



**DATE:** January 15, 2019

**TO:** Mayor and City Council

**FROM:** City Manager

**SUBJECT:** Update on the Commitment for an Inclusive, Equitable, and Compassionate City and the Hayward Police Department Community Advisory Panel

### **RECOMMENDATION**

That the City Council receives and comments on this report.

### **SUMMARY**

At the November 28, 2017 Council meeting, the City Council accepted the Commitment for an Inclusive, Equitable, and Compassionate Community (the CIECC, or the Commitment) created by the 21-person Community Task Force charged with reviewing and updating the City's 1992 Anti-Discrimination Action Plan. During that meeting, Councilmembers requested that staff return with an update on the implementation of the Commitment work plan in the Fall of 2018.

Following the November 28<sup>th</sup> Council meeting and per Council's direction, staff took the following actions:

1. Reconvened the Community Task Force Subcommittee on Community-Police Relations to address outstanding concerns about Section V of the Commitment (Enhancing Community/Police Relations);
2. Created an interdepartmental staff team to begin implementation of the CIECC workplan accepted by Council, and
3. Reconvened volunteers from the 21-member Community Task Force to discuss structure options for the interested Community Taskforce members to address the Community-Led Action Items outlined in the appendix to the Commitment.

As a result of this work:

- HPD staff and the Subcommittee on Community-Police Relations developed a shared vision for the HPD Community Advisory Panel through a document outlining the advisory panel's membership, roles, and responsibilities. (Attachment II)
- City staff began implementation of the action items outlined in the Commitment, clarified the intent of the action items listed in the work plan, linked similar/duplicative items, and identified known resource needs. (Attachment III)

- The volunteers from the original 21-member Community Task Force who attended the discussions determined that the establishment of a 501(c)(3) non-profit organization is the best structure for continuing their work to implement the community-led action items moving forward.

Moving forward, City staff and Community Task Force members plan to pursue the following tasks:

City Staff will:

- *CONTINUE IMPLEMENTATION OF THE COMMITMENT WORK PLAN:* Staff will continue to implement the Commitment work plan focusing on creating culture and process changes that support the guiding principles of the Commitment. In order to support the implementation of the spirit of the Commitment, the City has recently joined the Government Alliance on Race and Equity (GARE) where staff members will participate in the 2019 cohort of GARE's racial equity curriculum. Staff will continue to provide the Council updates on the implementation progress on an annual basis.
- *HPD COMMUNITY ADVISORY PANEL:* The Hayward Police Department will create a Community Advisory Panel to strengthen the relationship between HPD and the Hayward community by providing the Chief of Police with direct community input on department policies and practices and providing community members with direct access to the Chief.

Volunteers from the Community Taskforce will:

- *FORM A COMMUNITY NON-PROFIT:* Volunteers from the Community Task Force committed to continuing their work to advance inclusiveness, equity, and compassion in the Hayward community by forming a 501(c)(3) non-profit organization dedicated to "working together to advance the Hayward community built on compassion and inclusiveness." They will continue this work as an independent group and plan to recruit other community members dedicated to their purpose to join them.

## **BACKGROUND**

On January 17, 2017, the Hayward City Council established the Community Task Force to review and update the City's 1992 Anti-Discrimination Action Plan in response to heightened community concerns about human and civil rights issues occurring throughout the nation and in the Hayward community. Members of the 21-person task force presented the revised Anti-Discrimination Action Plan, renamed the Commitment for Inclusive, Equitable, and Compassionate Community, to City Council on September 26, 2017. The City Council then again reviewed and accepted the Commitment document on November 28, 2017.

After the acceptance of the Commitment and recognition of the work the task force had completed, the Council directed staff to poll the Community Task Force members' interest in taking on a new objective for an additional year to do the following:

1. Develop a community-led implementation strategy for the various community-initiated activities identified by the task force members outlined in the appendix to the Commitment;
2. In lieu of a Council-appointed Commission/Committee, determine alternative structures the Community Task Force could transition to, if desired, to continue implementation of the community-initiated activities outlined in the Commitment; and,
3. Receive CIECC updates from the City's CIECC Interdepartmental Implementation Team and provide feedback.

Several of the Community Task Force members committed to continuing this work. The Community Task Force members who participated in the discussions include: Sheila Burks, Frank Burton, Ria Lancaster, Kari McAllister, Arzo Mehdavi, Linda Moore, and Randy Wright.

Additionally, the City Council directed staff to revisit the work plan included in the Commitment and (1) combine duplicative or similar action items, (2) coordinate the action items with the City Council's Strategic Initiatives, and (3) analyze staff resources to ensure the action items in the Commitment work plan are achievable.

## **DISCUSSION**

The Community Task Force members reconvened in May 2018 and met monthly to receive updates and provide feedback on the implementation of the Commitment work plan and discuss options to advance inclusiveness, equity, and compassion in the Hayward community and to implement the Community-Led Action Items outlined in the Commitment.

### *CIECC Updates:*

At each meeting, the Community Task Force members received updates on and discussed the implementation of each section of the Commitment work plan. Staff recorded the task force members' comments and included them in the updated Commitment work plan (Attachment III). To begin implementation of the Commitment workplan, staff convened an interdepartmental team comprised of City staff responsible for implementing items in the Commitment work plan.

*Combining Duplicative/Similar Action Items:* To provide greater transparency, action items repeated in various sections of the Commitment are cross-referenced in the Comments/Status section of the workplan.

*Coordinating Action Items with the Strategic Initiatives:* The majority of the action items outlined in the Commitment are directly aligned with the Complete Communities Strategic Initiative goal of improving quality of life for residents, business owners, and community

members in all Hayward neighborhoods by actively valuing diversity and promoting inclusive activities.

*Analyzing Staff Resources:* No additional staff resources are recommended at this time. Additional resources may be required for outside services (e.g., translation of written materials) and will be requested through the annual budget process. One of the main themes that emerged over the last several months in conversations with the Community Task Force members was their desire for a culture change in service delivery rather than adding staff resources. While items in the work plan are outlined as specific tasks, they are better characterized as ongoing goals. For example, when discussing action item D.5.1 – *Create opportunities for Hayward community members to dialogue around what it means for Hayward to be a sanctuary city*, Task Force members clarified that this item is best achieved by creating space for these conversations in existing events/gatherings that support ongoing dialogue. Other items like improving linguistic access (Items B.1.1, D.2.1, D.2.2) and sponsoring and supporting inclusive events (Items A.1.1, A.2.1, A.3.1, A.3.3) can be accomplished by realigning existing resources and processes to incorporate inclusiveness and equity into decision making that occurs in day-to-day City operations.

*Government Alliance on Race and Equity (GARE):* At the recommendation of a Community Task Force member and to support working toward this culture change, the City joined the Government Alliance on Race and Equity (GARE), a network of local governments working to achieve racial justice and advance opportunities for their community members. Through professional development and networking opportunities, GARE helps governments build internal capacity to address racial equity problems, encourages results-based accountability that focus on moving the needle on racial equity, and provides a forum for local government professionals to share their experiences and support each other's work. GARE offers a racial equity curriculum that guides local government employees to understand racial equity, identify opportunities in their organizations, and create a results-based action plan. Twelve Hayward employees will participate in the 2019 cohort to build internal capacity for racial equity work. More information about GARE can be found on their website: <https://www.racialequityalliance.org/>

*Structure to Implement the Community-Led Items:*

The Community Task Force members discussed three structural options to implement the community-initiated activities listed in the appendix to the Commitment: (1) partnering with an existing non-profit organization in Hayward focused on work that aligns with the guiding principles of the Commitment; (2) organizing a coalition or alliance of existing non-profits doing work related to issues of inclusiveness, equity, and compassion; or (3) establishing a new non-profit focused on continuing the work.

Community Task Force members researched local non-profits, reached out to their contacts in the community, and explored options for formally structuring their desired work. Through their research, they found:

- No Hayward non-profit organizations exist that are specifically devoted to the community-building and organizing work they plan to pursue and therefore concluded there are no suitable existing candidates for partnership.
- Of the Hayward non-profits researched, most focus on service provision with not enough overlap between their service delivery missions and the goals of the Community Task Force members.
- The process for forming a new non-profit organization is fairly straightforward from a legal and logistical standpoint, though there are specific administrative requirements that can be cumbersome.

*Creation of a Non-Profit 501 (c)(3):* Based on the results of their research, the Community Task Force members decided that establishing a new non-profit dedicated to advancing inclusiveness, equity, and compassion in the Hayward community was the best structure for continuing their work. Over the course of three months, the task force members drafted a mission statement, created a list of goals and activities their non-profit organization would undertake to achieve them, and determined that a 501(c)(3) organizational structure would best serve the needs of the community. Several continuing members of the Task Force volunteered to create a community non-profit with a mission statement of “Working together to advance the Hayward community built on compassion and inclusiveness.”

*Community-Police Relations Subcommittee and the Community Advisory Panel:*

The Community-Police Relations Subcommittee met four times following the acceptance of the Commitment to discuss proposed edits to Section V of the Commitment (Enhancing Police-Community Relations) and to discuss Action Item E.1.2 – *Building Legitimacy with the Public*. The suggested edits and updates to Section V of the Commitment are included in the attached updated version of the Commitment work plan.

The subcommittee members reached out to law enforcement advisory bodies throughout Alameda County, in several Bay Area jurisdictions, and to community members who participate in or staffed those advisory bodies to hear about their experiences serving on a law enforcement advisory panel. These agencies included the City of Alameda, City of San Leandro, City of Oakland, City of San Francisco, and the California Highway Patrol.

The Community Taskforce subcommittee on Community-Police Relations developed seven recommendations listed below:

1. The selection of panel members should be a process that involves the City Council as well as the City Manager and Police Chief;
2. There should be term limits for sitting panel members;
3. The panel should be large enough that a broad representation of the Hayward community can be achieved but small enough to allow for productive discussions (ideally, 8-12 people);
4. Panel membership should intentionally and broadly reflect the diversity of the Hayward community (including profession, educational attainment, social interests, and geographic residency);

5. The time commitment and responsibilities of panel members should be explicitly defined;
6. Members should be required to intentionally connect with the Hayward community, especially those who have not been traditionally engaged or included in department decision making, and
7. Meetings should be held at locations throughout Hayward.

The Subcommittee's recommendations were discussed and incorporated into the Community Advisory Panel Membership, Roles, & Responsibilities document (Attachment II). During the August 23, 2018 Community Task Force meeting, the final document was discussed and, in addition to changes in wording, the Task Force members recommended the following changes that were incorporated into the document:

- The panel should have overlapping terms to preserve continuity.
- The panel membership should reflect diversity in employment and include membership from the homeless or formerly homeless community.
- In the event that the Community Advisory Panel votes to remove a member with a narrow majority (i.e., 1-2 votes), the selection panel comprised of the Police Chief, the Mayor, and the City Manager should provide a final decision on removal.

There were two areas where the Task Force members recommended changes that were not incorporated into the document listed below:

- *Members should be selected by the Police Chief, Mayor, City Manager, and a City commissioner.*

Task Force members were concerned about the inclusiveness of the selection panel (Police Chief, Mayor, and City Manager) and potential, although unintended, negative impact on the selection process. In discussing this recommendation, staff did not want to change the structure of the selection process based on current occupants of these three positions rather than the positions themselves. Staff did, however, edit this section of the document to reflect flexibility in the selection process so that additional perspectives can be included as follows:

“Members will be selected following the approval of at least a majority of the Chief of Police, the City Manager, and the Mayor. The Chief of Police, City Manager, and Mayor will hold equal stakes in the decision-making process and no one member will be able to override another. The Chief of Police, City Manager, and Mayor may involve additional staff, City commissioners, or other City officials in the selection process but will retain their decision-making power.”

- *The panel should be larger to ensure that all of the key groups identified in the document are represented.*

Staff considered this recommendation and determined that this concern could be overcome by thoughtful recommendation and selection of potential panel members without impeding the group's work.

## **FISCAL IMPACT**

There is no fiscal impact associated with this agenda item. If additional operating expenses are identified, such as translation services, they will be requested through the annual budget process. The \$6,000 cost of the GARE racial equity curriculum has been absorbed in the FY2019 budget, therefore no additional appropriation is requested.

## **STRATEGIC INITIATIVES**

This agenda item supports the Complete Communities strategic initiative. The purpose of the Complete Communities initiative is to create and support structures, services, and amenities to provide inclusive and equitable access with the goal of becoming a thriving and promising place to live, work and play for all. This agenda item supports the following goals and objectives:

Goal 1: Improve Quality of Life for Residents, Business Owners, and Community Members in All Hayward Neighborhoods

Objective 5: Actively value diversity and promote inclusive activities

## **PUBLIC CONTACT**

Over the last several months, staff met regularly with the Community Task Force subcommittee on Police-Community Relations and volunteers from the original 21-member Community Task Force for input and in preparation for this report.

## **NEXT STEPS**

***The Commitment:*** Staff will continue implementation of the Commitment work plan. As mentioned in the staff report, the City joined the Government Alliance on Race and Equity (GARE) and 12 staff members will participate in GARE's racial equity curriculum, a year-long learning experience that builds organizational capacity to identify and address racial equity problems in local governments from a framework of results-based accountability.

***Police Community Advisory Panel:*** Staff will poll the City Council to receive recommendations for membership on the Police Community Advisory Panel. From the community members recommended by City Council, the Police Chief, Mayor, and City Manager will select the membership for the Community Advisory Panel and will convene the first meeting in Spring 2019. The first meeting will entail a conversation about the structure and duties of the panel facilitated by a professional facilitator with expertise in community-police relations.

**Community Task Force:** The work of the Community Task Force as convened by the City has been completed and several continuing members of the Task Force have volunteered to create a community non-profit with a mission statement of “Working together to advance the Hayward community built on compassion and inclusiveness.” One of the activities of this non-profit will be to advance some of the community-led action items outlined in the appendix to the Commitment. Additionally, they will recruit other passionate leaders in the community to participate in establishing and running the non-profit. Staff will provide regular meeting space to this group.

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Approved by:



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Kelly McAdoo, City Manager