



The Commitment (CIECC)

Commitment for an Inclusive, Equitable, and Compassionate Community



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Dedicated to the memory of
Community Taskforce Member
and
Long-Time Community Advocate



Betty DeForest

whose vision, wisdom, and spirit is embodied by
this document.



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I. Introduction

In January of 2017, the Hayward City Council sought to address heightened community concerns about human and civil rights, and about increased tensions between community members based on people's political affiliation, economic status, place of origin, immigration status, religion, age, race, ethnicity, gender, gender identity, sexual orientation, physical ability, and other personal characteristics.¹ In response to these concerns, on January 17, 2017, the Council adopted Resolution No. 17-004, which established a limited-term Community Taskforce made up of Hayward community members, representing the diversity of the Hayward community.

The Taskforce's charter was to update the City's 1992 Anti-Discrimination Action Plan to reflect current social and political issues facing Hayward community members and to create a platform for public discourse around these issues. The Taskforce renamed the document: The Commitment for an Inclusive, Equitable, and Compassionate Community (the Commitment (CIECC)).

Table 1 lists the community members appointed to the Community Taskforce²:

TABLE 1: COMMUNITY TASKFORCE MEMBERS

Kristal Brister	Kari McAllister
Sheila Burks	Arzo Mehdavi
Frank Burton	Rosaura Mendoza
Freddye Davis	Linda Moore
Kevin Dowling	Vivian Phung
Myra Feiger	Galilea Rios
Mohammed Khan	Giancarlo Scalise
Ria Lancaster	Raj Singh
Dione Lien	Veronica Solorio
Ruben Martinez	Randy Wright

¹ A person's income level, economic status and/or lack of political power or privilege can also result in a person being discriminated against. The City of Hayward supports many community social service and economic development programs designed to meet the needs of its most vulnerable community members. For more information, contact the *City of Hayward* at www.hayward-ca.gov or (510) 583-4300.

² An additional appointee, Betty DeForest, was also a Community Taskforce member, but passed away soon after the Taskforce began its work. This document is dedicated to her memory and the decades of service she gave to helping disenfranchised members of the Hayward community.



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Additionally, after the June 6th Council designation as a Sanctuary City, the following four community members were added to support the Sanctuary City Taskforce Subcommittee:

Benjamin Leon Elenes
Julieta Martinez
Zachariah Oquenda
Corina Vasaure

The Taskforce met several times over the last 9 months and created subcommittee work groups to update the various sections of the 1992 Anti-Discrimination Action Plan. The 1992 Anti-Discrimination Action Plan was renamed to reflect the Taskforce's desire to use relevant language that better captured the intent of the document. The 1992 Anti-Discrimination Action Plan is renamed the Commitment for an Inclusive, Equitable, and Compassionate Community (the Commitment (CIECC)). Additionally, over the course of their discussions, the Taskforce recommended that two new sections be added to the Commitment (CIECC) to reflect current social and political challenges, in anticipation of potential impacts to the Hayward community. These current concerns revolved around (1) the federal administrations executive orders related to immigration and (2) the debate and concern regarding police and community relations across the nation.

The Commitment (CIECC), was founded on key guiding principles and contains an evaluation component to ensure accountability for implementation of the various action plans. The Commitment (CIECC) before the Council contains five sections including:

- Section I: Encouraging Shared Community Values;
- Section II: Fostering Accessibility;
- Section III: Dismantling Illegal Forms of Discrimination;
- Section IV: Implementing the Hayward Sanctuary City Resolution, and
- Section V: Enhancing Community and Police Relations.



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II. Guiding Principles

The goals of the Commitment (CIECC) cannot be accomplished by the City of Hayward alone.

The City must work collaboratively and cooperatively with other public and private institutions, community and faith-based service organizations, businesses, and individual community members to ensure its success. Through this work, the City of Hayward reaffirms its commitment to strategies and practices that celebrate diversity; foster a sense of community and belonging; increase trust, understanding, connectedness, and respect among people from different backgrounds.

Moreover, the City, Hayward Community Taskforce, individual community members, and cross-sector organizations have pledged to continue to work together to implement the actions and recommendations described in this document. To facilitate this effort, the Community Taskforce proposes that Hayward City Council establish a new committee of community members, representative of Hayward's diversity, to move this work forward. The role of this committee would be to help with the promotion and implementation of the actions described herein, with the obtaining of continuous community feedback, and with making recommendations for improvements to the Commitment (CIECC) to optimize its success.

Hayward is a community of inclusive growth and opportunity, where families and individuals are welcome to create their future stories and can be confident in knowing their life chances and outcomes will not be determined by political affiliation, economic status, place of origin, immigration status, religion, age, race, ethnicity, gender, gender identity, sexual orientation, physical ability, or other personal characteristics. And, where community members can be confident that their public safety, elected, and appointed officials will work diligently to create pathways for civic engagement that reflect the rich diversity in Hayward.

We are at a defining moment for our community. We have chosen to embrace this opportunity to declare where we, the Hayward community, stand and how we intend to move forward. The values guiding all our deliberations - civic engagement, community, compassion, diversity and inclusion, connectedness, accessibility, opportunity, community and police relations, and effective evaluation – are the same principles that have shaped and informed the actions described in this document. The City of Hayward, among the most diverse cities in the nation, remains *the Heart of the Bay* and where there remains *No Room for Racism*.



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Community Conversations

In addition to sharing their own perspectives, Hayward Community Taskforce members played a leadership role in facilitating community conversations, or listening sessions, designed to gather the insights and experiences of a wide variety of Hayward's community members about current human relations issues.

During community conversations, participants shared valuable comments and recommendations. Additional feedback and ideas were received in the months following the initial conversations and Community Taskforce members and City staff reviewed all this information and incorporated as many of the ideas as possible into this document.

In addition to many specific recommendations, three general themes emerged from the comments received:

- (1) Use of clear, concise, specific language that is easily accessible, readily understood, and translates well;
- (2) Develop a Commitment (CIECC) that is declarative and actionable, as well as visionary and aspirational; and
- (3) The Commitment (CIECC) will not be developed in a vacuum; rather it is meant to be sustainable and interactive and will, therefore, be reviewed, evaluated, and updated periodically.

The information gathered from the community significantly influenced and informed the content of this document, and it will continue to evolve with the ongoing engagement of the community.

Value Statements

The following ten values, principles, and ideas – listed in alphabetical order - guided the development of this document, and will continue to inform its ongoing planning, implementation, review, evaluation, and sustainability.

Accessibility: The Americans with Disabilities Act (ADA) is a federal civil rights law that requires that, in specified circumstances, reasonable accommodations be made for persons living with disabilities so they have access to the same opportunities as persons without a disability. Additionally, there are situations where there may be barriers to equitable access to goods, services, information, and opportunities based on language, culture, religion, family or economic status, or other personal characteristics not currently addressed by law.



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The Commitment (CIECC), therefore, pursues a multi-pronged approach to ensure equitable access to information, activities, meetings, events, goods, services, and resources available in the Hayward community.

Civic Engagement: The Commitment (CIECC) is developed and implemented with public input and meaningful community participation to enhance its success and effectiveness. The voice of the Hayward community is embedded in this document, and was captured through public forums and community conversations.

Community: The Commitment (CIECC) embraces actions designed to build trust, understanding, and respect among community members while providing remedies, support, and assistance for persons impacted by discrimination.

Community Policing: The Commitment (CIECC) reaffirms the City of Hayward's dedication to fostering positive relationships among community members, the Hayward Police Department, and other City public safety officials and first responders. The Commitment (CIECC) outlines preferred practices that support effective and respectful policing to protect Hayward community members' safety, well-being, and constitutional rights.

Compassion: The Commitment (CIECC) aspires to reflect and embody the compassion of Hayward community members. For the purposes of this document, compassion is defined as: "The response to the suffering of others that motivates a desire to help them. Compassion motivates people to go out of their way to help the physical, spiritual, or emotional hurts and pains of another; more involved than simple empathy, compassion commonly gives rise to an active desire to alleviate another's suffering."³

Connectedness: The Commitment (CIECC) promotes and encourages opportunities for community members to learn about the rich diversity of customs and cultures represented in Hayward to increase communication and engagement and build pathways to understanding among diverse groups. This includes public safety, elected, and appointed officials partnering in developing positive lines of communication, building relationships based on trust and understanding.

³ Ref.: *Wikipedia*; a free online encyclopedia, created and edited by volunteers around the world and hosted by the Wikimedia Foundation.



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Diversity and Inclusion: The Commitment (CIECC) acknowledges the diversity of our Hayward Community by recognizing and honoring the cultures, customs, and celebrations of our members. Hayward welcomes and honors difference regardless of political affiliation, economic status, place of origin, immigration status, religion, age, race, ethnicity, gender, gender identity,

sexual orientation, physical ability or other personal characteristics⁴. In these times, it is particularly worth noting that it is vital to the health and well-being of all community members that we build a relationship of trust between Hayward's immigrant communities and the local public agencies that are entrusted with the public safety of Hayward individuals and families.

Equity: The City of Hayward acknowledges that a lack of educational and economic opportunities, discrimination, environmental disparities, and historic disadvantages created conditions that have denied access to pathways of success for many Hayward community members. Consequently, the Commitment (CIECC) includes intentional policies and strategies to increase marginalized community members' ability to access opportunities and share equitably in the benefits that the Hayward community offers. This will help to build healthy and strong neighborhoods, and will lead to creating a more vibrant and sustainable economic future for families and individuals who make Hayward their community.

Evaluation: The Commitment (CIECC) was developed to be proactive, as well as responsive. The actions herein will be evaluated for impact and effectiveness using specified indicators of success, and informed adjustments will be made to improve both the long-term and short-term impact of those actions, based on the community feedback received. The next section expands upon how the effectiveness of the Commitment (CIECC) will be measured.

Opportunity: The Commitment (CIECC) embeds as a priority the development of resources that enable community members to access jobs that pay a living wage, education that results in career opportunities, housing that is affordable, and creates pathways to economic stability – particularly for our underserved and most vulnerable community members.

⁴ According to the 2011-2015 US Census data, approximately 58% of Hayward households speak a language other than English at home and 39% of Hayward residents were born outside of the United States.



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III. Evaluation and Accountability

The goal of this section is to ensure the sustainability and accountability of the Commitment (CIECC) over time. This will be accomplished in part by periodically evaluating the degree to which members of the Hayward community are aware of, and involved in, the work described herein. Community member feedback will be the primary source used for measuring the impact that this work has on the Hayward community.

To promote, increase community engagement, sustain, and continually evaluate the effectiveness of the Commitment (CIECC), the Hayward Community Taskforce called upon the City of Hayward to form a City Council appointed resident group. The intent is for the Commitment (CIECC) to be subject to ongoing monitoring and evaluation by this community group in partnership with the City. Community members at-large are also encouraged to inform the City and the City Council appointed community group of any new and emerging issues that may arise that are related to diversity, access, equity, and inclusion.

Two-Year Action Plans: Phase I:

Over the course of their subcommittee work, the Taskforce identified a variety of action items and recommends two-year action plans for each section to ensure the highest priority action items are completed within this two-year period. Phase I implementation action plans are included in the Commitment (CIECC) and are intended to be completed within the next two years.

The evaluation of Phase 1 activities will occur 6 months' post-adoption, with annual evaluations to follow. During each evaluation period, the action items will be assessed for completion, and additional action items may be phased-in as needed. The results of each evaluation period will be shared with the City Council, and the public. The goal is to complete a review of all the action items described in the Commitment (CIECC) by 2021.

The overarching goals of the Commitment (CIECC) are to foster:

- (1) Hayward community members' awareness of, and involvement with, the Commitment (CIECC);
- (2) Positive interactions amongst Hayward community members who are from differing backgrounds;
- (3) People feeling welcomed in, and a part of, the Hayward community;
- (4) Hayward community members' trust and satisfaction with the Hayward city government;
- (5) Hayward community members' trust and satisfaction with the Hayward Police Department.



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Based on these goals, the impact of the Commitment (CIECC) will be determined by surveying community members using multiple methods, and will be measured using the following *Indicators of Success* as evaluation metrics:

Community surveys will demonstrate the degree to which there is an increase in the number of randomly surveyed Hayward community members who report:

- (1) An awareness of, and involvement with, the Commitment (CIECC);
- (2) Positive interactions occurring with other Hayward community members who are from cultural backgrounds that differ from their own;
- (3) They feel welcomed in, and a part of, the Hayward community;
- (4) They have a high level of trust and satisfaction with the City of Hayward municipal government; and
- (5) They have a high level of trust and satisfaction with the Hayward Police Department.

The evaluation results and ongoing activities outlined in this document will be widely communicated to the community by the City and community partners utilizing multi-media campaign strategies including Facebook, Twitter, NextDoor, and other forms of new and traditional news media. Evaluation results will be utilized to inform which City actions need adjustments and need to continue, which are completed, and which new actions are to be phased in for implementation to further achieve the established goals.



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IV. Two-Year Action Plans

The following describes action items that are to be taken by the City of Hayward, in partnership with community members wherever possible, in support of the Commitment (CIECC) goals. Included are descriptions of the City departments responsible for implementation, references to existing policies or other related reference documents, and associated timelines. All the action items are Phase 1 actions, identified by the Hayward Community Taskforce, and informed and influenced by participating members of the Hayward community, as priority actions to be taken by the City of Hayward during the first two years of the initiative. Additional actions are listed in the Appendix of this document, and will be phased in for implementation in subsequent years.

The Phase 1 two-year action items are divided into the following five (5) Sections:

- Section I: Encouraging Shared Community Values
- Section II: Fostering Accessibility
- Section III: Dismantling Illegal Forms of Discrimination
- Section IV: Enhancing Community and Police Relations
- Section V: Implementing the Sanctuary City Resolution

Other important action items were identified by the Hayward Community Taskforce and community members that are intended to support the Commitment (CIECC), but which are community-driven in nature. The City of Hayward will support, but will not have a lead role, with the implementation of these additional community strengthening activities. Those recommendations are also included in the Appendix.



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Section I: Encouraging Shared Community Values

Hayward is a compassionate City that celebrates the diversity of its Community and honors difference regardless of political affiliation, economic status, place of origin, immigration status, religion, age, race, ethnicity, gender, gender identity, sexual orientation, physical ability or other personal characteristics. While it is not possible to legislate attitudes and behaviors that build community in Hayward, there are actions that can be taken to reduce tensions, foster respect of human and civil rights between people of differing backgrounds, and improve relationships.

Part	Action Item	Responsible Department	Policy References	Timeline
A.1 - Working with Other Public Agencies Serving the Hayward Community	A.1.1 - The City of Hayward will continue to participate in the Hayward Local Agencies Committee (HLAC) – with the Hayward Unified School District (HUSD) and Hayward Area Recreation and Park District (HARD). The City will propose multi-agency sponsorship and coordination of activities and events designed to increase the awareness of, and celebrate, the various cultures and customs represented in the Hayward Community.	City Manager's Office	City of Hayward Strategic Initiatives⁵	Ongoing
A.2 - Working with Community-based Organizations and Organized Community Groups	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.	City Manager's Office	Complete Communities Goal 1: Objs: 1, 2, 3, 4, 5	Ongoing
	A.2.2 - This Commitment (CIECC) pursues a multi-pronged approach to ensure equitable access to information, activities, meetings, events, goods, services, and resources available in the Hayward Community – particularly for our underserved and most vulnerable community members. This includes efforts to make direct, intentional investments in historically disadvantaged neighborhoods. The City will lead an effort in concert with the Tennyson Corridor Improvement Area, Historical Society, California State University East Bay (CSUEB), Chabot College, and HARD resources to identify flexible spaces and locations throughout Hayward that would feature exhibits, performances, and speakers representing and honoring the different cultures in the Hayward community with the goal of broadening opportunities for participation and engagement.	City Manager's Office	Tennyson Corridor Goal 1: Obj. 1 Goal 4: Objs. 1, 2, 4	City to draft initial inventory of available venues and events by November 2019

⁵ For more information, See Appendix, Page A-1 and A-2.



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Section I: Encouraging Shared Community Values

Part	Action Item	Responsible Department	Policy References	Timeline
A.3 - Outreach	A.3.1 - The City of Hayward staff, local community-based organizations, and businesses: A. Will develop a calendar of events that reflects the cultural, religious, economic, ethnic, and geographic diversity of our community. B. Will attend local festivals, performances, cultural events, and community meetings to share the calendar and information about opportunities to gather, learn, and share in community.	City Manager's Office	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Objs: 1, 2, 3, 4, 5 Tennyson Corridor Goal 1: Obj. 1 Goal 4: Objs. 1, 2, 4	
	A.3.2 - The Community Taskforce will collaborate with City Staff to continue to encourage community members to attend, apply, and participate in Board and Commission meetings and report any concerns about issues impacting quality of life, honoring differences, access to opportunity in the Hayward community, as well as to share ideas and information on activities which are designed to foster a sense of belonging, inclusion, connectedness, and civic engagement.	City Clerk's Office	Complete Communities Goal 1: Objs: 1, 2, 4, 5	Ongoing



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Section I: Encouraging Shared Community Values

Part	Action Item	Responsible Department	Policy References	Timeline
	A.3.3 - The Community Taskforce will collaborate with City Staff to continue to attend local festivals, performances, and other cultural events to share information about opportunities to gather, learn, and share in community.	City Manager's Office with Community Partners	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Objs: 1, 2, 3, 4, 5 Tennyson Corridor Goal 1: Obj. 1 Goal 4: Objs. 1, 2, 4	Ongoing
	A.3.4 - The Community Taskforce will collaborate with City Staff to continue to leverage existing programs, partnerships, festivals, and events as opportunities to celebrate Hayward's diversity and promote a sense of welcome and connectedness; for example, Neighborhood Partnership Program, Neighborhood Watch, National Night Out, and events at the Hayward Library.	City Manager's Office with Community Partners	Complete Communities Goal 1: Objs: 1, 2, 3, 4, 5	Ongoing
	A.3.5 - The City of Hayward will continue to collaborate with California State University East Bay on Book to Action, including on the recently applied for grant to support Book to Action: Immigration in 2017-2018. The \$5,000 budget proposal would provide funding for Spanish and English books for community distribution, interpreters for community events, program advertising, and food for community events.	City Manager's Office and Library and Community Services	Tennyson Corridor Goal 1: Obj. 1 Goal 4: Objs. 1, 2, 4	By September 2018



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Section I: Encouraging Shared Community Values

Part	Action Item	Responsible Department	Policy References	Timeline
	A.3.6 - The Community Taskforce will collaborate with City Staff to continue to assist the City to develop a “This Is Hayward” toolkit/welcome package that will include lists of resources, newsletters, social media sites for new businesses and community members.	City Manager’s Office	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Obj: 5 Tennyson Corridor Goal 1: Obj. 1 Goal 2: Obj. 3 Goal 4: Obj. 3	



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Section II: Fostering Accessibility

Hayward is proud to be the third most diverse city in the nation and we continue to strive to make our city accessible and equitable for community members. This section, Strategies for Increasing Accessibility, focuses on our commitment to making Hayward an inclusive city.

The City of Hayward welcomes the multiple languages spoken here and our seniors, families, and individuals who choose to call Hayward home. It is imperative that we provide access to a variety of information and opportunities, including meetings, events, employment, and affordable housing for community members. We reaffirm our commitment to persons with disabilities to improve upon the standards set by the Americans with Disabilities Act (ADA) through ongoing assessment and evaluation.

Part	Action Item	Responsible Department	Policy Reference	Timeline
B.1 - Improve Access and Inclusion to City Services and Information	B.1.1 - Make print, media, and web information accessible in top languages spoken by Hayward community members, including: ▪ City programs, services, and information (Website, Facebook, Twitter, Meetings, etc.) ▪ Attachments are provided in format that allow access for people using screen reading software ▪ Online forms such as smart forms ▪ City Promotional materials ▪ Contact options are provided via email and phone ▪ Public and community transportation information ▪ Page for How to apply for a job with the City of Hayward	City Manager's Office	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Obj: 5 Tennyson Corridor Goal 1: Obj. 1 Goal 2: Obj. 3 Goal 4: Obj. 3	Ongoing



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Section II: Fostering Accessibility

Part	Action Item	Responsible Department	Policy Reference	Timeline
	B.1.2 - Conduct city meetings, events, and programs in accessible and inclusive venues.	City Manager's Office	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Obj.: 5 Tennyson Corridor Goal 1: Obj. 1 Goal 2: Obj. 3 Goal 4: Obj. 3	Ongoing
	B.1.3 - Ensure that there is affordable and accessible rental housing throughout the City of Hayward, including an evaluation of the effectiveness of the City's Affordable Housing Ordinance in general, and the Affordable Housing Impact Fee, in particular (Article 17, SEC. 10-17.400).	Library and Community Services	Complete Communities Goal 2: Objs.: 1,2,3,4	Ongoing
	B.1.4 - Ensure that events held in the City of Hayward are affordable and accessible regardless of economic or familial status; consider requiring event sponsors to use "equity" tickets which discount or waive fees for eligible groups as one method to achieve this goal.	City Manager's Office	Complete Communities Goal 1: Objs: 1, 2, 3, 4, 5 Tennyson Corridor Goal 1: Obj. 1 Goal 4: Objs. 1, 2, 4	Ongoing



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Section II: Fostering Accessibility

Part	Action Item	Responsible Department	Policy Reference	Timeline
	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. (Ex. Events not just held in downtown Hayward)	City Manager's Office	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Objs: 1, 2, 3, 4, 5 Tennyson Corridor Goal 1: Obj. 1 Goal 4: Objs. 1, 2, 4	Ongoing
	B.1.6 - Ensure that when gathering data and collecting community input on any subject pertaining to the Hayward Community, a variety of neighborhoods will be targeted.	City Manager's Office	Complete Communities Goal 1: Obj.: 5 Tennyson Corridor Goal 1: Obj. 1 Goal 4: Obj. 3	Ongoing



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Section II: Fostering Accessibility

Part	Action Item	Responsible Department	Policy Reference	Timeline
B.2 - Improve Access and Inclusion to Our Customer Contact and Community Engagement Processes	B.2.1 - Ensure all new and existing customer service areas in the city buildings have the following: - Lower height of service counters to accommodate wheelchair accessibility - Seating for people waiting in line for service - Display information on counter cards or stickers to encourage customers to notify staff if they require assistance - Signage to indicate the locations and availability of hearing loops	Maintenance Services - Facilities	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Obj.: 5 SICC 1b2a SICS 1b2	Ongoing
	B.2.2 - Ensure that all design of new and existing administration buildings, traffic management and operations adhere to current standards for accessibility and best practice outcomes, where achievable, for the following elements: - Ramps - Stairs - Emergency exits - Street furniture - Pathways - Pedestrian crosswalks (Update flashing pedestrian crosswalk, extend time, increase volume for crosswalk countdown, tactile ground surface indicators) - Way-finding - Lighting - Communication systems (audio loops) - Accessible parking - Access to buildings - Curb cuts	Engineering & Transportation		Ongoing



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Section II: Fostering Accessibility

Part	Action Item	Responsible Department	Policy Reference	Timeline
	B.2.3. - Review all City administration buildings to ensure that all emergency information is appropriate and accessible for people with visual, physical, and auditory impairments and for people whose primary language is not English.	Maintenance Services - Facilities	City of Hayward Strategic Initiatives⁵	By November 2019
	B.2.4 - Conduct an audit of all staff work locations to ensure that any employee who requires assistance in the event of an emergency has knowledge about and access to available resources for personal safety and understands the departmental evacuation plan.	Human Resources	Complete Communities Goal 1: Obj.: 5	



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Section III: Dismantling Illegal Forms of Discrimination

California law specifically forbids violence or threats of violence against “protected classes” or groups of people based on their race, color, religion, sex, ancestry, national origin, age, disability, sexual orientation, or political party. California law also states that it is illegal for someone to use force or threats of force to interfere with another’s rights under the United States or California constitutions – or other federal or state laws – because of one’s race, sex, color, religion, national origin, sex (including pregnancy, childbirth, and related medical conditions), disability (physical or mental), age (40 and older), marital status, -sexual orientation, gender identity and gender expression, AIDS/HIV, medical condition, political activities or affiliations, military or veterans status, or status as a victim of domestic violence, assault, or stalking. Federal and state laws also stipulate that it is illegal to discriminate against specified groups in the areas of education, housing, and employment. This section defines actions that the City will take to dismantle discrimination in Hayward, and to help individuals and groups who are subject to expressions of hate and/or experience discrimination that is against the law.

Part	Action Item	Responsible Department	Policy Reference	Timeline
C.1 - Hate Violence and Civil Rights	C.1.1 - The City of Hayward will advocate through the state legislature for immigration status to be added as a protected class under state hate crime law.	City Manager’s Office	City of Hayward Strategic Initiatives⁵	Ongoing
	C.1.2 - The City of Hayward shall develop a system to enhance coordination among, and develop protocol for, the various City departments who may receive complaints from community members who report to the City that they were subjected to expressions of hate in Hayward.	Hayward Police Department		Ongoing
	C.1.3 - The City of Hayward shall develop strategies, in coordination with the Hayward Police Department (HPD), to facilitate the reporting of hate crimes by persons who are hesitant to make reports to HPD, with community agencies such as the National Association for the Advancement of Colored People (NAACP) and/or a City appointed Community Advisory Committee.	Hayward Police Department	Complete Communities Goal 1: Objs.: 1, 5	Ongoing
	C.1.4 - The City appointed Community Advisory Committee will inquire about the City’s policies and procedures with regards to receiving and responding to complaints about reported acts of discrimination by City employees towards	Human Resources	City of Hayward	By July 2018



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Section III: Dismantling Illegal Forms of Discrimination

Part	Action Item	Responsible Department	Policy Reference	Timeline
C.1 - Hate Violence and Civil Rights	the public, to determine if these are adequate, and to make recommendations for improvements if needed. The policies of departments with personnel who are granted powers of authority, such as police officers, fire fighters, inspectors, etc. will be particularly reviewed to determine if adequate steps are being taken to ensure that this power is not abused.		Strategic Initiatives⁵ Complete Communities Goal 1: Objs.: 1, 5SICC 1e3a SICC 1a3 SITT 2c2	
	C.1.5 - A coordinated system shall be established, involving appropriate City Departments and other community organizations, for assisting victims of hate crimes. City officials and community agency representatives will provide referral resources for assisting victims of hate crimes. Finally, the referral information will be made available to the public.	Hayward Police Department		By July 2018
	C.1.6 - The City of Hayward shall coordinate efforts with community organizations and neighborhood groups, including Neighborhood Watch groups and Homeowner Associations, to address hate crime issues occurring in the community.	Hayward Police Department		By July 2018
	C.1.7 - The City of Hayward will continue to participate with other organizations and other cities in the Bay Area, to keep apprised of anti-discrimination activities being conducted in other communities, and to update the Commitment (CIECC).	City Manager's Office		Ongoing



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Section III: Dismantling Illegal Forms of Discrimination

Part	Action Item	Responsible Department	Policy Reference	Timeline
C.2 - Employment Discrimination ⁶	C.2.1 - Persons reporting suspected discrimination in their place of employment to the City of Hayward shall be assisted in contacting the Federal Equal Employment Opportunity Commission or the California State Department of Fair Employment and Housing. All City departments that receive such complaints will receive the information necessary to make appropriate referrals.	Human Resources	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Obj.: 5	Ongoing
C.3 - Housing Discrimination ⁷	C.3.1 - Persons reporting suspected housing discrimination to the City of Hayward shall be assisted in contacting the California State Department of Fair Employment and Housing and/or local advocacy organizations (e.g. Eden Council for Hope and Opportunity (ECHO), Centro Legal de la Raza). All City departments that receive such complaints will receive the information necessary to make appropriate referrals.	Library & Community Services		Ongoing
C.4 - Discrimination in Education ⁸	C.4.1 - Persons reporting suspected discrimination in a public education institution to the City of Hayward shall be assisted in contacting the appropriate authority including HUSD, State Department of Education, the Community College or State University School Systems. In addition, community-based advocacy organizations will be identified and referred to as appropriate. All City departments that receive such complaints will receive the information necessary to make appropriate referrals.	City Manager's Office with Community Partners		Ongoing

⁶ Federal and California State Laws prohibit discrimination in employment based on one's race, ancestry, national origin, color, sex, religion, physical disability, including AIDS, marital status, age (over 40), and cancer-related medical conditions. Persons are also protected by law from retaliation against them for filing a complaint or for protesting possible violations of the law.

⁷ California State Law prohibits discrimination in renting, leasing, and selling housing based on race, ancestry, sex, national origin, color, religion, marital status, age, or presence of children in a household, or physical handicap, including AIDS. Individuals are also protected by law from retaliation for filing complaints.

⁸ While there are various state and federal laws which prohibit discrimination by public education institutions, the City of Hayward has no authority over the Hayward Unified School District, Community College or State University school systems. The City is committed to working with these public institutions on a voluntary and cooperative basis.



The Commitment (CIECC)

Section IV: Implementing the Sanctuary City Resolution

On June 6, 2017, the Hayward City Council adopted Resolution No. 17-069 affirming the City of Hayward's commitment to values of dignity, inclusivity, and respect for all individuals, regardless of their national origin, gender, gender identity, race, religious affiliation, sexual orientation, or immigration status, and thereby declared itself a Sanctuary City. This City Council Resolution reaffirmed policies and procedures that were in place prior to the adoption of the resolution.⁹ The action items that follow are intended to further support and operationalize what it means for the City of Hayward to be a Sanctuary City.

Part	Action Item	Responsible Department	Policy Reference	Timeline
D.1 - Information and Resources for Undocumented Residents	D.1.1 - The City shall expand opportunities for partnerships with legal institutions and advocacy organizations (e.g. Berkeley Law, Alameda County Immigration, Legal and Education Partnership (ACILEP)) to provide pro-bono legal assistance to Hayward residents experiencing discrimination.	Library & Community Services	City of Hayward Sanctuary City Res. No. 17-069	Ongoing
	D.1.2 - The City will expand its mobilization of local resources to serve undocumented immigrants. For example, the City will sponsor advocacy workshops including: Know Your Rights, Workers' Rights, Pathways to Citizenship, and more.	City Manager's Office		Ongoing
D.2 - Equitable Linguistic Access	D.2.1 - <i>Written Communication</i> : The City of Hayward will ensure that there is equitable linguistic access to City programs, services, and information about community member rights and community resources. Provide Access Hayward, website, and other City issued social media in multiple languages. Also, all City press releases should be written in English and Spanish at a minimum (other languages too) and should be distributed through ethnic media, as well as traditional English media.	City Manager's Office		Ongoing

⁹ To access a copy of Resolution No. 17-069 and other related policies and procedures, go to: <https://www.hayward-ca.gov/residents/undocumented-residents/city-policies-and-faq>.



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Section IV: Implementing the Sanctuary City Resolution

Part	Action Item	Responsible Department	Policy Reference	Timeline
	D.2.2 - <i>Verbal Communication</i> : The City representatives who staff the guard station on the first floor of City Hall will be provided the tools necessary to communicate with non-English speakers. Also, when City officials who only speak English are in the media, Spanish interpretation, and access to other language interpretation as needed, will be provided to enhance understanding and convey inclusivity.	City Manager's Office	City of Hayward Sanctuary City Res. No. 17-069	Ongoing
D.3 - Training of City Officials	D.3.1 - All City officials and volunteers will be required to participate in implicit bias trainings.	Human Resources		Ongoing
	D.3.2 - The City shall ensure that the principles of the Hayward Sanctuary City Resolution are practiced as the Hayward City Council Strategic Initiatives Complete Streets, Complete Communities, and Tennyson Corridor are implemented.	City Manager's Office	City of Hayward Sanctuary City Res. No. 17-069 City of Hayward Strategic Initiatives ⁵	Ongoing
D.4 - Hayward Leadership and Collaboration	D.4.1 - <i>Sanctuary City Bay Area</i> - Hayward will take a leadership role in creating a regional body (e.g. Sanctuary Bay Area) to coordinate with other jurisdictions in the Bay Area to advocate for, coordinate with, and share information about sanctuary policies and practices.	City Manager's Office	City of Hayward Sanctuary City Res. No. 17-069	By November 2019



The Commitment (CIECC)

Section IV: Implementing the Sanctuary City Resolution

Part	Action Item	Responsible Department	Policy Reference	Timeline
D.5 - Community Forums Regarding Sanctuary Status	D.5.1 - Create opportunities for Hayward community members to dialogue around what it means for Hayward to be a sanctuary city.	City Manager's Office	City of Hayward Sanctuary City Res. No. 17-069	By November 2019
D.6 - City Representation: Awareness and Support of Impacted Hayward Community Members	D.6.1 - When speaking publicly, City officials will convey support for the community by expressing concern for, and acting on behalf of, Hayward community members who are impacted by Immigration and Customs Enforcement (ICE) and other federal agency interventions.	City Manager's Office		Ongoing
D.7 - Section 287(g) Agreements	D.7.1 - The City of Hayward will publicly commit, as a matter of policy, to not sign Delegation of Immigration Authority Section 287(g) Immigration and Nationality Act agreements ¹⁰ .	Hayward Police Department	HPD Policy No. 415	
D.8 - Review of City of Hayward's Policies	D.8.1 - The City of Hayward shall review its policies to ensure that they reflect Hayward's Status as a Sanctuary City, including the possibility of revision to other City policies such that they comply with the spirit and intent of the resolution.	City Manager's Office	City of Hayward Sanctuary City Res. No. 17-069	Ongoing

¹⁰ The federal 287(g) Program allows a state or local law enforcement entity to enter into a partnership with ICE, under a joint Memorandum of Agreement (MOA), to receive delegated authority for immigration enforcement within their jurisdictions.



The Commitment (CIECC)

Section V: Enhancing Community/Police Relations

Based on best practices research¹¹ the following action items are designed to create within the Hayward Police Department a culture of transparency and accountability that fosters increased trust and legitimacy with community members, and supports partnerships that strengthen community / police relations in Hayward.

Part	Action Item	Responsible Department	Policy Reference	Timeline
E.1 - Building Community Trust and Police Department Legitimacy	E.1.1 - Transparency: As part of building mutual trust with the community, the Hayward Police Department (HPD) will publish its internal and external policies and practices, including its Use of Force Policy, Body Worn Cameras policies, and its policies and practices which relate to schools and students, in places and ways that express them clearly and transparently to the public.	Hayward Police Department	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Objs.: 1, 5	By November 2019
	E.1.2 - Building Legitimacy with the Public: To achieve external legitimacy, HPD should involve the community in the process of developing and evaluating HPD's policies and procedures related to training, use of new technology, etc. The Community Taskforce recommends a partnership between the community and HPD take the form of a newly created HPD Advisory Committee, made up of community members who reflect the diversity of the Hayward community. ¹² This Advisory Committee will also review cases involving officer-involved shootings, in-custody deaths, and other serious incidents that have the potential to damage community trust and challenge the legitimacy of, or reduce confidence in, the HPD.	Hayward Police Department	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Objs.: 1, 5	By November 2019

¹¹ References to the source documents used to inform the Action Items in this section are provided in the Appendix to this document.

¹² Norm Stamper, retired Seattle Police Chief, states in person and in his book, To Protect and Serve: How to Fix America's Police, that there should be an equal partnership between the community and law enforcement (page 247-248). See Endnote 1 – Appendix, Page A-2, Section A. 1. D.



The Commitment (CIECC)

Section V: Enhancing Community/Police Relations

Part	Action Item	Responsible Department	Policy Reference	Timeline
E.1 - Building Community Trust and Police Department Legitimacy – continued:	E.1.3 - <i>Measuring Community Trust</i>: HPD will use various means and opportunities to regularly and periodically measure the trust level of the community in HPD. This may include: A) Participation in the City of Hayward’s biannual community surveys of public opinion - HPD Administration and the City Manager’s Office will participate in the design of the questions that will measure the public’s trust level in HPD; and B) The development of other community surveys that measure the public’s trust level in HPD to be circulated in partnership with community partners at existing community events (e.g. Summer street festivals, the Russell City Blues Festival, the Zucchini Festival, Barber College events). The City will develop procedures for analyzing, sharing, and utilizing the data gathered to improve community and police relations in Hayward.	Hayward Police Department	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Objs.: 1, 5	Ongoing
E.2 - Enhancing Community Partnerships	E.2.1 - <i>New Hire Orientation</i>: HPD will embrace the practice of introducing and touring new hires through a minimum of five diverse community or neighborhood-based faith or community organizations; this will include attending at least one community or neighborhood event sponsored by one of the participating organizations. Newly hired HPD staff will also participate in events sponsored by local minority and women-owned professional businesses and associations.	Hayward Police Department and Human Resources Department	Tennyson Corridor Goal 1: Obj. 1 Goal 2: Obj. 3	Ongoing



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Section V: Enhancing Community/Police Relations

Part	Action Item	Responsible Department	Policy Reference	Timeline
E.3 - Commission on Accreditation for Law Enforcement Agencies (CALEA)	E.3.1 - Assessing Community Engagement, and Police and Community Relationships: Interviews with sworn and professional staff should not be the sole source of information for determining or certifying the strength of the Department's level of community engagement and building relationships of mutual respect. ¹³ Instead, HPD should offer the CALEA evaluation team the opportunity to interview community members who reflect the diversity of Hayward to better evaluate this community engagement. To facilitate this, HPD will provide contact information of local faith and community-based service organizations, community advocacy groups, and individuals representing the diversity of the Hayward community.	Hayward Police Department	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Objs.: 1, 5	Ongoing
E.4 - Community Access and Feedback	E.4.1 - District Command Offices: The service hours of HPD's Northern and Southern District Command Substations should be posted at those locations, and the substations should be staffed during those hours so that HPD representatives are available to respond to questions or service requests from community members.	Hayward Police Department		By November 2019
	E.4.2 - Use of District Command Offices: HPD should develop and implement a community relations campaign to make the public aware that they can ask questions and file compliments/complaints through District Command offices, as well as through other avenues (i.e. Access Hayward) where a single form is used submitting either a compliment or a complaint.	Hayward Police Department		By November 2019

¹³ For example, the CALEA report stated, "An interview with Patrol Captain revealed that agency officers engage the community well and develop rapport..."



The Commitment (CIECC)

Section V: Enhancing Community/Police Relations

Part	Action Item	Responsible Department	Policy Reference	Timeline
E.5 - HPD Police Officer and Personnel Training	E.5.1 - Police Officer Engagement with Persons Living with Mental Illness: Require that all sworn officers of HPD take Mental Health First Aid for Public Safety training. ¹⁴	Hayward Police Department	City of Hayward Strategic Initiatives⁵ Complete Communities Goal 1: Objs.: 1, 5	By November 2019
E.6 - Use of Tasers and Body WRAP Restraints	E.6.1 - Use of Tasers and Body WRAP Restraints: HPD will develop a policy requiring professional evaluation of procedures involving the use of Tasers and Body WRAP tools to restrain individuals, and work collaboratively with the HPD Community Advisory Panel to implement any recommended changes in practices or tactics that resulted in a death. ¹⁵	Hayward Police Department		By November 2019
E.7 - Urban Shield	E.7.1 - Urban Shield: HPD should withdraw participation from Urban Shield. ¹⁶	Hayward Police Department		By July 2018

¹⁴ Mental Health First Aid for Public Safety is an eight-hour course specifically designed for police officers, first responders, corrections officers and other public safety professionals. Just as CPR helps people assist someone having a heart attack, this course provides tools to help identify, understand, and appropriately support someone experiencing a mental health or substance use crisis. (Link: <https://www.mentalhealthfirstaid.org/cs/wp-content/uploads/2016/01/Public-Safety-Overview-2.pdf>)

¹⁵ The unsubstantiated marketing information contained in equipment manufacturers' website will not be relied upon. If Hayward PD does not have the capacity to make these professional evaluations, qualified professionals should be contracted to make them. Community members are aware of millions of dollars paid in settlements by City of Hayward to families of residents who died after multiple tasings and/or Body WRAP usage.

¹⁶ The overarching goals of Urban Shield include striving for the capability to present a multi-layered training exercise to enhance the skills and abilities of regional first responders, as well as those responsible for coordinating and managing large scale events: <https://www.urbanshield.org/about/urban-shield-training>. However, the Community Taskforce recommendation is based on concerns about certain Urban Shield practices that militarize law enforcement, racialize "the enemy" in exercises as being people of color and/or of middle eastern decent, and are derogatory toward the Black Lives Matter civil rights movement, all of which undermine community / police relations.

