized to use, including body cams for greater accountability and drones for wider coverage during incidents in progress.

Police are indeed overburdened with the multiple types of calls they must respond to. Whenever this is the case, there is less likelihood that they can devote adequate time and efforts to any one of those roles. We want to be assured that their prime focus will remain upholding laws and safety in our community.

We are also aware, to the point that Captain Matthews raised, that there are "moving pieces" to these proposed policies impacted by mental health and public safety reforms at the county and national levels. Through the Alameda County DA's office, we are in favor of the CARES program as a model for criminal justice reform -

https://www.alcoda.org/newsroom/2021/feb/da_announces_groundbreaking_diversion_program

Hayward already has capacity for two CAT teams which provide mobile crisis mental health intervention, but service gaps will need to be addressed within that system to enable 24/7 operational service and seamless triage at the dispatch level. We greatly emphasize that any mobile crisis team format will need to involve police presence in some way. Police must respond to ensure the scene is safe before other services can safely intervene, and this applies to emergency responders such as fire and ambulance crews as well.

At the national level, we support the passage of the 9-8-8 Crisis System Law, which goes into effect in July 2022 - <https://www.psychcongress.com/article/9-8-8s-success-hinges-support-mental-health-crisis-programs>

We also support the addition of a District Command Behavioral Health Clinician who has a broad knowledge of available mental health services and linkages and can serve as a liaison for effective response coordination between our city and county.

Concurrently, we support the proposal of a city-wide mental/behavioral health de-stigmatization campaign as well as city-held forums led by mental health experts to educate and inform the public.

We support the proposed pilot of Community Service Officers to respond and take reports on property crimes. Many of our neighbors on Nextdoor have expressed feeling put off or ignored by police as victims of these crimes.

We do not support a stipend program for low-income individuals but would prefer a focus on addressing affordable housing and the unhoused.

Concerning the homeless and expanding shelter options for them, we would like to see the addition of direct outreach workers in a type of district command center dedicated to our city. This is the vital role that the pre-approved budget for social workers would play, as there is not enough direct case management and the burden often falls on hospitals and their social workers to disposition the homeless to places where the resources are not plentiful. All unhoused should be required to register with the 2-1-1 Program/Navigation Center and then be assigned to Hayward-specific social worker caseloads. There needs to be better linkages between acute hospitals, John George Psychiatric Pavilion, and Shelters and Chemical Dependency programs (which are often full).

We believe that having a cost-prohibitive neutral consulting party and placing the burden of oversight for services and budget on our community is not appropriate. The Community Advisory Panel is already in place, and the community lay person is not an expert on workflows or budget. There should be at least quarterly town halls held by the police department and co-sponsored by the City Council to enable citizens to express their needs and concerns, as well as to establish some consensus on mutual goals for our city's future.

Overall, to resolve problems and enact reforms there needs to be a greater and more frequent span of community outreach. We encourage more social media posts and continued transparency from our city leaders and our police department. We support the idea of more community events that highlight the police as human beings and community partners, and more public education (such as the quarterly community Police Academy) and participation in career discussions in the public schools to highlight the experience and positive outcomes of serving with police.

We support reform, but not at the expense of defunding and demoralizing our police.

Sincerely,

HAYWARD CONCERNED CITIZENS (HCC)



haycocoa@gmail.com | www.haycocoa.com

April 21, 2021

Re: HayCoCoa's Response to Proposed Public Safety Solutions

After nearly a year of organizing for this, the **Hayward Community Coalition** ("**HayCoCoa**") is excited to see the City take its first steps toward making the budget and policy changes needed for true public safety in Hayward. The solutions proposed by the policy innovation teams (the "Proposals") are the first time the City will consider the non-violent, care-first response models demanded as early as 2018 by the family of **Augie Gonzalez**.

As you deliberate, please keep in mind the lives lost – and the irreparable harm done to their families and our community – by the current system; Along with **Augie Gonzalez**, a few names you should all know include **Stony Ramirez**, **Roy Nelson**, and **Nate Greer**.

In preparation for this process, HayCoCoa recently revised its official demands:

- 1. Fund a mental health crisis response team.**
- 2. Move Hayward's 911-call center away from the Police Department.**
- 3. Double the funds addressing homelessness & housing affordability.**
- 4. Create a Hayward social services department.**

We're excited to see several of our demands being addressed in the Proposals, but we want to be clear that these demands are for *alternatives* to policing in order to protect the sanctity of life. This includes reallocating a portion of HPD's \$80+ million toward *non-police* solutions. **HayCoCoa objects to any proposal that would increase HPD's budget or police presence in our neighborhoods.** Along the same lines, we object to any stimulus funds being allocated towards the police department.

The heart of our goals is to create *alternatives*, not additions, to police.

The enclosed chart reflects our current positions in response to Proposals #1-9 (listed under the heading "Recommendations for Immediate Implementation").

Respectfully,

Alexis Villalobos, Co-Chair
The Hayward Community Coalition

	DRAFT PROPOSED SOLUTION	HAYCOCOA RESPONSE	RELEVANT DEMAND
1	Behavioral Health Dispatcher & Needs Assessment	CONDITIONALLY SUPPORTIVE – Dispatch needs to be removed entirely from the police department	#2 - Move Hayward's 911-call center away from the Police Department
2	Mobile Health Response Team	SUPPORTIVE	#1 - Fund a mental health crisis response team
3	District Command Behavioral Health Clinician	OPPOSED – While we support expanded and improved Behavioral Health responses, it needs to be outside of the police department. We want decreased, not increased, police presence in our neighborhoods. We oppose increases to police budget.	#1 - Fund a mental health crisis response team #4 - Create a Hayward social services department
4	Expand Shelter Options & Outreach	SUPPORTIVE – Encourage reallocating police budget to fund this.	# 3 – Double the funds addressing homelessness & housing affordability
5	Behavioral/Mental Health Coordinator	SUPPORTIVE	All demands
6	Community Services Officers Respond to Property Crimes	CONCERNS (OPPOSED IF THIS IS HPD) – Which department will receive funds for this program? Can CSOs provide or be trained for other community services instead of only responding to property crimes? We want decreased, not increased, police presence and interaction in our neighborhoods. We need alternative responses.	#4 - Create a Hayward social services department
7	Law Enforcement Career Internships	OPPOSED – Absolutely not. Goes against “reimagining public safety.”	
8	HPD Training Curriculum Working Group	INDIFFERENT – Does not create any real change	
9	Run one-time participatory budgeting process on building neighborhood connections	SUPPORTIVE	Original 7 Demands from FY 2021