



Implementing DEI in your City

(MCLE Specialty Credit – Recognition and Elimination of Bias in the Legal Profession)

Friday, September 24, 2021

Jason R. Alcala, City Attorney, Livermore

DISCLAIMER

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DATE: July 13, 2020

TO: Honorable Mayor and City Council

FROM: Michael Harris, Chief of Police

SUBJECT: Equity and Inclusion Subcommittee Framework

RECOMMENDED ACTION

Provide direction and approval of the framework developed by the Equity and Inclusion Subcommittee to address the Mayors Pledge and broader equity and inclusion issues identified through a community engagement process.

SUMMARY

On June 22, 2020, the City Council approved a resolution in support of the Mayors Pledge and created a subcommittee to work on the action items contained in the pledge. The subcommittee incorporated preliminary feedback received to date from community members and worked with staff to create the attached framework (attachment 1). This framework will be used to outline a process for addressing equity and inclusion issues surrounding the Mayors Pledge and other areas of concern identified through community engagement.

DISCUSSION

Following the killing of George Floyd, the City Council took proactive steps to ensure that all community members in Livermore have equitable treatment related to public safety. On June 22, 2020, the City Council approved a resolution committing to the following action items:

- 1) **Review** your police use of force policies.
- 2) **Engage** your communities by including a diverse range of input, experiences, and stories in your review.
- 3) **Report** the findings of your review to your community and seek feedback.
- 4) **Reform** your community's police use of force policies.

The subcommittee, comprised of Vice Mayor Woerner and Council Member Munro, met on three occasions and developed a framework that addresses the action items listed above as well as broader equity and inclusion issues that may come out of the community engagement process. The engagement process will include a diverse group of community members, and will identify themes around equity and inclusion concerns. Those themes will be organized into short, mid and long-term action items. For example a short term item could include reviewing use of force policies and making desired changes and a longer-term item could include an examination of more complex organizational changes.

The subcommittee defined the objective as:

- Enable equity and inclusion in Livermore through diverse community engagement that will result in a welcoming city, exemplified by equity of opportunity and just treatment for all.

The following framework was developed to assist in achieving the objective:

- 1) Develop our vision for the future that will ensure equitable public safety and next steps for quickly and efficiently closing the gaps compared to our current state
- 2) Develop and implement short, mid and long-range plans, focusing on completing high priority action items in a timely manner by leveraging the current momentum to act
- 3) Measure and report on progress regularly and transparently (publicly available and easily accessible) and validate through internal and external auditing

Staff is seeking direction and approval of the framework designed by the Equity and Inclusion Subcommittee.

FISCAL AND ADMINISTRATIVE IMPACTS

Fiscal impacts will include staff time and may include consultant contracts which will be addressed when the City Council approves the community engagement plan.

ATTACHMENTS

1. Equity and Inclusion Subcommittee Framework

Prepared by:

Jeremy Young
Police Captain

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director

July 6, 2020

Equity and Inclusion Subcommittee Framework

(Title) Subcommittee on equity-and inclusion with implications for public safety

(Why) Spurred by the recent death of George Floyd and so many others, Livermore residents have called on the city government for the urgent need to address structural racism and its impact on people of color in our community. Livermore is leading by example to ensure all community members are treated justly. We commit to listen, respond, and act on these issues to better embed equity and justice in our community.

The subcommittee framework is designed to develop new ways to bring belonging and change. The committee will be inclusive, both in diverse representation and in gathering information from the community. While short-term goals will focus on public safety and, more specifically police policy and practice, the subcommittee will identify, with community input, longer-term themes, goals, and timeframes for implementation.

(What) Objective: Enable equity and inclusion in Livermore through diverse community engagement that will result in a welcoming city, exemplified by equity of opportunity and just treatment for all.

(How 1 -3)

1. **Develop our vision for the future that will ensure equitable public safety and next steps for quickly and efficiently closing the gaps compared to our current state**
 - a. Identify and organize the diverse community members who will participate
 - i. Convene working group and enlist other contributors and coalesce around objectives and measures of success
 - ii. Use different methods and modes to gather diverse experiences
 - iii. Engage with outside experts as appropriate to organize the process, facilitate discussion, and educate participants and community about the subject.
 - b. Refine the subcommittee's scope based on themes, issues, and time frames.
 - i. Potential options pertinent to objectives (e.g., hiring and accountability practices, anti-harassment ordinances, holidays, visible permanent displays, Instagram page including BLM)
 - ii. Learn from professional organizations or other communities' experiences to use their approaches in our community, when appropriate
 - c. Select the most promising options to implement over multiple time frames

July 6, 2020

Equity and Inclusion Subcommittee Framework

2. **Develop and implement short, mid and long-range plans, focusing on completing high priority action items in a timely manner by leveraging the current momentum to act**
(Potential examples of objectives are listed below. Actual objectives will be determined through the outreach process outlined above.)
 - a. Short-Term Objectives (6 months)
 - i. Review Use of Force Policy and make desired changes (e.g., 8 Can't Wait)
 - ii. Ensure hiring practices are providing sufficient opportunities for people of color
 - iii. Increase transparency and accountability to increase understanding and trust
 - iv. Develop a communications plan to help address perceived issues arising from a lack of information
 - b. Mid-Term Objectives (6-18 months)
 - i. Items requiring coordination with other agencies (e.g., School District, LARPD, etc.)
 - ii. Use the City's tools to increase diversity (e.g., a loan program that will be offered to city employees who are people of color)
 - iii. Robust communications and education plans
 - c. Long-Term Objectives (beyond 18 months)
 - i. Requiring coordination with City Council Goals and Priorities and other City policies (General Plan, Housing Element)
 - ii. Themes beyond the public safety realm
 - iii. More complex organizational changes
 - iv. Dependency on statewide legislative solutions
3. **Measure and report on progress regularly and transparently (publicly available and easily accessible) and validate through internal and external auditing**
 - a. Identify and measure the metrics that demonstrate progress and ensure accountability (e.g., police stops by demographic)
 - b. Quarterly Staff and Subcommittee reports to the City Council and community and learning as we go
 - c. External validation, calibration and community input will take place to ensure feedback is heard and implemented. (Plan, Do, Check, Act)



DATE: July 27, 2020

TO: Honorable Mayor and City Council

FROM: Marc Roberts, City Manager

SUBJECT: Confirming Resolution for Equity and Inclusion Subcommittee and its Framework

RECOMMENDED ACTION

Staff recommends the City Council adopt a resolution ratifying and confirming Equity and Inclusion Subcommittee and its Framework.

SUMMARY

On June 22, 2020, the City Council adopted Resolution No. 2020-105 committing to the action items identified in the Mayor's Pledge by the *My Brother's Keeper Alliance* and recommended by the *Obama Foundation* to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias.

At that same meeting, the Mayor also formed the ad hoc Equity and Inclusion Subcommittee.

On July 13, 2020, the City Council approved the Equity and Inclusion Subcommittee Framework to address structural racism and its impact on people of color in the Livermore community and to better embed equity and justice in the Livermore community.

As directed, the attached Resolution ratifies and confirms the establishment of the Equity and Inclusion Subcommittee and its framework.

DISCUSSION

On June 22, 2020 the City Council adopted Resolution No. 2020-105 committing to the action items identified in the Mayor's Pledge by the *My Brother's Keeper Alliance* and recommended by the *Obama Foundation* to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias.

At the same meeting the Mayor also formed the ad hoc Equity and Inclusion Subcommittee consisting of Vice Mayor Bob Woerner and Council Member Trish Munro, for the purpose of developing and implementing a framework for community outreach and engagement to follow through on the commitments in Resolution No. 2020-105 and other structural issues.

At that same meeting, the City Council directed staff to recruit a diverse working group to provide information to help the Subcommittee refine its scope, and to define objectives and measures of success, for City Council approval.

The City Council also directed that the working group should consist of up to 18 people, who will be interviewed by the Subcommittee, who will then recommend the selected people to the City Council for approval. The people in the working group will not be members of the Subcommittee but will be a resource for the Subcommittee and are expected to engage with others in the community.

The approved framework requires the Subcommittee to then develop short-term, mid-term, and long-term objectives utilizing the information gathered from the working group, which will be considered and approved by the City Council and then implemented by the Subcommittee. Once the objectives are approved by the City Council, the Subcommittee may utilize the working group to help implement the community outreach.

The Subcommittee shall sunset on June 22, 2021. If the Subcommittee's work has not been completed, the City Council may then establish the Subcommittee as a standing committee with continuing subject matter jurisdiction to be defined by the City Council.

FISCAL AND ADMINISTRATIVE IMPACTS

The ratification of the Emergency Services Director's orders related to the Local Emergency does not create any fiscal or administrative impacts.

ATTACHMENTS

None.

Prepared by:

Christine Martin
Deputy City Manager

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director

IN THE CITY COUNCIL OF THE CITY OF LIVERMORE, CALIFORNIA

**A RESOLUTION RATIFYING AND CONFIRMING THE EQUITY AND INCLUSION
SUBCOMMITTEE AND ITS FRAMEWORK**

Following the tragic and senseless killing of George Floyd in Minneapolis, the Livermore City Council and community members expressed the desire to examine the Livermore Police Department's use of force policies and all City policies and practices for incidences of structural discrimination or implicit bias.

On June 22, 2020, the City Council adopted Resolution No. 2020-105 committing to the action items identified in the Mayor's Pledge by the *My Brother's Keeper Alliance* and recommended by the *Obama Foundation* to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias.

At that same meeting, the Mayor also formed the ad hoc Equity and Inclusion Subcommittee consisting of Vice Mayor Bob Woerner and Council Member Trish Munro, for the purpose of developing and implementing a framework for community outreach and engagement to follow through on the commitments in Resolution No. 2020-105 and other structural issues.

On July 13, 2020, the City Council approved the Equity and Inclusion Subcommittee Framework attached to this resolution as Exhibit A, to address structural racism and its impact on people of color in the Livermore community and to better embed equity and justice in the Livermore community. At that same meeting, the City Council directed staff to recruit a diverse working group to provide information to help the Subcommittee refine its scope, and to define objectives and measures of success, for City Council approval.

The City Council also directed that the working group should consist of up to 18 people, who will be interviewed by the Subcommittee that will then recommend the selected people to the City Council for approval. The people in the working group will not be members of the Subcommittee but will be a resource for the Subcommittee and are expected to engage with others in the community.

The approved framework requires the Subcommittee to then develop short-term, mid-term, and long-term objectives utilizing the information gathered from the working group, which will be considered and approved by the City Council and then implemented by the Subcommittee. Once the objectives are approved by the City Council, the Subcommittee may utilize the working group to help implement the community outreach.

(Title) Subcommittee on equity-and inclusion with implications for public safety

(Why) Spurred by the recent death of George Floyd and so many others, Livermore residents have called on the city government for the urgent need to address structural racism and its impact on people of color in our community. Livermore is leading by example to ensure all community members are treated justly. We commit to listen, respond, and act on these issues to better embed equity and justice in our community.

The subcommittee framework is designed to develop new ways to bring belonging and change. The committee will be inclusive, both in diverse representation and in gathering information from the community. While short-term goals will focus on public safety and, more specifically police policy and practice, the subcommittee will identify, with community input, longer-term themes, goals, and timeframes for implementation.

(What) Objective: Enable equity and inclusion in Livermore through diverse community engagement that will result in a welcoming city, exemplified by equity of opportunity and just treatment for all.

(How 1 -3)

1. **Develop our vision for the future that will ensure equitable public safety and next steps for quickly and efficiently closing the gaps compared to our current state**
 - a. Identify and organize the diverse community members who will participate
 - i. Convene working group and enlist other contributors and coalesce around objectives and measures of success
 - ii. Use different methods and modes to gather diverse experiences
 - iii. Engage with outside experts as appropriate to organize the process, facilitate discussion, and educate participants and community about the subject.
 - b. Refine the subcommittee's scope based on themes, issues, and time frames.
 - i. Potential options pertinent to objectives (e.g., hiring and accountability practices, anti-harassment ordinances, holidays, visible permanent displays, Instagram page including BLM)
 - ii. Learn from professional organizations or other communities' experiences to use their approaches in our community, when appropriate
 - c. Select the most promising options to implement over multiple time frames

- 2. Develop and implement short, mid and long-range plans, focusing on completing high priority action items in a timely manner by leveraging the current momentum to act**
(Potential examples of objectives are listed below. Actual objectives will be determined through the outreach process outlined above.)
- a. Short-Term Objectives (6 months)
 - i. Review Use of Force Policy and make desired changes (e.g., 8 Can't Wait)
 - ii. Ensure hiring practices are providing sufficient opportunities for people of color
 - iii. Increase transparency and accountability to increase understanding and trust
 - iv. Develop a communications plan to help address perceived issues arising from a lack of information
 - b. Mid-Term Objectives (6-18 months)
 - i. Items requiring coordination with other agencies (e.g., School District, LARPD, etc.)
 - ii. Use the City's tools to increase diversity (e.g., a loan program that will be offered to city employees who are people of color)
 - iii. Robust communications and education plans
 - c. Long-Term Objectives (beyond 18 months)
 - i. Requiring coordination with City Council Goals and Priorities and other City policies (General Plan, Housing Element)
 - ii. Themes beyond the public safety realm
 - iii. More complex organizational changes
 - iv. Dependency on statewide legislative solutions
- 3. Measure and report on progress regularly and transparently (publicly available and easily accessible) and validate through internal and external auditing**
- a. Identify and measure the metrics that demonstrate progress and ensure accountability (e.g., police stops by demographic)
 - b. Quarterly Staff and Subcommittee reports to the City Council and community and learning as we go
 - c. External validation, calibration and community input will take place to ensure feedback is heard and implemented. (Plan, Do, Check, Act)

IN THE CITY COUNCIL OF THE CITY OF LIVERMORE, CALIFORNIA

**A RESOLUTION RATIFYING AND CONFIRMING THE EQUITY AND INCLUSION
SUBCOMMITTEE AND ITS FRAMEWORK**

Following the tragic and senseless killing of George Floyd in Minneapolis, the Livermore City Council and community members expressed the desire to examine the Livermore Police Department's use of force policies and all City policies and practices for incidences of structural discrimination or implicit bias.

On June 22, 2020, the City Council adopted Resolution No. 2020-105 committing to the action items identified in the Mayor's Pledge by the *My Brother's Keeper Alliance* and recommended by the *Obama Foundation* to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias.

At that same meeting, the Mayor also formed the ad hoc Equity and Inclusion Subcommittee consisting of Vice Mayor Bob Woerner and Council Member Trish Munro, for the purpose of developing and implementing a framework for community outreach and engagement to follow through on the commitments in Resolution No. 2020-105 and other structural issues.

On July 13, 2020, the City Council approved the Equity and Inclusion Subcommittee Framework attached to this resolution as Exhibit A, to address structural racism and its impact on people of color in the Livermore community and to better embed equity and justice in the Livermore community. At that same meeting, the City Council directed staff to recruit a diverse working group to provide information to help the Subcommittee refine its scope, and to define objectives and measures of success, for City Council approval.

The City Council also directed that the working group should consist of up to 18 people, who will be interviewed by the Subcommittee that will then recommend the selected people to the City Council for approval. The people in the working group will not be members of the Subcommittee but will be a resource for the Subcommittee and are expected to engage with others in the community.

The approved framework requires the Subcommittee to then develop short-term, mid-term, and long-term objectives utilizing the information gathered from the working group, which will be considered and approved by the City Council and then implemented by the Subcommittee. Once the objectives are approved by the City Council, the Subcommittee may utilize the working group to help implement the community outreach.

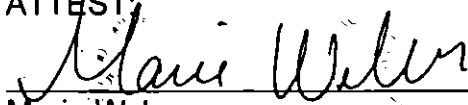
NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Livermore that it hereby confirms and ratifies the formation of the ad hoc Equity and Inclusion Subcommittee as follows:

1. Members:
Bob Woerner, Vice Mayor
Trish Munro, Council Member
2. Purpose:
The Subcommittee's purpose and work assignment is set forth in the framework attached as Exhibit A.
3. Duration:
The Subcommittee shall sunset on June 22, 2021. If the Subcommittee's work has not been completed, the City Council may then establish the Subcommittee as a standing committee with continuing subject matter jurisdiction to be defined by the City Council.

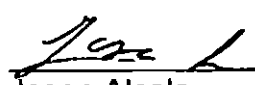
BE IT FURTHER RESOLVED by the City Council of the City of Livermore that staff is directed to recruit a diverse working group to provide information to the Subcommittee to help it refine its scope and to define the objectives and measures of success as outlined in the framework. The Subcommittee shall interview the applicants and select up to 18 people it recommends for the City Council's approval for the working group. The members of the working group are not members of the Subcommittee, but shall be a resource to gather and provide information to help the Subcommittee develop short-term, mid-term, and long-term objectives, which will be considered and approved by the City Council. The Subcommittee will then implement the outreach for the objectives and return to the City Council for reporting, transparency, and action.

On motion of Council Member Carling, seconded by Council Member Munro, the foregoing resolution was passed and adopted on July 27, 2020, by the following vote:

AYES: Council Members Carling, Coomber, Munro, Vice Mayor Woerner,
Mayor Marchand
NOES: None
ABSENT: None
ABSTAIN: None

ATTEST:


Marie Weber
City Clerk

APPROVED AS TO FORM:


Jason Alcala
City Attorney

Date: July 30, 2020

Exhibit A Equity and Inclusion Subcommittee Framework

July 6, 2020

Equity and Inclusion Subcommittee Framework

(Title) Subcommittee on equity-and inclusion with implications for public safety

(Why) Spurred by the recent death of George Floyd and so many others, Livermore residents have called on the city government for the urgent need to address structural racism and its impact on people of color in our community. Livermore is leading by example to ensure all community members are treated justly. We commit to listen, respond, and act on these issues to better embed equity and justice in our community.

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 - iii. Engage with outside experts as appropriate to organize the process, facilitate discussion, and educate participants and community about the subject.
 - b. Refine the subcommittee's scope based on themes, issues, and time frames.
 - i. Potential options pertinent to objectives (e.g., hiring and accountability practices, anti-harassment ordinances, holidays, visible permanent displays, Instagram page including BLM)
 - ii. Learn from professional organizations or other communities' experiences to use their approaches in our community, when appropriate
 - c. Select the most promising options to implement over multiple time frames

July 6, 2020

Equity and Inclusion Subcommittee Framework

- 2. Develop and implement short, mid and long-range plans, focusing on completing high priority action items in a timely manner by leveraging the current momentum to act**
(Potential examples of objectives are listed below. Actual objectives will be determined through the outreach process outlined above.)
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 - ii. Ensure hiring practices are providing sufficient opportunities for people of color
 - iii. Increase transparency and accountability to increase understanding and trust
 - iv. Develop a communications plan to help address perceived issues arising from a lack of information
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 - i. Items requiring coordination with other agencies (e.g., School District, LARPD, etc.)
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 - i. Requiring coordination with City Council Goals and Priorities and other City policies (General Plan, Housing Element)
 - ii. Themes beyond the public safety realm
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 - iv. Dependency on statewide legislative solutions
- 3. Measure and report on progress regularly and transparently (publicly available and easily accessible) and validate through internal and external auditing**
 - a. Identify and measure the metrics that demonstrate progress and ensure accountability (e.g., police stops by demographic)
 - b. Quarterly Staff and Subcommittee reports to the City Council and community and learning as we go
 - c. External validation, calibration and community input will take place to ensure feedback is heard and implemented. (Plan, Do, Check, Act)



DATE: September 14, 2020

TO: Honorable Mayor and City Council

FROM: Douglas Alessio, Administrative Services Director

SUBJECT: Resolution amending a portion of Resolution No. 2020-132 that ratified and confirmed the Equity and Inclusion Subcommittee Working Group

RECOMMENDED ACTION

Staff recommends the City Council adopt a resolution amending a portion of Resolution No. 2020-132 that ratified and confirmed the Equity and Inclusion Subcommittee Working Group and its framework.

SUMMARY

On June 22, 2020, the City Council adopted Resolution No. 2020-105 committing to the action items identified in the Mayor's Pledge by the *My Brother's Keeper Alliance* and recommended by the *Obama Foundation* to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias.

At that same meeting, the Mayor also formed the ad hoc Equity and Inclusion Subcommittee.

On July 13, 2020, the City Council approved the Equity and Inclusion Subcommittee Framework to address structural racism and its impact on people of color in the Livermore community and to better embed equity and justice in the Livermore community.

On July 27, 2020, the City Council adopted Resolution No. 2020-132 ratifying and confirming the establishment of the Equity and Inclusion Subcommittee, its framework and an up to 18 member working group.

After an initial application period, forty-eight applications were received for eighteen working group spots. The Subcommittee recommends the City Council revise the working group membership to not limit participation to any specific number.

DISCUSSION

On June 22, 2020 the City Council adopted Resolution No. 2020-105 committing to the action items identified in the Mayor's Pledge by the *My Brother's Keeper Alliance* and recommended by the *Obama Foundation* to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias.

At the same meeting, the Mayor also formed the ad hoc Equity and Inclusion Subcommittee consisting of Vice Mayor Bob Woerner and Council Member Trish Munro, for the purpose of developing and implementing a framework for community outreach and engagement to follow through on the commitments in Resolution No. 2020-105 and address other structural issues.

At that same meeting, the City Council directed staff to recruit a diverse working group to provide information to help the Subcommittee refine its scope, and to define objectives and measures of success, for City Council approval.

The City Council also directed that the working group should consist of up to 18 people, with candidates interviewed by the Subcommittee and recommendations for committee member selection forwarded to the City Council for approval. The people in the working group are not to be members of the Subcommittee but will be a resource for the Subcommittee and are expected to engage with others in the community.

After an initial application period, forty-eight applications were received for the eighteen working group spots. Due to the overwhelming interest, the Subcommittee recommends the City Council revise the working group membership to not limit the participation to any specific number. This will allow the working group to be an inclusive body that may evolve over time through both attrition and new additions.

The approved framework requires the Subcommittee to then develop short-term, mid-term and long-term objectives utilizing the information gathered from the working group, which will be considered and approved by the City Council and then implemented by the Subcommittee. Once the objectives are approved by the City Council, the Subcommittee may utilize the working group to help implement the community outreach.

The Subcommittee shall sunset on June 22, 2021. If the Subcommittee's work has not been completed, the City Council may then establish the Subcommittee as a standing committee with continuing subject matter jurisdiction to be defined by the City Council.

FISCAL AND ADMINISTRATIVE IMPACTS

The ratification of the resolution does not create any fiscal or administrative impacts. As discussed in the staff reports, there will be fiscal impacts related to staff time and consultant contracts, which will be addressed when the City Council approves the community engagement plan.

ATTACHMENTS

None.

Prepared by:

Christine Martin
Deputy City Manager

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director

IN THE CITY COUNCIL OF THE CITY OF LIVERMORE, CALIFORNIA

A RESOLUTION AMENDING A PORTION OF RESOLUTION NO. 2020-132 THAT RATIFIED AND CONFIRMED THE EQUITY AND INCLUSION SUBCOMMITTEE AND ITS FRAMEWORK

On July 27, 2020, the City Council adopted Resolution No. 2020-132 ratifying and confirming the formation of the Equity and Inclusion Subcommittee and its framework. At that same meeting, the City Council directed staff to recruit a diverse working group of up to 18 people to provide information to help the Subcommittee refine its scope, and to define objectives and measures of success, for City Council approval. The people in the working group are not members of the Subcommittee but will be a resource for the Subcommittee and are expected to engage with others in the community.

After an initial application period, forty-eight applications were received to participate in the working group. Due to the overwhelming interest, the Subcommittee recommended the City Council revise the working group membership to not limit the participation to any specific number. This will allow the working group to be an inclusive body that may evolve over time through both attrition and new additions.

The approved framework requires the Subcommittee to develop short-term, mid-term, and long-term objectives utilizing the information gathered from the working group, which will be considered and approved by the City Council and then implemented by the Subcommittee. Once the objectives are approved by the City Council, the Subcommittee may utilize the working group to help implement the community outreach.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Livermore that the maximum number of people for the working group in Resolution No. 2020-132 is hereby removed.

BE IT FURTHER RESOLVED by the City Council of the City of Livermore that the purpose of the working group is to provide information to the Subcommittee to help it refine its scope and to define the objectives and measures of success as outlined in the framework. The members of the working group are not members of the Subcommittee, but shall be a resource to gather and provide information to help the Subcommittee develop short-term, mid-term, and long-term objectives, which will be considered and approved by the City Council. The Subcommittee will then implement the outreach for the objectives and return to the City Council for reporting, transparency, and action.


On motion of Council Member _____, seconded by Council Member _____, the foregoing resolution was passed and adopted on September 14, 2020, by the following vote:

AYES: COUNCIL MEMBERS:
NOES: COUNCIL MEMBERS:
ABSENT: COUNCIL MEMBERS:
ABSTAIN: COUNCIL MEMBERS:

ATTEST:

Marie Weber
City Clerk

APPROVED AS TO FORM:



Jason Alcala
City Attorney

IN THE CITY COUNCIL OF THE CITY OF LIVERMORE, CALIFORNIA

A RESOLUTION AMENDING A PORTION OF RESOLUTION NO. 2020-132 THAT RATIFIED AND CONFIRMED THE EQUITY AND INCLUSION SUBCOMMITTEE AND ITS FRAMEWORK

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On motion of Council Member Carling, seconded by Council Member Munro, the foregoing resolution was passed and adopted on September 14, 2020, by the following vote:

AYES: Council Members Carling, Coomber, Munro, Vice Mayor Woerner,
Mayor Marchand
NOES: None
ABSENT: None
ABSTAIN: None

ATTEST:


Marie Weber
City Clerk

APPROVED AS TO FORM:


Jason Alcala
City Attorney

Date: September 18, 2020

RESOLUTION NO. 2020-168



DATE: July 26, 2021
TO: Honorable Mayor and City Council
FROM: Marc Roberts, City Manager
SUBJECT: Final report from the Equity and Inclusion Subcommittee.

RECOMMENDED ACTION

Staff recommends the City Council receive the final report on the work of the Equity and Inclusion Subcommittee and adopt the Subcommittee's recommendations.

SUMMARY

On June 22, 2020, the City Council adopted Resolution No. 2020-105 committing to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias. Mayor Marchand formed the ad hoc Equity and Inclusion Subcommittee consisting of Vice Mayor Woerner and Council Member Munro.

On July 27, 2020, the City Council adopted Resolution No. 2020-132 ratifying and confirming the Equity and Inclusion Subcommittee and its framework and instructed staff to seek input from a diverse group of people in the community to provide information to the Subcommittee.

On January 11, 2021, the City Council received an update on the Equity and Inclusion Subcommittee and directed staff to re-open the application period for community members to join the working group and delayed providing direction until the Council vacancy was filled.

On January 25, 2021, Mayor Woerner appointed Council Member Carling to take his place on the Subcommittee and serve with Vice Mayor Munro.

On February 8, 2021, the City Council reviewed and provided direction on the Subcommittee's proposed next steps for Phase Two.

On April 26, 2021, the City Council received an update on the Equity and Inclusion Subcommittee work to date.

On June 15, 2021, the Equity and Inclusion Working Group held its final meeting and on June 21, 2021, the Subcommittee sunset.

Attachment 1 includes the staff reports for the above mentioned Council meetings (06/22/20, 07/13/20, 07/27/20, 01/11/21, 02/08/21, and 04/26/21).

Staff recommends the City Council receive the final report on the work of the Equity and Inclusion Subcommittee and adopt the Subcommittee's recommendations.

DISCUSSION

Subcommittee Work Summary

Following the tragic and senseless murder of George Floyd last year in Minneapolis, City Council and community members expressed a desire to examine the Livermore Police Department's use of force policies and City policies and practices for incidences of structural discrimination and racism. Based on a number of initial conversations with community members, Council directed that the scope of the discussion be broadened to include items that were repeatedly raised such as housing, transportation, youth and community culture. In response, the City Council authorized the formation of an ad hoc Equity and Inclusion Subcommittee, including direction for a diverse working group comprised of members of the Livermore community to provide information to help the Subcommittee. Refer to Attachment 1 for the City Council staff reports relative to the Equity and Inclusion Subcommittee.

Phase One - September through December 2020

The City received 48 applications for what was originally going to be an 18-member working group. Due to the overwhelming community interest, the City Council eliminated the maximum number and all applicants were accepted into the working group.

The Subcommittee, with assistance from the Public Dialogue Consortium, received information from the working group to accomplish the Subcommittee's objective to develop recommendations to the City Council to foster "*equity and inclusion in Livermore through diverse community engagement that will result in a welcoming city, exemplified by equity of opportunity and just treatment for all*".

On September 15, 2020, the Subcommittee held an orientation meeting for the working group. The three elements of the Subcommittee's framework were introduced:

- Develop our vision for the future that will ensure equitable public safety and next steps for quickly and efficiently closing the gaps compared to our current state.
- Develop and implement short-, mid-, and long-range plans, focusing on completing high priority action items in a timely manner by leveraging the current momentum to act.
- Measure and report on progress regularly and transparently (publicly available and easily accessible) and validate through internal and external auditing.

At the orientation the working group members self-selected into one or more of the following four subgroups:

- Subgroup A- Community Culture and Representations
- Subgroup B- Policing and Human Services
- Subgroup C- Reaching and Inspiring Younger Generations

- Subgroup D- Housing, Workplace, Economics, and Transportation Environments

In Phase One, each of the four subgroups met three times. At their meetings, the groups worked collaboratively to develop a mission and brainstorm on ideas for a project that would help them accomplish the subgroups' goals to gather information for the Subcommittee's consideration.

On December 9, 2020, the entire working group was invited to the culmination of the first phase of work with an interactive storytelling workshop. The workshop provided tools and techniques using connection and sharing of stories to have difficult conversations and dialogue with others.

Phase Two - February through June 2021

After the culmination of Phase One, the Council received updates and provided additional direction regarding the second phase on January 11 and February 8, 2021 (Refer to Attachment 1). It was during that time that Mayor Woerner appointed Council Member Carling to take his place on the Subcommittee and the Council directed staff to re-open the working group application period. An additional eighteen applications were received, and all were invited to participate.

An orientation for the new applicants was conducted on February 16, 2021, and on February 23, 2021, a Phase Two kick-off meeting for the entire working group was held.

In Phase Two the entire working group was invited to participate in a series of four storytelling sessions designed to help working group members learn ways to dialogue with neighbors, friends, and community members to understand how unique life experiences inform and influence perceptions in diverse cultural communities.

In addition to the storytelling sessions, each of the working group's four subgroups met five times to refine and continue with the mission and projects established in Phase One.

Meetings and Attendance

There were 48 applicants for participation in Phase One and an additional 18 in Phase Two; all were accepted and invited to participate. There was a total of 14 meetings in Phase One and 27 in Phase Two for a combined total of 41 meetings (82 hours). All participants self-selected into the four subgroups mentioned above, and were free to participate in more than one subgroup. Additionally, all participants were invited to participate in the storytelling sessions. Attendance was relatively consistent across both phases. Attachment 2 provides further detail on meeting attendance. Attachments 3-8 provide meeting summaries for subgroups A, B, C, and D, storytelling sessions, and the June 15, 2021, final meeting, respectively.

The working group members self-selected into four subgroups. Below is a brief description of each subgroup, including their mission and project. The April 26, 2021, staff report in Attachment 1 provides additional detail on each of the subgroups.

Subgroup A- Community Culture and Representations

Mission: How visual and physical contexts shape how we treat each other

Projects: 1. Provide information to the Subcommittee on ways to broaden community participation in city

government, ensuring outreach, recruitment, and appointments are inclusive of the whole community. 2. Provide information to the Subcommittee on ways to make the City's communication, media, and messaging welcoming, inclusive and representative of the whole community.

Subgroup B- Policing and Human Services

Mission: Reimagine and better coordinate public safety and human services for better outcomes

Projects: 1. Review Livermore Police Department's use of force policies (project completed in Phase One, refer to April 26, 2021, staff report in Attachment 1 for details and Attachment 9 for the updated policy). 2. Review Livermore Police Department arrest and stop data, assisted by a consultant that specializes in benchmarking and analyzing police stop data. 3. Provide information to the Subcommittee on ways to integrate mental health clinicians with the Police Department to assist officers in the field on mental health crisis calls for service.

Subgroup C- Reaching and Inspiring Younger Generations

Mission: Provide resources and engagement opportunities for youth in inter-generational contexts

Project: Engage with youth to hear and learn about their experiences in the Livermore community with the goal of providing information to the Subcommittee on ways to better engage youth and ensure they feel welcome, included, and represented.

Subgroup D- Housing, Workplace, Economic, and Transportation Environments

Mission: Understand policies and practices that shape housing, transportation, workplace, and economic environments

Project: Prepare a workshop series on various affordable housing related topics to gain a baseline understanding so the group can engage the broader community about the complexities and opportunities for affordable housing in Livermore.

Subcommittee Recommendations

The Subcommittee reviewed all of the information and suggestions generated from the subgroups and refined them into recommendations that are implementable given current staff resources and funding. The recommendations were presented to the working group at their final meeting on June 15, 2021. The Working Group was asked to rate each recommendation's level of importance and to rank their top five priorities. The results of that interactive poll are included in the June 15, 2021, meeting summary in Attachment 8. Incorporating the feedback from the working group, the Subcommittee refined suggestions into the following ten recommendations.

Each recommendation as it relates to the working group's suggestion or identified area of needed work is summarized below. Attachment 10 includes implementation strategies for each recommendation.

1. Key 2 City

- Expand community awareness of the inner workings of local government and ways to provide steppingstones to leadership opportunities
- Expand outreach and advertisement of participation and volunteer opportunities in furtherance of the above.

2. Youth Key 2 City

- Create and conduct a Key 2 City specifically for youth
3. Collaborate with Livermore Valley Joint Unified School District (LVJUSD) and Livermore Area Recreation and Park District (LARPD) on Youth Engagement
 - Collaborate on partnership opportunities with LVJUSD (and potentially also parent-teacher groups) and LARPD to create/implement complementary programming for youth
 4. Collaborate with Chamber, Las Positas Community College, and other Business Organizations on Youth Training/Career Opportunities
 - Recognizing youth diversity and that not all students enroll in college directly out of high school, facilitate basic job skills building programs, (this could overlap with youth Key 2 City, Key 2 City could be part of curriculum)
 5. Recruitment for Advisory Bodies, Employment, and other Volunteer Opportunities
 - Expand outreach and advertisement efforts to reach all segments of the community
 6. Collaborate with LVJUSD, LARPD, Livermore Downtown Inc., Chamber of Commerce, and other Community Partners on a Calendar of Cultural Events
 - Share Livermore's cultural diversity
 7. Housing
 - Expand outreach to communities most affected by housing issues
 - Share information on housing related matters with the community
 8. Police Department Stop Data Project
 - Invite Subgroup B to hear updates and provide input on the stop data project at milestones
 9. Police Department Mental Health Clinician Ride-Along Pilot Program
 - Explore ways to deploy police department resources most efficiently and effectively in response to mental health related calls for service
 10. Chief's Advisory Group
 - Increase Police Chief and Police Department awareness of community policing-related matters

The Subcommittee recommends staff implement the work program for each of the above recommendations included in Attachment 10. The Subcommittee further recommends that staff provide an update to the City Council on progress on the work program in October 2021 and April 2022 at the same meetings that staff reports on progress with the City Goals and Priorities.

FISCAL AND ADMINISTRATIVE IMPACTS

In addition to staff time, Phase One of the project included consultant expenditures in the amount of \$54,800 and Phase Two included consultant expenditures in the amount of \$140,350. Implementation of the above ten recommendations will involve significant staff resources. No additional appropriations are necessary at this time.

ATTACHMENTS

1. Equity and Inclusion City Council Staff Reports
2. Meeting Attendance
3. Subgroup A - Meeting Summaries
4. Subgroup B - Meeting Summaries
5. Subgroup C - Meeting Summaries
6. Subgroup D - Meeting Summaries
7. Summary of Storytelling Sessions
8. Final Meeting Summary, June 15, 2021
9. Updated LPD Use of Force Policy
10. Subcommittee Recommendations

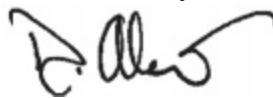
Prepared by: Christine Martin
Deputy City Manager

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director

CITY COUNCIL STAFF REPORT

ITEM 6.01

DATE: June 22, 2020

TO: Honorable Mayor and City Council

FROM: Michael Harris, Chief of Police

SUBJECT: Police Use of force policy and an examination of other City and Police Department policies and practices for incidences of structural discrimination or implicit bias, and the Mayor's Pledge

RECOMMENDED ACTION

Staff recommends the City Council take the following actions:

1. Adopt a resolution committing to the actions contained in the *Mayor's Pledge* prepared by the My Brother's Keeper Alliance and recommended by the Obama Foundation and;
2. Provide discussion and direction regarding a community engagement process for an examination of the Livermore Police Department's use of force policies and an examination of other City and Police policies and practices for incidences of structural discrimination or implicit bias, and a report of the findings from those examinations to the City Council and to the community along with any needed revisions.

SUMMARY

Responding to the recent events regarding police use of force, the Police Department is reviewing its use of force policies consistent with the action items in the Mayor's Pledge, which includes reviewing use of force policies, engaging the community, reporting the findings, and revising policies as appropriate.

The City Council requested a formal resolution committing to the following action items from the Mayor's Pledge:

1. **REVIEW** your police use of force policies.
2. **ENGAGE** your communities by including a diverse range of input, experiences, and stories in your review.
3. **REPORT** the findings of your review to your community and seek feedback.
4. **REFORM** your community's police use of force policies.

DISCUSSION

Following the tragic and senseless killing of George Floyd in Minneapolis, elected officials and community members have expressed the desire to examine the Livermore Police Department's use of force policies and other City and Police Department policies and practices for incidences of structural discrimination or implicit bias. The Mayor's Pledge identifies a set of action items to review police use of force policies in a way that engages the community and results in revising policies, as appropriate.

The Livermore Police Department is committed to service, justice, and fundamental fairness. The Police Department has adopted six pillars that create a solid foundation to guide the Department's priorities and values. The six pillars are:

- Public Safety and Crime Prevention
- Accountability and Public Trust
- Community Engagement
- Quality Service
- Innovation and Best Practices and
- Employee Development, Wellness and Succession Planning.

These pillars have led to the adoption of many policies and practices that position the Police Department well to engage in this important process. (Attachments 1-10)

In Livermore, any use of force by a police officer is followed by a comprehensive review that examines whether the use of force was legal and within policy, and even if the use is consistent with policy, the Police Department evaluates whether changes are needed to the policy or practices. The review is also used to identify any training issues that need to be addressed at the individual officer level or at a departmental level. These reviews are sent up the chain of command and provide a basis for an annual use of force analysis. The annual use of force analysis identifies trends, training needs, equipment needs, and/or policy revision. The 2019 use of force analysis revealed that Livermore police officers had 49 use of force incidents during 3,531 arrests, or 1.38% of the time. There were no cases where the suspect sustained a serious injury as a result of a use of force in 2019. (Attachment 11)

Consistent with the City's commitment to transparency, the Department shared information with the community in the areas of public interest on our social media sites and webpage. That information is attached to this staff report to ensure it is widely disseminated. Some of the topic areas include the use chokeholds, de-escalation,

warnings before shooting, duty to intercede, shooting at moving vehicles, use of force continuum, and use of force reporting. (Attachments 12-19)

While these topics surround use of force, a very important component to this conversation is how race is related to the police response and outcome. For this reason, the process to address concerns require a thoughtfully designed program for community engagement and input. The program should include diverse community groups and enough time to address this serious and important topic. The process should include the collection of data, preparation of reports, and honest dialog between community groups and police officers. This process is consistent with the Livermore Police Department's mission, vision and values and is of utmost importance to the law enforcement profession.

In addition to the examination of use of force, the Council also requested an examination of other City and Police policies and practices for incidences of structural discrimination or implicit bias. The result of this examination could be included in the same process as the examination of the use of force policies.

Staff is seeking Council direction, including goals for the process, stakeholders, desired format/s, and timeline. Based on Council direction, staff will return with the outline of the process for City Council approval at a subsequent meeting.

FISCAL AND ADMINISTRATIVE IMPACTS

Other than staff time, fiscal impacts may include consultant contracts which will be addressed when the design for the process returns for City Council approval.

ATTACHMENTS

1. Biased Based Policing Policy (LPD Policy 402)
2. Conducted Energy Weapon Policy (LPD Policy 308)
3. Control Devices and Techniques (LPD Policy 307)
4. Critical Incident Review Policy (LPD Policy 302)
5. Handcuffing and Restraints Policy (LPD Policy 305)
6. Vehicle Pursuit Policy (LPD Policy 313)
7. Portable Audio Video Recorders Policy (LPD Policy 448)
8. Use of Force Policy (LPD Policy 300)
9. LPD UOF Policy Flyer
10. Mission Vision and Values
11. 2019 UOF Data
12. At a Glance (Social Media Post)
13. Training of LPD Officers (Social Media Post)
14. Accountability (Social Media Post)
15. Duty to Intercede (Social Media Post)
16. Community Engagement Social Media Post)
17. Use of Force (Social Media Post)

- 18. Early Warning Intervention (Social Media Post)
- 19. Recruiting and Backgrounds (Social Media Post)

Prepared by:

Jeremy Young
Police Captain

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director



CITY COUNCIL STAFF REPORT ITEM

ITEM 6.01

DATE: July 13, 2020

TO: Honorable Mayor and City Council

FROM: Michael Harris, Chief of Police

SUBJECT: Equity and Inclusion Subcommittee Framework

RECOMMENDED ACTION

Provide direction and approval of the framework developed by the Equity and Inclusion Subcommittee to address the Mayors Pledge and broader equity and inclusion issues identified through a community engagement process.

SUMMARY

On June 22, 2020, the City Council approved a resolution in support of the Mayors Pledge and created a subcommittee to work on the action items contained in the pledge. The subcommittee incorporated preliminary feedback received to date from community members and worked with staff to create the attached framework (attachment 1). This framework will be used to outline a process for addressing equity and inclusion issues surrounding the Mayors Pledge and other areas of concern identified through community engagement.

DISCUSSION

Following the killing of George Floyd, the City Council took proactive steps to ensure that all community members in Livermore have equitable treatment related to public safety. On June 22, 2020, the City Council approved a resolution committing to the following action items:

- 1) **Review** your police use of force policies.
- 2) **Engage** your communities by including a diverse range of input, experiences, and stories in your review.
- 3) **Report** the findings of your review to your community and seek feedback.
- 4) **Reform** your community's police use of force policies.

The subcommittee, comprised of Vice Mayor Woerner and Council Member Munro, met on three occasions and developed a framework that addresses the action items listed above as well as broader equity and inclusion issues that may come out of the community engagement process. The engagement process will include a diverse group of community members, and will identify themes around equity and inclusion concerns. Those themes will be organized into short, mid and long-term action items. For example a short term item could include reviewing use of force policies and making desired changes and a longer-term item could include an examination of more complex organizational changes.

The subcommittee defined the objective as:

- Enable equity and inclusion in Livermore through diverse community engagement that will result in a welcoming city, exemplified by equity of opportunity and just treatment for all.

The following framework was developed to assist in achieving the objective:

- 1) Develop our vision for the future that will ensure equitable public safety and next steps for quickly and efficiently closing the gaps compared to our current state
- 2) Develop and implement short, mid and long-range plans, focusing on completing high priority action items in a timely manner by leveraging the current momentum to act
- 3) Measure and report on progress regularly and transparently (publicly available and easily accessible) and validate through internal and external auditing

Staff is seeking direction and approval of the framework designed by the Equity and Inclusion Subcommittee.

FISCAL AND ADMINISTRATIVE IMPACTS

Fiscal impacts will include staff time and may include consultant contracts which will be addressed when the City Council approves the community engagement plan.

ATTACHMENTS

1. Equity and Inclusion Subcommittee Framework

Prepared by:

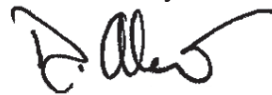
Jeremy Young
Police Captain

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director

CITY COUNCIL STAFF REPORT

ITEM 4.16

DATE: July 27, 2020

TO: Honorable Mayor and City Council

FROM: Marc Roberts, City Manager

SUBJECT: Confirming Resolution for Equity and Inclusion Subcommittee and its Framework

RECOMMENDED ACTION

Staff recommends the City Council adopt a resolution ratifying and confirming Equity and Inclusion Subcommittee and its Framework.

SUMMARY

On June 22, 2020, the City Council adopted Resolution No. 2020-105 committing to the action items identified in the Mayor's Pledge by the *My Brother's Keeper Alliance* and recommended by the *Obama Foundation* to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias.

At that same meeting, the Mayor also formed the ad hoc Equity and Inclusion Subcommittee.

On July 13, 2020, the City Council approved the Equity and Inclusion Subcommittee Framework to address structural racism and its impact on people of color in the Livermore community and to better embed equity and justice in the Livermore community.

As directed, the attached Resolution ratifies and confirms the establishment of the Equity and Inclusion Subcommittee and its framework.

DISCUSSION

On June 22, 2020 the City Council adopted Resolution No. 2020-105 committing to the action items identified in the Mayor's Pledge by the *My Brother's Keeper Alliance* and recommended by the *Obama Foundation* to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias.

At the same meeting the Mayor also formed the ad hoc Equity and Inclusion Subcommittee consisting of Vice Mayor Bob Woerner and Council Member Trish Munro, for the purpose of developing and implementing a framework for community outreach and engagement to follow through on the commitments in Resolution No. 2020-105 and other structural issues.

At that same meeting, the City Council directed staff to recruit a diverse working group to provide information to help the Subcommittee refine its scope, and to define objectives and measures of success, for City Council approval.

The City Council also directed that the working group should consist of up to 18 people, who will be interviewed by the Subcommittee, who will then recommend the selected people to the City Council for approval. The people in the working group will not be members of the Subcommittee but will be a resource for the Subcommittee and are expected to engage with others in the community.

The approved framework requires the Subcommittee to then develop short-term, mid-term, and long-term objectives utilizing the information gathered from the working group, which will be considered and approved by the City Council and then implemented by the Subcommittee. Once the objectives are approved by the City Council, the Subcommittee may utilize the working group to help implement the community outreach.

The Subcommittee shall sunset on June 22, 2021. If the Subcommittee's work has not been completed, the City Council may then establish the Subcommittee as a standing committee with continuing subject matter jurisdiction to be defined by the City Council.

FISCAL AND ADMINISTRATIVE IMPACTS

The ratification of the Emergency Services Director's orders related to the Local Emergency does not create any fiscal or administrative impacts.

ATTACHMENTS

None.

Prepared by:

Christine Martin
Deputy City Manager

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director



CITY COUNCIL STAFF REPORT

ITEM NO. 6.5

DATE: January 11, 2021
TO: Honorable Mayor and City Council
FROM: Marc Roberts, City Manager
SUBJECT: Update on the Equity and Inclusion Subcommittee.

RECOMMENDED ACTION

Staff recommends the City Council accept an update and provide direction on the work of the Equity and Inclusion Subcommittee.

SUMMARY

On June 22, 2020, the City Council adopted Resolution No. 2020-105 committing to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias, and Mayor Marchand formed the ad hoc Equity and Inclusion Subcommittee consisting of Mayor Woerner and Vice Mayor Munro.

On July 27, 2020, the City Council adopted Resolution No. 2020-132 ratifying and confirming the Equity and Inclusion Subcommittee, its framework and instructed staff to seek input from a diverse group of people in the community to provide information to help the Subcommittee refine its scope, and to define objectives and measures of success.

On September 14, 2020, the City Council adopted Resolution No. 2020-168 amending a portion of Resolution No. 2020-132 to revise the working group membership to not limit participation to any specific number of members.

This report provides a summary of the Subcommittee and working group's activities to provide information to the Subcommittee to date and seeks direction on next steps.

DISCUSSION

Subcommittee Work Summary

Following the tragic and senseless killing of George Floyd in Minneapolis, the City Council and community members expressed desire to examine the Livermore Police Department's use of force policies and all City policies and practices for incidences of structural discrimination and racism. Based on a number of initial conversations with community members, Council directed that the scope be broadened to include items that were repeatedly raised such as housing, transportation, youth and community culture. In response, the City Council authorized the formation of an ad hoc Equity and Inclusion Subcommittee, including direction for a diverse working group comprised of members of the Livermore community to provide information to help the Subcommittee.

The City received 48 applications for what was originally going to be an 18 member working group. Due to the overwhelming community interest, the City Council eliminated the maximum number and all applicants were accepted into the working group.

The Subcommittee, with assistance from the Public Dialogue Consortium, has been receiving information from the working group to accomplish the Subcommittee's objective to develop a recommendation to the City Council to *foster equity and inclusion in Livermore through diverse community engagement that will result in a welcoming city, exemplified by equity of opportunity and just treatment for all*. To promote transparency and facilitate the community conversation, the City created a webpage on its website for the Subcommittee. Much of the Subcommittee's work, summarized below, can be found on the webpage: www.cityoflivermore.net/equity_and_inclusion.

On September 15, 2020, the Subcommittee held an orientation meeting for the working group to review the Subcommittee's role and goals, and the information the group wanted to share. The three elements of the Subcommittee's framework were introduced:

- Develop our vision for the future that will ensure equitable public safety and next steps for quickly and efficiently closing the gaps compared to our current state.
- Develop and implement short-, mid-, and long-range plans, focusing on completing high priority action items in a timely manner by leveraging the current momentum to act.
- Measure and report on progress regularly and transparently (publicly available and easily accessible) and validate through internal and external auditing.

At the orientation the working group members self-selected into one or more of the following four subgroups:

- Subgroup A- Community Culture and Representations
- Subgroup B- Policing and Human Services
- Subgroup C- Reaching and Inspiring Younger Generations
- Subgroup D- Housing, Workplace, Economics, and Transportation Environments

Since September 15, each of the four subgroups have met three times. At their meetings the persons in the groups worked collaboratively to develop their own mission, values and goals and they brainstormed on ideas for a project that would help them accomplish the subgroups' goals to gather information for the Subcommittee's consideration. Below is a summary of each subgroups' mission and potential project idea(s):

- Subgroup A-

ATTACHMENT 1

- Mission: How visual and physical contexts shape how we treat each other
- Project: Canvass the range of symbols of Livermore that not only reflect systemic racism but also symbols that signify equity and inclusion, and symbols of Livermore's culture and heritage to better understand how different cultures are represented in the community
- Subgroup B-
 - Mission: Reimagine and better coordinate public safety and human services for better outcomes
 - Project: This subgroup has formed two sub-subgroups to review Livermore Police Department use of force policies and to review Livermore Police Department stop data. The policy group has met four times. The data group will meet early in January, assisted by a consultant that specializes in benchmarking and analyzing police stop data.
- Subgroup C-
 - Mission: Provide resources and engagement opportunities for youth in inter-generational contexts
 - Project: Explore the use of affinity groups
- Subgroup D-
 - Mission: Understand policies and practices that shape housing, transportation, workplace, and economic environments
 - Project: Prepare a workshop series on various affordable housing related topics to gain a baseline understanding before engaging with the community

On December 9, 2020, the entire working was invited to culminate the first phase of work with an interactive workshop, "Sharing our stories so we can have the difficult conversations". The workshop provided tools and techniques using connection and sharing of stories to have difficult conversations and dialogue with others.

Subcommittee Next Steps

There is continued interest from community members in joining the working group. As phase one comes to an end, and the Subcommittee embarks on phase two, it is a natural time to seek additional people to join the working group to provide additional information to the Subcommittee. While the City has been accepting applications from people interested in providing information to the Subcommittee the entire time, the Subcommittee is seeking Council direction for staff to reopen the application period for additional people to join the working group to provide information to the Subcommittee. Staff recommends an application period from January 12 through January 22, 2021.

Should the Subcommittee choose to accept new applicants, staff will prepare a work plan for the next phase that would include (at a minimum) an orientation meeting for the new applicants and a workshop for the entire working group to introduce new members and set the schedule moving forward.

The Subcommittee has a sunset date of June 21, 2021. The City Council will receive a report on the Subcommittee's work at their June 21, 2021 meeting.

FISCAL AND ADMINISTRATIVE IMPACTS

The first phase of the project included staff time and consultant expenditures in the amount of \$54,800. The next phase will include additional staff time and a new consultant contract.

ATTACHMENTS

Prepared by: Christine Martin
Deputy City Manager

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director

**CITY COUNCIL STAFF REPORT****ITEM NO. 6.2**

DATE: February 8, 2021

TO: Honorable Mayor and City Council

FROM: Marc Roberts, City Manager

SUBJECT: Discussion and direction on the Equity and Inclusion Subcommittee.

RECOMMENDED ACTION

Staff recommends the City Council discuss and provide direction on the Equity and Inclusion Subcommittee.

SUMMARY

On June 22, 2020, the City Council adopted Resolution No. 2020-105 committing to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias, and Mayor Marchand formed the ad hoc Equity and Inclusion Subcommittee consisting of Mayor Woerner and Vice Mayor Munro.

On July 27, 2020, the City Council adopted Resolution No. 2020-132 ratifying and confirming the Equity and Inclusion Subcommittee and its framework and instructed staff to seek input from a diverse group of people in the community to provide information to help the Subcommittee refine its scope, and to define objectives and measures of success.

On January 25, 2020, Mayor Woerner appointed Council Member Carling to serve with Vice Mayor Munro on the Subcommittee, in his place.

This report provides an overview and seeks direction of the Subcommittee's proposed next steps.

DISCUSSION

On January 11, 2021, the City Council received an update on the Equity and Inclusion Subcommittee. Refer to Attachment 1 for the staff report from that meeting. At that meeting the Council directed staff to re-open the application period for community members to join the working group and delayed providing direction until the Council vacancy was filled.

On January 25, 2021, Mayor Woerner appointed Council Member Carling to serve with Vice Mayor

Munro on the Subcommittee, in his place.

On January 27, 2021, the Subcommittee met and discussed proposed next steps for Council's consideration.

The Subcommittee proposes the following next steps from now until June 21, 2021, when the Subcommittee sunsets:

- Orientation meeting for the new applicants
- Workshop for the working group, kicking off phase two
- Continue the work of the subgroups
- Workshop to share the work of the subgroups with the entire working group and the Subcommittee

Looking beyond the sunset of the Subcommittee, Council will consider a white paper on Equity and Inclusion at the Council's goals and priority workshop on March 1, 2021. As discussed by the Subcommittee on January 27, some of the items that will be explored in the white paper include items that allow the City to set an example by exploring and improving areas within the City's control. The Equity and Inclusion working group may also be used to help develop and/or further refine the items explored in the white paper.

FISCAL AND ADMINISTRATIVE IMPACTS

The first phase of the project included staff time and consultant expenditures of \$54,800. The next phase includes additional staff time and new consultant contracts that will, depending on Council direction, be in the range of \$100,000 to \$120,000. These expenditures were not contemplated when the fiscal year 2020-21 budget was adopted. An appropriation of \$175,000 from the General Fund (Fund 001) for this program will need to be added to fiscal year 2020-21 as part of the upcoming budget process. Any work beyond the sunset of the Subcommittee will be considered during the Council's goal setting and budget process.

ATTACHMENTS

1. CC Staff Report - Jan 11, 2021

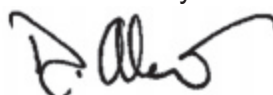
Prepared by: Christine Martin
Deputy City Manager

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director

**CITY COUNCIL STAFF REPORT****ITEM NO. 6.2**

DATE: April 26, 2021

TO: Honorable Mayor and City Council

FROM: Marc Roberts, City Manager

SUBJECT: Update on the Equity and Inclusion Subcommittee.

RECOMMENDED ACTION

Staff recommends the City Council accept an update on the work of the Equity and Inclusion Subcommittee.

SUMMARY

On June 22, 2020, the City Council adopted Resolution No. 2020-105 committing to review the Livermore Police Department's use of force policies and practices for incidences of structural discrimination and implicit bias, and Mayor Marchand formed the ad hoc Equity and Inclusion Subcommittee consisting of Mayor Woerner and Vice Mayor Munro.

On July 27, 2020, the City Council adopted Resolution No. 2020-132 ratifying and confirming the Equity and Inclusion Subcommittee, its framework and instructed staff to seek input from a diverse group of people in the community to provide information to help the Subcommittee refine its scope, and to define objectives and measures of success.

On January 11, 2021, the City Council received an update on the Equity and Inclusion Subcommittee and directed staff to re-open the application period for community members to join the working group and delayed providing direction until the Council vacancy was filled.

On January 25, 2021, Mayor Woerner appointed Council Member Carling to take his place on the Subcommittee.

On February 8, 2021, the City Council reviewed and provided direction on the Subcommittee's update and proposed next steps for Phase Two.

This report provides a summary of the Subcommittee and working group's activities to date.

DISCUSSION

Subcommittee Work Summary

Following the tragic and senseless killing of George Floyd last year in Minneapolis, the City Council and community members expressed desire to examine the Livermore Police Department's use of force policies and all City policies and practices for incidences of structural discrimination and racism. Based on a number of initial conversations with community members, Council directed that the scope be broadened to include items that were repeatedly raised such as housing, transportation, youth and community culture. In response, the City Council authorized the formation of an ad hoc Equity and Inclusion Subcommittee, including direction for a diverse working group comprised of members of the Livermore community to provide information to help the Subcommittee.

Phase One - September through December 2020

The City received 48 applications for what was originally going to be an 18 member working group. Due to the overwhelming community interest, the City Council eliminated the maximum number and all applicants were accepted into the working group.

The Subcommittee, with assistance from the Public Dialogue Consortium, has been receiving information from the working group to accomplish the Subcommittee's objective to develop recommendations to the City Council to foster *equity and inclusion in Livermore through diverse community engagement that will result in a welcoming city, exemplified by equity of opportunity and just treatment for all*. To promote transparency and facilitate the community conversation, the City created a webpage on its website for the Subcommittee. Much of the Subcommittee's work, summarized below, can be found on the webpage: www.cityoflivermore.net/equity_and_inclusion.

On September 15, 2020, the Subcommittee held an orientation meeting for the working group to review the Subcommittee's role and goals, and the information the group wanted to share. The three elements of the Subcommittee's framework were introduced:

- Develop our vision for the future that will ensure equitable public safety and next steps for quickly and efficiently closing the gaps compared to our current state.
- Develop and implement short-, mid-, and long-range plans, focusing on completing high priority action items in a timely manner by leveraging the current momentum to act.
- Measure and report on progress regularly and transparently (publicly available and easily accessible) and validate through internal and external auditing.

At the orientation the working group members self-selected into one or more of the following four subgroups:

- Subgroup A- Community Culture and Representations
- Subgroup B- Policing and Human Services
- Subgroup C- Reaching and Inspiring Younger Generations
- Subgroup D- Housing, Workplace, Economics, and Transportation Environments

In Phase One, each of the four subgroups met three times. At their meetings, the groups worked collaboratively to develop a mission and brainstorm on ideas for a project that would help them accomplish the subgroups' goals to gather information for the Subcommittee's consideration.

On December 9, 2020, the entire working group was invited to the culmination of the first phase of work

with an interactive workshop. The workshop provided tools and techniques using connection and sharing of stories to have difficult conversations and dialogue with others.

Phase Two - February through June 2021

After the culmination of Phase One, the Council received updates and provided additional direction regarding the second phase on January 11 and February 8, 2021. It was during that time that Mayor Woerner appointed Council Member Carling to take his place on the Subcommittee and the Council directed staff to re-open the working group application period. An additional fifteen applications were received, and all were invited to participate.

An orientation for the new applicants was conducted on February 16, 2021, and on February 23, 2021, a Phase Two kick-off meeting for the entire working group was held.

In Phase Two the entire working group will participate in a series of four storytelling sessions designed to help working group members learn ways to dialogue with neighbors, friends, and community members to understand how unique life experiences inform and influence perceptions in diverse cultural communities. In addition to the storytelling sessions, each of the working group's four subgroups will meet five times to refine and continue with the mission and projects established in Phase One (see below). Below is a summary of each subgroups' mission and project(s):

- Subgroup A- Community Culture and Representations
 - Mission: How visual and physical contexts shape how we treat each other
 - Projects:
 - Provide information to the Subcommittee on ways to broaden community participation in city government, ensuring outreach, recruitment, and appointments are inclusive of the whole community. The project will focus initially on advisory bodies and other community volunteer programs.
 - Provide information to the Subcommittee on ways to make the City's communication, media, and messaging welcoming, inclusive and representative of the whole community. The project will focus initially on external communication out to the public, with opportunities to include public art, cultural events, and educational programs.
 - Phase Two Meetings- As of the date of this staff report this group has met three times. In gathering information in support of their project they have received several presentations from staff. On March 23, City Clerk Marie Weber presented on the City's various advisory bodies. She detailed who and what the different advisory bodies are, how they are selected, term lengths, and roles and responsibilities. On April 6, Management Analyst Stephanie Egidio presented on the City's communication, media and messaging strategy and process. She explained the various tools used to reach as broad an audience in the community as possible, as well as how the City looks to expand its reach with improvements slated for the near future, including a website update. On April 6, the Director of the Office of Innovation and Economic Development Adam Van de Water, and consultant team presented on the 2021-2031 Livermore Cultural Arts Vision, an approximately one year long project to create an arts plan to further enhance Livermore's unique sense of place. The subgroup members were encouraged to provide feedback to all presenters and will also be encouraged to continue to engage with the City on these important endeavors moving forward.
- Subgroup B- Policing and Human Services
 - Mission: Reimagine and better coordinate public safety and human services for better

outcomes

- Projects:
 - Phase One- the subgroup formed a sub-subgroup to review Livermore Police Department use of force policies. This report summarizes the conclusion of the policy group's work in the section, below.
 - Phase Two- two projects are identified:
 - review Livermore Police Department arrest and stop data, assisted by a consultant that specializes in benchmarking and analyzing police stop data, and
 - provide information to the Subcommittee on ways to integrate mental health clinicians with the Police Department to assist officers in the field on mental health crisis calls for service.
- Phase Two Meetings- As of the date of this report this group has met three times. The subgroup received an update on the Police Department's use of force policy review, and developed the mental health and human services integration project at their meeting on March 4. In gathering information in support of their data project, on March 25, the group received a presentation from consultant and data expert Professor Rob Tillyer. The presentation focused on the data collection and analysis project initiated by the Police Department in late 2020. Professor Tillyer discussed the scope of the project- to examine arrest and stop data and also reviewed with the group the importance of appropriate benchmarking. This project will continue beyond the sunset of the Equity and Inclusion Subcommittee. However, the subgroup is encouraged to remain engaged throughout the process. On April 8, Lieutenant Jason Boberg presented information on providing human and mental health services in the policing context, in particular on ways to pair mental health clinicians with police officers to respond in the field to mental crisis calls for service.
- Subgroup C- Reaching and Inspiring Younger Generations
 - Mission: Provide resources and engagement opportunities for youth in inter-generational contexts
 - Project: Engage with youth to hear and learn about their experiences in the Livermore community with the goal of providing information to the Subcommittee on ways to better engage youth and ensure they feel welcome, included, and represented.
 - Phase Two Meetings- This group is preparing and planning a meeting where members from the youth community will be invited to share their experiences in the community, both positive and negative. The subgroup will use the information from the youth to shape the information they share with the Subcommittee on ways Livermore can be welcoming and inclusive to the youth community.
- Subgroup D- Housing, Workplace, Economic and Transportation Environments
 - Mission: Understand policies and practices that shape housing, transportation, workplace, and economic environments
 - Project: Prepare a workshop series on various affordable housing related topics to gain a baseline understanding so the group can engage the broader community about the complexities and opportunities for affordable housing in Livermore.
 - Phase Two Meetings- This subgroup is hosting a series of workshops to learn about the complex issue of affordable housing. On April 1, Planning Manager Steve Stewart presented on various housing related topics. He shared information on the City's demographics, housing inventory, regulatory environment including the General Plan, Development Code, Housing Element and the Regional Housing Needs Assessment (RHNA), and the development process including the City's affordable housing ordinance. On April 15,

ATTACHMENT 1

Housing and Human Services Manager Eric Uranga presented on affordable housing requirements. In particular, he informed the group about the complex and challenging regulatory environment that can be a barrier to affordable housing development. He also shared existing successful affordable housing projects in Livermore and those that are in the pipeline.

Attendance at the working group meetings varies. There are two youth members. Some participants self-selected into only one subgroup, but others participate in two, three or even all four subgroups. Over the course of Phase One and Phase Two, to date, attendance has averaged 10 per meeting. In Phase One, about 43 people attended at least one meeting, and 24 attended three or more meetings (each subgroup met three times). In Phase Two, 31 people have attended at least one meeting, and roughly 24 have attended more than one meeting.

The Subcommittee has a sunset date of June 21, 2021. The City Council will receive a report on the Subcommittee's work at their June 21, 2021 meeting. Some of the areas that the Subcommittee may bring to the Council's attention include ideas around ways to continue to leverage this group in future City endeavors, for example on the General Plan Update, the Climate Action Plan Update, the Asset Management Program, future advisory body recruitments, Key to the City and the Citizens Police Academy. The Subcommittee may also bring ideas around sharing the staff presentations with the broader community in various media forms and involving the Library in various educational areas around equity and inclusion topics.

Subgroup B- Use of Force Policy Update

As mentioned above, in Phase One, Subgroup B (Policing and Human Services) formed a sub-subgroup to review the Police Department's Use of Force policy as it related to 8 Can't Wait recommendations. The group, along with the Public Dialogue Consortium (Consultant) and staff from the City Manager's Office, Police Department, and City Attorney's Office met several times and had productive and collaborative dialogue around existing city policy, legal requirements, and best practices. This collaboration led to conscientious adjustments in several areas. The adjustments were only made where all were in agreement that there would be no increased liability to the City, no negative impact to public or officer safety, and an ability to implement. The updated policy is attached and can be found on the Police Department's webpage. It is worth noting that prior to this group's work, the City also made adjustments to the policy to align with required State policy changes in this area.

FISCAL AND ADMINISTRATIVE IMPACTS

In addition to staff time, Phase One of the project included consultant expenditures in the amount of \$54,800. Phase Two includes consultant expenditures in the amount of \$140,350.

ATTACHMENTS

1. Updated LPD Use of Force Policy

Prepared by: Christine Martin
Deputy City Manager

Approved by:



Marc Roberts
City Manager

Fiscal Review by:



Douglas Alessio
Administrative Services Director

Equity and Inclusion Subcommittee Working Group Meeting Attendance

In Phase One, out of fourteen meetings (one orientation, three meetings for each subgroup, and one storytelling session), participants who attended more than one meeting, attended an average of four meetings. In Phase One, 43 people attended more than one meeting, and 29 attended four or more meetings.

In Phase Two, out of 27 meetings (two orientations, four storytelling sessions, five meetings for each subgroup, and one final meeting), participants who attended more than one meeting, attended an average of nine meetings. In Phase Two, 34 people attended more than one meeting, and 29 attended four or more meetings.

Attendance across all meetings in both phases averaged 12 participants at each meeting. Breaking that number down further, below is the average attendance at the various meetings:

Both Phases, All Meetings (41): 12
Both Phases, All Subgroup Meetings (32): 10
Both Phases, All Storytelling Sessions (5):15

Phase One, All Meetings (14):14
Phase One, All Subgroup Meetings (12): 11
Phase One, Storytelling Session (1): 19

Phase Two, All Meetings (27): 12
Phase Two, All Subgroups (20): 10
Phase Two, All Storytelling (4): 14

Subgroup A

Phase One Meetings (3): 10
Phase Two Meetings (5): 8

Subgroup B

Phase One Meetings (3): 14
Phase Two Meetings (5): 13

Subgroup C

Phase One Meetings (3): 8
Phase Two Meetings (5): 7

Subgroup D

Phase One Meetings (3): 11
Phase Two Meetings (5): 10



Subgroup A: Community Culture and Representations Meeting Notes
Meeting Date: October 1, 2020

Participants

Arthur Barinque
 Roxanna Mohammed
 Cierra Bailey
 Ellen Turner
 Sophia Elkihel
 Valerie Nebo
 Lynn Gardener
 Susan Frost
 Carla Estrada
 Thomas Ramos (left @8:30)
 Amy Pannu (left @7:30 before sharing)
 Michael Mosby could not attend but submitted ideas

Brainstorming Ideas and Suggestions (organized by themes/categories)

1. Elicit and share equity and inclusion stories and experiences

- Interview youth for their experiences and stories; selecting groups and parents in schools to talk to in an informal way
- Open forums with small groups to share experiences and stories; open forums with small groups to share experiences and stories
- Collect stories to share so others understand the experience of racism in Livermore
- How do we create safer spaces for people to share their experiences? This means fostering trust that allows people to be vulnerable.
- Find ways to get smaller deeper listening groups that feel comfortable
- Start a google.doc for members to add to

2. Develop mission statement, principles, and objectives

- What is the mission statement? Principles?
- What are the goals and objectives of the working group? (Bob = increasing awareness)
- Equity and Inclusion statement?
- Create group norms/agreements: "assume positive intent" "do not share others' personal stories"
- Valerie and Roxanna would like to help with mission statement

3. Collect resources and educate subgroup and community about equity and inclusion issues, terminology, etc. (e.g. systemic racism)

- Educate the task force on what systemic racism is - 5 pillars - create a knowledge base for the subcommittee to fall back on when encounter resistance from those who think there is not systemic racism.
- Education book talk
- Start google.doc for a list of resources that can help define systemic racism

4. Establish community partnerships

- Partner with groups in Livermore (community centers within developments, faith groups, schools, and others) to assure that reaching all communities in Livermore (not just centralized downtown?).

Suggested principles for this subgroup (submitted by Michael Mosby)

- *Cross boundaries and link sectors, communities, and cultures* - Long lasting social change requires systemic thinking, joint investment in outcomes, and cross-sector approaches.
- *Act with empathy and respect* - Be realistic about what we don't know and always open to new points of view. Respectful conversations can lead to new and innovative solutions.
- *Engage with those whose lives are most affected* - Community voices should be the core of our work. Marginalized communities and those closest to the problems are key partners in creating solutions.
- *Embrace smart risk-taking* - Don't be afraid of the untested. Take smart risks in light of an ever-changing world and rise to the increasingly complex challenges of today.
- *Prioritize ideas that can scale* - Support solutions with the most potential for substantial positive impact.

*As much as possible, these notes are taken from statements made by the working group members.



Subgroup A: Community Culture and Representations Meeting Notes
Meeting Date: October 27, 2020

Participants

Ellen Turner
 Barbara David
 Carla Estrada
 Cierra Bailey
 Hannah da Cruz
 Roxana Mohammed
 Sophia Elkihel
 Valerie Nebo
 Tambra Mola

Subcommittee and Staff

Bob Woerner
 Trish Munro
 Doug Alessio
 Christine Martin

1. Plans and Ideas to Complete the Subgroup’s Mission, Values and Goals

- A google doc link will be sent to all subgroup members to add comments to the first draft Mission, Values and Goals.
- Valerie, Roxanna and Barbara will be the lead editors for the Mission, Values and Goals document, coordinating and integrating the comments and compiling a second draft for the subgroup to review.
- Deadlines:
 - Comments from subgroup members: Monday, November 9
 - Second draft completed by editors: Tuesday, November 17
- Ideas and Suggestions for the Second Draft
 - Take “previously” out of the Scope/Mission.
 - Use the term “transformation” instead of “change.”
 - Use the Mission, Values and Goals as an internal resource, first, to establish direction and promote unity and healing within the group to prepare for

outreach to the community. Second, develop a public version of the document that is accessible to the wider, community audience.

- Identify the unique strengths, perspectives, blind spots and limitations of the group members to understand what each offers and how to work together.

2. Plans and ideas for a Resource Page and FAQs

- Make this a diverse list of resources, including books, articles, media, organizations, etc. that are focused on E&I as a value to the community.
- Use the Resources and FAQs as an internal tool, first, to provide the subgroup with a common vocabulary and framework. Second, make the Resources and FAQs available to the public.
 - Reach out to diverse groups and individuals.
 - Ask people how best to reach them with resources.
 - Utilize multiple avenues and modalities; ensure access for all community members.
 - Circulate to schools; identify specific groups to reach out to.
 - Reach educators and community leaders/activists with E&I resources (e.g. Tri-Valley for Black Lives).
 - Set up social media for this group and committee.
 - Ensure Resource and FAQs are tailored to both the victims of racism and perpetrators of racism (e.g. rally in Livermore Saturday, October 24).
 - Add resources from Lynn Gardner to the list.
- Next step: The link to a google doc link will be sent to subgroup members who can begin adding resources and questions.

3. Plans and Ideas for Eliciting and Sharing E&I Stories and Experiences

- The goals for storytelling are community education and increasing awareness.
- Ensure we capture stories that reflect the diversity people of color (POC) in Livermore, including generational differences.
- Create safe spaces for people to be honest about racism, not just for victims, but for those who want to express what may sound like racist perspectives - important to have openness for all.
- The process should be flexible, adaptive and responsive to the unique stories and experiences of people; encourage different mediums and ways of telling and sharing stories.
- Develop a handful of questions as prompts, be open to people sharing how they would like (e.g. LHS posed the question to our Student Forum, "What do you need to feel wholly included in Livermore (like downtown, in public spaces)?" Or, "What

does Livermore need to become for youth so it is more than a place you aspire to leave when you turn 18?")

- Utilize other groups to assist with collecting stories (e.g. LHS students are going into the community to ask for stories, then are going to re-enact stories for a play).
- Build on the stories by creating dialogue between "different camps" in regards to racism (e.g. Restorative Circles format).
- Address legal concerns with consent, privacy and safety.
- Next step: Review the storytelling project idea at the next subgroup meeting. There is not yet a clear consensus to move forward with it.

4. New Project Idea for Community-Wide Assessment and Action

- Valerie suggested a community-wide assessment and action process consisting of the following steps:
 - Scope of authority/agency: Identify the public spaces that fall within the City's scope of authority; the areas where City, and by extension the Community Culture subgroup, have agency.
 - Inventory: Within those spaces and areas, identify what's been done in Livermore and what currently exists to address systemic racism and promote equity and inclusion.
 - Assessment: From that inventory, determine how effective those measures have been, including what is missing or lacking.
 - Action: Identify and implement actions the City and subgroup can/should take to better address systemic racism and promote equity and inclusion.
- Ideas and items to Start the Assessment and Action Process
 - City Council can assist with "getting things done."
 - The subgroup can help shape how the City can step up to support targets of racism.
 - The subgroup can assist with establishing protocols for inclusive decision-making.
 - Collect stories from community members as inventory is taken, linking the story-telling project to community-wide assessment and action process.
 - Look at the symbology and artwork that currently is displayed in Livermore and how this reflects the community (e.g. Pride flag, cowboy, field/vineyard worker, murals, Livermore seal (cowboy), sculptures of families/children with Eurocentric features, ranch brands, lack of diverse culture representation, totem pole).
 - Identify and evaluate how decisions about art and symbols made - Who is included in the decision-making process? Who is not included? What groups are consulted? Not consulted?

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Next subgroup meeting: November 17, 2020 at 7:00pm

*As much as possible, these notes are taken from statements made by the working group members.



Subgroup A: Community Culture and Representations

Meeting #3 Notes

Meeting Date: November 17, 2020

REVISED 12/12/20

Participants

Michael Mosby
 Dr. Hannah da Cruz
 Roxana Mohammed
 Carla Estrada
 Arthur Barinque
 Valerie Nebo
 Ellen Turner
 Angelina Hernandez
 Barbara David
 Dr. Tamba Mola

Subcommittee and Staff

Christine Martin, Deputy City Manager
 Bob Woerner, Vice Mayor
 Trish Munro, City Council Member

1. Mission/Scope, Values and Goals

- Valerie, Roxanna and Barbara reviewed the edits and updates that they and subgroup members made to the Mission, Values and Goal statements. The subgroup endorsed the edits and thanked the lead editors for their work.
- Three additional points:
 - Use the description “Values and Norms” (not just Values).
 - Change “subcommittee Objective” to “Working Group Objective.”
 - Note that the subgroup goals were edited to include action steps.

2. The Community-Wide Assessment and Action Project

- Project description from the subgroup’s October 27 meeting:
 - Inventory: Identify symbols, artwork, objects, artifacts, etc. in Livermore that represent and signify systemic racism as well as symbols, etc. that signify equity and inclusion.
 - Assessment: Assess the historical and current meanings of the symbols,

including the intended and unintended impacts they have on the community, especially BIPOC. How do these reflect on the Livermore community?

- Action: Identify and implement actions the City and subgroup can/should take to address the symbols, acknowledge and reduce systemic racism, and promote equity and inclusion.

Addendum 12/12/20 The Section below (as well as all of the notes from each of the of Equity and Inclusion Working Group meetings) represent brainstorming and a collection of ideas from the Working Group and are not City Council policy. The notes that follow under the Continue Scoping the Project section need to be read in conjunction with the project description described above, and the action steps below.

The overall project idea was meant to canvass the range of symbols of Livermore that not only reflect systemic racism but also symbols that signify equity and inclusion, and symbols of Livermore's culture and heritage to better understand how different cultures are represented in the community. While this was stated in the notes, it could have been more clearly delineated.

In the spirit of brainstorming the section could have been written as follows:

-Expand the scope of the symbols to be inventoried to include the entire City, not just those that are City owned. Examples of equity and inclusion symbols on City property could include the pride flag and examples of symbols expressing Livermore's culture and heritage could include such items as the Livermore seal (cowboy), the totem pole, and various public art pieces (families and children with Eurocentric features, ranch brands, and farmworkers and/or agriculture). Examples of symbols potentially found on private property could include signs or flags (e.g., Black Lives Matter, Thin Blue Line, confederate flag, Joy and Coexist).

- Continue Scoping the Project
 - Expand the scope of the properties, symbols, etc. to be inventoried to the entire City, not just those that are City owned (Examples of City Property: e.g. Pride flag, cowboy, field/vineyard worker, murals, Livermore seal (cowboy), sculptures of families/children with Eurocentric features, ranch brands, totem pole). Examples of Private Property: confederate flag, Thin Blue Line flag, inclusive signs)
 - For non-City owned properties, reach out and partner with the organizations, businesses, agencies, etc. that do have authority to educate and influence. This might include the development of a template/checklist for organizations to follow, enabling these organizations to be "partners" in creating an inclusive city.
 - Conduct a qualitative assessment of the assets: What do they mean? What are the stories behind them? Is there a lack of diverse culture representation?
 - How do members and allies of EI respond to those that are not aligned with EI?

3. Action Steps to Move the Project Forward

- Subgroup members take photos of symbols in their neighborhoods and across the

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City. Create a Shared Google Doc for subgroup members to upload the photos.

No identifying location information is intended to be collected and if inadvertently collected no identifying information will be retained. This inventory is not intended to abridge individual freedom of speech.

- Insert photos along with information and assessment:
 - Indicate when and where was the photo taken. Be sure to capture areas and pockets in Livermore that have not been welcoming (Example: farmworkers have historically resided in the North Side. There were camps on this side where people of color/workers lived and gathered.).
 - Make a qualitative assessment of the meaning of the symbols based on history, placement, personal perspective, etc. of the symbol
- When the inventory is collected, the subgroup will develop the actions to take in response, such as education, policy changes or persuasion to address symbols that reflect and perpetuate systemic racism, while promoting symbols that reflect and perpetuate equity and inclusion.
- Also consider assessing the inventory with others, eliciting their views of the symbols. (e.g. Ask non-Livermore residents how they perceive the symbols. Ask realtors how their clients perceive these symbols. Ask if the symbols discourage others to want to live or work in Livermore?)

4. Additional Actions to Consider

- Collect and share stories from Working Group members and use them as qualitative data to form a basis for taking action.
 - Stories help bring people close to the problem and closer together
 - E+I groups are a microcosm of the City and issues with E+I
 - Roxanna: LHS has good videographer who may be able to help
 - Have questions to pose as stories are collected to focus the group on the purpose
- Spend time in these subgroup meetings to build trust and relationships by allowing time to share stories.
 - Might we take time on our upcoming agendas to have breakout rooms to share stories (one question/prompt per meeting)?
 - Should we also work on some ideas for discussion jumping-offpoints/prompts?
- This group may be the group to address incidents of racist or intimidating symbols, as well as to advise City Council on policy changes related to incidents. Example: a sign at the sign garden event was vandalized; private citizens cleaned it up. Consider Free Speech and how this plays into the actions of this group. When there are issues with symbols on City property, nothing seems to happen to address it immediately. While this event was not permitted by the City, similar things may be by City Council. Free speech issues make City sanctions challenging. If a sign is not on private property and is left, others have the right to do something to it. This group may be the group to address these incidents, as well as to advise City Council on policy changes related to incidents (AND it's two parts. There needs to be protection and "stepping up" NOW. Then there is long

Page 4 of 4

term - policies, programs, etc.).

- Get data on the number of school disciplinary actions and what they are for (need to back up goals with examples of what is happening in the community.) Get information from schools on how they are addressing EI disciplinary problems.
 - Group C: Reaching Youth is working on this issue, there are multiple ways schools are working on this.
 - Data like this is not always being collected, instances of racism are not always tracked or trackable. The data is not comprehensive.
 - Disciplinary data is collected and documented.
 - Have data by way of student narratives that can be shared
 - There is a great deal of data regarding disparities in school discipline within CA. Hannah is happy to link to the group as well as Alameda County.
 - Police may also have data on instances of interracial conflicts or incidents of discrimination.
 - Being able to say there is "no data available" is also important
 - Establish Questions to answer before gathering data
 - Data may help engage those who are not concerned and do not want to be engaged in E+I

5. Final Action Items

- Staff will create Shared Google Doc for inventory photos to be uploaded, along with instructions for adding information and qualitative assessments. A deadline for submissions will be established, likely in early January in anticipation of the next subgroup meeting.
- Staff will distribute subgroup contact information for members to reach out and engage each other "offline."
- Roxanna will collect school disciplinary data and forward to Christine.
- Hannah will forward information from California and Alameda County to Christine.
- All Working Group members will receive invite for storytelling workshop in December.

*As much as possible, these notes are taken from statements made by the working group members.



**Livermore Equity & Inclusion Working Group
Subgroup A: Community Culture and Representations
Meeting Date: March 2, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Garnay Thomas
Marilyn Dykstra
Ryan Keedy
Jackie Cota
Ellen Turner
Tambra Mola
Alexandra Bright
Emily Wilson
Isaiah Campbell (LAYAC)

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor
Christine Martin, Deputy City Manager
Lynn Gardner, Horizons Family Counseling

Review Plan for E&I Phase 2 and Subgroup Project Meetings

- The Public Dialogue Consortium (PDC) consulting team reviewed the plan for phase 2 and the role of dialogue and the Working Group Values and Communication Guidelines in the subgroup project meetings.
- Summary of Subgroup comments:
 - It is important that this Subgroup creates a safe space for people to express their views and experiences, whatever they are, and to listen and try to understand the views of and experiences of others, even if they disagree.
 - This includes being open to different styles of communication and interaction.
 - When subgroup members take the time to connect with each other, they can work better together and learn from each other.
 - All of this will help create a more inclusive and inviting environment for people to join, participate and produce outcomes that help the City and community.

Project Development

- Subgroup members reviewed and discussed project ideas, building on and updating the initial ideas that were generated in Phase 1. Two projects emerged from this discussion for the Subgroup to pursue:

1. Community Representations in Livermore City Government: The purpose of this project is to develop recommendations on ways to broaden community participation in City Government, ensuring that outreach, recruitment and appointments are inclusive of the whole community. The project will focus initially on the City's Advisory Bodies and other community volunteer programs.

Preliminary workplan items:

- a. Learn what the City is currently doing to recruit and appoint community members to Advisory Boards and volunteer programs
- b. Evaluate current efforts, identifying strengths, gaps, missed opportunities, etc.
- c. Develop recommendations to encourage more diverse representation.

Subgroup members interested in this project: Ellen Turner, Lynn Gardner, Garnay Thomas, Emily Wilson, Marilyn Dykstra, and Jackie Cota

2. City Communication, Media, and Messaging: The purpose of this project is to develop recommendations to make the City's communication, media, and messaging welcoming, inclusive and representative of the whole community. The project will focus initially on external communication out to the public, with opportunities to include public art, cultural events, and educational programs.

Preliminary workplan items:

- a. Identify and evaluate the various platforms and formats that the City uses to communicate to the public, focusing on those that reflect the community culture, look and feel of Livermore.
- b. Develop recommendations to make the City's communication, media and messaging representative and inclusive. Subgroup suggestions include:
 - The City's Calendar of Events was identified as a good place to start, with potential recommendations on how to make it more inclusive by including cultural events, celebrations, etc. Possible action item: Subgroup members reach out to the groups and organizations that sponsor these cultural events (e.g. churches, BLM tri-valley, etc.) to help coordinate outreach.
 - City marketing materials, website, banners, murals, and public art were also identified by the Subgroup, with potential recommendations to ensure they are representative of the whole community. Possible action item: Subgroup members coordinate with the Arts Commission to provide input on the arts master plan.
 - The Subgroup suggested that the City develop a way to communicate the contributions of diverse groups and individuals who have not historically been recognized, providing educational opportunities that instill pride and appreciation in the community.

Page 3 of 3

- The Subgroup also suggested that all of these efforts be framed under a Livermore Unity umbrella, demonstrating how Livermore's diversity is a mosaic of differences that creates a unified whole.

Subgroup members interested in this project: Alexandra Bright, Lynn Gardner, Ryan Keedy, Emily Wilson, and Jackie Cota



**Livermore Equity & Inclusion Working Group
Subgroup A: Community Culture and Representations
Meeting Date: March 2, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)
UPDATED April 6, 2021 (see below edit indicated in red)**

Community Participants

Garnay Thomas
Marilyn Dykstra
Ryan Keedy
Jackie Cota
Ellen Turner
Tambra Mola
Alexandra Bright
Emily Wilson
Isaiah Campbell (LAYAC)

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor
Christine Martin, Deputy City Manager
Lynn Gardner, Horizons Family Counseling

Review Plan for E&I Phase 2 and Subgroup Project Meetings

- The Public Dialogue Consortium (PDC) consulting team reviewed the plan for phase 2 and the role of dialogue and the Working Group Values and Communication Guidelines in the subgroup project meetings.
- Summary of Subgroup comments:
 - It is important that this Subgroup creates a safe space for people to express their views and experiences, whatever they are, and to listen and try to understand the views of and experiences of others, even if they disagree.
 - This includes being open to different styles of communication and interaction.
 - When subgroup members take the time to connect with each other, they can work better together and learn from each other.

- All of this will help create a more inclusive and inviting environment for people to join, participate and produce outcomes that help the City and community.

Project Development

- Subgroup members reviewed and discussed project ideas, building on and updating the initial ideas that were generated in Phase 1. Two projects emerged from this discussion for the Subgroup to pursue:

1. Community Representations in Livermore City Government: The purpose of this project is to develop recommendations on ways to broaden community participation in City Government, ensuring that outreach, recruitment and appointments are inclusive of the whole community. The project will focus initially on the City's Advisory Bodies and other community volunteer programs.

Preliminary workplan items:

- a. Learn what the City is currently doing to recruit and appoint community members to Advisory Boards and volunteer programs
- b. Evaluate current efforts, identifying strengths, gaps, missed opportunities, etc.
- c. Develop recommendations to encourage more diverse representation.

Subgroup members interested in this project: Ellen Turner, Lynn Gardner, Garnay Thomas, Emily Wilson, Marilyn Dykstra, and Jackie Cota

2. City Communication, Media, and Messaging: The purpose of this project is to develop recommendations to make the City's communication, media, and messaging welcoming, inclusive and representative of the whole community. The project will focus initially on external communication out to the public, with opportunities to include public art, cultural events, and educational programs.

Preliminary workplan items:

- a. Identify and evaluate the various platforms and formats that the City uses to communicate to the public, focusing on those that reflect the community culture, look and feel of Livermore.
- b. Develop recommendations to make the City's communication, media and messaging representative and inclusive. Subgroup suggestions include:
 - The City's Calendar of Events was identified as a good place to start, with potential recommendations on how to make it more inclusive by including cultural events, celebrations, etc. Possible action item: Subgroup members reach out to the groups and organizations that sponsor these cultural events (e.g. churches, ~~BLM tri-valley~~ **Tri-Valley for Black Lives**, etc.) to help coordinate outreach.
 - City marketing materials, website, banners, murals, and public art were also identified by the Subgroup, with potential recommendations to ensure they are representative of the whole community. Possible action item: Subgroup members coordinate with the Arts Commission to provide input on the arts master plan.

- The Subgroup suggested that the City develop a way to communicate the contributions of diverse groups and individuals who have not historically been recognized, providing educational opportunities that instill pride and appreciation in the community.
- The Subgroup also suggested that all of these efforts be framed under a Livermore Unity umbrella, demonstrating how Livermore's diversity is a mosaic of differences that creates a unified whole.

Subgroup members interested in this project: Alexandra Bright, Lynn Gardner, Ryan Keedy, Emily Wilson, and Jackie Cota



**Livermore Equity & Inclusion Working Group
Subgroup A: Community Culture and Representations
Meeting Date: March 23, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Garnay Thomas
Marilyn Dykstra
Ryan Keedy
Jackie Cota
Ellen Turner
Alexandra Bright
Emily Watson
Isaiah Campbell (LAYAC)
Roxana Mohammed
Hannah da Cruz
Valerie Nebo

Subcommittee and Staff

Trish Munro, Vice Mayor, Council Member
Bob Carling, Council Member
Christine Martin, Deputy City Manager
Marie Weber, City Clerk
Lynn Gardner, Horizons Youth and Family Counseling
Stephanie Egidio, Management Analyst

Project Development

- Marie Weber, City Clerk, provided a presentation on the City's advisory bodies, including who and what they are, how members are recruited, how they are selected, term lengths, and roles and responsibilities.
- Subgroup discussed and provided feedback on potential ideas around the application and recruitments process

Next Steps

Page 2 of 2

- The next Subgroup Meeting, Tuesday, April 6, will focus on the 2nd project: Communication, Media, and Messaging to the Public.
- The Subgroup will return to the initial ideas identified at this meeting at their third meeting on Tuesday, April 27, and make decisions about the formal recommendations that will be forwarded to the Subcommittee



**Livermore Equity & Inclusion Working Group
Subgroup A: Community Culture and Representations
Meeting Date: April 6, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Jackie Cota
Ryan Keedy
Garnay Thomas
Marilyn Dykstra
Emily Wilson

Presenters

Barbera Goldstein, Principal of Art Builds Community
Amanda Rawson, Art Builds Community
Quynh-Mai Nguyen, Art Builds Community

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice-Mayor, Council Member
Christine Martin, Deputy City Manager
Stephanie Egidio, City Management Analyst
Adam Van de Water, Director of the Office of Innovation and Economic Development
Lynn Gardner, Horizons Youth and Family Counseling

Project 1: City Communication, Media and Messaging Project

Stephanie Egidio, City Management Analyst, presented on City external communications, including the methods used and the processes that are followed.

Possible Recommendations

- Consider hiring a full-time communications person to assist with managing social media.
- Work with the algorithms, post the same posts more than once until it is picked up and reposted by others for wider reach.
- Leverage other groups and pages to post to achieve wider reach.

- Establish a social media policy so city workers are answering all questions and comments.
- Include in the policy guidelines that a broad range of diversity is featured in images and language with the aim of being inclusive.

City Communication, Media and Messaging Project

Adam Van de Water, Director of the Office of Innovation and Economic Development, and Barbara Goldstein, Principal of Art Builds Community, presented on the City's Cultural Arts Vision. Barbara proposed two questions to the group at the conclusion of the presentation:

1. What cities should we benchmark Livermore against for the arts, equity, and inclusion?
2. What community groups and organizations should we make sure to include in the public outreach process this summer?

Answers to the Questions Above

- The Livermore Area Youth Advisory Commission (LAYAC)
- Cultural organizations (i.e. Portuguese Cultural Organization)
- There is an active quilting community in Livermore that might be included
- Christmas light displays by various community members in another form of non-traditional art in Livermore
- Tri-Valley Writers <https://www.trivalleywriters.org/> has many members who live in Livermore.
- The Livermore Poet Laureate, Cynthia Patton, along with those who attend poetry readings that used to be held at Swirl on the Square and at Ravenswood Historical Site
- Other writers/poets include Andy Weir (who wrote The Martian), Ann Parker (who is an award-winning historical mystery author), and Molly Bang (award-winning children's author)

Next Steps

- Next Subgroup Meeting: Tuesday, April 27 at 7:00pm
- Second Story-Telling Session: Thursday, April 22 at 7:00pm



**Livermore Equity & Inclusion Working Group
Subgroup A: Community Culture and Representations
Meeting Date: April 27, 2021
SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Alexandra Bright
Garnay Thomas
Jackie Cota
Marilyn Dykstra
Ryan Keedy
Valerie Nebo

Presenters

Dawn Argula, President Livermore Chamber of Commerce
Martha Espinoza, Vice-president Livermore Chamber of Commerce

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor, Council Member
Christine Martin, Deputy City Manager
Nancy Dias, Human Resource Manager

Leadership Livermore Presentation: Dawn Argula, Livermore Valley Chamber of Commerce CEO and President, and Martha Espinoza, Vice-President, presented on the Livermore Leadership program. The presentation was followed by subgroup questions and comments, and discussion on equity and inclusion contributions and opportunities

City Recruitment and Hiring Presentation: Nancy Dias, City of Livermore Human Resources Manager, presented on the City's recruitment and hiring practices. The presentation was followed by subgroup questions and comments, and discussion on equity and inclusion contributions and opportunities.

Next Steps

- Final Subgroup Meeting: Tuesday, May 18 at 7:00pm
 - We will debrief on this process and ask for recommendations to the City Council Equity and Inclusion Subcommittee.
- Third Story-Telling Session: Tuesday, May 11



**Livermore Equity & Inclusion Working Group
Subgroup A: Community Culture and Representations
Meeting Date: May 18, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Alexandra Bright
Ellen Turner
Garnay Thomas
Hannah da Cruz
Jackie Cota
Marilyn Dykstra
Ryan Keedy

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor, Council Member
Christine Martin, Deputy City Manager
Lynn Gardner, Horizons Youth and Family Counseling

Review of Subgroup Meetings and Topics: Shawn Spano with PDC reviewed the work of Subgroup A: Community Culture and Representations during the past months.

- A. Phase 1: Three meetings, 6 hours total. Topics:
 - Developed Mission, Vision, Values and Communication Guidelines
 - Brainstormed project ideas
- B. Phase 2: Five meetings, 10 hours total. Topics:
 - Finalized the two Subgroup projects: (1) Community Representations in Livermore City Government, and (2) City Communication, Media and Messaging
 - Presentation by Marie Weber, City Clerk, on the City's advisory bodies, including who and what they are, how members are recruited, how they are selected, term lengths, and roles and responsibilities
 - Presentation by Stephanie Egidio, City Management Analysis, on the City's external communications, including methods, platforms and processes
 - Presentation by Adam Van de Water, Director of the Office of Innovation and

- Economic Development, and Barbara Goldstein, Principal of Art Builds Community, on the City's Cultural Arts Vision
- Presentation by Dawn Argula, Livermore Valley Chamber of Commerce CEO and President, and Martha Espinoza, Vice-President, on the Livermore Leadership program
- Presentation by Nancy Dias, City of Livermore Human Resources Manager, on the City's recruitment and hiring practices

Discussion of Recommendation Areas: Shawn reviewed the recommendations of Subgroup A Community Culture and Representations during the past months. The summary was followed by questions, comments and suggestions by working group members.

- A. Advisory body recruitment, participation, composition
 - videos
- B. Inclusive Representations in pictures
- C. Community messaging
 - Influence on social media policy
 - Consideration of more staff time dedicated to communications (social media, Public Information Officer (PIO))
- D. Calendar of Cultural Events (reach different partners to do the material culture piece of this)
 - Is there a way to incorporate storytelling-like program into an event that City or a partner agency or non-profit is already doing?
- E. Livermore Day (founding, Livermorium, Community Service Day)
- F. Equity toolkit/guidelines on representation, events for all people, photos, gender, languages
- G. Arts Master Plan Update
- H. Leadership Livermore

Suggestions

- Increase diversity through recruitment on advisory bodies
 - specific recruitment of community members who are not currently participating in city government
 - support working parents who might otherwise participate, but do not have the resources to do so (such as childcare)
- Continue to offer zoom/virtual options for parents and other community members who cannot attend meetings in person (e.g. hybrid meetings)
- Offer recordings for those unable to attend in real time
- Intentionally recruit community members where they are, who do not normally follow or participate in city events with flyers and personal invitations
- Some advisory bodies are more technical than others; there may be a need to have trainings or mentorship for those considering joining advisory bodies

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- Images that include diverse representation may be important for recruitment, as well as inclusive and welcoming language
- Intentional recruitment of diverse community members is important for the Chamber's Leadership Livermore program

Shawn reviewed the Subgroup A Mission Statement that was created in Phase 1: "Examine and expand Livermore's culture and history, focusing particularly on previously marginalized and/or excluded groups to develop a richer, more diverse set of narratives." The group offered their comments, questions, and suggestions as to how the statement may or may not have evolved since Phase One.

Subgroup members shared their reflections and experiences participating in this subgroup, responding to these questions:

- What was most successful to you about participating in this Subgroup?
- What was least successful?
- How do you see yourself continuing to work with the City? How? Do you see a place for yourself?

Next Steps

- Fourth Story-Telling Session: Thursday, June 3 at 7:00pm
- Working Group Culminating event: Tuesday, June 15 at 7:00pm
- City Council Meeting: Monday, July 26 at 5:00pm



Subgroup B: Policing and Human Services Meeting Notes
Meeting Date: Tuesday, October 6, 2020

Participants

Angelina Hernandez
 Barbara Gilmartin
 Arturo Rosas
 Cierra Bailey
 Claire Dawkins
 Claudia Young
 Heather Greaux
 Jeremy Young
 Jordan Goodwin
 Kenzi
 Lynn Gardner
 Mark Eaton
 Misty Rose
 Myra Blaylock
 Tom Ramos
 William Daum
 Todd Thomas
 Ann Felter joined at 7:45
 Tambra Mola joined at 8pm

Brainstorming Ideas and Suggestions (organized by themes/categories)

1. Events and activities to build community – police relationships

- Events where community meets police officers to build trust
- I feel engaging youth and doing police events together and making sure people of color are feeling comfortable enough to participate in the event.^[P]_[SEP]
- Community Liaison/training to engage the community
- Convene public forums to hear perspectives of others
- Have LPD participate in PAL athletic leagues
- Community forums and engagements to be sensitive that there are multiple perspectives within
- PD work with youth to hear how they are feeling
- Continue to use digital tools to engage the community
- We have community Watch committees in some neighborhoods. We could encourage a black resident to lead one of those neighborhood Watch committees.

- I think that is a step in the right direction, however, I think we must also keep in mind that we should not shift the responsibility of preventing incidents of racism to Black people
- Having people of color work with the police department, especially African American.
- On the county level (Contra Costa) the sheriff's office hosts hearings where they share out new updates, and the community attends and is allowed to comment. I think we could also have this same accountability process, where we can have a regular space with police, community, and city council to address any issues^[P]_[SEP]
- Reach out to community groups to engage on policing matters, i.e. Partners for Change non-profit
- Fishbowl exercise or person of same ethnicity work with groups to gather the information from community members to create comfort and identification

2. Identify resources and educate subgroup and community on policing and LPD

- PBS put on a documentary about how the Newark police department successfully engaged itself with the community. Worth learning from what they did.
- Our community needs to understand current demographics of the community to understand who is the underserved population. I.e. race/ethnicity, income levels, unsheltered.
- Education on how police and human services currently work together. Example: Working closely with Homeless Liaison Officers and non-profit providers to build relationships and provide services and referrals for unsheltered.
- Develop FAQs to address subgroup and community questions about policing in Livermore:
 - What procedural and institutional safeguards exist to prevent the murders of people of color by police?
 - Does PD have enough self-care, mental health care?
 - What are the current trainings for bias/de-escalation/etc.? Do they need to be improved?
 - What programs and outreach does PLD already have?
 - Is there a School Resource Officer program (SRO) in Livermore?

3. Explore how to coordinate policing and human services

- Include human services specialist on calls with police
- Explore what additional staffing or resources might be useful in responding to calls for persons experiencing a mental health crisis. Take an honest look at how these calls are handled when individual in crisis is a person of color.

4. Police training, policies and hiring practices

- Develop or enhance diversity training and implicit bias training.
- Explore ways to enhance accountability.
- Revise policing policies (e.g. by-stander reporting law in Livermore needs to be changed from "should" to "will" and to ensure abuses by fellow PD are reported).
- Consider ending asset forfeiture

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- Ensure diverse representation on LPD

Bob W. + Trish + Christine's Suggestions

- Ask people what topics they are interested in working on, break into further subgroups.
- Develop a shortened version of the Police Academy for subgroup members to attend.
- Develop training around how do you respond to someone who is making untrue statements or inflammatory statements to you or others.
- Develop a curriculum of community dialogues on different E&I topics, with a certificate when completed (could be used for other subgroups, or combined into a single curriculum covering all subgroup topics)

*As much as possible, these notes are taken from statements made by the working group members.



Subgroup B: Policing and Human Services Meeting 2 Notes
Meeting Date: October 29, 2020

Participants

Barbara Gilmartin
 Mark Palajac
 Heather Greaux
 Nancy Mulligan
 Claire Dawkins
 Myra Blaylock
 Thomas Ramos
 Bill Daum
 Jordan Goodwin
 Hannah da Cruz
 Misty Rose
 Ann Felter

Subcommittee and Staff

Bob Woerner, Vice Mayor
 Trish Munro, City Council Member
 Art Rosas, Livermore Police Department
 Jeremy Young, Livermore Police Chief
 Christine Martin, Deputy City Manager

1. Plans and Ideas to Complete the Subgroup's Mission, Values and Goals

- A google doc link will be sent to all subgroup members to add comments to the first draft Mission, Values and Goals.
- Claire and Nancy will be the lead editors for the Mission, Values and Goals document, coordinating and integrating the comments and compiling a second draft for the subgroup to review.
- Deadlines:
 - Comments from subgroup members: Thursday, November 12th
 - Second draft completed by editors: Thursday, November 19th
- Initial editing suggestions for the Mission offered by the subgroup (these are also included in the google doc):
 - Include the "why" in the Mission: "To have equitable outcomes for all"
 - Indicate we are seeking Positive Outcomes
 - Revise: "Vulnerable populations" is too vague
 - Add: All are included, all are treated fairly, all feel safe and protected by public services
 - Add: Create an inclusive community, where all can count on public safety

- Add: Build a more equitable community, ensure equity in public safety services
- Acknowledge: The disparities regarding certain racial groups and contact with law enforcement as well as human services if we are thinking about promoting equity and inclusion
- ADD: People of Color (POC), religious groups, not just “vulnerable populations”
- Use: BIPOC (Black, Indigenous, People of Color) instead of simply POC
- Include: Homeless
- Include: the word “equity”
- Language matters: Refrain from using the word “Blacks” as it is dehumanizing; use the terms “black people” and/or “African Americans” and/or “Black Community.”
- Language matters: Refrain from using the words “Whites” and “Blacks;” use wording such as “Those who identify as Black/Latinx/White. Note: There are problems with the idea of “those who identify as black” when we see white people who try pass as black people
- Question: Do we gain anything by calling out demographics or specific populations?
- Answer: We do gain, there are specific populations and demographics that are more vulnerable than others, by pointing that out we are better positioned to change it

2. Plans and ideas for a Resource Page and FAQs

- Make this a diverse list of resources, including books, articles, media, organizations, etc. that are focused on E&I as a value to the community.
- Request for LPD data on police incidents with various community demographics to understand how LPD is positioned within the larger context of systemic racism and policing, with comparisons to other bay Area police departments.
- Next steps:
 - The link to a google doc link will be sent to subgroup members who can begin adding resources and questions.
 - Jeremy will compile data on police incidents

3. "8 Can't Wait" Notes + Suggestions

- Policy Subcommittee: Misty, Barbara, Myra, Art, Jordan, with Police Chief Jeremy Young and PD staff
- Deadline: Initial edits will be suggested by November 19th, will be an ongoing iterative process between the Subcommittee and PD.
- Christine Martin, Deputy City Manager will assist in scheduling, coordinating and facilitating conversations
- Initial Ideas to Proceed:
 - Review PD procedure manual and change language and policies to align with "8 Can't Wait"
 - First look at where gaps, differences and disparities lie (see request for LPD data above)
 - Take suggestions to Livermore PD for areas of how to improve

- Consult with the City Attorney on the review
- Compare against state law - Lexipol keeps up with state and federal laws (e.g. new state law defines Use of Force Policy)
- Be clear in understanding where can make improvements
- Recommendations can then be taken to City Council as appropriate

4. Project Ideas and Suggestions for Enhancing Police - Community Relationships

- This group is not anti-police effort; people can recognize and support the BLM movement and not be anti-police or not supporting LPD.
- Have an educational event to assess the impacts of systemic racism on marginalized communities and BIPOC
 - Livermore is mostly white, having white people talk to the police may not shed any light on the problem of systemic racism in policing
 - Black people should not be called upon to expose trauma to police to create empathy and be seen as human
 - Those who have been negatively impacted are well positioned to create understanding and empathy with PD
 - Focus on "white allies" as a point of education - how all can do their part based on their social position
 - Bring diverse people and voices together, leveraging diverse community members and leaders to extend invitations
 - Talk about the rallies and similar events happening in Livermore
 - Consider creating an agenda for this subgroup, and perhaps the Community Culture subgroup, to discuss - Heather Greaux volunteered, carry this item forward to the next agenda
- Form a subgroup that focuses on how the police and community can better communicate, how PD can better interact with and be a part of the community
- Have small group conversations between this group and LPD to foster honest, transparent and safe conversations that won't be misconstrued
- Capture stories of community members who have experienced unfair treatment as examples of how Livermore can do better
 - Create an anonymous/ confidential platform where people can share their stories so all can learn from them
- Create a fun cultural experience where community and police can talk together informally and enjoy each other
- Start a Police Athletic League (PAL) to create community connections

5. Next subgroup meeting: Thursday, November 19, 2020 at 7:00pm
 Next Working Group meeting: December date for storytelling workshop (TBD)

*As much as possible, these notes are taken from statements made by the working group members.



Subgroup B: Policing and Human Services Meeting 3 Notes
Meeting Date: November 19, 2020

Participants

Mark Palajac
 Angelina Hernandez
 Ann Felter
 Barbara Gilmartin
 Bill Daum
 Brian Powell
 Cierra Bailey
 Claire Dawkins
 Heather Greaux
 Jordan Goodwin
 Misty Rose
 Myra Blaylock
 Nancy Mulligan
 Todd Thomas

Subcommittee and Staff

Trish Munro, City Council Member
 Bob Carling, City Council Member
 Jeremy Young, Police Chief
 Christine Martin, Deputy City Manager
 Claudia Young, Human Services Program Manager
 Arturo Rosas, Livermore PD

1. Report from City Council Subcommittee on Homelessness

- Update from Council Members Trish Munro and Bob Carling on the City's homelessness initiatives, including the diversity and demographics of the homeless population in Livermore, the Subcommittee on Homelessness (SOH) short, medium and long-term goals, and the funding sources that the City utilizes (e.g. Homeless Emergency Aid Program, HEAP).

2. Updates on the Mission, Values and Goals

- Lead editors Claire and Nancy reported on the edits made on the google doc:
 - The Values section was edited to include a separate list of values (i.e. empathy, respect, trust, humility, belief in human dignity, liberty, equality, honesty, kindness, and free speech) and another list of group norm statements, which can serve as a "conduct guide" for the subgroup to follow:
 - Discussion on the Mission focused on the word "vulnerable" populations, with

some suggesting using a word that recognizes that certain populations are systemically oppressed. Suggestions included oppressed, diverse, susceptible, disadvantaged, and disenfranchised (suggested more than once).

3. Report from 8 Can't Wait Policy Subcommittee

- Policy subcommittee members Misty, Barbara, Myra, Art, Jordan and PD Chief Jeramy Young reported on their November 10 meeting. The subcommittee reviewed each of the 8 Can't Wait items and compared them to Livermore PD policies, noting areas for potential change.
 - Some changes have already been made, some were recently made, and some will be considered in future meetings.
- Next Step: The subcommittee will meet again on December 1, to include the City Attorney and the Police Department's use of force expert to answer questions.

4. Police Stop and Use of Force Data

- PD Chief Jeramy Young provided a summary of Police Stop data and Use of Force data from 2017-2019. This generated extensive discussion, questions and suggestions for additional information.
 - There is a need to better understand the apparent racial discrepancies. For example, Black people have been cited 9% of the time but are only 2% of the population, whereas white people make up 78% of the City's population but have been cited only 43% of the time [Note: these citation percentages do not differentiate between Livermore and non-Livermore residents; see suggestion in the next bullet).
 - Suggestion to separate data for Livermore residents vs. non-residents.
 - Suggestion to provide percentage data where applicable in addition to raw numbers.
 - Suggestion to look at demographics both by City and by County
 - Suggestion to look at the reasons people are being stopped and the specific location in Livermore. For example, are there multiple citations at the Outlet Mall compared to other areas of the City?
 - Suggestion to compile injury data that results from use of force (what constitutes an "injury" will need to be determined).
 - Question, is there a direct correlation between the data and the training of police officers? The premise of looking at these numbers is to uncover this. It may also be useful to interview officers on this issue to enhance understanding of these numbers.
- Next Steps/Action Items: Given the interest and usefulness of the data to the subgroup's mission, the next meeting will focus on reviewing additional data, discussing what meaning can be ascertained by the data, and what actions can be taken to address the apparent racial discrepancies in police stops and use of force. Specifically:
 - A "Data Subcommittee" consisting of Misty, Mark, Brian, Barbara, Myra, Jordan, Jeramy and the PD Department's statistical expert will meet before the next subgroup meeting to review and update the current data, and determine

- what additional data is needed.
- Can the Data Subcommittee have access to the original data? Note: arrest incidents are currently listed on the PD website
 - Suggestion to distribute the results of the Data Subcommittee meeting and any new data summaries to the full subgroup in advance of the next meeting.

*As much as possible, these notes are taken from statements made by the working group members.



**Livermore Equity & Inclusion Working Group
Subgroup B: Policing and Human Services
Meeting Date: March 4, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Ann Felton
Barbara Gilmartin
Bill Daum
Dorla Daugherty
Emily Wilson
Garnay Thomas
Hannah de la Cruz
Isaiah Campbell
Jackie Cota
Jordan Goodwin
Kyoko Takayama
Marilyn Dykstra
Mark Eaton
Mark Palajac
Marla Hoehn
Misty Rose
Myra Blaylock
Nancy Mulligan

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor
Christine Martin, Deputy City Manager
Arturo Rosas, Livermore Police Department
Jason Boberg, Livermore Police Department
Jeremy Young, Livermore Police Department

Plan for E&I Phase 2 and Subgroup Project Meetings

- The Public Dialogue Consortium (PDC) consulting team reviewed the plan for phase 2 and the role of dialogue and the Working Group Values and Communication Guidelines in the subgroup project meetings.

Report on 8 Can't Wait Policy Alignment

- The Subgroup received a report from the Policy Subcommittee (Misty Rose, Barbara Gilmartin, Myra Blaylock and Jordan Goodwin) that met four times last year with Livermore Police Department staff (Chief Jeremy Young, Lieutenant Jason Boberg and Officer Arturo Rosas) and staff from the City Attorney's Office to review and align, where possible, LPD's Policy Manual with 8 Can't Wait recommendations.

Update on Police Data Project

- The Subgroup received an update from Chief Young on the data collection and analysis project that was initiated last year.
 - Since then, the Department has enlisted the services of a police data expert, Professor Rob Tillyer, University of Texas at San Antonio, to assist LPD in data collection and analysis.
 - Professor Tillyer will join the Subgroup at their next meeting on March 25 to describe the project and answer questions.
 - In addition to use of force and stop data, the Subgroup expressed interest in reviewing police training data.
- The following Subgroup members volunteered to serve on the Data Subcommittee to work with Professor Tillyer and LPD Staff on the data project:
 - Emily Wilson, Barbara Gilmartin, Marilyn Dykstra, Mark Palajac, Nancy Mulligan, Bill Daum, Jackie Cota, Marilyn Dykstra, Misty Rose, Jordan Goodwin, Kyoto Takayama, Myra Blaylock, Arturo Rosas, Dorla Daugherty, Ann Felter, Isaiah Campbell.

New Project: Coordinating Human Services with LPD

- Chief Young described the desire for Human Services (HS) specialists to join PD officers in the field for calls associated with people in crisis, and to work with HS and caseworkers to prevent instances of crisis that require PD intervention. Key discussion points that followed:
 - A challenge will be determining hours that HS specialists may be available to accompany officers in their 24/7 services.
 - Follow up from case managers may help prevent repeat encounters with individuals.
 - Community members do not have options of who to call other than PD when encountering people in crisis, so sometimes they choose not to call anyone so as not to risk escalating the situation and/or making it worse.
 - There is state legislation to establish 988 number for Mental Health proposed by assembly member Bauer-Kahan <https://legiscan.com/CA/bill/AB988/2021>
 - There are national groups meeting to explore the topic of responding to mental health

- Council Member Carling described a process with the Homelessness Subcommittee where funding has been applied to address this issue and encouraged the two groups to join efforts. He invited this group to the next Homelessness Subcommittee meeting.
- There was broad agreement that this is a complex problem that will take lots of thoughtful discussion and collaborative thinking to address it in a meaningful way.
- There was also broad agreement for the Subgroup to adopt coordinating Human Services with LPD as a second project, with Chief Young inviting members to engage the issue and to provide input and feedback.
 - A potential next step for the next Subgroup meeting is to scope the parameters of the project, breaking it down into key categories or topics.



**Livermore Equity & Inclusion Working Group
Subgroup B: Policing and Human Services
Meeting Date: March 25, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Bill Daum
Dorla Daugherty
Emily Wilson
Garnay Thomas
Jackie Cota
Jordan Goodwin
Marilyn Dykstra
Misty Rose
Myra Blaylock
Heather Greaux
Ann Felton
Kyoko Takayama

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor
Christine Martin, Deputy City Manager
Jeramy Young, Livermore Police Department
Arturo Rosas, Livermore Police Department
John Reynolds, Livermore Police Department
Lisa Joy Calegari, Livermore Police Department

Guest Presenter

Rob Tillyer, University of Texas at San Antonio

Data Project Presentation and Discussion

Rob Tillyer, police data analysis consultant and Professor at the University of Texas, San Antonio, presented on the data analysis project, including the scope of work to be done

and the issues to be addressed, including police-citizen encounters, police stops and benchmarking, and police stop outcomes.

There are four components of the project, as described by Professor Tillyer:

1. Engage with the Policing and Human Services Subgroup to outline research activities and discuss best practices in data analysis of police-civilian encounters
2. Review and assess current traffic stop data protocols; provide recommendations as needed
3. Analyze recent LPD arrest data to identify factors associated with arrests
4. Analyze recent traffic stop data to identify the racial/ethnic composition of those encounters and compare against appropriate benchmarks

The presentation was followed by Subgroup questions and comments, including but not limited to items about disparity vs. discrimination, how to account for police stops that are positive or do not result in police action, and the use of multi-methods to collect and analyze data.

Next Steps

- A key question is how to keep the Subgroup involved in the project given that the results from the first set of data will not be available until summer 2021, the same time that the Subgroup and larger E&I Working Group will sunset.
- The next Subgroup meeting is Thursday, April 8 at 7:00pm. The topic will be on the second Subgroup B Project: Integrating Human Services into Police Department operations and practices.



**Livermore Equity & Inclusion Working Group
Subgroup B: Policing and Human Services
Meeting Date: April 8, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Ann Felter
Bill Daum
Barbara Gilmartin
Emily Wilson
Garnay Thomas
Heather Greaux
Jordan Goodwin
Kyoko Takayama
Marilyn Dykstra
Mark Palajac
Marla Hoehn
Misty Rose
Myra Blaylock

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice-Mayor, Council Member
Christine Martin, Deputy City Manager
Arturo Rosas, Livermore Police Department
Jason Boberg, Livermore Police Department
Jeremy Young, Livermore Police Department

Human Services and Police Department

- I. Coordinate human services with the Livermore Police Department.
 - a. Lieutenant Jason Boberg presented on 5150 hold (i.e. involuntary confinement of a person for the purposes of a psychiatric evaluation) and suicide data in Livermore. This presentation was followed by questions and comments by subgroup members and answers from LPD staff.

- II. Police Chief Jeramy Young, with assistance from Lieutenant Jason Boberg, presented two different options for coordinating mental health professionals with police officers: The CAHOOTS model (Crisis Assistance Helping Out On The Streets) and a model for pairing mental health clinicians with patrol officers. This presentation was followed by questions and comments by subgroup members and answers from LPD staff.
- The CAHOOTS model from Eugene, Oregon has trained crisis workers, not clinicians, go out into the field, paired with an EMT (Emergency Medical Technician) as needed. The Oakland Police Department and some other local agencies are developing programs based in this model.
 - LPD is exploring a different model, one that pairs a clinician with an officer in the field.
 - Lieutenant Boberg is doing research on these models and has upcoming meetings scheduled with local human services organizations.
 - LPD currently has crisis family counseling set up internally. So, they already have a framework to start a pilot test to pair a clinician with an officer.
 - One limitation with CAHOOTS is it does not necessarily use clinicians. Most are Crisis Workers who are paired with an EMT.
- III. Concluding points
- Group members expressed appreciation for LPD and their approach to exploring models and logistics to incorporate Human Services on mental health calls to police.
 - More specifically, group members supported further exploration of the model to pair a mental health clinician with LPD officer

Next Steps

- Next Subgroup Meeting - Thursday, April 29 at 7:00pm
- Second Story-Telling Session - Thursday, April 22 at 7:00pm



**Livermore Equity & Inclusion Working Group
Subgroup B: Policing and Human Services
Meeting Date: April 29, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Ann Felton
Bill Daum
Barbara Gilmartin
Emily Wilson
Mark Palajac
Garnay Thomas
Heather Greax
Jackie Cota
Marilyn Dykstra
Myra Blaylock
Nancy Mulligan

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor, Council Member
Stephanie Egidio, Senior Analyst
Arturo Rosas, Livermore Police Department
Jason Boberg, Livermore Police Department
John Thurman, Livermore Homeless Services Management Analyst
Claudia Young, Livermore Human Services Programs Manager
Judy Xavier, Livermore Human Services

Human Services Presentation: Claudia Young, Human Services Programs Manager, and Josh Thurman, Homeless Services Management Analyst, presented on the City's Homelessness Program, Grants Programs for low-income residents, and Mental Health Services and Programs. Subgroup members then asked questions and made comments.

Models for Connecting Mental Health Services with Police Departments: Captain Boberg reported on several meetings he has had with other agencies working on

integrating mental health services with police departments. This is part of his ongoing efforts to explore different models and options for Livermore.

- There is difficulty in hiring clinicians right now. Clinicians may or may not want to work in the field for lower pay vs. being in an office.
- There is a Do No Harm code of ethics that may dissuade people because of the potential for harm while joining police calls.
- It is not lawful for a PD to start their own program (under Welfare Institutions Code) without clinical supervision. We do have a person in house who qualifies for this clinical supervision role.
- Mountain View currently is using crisis negotiators and is combining this team with field clinicians; Livermore PD is also looking at this idea.
- Oakland's Community Emergency Response Team (CERT) Programs pair a clinician and officer together; they are also running into a shortage of clinicians to fill positions.
- The CAHOOTS model uses crisis workers, they are not clinicians. The training is limited to about 100 hours.
- Mobile Crisis Teams (MCTs) are staffed with clinicians who can do welfare checks but need to call PD if any interventions are needed as they are strictly hands off.
- Several cities in Alameda County (Oakland, San Leandro, Hayward, Fremont, Union City and Newark) have teams where they pair a clinician with an Emergency Medical Technician (EMT).
- Livermore is starting to use a Mobile Crisis Team; officers reach out when needed (e.g. when those in crisis are uncooperative).

Next Steps

- Final Subgroup Meeting - Thursday, May 20 at 7:00pm
 - We will assess all of the information gathered during this sub-committee process and take recommendations.
- Third Story-Telling Session: Tuesday, May 11 at 7:00pm



**Livermore Equity & Inclusion Working Group
Subgroup B: Policing and Human Services
Meeting Date: May 20, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Bill Daum
Barbara Gilmartin
Garnay Thomas
Jackie Cota
Kyoko Takayama
Marla Hoehn
Marilyn Dykstra
Mark Palajac
Misty Rose
Myra Blaylock
Nancy Mulligan

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor, Council Member
Jeramy Young, Police Chief, Livermore Police Department
Jason Boberg, Livermore Police Department
John Reynolds, Livermore Police Department

Review of Subgroup Meetings and Topics: Shawn Spano with PDC reviewed the work of Subgroup B: Policing and Human Services.

- A. Phase 1: Three Subgroup meetings, 6 hours total. Topics:
- Developed Mission, Vision, Values and Communication Guidelines
 - Brainstormed project ideas
- B. Phase 1: Three Use of Force Policy Subcommittee meetings, 5 hours total. Topic:
- The Subcommittee (Misty Rose, Barbara Gilmartin, Myra Blaylock and Jordan Goodwin) met with Livermore Police Department staff (Chief Jeramy Young, Jason Boberg and Arturo Rosas), and City Manager's and City Attorney Office staff. They

reviewed, discussed and made several changes to the LPD Policy Manual, aligning where possible to the 8 Can't Wait recommendations.

C. Phase 2: Five meetings, 10 hours total. Topics:

- Finalized the two projects for Phase 2: Police Data Project and Mental Health Clinician Pilot Project
- Presentation by Rob Tillyer, police data analysis consultant and Professor at the University of Texas, San Antonio, on the Police Data Project, including the scope of work and the issues to be addressed
- Presentation by Police Chief Jeramy Young and Lieutenant (now Captain) Jason Boberg on different models, programs and opportunities for coordinating mental health professionals with LPD.
- Presentations by Claudia Young, Human Services Programs Manager, and Josh Thurman, Homeless Services Management Analyst, on the City's Homelessness Program, Grants Programs for low-income residents, and Mental Health Services and Programs.

Project Updates and Discuss Recommendations: Lieutenant John Reynolds and Chief Jeramy Young provided updates on police data and pilot projects. The updates were followed by questions, comments and recommendations by working group members.

A. Police Data Project Update: Lieutenant John Reynolds and Chief Young

- The data analysis consultant is starting to collect data as part his consulting work with LPD. Additionally, RIPA (Racial Identity Profiling Act), a new assembly bill is mandating data to be collected across jurisdictions.

Recommendations

- Members of this group want to continue to meet, especially to analyze stop and arrest data once it is available and to receive data analysis consultant's report. The group would also like to continue to meet to collaborate with LPD staff on policies. Additional recommendations will likely emerge from these engagements.
- Members of this group do a ride-along with officers prior to the review and analysis of data (once allowed due to COVID).

B. Mental Health Clinician Pilot Project Update: Captain Boberg and Chief Young

- LPD is currently looking for funding to hire a mental health expert to pair with LPD. One challenge is the severe shortage of clinicians available to hire.

Recommendations

- Livermore fund the hiring of a mental health counselor for the pilot program to pair a counselor with a police officer for 5150 calls.
 - Determine costs of hiring a clinician and potential savings to other programs
 - Consider various opportunities for funding in addition to grants
 - Consider hiring interns working with Access Mental Health to reduce costs
 - There may be more funding coming from the state if AB988 passes

Future Recommendations to Consider

- Set up a LPD citizens' advisory committee.
 - Reframe as Community Consultation Group as a different way to consider a citizens' review committee
 - Ride-alongs should be required for participants in these groups
 - An application and vetting process should be in place
 - Have participants go through a Police Academy program
 - Ensure that the advisory committee does not have oversight or authority over the police

Share Experiences and Reflections: Subgroup members shared reflections and comments.

- A. Questions to elicit reflections and comments:
- *What was most rewarding to you about participating in this Subgroup?*
 - *What was least rewarding?*
 - *How do you see yourself continuing to advocate for equity and inclusion in Livermore?*
 - *Do you see a place for yourself to be an advocate?*

Wrap Up and Next Steps

- Fourth Story-Telling Session: Thursday, June 3 at 7:00pm
- Working Group Culminating event: Tuesday, June 15 at 7:00pm
- City Council Meeting: Monday, Monday, July 26, 2021



Subgroup C: Reaching and Inspiring Youth Meeting Notes
Meeting Date: October 7, 2020

Participants

Anthony Batrez
 Nasa cole
 Sophia Elkihel
 Lynn Gardner
 Yanira Guzman
 Manav Patel
 Kristie Wang
 Victor Kaprenko
 Tambra Mola
 Valerie Nebo-Hutchson
 Arthur Barinque
 Michael De Sousa

Brainstorming Ideas and Suggestions (organized by themes/categories)

- 1. Create safe spaces for young people to engage in dialogues about race, equity and inclusion**
 - Form the dialogues around affinity groups, led by facilitators of the same race and cultural background.
 - Ensure a diversity of affinity groups, including black, latinx and white youth.
 - Coordinate with Livermore Area Youth Advisory Commission (LAYAC) and Livermore High School Student Forum.
 - Use the arts as a catalyst for the dialogues.
 - Consider involving parents in some way.

- 2. Provide resources, skills and tools for youth, including at-risk youth, to help them:**
 - Succeed in school and educational pursuits.
 - Deal with stress (e.g. self-regulation strategies), peer pressure and mental health challenges (i.e. provide mental health services).
 - Avoid gangs and prevent criminal activity.

- 3. Educate youth about racism, systemic racism, stereotypes and oppression of people of color, placing these in historical contexts.**
 - Includes educating youth who do not understand or believe in systemic racism.

4. Develop multi-cultural festivals (i.e. world fair)

- Purpose is to celebrate and learn about different cultures
- And to foster understanding of “how culture works.”
- Create opportunities for youth of color to help with this activity and others, and pay them for their labor.

5. Develop science, engineering and math programs for underrepresented youth.

6. Create opportunities to reimagine accessibility for the disabled.

Suggested principles for this subgroup

- *Provide agency and voice for youth*, ensuring that they lead efforts and not just follow.
- *Ensure activities are grounded in “real talk”* that is authentic and reflective of the lived experiences of youth in Livermore.
- *Frame the goals of the activities as acknowledging and disrupting racism*, not “helping” youth of color.
- *Go to where the youth are.*
- *Address the digital divide.*

*As much as possible, these notes are taken from statements made by the working group members.



Subgroup C: Reaching and Inspiring Youth Meeting #2 Notes
Meeting Date: November 10, 2020

Participants

Anthony Batrez
Arthur Barinque
Hannah da Cruz
Tambra Mola
Nasa Cole
Valerie Nebo
Cierra Bailey
Manav Patel
Yanira Guzman

Subcommittee and Staff

Vice Mayor Bob Woerner
Council Member Trish Munro
Christine Martin
Lynn Gardner

1. Plans to Complete the Subgroup's Mission, Values and Goals

- A google doc link will be sent to all subgroup members to add comments to the first draft Mission, Values and Goals.
- Livermore staff will be the lead editors for the Mission, Values and Goals document, coordinating and integrating the comments and compiling a second draft for the subgroup to review.
- Deadlines
 - Comments from subgroup members: Tuesday, November 24th
 - Second draft completed by editors: Tuesday, December 1st
- Ideas and Suggestions for the Second Draft
 - Need ways to bring others into/orient to this work as it is a long-term commitment.

- Unsure “diverse” characterizes Livermore, “multi-faceted community engagement” may be more accurate.
- Use the word “Transform” instead of “change”
- How do we gather marginalized youth and empower them to create transformation? Creating various pathways (schools, community, etc.) for youth with allies and support is important. (This is key to the Mission Statement)

2. Plans for Creating Affinity-Group Dialogues

Work Collaboratively

- Working in silos is not an option, this group needs to build strategic partnerships and collaborate with organizations, industry, schools, agencies, etc. - How do we strengthen these partnerships?
 - Possible coordination between this working group and current working groups organized by the schools - there are groups just now organizing on this topic.
- Question: Is it more appropriate for the schools to take the lead on this?
 - Ensure we are providing leadership roles and voice to youth outside of the schools
 - This group may have different approaches, constraints and opportunities
 - There is value in youth having contact with various community members outside of schools
- This group can partner with other community groups and organizations
 - Partner with Public Libraries, ensure diverse presenters, educators, readings
 - Partner with Schools: Ensure, encourage diverse speakers, instructors, etc.
 - Art - music, symbols, patterns unique to cultures
- Is the first step to engage leadership in schools/agencies/orgs to ensure alignment and understanding before we start this effort to engage youth?
 - Youth are not just students, they are active members of the community
 - Everyone is accountable for this process. All government bodies need to work together to collaborate.

Engage a Broad Spectrum of Youth

- Identify communities to engage and reach out to. Start reaching to underserved youth communities, then broaden reach to others.
 - Engage youth of all ages, grade school, middle school, high school, college.
 - Those who do not see a problem with E+I are important to engage.
- Dr. Tambra Mola's son AJ is president of a People of Color (POC) group at Livermore HS that may be a safe space to begin affinity group dialogues

- Youth have started to organize more into BIPOC affinity groups for mutual support
- Engage Las Positas College students to assist with facilitation and participate in these efforts
 - Identify clubs to invite (Puente and Umoja clubs, Dreamers, Filipino American club, etc.)
- Address needs of adults working with youth, provide support and resources - professional development
- Dr. Tambra Mola runs a non-profit that can support these efforts
- Yanira Guzman co-leads a Latina group who can assist efforts to engage and empower youth - Latinistas Bay Area, an affinity group of 400+ professional Latinas, with a strong presence in Tri-Valley

Empower Youth, Be Mindful of Youth Challenges

- How do we gather marginalized youth and empower them to create transformation? Creating various pathways for youth with allies and support is important. (MISSION)
- Need for action that produces results for community members, especially urgent for youth in schools now, before they move on. Empower them with tools to be part of the change.
- This group can ask youth what they need to feel empowered and supported, convene them in a way to allow for them to shape some of these efforts
 - Ask youth "What does E+I mean to you?" We want to hear from you what you need to feel empowered, supported, included
 - "What do youth need to engage others/adults on E+I issues?"
- Youth need financial resources and support, economic equity and opportunities.
- Youth can learn more than "speak truth to power" also "you are the power" - encourage young people to run for local office or engage in civil engagement.
 - "Asking permission" can be fraught for BIPOC youth who experience different levels of being allowed or able to do things, reinforcing structural racism.
- Need for safety when people come together to share their experiences, safety and urgency needs are more present for some than others.
 - Emotional, physical, economic safety
- Look for additional places and opportunities to engage BIPOC youth who are not a part of clubs or organizations.
 - Where are the best places to engage? Schools? Clubs? Activities? Other places?

- How do we engage Livermore youth clubs and organizations that are currently not diverse?
- Important to build relationships and gain trust with community and youth leaders and groups.
- Group dialogues and conversations are important, so are one-on-one conversations to really address how people think and act.

3. Next Steps for Creating Affinity-Group Dialogues

- Engage specific youth groups, clubs: GHS Latino Club, GHS Asian American Club, GHS Hip Hop Club, LPC Filipino Club, LPC Puente and Umoja groups, LPC Dreamers, Youth Advisory Commission
 - This group begin to reach out to youth clubs and organizations
- Engage leadership and boards in schools/agencies/orgs to ensure alignment and support for this process
 - Subcommittee Members + Staff
 - Valerie Nebo is Livermore Management Association charter president - she can explain the effort and ask members to extend the invitation to youth and PTSAs. Next board meeting is 11/19.
- Develop messaging and invitations to the process (i.e. recruitment message). Initial engagements can be structured to allow youth to shape next steps. Youth move in their own ways, this group can adapt to ways which may not be “traditional”
 - Staff and PDC will draft messaging and invitations for review by this group
 - Encourage student-parent partnerships for youngest students, engage parents
 - Need for age appropriate messaging and invitations

4. Next Meeting Dates

- Next Subgroup Meeting Tuesday, December 1st ,7:00-9:00pm
- December Workshop for all groups (date TBD)

*As much as possible, these notes are taken from statements made by the working group members.



Subgroup C: Reaching and Inspiring Youth Meeting 3 Notes
Meeting Date: December 1, 2020

Participants

Valerie Nebo-Hutchson
 Kristie Wang
 Manav Patel
 Arthur Barinque
 Hannah da Cruz

Subcommittee and Staff

Trish Munro, City Council Member
 Bob Woerner, Mayor Elect
 Christine Martin, Deputy City Manager
 Lynn Gardner, Livermore Police Department

1. Subgroup C Process Check In

Participants were asked about how this process is working for them and how it might be improved. Feedback on the process includes:

- We all need data and shared understanding of E+I concepts to inform actions and stories in the community, so group members can point to information about systemic racism, implicit bias, etc. when engaging community members. Suggestions from the group for terms that would be helpful for all to be familiar with:
 - Microaggressions, toxicity, institutional racism, structural racism, systemic racism (and differences between these terms), privilege, white privilege, overt vs. covert racism, intersectionality, racial equity, white space, slavery capitalism, BIPOC, black power, native sovereignty, internalized racism, colonialism, colonization, decolonizing, co-opting, colorism, appropriation, segregation vs. separation, normalizing pronouns and their meaning, allyship, upstander vs. bystander, cultural humility and how it relates to building trust, entitlement
- This group needs to be comfortable with sharing stories and relating to each other before the group can go to the community to ask them to share stories comfortably.
- Differences in communication styles can be triggering, reinforcing subtle inequities, which contributes to felt power imbalances, making it more difficult to

engage and empower each other and the community. Some would like more power to be free and independent in this group, with council just listening rather than being directed by council. This group is here to transform, not reinforce the same communication patterns.

- We bring our prior experiences into interpreting comments and communication, it is important for all of us to keep this in mind.
- Yes, and honoring our different backgrounds and experiences during this process is very important.
- Allyship - power and privilege is unavoidable, when we want to promote equity it is important to understand how to leverage power to raise up voices of those with less power, and important to mobilize this dynamic in this group.
- It is important to think about what we are willing to listen to and what we are not willing to listen to based on our backgrounds. When not willing to listen, work needs to be done so we can have these discussions. It's critical we tell our stories, and that we feel the allyship from those in power to make change, so that when we are not together we know we are still supported. We need to understand collectively what BIPOC people experience, not just focusing on getting things done.
- Members of this group want to know that their participation in this group can create lasting impact for E+I in Livermore.
- It may help to unite this group if we can define our purpose and goals in a short paragraph (see update on Mission below).

2. Update on Subgroup Mission & Scope

Suggestions and edits were incorporated from the last meeting, and additional suggestions were made by participants:

- Include mention that youth will be the leaders and changemakers to create a more equitable, inclusive future. They will inherit the work on EI from the older generation.
- Phrase “empower them to create transformation” - youth do not need power from us, they need us to get out of the way. “Facilitate” or “enable” or “help” or “support” rather than “empower”
 - Youth have great ideas, but they need help getting things done. “Facilitate” or “help” is actually close to the support they need
 - E+I include transferring skills and knowledge to students so they are able to make the changes they want
 - LAYAC - the more support, direction and structure they have, the more they are able to take the actions
- Clarify where transformation needs to happen, the youth do not need to be transformed
- BIPOC and at risk youth need to be included in youth voices, not just those youth who are used to leadership roles. There needs to be deliberate effort to engage

BIPOC youth, not just a casual effort because we will get more of the same rather than diverse voices

- Updated Mission based on suggestions above:
 - *Facilitate opportunities and safe spaces for marginalized youth to develop their voices and agency through ensuring safe spaces, resources, and different pathways (community, schools, etc.) for mutual communication. This will enable youth to lead the work of engaging in conversations and activities about race, equity, and inclusion in inter-generational contexts, develop authentic experiences grounded in “real talk” that is reflective of the lived experiences of Livermore’s young people, and helping them to be change makers in creating a more equitable and inclusive community.*

3. Planning the Affinity-Group Dialogues

Participants provided updates and input for how to move forward with the affinity-group project:

- Valerie took this idea to Livermore Management Association, they are willing, but want more clarity about goals and questions youth will be asked in dialogues. Once provided, they can take them to college clubs for feedback. Their questions include: What is this committee looking for in youth candidates who may join this group? Do we want recommendations? What is the commitment?
- Affinity groups are important for youth to share and support each other, how do we build these groups and how do these groups translate into critical actions that are needed?
 - How do we support these groups to engage other youth in E+I discussions?
 - Is there a way for youth to mentor those younger on E+I issues?
 - It is important for youth not to take direction from adults, but to take action with support from adults.
 - If adults do not talk and just listen, good information and ideas come out. "We are here to listen, as you share concerns and issues, what would you suggest that can help make things more equitable and inclusive?"
 - This group can engage youth groups and take this approach to learn more about what youth want and need and how to support them.
 - Can we go to them, join them in their spaces rather than invite them into our spaces? You get very different input from a group of youth in their familiar spaces rather than inviting a few to join an adult centered space.
 - Both can happen, those who are interested in joining this group should join and we can go to youth to engage them in their spaces.
 - We can go to youth groups to ask them what they want and need
- Can we set up a core youth working group that can help inform these groups?
 - LAYAC - Livermore Area Youth Advisory Commission would like to join this group

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- 4 youth indicated interest, 3 are 16 or older, 1 is 15
- As of now, the only criteria set has been an age of at least 16
- There are 2 other HS youth interested in joining, they have an application
- **Action Items**
 - There is a meeting with LAYAC on Monday from 7-8pm, Lynn leads this youth group and requested Valerie join to speak about this process. Lynn will circulate an application to the six youth interested and encourage them to apply.
 - Valerie will get the names of the two HS youth from Bob W. and vet them with the appropriate administrators.

4. Next Steps

- A storytelling workshop is scheduled for December 9th for all subgroup members
- This group will reconvene in January 2021

*As much as possible, these notes are taken from statements made by the working group members.



**Livermore Equity & Inclusion Working Group
Subgroup C: Reaching and Inspiring Youth
Meeting Date: March 9, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Emily Wilson
Hannah da Cruz
Holly Stanley
Jackie Cota
Kristie Wang
Manav Patel
Marilyn Dykstra
Miraya Choudhury (LAYAC)
Nasa Cole
Valerie Nebo

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor
Christine Martin, Deputy City Manager
Lynn Gardner, Horizons Family Counseling
Anthony Batrez, Livermore Police Department

Affinity-Group Dialogue Plan for Subgroup C's Project

Purpose: Bring youth together and empower them with knowledge and tools to create community change.

Goals: integrate as many age groups as possible, center the youth voice in the community (not just the schools), create a safe space for youth to be able to speak their truth, have their voices heard, and take action to create change.

In Progress: Livermore Area Youth Advisory Commission (LAYAC) has a project underway, a media contest where applicants are asked to create a media product in response to a prompt/question on race.

- Goal is to document experiences and voices of youth, allowing others in the community to hear from them.
- The focus is on the opportunity to share, though it could be taken further to support action. This could entail asking youth about the kinds of changes they would like to see and what they see as their role in making those changes.

General Comments:

- Need a plan for ongoing discussions, provide multiple entry points for students to provide their stories and get involved.
- It may also be interesting to interview adults who grew up in Livermore and ask for their stories with the goal of giving youth inspiration and vision, connecting across generations.
- What businesses and organizations may be partners in engaging youth in Livermore?
- Reach out to all youth, focusing on those who are under-represented, including blind and deaf youth.

Inviting Youth: Invite youth to come to the next subgroup meeting. *(As of 3/18/21, will continue discussion about this at next meeting)*

- Who? Current and recently graduated high school students, Youth Commissioners, and student groups/clubs in schools.
 - Miraya with LAYAC will coordinate with Valerie to reach out to student groups and clubs in the schools. Miraya will ask students to specifically think about what changes they think important as well as share their stories.
 - Manav will ask college students; Lynn will ask Youth Commissioners; Nasa will reach out to some former students
- This is a good start, let's continue to think about providing multiple entry points for other youth who do not typically participate.
- Be sure to frame the invitation so youth know what they are being invited to and what the expectations are.
- Format: How do we create a safe and welcoming space so youth feel comfortable talking with this group?
 - Frame the engagements around identifying solutions "What are your recent experiences that have made you feel more or less included?" "What could have been different that would have enhanced the experience of being included?" "What would have made it better for you?" "What do you recommend?" "How do we involve more students?" "What advice do you have for engaging youth in affinity-groups dialogues?" "What should we avoid?" "What are your hopes and fears about returning to school?" "What suggestions do you have for making Livermore inclusive of all youth voices?"
 - Logistics: Talking points for Subgroup members to invite youth to participate in the March 30 meeting will be provided in the next few days with an outline of the framework and questions for the meeting. Once initial

invitation is extended, City staff will follow up with a permission form and meeting details.

- Age range: 12 (the minimum age for LAYAC participation) - 22 (college age)
- Extend initial invitations and provide list of interested youth with email addresses by March 18th.
- City staff will email permission slips and details on the 19th, to be returned by the 29th for a meeting on the 30th.
- Comments:
 - We need to ensure that we prepare youth to have a successful and enriching experience with the Subgroup, which means listening to understand their stories, solutions and recommendations, not disagreeing or arguing against them (i.e. honor each other's truths, listen to understand not to respond).
 - Include communication guidelines to create a safe space for youth (e.g. <https://www.awarela.org/toolkit> can be a resource).



**Livermore Equity & Inclusion Working Group
Subgroup C: Reaching and Inspiring Youth
Meeting Date: March 30, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Emily Wilson
Holly Stanley
Jackie Cota
Manav Patel
Marilyn Dykstra
Miraya Choudhury
Valerie Nebo

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor
Christine Martin, Deputy City Manager
Lynn Gardner, Horizons Family Counseling

Project Implementation – Youth Engagement with the Subgroup

- **Goal:** The Subgroup engages with a small group of youth to understand their experiences and how they can be used to help shape recommendations and future engagement opportunities with other youth, especially those who do not typically participate in community or City activities. The focus of this project is, first, on youth experiences in the City and community and, second, in the schools.
- Two-part task for this meeting:
 1. How should the engagement be designed and structured to create a welcoming and safe environment for youth? What questions should be asked? What should happen first? Second? Etc.
 2. Who should we invite and how?

The Plan for Youth Engagement

- A formal Invitation to the Youth Panel will be developed explaining what we are asking them to participate in, the questions that will be asked, the format, and that a permission slip for their parents to sign will follow.

- Invitations will be extended to youth from Granada, Livermore, Vineyard and Del Valle High Schools, Las Positas College and the Livermore Area Youth Advisory Commission, and the California School for the Deaf in Fremont. The goal is to have 10 – 15 youth participate in the Panel Discussion. Valerie, Miraya, Lynn, Manav and Jackie volunteered to recruit youth and extend the invitations.
- Miraya and Manav will serve as the moderators of the Youth Panel; the rest of Subgroup will be in listening mode.
- At the next Subgroup meeting on April 13th we will assess the status of the invitations and Panel Discussion format, filling in the gaps so we're fully prepared for the Youth Panel on May 4th. Also discuss at next meeting how to make the Panel a safe space for youth to share.



**Livermore Equity & Inclusion Working Group
Subgroup C: Reaching and Inspiring Youth
Meeting Date: April 13, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Emily Wilson
Jackie Cota
Manav Patel
Marilyn Dykstra
Miraya Choudhury
Nasa Cole

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor
Christine Martin, Deputy City Manager
Lynn Gardner, Horizons Family Counseling

Meeting Purpose: Prepare for Youth Engagement (check-in on invitations and invitees, and finalize session design and format)

Check-In on Invitations

- Manav, Miraya, Valerie and Jackie have contacted prospective youth or school administrators to identify youth to invite.
- Next Steps:
 - Manav, Miraya, Valerie, Lynn, and Jackie will recruit students as discussed by group
 - Manav, Miraya, Valerie, Lynn, and Jackie will forward names and email addresses of youth invitees to staff by April 23rd or so. A check in at that time will determine if there is sufficient participation to go forward with the engagement on May 4th.

Proposed Youth Panel Design and Format

1. The Subcommittee will open the session with a welcome and background information about the E&I Working Group and Subgroup C.

2. Bob Rucker will lead subgroup member introductions and check-in: Names and how you are doing this evening or something noteworthy that you experienced in the past few weeks. Bob R. introduces the session moderators, Miraya Choudhury and Manav Patel.
3. Miraya and Manav will ask each youth participant to introduce themselves, and then preview the process:
 - a. Youth will respond to each of the three prompts, one at a time, starting with prompt 1
 - b. After each of the youth respond to prompt 1, Miraya and Manav can ask follow-up questions, encouraging them to elaborate and expand on their experiences
 - c. Move to prompt 2, same format, followed by prompt 3, same format
4. Start prompt 1: Tell us about a positive experience you've had in Livermore, one that made you feel included and welcome, or that you were an important part of the community. What made this experience positive for you?
5. Continue to prompt 2: Tell us about a negative experience in Livermore, one that made you feel excluded and unwelcome, or that your presence here did not matter. What could have turned that experience around to make it better for you?
6. Conclude with prompt 3: What have you seen or experienced in communities other than Livermore, that made those communities welcoming and inclusive for you or others? What lessons can Livermore take from your experience elsewhere?
7. Once all prompts are addressed, Miraya and Manav will provide a summary and overall observations, noting any themes/trends and key differences/similarities that they heard.
8. Subcommittee will thank the youth participants and close the panel discussion.

Next Steps

- Next Subgroup Meeting – the youth engagement session: Tuesday, May 4 at 7:00pm
- Second Story-Telling Session: Next Thursday, April 22 at 7:00pm



**Livermore Equity & Inclusion Working Group
Subgroup C: Reaching and Inspiring Youth
Meeting Date: May 4, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Manav Patel
Miraya Choudhury
Valerie Nebo
Nasa Cole
Marilyn Dykstra
Jackie Cota
Holly Stanley

Subcommittee and Staff

Trish Munro, Vice Mayor
Bob Carling, Council Member
Christine Martin, Deputy City Manager
Stephanie Egidio, Senior Analyst
Lynn Gardner, Horizons Family Counseling

Meeting Overview

- A panel of Livermore youth discussed their experiences with equity and inclusion and other topics. Subgroup members listened and learned.

Next Steps

- The fifth and final Subgroup Meeting: Tuesday, May 25 at 7:00pm
- Third Story-Telling Session: Tuesday, May 11 at 7:00pm



**Livermore Equity & Inclusion Working Group
Subgroup C: Reaching and Inspiring Youth
Meeting Date: May 25, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Jackie Cota
Manav Patel
Marilyn Dykstra
Miraya Choudhury
Nasa Cole
Valerie Nebo

Subcommittee and Staff

Trish Munro, Vice Mayor
Bob Carling, Council Member
Christine Martin, Deputy City Manager
Nathan Brumley, Interim Library Director
Lynn Gardner, Horizons Youth and Family Counseling

Review and Debrief Subgroup Meetings and Activities: Shawn Spano with PDC reviewed the work of Subgroup C: Reaching and Inspiring Youth during the past months.

- A. Phase 1: Three Subgroup meetings, 6 hours total. Topics:
- Developed Mission, Vision, Values and Communication Guidelines
 - Brainstormed project ideas
- A. Phase 2: Five meetings, 10 hours total. Topics:
- Settled on a project to develop a format for the Subgroup to engage with a small group of youth about their experiences in the Livermore community.
 - Goal of the project: The Subgroup learns and understands the experiences of youth and how they can be used to help shape recommendations and future engagement opportunities with other youth, especially those who do not typically participate in community or City activities.
 - Three meetings were spent planning for the engagement, with the fourth meeting devoted solely to the youth panel engagement.
 - Debrief Youth Panel:

- *What did you learn from listening to the youth panel?*
- *What recommendations emerged from the panel discussion?*

Debrief Comments and Questions

- Feedback from the students who participated in the youth panel was positive. They enjoyed sharing to this group and commented on how unique of an experience and opportunity it was. Some are curious about what this group will focus on after the panel.
- Members of this subgroup expressed appreciation for hearing the stories of the youth participants, as well as concern for the issues they raised, especially the need for more mental health resources and general understanding of the issue.
- In addition to mental health, other issues that came up were about the need for transportation as well as support for local minority businesses.
- The issue expressed about the need for additional resources to second language students was impactful, especially that there are not adequate interpreters for parents during school district IEP meetings.
- It was good to hear the very real issues that youth are experiencing, and it is important that teachers, parents and leaders are addressing their experiences and the issues they raise rather than pretend they are not happening.
- The youth who expressed feeling uncomfortable and even alienated during sports activities when others made comments about her skin color was impactful as many people of color experience that.
- The youth who talked about experiences as LGBTQI was very positive, insightful and brave in what they shared.

Presentation on Library Programs and Events for Youth: Nathan Brumley, Interim Library Director, presented on the library's youth programming and events. The presentation was followed by questions, comments and suggestions by subgroup members.

Initial Recommendations for Council Subcommittee Consideration

- Given that there is a difference in youth voice vs. youth education and the City's role vs. School role vs. Park District role what could this group recommend for the City to bring to the attention of the Intergovernmental Committee? Some previously discussed examples for the School District to consider are traffic safety, restroom safety and mental health resources.
- Key 2 City for youth
- Ideas to make City youth-friendly, maybe this falls on other organizations, but the City could help facilitate by coordinating with the Chamber of Commerce

Subgroup Recommendations

- The Livermore Teen Academy is already a kind of Key 2 City for youth. It takes place in several city departments; one youth intern is assigned to each department and they report back to each other. Maybe this program can be broadened if demand is there.
- Recommend having parent-student mental health resources, such as presentations and trainings.
- Recommend focusing on expanding outreach to encourage more Livermore youth to utilize City resources.
- Recommend that the City and schools share information about programs offered through the library.
- Recommend coordinating and communicating on complementary work the schools and City are doing.
- Recommend connecting students with businesses, non-profits and other organizations for internships and other opportunities so students can learn more about Livermore organizations and resources available.
 - Not all youth will not attend college, nor should they. It is important that there are other career pathways for them, such as internships and apprenticeships for those who want to work in the trades.

Wrap Up and Next Steps

- Fourth Story-Telling Session: Thursday, June 3 at 7:00pm
- Working Group Culminating event: Tuesday, June 15 at 7:00pm
- City Council Meeting: Monday, Monday, July 26, 2021



**Subgroup D: Housing, Workplace, Economic and Transportation Environments
Meeting Date: October 8, 2020**

Participants

Mini Chopra
 Ruth Gasten
 William Daum
 Harold Roundtree
 Manav Patel
 Nasa Cole
 Natalie Haro
 Seafus Smith
 Tim Kingsbury
 Valerie Nebo
 Carol Brown (arrived @ 8:50)
 Mark Eaton (left @7:30)

Brainstorming Ideas and Suggestions (organized by themes/categories)

1. Advocate for affordable housing in Livermore

- There is strong consensus in the group to advocate for increasing the stock of affordable housing in Livermore in order to promote equity and inclusion and create opportunities for “essential workers” to live in the City.
- In order to be advocate successfully, to influence housing policies and practices, address NIMBYism, etc., the group and community needs to be educated and informed (see #2 below).

2. Educate the subgroup and community on housing and related issues

- Conduct a workshop on housing to understand more about housing in Livermore.
- Develop an FAQ for housing.
- Educate on available housing funding sources (e.g. regional, state, federal grants, tax increases and concessions, and other investment sources).
- Educate on history of housing discrimination practices - Review history of Livermore and why it is so white, lack of diversity (e.g. national redlining policies came from Bay Area).
- Educate on the availability of land for affordable housing.
- Educate on inclusionary housing requirement in Livermore.
- Use Chestnut Square Open House to educate on how the challenges to making housing development happen.

- Coordinate education efforts with the Library Board of Livermore Public Library.
- Educate on housing – transportation linkages:
 - Advocate for affordable transportation.
 - Educate on Valley Link (Transportation).^[P]_[SEP]
 - Housing along with safe routes (walking and biking) to help address the NIMBY accompanying argument about traffic and parking.
 - Include transportation options for future housing development so traffic and parking do not impede development

3. Address equity and inclusion issues with public and private sector organizations

- Hiring and recruitment practices, retaining diverse teachers, staff and essential workers in the schools and other companies and organizations.
- Encourage minority owned businesses.
- Consider instituting a living wage in Livermore.
- I know other cities have been implementing universal basic income especially in Stockton.
- Address the impact of labor agreements with trade unions on housing costs and employment.

Questions and resources for the FAQ and workshop

- Does the city have a long term goal for workforce housing (% of the housing stock)
 - Regional Housing Need and Allotment
- City has proposal from BART to extend services, how will this impact housing available?
- <https://www.sfchronicle.com/bayarea/justinphillips/article/California-wants-to-talk-reparations-Let-s-15626293.php>
- Book: *Golden Gates: Fighting for Housing in America* by Conor Doughery
- Book: *Color of Law* by Richard Rothstein

*As much as possible, these notes are taken from statements made by the working group members.



**Subgroup D: Housing, Workplace, Economic and Transportation Environments
Meeting #2 Notes
Meeting Date: November 12, 2020**

Participants

Nasa Cole
Harold Roundtree
Ruth Gasten
Tim Kingsbury
Manav Patel
Valerie Nebo-Hutchson
Bill Daum
Mark Palajac
Carol Brown
Mini Chopra

Subcommittee and Staff

Vice Mayor Bob Woerner
Council Member Trish Munro
Christine Martin, City Staff

1. Plans to Complete the Subgroup's Mission, Values and Goals

- A google doc link will be sent to all subgroup members to add comments to the first draft of the Mission, Values and Goals.
- Manav Patel volunteered to be the lead editor for the Mission, Values and Goals document, coordinating and integrating the comments and compiling a second draft for the subgroup to review.
- Deadlines
 - Comments from subgroup members: Wednesday, November 25th
 - Second draft completed by editor: Thursday, December 3rd

Editing Suggestions on Scope/Mission

- Consider adding "Equitable treatment for all people" in addition to "Equitable treatment in all organizations." For example, "Equitable treatment for all people within all organizations."

- "Equitable treatment in all organizations" would include how people treat each other equitably within the organization, and how the organization holds itself vicariously liable (accountable) for their people. I think the use of the word "organization" (as opposed to people) enlarges the scope of the mission statement
- Should it be small businesses vs businesses?
 - Most job creation is done by small businesses
- Instead of "transportation that serves all", transportation that serves multiple users
 - "Members of our community" rather than "all" (people who live or work in Livermore)
 - "All, especially those who are disadvantaged"
- If we include infrastructure can we also include climate infrastructure as well?

Editing Suggestions on Values

- The listed values read more like group agreements about how people treat each other and work with one another.
- Consider changing the description of these to "Group Agreements," and creating a separate list of "Value Statements."
- Mark Palajac volunteered to craft an initial list of value statements on the google doc., and all group members should add to this.
- Starting point for values is "Equity" and "Inclusion;" with space to add more values specific to this subgroup

2. Plans and Ideas for a Housing Workshop

- Outreach to community leaders and organizations to present and/or participate in a workshop focused on affordable housing in Livermore:
 - ED of Livermore Housing Authority, Mark Palajac
 - Look for connection to federal funding
 - RHNA House model - Regional Housing Needs Allocation - forecasting population increases and housing needs (circulate letter on this model)
 - Lanning Thompson, President of Interfaith Housing (building new facility on Pacific Ave)
 - Christine suggestions: staff on affordable housing, human services – they understand funding sources
 - Human Services organizations serve those who need affordable housing:
 - Tri Valley Anti-Poverty Collaboration
 - TVNPA as a coalition of nonprofits in tri valley
 - Foodbank ED, help to understand challenges
 - CHEF: Community Health Education Fund
 - Spectrum Community Services

- open heart kitchen
- o Invite someone to speak to resistance against affordable housing NIMBY
- Present historical information on "redlining" as detailed in The Color of Law book
- Appeals to pathos may help. Recruiting the school district with data regarding numbers of homeless children in Livermore since it is hard to argue that children should be homeless.
- o Dave Stark would be a good resource to present a holistic and numbers based view of housing
- Understand **inventory of affordable housing** in Livermore, renting or sales under market rates
 - o Livermore staff has this information, along with information from RHNA model
 - o Understand affordable housing demand vs available affordable housing
 - o State law requires City General Plan to allocate land and resources to affordable housing
 - o Information on vouchers for affordable housing - "Housing Choice" vouchers,
 - Approximately 550 families use in Livermore (wait list is 13,000)
- Present on **discriminatory housing policies and practices**, from a historical perspective and the impacts these have on current demographics.
 - o Suggested discussion point for the workshop: Why is Livermore so white? This is historically true, but seems moot in the present times. Some of the newer developments across Costco in Livermore have many BIPOC and LGBTQ+ families moving in. Seniors in the neighborhood who've lived in Livermore for decades confirm that the diversity landscape has changed over the recent years.
 - o Provide context for why/how Livermore is less diverse than other areas of Alameda County
 - Livermore was historically farms and ranches, industry will continue to change the demographics over time
- Present on **demographic data and trends** over time.
 - o Race, age, education, etc. Economic data and trends: Income, cost of housing. Housing unit data and trends: SFH, Multi-family, etc.
 - o Add "foreign nationalities" and undocumented individuals to BIPOC + LGBTQ to the housing demographics. These two identity groups are very much in Livermore, but may not identify themselves as fitting into BIPOC groups. There are no restrictions in housing laws (at County, State or Federal level) on foreign immigrants from investing or seeking housing.

- Consider a speaker to address the changing demographics in Livermore over the past years
- There seems to be missing demographic representation in Livermore compared to other areas of Alameda County, example Livermore is 1% black
 - Demographic projections point toward increasing diversity
- The biggest impediment for more affordable housing is **funding**. The biggest funding sources are federal and county. If we could increase that it would have the biggest single impact on building more affordable units sooner.
 - Funding is at the root of it, but so is gatekeeping of the federal and county funds. How does the Livermore Housing Authority gatekeep and ensure access at the grassroots.
 - This is especially true for the low end of affordable housing, it costs around \$500K to build each unit
 - Need funding support from Fed, State, County
 - Compare salaries for teachers, health care workers etc. to housing prices
 - There are 7000 planned units to be built in Livermore in the next 2 decades
 - Livermore is growing at a rate of 1-2%
 - Housing allocation cycle is every 8 years
 - Zoning laws via the General Plan can be changed to accommodate the building of more units

3. Next Steps for a Housing Workshop

- Christine Martin, City Staff will coordinate workshop speakers and logistics.
 - Volunteers to assist with workshop coordination:
 - Carol Brown, Ruth Gasten, Mark Palajac (time permitting)
 - Volunteers can help vet the list of presenters and participants in the workshop.
 - Add a place in the google doc for others to add suggestions or comment on workshop design and participants

4. Next Meeting Dates

- Next Subgroup Meeting Thursday, December 3rd, 7:00-9:00pm
- December Workshop for all groups (date TBD)

*As much as possible, these notes are taken from statements made by the working group members.



Subgroup D: Housing, Workplace, Economic and Transportation Environments
Meeting 3 Notes
Meeting Date: December 3, 2020

Participants

Tim Kingsbury
 Manav Patel
 Harold Roundtree
 Mark Palajac
 Gatee Esmat
 Ruth Gasten
 Bill Daum
 Valerie Nebo
 Carol Brown
 Mark Eaton

Subcommittee and Staff

Trish Munro, City Council Member
 Bob Woerner, Mayor Elect
 Christine Martin, Deputy City Manager

1. Updates on Mission, Values and Goals

Suggestions and edits were incorporated from the last meeting by Manav, and additional suggestions were made by participants:

- Rather than "all races", consider revising to say "all citizens" or "residents" or "people" or "community members":
- Consider including the term "historical inequities."
- Consider have a four-part mission: 1st- housing for "all"; 2nd- "treatment of races"; 3rd- "work to increase jobs in the community for all people"; 4th- sentence ok.
- A question is do we change our statements to make amends for historical mistreatment. Goal of 2nd sentence: include race, but not at the exclusion of others
- Suggested wording: "We will ensure diverse and equitable treatment of all people, all races, and those who have been disenfranchised and marginalized....and work to increase jobs in the small business community
- Suggested wording: "We will treat all people, including those of different races, equitably and equally"
- I still think we need to say race in that second sentence, "race and economic ability"? Race has historically been used in housing discrimination.
- Use the word "Sustainable" or "Green" for "Clean"
- Include food insecurity? The group prefers to **stay focused on housing, transportation**

2. Planning Affordable Housing Workshop Series:

Goal of the Workshops: Educate this group about affordable housing in Livermore so the group can effectively advocate for affordable housing and a more equitable community.

Topics and Participants for a Series of Workshops - Draft:

- A. Inventory **Steve Stewart, Frances Reisner- Community Development**
- B. Funding (developer, City, programs, etc.) **Steve Stewart, Frances Reisner**
- C. Human services organizations **Claudia Young- Community Development**
 - o *Talk about how housing impacts the populations they serve*
- D. Federal and State requirements/programs
 - i. General Plan/Zoning- Housing Element Certification (California Department of Housing and Community Development) **Steve Stewart**
 - o *Include impact/advantages of units in exchange to developers "in lieu fee"*
 - o *Include infill + Urban Growth Boundary (need to increase density while integrating with existing neighborhoods) (home buyer biases against "affordable" housing)*
 - o *Include school surplus property*
 - ii. Regional Housing Needs Assessment (RHNA) **Steve Stewart - state program**
Housing Authority (vouchers) **Frances Reisner**
 - o *Invite ED of Livermore Housing Authority to partner with Fran - issues like vouchers can be addressed more effectively -Dijon Scott Miller*
 - iii. HUD (United States Department of Housing and Urban Development) **Frances Reisner**
Community Development Block Grant (CDBG) funding **Claudia Young**
 - iv. NIMBY (Not In My Backyard) and YIMBY (Yes In My Backyard) organizations/movement/influence **Steve Stewart**
 - v. Historical context of housing development and lending practices in the United States ('redlining', book- Color of Law) (book- *Golden Gates: Fighting for Housing in America*)
 - o *Presenter suggestions:*
 - *Julie Pierce, on board of Regional Housing & Transportation for ABAG*
 - *SJSU university professor? Bob Rucker will explore options at SJSU*
 - *Terner Center for Housing and Innovation in Berkeley*
 - o *Be sure to relate the historical perspective to the context today in Livermore, include steps taken to remedy these past discriminations*
 - vi. Real estate trends in Livermore **invite a Livermore realtor?**
 - o *Invite the Rental Housing Association as there are trends now in CA that are disturbing (just presented to the Business Alliance) Bill Mulgrew Rental Housing Association of Southern Alameda County.*
 - o *Consider including the coded language" used in real estate = biases against "affordable" housing, multi-unit developments*
 - vii. Demographic data in Livermore, County, State, nation **Steve Stewart**
 - o *This information will benefit the entire working group; not be needed for this workshop specifically.*

1st Workshops: Should the first workshops focus on nuts and bolts like logistics, laws and current framework for affordable housing, or should we begin with historical and discriminatory practices that have led to current state of housing?

Other Suggestions:

- Include time to debrief with focused questions to explore what all of this information means for E+I work in Livermore
- Who is the audience for the workshop? This is a lot of work and good information for the community to understand, but the first primary audience is the subgroup.
 - The workshops can be recorded and posted on the website for the broader community to access.
 - This group may facilitate workshops for the community in the future, using the recorded workshops as a starting point.

3. Next Steps

- Contact the presenters above to secure their time; have one more subgroup meeting to finalize an agenda and focus questions for the debrief.
 - Use a google doc to collect and refine debrief questions

4. Upcoming Events

- *City Council is having a workshop on Monday 12/7 at 5pm, will illustrate what it takes to bring a project to fruition. Christine will send an email with a meeting link: <https://cityoflivermore.net/civicax/filebank/documents/6014>
- A storytelling workshop is scheduled for December 9th for all subgroup members
- This group will reconvene in January 2021

*As much as possible, these notes are taken from statements made by the working group members.



**Livermore Equity & Inclusion Working Group
Subgroup D: Housing, Workplace, Economic and Transportation Environments
Meeting Date: March 11, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Bill Daum
Carol Brown
Dorla Daugherty
Emily Wilson
Harold Roundtree
Jackie Cota
Kyoko Takayama
Manav Patel
Mark Palajac
Marla Kirby
Ryan Keedy
Tim Kingsbury
Valerie Nebo

Subcommittee and Staff

Bob Carling, Council Member
Trish Munro, Vice Mayor
Christine Martin, Deputy City Manager

Plan for E&I Phase 2 and Subgroup Project Meetings

The Public Dialogue Consortium (PDC) consulting team reviewed the plan for phase 2 and the role of dialogue and the Working Group Values and Communication Guidelines in the subgroup project meetings.

Subgroup D Project: Workshop Series on Affordable Housing

Purpose of the Workshop Series: To educate the Subgroup about affordable housing in Livermore so the group can effectively advocate for affordable housing and a more equitable community.

After describing the purpose of the workshop series and the topics that were identified in phase 1 of the project, the consulting team invited subgroup members to ask questions

and offer comments and suggestions.

Comments and Suggestions:

- Invite someone from MidPen or Eden Housing to help us understand how involved it is to identify, initiate and complete an affordable housing project
- Rental readiness is equally important as increasing home ownership
- Changing zoning laws to allow for ADUs (alternative dwelling units) and splitting houses allows for more density in neighborhoods and is important for the future of housing
- It is important to define the terms "affordable," "low income" and "workforce" housing. Words communicate priorities of the group, defining and intentionally using specific terms are important.
- AMI (Area Medium Income) is an important term to be familiar with as it is often used
- It is important for this group to understand the regulatory constraints (federal, state and local) that are not under control of this group as we move forward in these discussions
- If we can juxtapose the current inventory along with the need and understand why the regulations are the way they are, we can better understand what may be changed, and better understand the next steps
- Understanding inventory should include understanding if Livermore is meeting state housing goals
- It would be helpful to know how decisions about housing type and parking were made for Eden Housing
- It would be helpful to know how the city has added housing over time? What type? When? Where? As we look at this data, we may understand more
 - Very little rental housing has been built over the last 25 years.
 - There is a housing element in the General Plan; a report is due to the State each year. This report may be a good primer for this group.

Final Topics for Workshop Series

- Thursday, April 1: Land-use related housing topics, including zoning, general plan, housing element, RHNA, existing inventory and demographics
 - Presenters: Community Development Department staff
- Thursday, April 15: Affordable housing requirements/law, affordable housing development in Livermore (e.g. Chestnut Square), non-profit partners, Livermore Housing Authority and section 8 vouchers.
 - Presenters: Community Development Department staff
- Thursday, May 6: Discriminatory housing development and lending practices in the United States and Bay Area and the impacts on housing in Livermore; NIMBY (Not In My Backyard) and YIMBY (Yes In My Backyard); and "coded language" used in real estate (i.e. biases against "affordable" housing, multi-unit developments)
 - Possible presenter(s): Julie Pierce, Regional Housing & Transportation for ABAG;

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a representative from the Turner Center for Housing and Innovation in Berkeley;
SJSU professor

- Thursday, May 27: Debrief workshops (what was learned) and develop a plan for the Subgroup to engage the broader community about the complexities and opportunities for affordable housing in Livermore.



**Livermore Equity & Inclusion Working Group
Subgroup D: Housing, Workplace, Economic and Transportation Environments
Meeting Date: April 1, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Mark Palajac
Bill Daum
Dorla Daugherty
Harold Roundtree
Jackie Cota
Kyoko Takayama
Marla Kirby
Nasa Cole
Ryan Keedy
Valerie Nebo
Emily Wilson

Subcommittee and Staff

Trish Munro, Vice Mayor
Bob Carling, Council Member
Christine Martin, Deputy City Manager
Steve Stewart, City Planning Manager

Guest Presenter

Steve Stewart, Planning Manager, Livermore Department of Community Development

Housing Presentation and Discussion

Steve Stewart presented on the foundational elements of housing/affordable housing in Livermore, which included the following topics:

1. Demographic data and trends
2. Federal, State and Regional Constraints and Regulations
3. Plan Bay Area 2050: Economy, Environment, Housing & Transportation
4. Livermore's General Plan and Housing Ordinances

Future Meetings

- Thursday, April 15: Affordable housing requirements/law, affordable housing development in Livermore (e.g. Chestnut Square), non-profit partners, Livermore Housing Authority, and section 8 vouchers. Additional questions to be addressed:
 - What about rent control? Is this a possibility in Livermore?
 - Is it the case that those paying market rate prices for housing have to subsidize those who qualify for affordable housing?

- Thursday, May 6: Discriminatory housing development and lending practices in the United States and Bay Area and the impacts on housing in Livermore; NIMBY (Not In My Backyard) and YIMBY (Yes In My Backyard); and “coded language” used in real estate (i.e. biases against "affordable" housing, multi-unit developments)

- Thursday, May 27: Debrief workshops (what was learned) and discuss ideas for the Subgroup to engage the broader community about the complexities and opportunities for affordable housing in Livermore.



**Livermore Equity & Inclusion Working Group
Subgroup D: Housing, Workplace, Economic and Transportation Environments
Meeting Date: April 15, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Mark Palajac
Bill Daum
Dorla Daugherty
Harold Roundtree
Kyoko Takayama
Marla Kirby
Nasa Cole
Ryan Keedy
Valerie Nebo
Manav Patel
Carol Brown
Emily Wilson

Subcommittee and Staff

Trish Munro, Vice Mayor
Bob Carling, Council Member
Christine Martin, Deputy City Manager
Eric Uranga, Assistant Community Development Director Housing & Human Services
Manager
Holly Friden, Division Clerk, Housing & Human Services

Guest Presenters

D'Jon Paul Scott-Miller, Executive Director, Livermore Housing Authority
Margie Rocha, Executive Director, ECHO Housing
Angie Watson-Hajjem, Fair Housing Coordinator, ECH Housing

Affordable Housing Presentations and Discussion

1. Margie and Angie presented on the history, background, and services provided by ECHO Housing, including tester program and training, and first-time home buyer counseling and education

The Subgroup offered questions and comments in response to the presentation.

2. D'Jon presented on the background of the Livermore Housing Authority and the services they provide, including the Housing Choice Vouchers and qualifying income, background, and demographics

The Subgroup offered questions and comments in response to the presentation.

3. Eric presented on what affordable housing is, the types of affordable rental housing, who benefits from affordable housing, eligible income levels

The Subgroup offered questions and comments in response to the presentation.

Next Steps

- A. Housing Workshop 3 will be on Thursday, May 6 at 7:00pm
- B. Second Story-Telling Session: Thursday, April 22 at 7:00pm



**Livermore Equity & Inclusion Working Group
Subgroup D: Housing, Workplace, Economic and Transportation Environments
Meeting Date: May 6, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Mark Palajac
Bill Daum
Harold Roundtree
Kyoko Takayama
Marla Kirby
Nasa Cole
Ryan Keedy
Jackie Cota

Subcommittee and Staff

Trish Munro, Vice Mayor, Council Member
Bob Carling, Council Member
Christine Martin, Deputy City Manager
Eric Uranga, Assistant Community Development Director Housing & Human Services Manager
Holly Friden, Division Clerk, Housing & Human Services

Affordable Housing Presentation and Discussion

Eric presented on affordable housing in Livermore, describing topics such as the housing continuum, types of affordable housing, how projects are created and financed, first-time homebuyer programs, and the many rental housing development projects recently completed or in the pipeline.

The Subgroup offered questions and comments in response to the presentation.

Next Steps

- A. The fifth and final Subgroup meeting is Thursday, May 27 at 7:00pm
- Subgroup members will debrief the workshops (what was learned) and discuss ways to engage the broader community about the complexities and opportunities for affordable homes in Livermore.

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B. The third Story-Telling Session is Tuesday, May 11 at 7:00pm



**Livermore Equity & Inclusion Working Group
Subgroup D: Housing, Workplace, Economic and Transportation Environments
Meeting Date: May 27, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Community Participants

Bill Daum
Harold Roundtree
Kyoko Takayama
Marla Kirby
Mark Palajac
Nasa Cole
Ryan Keedy
Tim Kingsbury

Subcommittee and Staff

Trish Munro, Vice Mayor, Council Member
Bob Carling, Council Member
Christine Martin, Deputy City Manager

Review of Subgroup Meetings and Topics: Shawn Spano with PDC reviewed the work of Subgroup D: Housing, Workplace, Economic and Transportation Environments during the past months.

- A. Phase 1: Three meetings, 6 hours total. Topics:
- Developed Mission, Vision, Values and Communication Guidelines
 - Brainstormed project ideas
- B. Phase 2: Five meetings, 10 hours total. Topics:
- Finalized the Subgroup project: Workshop series on Affordable Homes
 - Presentation by Steve Stewart, City Planning Manager, on the foundational elements of housing/affordable housing in Livermore, such as inventory, federal, state and regional constraints and regulations.
 - Presentation by D'Jon Paul Scott-Miller, Executive Director, Livermore Housing Authority on the background of the Housing Authority and the services they provide, including the Housing Choice Vouchers and qualifying income, background and demographics.

- Presentation by Margie Rocha and Angie Watson-Hajjem, from ECHO Housing on the history, background and services provided by ECHO, including the tester program and training, and first-time home buyer counseling and education.
- Two presentations from Eric Uranga, Assistant Community Development Director Housing & Human Services Manager, on housing continuum, types of affordable housing, how projects are created and financed, first-time homebuyer programs, and the many rental housing development projects recently completed or in the pipeline.

Discussion of Recommendation Areas:

A. Overarching questions: (1) How can Subgroup members engage with the broader community about the complexities and opportunities for affordable housing in Livermore, and (2) What can the City do to facilitate your role in the community?

B. Suggestions:

- Attend Meetings and Workshops
 - City Council and Planning Commission meetings; community engagement workshops and meetings
 - Contact City Council members, Planning Commissioners and staff
- Provide Input on the General Plan Update
- Attend ECHO Housing Trainings
 - Fair Housing Training (June 4th, 10am - 12pm)
 - Housing Tester Training (date TBD)
- Self-Guided Tour of Affordable Home Projects in Livermore
- Other Recommendations?

Questions, Comments and Suggestions

- Suggestion to add housing across the street to the newly approved Eden Housing complex
- Suggestion to simplify and highlight engagement opportunities and options on the City website, as well as information and decisions coming out of city council. Also, include maps of housing projects on the website, with links to additional images and stories of those living in housing /looking for housing. Note: The City is currently revamping the website.
- Suggestion to volunteer for the Goodness Village workday to be held on June 19, 9:00-3:00.
- Suggestion to participate in Echo Fair Housing trainings for renters, landlords and the general public.
- Suggestion to coordinate with the Turner Center at UC Berkeley on affordable housing, using them as a resource and forming a potential partnership.
- Suggestion for the city to leverage local financial institutions with a CDFI designation who qualify for grants that can support some of the city's goals. The local credit union is looking into qualifying for this designation.
- Suggestion to allow for/encourage ADUs and tiny houses as ways to increase housing supply as this is a considerable part of the problem. Note: The City just made

it less onerous to obtain permits for ADUs.

Assessment of Subgroup D’s Mission Statement:

In what ways did the Subgroup align to and deviate from the Mission Statement developed *in phase 1*? Mission Statement: “Understand and work to ensure diverse and affordable housing opportunities, equitable treatment in all organizations, diverse business creation and ownership, and transportation that serves all, with the understanding that equity and inclusion goals include advocating for opportunities for essential workers to live in Livermore.”

Share Experiences and Reflections

A. Open discussion to hear from Subgroup members:

- *What was most successful to you about participating in this Subgroup?*
- *What was least successful?*
- *How do you see yourself continuing to work with the City? How? Do you see a place for yourself?*

Wrap Up and Next Steps

- Fourth Story-Telling Session: Thursday, June 3 at 7:00pm
- Working Group Culminating event: Tuesday, June 15 at 7:00pm
- City Council Meeting: Monday, Monday, July 26, 2021

Summary of Livermore E&I Story-Telling Sessions

The story-telling sessions were initiated to complement the Subgroup project meetings. The overarching purpose of the sessions was to provide working group members with the opportunity to share stories and experiences and to learn how to talk about cultural and racial differences in ways that foster mutual understanding and build community relationships.

Story- Telling Session 1- Sharing our Stories so we can Have the Difficult Conversations

December 9, 2020

19 participants

- Part One: Finding and Telling Our Stories
- Part Two: Techniques for “Difficult Conversations”
- Part Three: Telling our Challenging Stories
- Part Four: Putting our Stories to Use- “Hear today, tell tomorrow”

Story-Telling Session 2 – Diversity, Racism, and Inclusion – Let’s Talk About It

March 18, 2021

21 participants

- Warm-up activity - sharing stories in Zoom breakout rooms about a food they loved to eat as a child
- Facilitator Bob Rucker showed an emotionally impactful video of San Jose State University students talking about their experiences with racism. Working Group members responded to the video in breakout rooms, identifying the student speaker who was most emotionally impactful and most like them.
- Facilitator Joel Ben Izzy framed the third and final breakout activity, asking Working Group members to share their own stories of racism that they’ve heard or directly experiences.

Story-Telling Session 3 - Building Bridges with our Stories

April 22, 2021

15 participants

- Warm-up activity- video clips of Lee Muh Wah and Baratunde Thurston discussing the family background and origins of their names. Working Group members then shared the background and origins of their names in breakout rooms.
- “Bridge-building” theme, share a time they made a connection by building a bridge to someone very different than themselves in the second breakout room activity
- Third breakout room activity- talk about specific bridge builders they know or have heard of in Livermore

Story-Telling Session 4- Confronting Racism Through Personal Stories and Experiences

May 11, 2021

10 participants

- Reflections on the death of George Floyd and sharing a story by a Police Captain in Fremont about his response to protest that followed

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- Video clip of an episode from the television show *Station 19* in which the characters share their responses to the Floyd killing.
- First breakout room activity- identify the characters and parts of the episode that were most impactful to them
- Second breakout room activity- connect the stories and experiences from the Station 19 episode, using this question as the prompt: What has been a personal experience you've had with racism in Livermore?

Story-Telling Session 5

June 3, 2021

9 participants

- Video of white people talking about their experiences with equity, inclusion and racism
- First breakout room activity- talk about opportunities to be "Equity-Inclusion Ambassadors" in Livermore
- Reviewed the previous three storytelling sessions, highlighting the topics covered and the breakout room activities
- Second breakout room activity- talk about their main takeaways from the previous sessions, including things they wanted to talk about but were not addressed

**Livermore Equity & Inclusion Working Group
Final Meeting
Meeting Date: June 15, 2021**

**SUMMARY NOTES
(Facilitated by Public Dialogue Consortium)**

Participants

Alexandra Bright
Ann Felter
Barbara Gilmartin
Bill Daum
Ellen Turner
Garnay Thomas
Harold Roundtree
Jackie Cota
Kyoko Takayama
Mark Palajac
Marla
Marilyn Dykstra
Miraya Choudhury
Misty Rose
Myra Blaylock
Nancy Mulligan
Ryan Keedy
Tim Kingsbury
Valerie Nebo

Subcommittee and Staff

Trish Munro, Vice-Mayor, Council Member
Bob Carling, Council Member
Christine Martin, Deputy City Manager
Lynn Gardner, Horizons Youth and Family Counseling
Jeremy Young, Police Chief, Livermore Police Department

- I. **Shawn Spano and Bob Rucker with PDC reviewed the subgroup meetings and story-telling sessions.**
 - A. The four Subgroups focused on projects, education and advisory suggestions and recommendations:
 - Subgroup A: Community Culture and Representations
 - Subgroup B: Policing and Human Services
 - Subgroup C: Reaching and Inspiring the Youth
 - Subgroup D: Housing, Workplace, Economic & Transportation Environments

B. The Story-Telling Sessions, open to all Working Group members, focused on sharing stories and experiences, confronting human differences, fostering mutual understanding, and building community relationships.

C. Phase 1 (September – December 2020)

- 1 Orientation Meeting: 2 hours
- 12 Subgroups Meetings: 24 hours
- 1 Story-Telling Session: 2 hours

D. Phase 2 (February – June 2021)

- 2 Orientation Meetings: 4 hours
- 20 Subgroup Meetings: 40 hours
- 4 Story-Telling Sessions: 8 hours
- Final Meeting: 2 hours

Total = 82 hours

II. Shawn Spano with PDC reviewed 11 recommendations that emerged from the Subgroup meetings, followed by questions and comments from the Working Group.

1. Key 2 City

- Explore increasing frequency, and number of participants
- Expand outreach and advertisement (farmers market, kiosks, social media, Nextdoor, newsletters, community partners, school district, park district)
- Post videos of Key 2 City sessions on website

2. Youth Key 2 City

- Explore conducting a Key 2 City for youth

3. Collaborate with LVJUSD and LARPD and other Community Groups on Youth Engagement

- Establish informal staff level interagency group to meet at regular intervals and collaborate on partnership opportunities to create/implement complementary programming for youth

4. Collaborate with Chamber, Las Positas College, and other business organizations on Youth Training/Career Opportunities

- Explore a partnership to develop a basic job skills curriculum, potentially earn a ‘certificate’ from the Chamber that youth could put on resumes
- This could overlap with youth Key 2 City, Key 2 City could be part of curriculum

5. Recruitment for advisory bodies, employment, and other volunteer opportunities

- Include diverse images and inclusive language in recruitment materials

- Expand outreach and advertisement (flyers in local businesses and faith-based organizations, large employers, farmers market, kiosks, social media, Nextdoor, newsletters, community partners, school district, park district, LAVTA, local radio and newsprint)
- Post short videos about each advisory body (on function/scope/responsibility), include information on how to be prepared to be qualified to serve on each body

6. Collaborate with LVJUSD, LARPD, LDI, Chamber, and other community partners on a calendar of cultural events

- Facilitate the curation of a calendar of cultural events that the City could share on its website and social media, (need to identify the owner of the calendar for regular maintenance)
- Explore hosting a “Livermore Day”, either as combined with an existing City-sponsored event or with an event that LVJUSD or LARPD sponsor, that could incorporate equity and inclusion themes and include storytelling elements

7. Housing

- Expand outreach to communities most affected by housing issues (flyers in local businesses and faith-based organizations, large employers, farmers market, kiosks, social media, Nextdoor, newsletters, community partners, school district)
- Share information on trainings, programs, workshops that are provided by our community partners (Echo Housing, etc)
- Expand information on website of current and upcoming housing development
- Post videos on website of housing presentations provided to subgroup

8. City Efforts (internal review of E+I)

- Join GARE (Government Alliance on Race and Equity)

9. Police Department Stop Data Project

- Invite those in Subgroup B who indicated interest back at milestones to provide input on project

10. Police Department Mental Health Clinician Ride-Along Pilot Program

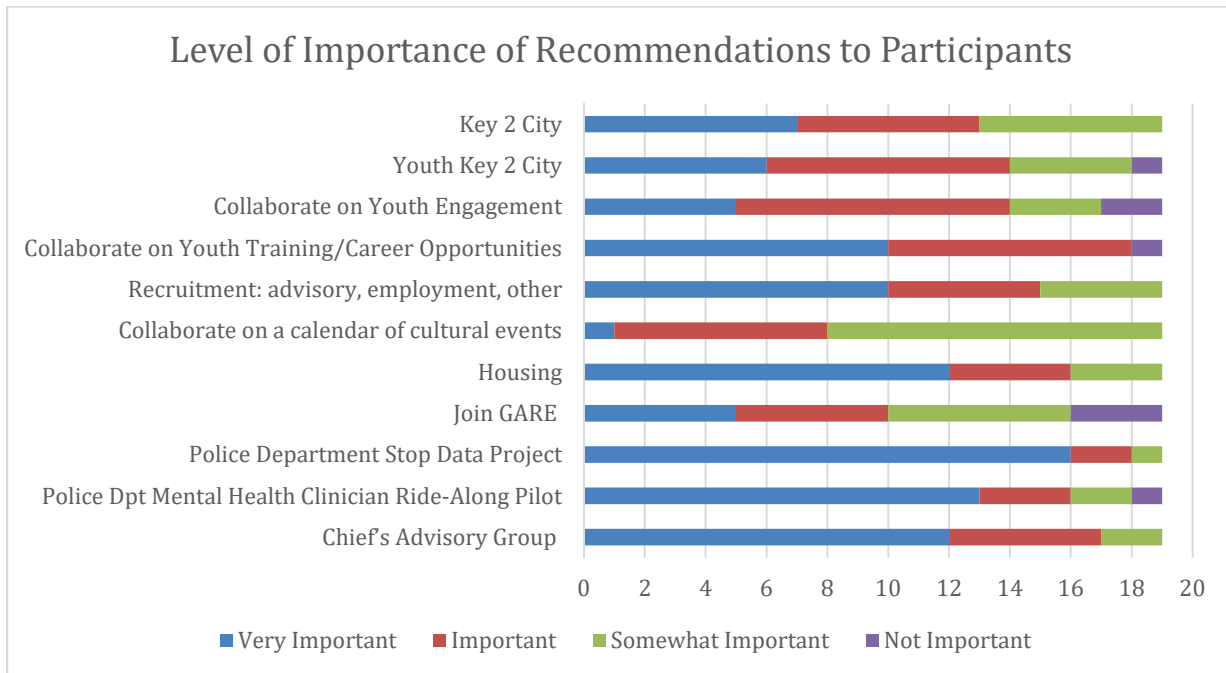
- Fund mental health clinician ride-along pilot program

11. Chief’s Advisory Group

- Establish group
- Require ride-alongs
- Require application and vetting process
- Require participation in citizens’ police academy and Key 2 City
- Ensure group is advisory, without oversight or authority

Online Poll and Prioritization of Recommendations: Participants indicated the importance of each of the 11 recommendations in an online poll, and then prioritized their top 5 priority recommendations.

Results: The polling results indicating how important each priority is to participants are below, along with the top 5 priority recommendations that emerged.



Importance of Each Recommendation to Participants:

1. Chief’s Advisory Group (89% Important/Very Important)
2. Police Department Stop Data Project (84% Important/Very Important)
3. Police Department Mental Health Clinician Ride-Along Pilot Program (84% Important/Very Important)
4. Housing (84% Important/Very Important)
5. Collaborate with Chamber, Las Positas College, and other business organizations on Youth Training/Career Opportunities (84% Important/Very Important)
6. Recruitment for advisory bodies, employment, and other volunteer opportunities (79% Important/Very Important)
7. Youth Key 2 City (74% Important/Very Important)
8. Collaborate with LVJUSD and LARPD and other Community Groups on Youth Engagement (74% Important/Very Important)
9. Key 2 City (68% Important/Very Important)
10. City Join GARE (52% Important/Very Important)
11. Collaborate with LVJUSD, LARPD, LDI, Chamber, and other community partners on a calendar of cultural events (42% Important/Very Important)

Top 5 Priority Recommendations:

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1. Police Department Stop Data Project (16/20 indicated top 5)
2. Police Department Mental Health Clinician Ride-Along Pilot Program (13/20 indicated top 5)
3. Housing (13/20 indicated top 5)
4. Recruitment for advisory bodies, employment, and other volunteer opportunities (13/20 indicated top 5)
5. Chief's Advisory Group (11/20 indicated top 5)

Discussion of Options for Next Steps: The subcommittee described options for the City to support and facilitate future opportunities to participate and to support efforts to partner with community groups and organizations.

- The Equity and Inclusion project officially ends tonight; however, the full City Council will be considering these recommendations, if and how to move forward on them, at their meeting on July 26th.
- Members of the E&I Working Group are encouraged to attend the July 26th Council meeting to speak in favor of the recommendations.

Use of Force

300.1 PURPOSE AND SCOPE

This policy provides guidelines on the reasonable use of force. While there is no way to specify the exact amount or type of reasonable force to be applied in any situation, every member of this department is expected to use these guidelines to make such decisions in a professional, impartial, and reasonable manner (Government Code § 7286).

In addition to those methods, techniques, and tools set forth below, the guidelines for the reasonable application of force contained in this policy shall apply to all policies addressing the potential use of force, including but not limited to the Control Devices and Techniques and Conducted Energy Device policies.

300.1.1 DEFINITIONS

Definitions related to this policy include:

Deadly force - Any use of force that creates a substantial risk of causing death or serious bodily injury, including but not limited to the discharge of a firearm (Penal Code § 835a).

Feasible - Reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person (Government Code § 7286(a)).

Force - The application of physical techniques or tactics, chemical agents, or weapons to another person. It is not a use of force when a person allows him/herself to be searched, escorted, handcuffed, or restrained.

Serious bodily injury - A serious impairment of physical condition, including but not limited to the following: loss of consciousness; concussion; bone fracture; protracted loss or impairment of function of any bodily member or organ; a wound requiring extensive suturing; and serious disfigurement (Penal Code § 243(f)(4)).

Totality of the circumstances - All facts known to the officer at the time, including the conduct of the officer and the subject leading up to the use of force (Penal Code § 835a).

Level of force- Generally describes different possible force applications and their reasonably expected level of potential resultant injury, progressing from a low level of force to deadly force. When feasible, most levels of force are preceded by an officer's mere presence and the use of verbal techniques, which may achieve compliance and prevent an application of force (note: officers are not required to begin with the lowest level of force and then move through each subsequent level of force when a reasonable officer would believe that it would be unsafe or impractical to do so). A low level of force is not expected to result in any lasting injury. Examples of the lowest level of force might include control holds, pressure points, grabbing/holding, or the use of bodyweight/leverage-based control techniques. The next level of force might include forceful takedowns or the use of personal body weapons, such as hand, foot, or knee strikes. An intermediate level of force might include the use of control devices, such as an ECW (Taser),

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baton, oleoresin capsicum (OC), kinetic energy projectile or police K9. The highest level of force is deadly force. Some force applications may fall into different categories of force based on the specific manner in which they were deployed, such as the intended target zone of the application (note: this policy contains additional information regarding the circumstances in which particular levels of force may be used).

300.2 POLICY

The use of force by law enforcement personnel is a matter of critical concern, both to the public and to the law enforcement community. Officers are involved on a daily basis in numerous and varied interactions and, when warranted, may use reasonable force in carrying out their duties.

Officers must have an understanding of, and true appreciation for, their authority and limitations. This is especially true with respect to overcoming resistance while engaged in the performance of law enforcement duties.

The Department recognizes and respects the value of all human life and dignity without prejudice to anyone. Vesting officers with the authority to use reasonable force and to protect the public welfare requires monitoring, evaluation and a careful balancing of all interests.

300.2.1 FAIR AND UNBIASED USE OF FORCE

Officers are expected to carry out their duties, including the use of force, in a manner that is fair and unbiased (Government Code § 7286(b)). See the Bias-Based Policing Policy for additional guidance.

300.2.2 DUTY TO INTERCEDE

Any officer present and observing another law enforcement officer or an employee using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances, shall, when in a position to do so, intercede to prevent the use of unreasonable force. For the purpose of this policy, the term intercede means to act in order to prevent or alter the course of an incident, and is synonymous with the term intervene.

When observing force used by a law enforcement officer, each officer should take into account the totality of the circumstances and the possibility that other law enforcement officers may have additional information regarding the threat posed by the subject (Government Code § 7286(b)).

300.2.3 DUTY TO REPORT EXCESSIVE FORCE

Any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary shall promptly report these observations to a supervisor as soon as feasible (Government Code § 7286(b)).

300.3 USE OF FORCE

Officers shall use only that amount of force that reasonably appears necessary given the facts and totality of the circumstances known to or perceived by the officer at the time of the event to accomplish a legitimate law enforcement purpose (Penal Code § 835a).

Use of Force

The reasonableness of force will be judged from the perspective of a reasonable officer on the scene at the time of the incident. Any evaluation of reasonableness must allow for the fact that officers are often forced to make split-second decisions about the amount of force that reasonably appears necessary in a particular situation, with limited information and in circumstances that are tense, uncertain, and rapidly evolving.

Given that no policy can realistically predict every possible situation an officer might encounter, officers are entrusted to use well-reasoned discretion in determining the appropriate use of force in each incident. Officers may only use a level of force that they reasonably believe is proportional to the seriousness of the suspected offense or the reasonably perceived level of actual or threatened resistance (Government Code § 7286(b)).

It is also recognized that circumstances may arise in which officers reasonably believe that it would be impractical or ineffective to use any of the approved tools, weapons, or methods provided by the Department. Officers may find it more effective or reasonable to improvise their response to rapidly unfolding conditions that they are confronting. In such circumstances, the use of any improvised device or method must nonetheless be objectively reasonable and utilized only to the degree that reasonably appears necessary to accomplish a legitimate law enforcement purpose.

While the ultimate objective of every law enforcement encounter is to avoid or minimize injury, nothing in this policy requires an officer to retreat or be exposed to possible physical injury before applying reasonable force.

300.3.1 USE OF FORCE TO EFFECT AN ARREST

Any peace officer may use objectively reasonable force to effect an arrest, to prevent escape, or to overcome resistance. A peace officer who makes or attempts to make an arrest need not retreat or desist from his/her efforts by reason of resistance or threatened resistance on the part of the person being arrested; nor shall an officer be deemed the aggressor or lose his/her right to self-defense by the use of reasonable force to effect the arrest, prevent escape, or to overcome resistance. Retreat does not mean tactical repositioning or other de-escalation techniques (Penal Code § 835a).

300.3.2 FACTORS USED TO DETERMINE THE REASONABLENESS OF FORCE

When determining whether to apply force and evaluating whether an officer has used reasonable force, a number of factors should be taken into consideration, as time and circumstances permit (Government Code § 7286(b)). These factors include but are not limited to:

- (a) The apparent immediacy and severity of the threat to officers or others (Penal Code § 835a).
- (b) The conduct of the individual being confronted, as reasonably perceived by the officer at the time (Penal Code § 835a).
- (c) Officer/subject factors (age, size, relative strength, skill level, injuries sustained, level of exhaustion or fatigue, the number of officers available vs. subjects).
- (d) The conduct of the involved officer leading up to the use of force (Penal Code § 835a).

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- (e) The effects of suspected drugs or alcohol.
- (f) The individual's apparent mental state or capacity (Penal Code § 835a).
- (g) The individual's apparent ability to understand and comply with officer commands (Penal Code § 835a).
- (h) Proximity of weapons or dangerous improvised devices.
- (i) The degree to which the subject has been effectively restrained and his/her ability to resist despite being restrained.
- (j) The availability of other reasonable and feasible options and their possible effectiveness (Penal Code § 835a).
- (k) Seriousness of the suspected offense or reason for contact with the individual prior to and at the time force is used.
- (l) Training and experience of the officer.
- (m) Potential for injury to officers, suspects, bystanders, and others.
- (n) Whether the person appears to be resisting, attempting to evade arrest by flight, or is attacking the officer.
- (o) The risk and reasonably foreseeable consequences of escape.
- (p) The apparent need for immediate control of the subject or a prompt resolution of the situation.
- (q) Whether the conduct of the individual being confronted no longer reasonably appears to pose an imminent threat to the officer or others.
- (r) Prior contacts with the subject or awareness of any propensity for violence.
- (s) Any other exigent circumstances.

300.3.3 PAIN COMPLIANCE TECHNIQUES

Pain compliance techniques may be effective in controlling a physically or actively resisting individual. Officers may only apply those pain compliance techniques for which they have successfully completed department-approved training. Officers utilizing any pain compliance technique should consider:

- (a) Whether the person can comply with the direction or orders of the officer.
- (b) Whether the person has been given sufficient opportunity to comply.

The application of any pain compliance technique shall be discontinued once the officer determines that compliance has been achieved or that the technique was ineffective.

300.3.4 INTERMEDIATE FORCE OPTIONS

Control devices and/or techniques may be effective in controlling a physically or actively resisting individual. See policy #307 for guidelines regarding control devices and techniques, which includes but is not limited to the following;

- (a) Impact Weapons

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- (b) Tear Gas
- (c) Oleoresin Capsicum (OC)
- (d) Pepper Projectiles (FN303)
- (e) Kinetic Energy Projectiles (less lethal launchers)

Conducted Energy Weapon (Taser) is intended to control a violent or potentially violent individual, while minimizing the risk of serious injury. See the conducted energy policy #308 for CEW guidelines.

300.3.5 USE OF FORCE TO SEIZE EVIDENCE

In general, officers may use reasonable force to lawfully seize evidence and to prevent the destruction of evidence. However, officers are discouraged from using force solely to prevent a person from swallowing evidence or contraband. In the instance when force is used, officers should not intentionally use any technique that restricts blood flow to the head, restricts respiration or which creates a reasonable likelihood that blood flow to the head or respiration would be restricted. Officers are encouraged to use techniques and methods taught by the Livermore Police Department for this specific purpose.

300.3.6 ALTERNATIVE TACTICS - DE-ESCALATION

As time and circumstances reasonably permit, and when community and officer safety would not be compromised, officers shall consider reasonably available alternatives to using force. The use of alternative tactics may increase officer safety and may decrease the need for using force, or a higher level of force.

When feasible officers shall utilize de-escalation techniques, crisis intervention techniques, and other alternatives to force. (Government Code § 7286(b)(1)). Examples may include, but are not limited to:

- (a) Formulating a plan with responding officers before entering an unstable situation that does not reasonably appear to require immediate intervention;
- (b) Attempting to isolate and contain the subject;
- (c) Creating time and distance from the subject by establishing a reactionary gap and utilizing cover
- (d) Requesting additional resources, such as Crisis Intervention Team (CIT) trained officers, the Crisis/Hostage Negotiation Team, or additional control devices and tools
- (e) Identify resources available for help, assistance, and/or treatment
- (f) Using verbal and/or non-verbal communication skills, including rapport building, proper volume, tone, pace, demeanor, displays of empathy or understanding, providing explanations, and active listening;
- (g) Tactically re-positioning to maintain the reactionary gap, protect the public, and preserve officer safety;
- (h) Taking extended periods of time to resolve the incident without having to use force.
- (i) Utilizing procedural justice concepts, including fairness, civility, the giving of voice, transparency, and impartiality .

300.3.7 RESTRICTIONS ON THE USE OF A CHOKE HOLD OR CAROTID RESTRAINT

Officers of this department are not authorized to use a choke hold or carotid restraint. A choke hold means any defensive tactic or force option in which direct pressure is applied to a person's

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trachea or windpipe (Government Code § 7286.5). A carotid restraint means a vascular neck restraint, or any similar restraint, hold, or other defensive tactic in which pressure is applied to the sides of a person's neck that involves the risk of restricting blood flow and may render the person unconscious in order to subdue or control the person (Government Code § 7286.5).

300.4 DEADLY FORCE APPLICATIONS

Where feasible, the officer shall, prior to the use of deadly force, make reasonable efforts to identify him/herself as a peace officer and to warn that deadly force may be used, unless, as set forth in Penal Code Section 835a, the officer has objectively reasonable grounds to believe the person is aware of those facts (Penal Code 835a).

If an objectively reasonable officer would consider it safe and feasible to do so under the totality of the circumstances, officers shall evaluate and use other reasonably available resources and techniques when determining whether to use deadly force. To the extent that it is reasonably practical, officers should consider their surroundings and any potential risks to bystanders prior to discharging a firearm (Government Code § 7286(b)).

The use of deadly force is only justified when the officer reasonably believes it is necessary in the following circumstances (Penal Code § 835a):

- (a) An officer may use deadly force to protect him/herself or others from what he/she reasonably believes is an imminent threat of death or serious bodily injury to the officer or another person.
- (b) An officer may use deadly force to apprehend a fleeing person for any felony that threatened or resulted in death or serious bodily injury, if the officer reasonably believes that the person will cause death or serious bodily injury to another unless immediately apprehended.

Officers shall not use deadly force against a person based on the danger that person poses to him/herself, if an objectively reasonable officer would believe the person does not pose an imminent threat of death or serious bodily injury to the officer or to another person (Penal Code § 835a).

An "imminent" threat of death or serious bodily injury exists when, based on the totality of the circumstances, a reasonable officer in the same situation would believe that a person has the present ability, opportunity, and apparent intent to immediately cause death or serious bodily injury to the officer or another person. An officer's subjective fear of future harm alone is insufficient as an imminent threat. An imminent threat is one that from appearances is reasonably believed to require instant attention (Penal Code § 835a).

300.4.1 SHOOTING AT OR FROM MOVING VEHICLES

An officer shall only discharge a firearm at a moving vehicle or its occupants when the officer reasonably believes there are no other reasonable means available to avert the imminent threat of the vehicle, or if deadly force other than the vehicle is directed at the officer or others (Government Code § 7286(b)). Shots fired at or from a moving vehicle are rarely effective and may involve additional considerations and risks. When feasible, officers shall take reasonable steps to move

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out of the path of an approaching vehicle instead of discharging their firearm at the vehicle or any of its occupants.

Officers should not shoot at any part of a vehicle in an attempt to disable the vehicle.

300.4.2 DISPLAYING OF FIREARMS

Given that individuals might perceive the display of a firearm as a potential application of force, officers should carefully evaluate each tactical situation and use sound discretion when drawing a firearm in public by considering the following guidelines (Government Code § 7286(b)):

- (a) If the officer does not initially perceive a threat but reasonably believes that the potential for such threat exists, firearms should generally be kept in the low-ready or other position not directed toward an individual.
- (b) If the officer reasonably believes that a threat exists based on the totality of circumstances presented at the time (e.g., high-risk stop, tactical entry, armed encounter), firearms may be directed toward such threat until the officer no longer perceives such threat.

Once it is reasonably safe to do so, officers should carefully secure all firearms.

300.5 REPORTING THE USE OF FORCE

Any use of force by a member of this department shall be documented promptly, completely and accurately in an appropriate report, depending on the nature of the incident. The officer should articulate the factors perceived and why he/she believed the use of force was reasonable under the circumstances. To collect data for purposes of training, resource allocation, analysis and related purposes, the Department may require the completion of additional report forms, as specified in department policy, procedure or law.

Officers shall enter the use of force into Blue Team according to the LPD Blue Team procedure.

300.5.1 NOTIFICATION TO SUPERVISORS

Supervisory notification shall be made as soon as practicable following the application of force in any of the following circumstances:

- (a) The application caused a visible injury.
- (b) The application would lead a reasonable officer to conclude that the individual may have experienced more than momentary discomfort.
- (c) The individual subjected to the force complained of injury or continuing pain.
- (d) The individual indicates intent to pursue litigation.
- (e) Any application of a TASER device or control device.
- (f) Any application of a restraint device other than handcuffs, shackles, or belly chains.
- (g) The individual subjected to the force was rendered unconscious.
- (h) An individual was struck or kicked.

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- (i) An individual alleges unreasonable force was used or that any of the above has occurred.

300.5.2 REPORTING TO CALIFORNIA DEPARTMENT OF JUSTICE

Statistical data regarding all officer-involved shootings and incidents involving use of force resulting in serious bodily injury is to be reported to the California Department of Justice as required by Government Code § 12525.2. See the Records Unit Policy.

300.6 MEDICAL CONSIDERATION

Once it is reasonably safe to do so, properly trained officers should promptly provide or procure medical assistance for any person injured or claiming to have been injured in a use of force incident (Government Code § 7286(b)).

Prior to booking or release, medical assistance shall be obtained for any person who exhibits signs of physical distress, who has sustained visible injury, expresses a complaint of injury or continuing pain, or who was rendered unconscious. Any individual exhibiting signs of physical distress after an encounter should be continuously monitored until he/she can be medically assessed.

Based upon the officer's initial assessment of the nature and extent of the subject's injuries, medical assistance may consist of examination by fire personnel, paramedics, hospital staff, or medical staff at the jail. If any such individual refuses medical attention, such a refusal shall be fully documented in related reports and, whenever practicable, should be witnessed by another officer and/or medical personnel. If a recording is made of the contact or an interview with the individual, any refusal should be included in the recording, if possible.

The on-scene supervisor or, if the on-scene supervisor is not available, the primary handling officer shall ensure that any person providing medical care or receiving custody of a person following any use of force is informed that the person was subjected to force. This notification shall include a description of the force used and any other circumstances the officer reasonably believes would be potential safety or medical risks to the subject (e.g., prolonged struggle, extreme agitation, impaired respiration).

Persons who exhibit extreme agitation, violent irrational behavior accompanied by profuse sweating, extraordinary strength beyond their physical characteristics and imperviousness to pain (sometimes called "excited delirium"), or who require a protracted physical encounter with multiple officers to be brought under control, may be at an increased risk of sudden death. Calls involving these persons should be considered medical emergencies. Officers who reasonably suspect a medical emergency should request medical assistance as soon as practicable and have medical personnel stage away if appropriate.

300.7 ADMINISTRATIVE REVIEW

All reported applications of force shall be documented in Blue Team and reviewed according to the procedures developed by the Professional Standards Unit under the direction of the Operations Division Commander.

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300.7.1 ADMINISTRATIVE LEAVE PENDING REVIEW

In the event the application of force or other employee action(s) result in serious bodily injury or death, the employee(s) directly involved shall be placed on paid administrative leave for a reasonable period of time depending on the circumstances. The Chief of Police or Division Commander of the affected employee(s) shall determine the appropriateness and duration of extended mandatory administrative leave, based upon the findings of the preliminary administrative investigation and the recommendation of the psychotherapist regarding the officer's readiness for field assignment. Generally, the length of administrative leave should not exceed the time remaining in the employee's current scheduled work week. An employee may request additional administrative leave time, subject to approval of the Chief of Police or affected Division Commander, based upon information provided to establish the need to grant the request.

The officer(s), upon being placed on administrative leave, shall be temporarily assigned to the Administrative Services Captain for the duration of the administrative leave.

During the administrative leave, the officer(s) shall maintain regular contact with the Professional Standards Unit Sergeant. Regular contact consists of once per weekday, unless other arrangements are approved or requested by the Administrative Services Captain. While the employee is off, their payroll hours will revert to Monday through Friday, 0800 hours to 1600 hours. Each employee shall be expected to remain available to the department by telephone during the listed hours.

If an employee has been on administrative leave for six months or longer, that employee shall report to the Training Unit Sergeant to ensure all policy and/or training mandates including weapon(s) qualifications have been met prior to returning to full duty.

300.8 SUPERVISOR RESPONSIBILITY

A supervisor should respond to any reported use of force, if reasonably available. The responding supervisor is expected to (Government Code § 7286(b)):

- (a) Obtain the basic facts from the involved officers. Absent an allegation of misconduct or excessive force, this will be considered a routine contact in the normal course of duties.
- (b) Ensure that any injured parties are examined and treated.
- (c) When possible, separately obtain a recorded interview with the subject upon whom force was applied. If this interview is conducted without the person having voluntarily waived his/her *Miranda* rights, the following shall apply:
 1. The content of the interview should not be summarized or included in any related criminal charges.
 2. The fact that a recorded interview was conducted should be documented in a property or other report.
 3. The recording of the interview should be distinctly marked for retention until all potential for civil litigation has expired.

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- (d) Once any initial medical assessment has been completed or first aid has been rendered, ensure that photographs have been taken of any areas involving visible injury or complaint of pain, as well as overall photographs of uninjured areas. These photographs should be retained until all potential for civil litigation has expired.
- (e) Identify any witnesses not already included in related reports.
- (f) Review and approve all related reports.
- (g) Determine if there is any indication that the subject may pursue civil litigation.
 - 1. If there is an indication of potential civil litigation, the supervisor should complete and route a notification of a potential claim through the appropriate channels.
- (h) Evaluate the circumstances surrounding the incident and initiate an administrative investigation if there is a question of policy non-compliance or if for any reason further investigation may be appropriate.
- (i) The supervisor will complete a Supervisor Use of Force Review report using the LPD Blue Team supervisor use of force template.

In the event that a supervisor is unable to respond to the scene of an incident involving the reported application of force, the supervisor is still expected to complete as many of the above items as circumstances permit.

300.8.1 WATCH COMMANDER RESPONSIBILITY

The Watch Commander or unit manager shall review each use of force by any personnel within his/her command to ensure compliance with this policy.

300.9 USE OF FORCE COMPLAINTS

The receipt, processing, and investigation of civilian complaints involving use of force incidents should be handled in accordance with the Personnel Complaints Policy (Government Code § 7286(b)).

300.10 TRAINING

Officers, investigators, and supervisors will receive periodic training on this policy and demonstrate their knowledge and understanding (Government Code § 7286(b)).

Subject to available resources, the Training Sergeant should ensure that officers receive periodic training on de-escalation tactics, including alternatives to force.

Training should also include (Government Code § 7286(b)):

- (a) Guidelines regarding vulnerable populations, including but not limited to children, elderly persons, pregnant individuals, and individuals with physical, mental, and developmental disabilities.
- (b) Training courses required by and consistent with POST guidelines set forth in Penal Code § 13519.10.

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300.11 USE OF FORCE ANALYSIS

At least annually, the Professional Standards Unit Sergeant, or other Operations Division Commander designee, should prepare an analysis report on use of force incidents. The report should be submitted to the Chief of Police. The report should not contain the names of officers, suspects or case numbers, and should include:

- (a) The identification of any trends in the use of force by members.
- (b) Training needs recommendations.
- (c) Equipment needs recommendations.
- (d) Policy revision recommendations.

300.12 POLICY AVAILABILITY

The Chief of Police or the authorized designee should ensure this policy is accessible to the public (Government Code § 7286(c)).

300.13 PUBLIC RECORDS REQUESTS

Requests for public records involving an officer's personnel records shall be processed in accordance with Penal Code § 832.7 and the Personnel Records and Records Maintenance and Release policies (Government Code § 7286(b)).

300.14 POLICY REVIEW

The Chief of Police or the authorized designee should regularly review and update this policy to reflect developing practices and procedures (Government Code § 7286(b)).

300.15 YEARLY POLICY REVIEW

This Policy was reviewed by Lieutenant Boberg.

**Equity and Inclusion Subcommittee Final Recommendations to City Council
July 26, 2021**

1. Key 2 City

Working Group Suggestions

- Expand community awareness of the inner workings of local government and ways to provide steppingstones to leadership opportunities
- Expand outreach and advertisement of participation and volunteer opportunities in furtherance of the above

Implementation

Lead: Administrative Services Department (ASD)

- Explore increasing frequency of Key 2 City- add one additional session for a total of two for the upcoming year (2021-22), then evaluate impact on staff resources before deciding on number of sessions for 2022-23
- Explore increasing maximum number of participants per session
- ASD to collaborate with communications team on outreach and advertisement to expand reach (farmers market, downtown kiosks, social media, Nextdoor, newsletters, community partners, school district, park district, etc.)
- ASD to explore feasibility of recording and posting sessions on website

2. Youth Key 2 City

Working Group Suggestion

- Create and conduct a Key 2 City specifically for youth

Implementation

Lead: Library

- Collaborate with City Clerk, Livermore Youth Advisory Commission (LYAC), and Livermore Valley Joint Unified School District on designing a Key 2 City for youth

3. Collaborate with Livermore Valley Joint Unified School District (LVJUSD) and Livermore Area Recreation and Park District (LARPD) on Youth Engagement

Working Group Suggestion

- Collaborate on partnership opportunities with LVJUSD (and potentially also parent-teacher groups) and LARPD to create/implement complementary programming for youth

Implementation

Lead: Library

- Establish and coordinate a staff-level interagency group to meet on a regular basis, exploring opportunities for collaboration on complementary programming opportunities and sharing of youth/family resources

4. Collaborate with Chamber, Las Positas Community College, and other Business Organizations on Youth Training/Career Opportunities

Working Group Suggestion

- Recognizing youth diversity and that not all students enroll in college directly out of high school, facilitate basic job skills building programs, (this could overlap with youth Key 2 City, Key 2 City could be part of curriculum)

Implementation

Lead: Library

- Collaborate with potential partners (LVJUSD, Chamber, Las Positas Community College, local trade schools, large employers, LLNL and Sandia, etc.) to create a curriculum that students could take over time and earn a 'certificate' that would be recognized by the Chamber, and would be a positive addition to a resume

- Once established, re-evaluate City role and responsibility (potentially another organization could be lead)

5. Recruitment for Advisory Bodies, Employment, and other Volunteer Opportunities

Working Group Suggestion

- Expand outreach and advertisement efforts to reach all segments of the community

Implementation

Lead: Administrative Services Department (ASD)

- Include diverse images and inclusive language in recruitment materials
- Include videos of actual participants on website describing roles and responsibility and ways to become prepared to participate
- ASD to collaborate with communications team on outreach and advertisement to expand reach (flyers in local businesses and faith-based organizations, large employers, farmers market, downtown kiosks, social media, Nextdoor, newsletters, community partners, school district, park district, Livermore Amador Valley Transit Authority, local radio, and newsprint)

6. Collaborate with LVJUSD, LARPD, Livermore Downtown Inc., Chamber of Commerce, and other Community Partners on a Calendar of Cultural Events

Working Group Suggestion

- Share Livermore's cultural diversity

Implementation

Lead: Library, with City Manager Office assistance

- In collaboration with LDI, LVJUSD, LARPD, Las Positas Community College, Chamber, and other community partners facilitate the curation of a calendar of cultural events that the City could share on its website and social media, (need to identify the owner of the calendar for regular maintenance)
- Communications team to collaborate with partners on a pilot "Livermore Day" that would be combined with an existing City-sponsored event or with an existing/upcoming LVJUSD or LARPD event, that could incorporate equity and inclusion and include storytelling elements

7. Housing

Working Group Suggestions

- Expand outreach to communities most affected by housing issues
- Share information on housing related matters with the community

Implementation

Lead: Community Development Department (CDD)

- CDD to work with communications team on outreach (flyers in local businesses and faith-based organizations, large employers, farmers market, downtown kiosks, social media, Nextdoor, newsletters, community partners, school district, park district)
- Share information on trainings, programs, workshops that are provided by our community partners (Echo Housing, etc.)
- Expand information on website of current and upcoming housing developments
- Post videos on website of housing-related presentations provided to the subgroup by Planning Manager Steve Stewart, Assistant Community Development Director Eric Uranga, ECHO Housing, and the Livermore Housing Authority

8. Police Department Stop Data Project

Working Group Suggestion

- Invite Subgroup B to hear updates and provide input on the stop data project at milestones

Implementation

Lead: Police Department

- Outreach to Subgroup B at project milestones for input and feedback

9. Police Department Mental Health Clinician Ride-Along Pilot Program

Working Group Suggestion

- Explore ways to deploy police department resources most efficiently and effectively in response to mental health related calls for service

Implementation

Lead: Police Department

- Fund mental health clinician ride-along pilot program
- Explore collaboration opportunities with Dublin and Pleasanton

10. Chief's Advisory Group

Working Group Suggestion

- Increase Police Chief and Police Department awareness of community policing-related matters

Implementation

Lead: Police Department

- Invite Subgroup B to participate in establishing the Chief's advisory group
- Define expectations and establish an application and vetting process
- Explore mandatory training requirements which may include, but not be limited to ride-alongs and participation in Livermore's Citizens' Police Academy and/or Key 2 City
- Ensure group is advisory, without oversight or authority