



**DATE:** November 28, 2017

**TO:** Mayor and City Council

**FROM:** City Manager

**SUBJECT** Adoption of the Commitment for an Inclusive, Equitable, and Compassionate Community (CIECC) Action Plan

## **RECOMMENDATION**

That Council approves the attached resolution (Attachment II) for the adoption of the Commitment for an Inclusive, Equitable, and Compassionate Community (CIECC) Action Plan.

## **BACKGROUND**

In January 2017, the Hayward City Council sought to address heightened community concerns about human and civil rights issues occurring throughout the nation and in the Hayward community. In response, the Council established the limited-term Hayward Community Taskforce (Taskforce) made up of Hayward Community members who represent the diversity of the Hayward community, and charged the Taskforce to update the City's 1992 Anti-Discrimination Action Plan to reflect and address the current social and political issues in Hayward ([Hayward Council Resolution No. 17-004](#)).

On September 26, 2017, the Community Taskforce presented the recommended updates to the 1992 Anti-Discrimination Action Plan at the City Council work session (September 26, 2017 City Council Agenda Item No. 9 - [WS 17-043](#)). One of the recommendations was that the 1992 Anti-Discrimination Action Plan be renamed the Commitment for an Inclusive, Equitable, and Compassionate Community (CIECC), also referred to as "The Commitment" (Attachment III).

During the work session, Council heard and discussed the various recommendations in the CIECC, reviewed the key issues where staff's recommendations differed from the Taskforce recommendations, and also heard the proposed action items that may require medium to high levels of resources to implement for Council's consideration. Each of the Council members shared their respective views on these and other matters related to the recommendations that were presented.

## **DISCUSSION**

During the work session, Council provided feedback on various items. Some of the key discussion points are captured below, along with recommended next steps.

1. COMBINE SIMILAR / DUPLICATIVE CIECC ACTION ITEMS: Council members pointed out that some of the proposed action items seem to be similar to, or duplicative with, one another and

indicated these should be combined to optimize the use of City resources and help reduce the number of action items currently listed in the CIECC (Attachment III).

NEXT STEPS: During this initial first six month implementation period, staff will review the CIECC action plan and (1) combine similar and/or duplicative action items, (2) coordinate CIECC action items with Council's Strategic Initiatives (See: <https://www.hayward-ca.gov/your-government/city-council - Strategic Initiatives>), and (3) analyze staff resources to ensure action steps and timelines identified in the CIECC action plan are achievable.

2. STREAMLINING AND CLARIFYING ACTION ITEMS: In concert with the sentiments expressed by community members during the Taskforce listening sessions (Attachment III, Page 4, Community Conversations), Council members suggested that some of the action item descriptions needed to be made more clear and measurable.

NEXT STEPS: During the first six-month implementation period, staff will edit action item descriptions where necessary so that all action item descriptions are concise, and that the language used is easily accessible, readily understood, and translates well.

3. CIECC ACTION ITEM D.3.1. – IMPLICIT BIAS TRAINING: The Taskforce recommended that all City officials and volunteers be required to take Implicit Bias Training. Because the City has hundreds of volunteers, some of whom are short-term or one-time only volunteers, Council members suggested that rather than making implicit bias training mandatory of all of City volunteers – which would have a significant impact on City resources – that instead long-term volunteers who interface with the public be encouraged to take this training when it is made available to City staff.

NEXT STEPS: Implicit Bias Training will be offered to staff at minimum, once a year, and will be made available to long-term City volunteers who will be strongly encouraged to participate.

4. MEDIUM TO HIGH RESOURCE ACTION ITEMS: In the September 26, 2017 staff report, a number of proposed action items were identified that will likely require medium to high levels of staff, equipment and/or financial resources to implement (See: [September 26, 2017 WS Staff Report – Page 4](#)). These were also referenced during the Council work session. Some Council members requested that the ten action items per section be reduced to ensure an attainable amount of action items during the two-year implementation period, as well as, review the resources allocated to the implementation of this action plan.

NEXT STEPS: During the first six months after adoption of the CIECC, staff will review the medium and high resource action items, will further analyze and prioritize these action items, and report back to Council the implementation feasibility as part of the six-month status update report.

#### NOVEMBER 15, 2017 CHECK-IN MEETING WITH THE COMMUNITY TASKFORCE:

On November 15, 2017, City staff met with the Community Taskforce to debrief the September 26<sup>th</sup> work session and discuss next steps, in preparation for the adoption of the

CIECC. Three critical issues were discussed during this meeting, which sparked much dialogue. Below is a summary of the three critical issues discussed during the meeting as well as some recommended next steps that take into consideration the feedback received from the Taskforce members.

1) **ESTABLISHMENT OF A COUNCIL APPOINTED COMMITTEE/TASKFORCE:**

The Taskforce originally proposed a Council appointed committee to ensure implementation of the CIECC. Staff, alternatively, recommended that the implementation of the CIECC be the responsibility of the City Manager's Office and that the CMO work with community members in preparation for the annual report outs to Council.

During the November 15<sup>th</sup> check-in meeting, some Taskforce members conveyed the importance of this group continuing as an official arm of the City that would have a position of authority and the ability to influence City policies and procedures. Other Taskforce members stated that they only agreed to serve on a term-limited basis, primarily to update the Anti-Discrimination Action Plan. Others expressed feeling constrained by being part of an official City advisory body that may have Brown Act requirements and liked the idea of creating a more autonomous group, open to other community members. There was much dialogue around this topic and based on some of the feedback shared during this discussion, staff recommends:

- a. Continue staff supported quarterly meetings of the Community Taskforce in its current form (for those members who wish to continue serving) for one year through the end of 2018. The recommended focus areas of the group for this period include:
  - Explore and develop options for a potential ongoing organizational structure for the Community Taskforce to support the work outlined in the CIECC; and
  - Refine the implementation plan and identify key next steps; and
  - Determine how to broaden community involvement in implementation of the CIECC, particularly the Community Related Action Items in the CIECC.
- b. Form an internal interdepartmental CIECC working team to include the City Manager's Office, HPD, Human Resources, Community Services, and other City department representatives, to ensure that progress is made on the action items identified in the CIECC two-year action plan. The staff liaison to this internal interdepartmental CIECC working team will work collaboratively with the Community Taskforce, particularly in preparation for the annual Council report outs. This recommendation optimizes the strengths and use of both community and City resources and ensures communication, engagement and accountability between the City and City Staff.

2) **HPD CHIEF'S ADVISORY COMMITTEE:**

As part of the CIECC, Taskforce members recommended that a Civilian Oversight Board be established that would have access to and influence over HPD policies and procedures. The Taskforce further recommended that all the members of this Board be chosen by community members (for example by the Community Taskforce), as opposed to by the Police Chief and City Manager. Alternatively, the Police Chief recommended the establishment of a Chief's Community Advisory Panel as a method for fostering community and police relations.

This topic also elicited much discussion among the Taskforce members at the November 15 meeting. They expressed significant concerns about the City Manager and Police Chief selecting the members of the panel and also concerns about the intended scope of the panel. The concept of either a civilian oversight board or a Chief's advisory panel is new to the City of Hayward and is not something that should be developed without significant thought, consideration, and dialogue. Based on the feedback received from the Taskforce, there is still work to be done and this discussion will continue over the next few months. Some of the next steps will include:

- a. Application and selection process will be finalized over the next couple of months based on further dialogue with Taskforce members, City Council and others and will be reported back to Council;
- b. Work to develop a clear scope for the Advisory Panel;
- c. Ensure training and/or orientation is provided once the Advisory Panel is established, to ensure clarity of roles and responsibilities among Advisory Panel members;
- d. Ensure other training (i.e. Implicit Bias, etc.) is provided to the Advisory Panel.

### 3) **Participation in Urban Shield:**

Some Taskforce members are opposed to the City participating in Urban Shield, feel strongly that the City should divest itself from Urban Shield, and should instead invest its resources locally to train residents as first responders. Staff previously shared the benefits that Urban Shield offers the City, and recommended that the City continue its participation in Urban Shield. Additionally, based on the feedback received, staff also recommends the following:

- a. Updates to Urban Shield: Determine ways to influence the design of Urban Shield to address community concerns, especially about the field/trade show element of the event; and
- b. Neighborhood/Community Training Options: Other Neighborhood-based disaster preparedness training will be explored (i.e. CERT, etc.) to strengthen community members' training and ability to respond to disasters within their neighborhoods and to continue to invest and build neighborhood capacity. This objective is also included in the Council's Complete Communities Strategic Initiative action plan.

### **Local Government Hispanic Network 2017 Civic Engagement Award**

Lastly, on October 22, 2017 at the International City Manager's Association (ICMA) Conference in San Antonio, Texas, the City of Hayward was presented with the Local Government Hispanic Network's (LGHN) 2017 Civic Engagement Award in recognition of the work of the Hayward Community Taskforce ([News Release](#)). Formerly named the International Hispanic Network, LGHN provides professional development services and support to local government professionals who serve high minority diverse communities throughout the United States.

### **STRATEGIC INITIATIVES**

This agenda item supports the Complete Communities strategic initiative. The purpose of the Complete Communities strategy 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 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 1: Increase neighborhood safety and cohesion.
- Objective 2: Foster a sense of place and support neighborhood pride.
- Objective 3: Increase collaboration with businesses, non-profit and neighborhood groups on placemaking projects.
- Objective 4: Create resilient and sustainable neighborhoods.
- Objective 5: Actively value diversity and promote inclusive activities.
- Goal 2: Provide a mix of housing stock for all Hayward residents and community members, including the expansion of affordable housing opportunities and resources.
- Objective 2: Facilitate the development of diverse housing types that serve the needs of all populations.
- Objective 4: Increase supply of affordable, safe and resilient housing in Hayward.

This agenda item also supports the Tennyson Corridor strategic initiative. The purpose of the Tennyson Corridor strategy is to develop an attractive, cohesive, thriving Tennyson Corridor through thoughtful engagement of residents, businesses and community partnerships. This item supports the following goals and objectives:

- Goal 4: Foster a cohesive sense of place.
- Objective 2: Increase City sponsored events and projects in the Tennyson Corridor.
- Goal 5: Increase community resiliency.
- Objective 1: Increase awareness of and access to City services.
- Objective 4: Increase access to effective public transit.

## **FISCAL IMPACT**

Implementation of the action items outlined in the Commitment (CIECC) will likely have a fiscal impact that may include one-time costs such as studies or the implementation of single community events, as well as where continuous staff support / direction are required. Staff proposes to proceed with the implementation of those action items where the costs can be absorbed in the City's current operating budget.

As noted previously, some milestones identified in CIECC contain several medium and high resource action items. Staff intend to utilize the first six-months of the CIECC implementation period to closely analyze these action items and will determine whether they can be completed with current resources/staff or if additional resources will be required. Staff will report back to Council, as part of the six-month status report, the feasibility of implementing these medium to high resources action items during the proposed two-year Phase I implementation period, or if they will need to be scheduled for implementation at a later date.

## **PUBLIC CONTACT**

The agenda for this item, as well as the November 15, 2017 special public meeting convened with the Community Taskforce to debrief the September 26<sup>th</sup> Work Session, were posted in compliance with the California Brown Act.

## **NEXT STEPS**

If approved by Council, staff will:

- Survey the Community Taskforce members to gauge their interest in continuing to serve on the Taskforce for an additional year;
- Form the proposed City Interdepartmental CIECC workgroup to begin implementation of the CIECC;
- Develop the 2018 Community Taskforce Meeting Schedule;
- Continue the dialogue regarding the various elements necessary to convene a community advisory panel to the Police Chief and determine next steps for implementation;
- Provide Council with an initial 6-month Status Update on the CIECC implementation by June 2018.

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Approved by:



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