



The Commitment (CIECC)

Commitment for an Inclusive, Equitable, and Compassionate Community



Hayward City Hall
777 B Street, Hayward, CA 94541
510-583-4300 /
City.Manager@hayward-ca.gov



The Commitment (CIECC)

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.



The Commitment (CIECC)

Table of Contents

I. Introduction	1
II. Guiding Principles.....	3
A. Community Conversations	4
B. Value Statements	4
III. Evaluation and Accountability	7
IV. Two-Year Action Plans.....	9
Section I: Encouraging Shared Community Values.....	10
Section II: Fostering Accessibility	14
Section III: Dismantling Illegal Forms of Discrimination....	17
Section IV: Implementing the Hayward Sanctuary City Resolution ..	22
Section V: Enhancing Community/Police Relations	25
V. Appendix.....	A-1

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

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:

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.

Benjamin Leon Elenes
Julieta Martinez
Zachariah Oquenda
Corina Vasaura

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.

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*.

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.

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.

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.

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.

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.

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.



The Commitment (CIECC)

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.



The Commitment (CIECC)

Section I: Encouraging Shared Community Values

Part	Action Item	Responsible Department	Policy References	Timeline
A.3 - Outreach	<p>A.3.1 - The City of Hayward staff, local community-based organizations, and businesses:</p> <ul style="list-style-type: none"> 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	<p>City of Hayward Strategic Initiatives⁵</p> <p>Complete Communities Goal 1: Objs: 1, 2, 3, 4, 5</p> <p>Tennyson Corridor Goal 1: Obj. 1 Goal 4: Objs. 1, 2, 4</p>	
	<p>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.</p>	City Clerk's Office	<p>Complete Communities Goal 1: Objs: 1, 2, 4, 5</p>	Ongoing



The Commitment (CIECC)

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	<p>City of Hayward Strategic Initiatives⁵</p> <p>Complete Communities Goal 1: Obj: 1, 2, 3, 4, 5</p> <p>Tennyson Corridor Goal 1: Obj. 1 Goal 4: Obj. 1, 2, 4</p>	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	<p>Complete Communities Goal 1: Obj: 1, 2, 3, 4, 5</p>	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	<p>Tennyson Corridor Goal 1: Obj. 1 Goal 4: Obj. 1, 2, 4</p>	By September 2018



The Commitment (CIECC)

Section I: Encouraging Shared Community Values

Part	Action Item	Responsible Department	Policy References	Timeline
	<p>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.</p>	<p>City Manager’s Office</p>	<p>City of Hayward Strategic Initiatives⁵</p> <p>Complete Communities Goal 1: Obj: 5</p> <p>Tennyson Corridor Goal 1: Obj. 1 Goal 2: Obj. 3 Goal 4: Obj. 3</p>	



The Commitment (CIECC)

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: <ul style="list-style-type: none"> ▪ 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



The Commitment (CIECC)

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



The Commitment (CIECC)

Section II: Fostering Accessibility

Part	Action Item	Responsible Department	Policy Reference	Timeline
	<p>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)</p>	<p>City Manager's Office</p>	<p>City of Hayward Strategic Initiatives⁵</p> <p>Complete Communities</p> <p>Goal 1: Objs: 1, 2, 3, 4, 5</p> <p>Tennyson Corridor</p> <p>Goal 1: Obj. 1 Goal 4: Objs. 1, 2, 4</p>	<p>Ongoing</p>
	<p>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.</p>	<p>City Manager's Office</p>	<p>Complete Communities</p> <p>Goal 1: Obj.: 5</p> <p>Tennyson Corridor</p> <p>Goal 1: Obj. 1 Goal 4: Obj. 3</p>	<p>Ongoing</p>



The Commitment (CIECC)

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: <ul style="list-style-type: none"> ▪ 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: <ul style="list-style-type: none"> ▪ 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



The Commitment (CIECC)

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 Complete Communities Goal 1: Obj.: 5	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		



The Commitment (CIECC)

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



The Commitment (CIECC)

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: Obs.: 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



The Commitment (CIECC)

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>.



The Commitment (CIECC)

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 Initiatives ⁵ 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 Initiatives ⁵ 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:	<p>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.</p>	Hayward Police Department	<p>City of Hayward Strategic Initiatives⁵</p> <p>Complete Communities</p>	Ongoing
E.2 - Enhancing Community Partnerships	<p>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.</p>	Hayward Police Department and Human Resources Department	<p>Goal 1: Objs.: 1, 5</p> <p>Tennyson Corridor</p> <p>Goal 1: Obj. 1 Goal 2: Obj. 3</p>	Ongoing



The Commitment (CIECC)

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.



The Commitment (CIECC)

Appendix

Appendix Contents:

A. Reference Documents and Endnotes	A-1
B. Current City Guiding Principles, Policies, and Practices	A-4
C. Community-Driven Action Items	A-9
D. Phase II Community Taskforce Recommended Action Items.....	A-11

A. Reference Documents and Endnotes:

The following documents and plans are referenced in, and were used to inform, many of the action items recommended by the Hayward Community Taskforce in the Commitment (CIECC) document:

Policy References: Throughout the Commitment (CIECC) Document, City policy and document references are provided where an Action Item is to be cross referenced or coordinated with an existing City policy or initiative. These include:

1. City of Hayward City Council Adopted Strategic Initiatives¹: The Hayward City Council adopted three (3) Strategic Initiatives in FY 2018 (i.e., The Complete Communities, Complete Streets, and the Tennyson Corridor Strategic Initiatives). The purpose, goals and objectives of the Strategic Initiatives referenced in the CIECC are provided below:

A. 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.

Goal 1: Improve quality of life for residents, business owners, and community members in all Hayward Neighborhoods.

Obj. 1: Increase neighborhood safety and cohesion.

Obj. 2: Foster a sense of place and support neighborhood pride.

Obj. 3: Increase collaboration with businesses, non-profits, and neighborhood groups in placemaking projects.

Obj. 4: Create resilient and sustainable neighborhoods.

Obj. 5: Actively value diversity and promote inclusive activities.

¹ See Hayward City Council Strategic Initiatives at: www.hayward-ca.gov/search/site/Strategic%20Initiatives



The Commitment (CIECC)

1.A. Complete Communities Strategic Initiative, continued:

Goal 2: Provide a mix of housing stock for all Hayward residents and community members, including the expansion of affordable housing opportunities and resources.

- Obj. 1: Centralize and expand housing services.
- Obj. 2: Facilitate the development of diverse housing types that serve the needs of all populations.
- Obj. 3: Conserve and improve the existing housing stock.
- Obj. 4: Increase the supply of affordable, save, and resilient housing in Hayward.

Goal 3: Develop a Regulatory Toolkit for Policy Makers.

- Obj. 1: Update, streamline, and modernize zoning & codes.
- Obj. 2: Identify and design appropriate in-lieu fees to provide community amenities.
- Obj. 3: Develop and refine other regulatory tools.

1.B. Tennyson Corridor Strategic Initiative: The purpose of the Tennyson Corridor strategy is to develop an attractive, cohesive, and thriving Tennyson Corridor through thoughtful engagement of residents, businesses, and community partnerships.

Goal 1: Work with community to create a vision plan for the Corridor and catalyst sites to serve as a foundation for long-term planning and policies.

- Obj. 1: Work to understand community needs and desires for the Corridor.
- Obj. 2: Identify funding options for future Corridor planning, improvements, and infrastructure.
- Obj. 3: Lead development and construction of South Hayward Family Center.

Goal 2: Increase Pedestrian and Cyclist Safety.

- Obj. 1: Enhance bike and pedestrian ways.
- Obj. 2: Increase bicycle safety education.
- Obj. 3: Collaborate with community members to improve public safety.
- Obj. 4: Improve safety through increased lighting.

Goal 3: Improve Community Appearance.

- Obj. 1: Enhance landscaping.
- Obj. 2: Decrease dumping and litter.
- Obj. 3: Decrease blight.

Goal 4: Foster a Cohesive Sense of Place.

- Obj. 1: Identify possible locations and a cohesive theme for public art along the Corridor.
- Obj. 2: Increase City sponsored events and projects in the Tennyson community.
- Obj. 3: Explore using branding and signage to identify the Corridor.
- Obj. 4: Explore innovative placemaking opportunities.



The Commitment (CIECC)

2. The Commitment (CIECC) - Section E – Enhancing Community and Police Relations:

- A. **Reference:** The Final Report of the President’s Task Force on 21st Century Policing, dated: May 2015 (President’s Report). This report describes six pillars on which law enforcement best practices were developed. This report served as the basis for many of the recommended Community and Police Relations action items listed in the Commitment (CIECC) document. For more information about the President’s Report, go to: www.cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf.
- B. **Reference:** The action items in the Community and Police Relations section related to body worn cameras are based on best practices documented in, The Leadership Conference: Police Body Worn Cameras: A Policy Scorecard, updated August 2016 (BWC Scorecard). This report was developed by The Leadership Conference on Civil and Human Rights, convened by Upturn, and is based on input from a coalition of civil rights, privacy, and media rights groups. For more information, go to: www.bwccscorecard.org/.
- C. **Reference:** Several of the action items in the Community and Police Relations section are based on findings in the Hayward 2016 Commission on Accreditation for Law Enforcement Agencies (CALEA) Assessment Report. To access this report, go to: www.hayward-ca.gov/police-department/about/calea.

Reference & Endnote – re: Action Item E.1.2: Ref: To Protect and Serve; How to Fix America’s Police, by Norm Stamper, Retired Seattle, Washington Police Chief. Norm Stamper states that there should be an equal partnership between the community and law enforcement (pages 247-248).

Additional Hayward Community Taskforce Endnote – It is recommended that the following information be included in HPD Community Advisory Panel Charter:

“As with every other suggestion in this book, it all starts with the community and their police establishing an authentic, mutually respectful partnership--and working together. The partners’ job in this context is to ensure protection of First Amendment and other Bill of Rights guarantees and to prevent violence and property destruction during both planned and unanticipated demonstrations.

“And all of this should be reduced to writing, in a document we’ll call ‘The Agreement.’ The Agreement is just that: All stakeholders agreeing to the scope and nature of the theoretical and literal meaning--and the practical and political implications--of *co-policing* ‘critical incidents’.”

“A genuine partnership is a 50-50 proposition. Community members, as selected not by the police but amongst themselves, must have an equal say in how events are policed, whether planned a year in advance or materializing spontaneously. Given that neither side gets to decide unilaterally, a tremendous amount of soul searching, philosophizing, questioning, and



The Commitment (CIECC)

practical, hard-core planning is essential. That includes the discipline of learning from the successes and failures of other jurisdictions.” Partnership assumptions:

- “Whatever faults and other historical baggage the police might bring to the partnership, they also bring considerable knowledge, wisdom, and skills. Moreover, they contribute weapons, badges, uniforms, vehicles, and specialized emergency equipment--all the trappings of coercive authority, which on occasion is essential to the cause of protecting life, property, and, yes, civil liberties. Consider if the first responders to the November 2015 terrorist attacks in Paris were not so equipped, were not identified by their badges and uniforms.”
- “How this coercive authority is exercised must be negotiated between the partners. To the maximum extent possible, effective ‘self-policing,’ that is internal security, should be arranged in advance.”
- “It must be understood that where self-policing breaks down and violence erupts or is imminently threatened, it’s time for the unarmed, non-uniformed [community] partners to take a back seat to traditional police authority--exercised, of course, in accordance with the values, stipulations, and specific procedures of The Agreement.”
- “Each side of the partnership must commit to continuous learning, taking stock of the response to all major events, including natural disasters, industrial accidents, fires, and political protests and demonstrations.”

Note: The term community members is substituted for the term citizens in the above quotations.

B. Current City Guiding Principles, Policies, and Practices:

Hayward Community Taskforce Subcommittees developed many recommended Action Items for the City to undertake as part of the Commitment (CIECC). The following represent operating guidelines, principles, policies, and practices that were recommended, and which the City is already implementing. These are listed below in acknowledgement of those recommendations, and the Taskforce members’ support of these items.

Section III: Dismantling Illegal Forms of Discrimination: Following are recommendations of the Community Taskforce Dismantling Illegal Forms of Discrimination Subcommittee which the City is currently implementing:

The City shall prohibit discrimination against families with minors in residential rental housing.

Section IV: Implementing the Sanctuary City Resolution: Following are recommendations of the Community Taskforce Sanctuary City Subcommittee which the City is currently implementing:

Share the availability of legal services to Hayward residents (individuals and families) with concerns around immigration status.



The Commitment (CIECC)

Section V: – Enhancing Community and Police Relations: Based on best practices research² and local community input, the following principles, policies and practices guide the work of the Hayward Police Department:

1. The Hayward Police Department establishes and practices a culture of transparency and accountability to build public trust and legitimacy, and to help ensure that decision making is understood and in accord with stated policies (Pillar 1).
2. Trust is diminished when law enforcement acts as, or is perceived to be, an occupying force coming in from outside to rule and control the community. Consequently, the Hayward Police Department culture embraces a mindset of public service and partnership to build trust and legitimacy within the community (Pillar 1).
3. Police officers cannot simply rely on rules and policies as they interact with the public, as most a police officer's work is done independently, outside the immediate oversight of a supervisor. Consequently, the goal is to create an agency culture where values and ethics guide each police officer's decision-making process when they interface with the community (Pillar 1).
4. The Hayward Police Department builds trust in the community by relating as a firm, and yet accessible, partner which is equitable and consistent in its contacts and relationships with all community members, regardless of their personal characteristics (Pillar 1).
5. The Hayward Police Department acknowledges the role that policing in general plays in past and present injustices and discriminatory acts, recognizes how this hinders the building of a trusting relationship with the community, and commits to taking steps that will strengthen mutual trust between the HPD and the community (Pillar 1).
6. The Hayward Police Department promotes the fair application of the law internally within the organization by applying the principles of procedural justice that reflect the extent to which outcomes are reached in a fair and equitable fashion (Pillar 1).
7. The Hayward Police Department considers and weighs the crime-fighting effectiveness of the use of military equipment against the potential collateral damage to community trust when military equipment is used in law enforcement. Military equipment may only be used with pre-approval of command staff and will include a debrief with staff to evaluate impact and effectiveness (Pillar 1).
8. The Hayward Police Department continues to collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime and deploy resources that aim to reduce crime by building positive community relationships, greater community engagement, and cooperation (Pillar 1).

² See References and Endnotes provided in Section A.2. of the Appendix.



The Commitment (CIECC)

9. The Hayward Police Department establishes, or reinforces existing, comprehensive policies on the use of force, that include: training, investigations, prosecutions, data collection, and information sharing. These policies and procedures are clear, concise, and openly available for public inspection (Pillar 2).
10. The Hayward Police Department implements non-punitive peer review of critical incidents that are separate from criminal and administrative investigations (Pillar 2).
11. The Hayward Police Department refrains from practices which requires officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with community members for reasons not directly related to improving public safety, such as generating revenue (Pillar 1).
12. Hayward Police Department officers seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers document the acknowledgement that they have sought consent to a search in these circumstances using audio or video recordings, or written documentation (Pillar 1).
13. Hayward Police Department officers, in addition to displaying a unique badge number, carry business cards containing their name, rank, command, and contact information, and distribute these cards in their law enforcement encounters with the public. This enables individuals to offer suggestions, commendations, or to file complaints about the officer (Pillar 1).
14. Hayward Police officers provide their business card (displaying their name, rank, command, and contact information) to individuals they have stopped. In addition, policies require officers to state the reason for the stop and the reason for search activities when conducted (Pillar 1).
15. The Hayward Police Department established search and seizure procedures related to Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ) populations, and do not use the possession of condoms alone as evidence of vice (Pillar 1).
16. The Hayward Police Department utilizes smart technology designed to prevent tampering with or manipulation of evidence (Pillar 3).
17. The Hayward Police Department adopts the use of new technologies to help better serve people with special needs or disabilities including, but not limited to: technology based community engagement techniques that increase transparency and accessibility, technology that provides access to law enforcement data (i.e. crime statistics and calls for service data), and allows for public posting of policies, procedures, and other notices in a manner that enables access and usage by persons with disabilities (Pillar 3).



The Commitment (CIECC)

18. Hayward Police Officers use least harm resolutions, such as diversion program(s), warnings, and citations in lieu of arrests for minor infractions (Pillar 4).
19. Hayward Police Officer performance includes evaluation of Officers' efforts to engage with community members in non-enforcement activities and partnerships, and will evaluate its patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities (Pillar 4).
20. The Hayward Police Department engages in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors such as mental health crisis situations, homelessness, substance abuse, domestic violence, human trafficking, and child abuse. The objective is for Hayward Police Department officers to be trained and equipped to make use of existing community resources in dealing with crisis situations, including peer support counselors as part of multidisciplinary teams when appropriate (Pillar 4).
21. Hayward supports a policing culture and practice that promotes the dignity of all, especially the most vulnerable members of our community (Pillar 4).
22. Hayward Police Department develops programs that create opportunities for patrol officers to regularly interact with students, neighborhood residents, faith and community service representatives, business owners, and other community leaders (Pillar 4).
23. Community policing emphasizes working with neighborhood residents to co-produce public safety. Hayward Police Department works with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community (Pillar 4).
24. The Hayward Police Department works with educational and criminal justice agencies at all levels of government to reform policies and procedures that avoid pushing juveniles into the adult justice system (Pillar 4).
25. The Hayward Police Department, through its Youth and Family Services Bureau, works with local schools and encourages them to adopt an instructional approach to discipline that uses interventions and disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning (Pillar 4).
26. City of Hayward and Hayward Police Department work together to build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police (Pillar 5).
27. The Hayward Police Department makes available leadership training to all personnel throughout their careers (Pillar 5).



The Commitment (CIECC)

28. Hayward Police Department works with various institutions of higher education (including CSUEB and Chabot College) to support a culture that values ongoing education and the integration of current research into law enforcement training, policies, and practices (Pillar 5).
29. The Hayward Police Department supports and encourages cross-discipline leadership training (Pillar 5).
30. The Hayward Police Department has policies which apply to, and requires training for, all HPD personnel in cultural diversity, internalized racism, unconscious bias, and related topics designed to build trust and legitimacy in diverse communities. This is accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally been disproportionately impacted by law enforcement and the criminal justice system. The diversity training for HPD personnel includes such topics as: Interactions with community members who might differ from HPD personnel in their political preference, economic status, place of origin, immigration status, religion, age, race, ethnicity, gender, gender identity, sexual orientation, physical ability, and other personal characteristics. The personnel training also includes the topic of establishing appropriate sexual boundaries with residents and in the workplace to prevent sexual misconduct and harassment (Pillar 6).
31. The Hayward Police Department promotes safety and wellness, including mental health, at every level of the organization. To this end every Hayward Police officer is provided with individual tactical first aid kits and training, and are required to wear seat belts and anti-ballistic vests while on duty; training is provided to raise awareness of the consequences of failure to utilize these practices (Pillar 6).
32. The Hayward Police Department's policy on police body-worn cameras:
 - A. Publishes the most recent publicly available version of its body-worn cameras policy on its website (CPB01);
 - B. Clearly describes when officers must record, and requires officers to provide concrete justifications for failing to record required events (CPB02);
 - C. Specifically protects categories of vulnerable individuals (e.g. victims of sex crimes) from being recorded without their informed consent (CPB03);
 - D. Requires that the Department delete unflagged footage within six months (CPB05);
 - E. Prohibits both footage tampering and unauthorized access, and requires that all access to recorded footage will be logged (CPB06).
33. When serious incidents, such as the death of someone in which a police officer is involved or when a serious in-custody injury occurs - including those incidents involving alleged police misconduct, the Hayward Police Department communicates with community members and the media swiftly, openly, neutrally and without bias, withholding only information where the law requires confidentiality or that might impact due process or the course of the investigation.



The Commitment (CIECC)

C. Community-Driven Action Items:

The Community Taskforce identified many action items that are most appropriately driven by community members. While the following are not actions for the City to direct, City support will be provided as needed to community groups that undertake the following actions:

Community Driven Action Items Recommended by the Community Taskforce Sanctuary City Subcommittee:

1. Create Hayward specific “What it Means to be a Sanctuary City in Hayward” information cards / brochures in multiple languages, similar to the red “Know Your Rights Cards” cards). Include information about the different methods that the public can use to report actions taken by ICE and/or other federal agencies to the City. Use existing events (i.e. street parties, etc.) that exist all over the City to distribute information.
2. Create a long-term team of community members that will review the social justice issues affecting Hayward residents and the policies the City has enacted.
3. Advocate that any City policy or memo that allows for collaboration with ICE be changed to ensure complete separation.
4. Research area School District’s actions related to Sanctuary City Policies, as well as the Sanctuary City policies and practices of SF Bay Area communities and determine if Hayward should adopt any additional policies or practices.
5. Learn about the Federal Executive Order Travel Ban and work with the City to inform community members about its status and impact.
6. Research HPD’s Policy Manual to determine if there are any inconsistencies with HPD Policy No. 415 and the intent of the Hayward Sanctuary City Resolution.
7. Compare City, School District, and other local public agencies (HARD, Alameda County, Chabot, CSUEB, East Bay Regional Parks, etc.) that have Sanctuary policies to determine if there are any inconsistencies among them.
8. The youth of Hayward should be polled to determine their views, questions, concerns, ideas, and/or needs around the City’s Sanctuary City Resolution.



The Commitment (CIECC)

9. Determine if there are any economic hardships in Hayward as a result of the Hayward Sanctuary City status.
10. Advocate for Chabot College becoming a sanctuary campus.
11. In partnership with the City, educate HUSD teachers and support staff about the City of Hayward's Sanctuary City Resolution, and what it means for Hayward students and their families.
12. Create a curriculum for HUSD students, as well as teachers and staff, to teach up-to-date and relevant information around current City immigration policies and procedures.
13. Work with HUSD to create guidelines for administration and staff to comply and support the City of Hayward's Sanctuary City Resolution.
14. Make it a high school requirement for Hayward students to learn about Hayward's Sanctuary City Resolution.
15. The Hayward Area Recreation and Park District (HARD) should publicly state its support for the City's Sanctuary City Resolution and post its public statement in HARD's Parks, Community Centers, and offices.
16. Create an alert system to warn residents when ICE or other Federal agencies are currently in the City of Hayward.
17. Research status of the implementation of the funds that support the legal and advocacy services provided through the Alameda County Immigration Legal & Education Partnership (ACILEP).
18. Utilize crowdsourcing strategies to raise funds to support families whose family member(s) are taken into custody by ICE.
19. Research how CSUEB funded and operated support for undocumented and homeless students to determine if similar strategies can be incorporated into the CIECC.
20. As part of the rapid response, the community should be canvassed with information about incidents that happen, and actions taken in response.



The Commitment (CIECC)

Community Driven Action Items Recommended by the Community / Police Relations Subcommittee:

21. Community members will advocate with members of the California Assembly and Senate a law requiring an independent investigation by the Attorney General of each death of a person who dies while in the custody of law enforcement officers.³
22. Community members will advocate with Assembly Member Bill Quirk to revise stringent secrecy policies concerning police personnel files that are embedded in California statutes.

D. Phase II - Community Taskforce Recommended Action Items

As part of their recommendations, the Hayward Community Taskforce identified the following tasks that were identified as Phase II action items, to be implemented after the first two-year Phase 1 Action Plans are implemented and evaluated. These tasks are included below as a guide to future updates to the Commitment (CIECC) Action Plans:

Phase 2 Action Items - Section I: Encouraging Shared Community Values: No Phase 2 action items were identified.

Phase 2 Action Items - Section II: Fostering Accessibility:

1. Implement a periodic review of all staff health and wellness programming to ensure programs and training opportunities are accessible to all employees.
2. Ensure that a percentage of newly developed single-family homes in the City of Hayward are set aside for affordable housing.

³ Community members who are aware of the close working relationship between law enforcement agencies and District Attorney's' offices are calling for an investigation by the State Attorney General of every sudden death of persons shot by law enforcement officers or in custody of law enforcement officers to achieve a truly independent investigation.



The Commitment (CIECC)

3. Ensure printed material pertaining to Hayward community members are distributed throughout the City (e.g. schools, grocery stores, churches, farmer's market, malls, libraries).
4. Establish Mobility Scooter Recharge areas at City facilities.
5. Ensure and amend the City's Brand, Communication Guides, and Signage Master Plan for consistency with the intent of the American Disabilities Act. For example, require the inclusion of a standard statement at the bottom of all corporate communications to advise of the various alternate formats in which information can be provided.
6. Provide copies of the Commitment (CIECC) to local business owners, and City grant and loan recipients, to increase awareness and encourage participation.
7. Review lease agreements to determine if any alteration needs to occur to comply with anti-discrimination legislation.
8. Include a condition in event agreements for organizers to provide equitable access. For example, provide a checklist / guide to individuals and organizations planning and promoting events to facilitate events that are accessible to everyone, a list of local contacts and resources to assist organizers in planning and hosting accessible events, including accommodation and transport providers, and require event organizers to include a site plan showing the location of accessible parking, amenities, entrances and exits, food and beverage booths, ticketing areas.
9. Update the City's community grants application process to require applicants to demonstrate how they will maximize access for community members to their goods, services, events, or activities.
10. Require equity and inclusion training and information to all City staff and volunteers for successful integration of people with diverse backgrounds into the workplace and events. For example, ensure that all staff are knowledgeable about access and inclusion best practices, ensure all staff training material and resources are accessible to all employees, and provide monthly volunteer training for inclusion and accessibility at City sponsored community events.



The Commitment (CIECC)

Phase 2 Action Items - Section III: Dismantling Illegal Forms of Discrimination:

1. A City appointed Community Advisory Committee will research how Hayward police officers are trained to identify and report hate crimes to determine if the training is adequate and to make recommendations for improvements if needed.
2. The City of Hayward will coordinate efforts with local, state, and federal agencies to track and reduce the incidents of hate crimes and other expressions of hate. In addition, reports will be submitted on a regular basis to a City appointed Community Advisory Committee recording the number of hate crimes, and incidents, occurring in the Hayward community.
3. The City of Hayward shall maintain contact with the California Department of Fair Employment and Housing, and the Federal Equal Employment Opportunity Commission to continue receiving current information about pending State anti-discrimination laws, and the Mayor, City Council, other City officials, and the City appointed Community Advisory Committee shall be kept apprised of pertinent issues.
4. The City of Hayward shall function as an Equal Opportunity/ Affirmative Action Employer, to the extent allowed by law, and shall continue to provide information and training to all City employees to create a discrimination free work environment.
5. The City's Personnel Commission shall serve as an advisory body to the City Manager and City Council with regard to the implementation of the City's Affirmative Action and non-discrimination policies.

Phase 2 Action Items - Section IV: Implementing the Sanctuary City Resolution:

1. HPD and other City departments as appropriate (e.g. Library and Community Services) will partner with community and faith-based service organizations to assist families after a family member is taken into custody by ICE. HPD will send alert to community partners and all will plan a coordinated response.
2. The City will establish policies which give priority to businesses that pay a living wage and hire locally, and which commit to supporting the guiding principles of the Commitment (CIECC).
3. The City will conduct a campaign to encourage local businesses and other community organizations to support the Commitment (CIECC).



The Commitment (CIECC)

4. The City will invite federal legislators to one or more Hayward community meetings to answer questions about federal Homeland Security and ICE policies and practices.
5. Create educational events that celebrate Hayward's cultural diversity (e.g. create a winter holiday event that highlights and celebrates multiple cultural backgrounds).

Phase 2 Action Items - Section V: Enhancing Community and Police Relations:

1. **Timing of Police Reports:** The Hayward Police Department's policy on body-worn cameras should require officers to file an initial written report or statement before relevant footage is reviewed, for all incidents. (This should be raised as a priority issue during the next collective bargaining agreement negotiations between the City and the Police Officers Union).
2. **Building Internal Legitimacy:** The Hayward Police Department will promote a culture of equity and inclusion by engaging rank-and-file employees in the process of developing policies and procedures, and identifying best practices.
3. **Health Research and Testing:** The Hayward Police Department will annually investigate the status of continuing research into the efficacy of an annual cardiac and mental health check for officers, in addition to existing testing of physical fitness.
4. **Use of Biometric Technologies:** Hayward Police Department's policy on police body-worn cameras must limit the use of biometric technologies (e.g. facial recognition) to identify individuals in footage; with special consideration given to compliance with the City's Sanctuary City resolution.
5. **Racial and Cultural Bias:** Because of the disproportionate representation of African Americans in traffic stops and contacts with HPD, the Department will examine its training methods and develop a new protocol for assessing racial or cultural bias among its sworn and professional staff. (See Footnotes 4 and 5).

⁴ While the Hayward Police Department attributes its low number of complaints regarding bias-based profiling to its emphasis on community engagement and the elevated role of community policing principles, the agency's own reporting demonstrates that Black people experience



The Commitment (CIECC)

6. **Transparency:** Community members asked that the City publicly state what the charges were which involved Chief Diane Urban/Stuart, and their disposition.⁶
7. **Employee Resident Incentive Program:** The City shall institute a resident incentive program for employees, including Hayward Police Officers, that may include the provision of down payment assistance or other financial incentives that assist employees to obtain housing within Hayward City limits.
8. **Flexible Staffing Models:** The Hayward Police Department will explore the use of flexible staffing models (i.e. Offering flexible work schedules) that help officers achieve better work-life balance which attracts candidates and encourages retention.
9. **Community Engagement:** The Hayward Police Department will develop methods to evaluate the effectiveness of its ongoing encouragement and use of all sworn officers and professional staff to engage community members (youth and adults) in joint training with law enforcement (as appropriate), citizen academies, ride-alongs, community problem-solving teams, community action teams, and quality of life teams.
10. **CALEA Report Findings:** Rather than electing to place standards in the 20% optional category for a given assessment period, HPD should clearly state the reasons / circumstances that lead to noncompliance and articulate a plan and date certain for future compliance in future CALEA reviews.⁷ Note: The 20% optional category is an option that CALEA offers departments when they find they do not/are not in

disproportionately more traffic warnings and citations than their representation among the general population of the City. The HPD notes that traffic warnings and citations include people who are not Hayward residents, which could also impact the statistical results.

⁵ This revised training and communication method will be reflected in stops/citations that are more aligned with representation in the general population as reported to the Racial and Identity Profiling Advisory Board (RIPA), beginning no later than 2023.

⁶ City management was quoted in the press in December 2016 as saying that this information would be forthcoming, and public statements were made on the part of Chief Urban authorizing their publication, yet the information has not been made available to the public.

⁷ *CALEA Report Finding:* "Formal staff inspections were being conducted to a limited degree, but did not meet the CALEA requirement that the inspecting officer be assigned from a unit other than the unit being reviewed."



The Commitment (CIECC)

compliance in a certain category; rather than marking this as a miss or deficiency, the department is allowed to mark the item in the optional category.

- 11. Confirmation of CALEA Finding:** The Hayward Police Department will develop a third-party system to confirm or otherwise verify that its low number of grievances is the result of "open lines of communication between employees and management and its unique and innovative Disciplinary Review Process (DRP)."
- 12. School Resource Officers (SROs):** The City will conduct community conversations / surveys to assess the effectiveness and impact of the School Resource Officer program.