

HUMAN SERVICES AND IMMIGRATION APPENDIX

SURVEY RESPONSES

ADDITIONAL SUGGESTIONS

BACKGROUND MATERIALS

- Letters and Emails
- Guide to the New Haven Sanctuary City Ordinance
- New Haven Sanctuary BOA Bill Draft
- Suggestions for Parks Part 1
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SURVEY RESPONSES

How Does This Topic Area Impact You?

- Envejeciente (SPAN)
- Hablar del trato a las personas mayores. (SPAN)
- I have many friends and family who are undocumented
- I am interested in gender-specific programming for students in grades 6 through 8.
- I work in a school in Fair Haven where several of our students come from impoverished homes and live in fear of deportation.
- This is within the area of my work for the city.

What are some suggestions you have for this administration related to this topic area?

- En mi vida tiene mucho impacto porque trabajo con ellos y escucho sus quejas sobre el tratamiento que reciben de la comunidad. (SPAN)
- I would prefer to discuss in a meeting or focus group
- Address the needs/anxiety of the daily fears of these students in school
- Encourage departments' understanding of the social / human service needs of the community as they approach their areas
- Soy una persona mayor y vivo en Apartment de Low Income. Ademas no todos somos desechables. Tengo un Degree en Education. Y estaba haciendo un Training para ayudar y a la vez sentir util pero como somos mayores de edad discriminan por la edad y no deberia ser asi, porque eso es discriminar por edad. Creen que al cumplio mayorcita de edad somos como el papel desechable.

What is currently being done well that the new administration should encourage and/or strengthen?

- Protocol of not allowing ICE to enter schools. Although our school, Quinnipiac STEM, doesn't even have a security guard.
- Increased resources for school age children to improve their learning.
- Opening the first of what was to be multiple New Haven Opportunity Centers in the neighborhoods of our city, bringing services back into the community and fostering locales where community partners can engage with residents. Embarking on the financial empowerment work - having professional financial counseling as a direct deliverable for residents - first in the state. The www.getconnectednewhaven.com carve out of 2-1-1 services available for residents. Parks Department is doing some wonderful work.
- Crear programas que la comunidad en los cuales los envejecientes participen.
- Dejar de ponernos el sello de viejos y tener mas respeto con las personas mayores.
- I would love if we could find more ways to make the City/City Hall more accessible to undocumented immigrants. I think it is amazing that New Haven is known as a sanctuary city. However, I think it would be great, if we could make ways for them to participate in the city more. Examples: serving on commissions and boards (would require a Charter amendment, changing "electors" to "residents"), running as Alder, and even working for the City. I know I am dreaming big! Although I cannot confirm undocumented immigrants clean City Hall, it saddens me deeply that undocumented immigrants can clean City Hall through working for a contractor but not work for the City directly. We

have trouble finding residents to work for the City, yet we cannot hire from one of the largest populations. At one point, maybe fifteen years ago, I would not have argued for this. I expected our federal government to pass immigration reform. Now, it has been almost 20 years since any immigration relief was passed with the exception of DACA, which may be eliminated soon even for current DACA recipients. Why should New Haven jobs go to residents in other cities over New Haven residents?

Is there a way in which you'd like to help or contribute? Or do you have any other comments, questions, or concerns?

- We could be more technology savvy, less dependent on paper. This applies to so many areas. I know steps have been taken, but I still see so many areas. One of the areas that stuck out to me as an employee was that we do not have an easy way to sign up for or change our direct deposit information for our pay. We still need to fill out a paper form and turn in a copy of a voided check. I do not even use checks anymore, so I needed to request a letter from my bank. At other places, this is typically handled by entering your account and routing numbers online at a secure site, twice.
- It would be great if we had a citywide event for employee appreciation. My director does a great job showing his appreciation for us in his department. But, it would be great to have other events that bring us together to let us know we are appreciated and are working on the same team. I am glad to assist in any way I can.
- I am interested in contributing to searching for gender-specific evidence-based programming to be implemented in our schools for students 12 and above. Our students are lacking civility, positive peer interactions, human tolerance and compassion for their fellow classmates.
- Trying to get connected to the Mayor-Elect's calendar for the kickoff of the upcoming VITA / EITC campaign, which the Mayor usually spearheads - first week in Feb. 2020 is when this would usually happen. Get the phones and computers to work properly!
- Deseo contribuir con este tema. Espero que esta administración tenga en consideración esto residents.
- Que sea mas de lo mismo y no surma nada. Tiene que limpiar la casa por su bien.
- Continue to support and make the Elm City ID card accessible - continue to protect and support undocumented immigrants - not work with ICE unless the situation really warrants it
- Social Security Number - I need to use my last four to log into the employee portal and as my password to access my pay stub that is emailed to me. I am not aware of a way for me to change it. It shocked me that companies (municipalities) are still using personal identifiable information to log in/as passwords.
- Training - Since I started at the City, we have had no training offered, except for retirement training offered by a company trying to sell us its services, mental health training, and some training offered by the NHFD. All appreciated. The majority of my marketable skills: Word, Excel, how to communicate, etc., I learned from on the job training classes. It would be great if City employees could have access to similar training to enrich our lives and improve our work product and service. This could also lead to saving the City money. One example is the High Deductible Health Plan (HDHP). I feel it is the best option for many (although not all depending on individual circumstances) of

the City employees, yet we have had no information presented about it or any of the health plans offered (other than the information presented in the package on all health plans). If employees were walked through how to perform their own cost analysis, I think enrollment in the HDHP would drastically increase, saving employees and the City money. A win-win, as they say.

ADDITIONAL SUGGESTIONS

- Explore joining the [SAFE](#) network program as a full fledged member (New Haven currently has affiliate status since the city is not a part of the efforts to ensure legal representation for immigrants – the affiliate membership consists of a partnership between New Haven Legal Assistance the CT Bail Fund). *Anticipated Financial Cost:* \$100,000 in matching grants for Year One, commitment for year two contingent on fundraising efforts.
- Sanctuary City Executive Order revision: Unidad Latina en Accion submitted recommendations to strengthen the language of the ordinance. The are being submitted as an Appendix to this document.
- Set up a vibrant internship program utilizing social work interns from any of the area SW and Human Service programs / colleges- Gateway, Southern, Quinnipiac for starters. This would require hiring a Geriatric versed Social worker with the credentials to be able to supervise students. Partnerships and contracts with these schools could lead to an incredible enhancement of elderly services- the possibilities are endless with the right person visioning this type of program. Concurrently partnering with the Gateway Comm College nursing program in a similar way might be a possibility.
- I am also against New Haven being a Sanctuary City on our tax dollars.
- The second issue is to follow in the lead of Mayor Harp in pledging to follow a humanitarian approach by declaring New Haven a Sanctuary City for immigrants. This country thrives because of its immigrants. New Haven thrives because of its immigrant community. We need to foster that and oppose any and every misguided policy of the Trump administration.
- If SNAP reductions are imposed by the Trump administration, to what degree will the City of New Haven have to play a role in making up for the losses, especially for children who may no longer be eligible for discounted or free lunches at school? This issue may require your attention in the not too distant future.

BACKGROUND MATERIALS

LETTERS AND EMAILS

I ask you to examine and take the lead on revoking the cities 'sanctuary city' status.

Was this policy ever brought before the public and approved by a ballot vote – not just among the alders, but the voters? If not - why not - and why not put it before the public with open discussion and a vote now?

The leadership of the city of New Haven taking a stance of 'sanctuary city' translates to an Open Border policy which means anyone, and anything is deemed permissible to enter this nation and therefore into its 'sanctuary cities' such as New Haven. This means gang members such as MS13. This means human traffickers bringing young boys and girls across the border to be used as sex objects. This means allowing all manner of drugs to enter the nation destined for 'sanctuary cities' such as New Haven. That we as a nation are experiencing upwards of 80,000 overdose deaths per year should have, by now, brought this whole idea of 'sanctuary city' under scrutiny at the local level. How many New Haven families have suffered because of this massive overdose epidemic – my family has.

I've heard it said that the immigrant (legal and illegal) community of New Haven is a positive economic benefit to the community. The public needs to know the actual economic impact of illegal immigration to New Haven. Where are the numbers that show the economic impact positive and negative? Publish these numbers, this proof!

It is common to hear New Haven is a 'welcoming community.' Nice sounding words, but how many of those in the 'welcomed' illegal community are applying for US citizenship?

We regularly hear of the violence committed by members of those entering the nation illegally. It is only a matter of time before catastrophic criminal events are visited on New Haven. And yet, New Haven law enforcement is prohibited from cooperating with federal Immigration authorities such as ICE to remove the criminal element along the immigrant community. It is past time for the nation, including its 'sanctuary cities' to work together towards the existing framework of legal immigration. Instead, ICE and its people are demonized.

As our new mayor, I implore you to seriously reexamine this 'sanctuary city' policy.

GUIDE TO THE NEW HAVEN SANCTUARY CITY ORDINANCE

It is important to prepare for the future now! The Ordinance proposed by Unidad Latina en Acción and other groups will ensure lasting protections for all residents and keep New Haven on the front line against racism and xenophobia in America.

1. What Can the Ordinance Accomplish?

The Ordinance would affirm the City as a welcoming, safe, and diverse community for everyone, regardless of immigration status. The proposed Ordinance:

- **Conserves vital city resources** for local needs
- Ensures that city **officers treat all residents equally**, regardless of immigration status
- Increases public safety by **building trust between police and immigrant communities**
- **Avoids city liability** for unlawful immigration enforcement.

The Ordinance adopts a “**Don’t Ask, Don’t Tell, Don’t Arrest**” approach to immigration enforcement. Residents report violations to the Civilian Review Board.

- **Don’t ask**—City employees, including police officers, will not ask about immigration status unless necessary to administer government services or required by federal law.
- **Don’t tell**—City employees, including police officers, will not release confidential information, including to immigration officials, unless necessary for certain criminal investigations. “Confidential information” includes information about sexual orientation, status as a victim of sexual violence, immigration status, and Social Security number.
- **Don’t arrest**— Police officers will not arrest or detain anyone solely on suspicion of an immigration violation. Nor will police officers detain anyone based on requests by federal authorities to hold someone in detention.

2. Why do we need this Ordinance when we already have NHPD General Order 06-2?

The city needs to prepare for the future, now. The Ordinance would protect the city in the long term by preventing changes in the city’s leadership from undoing existing safeguards. It also updates the Order, now more than a decade old, in the following ways:

- Applies to all city employees, not just police officers
- Bars city employees from enforcing federal programs that require registration of individuals based on race, gender, sexual orientation, religion, or national origin
- Forbids the city from detaining an individual based upon ICE detainer requests
- Creates accountability by requiring the city to publish and investigate complaints

3. How does the Ordinance minimize the risk that the government will try to withdraw the city’s federal funds?

a. The Ordinance is modeled on policies adopted by many other cities and counties

New Haven is not acting alone. Cities across the country like San Francisco and Seattle have adopted similar legislation, and are suing the federal government to prevent it from withdrawing funds. Moreover, the State of Connecticut has already incorporated some of these protections in the TRUST Act of 2013.

b. The Ordinance is consistent with federal law

Language in the Ordinance ensures conformity with federal law: “Nothing in this Ordinance shall be construed to prohibit any City officer or employee from cooperating with federal immigration authorities as required by law,” and, “No New Haven City officer or employee shall disclose confidential information unless such disclosure . . . is required by law.”

Moreover, cities may bar their officers from inquiring about immigration status (Don’t Ask) and making civil immigration arrests (Don’t Arrest). The U.S. Court of Appeals for the Second Circuit, which has jurisdiction over New Haven, has recognized that the 10th Amendment may safeguard a city’s authority to limit information-sharing that would interfere with the operations of state and local government (Don’t Tell). This Ordinance fits squarely within the Second Circuit’s interpretation. Without confidentiality, residents would fear that the City might disclose information they provide, resulting in less cooperation between residents and City officers.

c. The Constitution, federal statutes, and federal regulations protect New Haven’s funds

The federal government may withdraw a particular source of federal funding from a city only based on the conditions stated in its statutes or relevant regulations. It cannot withhold funds that have nothing to do with immigration simply because it dislikes local immigration policies. The Department of Justice says it can withdraw funds, but we think the law is clear: They can’t.

4. If the federal government tries to withdraw funding, what would the impact be?

The government would have to give the City notice and an opportunity to defend itself before any funds were suspended. If the government had already disbursed funds to the City, it would probably have to go to court to recover those funds. And those attempts might be delayed by current challenges to the President’s Executive Order in Seattle, San Francisco, and other cities. At each stage of the process, New Haven will have strong legal arguments, as detailed above, that the federal government cannot suspend funding.

Guía para la Ley de Santuario de la Ciudad de New Haven

¡Es importante prepararse para el futuro ahora! La ley propuesta por Unidad Latina en Acción y otros grupos asegurarán protecciones duraderas para todos los residentes y mantendrán a New Haven al frente contra el racismo y la xenofobia en Estados Unidos.

1. ¿Qué puede lograr esta ley?

La ley afirmará a la Ciudad como una comunidad acogedora, segura y diversa para todos, independientemente de su estatus migratorio. Propuestas de ley:

- **Conserva los recursos vitales** de la ciudad para las necesidades locales
- Garantiza que **los oficiales de la ciudad traten a todos los residentes con igualdad, independientemente de su estatus migratorio**
- Aumenta la seguridad pública al **crear confianza entre la policía y las comunidades inmigrantes**
- **Evita que la ciudad sea responsable por la aplicación ilegal de la ley de inmigración.**

La ley adopta una política de "**No Preguntar, No decir, No Arrestar**" a la aplicación de la ley de inmigración. Los residentes reportan violaciones a la Junta de Revisión Civil.

- No preguntar: los empleados de la Ciudad, incluyendo los oficiales de policía, no preguntarán sobre el estatus migratorio a menos que sea necesario para administrar los servicios gubernamentales o los requeridos por la ley federal.
- No Decir: los empleados de la Ciudad, incluyendo los oficiales de policía, no divulgarán información confidencial, incluyendo los funcionarios de inmigración, a menos que sea necesario para ciertas investigaciones criminales. "Información confidencial" incluye información sobre orientación sexual, estado como víctima de violencia sexual, estado migratorio y número de Seguro Social.
- No Arrestar: Los agentes de policía no arrestarán o detendrán a nadie por sospecha de una violación de inmigración. Tampoco los oficiales de policía detendrán a nadie en base a las solicitudes de las autoridades federales de detener a alguien.

2. ¿Por qué necesitamos esta ley cuando ya tenemos la Orden General 06-2 de NHPD?

La ciudad necesita prepararse para el futuro, ahora. La ley protegerá a la ciudad a largo plazo evitando que los cambios en el liderazgo de la ciudad deshagan los salvaguardias existentes. También actualiza la ley, que ahora es más de una década de antigua, de las siguientes maneras:

- Se aplica a todos los empleados de la ciudad, no sólo a los oficiales de policía
- Ordena a los empleados municipales que apliquen programas federales que requieren el registro de individuos en base a raza, género, orientación sexual, religión u origen nacional
- Prohíbe a la ciudad detener a un individuo basándose en las solicitudes de retención de ICE
- Crea responsabilidad exigiendo que la ciudad publique e investigue las quejas

3. ¿Cómo minimiza esta ley el riesgo de que el gobierno intente retirar los fondos federales de la ciudad?

a. La Ordenanza se basa en las políticas adoptadas por muchas otras ciudades y condados

New Haven no está actuando sola. Ciudades en todo el país como San Francisco y Seattle han adoptado una legislación similar, y están demandando al gobierno federal para evitar que retire fondos. Además, el Estado de Connecticut ya ha incorporado algunas de estas protecciones en la Ley de Fideicomiso de 2013.

b. La Ordenanza es consistente con la ley federal

El lenguaje en la Ordenanza asegura la conformidad con la ley federal: "Nada en esta ley se interpretará para prohibir a cualquier funcionario o empleado de la Ciudad de cooperar con las autoridades federales de inmigración según lo requerido por la ley" y "Ningún oficial o empleado de New Haven dará información a menos que dicha divulgación. . . sea requerida por ley".

Por otra parte, las ciudades pueden prohibir a sus oficiales de indagar sobre el estado de inmigración (No Preguntar) y hacer arrestos de inmigración civil (No Detener). La Corte de Apelaciones del Segundo Circuito, que tiene jurisdicción sobre New Haven, ha reconocido que la enmienda puede salvaguardar a la autoridad de una ciudad para limitar el intercambio de información que interferiría con las operaciones del gobierno estatal y local (No Decir). Esta ley encaja perfectamente con la interpretación de la Corte del Segundo Circuito. Sin confidencialidad, los residentes temen que la Ciudad pueda revelar información que proporcionan, lo cual resulta en menos cooperación entre los residentes y los oficiales de la ciudad.

c. La Constitución, los estatutos federales y las regulaciones federales protegen los fondos de New Haven

El gobierno federal puede retirar una fuente particular de fondos federales de una ciudad sólo en base a las condiciones establecidas en sus estatutos o reglamentos pertinentes. No puede retener fondos que no tienen nada que ver con la inmigración simplemente porque no le gustan las políticas locales de inmigración. El Departamento de Justicia dice que puede retirar fondos, pero creemos que la ley es clara: no pueden.

4. Si el gobierno federal trata de retirar fondos, ¿cuál sería el impacto?

El gobierno tendría que dar aviso a la ciudad y darle una oportunidad para defenderse antes de que se suspendieran los fondos. Si el gobierno ya hubiera desembolsado fondos a la ciudad, probablemente tendría que acudir a los tribunales para recuperar esos fondos. Y esos intentos podrían verse retrasados por los actuales desafíos a la Orden Ejecutiva del Presidente en Seattle, San Francisco y otras ciudades. En cada etapa del proceso, New Haven tendrá un fuerte argumento legal

Board of Aldermen of the City of New Haven

Proposed Bill

AN ORDINANCE to establish procedures concerning citizenship status, enforcement of federal immigration laws and the disclosure of confidential information.

WHEREAS, the City of New Haven is home to a diverse population of immigrants who contribute to the city's economy, social vivacity, and cultural richness.

WHEREAS, the City of New Haven is committed to promoting the safety of all who live here.

WHEREAS, the City of New Haven depends on all persons, both documented citizens and those without documentation status, to achieve its goals of protecting life and property and resolving disputes.

WHEREAS, the City of New Haven recognizes that persons must feel comfortable in interacting with City officials or employees and that their cooperation is needed for the safety and security of the entire community.

WHEREAS, New Haven introduced the Elm City Resident Card in 2007, which allowed all New Haven residents to obtain a government issued ID regardless of immigration status; and

WHEREAS, the New Haven Police Department issued General Order 06-2 providing, among other things, that Police officers may not inquire about immigration status; and

WHEREAS, all New Haven City officers and employees should receive analogous guidance with respect to information related to immigration status; and

WHEREAS, a number of other jurisdictions in the country have enacted policies or laws recognizing that their officers and employees should properly play a limited role with respect to matters relating to immigration status; and

WHEREAS, this proposed ordinance is consistent with federal laws regarding localities' responsibilities to cooperate with federal immigration authorities; and

WHEREAS, this proposed ordinance is an effective way to ensure the safety and health of the members of the community.

NOW THEREFORE,

BE IT ORDAINED BY THE CITY OF NEW HAVEN AS FOLLOWS:

A New Section is added to New Haven Municipal Code as follows:

Section 1. Procedures for City officers or employees.

1. No New Haven City officer or employee shall inquire about a person's immigration status unless necessary to administer a city, state, or federal program or unless required by state or federal law.

2. No New Haven City officer or employee shall engage in activities designed to ascertain a person's immigration status unless necessary to administer a city, state, or federal program or unless required by state or federal law.

3. No New Haven City officer or employee shall use agency or department moneys, facilities, property, equipment, or personnel to investigate, enforce, or assist in the investigation or enforcement of any federal program requiring registration of individuals on the basis of race, gender, sexual orientation, religion, or national or ethnic origin.

4. Nothing in this ordinance shall be construed to prohibit any City officer or employee from cooperating with federal immigration authorities as required by law.

Section 2. Disclosure of Confidential Information.

1. No New Haven City officer or employee shall disclose confidential information unless such disclosure:

- a. Has been authorized in writing by the individual to whom the information pertains, or by the parent or guardian of same if the individual is a minor or not legally competent; or
- b. Is required by law; or,
- c. Is relevant to another City officer or employee and is necessary to fulfill the purpose or achieve the mission of any City agency; or
- d. Is necessary to apprehend an individual suspected of engaging in criminal activity other than mere status as an undocumented immigrant; or
- e. Is necessary in furtherance of a criminal investigation of potential terrorism.

2. As used herein, "confidential information" means any information obtained and maintained by a New Haven City officer or employee relating to an individual's sexual orientation, status as a victim of domestic violence, status as a victim of sexual assault, status as a crime witness, recipient of public assistance, or immigration status, and shall include all information contained in any person's income tax or other financial records, including but not limited to Social Security numbers.

Section 3. Police Procedures

1. Local law enforcement agencies, school police, and security departments shall not use agency or department moneys, facilities, property, equipment, or personnel to perform any of the following:

a. Inquire about the immigration status of crime victims, witnesses, or others who call or approach the police seeking assistance.

b. Detain or arrest a person solely on the belief that he or she is not present legally in the United States, or that he or she has committed a civil immigration violation. There is no general obligation for a police officer to contact U.S. Immigration and Customs Enforcement (ICE) regarding any person.

c. Detain or arrest a person, based on ICE detainer requests or administrative warrants for arrest or removal entered by ICE into the FBI's National Crime Information Center (NCIC) database. Enforcement of the civil provisions of U.S. immigration law is the responsibility of federal immigration officials.

2. The New Haven Police Department shall conduct all necessary training and education to ensure that its officers are knowledgeable about all provisions contained in this Ordinance and knowledge of such provisions shall be tested on department promotion exams.

Annotation: Sections 1-3 are modeled after New Haven General Order 06-2 and proposed legislation from jurisdictions nationwide, such as the California Values Act, SB-54, 2017-2018, Reg. Sess. (Ca. 2017). Section 3 is also modeled after Houston Police Department's "no-arrest" policy, set forth in General Order 500-5 issued in 1992 by then-police chief Sam Nuchia.

Section 4. Complaints

1. Complaints of a violation of this ordinance by police officers shall be received and investigated by the New Haven Civilian Review Board. Complaints of a violation of this chapter by an employee of any other city department shall be received and investigated by the director of the office of human resources for that department. The results of any such investigation shall be provided to the complainant in writing within ninety (90) days of receipt of the complaint. Complainants and witnesses shall not be required to provide their immigration status at any point during the complaint process, and no investigation of the immigration status of the complainant and witnesses shall be made by any city personnel in the investigation of such a complaint or thereafter.

2. An employee of the city who violates this ordinance may be subject to disciplinary action, such as oral reprimands, written reprimands, suspension without pay, and discharge, under the appropriate union contract, civil service commission rules, or department work rules.

Section 5. Reporting.

1. The New Haven Civilian Review Board shall be responsible for compiling reports detailing complaints of violations of this ordinance every six months. Such reports shall be made public and kept at the Office of Legislative Services of the Board of Aldermen.

2. The Mayor shall be responsible for preparing and filing an annual report with the Board of Aldermen regarding implementation of the ordinance.

***Annotation:** Sections 4 and 5 are modeled after § 19.40 of Minneapolis, Minnesota's Code of Ordinances and § 44.04 of St. Paul, Minnesota's Code of Ordinances. Under St. Paul's provision, the Department of Human Resources bears primary responsibility for compiling reports and also prepares and files recommendations regarding implementation of the ordinance. Section 5.2 also borrows from § 4.18.020 of Seattle's Municipal Code, which contains a reporting provision under which the Mayor must report to the City Council "and the people" annual on the actions taken and being taken to support the ordinance.*

SUGGESTIONS FOR PARKS (PT. 1)

Here is my best thinking on ways to make the Department of Parks, Rec & Trees the best it can be:

Vision and Public Accountability

- For whomever you choose to be the new director, he/she/they could prioritize clarifying the department's mission and purpose (under your leadership).
- Organizational planning: involve all staff in the overall planning process and implementation of goals. During the past years, we basically never had a "suitable plan", despite asking for direction and specific goals. Nor suggestions from the "working bees" were taking into serious consideration.
- Generate and audit reports. These should reflect real data, otherwise they are just "opinions" and guesstimates written up to look good.
- Setting green examples: propose that City officers use e-bikes (weather dependent), and bikes for official errands, rather than Parks Staff taking them for their personal use. Implement recycling, use environmentally friendly and less expensive alternatives to dangerous chemicals, etc.
- Coordinate and unify Friend Groups, work with them and listen to their concerns, needs for community space, fields, and suggestions. We have traditionally ignored many, while giving fields away to outsiders and friends.
- Allow access to Friends Groups to parks Facilities that have been off limits or restricted.
- Restore and expand successful programs such as free public paddling, and Positive Adventures for youth at risk, which used skiing, kayaking, canoeing, etc. to stretch their personal limits and expand their horizons.
- Parks Dept. should be more user-friendly, so residents could be able to do camp registration and apply for permits online. Likewise, we could have extended hours and/or weekend hours during critical times, to accommodate parents who work during our business hours.

Human Concerns: Staffing, Morale and Staff Development

- Improve performance by thanking staff, and retaining quality staff by boosting morale, stopping favoritism, cronyism, and micro-management.
- Review staff performance by periodic evaluations, not just by depending upon misleading unverified claims filed within the organization.
- Prioritize new hires to be qualified New Haven residents, as opposed to relatives, friends and neighbors, many of whom have been ill-suited for their jobs.
- Staff the department with qualified and competent workers (as opposed to unqualified and arrogant people, resistant to change).
- Provide a safe space for workers to express their concerns and frustrations without fear of repercussions. I applaud the survey to all employees, and suggest keeping open channels for feedback, anonymous if necessary.

- In the past few years, we had a high number of staff who left this department, and not necessarily to get a higher paying jobs, but in order to get away from a toxic environment. This will continue until we detoxify and make the department a less hostile environment. It is important to stop the constant bleed of talent, since many positions are then filled with unqualified or ill-qualified staff.
- Eliminate unnecessary and redundant upper management. For one example, in years past, we had as many as 30(FT+PT) people supervised by a coordinator and a deputy. Now, the full time work force is just 2, yet we still have these upper positions, yet the service work is mostly done by part-time seasonal employees.
- Expose these who have joined forces to cover up their mistakes and shortfalls, and work on resolving the issues, since these individuals feel invincible and no longer worry about accountability.
- The Civil Service Exam should be revisited, it has some shortfalls. For instance, we had an aspirant that was placed among the top 3 candidates for the ranger position. Yet, she had no experience or education for most of the required skills to be a park ranger, nor a Master's or college degree, as many other applicants did. In fact, she just had a high school diploma, and about 8 hour's worth of training in related fields.

Programming

- Enhance the Department's reputation by connecting with the community, working with the media, understanding the residents' needs and expectations, and garnering support.
- Have an independent analysis of programs offered, since some leave much to be desired, and many others are obsolete, archaic or do not serve the current, changing needs of the public.
- Have another survey among residents inquiring about what kind of programs they would like to be offered, as opposed as creating programs and force-feeding them to the public.
- Restore and increase Bike safety courses, and bike programs, create a concise bike policy, and create Cyclovias, which although challenging for traffic and transportation, can be a boon to local businesses, tourism and community.
- Implement Bicycle education in schools, and hire a part-time bike mechanic to offer courses, and fix and maintain bikes, including Police bikes as part of an after-school program involving youth. I personally generated enough revenue for this program and collected enough donations this specific purpose, but I was told not to spend any of it because of the China trip debacle, and the fact that some of this program's donation money was wrongfully spent elsewhere.
- Restore and expand programs and partnerships with organizations that cater to people with physical disabilities, and mental health issues.

Promotion

- Increase our Social Media presence. We eliminated our "Webmaster", now we rely on an already busy executive secretary with limited time and skills on how to update social media. The City hired WOW designs to change everyone's websites, and each dept. was supposed to be able to do updates, but this has not happened.

- Audit our social media. Many of our posts do not reach target audiences, no one evaluates content, we do not have a media policy, social media rules, etc. After the Homeless Feeding Fiasco on the Green, this department basically clammed itself, entombed criticizing content, and minimized exposure.
- Work with local media to promote programs, generate support, and funding. Some media has brought up to light deficiencies, or criticize a Department and/or an administrator. However, this has eroded mutual trust and harbored an animus towards certain reporters

Facilities

- Make accountable those that encroach/destroy/usufruct or use parks for their own financial advantage.
- Properly maintain and evaluate the vehicle fleet. Many assets have not been fixed or properly maintained. Vehicles may take months to get fixed, and even insurance claims are not pursued, costing the city a lot of money on lost claims.
- Properly restore good management practices at facilities such as the golf course, and at the ice rink.
- Many of our buildings and assets are not being used at all, also costing lots of money on utilities and maintenance. They could be offered to other departments, organizations, leased to not-for profit agencies, turned into community centers, shelters, warming centers, etc.
- Boat House could be used as intended for boat education, staffed by the proper qualified people, and be the focal point of boating education, rather than a catering facility for rent. This expensive problem should be turned into a shining star for New Haven.
- Engineering should take into consideration our valid concerns and recommendations, for the design and improvement of facilities. Sometimes they do not like to hear that their designs/ideas are wrong, which has resulted, and will continue to result in many issues that may affect the performance and life span of facilities and assets.
- We should issue large visible photo permits for vendors that pay their dues and follow the rules, so police and staff can identify these that do not have permits yet are common during large venues. Likewise, police should be part of the process. Most of the time they do not care, or claim is not their responsibility.

Financial Concerns: Budgets and Spending

- We must manage resources effectively, and be accountable to the public, donors, and ensure that financial controls and audits are in place.
- Stop upper management from giving power and granting contracts to their friends and to those that fuel their egos. Subsidizing “friends” costs the City a lot of money.
- Stop buying gear for programs that are not popular or buying unnecessary and expensive supplies just to patronize “friends” and selected vendors. Examples are expensive ovens for making ceramics, which are infrequently used, buying desks and computers for

ill-fated “computer camps”, where such camps could have been run at any school or library with already existing desks and computers.

- Re-evaluate “Movies in the Park” since per-event cost is high. On average: permit fee + staff and/or electrician = \$1,000 or higher, yet most events have very low attendance. Thus, we spend \$1000 for just a few participants.
- Consolidate office space. For example, Parks headquarters alone used to have over 24 full time people, but now we are about 10 or less. Thus, unoccupied space could be leased or used by other agencies that could have a satellite office in this side of town, making it more convenient for residents. For instance, BOE, and other Departments could use our high speed and secure connections to city servers, use our computers, printers, etc. Places like the West Rock Nature Center, Degale building, etc., are examples of underutilized assets that can be used as community centers, etc.
- Given the fact that self-storage is one of the fastest and most profitable real estate ventures in New Haven, and the fact that we have places like the Armory, that are suitable storage space in New Haven, we could generate revenue by directly renting space, or leasing to local vendors. It certainly will be cheaper to rehab the Armory as a Storage facility, rather than to convert it into office space. Public Works and Police are already using part of the building for storage.
- Despite objections, poorly designed splash pads have resulted in yearly costs over \$1,000,000 in water and sewage alone, have a short life span, and are vandalized for scrap metal. This is one of our largest expenditures, but do not serve all residents well.
- Installation of expensive bio swells has been a very large expense, and we had paid millions to Yale for it. I like the notion from an environmental point of view, but in my opinion are these properly allocated resources, giving our limited budget?
- Sell surplus gear, and evaluate “white elephants”. For example: Parks has an expensive crane that we left it to rot outside for years because we did not have a qualified crane operator. Housing/LCI also have unused gear that just sits there to rot.
- Outdoor Recreation Office could be a catalyst for economic growth, as well as environmental and social benefits. working in conjunction with merchants, restaurants, etc. This has been the key to economic success in many cities and states, and our possibilities are great. Tourism related to outdoor adventure activities, manufacturing, and retail, not only can bring revenue, but also State and Federal funding. New Haven has great potential, and great assets, yet they are untouched.
- We have spent a lot of money on traffic calming structures that may not work as intended, and have very short life span, impede plowing operations, etc.
- We should limit or eliminate the possibilities for untraceable cash transactions (such as collecting cash at the gate at Lighthouse, Charging Cash for permits, etc). We should do like many other Cities and go cashless at most locations, use only credit/debit cards, and allow cash payments only at trusted locations, and/or when dealing with trusted employees. We should also offer an alternative for these residents/users that will not have a debit/credit card, but these will be a very small minority.

Safety Concerns

- Address the ATV’s destruction of our parks.

- Find a compassionate way to address the homeless camps all over the parks, with an effort to reduce the deforestation and pollution associated, and to restore a sense of safety among park users that have been chased away by homeless in parks.
- Proper training of summer camp staff. Despite voiced concerns, administration has been adamant against spending time training summer camp staff. This has reflected in the low quality of some of the camps, kids being ignored, bullied, abused, and in many expensive incidents and lawsuits. An audit will expose how many incidents and lawsuits have occurred.
- Making our parks a safe multi-modal friendly place for pedestrians, and users of human powered personal mobility devices.
- Take participants' safety into consideration during large events (do not expose children and adults to dangerous/unhealthy conditions). For example- extremely loud social events, allowing people to smoke during large events attended by children, enforcing the no-smoking in parks ordinances, not exposing participants to dangerous dust, harmful and expensive pesticides, unnecessary fertilizers, etc.
- Address issues such as trail erosion, damaged or compromised infrastructure, and facilities in disrepair. We have ignored these for too long, and choose to spend the money elsewhere, sometimes in unnecessary and expensive projects.

Environmental Concerns

- Reduce pollution and lower fuel consumption by stopping unnecessary idling of trucks and other city vehicles, lowering thermostats, etc.
- Obey environmental rules and regulations, as well as guidelines set by the state for the wellbeing of children and youth. I often pointed out shortfalls, and was chastised for doing so.
- Implement recycling in our offices, and all the refuse collected in our parks. You may hear it is not feasible, but it is, and this has been ignored for too long.
- Make New Haven Parks a “bee happy” and bird-friendly environment, by installing more bee hives (we can do this at no cost), more bird-and-pollinator-friendly plantings, and by reducing/eliminating the vast amounts of dangerous pesticides and fertilizer used in our fields and parks.
- We may also want to educate the general population (and set examples) about how raking leaves is not environmentally friendly.
- Have large campaign with the support of the public and the media to reduce illegal dumping in parks.

SUGGESTIONS FOR PARKS (PT. 2)

Below are a few examples and more specifics.

ATV's

Although we have fines on the books, the big issue is that those are hardly enforced (only during special patrols to curb ATV/s). Back in August PD suggested to increase the fines to \$1000 for 1st time, \$1,500 for 2nd, and 2,000 for third offense. This should help. For the safety of pedestrians and other motorists, NH PD does not chase ATV riders on streets, or parks. Thus, riders know is a "free for all", and in the worst scenario, they end up only with a \$99 ticket.. Plus, riders know that there is no-one to chase them inside any Park in New Haven. In fact, during my very last cycle-cross bicycle race at Edgewood Park (October), We had several young males on ATV's terrorizing the racers, interfering with the race officials, and taunting PD.

We constantly get get calls from residents that are horrified by ATV users in our trails, but we (or Police) do not have the proper vehicles to respond on a timely manner. I have been trying to get an ATV for patrolling, emergency access, and for trail maintenance for years. In fact, I raised the money for it, but was not allowed to spend it. The closest that I got to securing one, was when the Deputy Director spend a lot of money fixing a couple of drag-racing unsuitable vehicles. By the same token, There have been several units from other depts. that have not been used at all for years, are rotting at public works, and despite requests have not been allocated to us (or anyone else).

When we had Park Security, we had such a capable vehicle, and trained staff.

Many residents that have properties abutting East Rock, Lighthouse, West River, Bishop Woods, and others; own ATV vehicles and use them illegally in our parks, knowing that there is no-one to go after them, and no consequences. When Parks Security was eliminated, PD was supposed to take care of such issues in Parks and trails. But with such decimated force, ATV riding and trail destruction is a very low priority; and again, PD does not have the vehicles to go and catch offenders.

What to do:

Educate people, this can be done at schools, a PSA done in conjunction with the local media, and also working along with local dealers. Places like Libby's and New Haven Power sports, sell dozens of these vehicles, -despite the fact that they are not legal in in/or around New Haven (including City and State Property)-. ATV and pocket bikes are among their main sources of income, so they will continue to sell them. On the other hand, we must fathom the notion that they employee people, pay taxes, are politically influential, etc. Nevertheless, I am sure all parties can find a suitable common ground. Maybe impose a regulatory fee that will provide

funds for trail restoration caused by ATV, and a mandatory booklet attached to each new vehicle with the rules.

Have Police presence **inside** the parks, and on the trails. Particularly on these locations heavily used by ATV/s. They can be on mountain bikes, or ATV's. Violators should get their equipment confiscated and/or forced to do community service, spending hours undoing the damage they cause to trails. Making sure that fines and charges stick in court. Most of the time they are dismissed. Many users bring their ATV to our parks by means of a pick up truck or trailer. Thus, confiscating these vehicles as well will send a message. Create an alternative solution such as a privately owned and regulated parcel of land where ATV's can be legally used. Once again, there is no open space in or around New Haven where you can ride them legally. But that does not retract people from buying or using them. Many years ago when they were capping the landfill on Middletown avenue, I suggested to turn it into an ATV park (This has been done in other places). Former Director Bob Levine and I also explored the possibility of creating an ATV park on land owned by UI) in Fair Haven. We may have a such a place in New Haven that will not have such a detrimental impact on the environment. Significant Issues to consider are liability, access to ATV's, and parking.

Motorized vehicle trails has been implemented successfully in many places to accommodate ATV's snowmobiles, etc. Maybe this will be something to work in partnership with the industry. I also suggested some empty space under I-95 exchange.

Public Shaming. Many ATV riders do so to impress others, and to emulate things they see in movies. But if people (particularly friends and family) gives them the cold shoulder, hiss at them, and display thumbs down, they will get the message. No-one likes to be seen or pointed as a loser.

Give youngsters another avenue to develop their skills and to compete among each other. For instance, instead of racing and popping wheelies on ATV's, they can do it on bikes.

We have successfully changed the minds of a few kids that put down their motorized bikes, and switched to mountain and BMX bikes. We can do this at a larger scale.

Increase the bike infrastructure for BMX and Mountain Bikes, bu creating several pump tracks across the City, promoting existing single track trails, expanding new trails (like the old carriage roads), and creating more racing and mentoring opportunities. Unfortunately I lost support from the administration, and was told not to run any more programs, so our efforts have been on the decline.

Rules and Regulations

We should meet and exceed the statutes and regulations for summer and vacation camps. However, since municipalities seldom get inspected, administrators felt that we did not have to adhere to policies, arguing that they cost money. But the reality is that they are the "industry standards", and failure to adhere to these, make us liable and vulnerable.

Regulations can be found here

https://www.ct.gov/oec/lib/oec/licensing/camps/camp_statutesregs.pdf

I have had plenty of disagreements with regards to the way some of our camps were/are run. Issues of concern are: minimum staffing ratios, lack of/ or inadequate training, improper facilities, mishandling of complaints, and having staff lacking the qualities necessary to care for and work with children. If we were to get inspected and licensed, many of our camps will not pass inspection and/or be licensed.

We have gotten some progress, but we still have a long way to go. During the last director tenure, and after several serious mishaps, I was asked to create and implement a policy and training manual. But recently, every time I pointed out a deficiency I have then been accused “ of creating trouble” , ignored, and forced to back off. We have ignored State and Federal regulations with regards to the use and disposal of dangerous chemicals and substances such as used motor oil and fluids, industrial solvents, metals, batteries, etc. We use pesticides/herbicides that should not be used, not only near water sources, but where kids and adults play and exercise. We foster unsafe and dangerous conditions for staff and participants. Examples: Mold issue at the parks office. After raising concerns with the union, rather than fixing the problem, workers were moved elsewhere.

We ran extremely loud events for small children, many times in violation of OSHA and CDC regulations. During one event at the Armory, staff got sick from prolonged exposure to extremely loud noise and music, when the decibel measurements for the room were an alarming 143 dB. -According to the CDC loud noise above 120 dB can cause immediate damage- .

We also knowingly ran programs at the Armory for children and adults in rooms where lead dust, insulation dust (some may contain asbestos), mold, and mildew were present. Fire Extinguishers at some of our facilities such as the Parks Office: have not been serviced/inspected for a long time, and despite statements indicating the contrary.

As several specialists such as Anthony Zemba from fhiplan.com pointed out, we continue to plant trees (via URI) that should, and are being eradicated and banned in surrounding towns. Audubon CT also voiced a concern about these tree plantings, yet we still endorse planting these. We ignored concerns from environmentalists, ignore permissions, and do not perform environmental mitigation for affected wildlife. Recent example: the expansion of the skate park

at Edgewood, which decimated the turtle nesting area, and an important birding spot. During the Halloween Trunk-or-Treat at Wilbur Cross, not only it was louder than allowed by Federal regulations, but despite objections and suggestions for warnings, candy containing peanuts was provided to all children, and no signs warning parents or children were ever issued.

What to do:

- Obey rules and regulations.
- Research necessary protocols.
- Listen and follow the advice of those that know the rules, and specific subject matter.
- Prevent unqualified and arrogant people from keep making costly mistakes and ill-starred decisions