

Immediate Implementation (project launch in the next 6 months)
New Public Safety Response Models & Services
<p>1</p> <p>Dispatch Needs Assessment and Capacity Improvements</p> <p>Teams C & D</p>
Description
<p>Conduct a needs assessment and explore capacity for expanded services (e.g. emergency medical dispatching, behavioral/mental health triage for calls for service, etc.) within the Communications Center with actionable recommendations. This project would support outgoing response solutions outlined in other recommended projects.</p>
Cost
<p>\$65,000 to hire a consultant to conduct assessment. Staff estimates that the study will cost up to \$65,000. Study recommendations may include additional staffing, training, or equipment. Staff will return to Council with additional funding needs at the conclusion of the study.</p> <p>Recommended funding source: HPD vacancy salary savings</p>
Connection to Community Input
<p>This project recommendation is responsive to concerns conveyed through community survey data, community conversations, and innovation workshop participants regarding a desire for alternative response models for addressing behavioral/mental health calls for service and/or City response to homelessness through effectively triaging calls for service as they are received by the Communications Center.</p>
Racial Equity Analysis
<p>The City has insufficient information to conduct a racial equity analysis; however such an analysis can be included in the assessment scope of work.</p>
Project Staffing Model
<p>Executive Sponsor: City Manager, Police Chief, Fire Chief Coordinating Departments: Hayward Fire Department, Hayward Police Department, IT</p>
Accountability & Success
<p>6- and 12-month progress reports to City Council on findings and project progress. Ongoing updates to be posted on a web portal/dashboard as project progresses.</p>
Connection to Other City Plans/Programs/Documents
<p>Commitment to an Inclusive, Equitable, and Compassionate Community Hayward Strategic Roadmap Let's House Hayward - Strategic Plan to Reduce Homelessness</p>

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

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

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

Immediate Implementation (project launch in the next 6 months)
New Public Safety Response Models & Services
<p>4</p> <p>Behavioral/Mental Health Coordinator Position</p> <p>Team C</p>
Description
Pilot a Behavioral/Mental Health Coordinator position to track responses and outcomes for related pilot programs and to coordinate behavioral/mental health resources between the City and County.
Cost
\$180,000 for a twelve-month pilot. This covers the cost of a full-time temporary clinician with benefits.
Connection to Community Input
This project recommendation is responsive to concerns conveyed through community survey data, community conversations, and innovation workshop participants regarding a desire for alternative response models for addressing behavioral/mental health calls for service.
Racial Equity Analysis
Racial equity analysis can be incorporated into the job responsibilities for this position.
Project Staffing Model
Executive Sponsor: Assistant City Manager, Police Chief, Fire Chief Collaborating Departments: Hayward Police Department, City Manager's Office (Community Services)
Accountability & Success
Progress reports to City Council on pilot programs and resource collaboration between the City and County (frequency TBD). Ongoing updates on a web portal/dashboard as project progresses.
Connection to Other City Plans/Programs/Documents
Commitment to an Inclusive, Equitable, and Compassionate Community Strategic Plan to Reduce Homelessness

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

**Attachment III
Public Safety Innovation Workshop
Project Sheets**

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

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

Immediate Implementation (project launch in the next 6 months)
Community Relationships
<p>7</p> <p>Law Enforcement Career Internships</p> <p>Team E</p>
Description
<p>Develop substantive Community Service Officer training internships with the Hayward Police Department, Chabot Community College, and California State University East Bay that may lead to law enforcement careers, with the goal of creating a pipeline for Hayward residents to serve in the PD.</p>
Cost
<p>\$35,000 for the cost of 2 interns at roughly 20 hours per week for 10 months.</p>
Connection to Community Input
<p>Two of the team’s key empathy insights supported this solution – a desire for Hayward public safety services to be community-based and a need for more HPD employees to come from the Hayward community.</p>
Racial Equity Analysis
<p>Per the 2017-2020 HPD CALEA Compliance Report, approximately 45% of HPD staff members are people of color, compared to 83% of the City’s population. Creating a career pipeline for and investing in Hayward students is one way to continue to diversify staffing while increasing connections to the community and local knowledge in the department.</p>
Project Staffing Model
<p>Executive Sponsor: Police Chief Collaborating Departments/Partnerships: Hayward Police Department would lead this project, with support from Human Resources and the Library and in partnership with Chabot Community College and California State University East Bay.</p>
Accountability & Success
<p>Report back to Council after initial pilot period; include information about number and demographics of applicants, active interns, and follow career path of interns after graduation.</p>
Connection to Other City Plans/Programs/Documents
<p>None.</p>

Immediate Implementation (project launch in the next 6 months)
Community Relationships
<p>8</p> <p>Neighborhood Participatory Budgeting</p> <p>Staff Suggestion</p>
Description
<p>This one-time participatory budget process would have community members submit and vote on proposals to increase connections/cohesion in their neighborhoods. During this process, community members will first share and discuss ideas for projects. Community delegates will then develop the ideas into feasible proposals, in partnership with staff. Community members throughout Hayward will then have the opportunity to vote on the top proposals for implementation.</p>
Cost
<p>\$350,000 for a one-time participatory budgeting process. This full amount would go towards community projects. Staff will absorb the implementation hours into existing workloads.</p>
Connection to Community Input
<p>This solution is in response to the finding from community conversations that people feel safer in their neighborhood when they feel connected to their neighbors. In addition, it is in response to the support for a participatory budget process in fall 2020 survey.</p>
Racial Equity Analysis
<p>The City does not have data for racial equity analysis on this topic. However, racial equity can be incorporated as part of the criteria for the budgeting workshop and selection of projects for funding.</p>
Project Staffing Model
<p>Executive Sponsor: Finance Director</p> <p>The City Manager’s Office will lead this pilot, with staff from Finance, Library, Fire, and Police on an implementation steering committee (and any other interested department)</p>
Accountability & Success
<p>This project will include an initial report to the Council Budget and Finance Committee on the process and timeline. There will be a report to Council on the implementation plan once project votes are final (5-month mark) and a final report to Council at the end (13-month mark). Staff will conduct qualitative surveys throughout the process and will measure participation rates.</p>

Connection to Other City Plans/Programs/Documents

Commitment to an Inclusive, Equitable, and Compassionate Community:

- Action Item A.2.1 - The City of Hayward will sponsor, co-sponsor, or otherwise support community events designed to encourage inclusion, increase cultural and religious awareness, and celebrate diversity in the Hayward community.
- Action Item B.1.5 - Ensure events sponsored by the City of Hayward are held in various locations across the city for equitable access for all neighborhoods.

Immediate Implementation (project launch in the next 6 months)
Transparency & Accountability
<p>9</p> <p>HPD Training Curriculum Working Group</p> <p>Team A</p>
Description
<p>Establish a group of community members (particularly young people of color) to review and co-create HPD training curriculum with a community-informed lens to incorporate community knowledge and concerns into HPD's extensive training.</p>
Cost
<p>No additional appropriation required; staff time and materials will be absorbed into existing budgets.</p>
Connection to Community Input
<p>This recommendation is based on empathy interviews and the need for mutual respect/understanding between young POC in the Hayward community and HPD. Additionally, based on the Community Survey, young people ages 18-39 were 5% more likely and Black residents were 4% more likely to believe the relationship between HPD and the Hayward residents is generally negative.</p>
Racial Equity Analysis
<p>This project is not in response to a specific racial disparity beyond those that generally exist in policing and criminal justice, but presents an opportunity for incorporating racial equity analysis and work into training practices in a way that is community-driven and relationship-building.</p>
Project Staffing Model
<p>Executive Sponsor: Assistant City Manager (reclassified position proposed in FY 22 budget) Collaborating Departments: City Manager's Office, Hayward Police Department, Human Resources</p> <p>This project presents an opportunity for partnership with the Community Advisory Panel, as long as the working group includes and centers the voices of young people of color.</p>
Accountability & Success
<p>Progress reports to City Council on pilot; report on changes to training curriculum.</p>
Connection to Other City Plans/Programs/Documents
<p>None.</p>

**Attachment III
Public Safety Innovation Workshop
Project Sheets**

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

Midterm Implementation (launch within 12-18 months)
Community Relationships
<p>14 City Employee Volunteer Time Team A</p>
Description
Designate a number of hours set aside monthly for staff to spend outside of their official duties volunteering in the community to build relationships through service.
Cost
To be absorbed into existing staff time/budget.
Connection to Community Input
This solution is in response to requests during the community conversations for more relationship building between the City and community members and from young people interviewed during the Policy Innovation Workshop.
Racial Equity Analysis
There is no data directly tying this program or work to racial inequity. However, the program can be structured to focus on connecting staff with volunteer opportunities working alongside and/or serving people and communities of color in Hayward to build relationships.
Project Staffing Model
Executive Sponsor: Assistant City Manager (reclassified position proposed in FY 22 budget) Collaborating Departments: Human Resources, City Manager’s Office
Accountability & Success
Staff will regularly update public-facing portal with metrics and provide a report to Council at the end of the pilot year on the results of program. Metrics: service hours, participating employees, projects/events/results from volunteering efforts.
Connection to Other City Plans/Programs/Documents
None.

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

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

Midterm Implementation (launch within 12-18 months)
Transparency & Accountability
<p>17</p> <p>Community Feedback and Complaint Liaison</p> <p>Staff Suggestion</p>
Description
<p>This pilot will set up a contract with an outside intermediary (a non-profit or a firm) to field feedback and complaints from community members and serve as a neutral liaison to the City and Police Department. The third party would field both formal complaints and generalized feedback that would then be provided to the City.</p>
Cost
<p>\$70,000 for a one-year contract, with a set amount for startup costs and an hourly rate. If the pilot does not demonstrate community interest after six months, then staff will cease the contract and return any remaining funds to the General Fund.</p>
Connection to Community Input
<p>This solution is in response to concerns heard during the community conversations and confirmed by survey data that community members who have had negative experiences often do not feel safe or comfortable bringing feedback or complaints to the City.</p>
Racial Equity Analysis
<p>The City has insufficient data on all complaints received to complete a racial equity analysis. However, Black and Latinx residents are involved with a disproportionate share of police use-of-force incidents in the City of Hayward based on data from the recent CALEA Compliance Review Report. Only one use of force complaint has been filed in the past four years.¹</p>
Project Staffing Model
<p>Executive Sponsor: Assistant City Manager (reclassified position proposed in FY 22 budget) Collaborating Departments: City Attorney's Office, Human Resources, Police, Fire, Public Works, IT, and Maintenance Services on an implementation steering committee</p>
Accountability & Success
<p>Staff will provide a six-month report and twelve-month report on the pilot. This report will include data on complaints and feedback received, use rate, user demographics (including race), and number of unique users.</p>
Connection to Other City Plans/Programs/Documents
<p>Commitment to an Inclusive, Equitable, and Compassionate Community – Related to Parts E.4 - Community Access and Feedback</p>

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

Projects Recommended for Additional Research and Review over the Next 12 Months		
New Public Safety Response Models & Services		
ID	Project	Team
18	<p>Hold City facilitated discussions/forums to engage behavioral/mental health experts regarding responses in Hayward</p> <p><u>Implementation Notes:</u> Next steps in additional research and review are to research prospective program models, gauge interest, identify resource needs (staffing and/or budget). Assuming staff are able to absorb this responsibility into current workloads and/or reprioritize work to accommodate this project, it is unlikely to require additional budget.</p>	C
19	<p>Explore a program that provides monthly stipends for income-qualified individuals</p> <p><u>Implementation Notes:</u> Next steps in additional research and review are to research and monitor similar programs in Stockton, Oakland, San Francisco, Marin County, and Los Angeles as well as the work of Mayors for a Guaranteed Income; identify potential partners and funding sources; and work with community members and data to understand needs specific to Hayward. Estimating a program budget would depend on the amount of the stipend and the size of the program. The budgets for the aforementioned programs range from \$400,000 (2-year pilot in Marin County providing \$1,000 monthly to 125 families) to \$24,000,000 (Los Angeles’s proposal to provide \$1,000 monthly to 2000 families).</p>	E
20	<p>Establish a process for people to voluntarily provide behavioral/mental health information pre-crisis</p> <p><u>Implementation Notes:</u> Next steps in additional research and review are to research prospective program models, work with community members and subject matter experts to determine the need for, interest in, and constraints/sensitivities of the project.</p>	C
21	<p>Run a City-sponsored behavioral/mental health de-stigmatization campaign</p> <p><u>Implementation Notes:</u> Next steps in additional research and review will be to identify a models, features, and impacts of successful campaigns, collaborate with community and regional partners, and recommend a strategy for effective communication. Budget and staffing needs will depend on the recommended strategy, but are unlikely to exceed \$10,000.</p>	C

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22	<p>Communicate and map existing behavioral/mental health resources/process for community members</p> <p><u>Implementation Notes:</u> Next steps in additional research and review will be to identify and compile existing materials, coordinate with the County and community partners, and work with community members to refine communications. Assuming staff are able to absorb this responsibility into current workloads and/or reprioritize work to accommodate this project, it is unlikely to require additional budget.</p>	C
23	<p>Explore the feasibility of a sales tax increase in Hayward with all funds allocated to community safety needs</p> <p><u>Implementation Notes:</u> Next steps in additional research and review will be to identify similar funding structures and the impact of raising sales tax on the Hayward community.</p>	E
24	<p>Develop a long-term plan for a Restorative Justice public safety model in Hayward</p> <p><u>Implementation Notes:</u> Next steps in additional research and review will be to research prospective program models and begin conversations with multiple stakeholders (including community members, Hayward Police Department, Hayward Unified School District, various departments within Alameda County, and many others) to understand the status quo and possible paths forward. This project is likely to require significant staff time and budgetary resources, which can be mitigated by phasing.</p>	A
Transparency & Accountability		
ID	Project	Team
25	<p>Evaluate the Community Advisory Panel and explore other community oversight models, such as a Civilian Auditing & Investigations Office</p> <p><u>Implementation Notes:</u> Next steps in additional research and review will be to identify prospective alternative models and interview stakeholders to better understand the status quo.</p>	E