

Public Safety Policy Innovation Workshop Findings and Recommendations

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.

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?

Attachment V Workshop Team Findings and Recommendations

- 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

Attachment V Workshop Team Findings and Recommendations

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.

Attachment V Workshop Team Findings and Recommendations

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.

Attachment V Workshop Team Findings and Recommendations

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

Attachment V Workshop Team Findings and Recommendations

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:

**Attachment V
Workshop Team Findings
and Recommendations**

- 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).