

Template for
**FIFA World Cup 2026 candidate host city human rights
 stakeholder engagement report**

Explanatory note by FIFA:

- *This template shall be used by all candidate host cities to describe the stakeholder engagement process and its results.*
- *The relevant information shall be added in the fields marked in blue. The size of these fields is indicative and will likely become larger in function of the information added by candidate host cities. There is no restriction in word count.*
- *It is expected that, at a minimum, all areas highlighted for the respective city in section 2 of the Ergon paper are discussed with relevant stakeholders and reported on in this report. Stakeholders should also be asked about other areas they consider relevant. Where no mitigation measures are defined for particular area highlighted by Ergon, it should be explained why it was not considered salient from a human rights point of view.*
- *Should a host city wish to provide additional information of relevance to the stakeholder engagement and its results that may not fit well in the template structure (e.g. meeting agendas or minutes, letters of support from stakeholders), it should do so in form of annexes to this report.*
- *When planning and conducting the stakeholder engagement, please follow guidance of the city-level briefing prepared by Ergon as appropriate.*
- *Possible additional questions on the engagement process or the report should be submitted to FIFA by 15 September 2020 (to andreas.graf@fifa.org) and FIFA will share the combined responses to the questions from all candidate host cities with all cities by 2 October 2020 at the latest.*
- *In a spirit of transparency, FIFA requires the candidate host cities to publish their reports based on these templates on their official website or any other appropriate website (host cities are free to choose whether or not to also publish potential annexes).*
- *The report and potential annexes shall be submitted to FIFA by no later than 31 January 2021.*

Name of the candidate host city	Houston, TX, USA
Name of the unit or individual responsible for the delivery of the report	<ul style="list-style-type: none"> • Chris Canetti – President, Houston 2026 World Cup Bid • Minal Patel Davis¹ – Human Rights Sub-Committee Chair, Houston 2026 World Cup Bid Committee, and Director, Mayor’s (Sylvester Turner) Office of Human Trafficking and Domestic Violence (MOHT&DV)
Link to publication of the report on the host city website	[...]

¹ City of Houston departments and/or divisions that contributed to this report include: Houston Police Department, Mayor’s Office of Education, Office of Business Opportunity, Mayor’s Office of New Americans and Immigrant Communities, Department of Housing and Community Development, Mayor’s Office of Boards and Commissions, Department of Finance Strategic Procurement Division, Mayor’s Office for Homeless Initiatives, and the Mayor’s Office for People with Disabilities. Contributors also include MOHT&DV’s team members Chris Graves, Jessica McGowan and intern, Rachel O’Sullivan.

<p>List of annexes provided together with this template-based report, if any</p>	<ul style="list-style-type: none"> A) Press Release Issued for 1st Meeting B) Full List and Description of Stakeholders Engaged C) Full Pre-Meeting Activity for all 8 Human Rights Areas D) Press Release Issued for 2nd Meeting E) Stakeholder Engagement Pre-Activity – Human Rights Opportunities Meeting #2 F) Press Release Issued for 3rd Meeting G) Meeting #1 Notification H) Biographies of Sub-Committee Members and Facilitators I) Summary of Super Bowl 51 Response and Law Enforcement Operations J) HPD General Orders K) Executive Order 1-56 L) Law Enforcement Human Trafficking Agencies M) NGO, Non-Profit Human Trafficking Agencies N) List of Major Cultural Attractions Easily Accessible by Disabled Population O) COVID-19 Regulations P) Letters of Support
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I. Description of stakeholder engagement process

<p>1</p>	<p>Please provide a comprehensive list of relevant engagements with human rights stakeholders taking place between July 2020 and January 2021, including at a minimum for each engagement:</p> <ul style="list-style-type: none"> a) the format of the engagement (e.g. bilateral meetings or calls, workshops, webinars) b) the entity that led/moderated the engagement c) a list of the names of the participating organisations/entities (both external stakeholders and entities from within the host city authorities) and their roles/types of expertise d) a brief description of the topics discussed and relevant outcomes <p>a) Format of Engagement (e.g., bilateral meetings or calls, workshops, webinars)</p> <p>The human rights subcommittee hosted 3 stakeholder engagement workshops. Prior to each workshop, participants completed an online pre-meeting activity designed to capture individual insights on the focus topics of the workshop. The first was held on November 12, 2020 with over 100 businesses, community members and activists from 91 organizations joining virtually via Zoom². This meeting focused on identification and prioritization of human rights risks as it pertains to FIFA World Cup activities.</p> <p>The stakeholders were identified by the subcommittee chair, its members and city colleagues that serve in the Houston Mayor’s Office or the Houston Police Department for the 8 human rights areas identified. After being identified, stakeholders were asked to register for the zoom call and complete the pre-meeting activity using this link: https://forms.gle/fqhJAPrbDN1by1mn6³</p>
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² Please see Appendix A for the press release issued by the Bid Committee. Appendix B includes a full list and description of stakeholders and the organizations they represented.

³ Please see Appendix C for the full pre-meeting activity for all 8 human rights areas.

The pre-meeting activity was designed for stakeholders to first select 1 of the 8 human rights areas as assigned by the committee based on their subject matter expertise. Once they did that, they were taken to a section where the risks identified by Ergon were pre-populated. They then had to take the pre-populated risks and assign a priority using a grid that not only reflected 4 priority levels (extremely high to low) on the left-hand side of the grid but an array of FIFA World Cup activities across the top of the grid. A dropdown menu was also provided so they could select who was impacted by the risk. Once they ranked the Ergon risks, they were able to manually populate with other risks. See excerpt from pre-meeting activity below:

Image 1.1: Excerpt from the pre-meeting activity, stakeholders were asked to take each risk and prioritize using the below grid.



After completion of the pre-meeting activity, we had a solid idea of where Houstonians stood on the risks identified by Ergon, what they thought other risks were and to which FIFA World Cup activity that risk was linked. For reference, a summary of pre-meeting activity results for Worker's Rights' Receiving Less than a Living Wage and Poor Working Conditions risks is below; showing that there was an extremely high priority placed on workers receiving less than living wages in preparation of FIFA World Cup match venues and a high priority placed on airport, local transportation, and dining industry workers. For poor working conditions, stakeholders thought that there was an extremely high priority during the preparation of FIFA World Cup Venues and more stakeholders thought there was a high priority in the dining and restaurant industry.

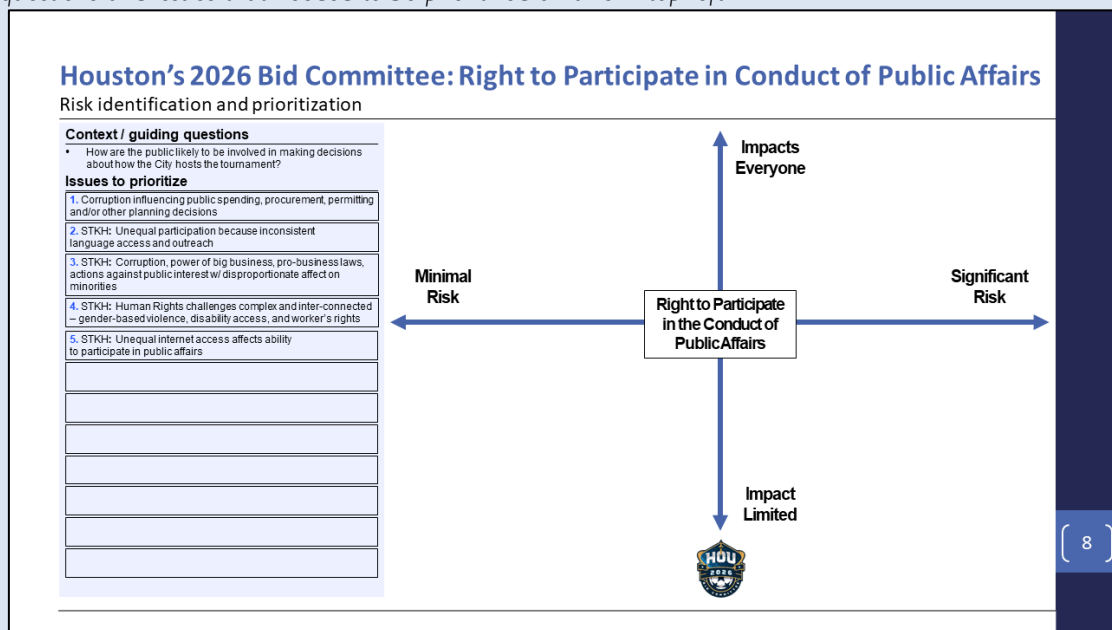
Image 1.2: Example of pre-meeting activity results from Worker's Rights/Receiving Less than Living Wage and Poor Working Conditions risks.



After capturing this insight from individual stakeholders, we used the first meeting to provide general information about the bid, went over the 8 human rights areas and FIFA expectations as far as identifying risks, and discussed a timeline for 2 more meetings to discuss opportunities to mitigate prioritized risks and legacy. After explaining the consensus building exercise, participants were reminded that the exercise needed to be completed within the context of FIFA World Cup activities via a visual aid and were then assigned to breakout rooms based on their subject matter expertise. The goal of the breakout room was to ensure group consensus on prioritization of the individual insights captured in the pre-meeting activity prior to discussing opportunities in the second meeting.

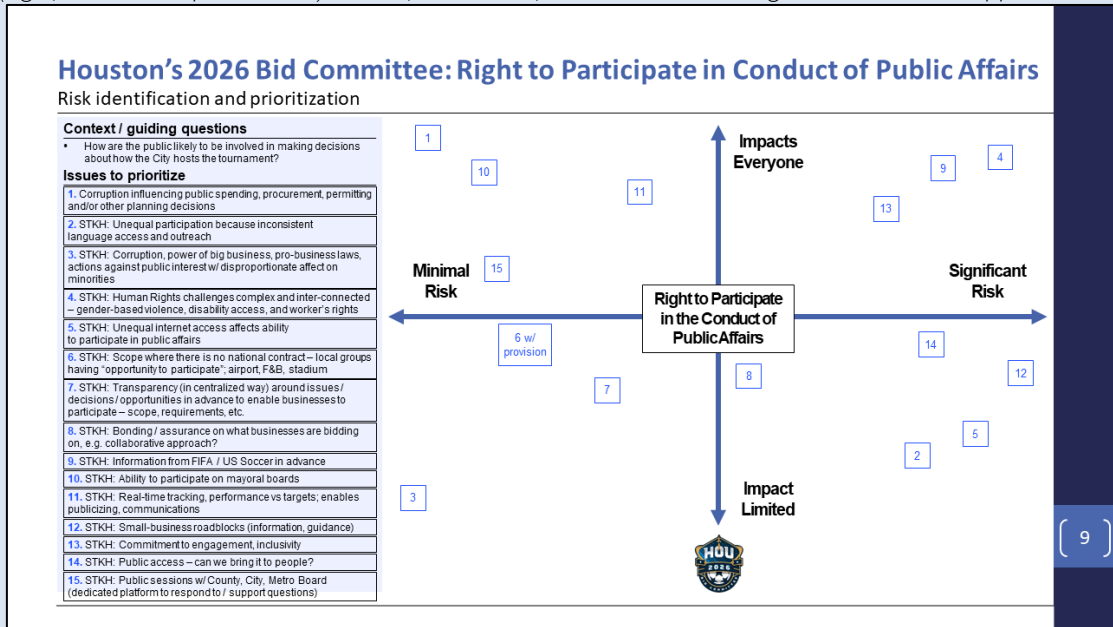
We took the individually identified risks in the pre-meeting activity and added them to the consensus building activity with the heading “STKH” to distinguish it from an Ergon identified risk. Group consensus was built using an axis on which they had to place the risk after facilitated group discussion about that particular risk. The axis from left to right asked stakeholders to place a risk from minimal risk to significant risk. They were also asked to consider on a perpendicular axis whether the risk impacted everyone⁴ or had limited impact. The guiding questions for the risks at hand were also visible. In addition to building group consensus on the risks identified, with the use of the axis, we were able to learn what they thought the adverse impacts were, who was impacted and the severity of the impact.

Image 1.3: Example of consensus building activity before facilitated discussion began. See guiding questions and issues that needed to be prioritized on axis in top left.



⁴ “Everyone” was defined as it was on page 9 of the Ergon report and based on pre-meeting activity results, (see pages 19-39) for bar graphs that show stakeholder definitions.

Image 1.4: Example of post-facilitated group discussion outcomes slide, see placement of identified risks across the axes based on group consensus. The left-hand side lists identified risks from Ergon and stakeholders. The top right quadrant (significant risk, impact everyone) and bottom right quadrant (significant risk, impact limited) shows focus areas for the second meeting when we discuss opportunities.



The second human rights stakeholder workshop hosted 86 participants from 70 organizations virtually via zoom and was held on December 11, 2020.⁵ We kicked this meeting off with DeMarcus Beasley, one of the most decorated U.S. men's soccer players of all time, playing in a record 4 FIFA World Cups. DeMarcus not only generated excitement but also reminded stakeholders that we had a common goal; to host a conscientious FIFA World Cup if selected. Notable stakeholders included Luis C. deBaca, former U.S. Ambassador to Monitor and Combat Trafficking in Persons, and Ruth Freedom Pojman, former Deputy Coordinator and Senior Advisor of the Organization for Security and Cooperation in Europe's (OSCE) Office of the Special Representative and Coordinator for Combatting Trafficking in Human Beings.

This meeting focused on opportunities to mitigate the prioritized risks from the right side of the axes that presented significant risks identified during the November 12, 2020 meeting. Anything that was placed on the minimal risk quadrants did not advance to the opportunities meeting. A pre-meeting activity was designed to capture individual insights on opportunities to the risks⁶. Opportunities offered did not have to be linked to FIFA World Cup activities again since the risks in Meeting 1 were already linked to activities. Also, the universe of what constituted "everyone" was already established by Ergon and stakeholders in pre-meeting activity 1. Therefore, all opportunities in pre-meeting activity 2 and Meeting 2 addressed the risks that had already taken into consideration the link to FIFA World Cup activities and who was meant by "everyone". Meeting 2 used axes like the axes from Meeting 1 and facilitators helped to place the identified

⁵ Please see Appendix D for the press release issued by the Bid Committee.

⁶ See pre-meeting activity for Meeting 2 in Appendix E.

opportunities across the axes, this time asking stakeholders to place the opportunity along a greatness of opportunity and perpendicular feasibility axes.⁷

Image 1.5: Example of post-facilitated group discussion outcome slide for pre-identified solutions after Meeting 2 concluded. See placement of opportunities across axes for risks 8,13, 4, 9, 14, 12 and 2 respectively from prior image.

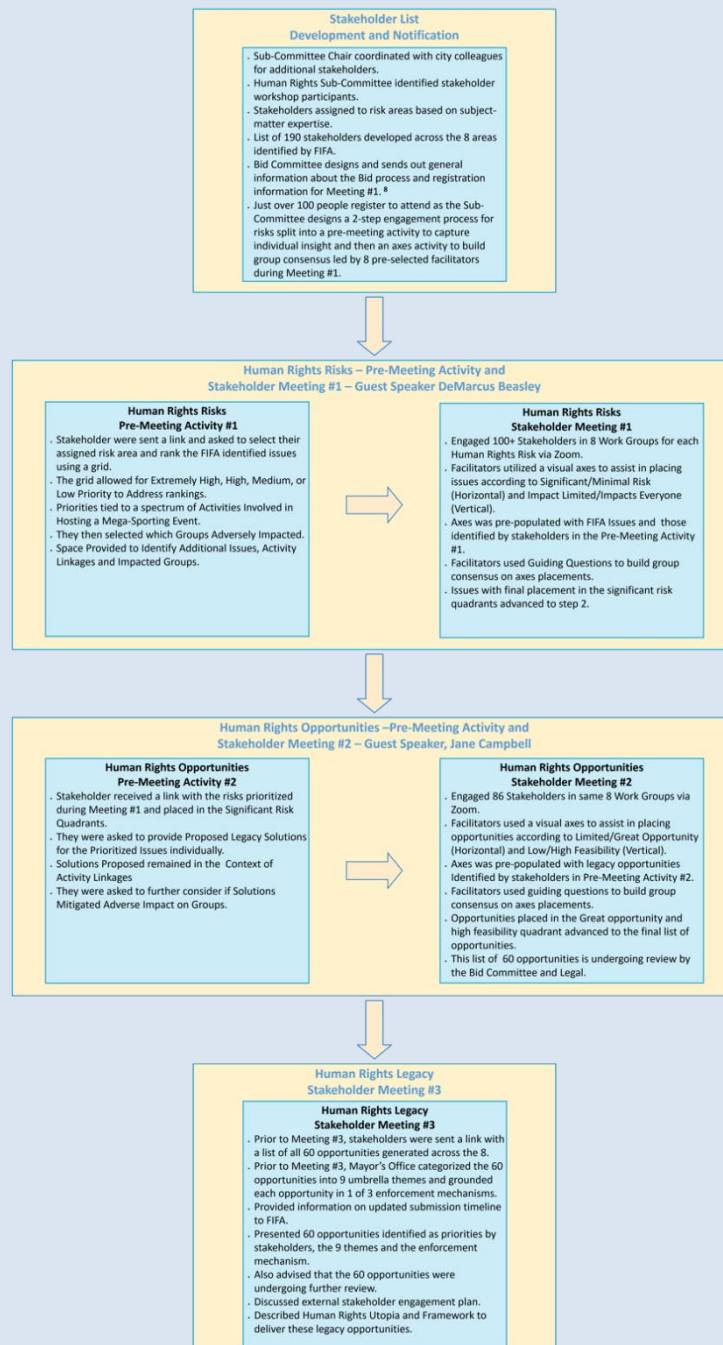


The third meeting with stakeholders was held on January 14, 2021.⁸ We opened the final meeting with Jane Campbell, the starting goalkeeper of the Houston Dash and a U.S. Women's National Team member. Her words on gender, social and racial justice set the tone for our presentation. We discussed an overview of legacy and solidified the solutions we will work to implement with the stakeholders. We also discussed a stakeholder engagement plan to do so after going over an updated submission timeline.

⁷ On December 14, 2020, we received news that this report was no longer due on January 31, 2021 but June 30, 2021 and that we could submit a draft report on February 1st after which FIFA will provide feedback within 3 weeks.

⁸ Please see Appendix F for the press release issued by the Bid Committee.

Image 1.6: Visual of stakeholder engagement process described above summarized.⁹



Prior to hosting the 3 human rights workshops, the Human Rights Sub-Committee was established as a part of the Houston 2026 Bid Committee in March 2019. A series of meetings were held with the President of the Bid Committee, and the Sub-Committee Chair and its members. The topics discussed numerous human rights issues facing the City of Houston and its surrounding areas. This committee was able to design the stakeholder engagement process to ensure input on all aspects FIFA requested and include relevant stakeholders in the engagement process once FIFA sent more specific guidance in October 2020.

⁹ See Appendix G for the notification sent about the bid process and registration information for Meeting 1.

The Houston 2026 Bid Committee President and McKinsey & Company also held bi-lateral meetings and calls with numerous community stakeholders over a one-year period to engage the community and learn more about the issues it is facing.

A virtual meeting with human rights leader's such as Humanity United's Senior Manager on Forced Labor on November 20, 2020 provided context as far as human rights groups' expectations on forced labor and human trafficking initiatives and ended with Humanity United offering to send an additional list of stakeholders and resources for review. This call also established an open line of communication to ensure accurate reporting of the facts and circumstances around any perceived violation of human rights if Houston is selected as a host city. Houston's existing landscape of policies and programs was discussed and capabilities to scale opportunities that exist within cities such as leveraging our city-wide 311 help line for non-emergencies for general constituent complaints for an array of FIFA World Cup grievances.

A virtual meeting with Centre for Sports and Human Rights' Mary Harvey was held on November 12, 2020 in order to understand best practices around these 8 human rights areas that are emerging as the Qatar FIFA World Cup is executed. To ensure continuation of FIFA's legacy, we also met with representatives of Qatar's Supreme Committee to see what best practices or baselines were emerging for the 2022 games on November 30, 2020 after being connected by the Centre for Sports and Human Rights. The Supreme Committee shared details about their multi-tier system for foreign national workers and the requirement of contractors to self-report, an internal specialized audit team as well as a 3rd party auditor and government collaboration. An overview of the triage system for their hotline was also discussed to ensure access to remedy as well as building trust through worker forums to establish a non-unionized way to collect and address worker grievances not only in the construction but also the services industry. While the regulatory framework in the United States and Houston is robust if you consider Houston's Executive Order 1-56, Zero Tolerance for Human Trafficking in the City's Services and Purchasing Contracts, Qatar's response is a useful reference for Houston's response in 2026 if selected as host.

On November 30, 2020, a virtual meeting was held with the local chapter of the AFL-CIO's Executive Director. Here we discussed process transparency and the flow of information from the stakeholder meetings into this report. An emphasis on ensuring that local workers have opportunities to work on the FIFA World Cup request for proposals was emphasized with the acknowledgement that when one worker suffers, it lowers the standard for all workers, documented or undocumented. Finally, we discussed that without fully knowing the scope of work associated with hosting the FIFA World Cup, we cannot yet say with certainty that there will be no need for foreign labor.

On December 2, 2020, a virtual meeting was held with the President and CEO of Polaris Project, a national human trafficking organization that runs the national tip hotline and has helped Canada and Mexico with assessments and set up of their own national hotlines. We discussed deepening the impact of our Executive Order that Mayor Sylvester signed in 2017 called Zero Tolerance for Trafficking in City Services and Purchasing Contracts and leveraging Polaris' C-suite donor relationships with companies like Airbnb for uniform responses across host cities rather than having cities make multiple requests to local Airbnb representatives.

On January 20, 2021, Centro de los Derechos del Migrante, Inc.'s Executive Director, Rachel Micah-Jones and the Sub-Committee Chair met and discussed 3 things. First, to include worker safeguards by city ordinance that forbid recruitment fees, require reimbursement of recruitment fees, and include an enforcement mechanism. Since we already have an Executive Order, the Mayor and City Legal would have to incorporate the suggestions into a revised Executive Order. Second, we discussed ways to disseminate information to migrant workers in Mexico prior to their arrival with information about Houston's 311 helpline, the planned grievance mechanism and by leveraging the Mayor's Offices relationship with the Department of State and U.S. Embassies in advance of standing up the Request for Proposal process.¹⁰ Finally, there were preliminary discussions about a worker registry, sending a video message for Centro's worker forums from key people in Houston in an attempt to establish trust and ensure that migrant workers don't hesitate to call should any issues arise if they are working on projects in Houston.

We will continue meeting with organizations across the human rights space as needed.

b) Entity that Led/Moderated the Engagement

All 3 of the meetings were led and moderated by the same entities. The Houston 2026 Bid Committee President and its Human Rights Sub-Committee Chair who works as the Director of the Mayor's Office of Human Trafficking and Domestic Violence led the meetings. The breakout rooms were facilitated by 8 community and business leaders with the expertise needed to build group consensus and possessed subject matter expertise. All the sub-committee members served as facilitators.

Table 1.1: Human Rights Sub-Committee.¹¹

Minal Patel Davis, Director, Mayor's Office of Human Trafficking and Domestic Violence & Chair of Human Rights Sub-Committee	
Chris Graves, Associate Director, Mayor's Office of Human Trafficking and Domestic Violence, Member	Kyle Wright, President and CEO of Stardust Fund, Member
Chang Chiu, Senior Policy Advisor, Harris County Judge's Office, Member	James Viray, President of Athletivate, Member

The Sub-Committee Chair then chose additional facilitators that were provided a facilitation guide along with the 4 Sub-Committee members serving as facilitators.¹²

Table 1.2: Sub-Committee members that served as facilitators and facilitators.

Safety & Security Meeting 1 - Terence O'Neill, Mayor's Office of New Americans	Human Trafficking Chris Graves
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¹⁰ We leveraged a similar strategy after Hurricane Harvey by engaging the Department of State to distribute victim outreach cards through Houston's regional office. Our goal was to prevent labor trafficking through visa fraud and abuse during the recovery process.

¹¹ Biographies of sub-committee members in Appendix H.

¹² Facilitator Bios, Ibid.

Meeting 2 - Carlos Barron, Director of Security and Transportation, Houston Dynamo FC BBVA Stadium	
Worker's Rights James Viray	Right to Participate in the Conduct of Public Affairs Irene Fan, McKinsey & Company, Engagement Manager
Migrants Kyle Wright	Housing Rights Gerald Eckert, Consult MGR, Co-Managing Partner
Non-Discrimination Chang Chiu	Disability Rights Rafael Sarango, Consult MGR, Co-Managing Partner

c) Participating Organizations

The participating organizations remained the same for all 3 meetings. There were over 150 people registered for Meeting 1, with 100 stakeholders attending at peak representing 91 organizations and 94 people registered for Meeting 2 and 86 people attending from 70 organizations. In addition to several community leaders and experts that understand Houston, we also had international and national agency representatives on the call to ensure a broader perspective. A cross-section of stakeholders for each of the 8 human rights areas included in the following illustrative, but not comprehensive, table. A full list of internal and external stakeholders, entities, roles, types of expertise is included for reference as required¹³:

Table 1.3: Cross-Section of stakeholders for 3 stakeholder meetings.

Safety & Security Black Lives Matter and Assistant Chief of the Houston Police Department	Human Trafficking Former U.S. Ambassador to Monitor and Combat Trafficking in Persons, Luis C.deBaca Former Organization for Security and Cooperation in Europe Deputy Coordinator for Trafficking in Persons, Ruth Freedom Pojman
Worker's Rights Workers Defense Project	Right to Participate in the Conduct of Public Affairs City of Houston, Chief Procurement Officer
Migrants Aranda's Restaurants Owner ¹⁴	Housing Rights Coalition on Homeless and Airbnb
Non-Discrimination City of Houston, Office of Business Opportunity	Disability Rights Mayor's Office, Disability Director

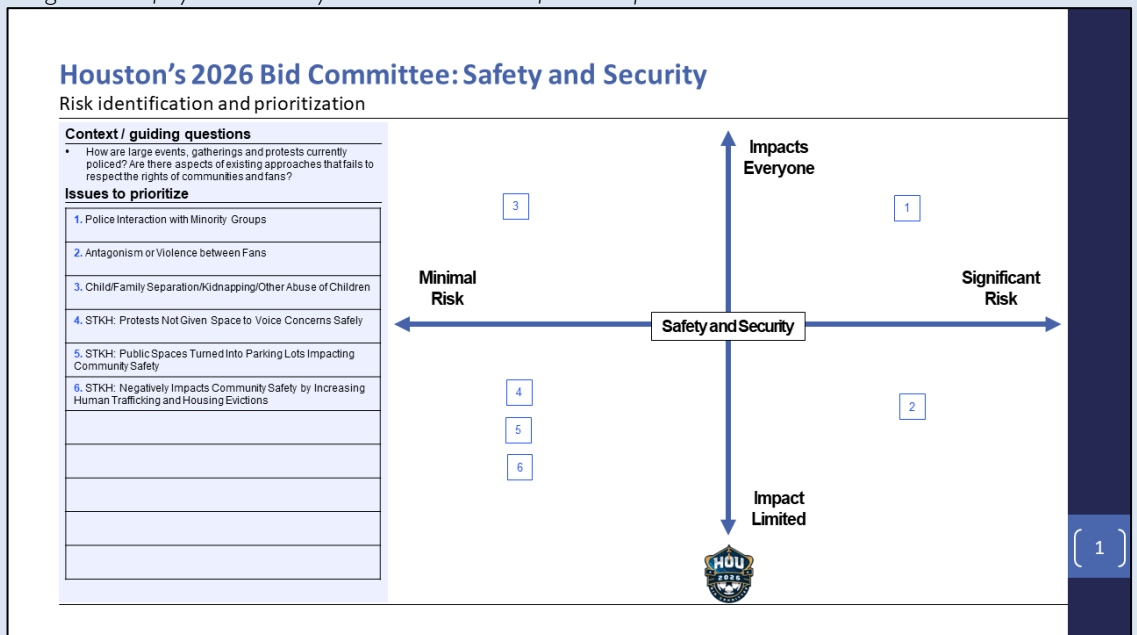
¹³ See full list of participating organizations/entities of internal and external stakeholders, roles, and types of expertise in Appendix B.

¹⁴ Aranda's is a chain of Mexican restaurants in Greater Houston, Texas. The corporate headquarters is located in Houston. As of March 2014, the Taqueria Arandas chain made \$40 million per year. As of that month the chain has 44 taquerias, three Arandas Bakery, and one Ostionerias Arandas seafood restaurants, <https://taqueriasarandas.com/>.

d) A Brief Description of Topics Discussed and Relevant Outcomes

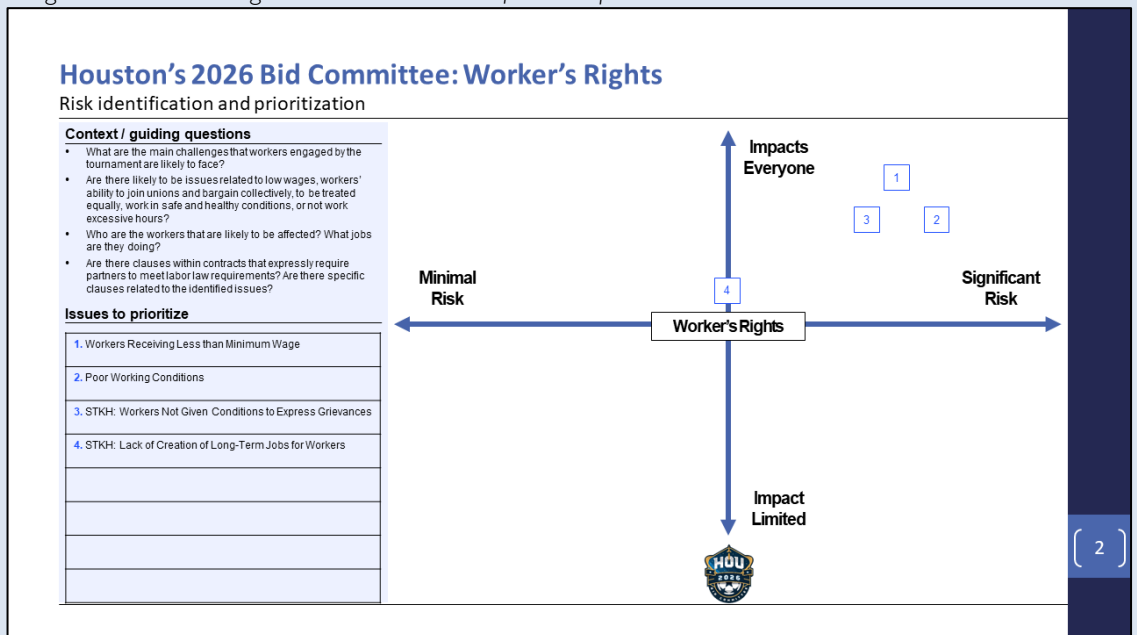
Safety and Security Summary – Police interaction of minority groups and antagonism or violence between fans ranked of highest concern. Police interaction ranked with a high impact on everyone and between medium to significant risk. Antagonism or violence between fans ranked as medium to low impact on everyone and medium to significant risk. Protests not given space to voice concerns safely was ranked a medium impact, but a minimal risk. The Houston Police Department understands that protests will come with large public events and will organize spaces where protestors can safely exercise their 1st Amendment rights. The City of Houston will allow people to voice their opinions within the confines of time, place and manner restrictions under the 1st Amendment Freedom of Speech. Public spaces turned into parking lots was also ranked as a minimal risk, and its impact was ranked as medium to low. The City of Houston has encountered this issue before during Superbowl LI. The City of Houston has converted areas to parking spaces before and it is ready and able to convert them in the future. Child separation, kidnapping or other abuse of children impacts everyone but there is low to medium risk involved. Child separation is not a common occurrence in Houston. AMBER Alerts in Houston are typically related to domestic situations. Houston has many strong missing person programs. In addition, state-wide missing persons programs are based in Houston. Houston has strong systems in place that mitigates the threat of child separation during large events. The issue of children before/during/after the event was submitted by one of the community stakeholders. It was not placed on the chart because Houston participates in UNICEF’s Child Friendly Cities Initiative. Participating involves a commitment to address vulnerability, safety, and safe and secure environments. Houston also participated in a workshop led by Mary Harvey from the Centre for Sports and Human Rights on this topic. Issues discussed included disruption of safe play spaces, noise from events and disruption during sleep times, unsafe construction sites, and mitigation strategies. The issue of negative impacts on community safety by increasing human trafficking and housing evictions was ranked as minimal risk with a limited impact. There is a moratorium currently in place to prevent evictions during the Covid-19 pandemic issued by the CDC. Eligible residents can apply with the City to be protected from eviction through January 31, 2021. The Justice of the Peace in Houston also has a strong checks and balances system when dealing with evictions. However, certain Justices of the Peace continue to hear eviction cases, and housing advocates point out the need for local laws to prevent.

Image 1.7: Safety and Security Issues Outcomes After Group Facilitation.



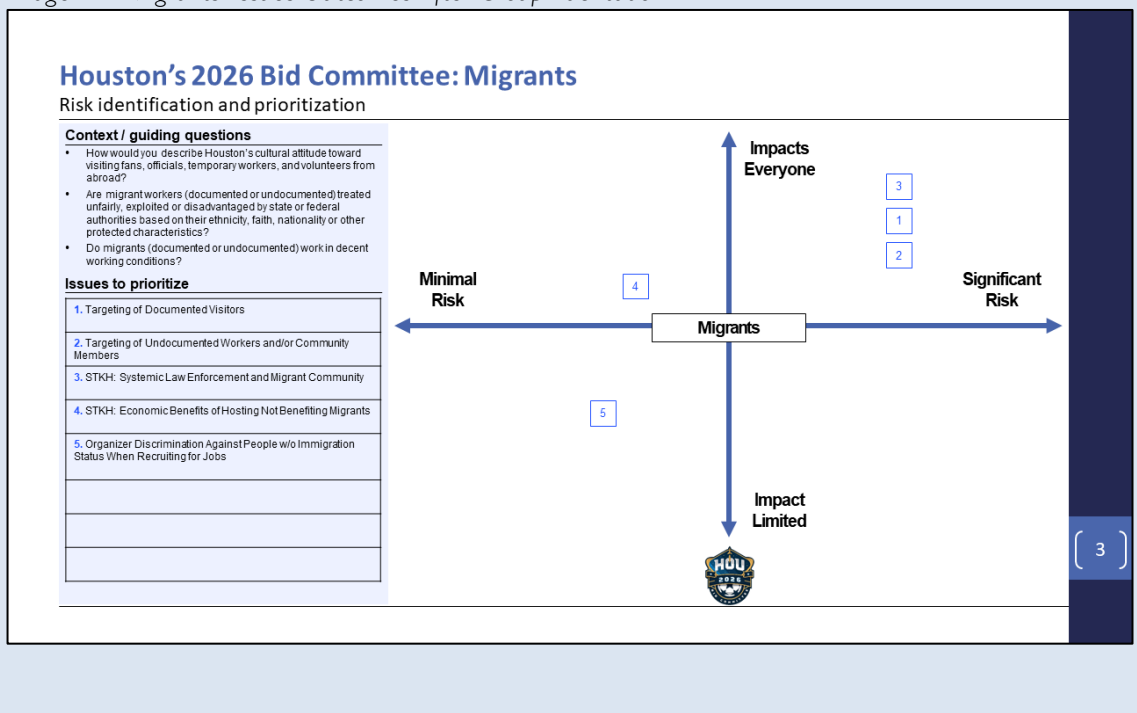
Worker's Right Summary – Receiving less than a minimum wage ranked as something that impacts everyone and medium to high risk with particular attention to workers in the construction, transportation, hotel, food service, custodial and information technology industries with particular emphasis on migrant workers, females and workers of color. Receiving less than a living wage also has negative impacts on the Houston economy and stability within the city while ensuring workers receive a living wage contributes to the economic development legacy of the FIFA World Cup in Houston. Poor working conditions is a risk across the same industries at risk for receiving less than a minimum wage with a similar focus on migrant workers, female workers and workers of color. Different groups of workers and different industries may require distinct responses to address working conditions. Poor working conditions also addresses some of the more “invisible” industries, such as an uptick of Amazon deliveries in response to an influx of people into the city. Workers not given conditions to express grievances ranked similar to the prior two issues. Of lesser concern was lack of creation of long-term jobs for workers ranking with medium impact and risk due to the temporary nature of hosting the games, noting that the short-term employment serves as career and skill-building opportunities to enhance chances of future employment.

Image 1.8: Worker's Rights Issues Outcomes After Group Facilitation.



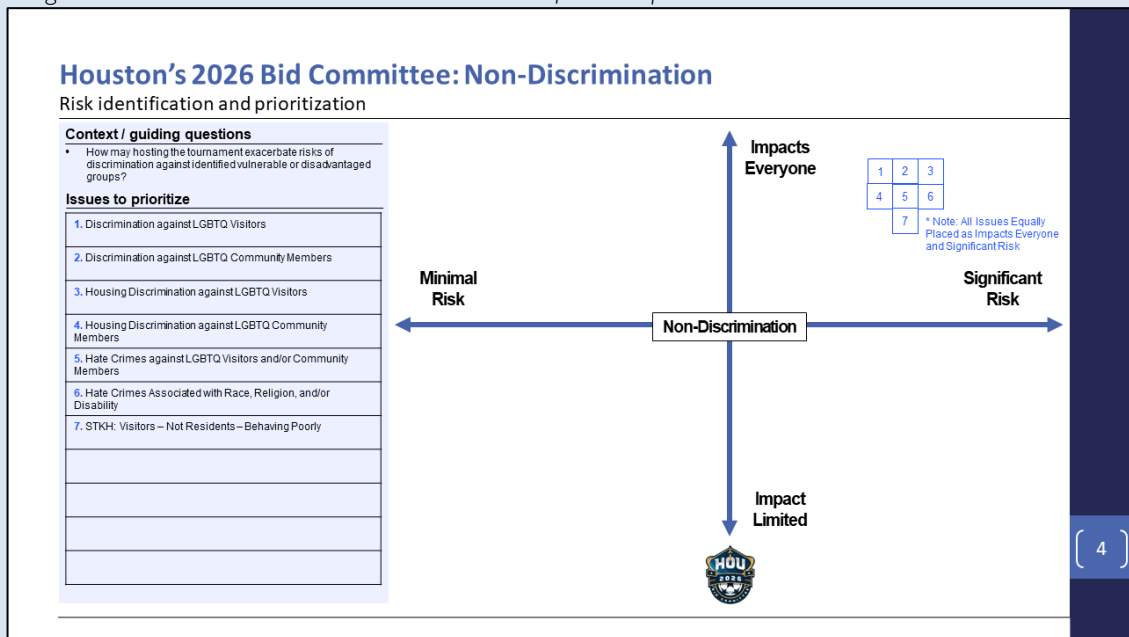
Migrants Summary – Systemic law enforcement and the migrant community (this refers to ICE targeting undocumented people in the city and the risk that migrants may be deported while in Houston) ranked as high impact and medium to significant risk. Just below that was the targeting of documented visitors, undocumented visitors or community members ranked as slightly lower impact but same risk significance. Economic benefits of hosting not benefiting migrants ranked as medium risk and with medium impact on everyone while organizer discrimination against people without immigration status when recruiting for jobs ranked just above limited impact and as minimal risk.

Image 1.9: Migrants' Issues Outcomes After Group Facilitation.



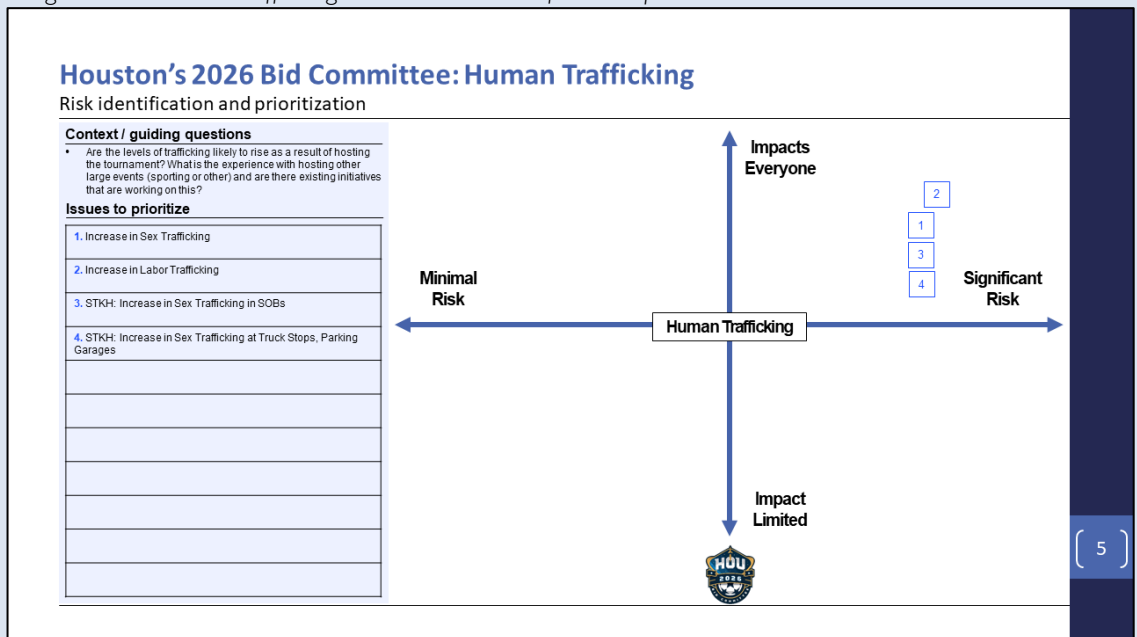
Non-Discrimination Summary – All risks ranked as having the highest impact on everyone and posing a significant risk. Identified risks were discrimination against LGBTQ visitors, discrimination against LGBTQ community members, housing discrimination against LGBTQ visitors, community hate crimes against LGBTQ visitors/community members, hate crimes associated with race, religion, and/or disability, visitors, or fans – (not residents) behaving poorly. One of the priorities for the 2021 Texas legislative session is to pass a comprehensive non-discrimination bill that ensures widespread protection for LGBTQ people. Currently, LGBTQ people do not have housing protection in Texas. This poses a risk to LGBTQ people’s access to housing accommodation without discrimination.

Image 1.10: Non-Discrimination Issues Outcomes After Group Facilitation.



Human Trafficking Summary – Increase in labor trafficking ranked as high impact on everyone and high on the significant risk axis. The rationale was there will be more activity and demand for work, as well as higher demand for workers, which will inevitably be a factor in the increase in labor trafficking. Labor trafficking and wage theft scenarios will occur more in the construction or refurbishment industry leading up to the event. However, this will shift towards the restaurant and lodging industries once the event begins. There are also increases in sex trafficking generally – but specifically in sexually oriented businesses (SOB’s), truck stops, and garages – which ranked just slightly lower on the impacts everyone axis. SOB’s are establishments such as illicit massage establishments that serve as a front for prostitution or trafficking. During any major event in any city, there is an increase in sex trafficking or prostitution in populated areas and the areas surrounding the event. In the past, an influx of workers to the cities has also correlated with an increase to purchasing sex online. Participants agreed that early preparation in anticipation of an increase in trafficking was necessary. A key priority of this preparation is ensuring that resources are readily available for trafficking victims. Since trafficking is a multi-faceted issue, resource availability for a diverse group of victims is crucial in Houston’s response to the issue. There is also a need to consider whether instances of trafficking will trend upwards and become a more prevalent issue when the FIFA World Cup is held in 2026. Labor trafficking and sex trafficking are not mutually exclusive issues and there is a large sector that is at risk for both.

Image 1.11: Human Trafficking Issues Outcomes After Group Facilitation.

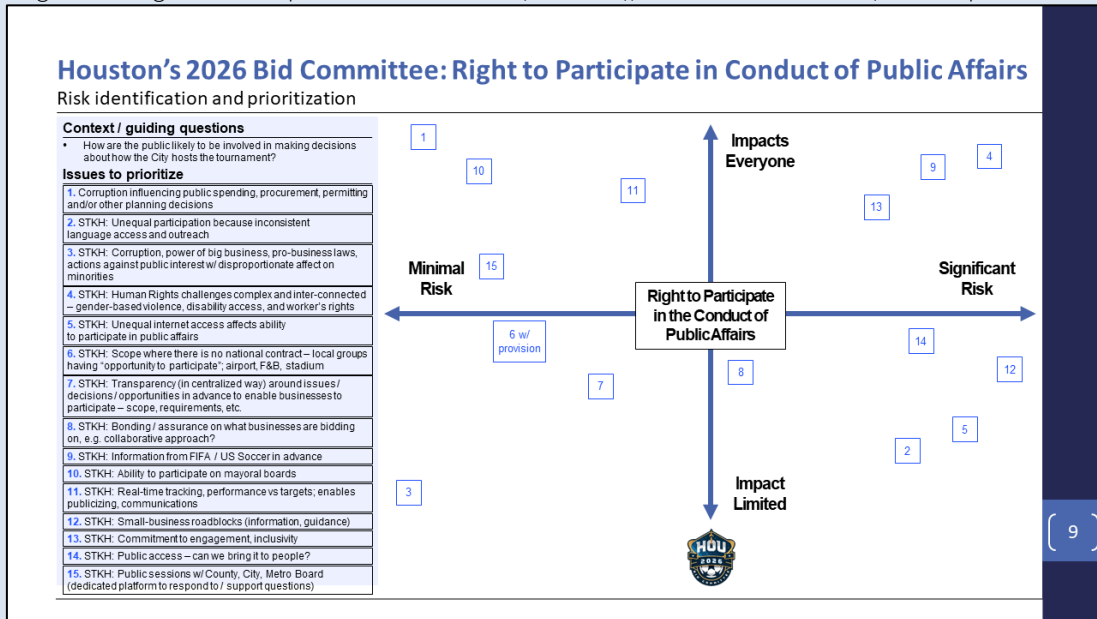


Right to Participate in the Conduct of Public Affairs Summary – This group discussed 15 identified risks and first acknowledged that human rights risks are complex and interconnected (gender-based violence, disability access and worker’s rights), these ranked as high on impacts everyone and poses a significant risk. Information on procurement from FIFA or U.S. Soccer in advance ranked as just slightly lower on both axes than the prior risk to ensure supplier diversity and transparency. Commitment to engagement and inclusivity ranked just slightly lower than the prior risk on both axes. Another important aspect of this issue is ensuring that small businesses know that they can bid in the process. Effective outreach is crucial for success. Tracking is also necessary in terms of knowing what businesses are awarded certain bids. This will ensure that small businesses do not feel as if they will not be awarded bids, in lieu of bigger businesses. In addition, it is important to ensure that small businesses do not have roadblocks that prevent them from understanding what is happening in the bid process. There also needs to be a metric in which it is possible to measure or track commitment from local businesses. Ensuring wide access to the fanfare during the tournament is also very important for engagement in the community, especially considering that not all participation in the tournament would be free. Unequal internet access, although having a limited impact, poses a significant risk in Houston. This disparity in internet access was also highlighted recently by the pandemic. 6 risks ranked low on both axes. These risks were: Corruption Influencing Public Spending, Procurement, Permitting and/or Other Planning Decisions, Corruption and Power of Big Business, Transparency in the Procurement Process, Scope Where There is No National Contract, Ability to Participate on Mayoral Boards, and Public Sessions with the County, City, and Metro Board and Real-Time Tracking of Performance vs. Targets.

Corruption influencing public spending, procurement, permitting and/or other planning decisions, an Ergon identified risk cited a [2015 University of Illinois at Chicago study called Chicago: Still the Capital of Corruption](#). This study listed the Texas-Southern Federal Judicial District which encompasses Houston but also includes a broad geographic area including 43 counties encompassing Houston to the U.S. Mexico border and equivalent to ¼ of Texas. Houston was ranked #11 on this list after Chicago, Los Angeles, New York, Washington DC, Miami, Newark, Cleveland, Philadelphia, Richmond, Brooklyn, and it failed to show how many cases were specific

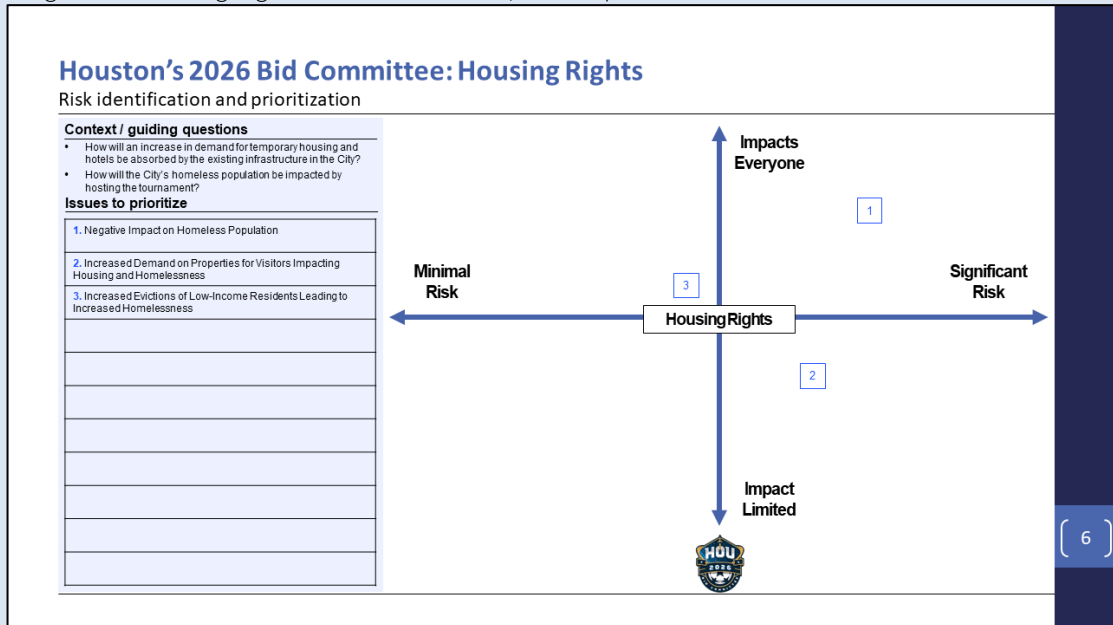
to the City of Houston from the larger geographic area the study covered. This could have included federal and state agencies with a presence in Houston and the broader area encompassed by the Texas Southern Federal Judicial District. This Ergon identified risk ranked as minimal risk but impacts everyone and therefore did not advance to Meeting 2 when we discussed opportunities.

Image 1.12: Right to Participate in the Conduct of Public Affairs Issues Outcome After Group Facilitation.



Housing Rights Summary – Negative impact on the homeless population ranked as medium impact on everyone and slightly higher than medium to significant risk. Increased eviction of low-income residents leading to increased homelessness ranked above minimal risk but less than the axis mid-point and as medium impact on people. Increased demand on properties for visitors impacting housing and homelessness ranked as near middle of the limited impact axis and between medium to significant risk.

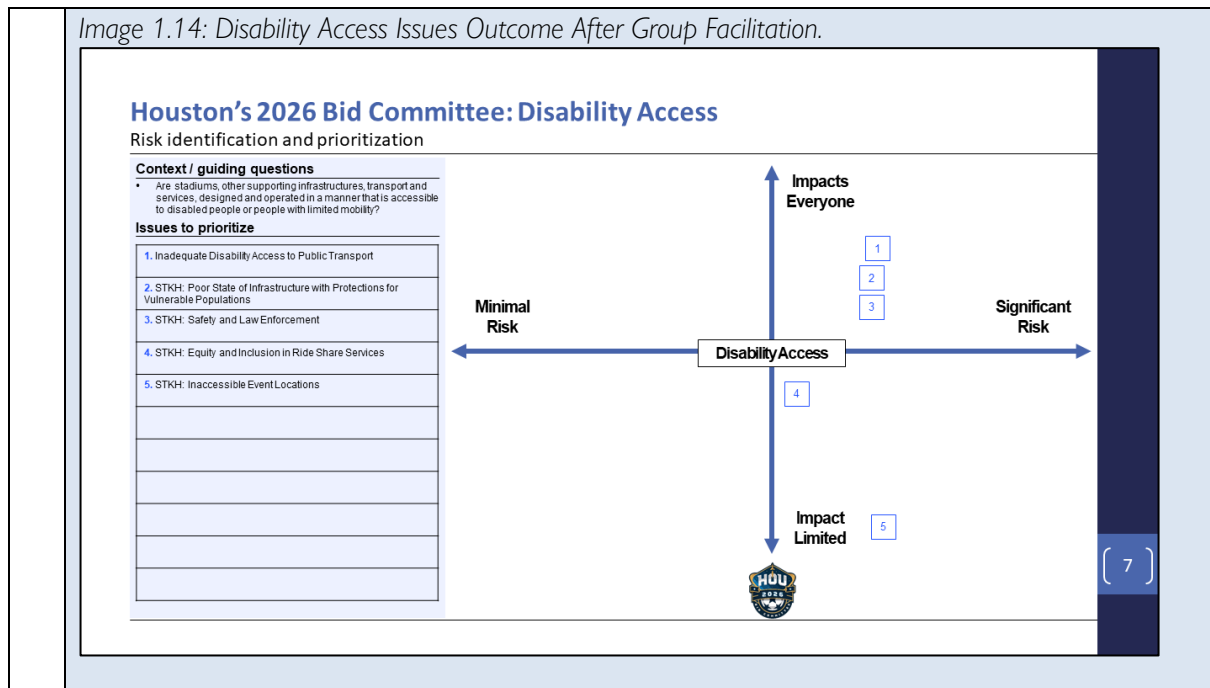
Image 1.13: Housing Rights Issues Outcomes After Group Facilitation.



Disability Access Summary – Each issue in this area has an underlying sense of equity and accessibility. Inadequate disability access to public transport, poor state of infrastructure with protections for vulnerable populations ranked similarly; high on impacts everyone and medium to high significant risk. Safety and law enforcement ranked slightly lower than the prior risks. Equity and inclusion in rideshare services ranked slightly lower than medium impact on people but stayed near the middle of the risk axis with inaccessible event locations having a limited impact on people but middle to high risk on the risk axis. The group discussed an increase in traffic due to the events of the FIFA World Cup possibly interrupting Metro lift services, which many people with disabilities depend on for transportation. Consideration also needs to be given to how Houston can make parking situations and purchasing situations easier in preparation for the tournament. Although METRO vehicles are accessible, there are additional challenges in reaching those vehicles. This includes issues with stops and sidewalks. This issue hinges on the ability to connect people with Houston's public transit systems. An influx of cars will also lead to people parking all over the city, potentially limiting access to sidewalks. There is also the potential for unsafe and rowdy behavior surrounding driving. These issues pose a risk to people with wheelchairs' ability to navigate the city. It also poses a risk to elderly people, who may not be able to match the fast pace of travel throughout the city. Ride-share services also have a limited scope in terms of disability access. Not all ride-share services have wheelchair accessible options and there is a chance that ride-share drivers will discriminate against people with service animals.

All subsequent issues were identified as having minimal risk and limited impact because of the existing disability access response. General discussion centered on a gentrification effect in communities surrounding the event, which could potentially have a significant effect on low-income neighborhoods. This would also most likely have a higher effect on people with disabilities. Gentrification could increase prices and many people with disabilities are on fixed income. This would push people out of their neighborhoods because they cannot compete with the rising prices. This event will also bring employment to the city, and there is an opportunity to expand the job market for people with disabilities giving Houston the opportunity to shift the culture toward disability access.

Image 1.14: Disability Access Issues Outcome After Group Facilitation.



II. Description of identified risks and opportunities

- 2 Please provide a list of potential human rights-related risk areas identified and discussed through the stakeholder engagement process, including for each risk area:
- A description of the area of risk (e.g. what may adverse impacts on people look like; who may be adversely impacted; what is the severity of the potential adverse impact; what activities may cause such adverse impacts and how are they linked to the tournament hosting; how likely is it that adverse impacts will occur in the absence of additional prevention and mitigation measures)
 - A description of existing regulations, systems and programmes the host city has in place to address the risk (e.g. enforcement of legislation and policies; capacity building programmes; collaborative programmes with community groups)

a) Description of the Area of Risk

i. Safety and Security

- Police Interaction with Minority Groups was ranked as a significant risk that impacts everyone. Adverse impacts' severity can range from racial profiling resulting in unwarranted stops and searches to arrests; in a worst-case scenario, an unjustified police shooting resulting in death. Local communities, citizens, workers, fans, and human rights defenders are especially vulnerable with this range of adverse impacts possibly affecting first amendment rights, the ability to peacefully protest, and potential bodily injury due to police interaction. This issue comes particularly to the fore in and around venues and public spaces and is linked to FIFA World Cup activities like attending matches and fan behavior at matches. It is unlikely that these adverse impacts will occur because of Houston Police's strong regulatory framework governing officer conduct and because during the George Floyd marches, the Houston Police Department was recognized nationally and internationally for their management of marchers and protestors capitalizing on their strong relationships with

community groups. Even though these adverse impacts are not likely, additional safeguards are a must to ensure a safe FIFA World Cup for everyone.

Image 1.15: Stakeholders defined local communities, citizens, workers, fans, and human rights defenders as “everyone” for this issue.

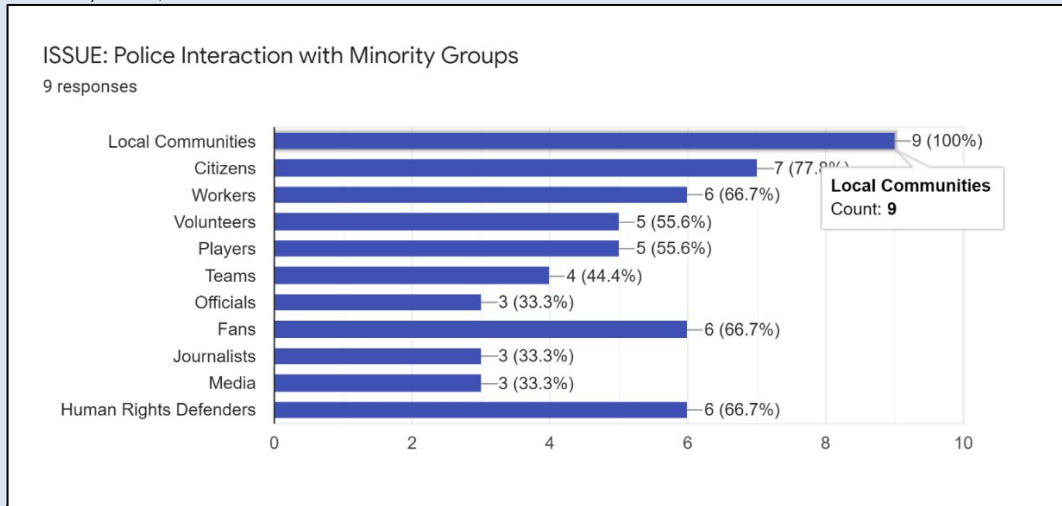
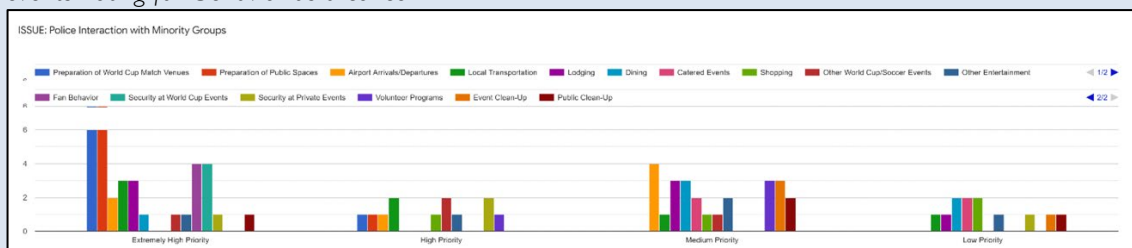


Image 1.16: Stakeholders linked this issue with match venues, public spaces and other FIFA World Cup events noting fan behavior as a concern.



b. Antagonism or Violence Between Fans. The FIFA World Cup will bring many soccer fans from all over the world and matches against rival teams can become intense and sometimes violent. Adverse impacts look like verbal and physical altercations between fans with adverse impacts on local communities and fans. Severity of impact can range from removal from stadium, arrest for physical assault to bodily injury. These potential impacts are linked to match venues, public spaces and lodging as fans of different teams stay in the same hotels across the city. This adverse impact is likely to occur even given robust safety and security measures Harris County implements at its stadium and the City of Houston will implement at all other official venues given fans’ energy around games. This is also likely to occur at city hotels despite increased security. To prevent such adverse impacts, additional mitigations will be required.

Image 1.17: Stakeholders defined local communities and fans as “everyone” for this issue.

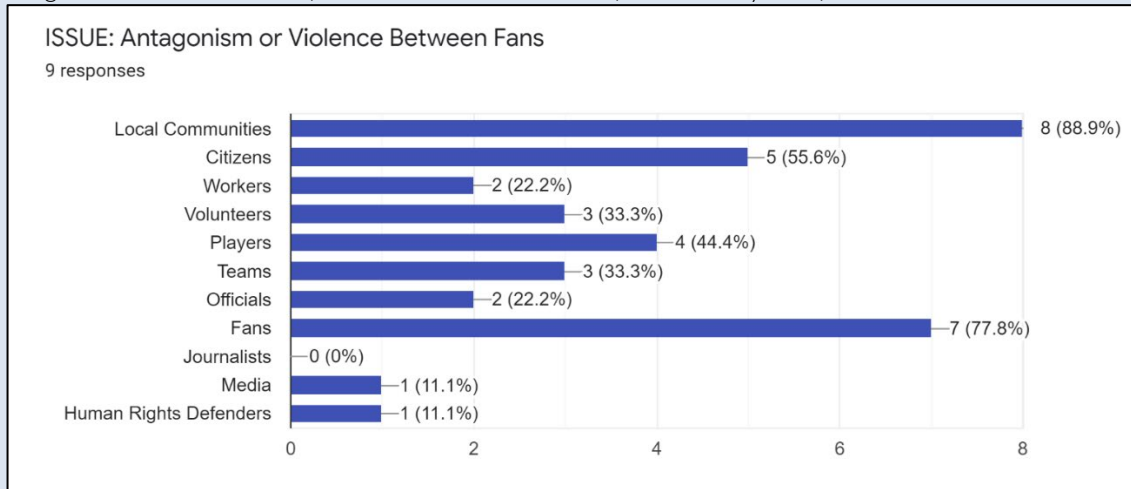
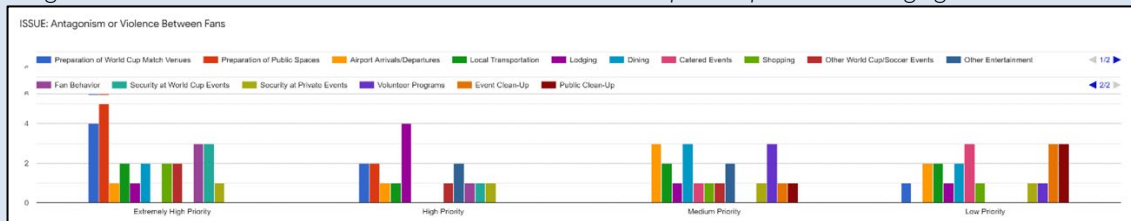


Image 1.18: Stakeholders linked this issue with match venues, public spaces, and lodging.



c. Child/Family Separation, Kidnapping, or Other Abuse of Children was ranked as a minimal risk, but a high impact that has the potential to occur in lodging, event venues, during arrival and departure, during sponsored public events and local transportation. Adverse impacts may look like abduction, children getting lost in crowds and fear with impacts seen primarily on local communities and then on citizens, workers, and fans. While child separations are not common in Houston and there are a multitude of programs in place to address this risk, safety measures may require additional mitigation because the city population will swell during the matches, thereby increasing the statistical possibility that this will happen more than usual. Overall, it is unlikely that this will occur and that existing mitigations in place will be able to handle it if it does happen even at the swell size.

Image 1.19: Stakeholders defined local communities as “everyone” for this issue with citizens, workers and fans experiencing a secondary impact.

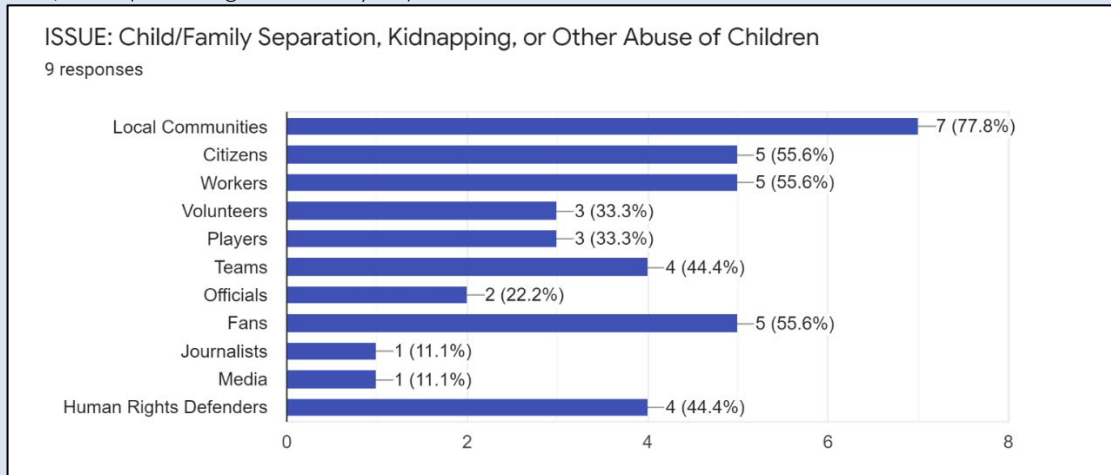
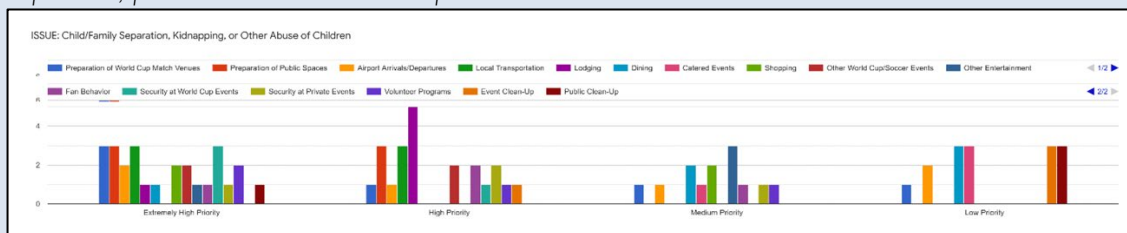


Image 1.20: Stakeholders linked this issue with the lodging industry, event venues, during arrivals and departures, public events and local transportation.



The below are individual stakeholder concerns identified in the pre-meeting activity and discussed during Meeting 1 that did not advance to Meeting 2.

- d. Protestors and human rights defenders not given space to voice concerns safely was ranked as a minimal risk and a low to medium impact. While time, place and manner restrictions can be placed on people’s 1st amendment rights to free speech, it also ensures that this space to vocalize concerns is provided. Because of protestors seeking to leverage the games to bring attention to their cause, it is more than likely protests will occur, but no additional preventative measures will be needed to safeguard peaceful expression.
- e. Public spaces turned into parking lots impacting community safety was ranked as a minimal risk with a low to medium impact. Houston has hosted large sporting events previously and anticipates the need to convert public space into parking lots for community members and visitors attending games. There are already areas identified to be used for this purpose.
- f. Negative impacts on community safety by increasing human trafficking and housing evictions was ranked as a minimal risk and low impact. While this issue affects residents, community members, and visitors, participants ranked as low because of the strong anti-trafficking response already in place by the Mayor’s Office and Houston Police, and because of Houston’s nationally recognized homeless response.

These 3 stakeholder concerns were placed in the minimal impact and minimal risk quadrant (See Image 1.6 Safety and Security Issues Outcomes After Group Facilitation. Issues placed in this

quadrant based on group consensus did not move on to Meeting 2 where we presented issues to the group so they can craft opportunities to mitigate those issues or risks.

ii. Worker's Rights

a. Receiving Less than a Living Wage

- i. This issue ranked the highest, with an impact on everyone and a high significant risk. Adverse impact may look like workers being paid less than a worksite classification requires, workers being paid less than the negotiated wage, wage theft, and the inability to meet financial obligations resulting in increased financial vulnerability. Workers from local communities, citizens and international workers may be impacted while working on preparation of match venues, at the airport, and in transportation and restaurant workforces. During the meeting, stakeholders pointed out that migrant workers, female workers, and workers of color are at a high risk for receiving less than a living wage. Additional industries that will be affected leading up to the event are construction, information technology, and other professional services. These effects will shift toward the hotel, food service, and custodial industries after the event begins. This adverse impact has the potential to emerge because of the sheer scale of the event without additional preventative measures in the area of procurement and contracting. It is very likely that workers will be paid less than a living wage without additional mitigation measures in place as we learned from the Russia and Qatar FIFA World Cups and other Mega Sporting Events.

Image 1.21: Stakeholders defined local communities and workers as “everyone” for this issue with citizens experiencing a secondary impact.

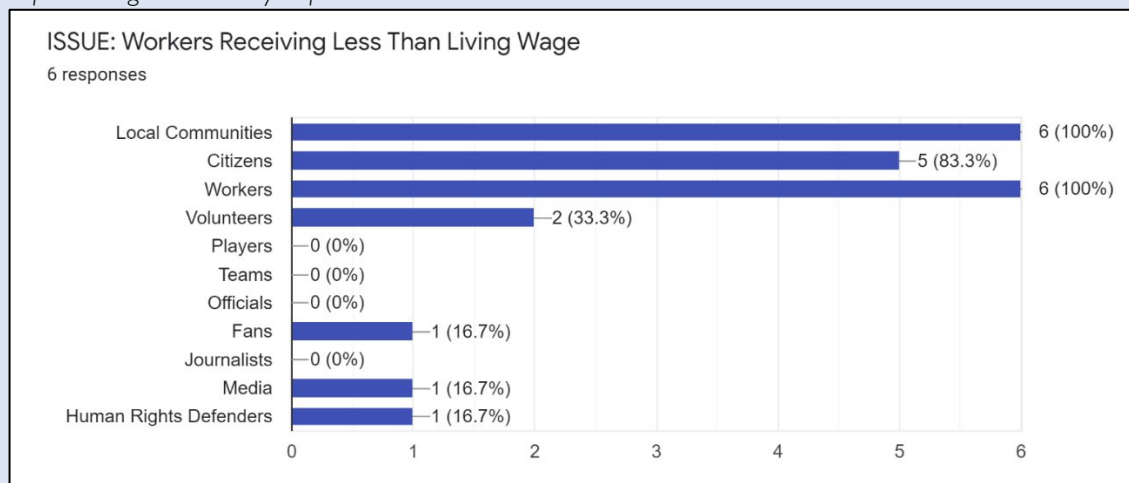
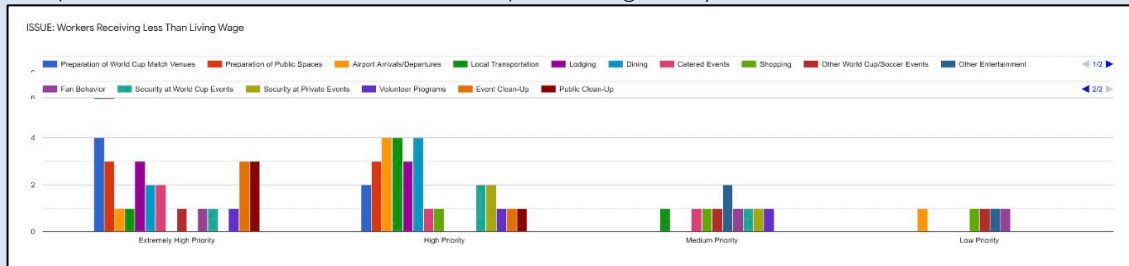


Image 1.22: Stakeholders linked this issue with the preparation of FIFA World Cup venues, airport, transportation, and restaurant industries in the pre-meeting activity.



b. Poor Working Conditions

- i. The issue ranked like the prior one, with an impact on everyone and a significant risk particularly to workers. The effects on industries leading up to and during the event are the same as in the prior issue. The severity of the impacts can range from unsafe worksites, illness to bodily injury. Once again, migrant workers, female workers, and workers of color are specifically at risk in this issue with workers from local communities, citizens being identified as “everyone” during the pre-meeting activity. Poor working conditions are linked to preparation of FIFA World Cup match venues with secondary impacts in preparation of public spaces, and on airport and hotel workers. In the absence of additional measures, it is very likely that poor working conditions may exist. Additional preventative measures can ensure those working on city and county contracts work in a safe environment and follow existing labor standards but also any new ones imposed via the FIFA World Cup request for proposal process in Houston.

Image 1.23: Stakeholders defined workers, local communities, and citizens as “everyone” for this issue.

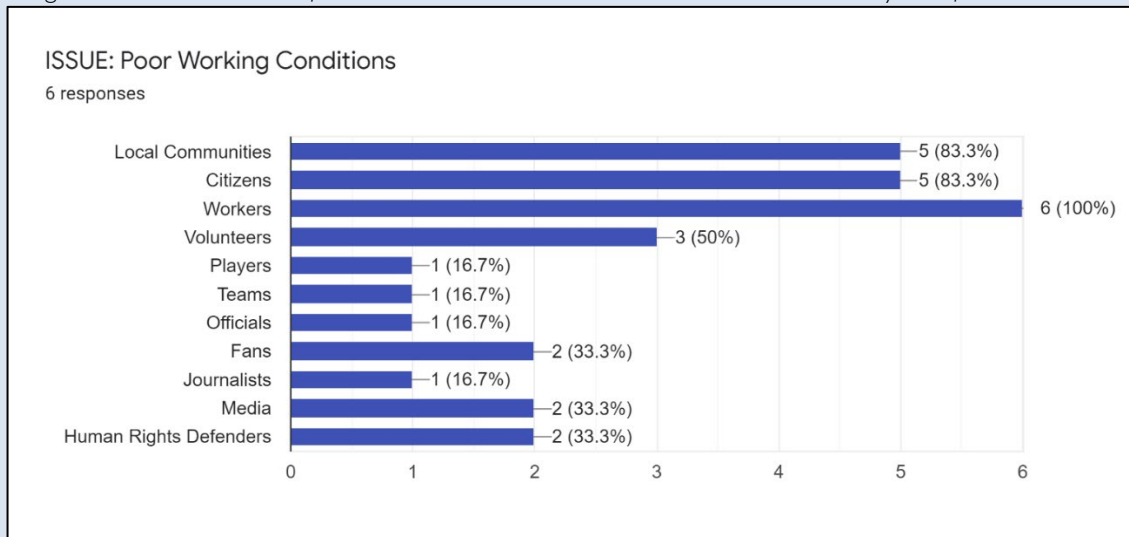
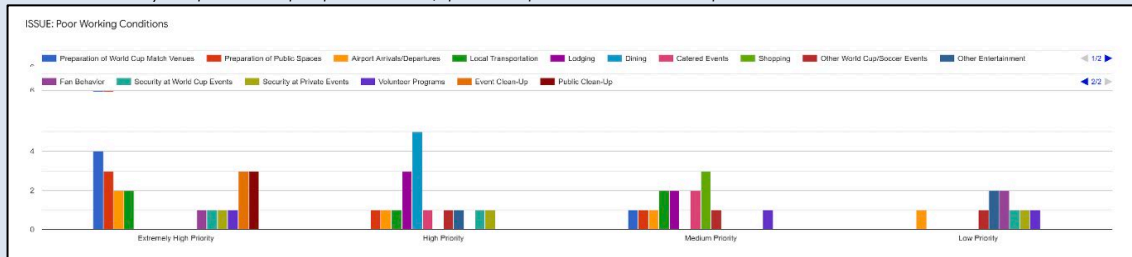


Image 1.24: Stakeholders linked this issue with the preparation of FIFA World Cup venues, match venues with secondary impacts in preparation of public spaces, and on airport and hotel workers.



The below are individual stakeholder concerns identified in the pre-meeting activity and discussed during Meeting 1.

- a. Workers not Given Conditions to Express Grievances. This issue was ranked medium to high on both the impacts and risks axes. This issue will mainly affect workers in non-unionized workplaces and is likely to occur if contracts are awarded to non-union businesses with an additional concern that local workers would not be recruited for created jobs. This is further magnified by the fact that Texas is a right to work state and while unions exist, they are weaker. This is linked to all FIFA World Cup activities that require a workforce. The adverse impact may range in severity from a worker not being able to switch jobs if international because of visa restrictions to mental and emotional stress from not having any recourse. The likelihood of this occurring without additional measures to mitigate is high.
- b. Lack of creation of long-term jobs for workers. This issue was placed in the center of the axes with middle level impact on everyone and middle level risk. Since the FIFA World Cup is a temporary event, the creation of long-term jobs is not likely. However, these temporary jobs act as skill-building opportunities and enhance worker's chances of finding long-term employment. There is no adverse impact to being temporarily employed if you weren't before.

Other context included concerns that there would be lack of promotion of worker's social rights and that the procurement process for selecting businesses would not be transparent or fair. The latter will be addressed by the Right to Participate group.

iii. Migrants

- a. Systemic Law Enforcement and Migrant Communities
 - i. The stakeholders raised concern of systemic law enforcement and the migrant community, and this was the highest ranked issue with a middle level significant risk and a high impact on everyone, especially the local community in Houston. This issue's severity ranges from encounters with law enforcement, detention, to local law enforcement's potential cooperation with immigration authorities, but is mitigated because of Houston Police's policies and procedures that officers must comply with before being allowed to ask about immigration status. It is likely, however, that without additional mitigations, this will occur.

b. Targeting of Documented Visitors

- i. Like the previous issue, Targeting of Documented Visitors was ranked as a medium risk with a medium to high impact that affects local communities, citizens, workers, and fans primarily during arrival and departure in Houston. Stakeholders indicated that there is a slight risk for this with security at FIFA World Cup events, security at private events, and during event clean up. Adverse impacts can range from spreading fear of deportation among the undocumented community, and the resulting social and psychological impact. It is widely known that Houston Police do not act as extensions of Immigrations Customs and Enforcement and do not approach people asking them if they are legal residents; Houston is the most diverse city in America. This would be an impossible practice to keep up. It is possible that this will occur, and additional mitigation is required to minimize impact on the undocumented community.

Image 1.25: Stakeholders defined local communities as “everyone” for this issue with secondary impact on citizens, workers and fans.

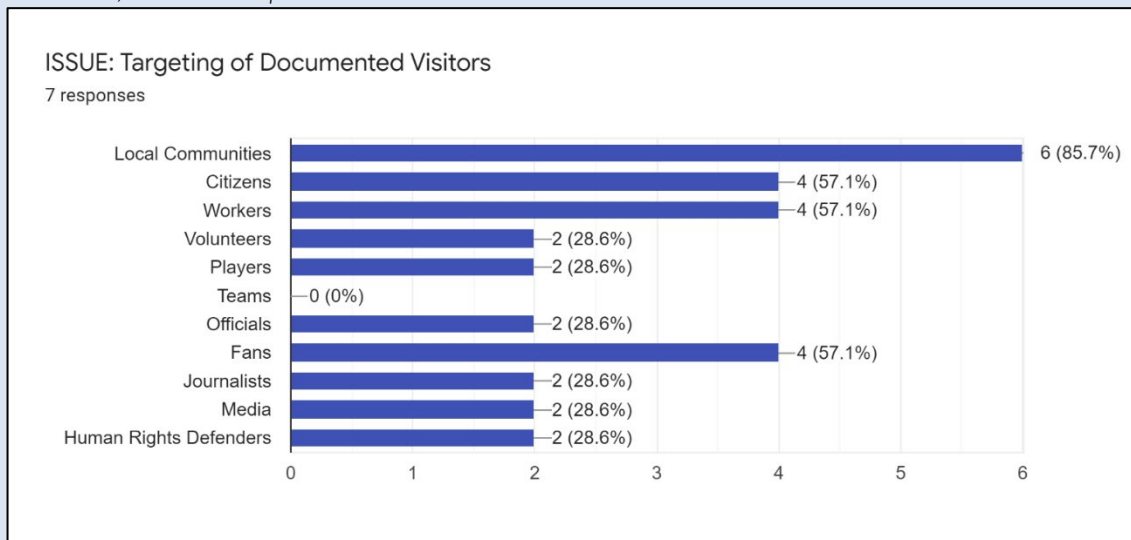
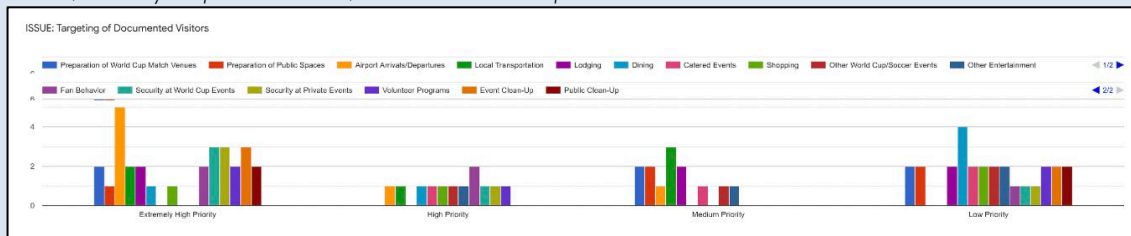


Image 1.26: Stakeholders linked this issue with the arrivals and departures, security at FIFA World Cup events, security at private events, and event clean up.



c. Targeting of Undocumented Workers/Community Members

- i. Targeting of Undocumented Workers/Community Members was ranked as medium risk with a medium to high impact with adverse impacts felt by local communities, workers, and human rights defenders. Whether adverse impacts will occur in the absence of additional measures depends in large part on the applicable law enforcement agency, whether local or federal. Severity of impact can range from fear of being

separated from family in U.S., going back to a country with no rule of law or economic opportunity, to disruptions in supply chain if the undocumented worker was employed. This risk is associated with lodging and restaurant activities. It is likely that this may occur unless other mitigation measures are implemented.

Image 1.27: Stakeholders defined local communities, workers, and human rights defenders as “everyone” for this issue.

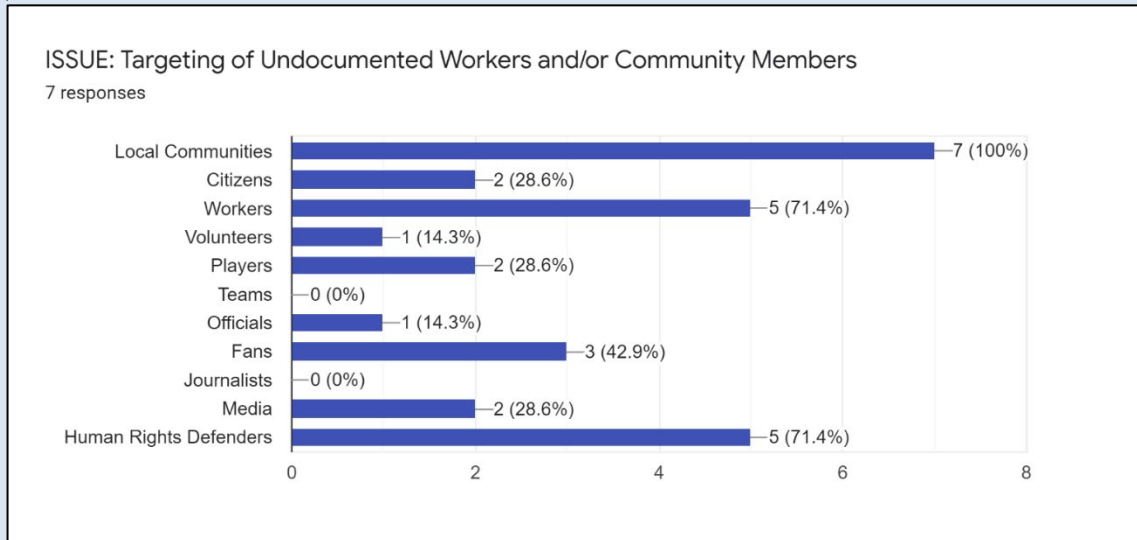
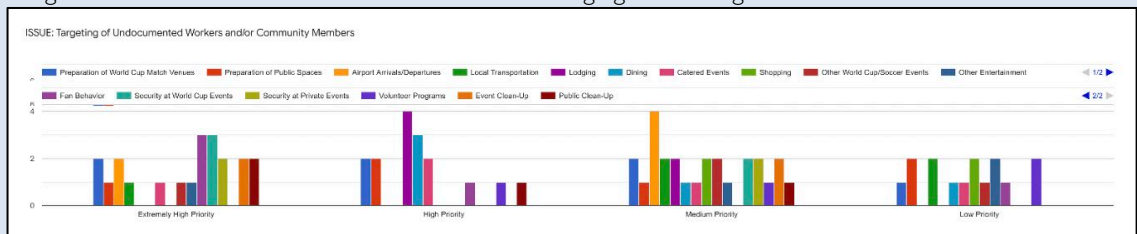


Image 1.28: Stakeholders linked this issue with the lodging and dining activities.



The below are individual stakeholder concerns identified in the pre-meeting activity and discussed during Meeting 1.

- a. Economic Benefits of Hosting Not Benefitting Migrants. This issue was ranked as a medium risk with a medium impact. Migrants and refugees can be at great risk during the tournament. The tournament will bring employment opportunities to the city; however, workers and migrants can be taken advantage of and be in working environments that are not safe or where they are not adequately compensated. Migrant and low wage workers might also be more susceptible to human trafficking during the tournament as they seek employment because they need money, might not speak English, and do not know where to get help if they find themselves in a precarious situation. Additional anti-labor trafficking mitigation measures will need to be implemented to counter the potential for labor exploitation and abuse; this is likely to occur and is linked to all FIFA World Cup activities supported by the labor force. This will be addressed by the human trafficking group. This further demonstrates the intersectionality of the 8 issue areas of focus.

b. Organizer Discriminating Against People without Immigration Status when Recruiting for Jobs was ranked medium to low impact and medium to low risk, though it may occur in activity levels ranging from dining to event and public clean-up. This was placed in the minimal risk and impact limited quadrant and was not advanced to Meeting 2 for stakeholders to craft opportunities.

iv. **Non-Discrimination**

a. Discrimination Against LGBTQIA Visitors. This issue was ranked as a significant risk that impacts everyone, by citizens against fans in public spaces, event venues, during use of local transportation and catered events. Currently, Texas does not have any specific protection for LGBTQIA members. This poses a risk to members of the LGBTQIA community visiting for the tournament. Adverse impacts can include being declined service. Mitigating this is the fact that Houston hotels represent national and international brands likely to already have anti-discrimination policies. Stakeholders' perception of discrimination occurring in Houston has high likelihood unless additional measures to mitigate this risk are undertaken.

Image 1.29: Stakeholders defined "everyone" as fans for this issue.

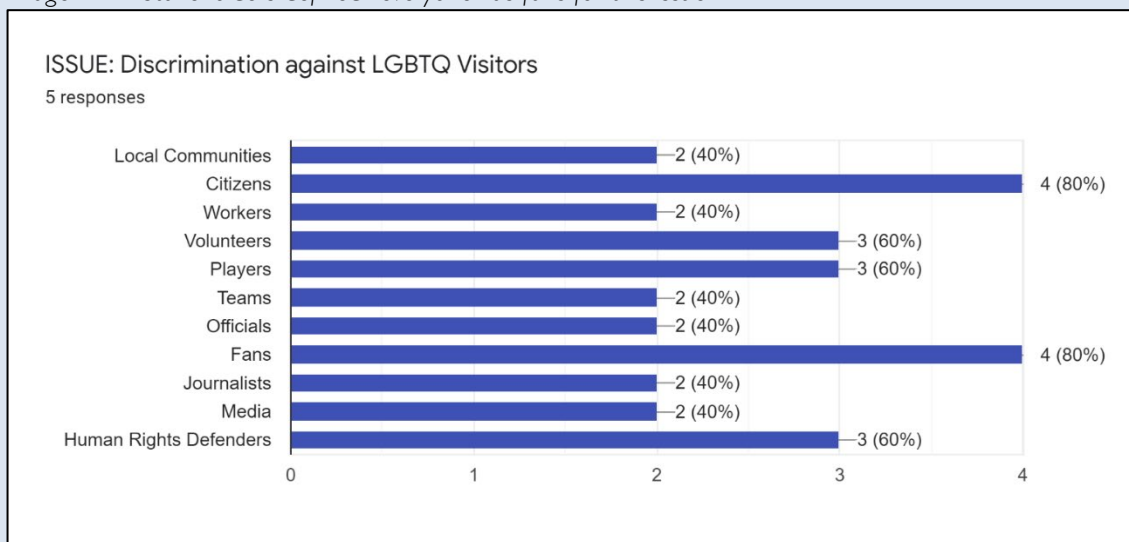
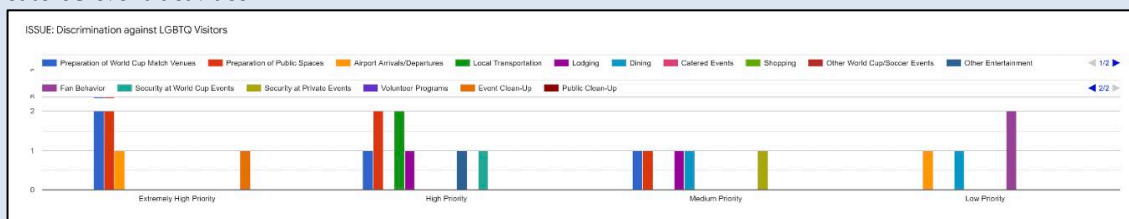


Image 1.30: Stakeholders linked this issue with the event venues, public spaces, local transportation, and catered event activities.



b. Discrimination Against LGBTQIA Community Members. This issue was ranked as a significant risk that impacts everyone. Like the prior issue, the lack of protections for LGBTQIA community members poses a risk for their safety and equal treatment during the tournament. Adverse impacts look the same as possible discrimination against visitors this time with the possibility that visiting fans would discriminate against community members.

The likelihood that this would occur is high unless additional measures to mitigate this risk are undertaken.

Image 1.31: Stakeholders defined “everyone” as citizens and fans for this issue.

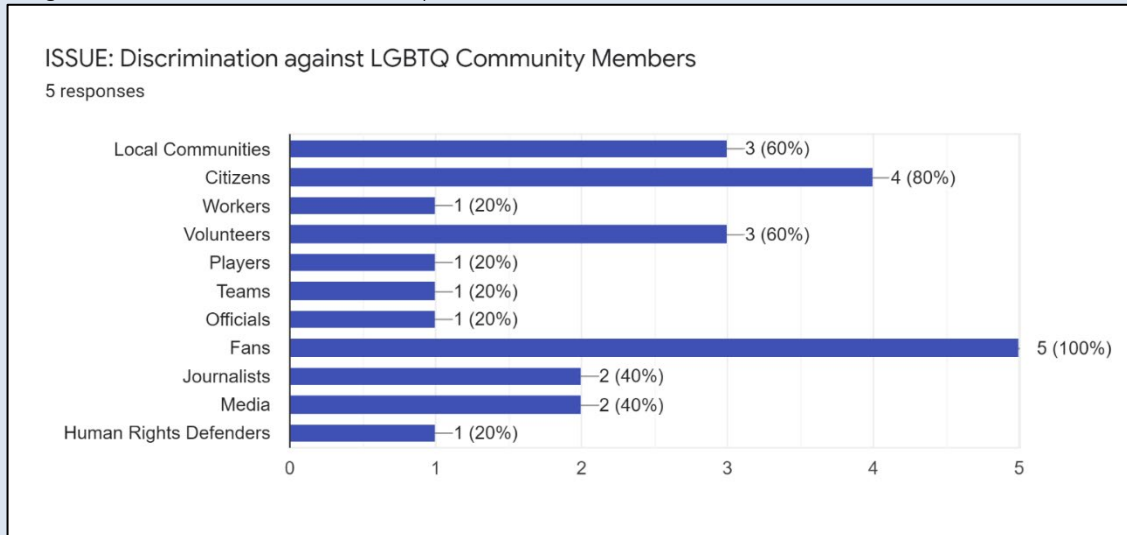
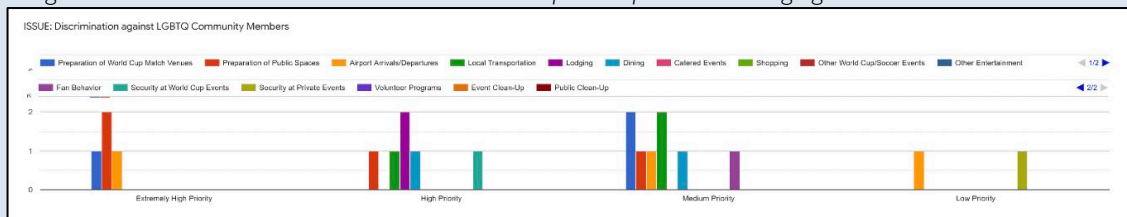


Image 1.32: Stakeholders linked this issue with the public spaces and lodging event activities.



- c. **Housing Discrimination Against LGBTQIA Visitors.** This issue was ranked as a significant risk that impacts everyone in lodging. Because of the lack of protections for LGBTQIA people in Texas, it is easier for members of the LGBTQIA community to be denied housing while in the state despite hotels filling this gap with anti-discrimination policies. Adverse impacts range from being denied access on arrival to a hotel or an Airbnb. The likelihood of this occurring is high in the absence of additional measures.

Image 1.33: Stakeholders defined “everyone” as local communities, citizens, volunteers, and fans for this issue.

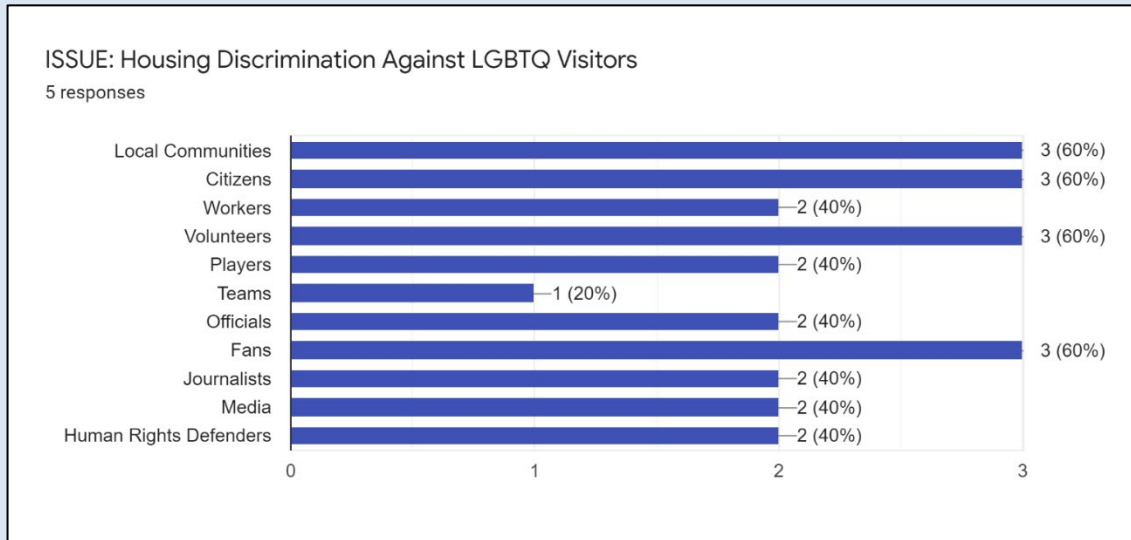
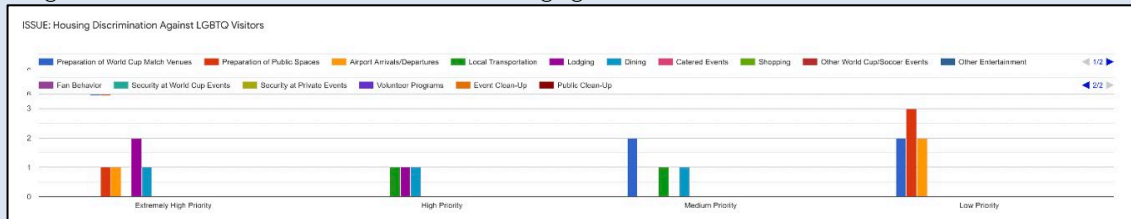


Image 1.34: Stakeholders linked this issue with lodging activities.



d. Housing Discrimination Against LGBTQIA Community Members. This issue impacts citizens and poses a significant risk for activities related to lodging. Unless state-level laws are modified, this issue has the potential to adversely impact LGBTQIA community members through the denial of housing. This and the previously mentioned housing risks are mitigated, however, by the fact that there is no stadium build required for Houston to host and the risk for displacement from this is non-existent.

Image 1.35: Stakeholders defined “everyone” as citizens, local communities, workers, volunteers, and fans for this issue.

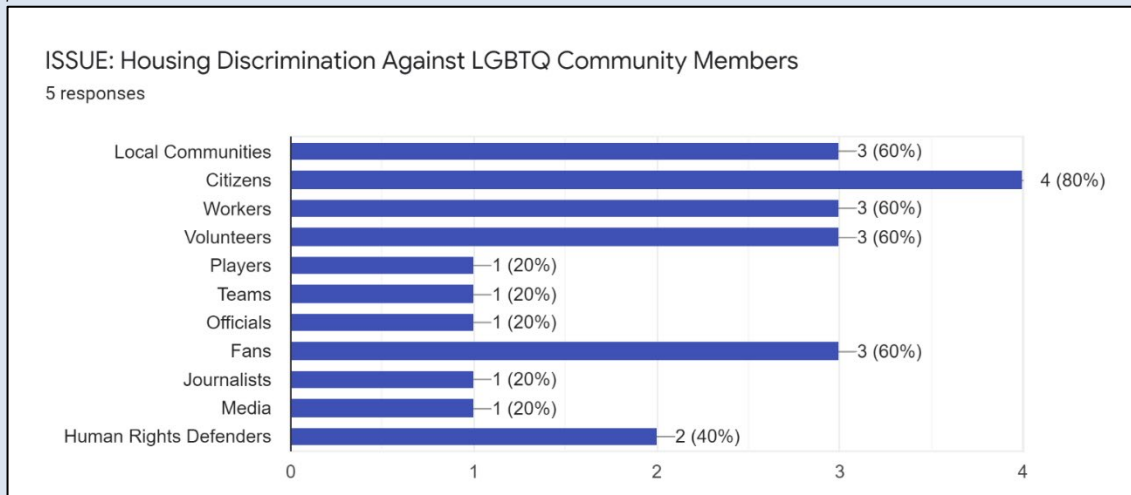
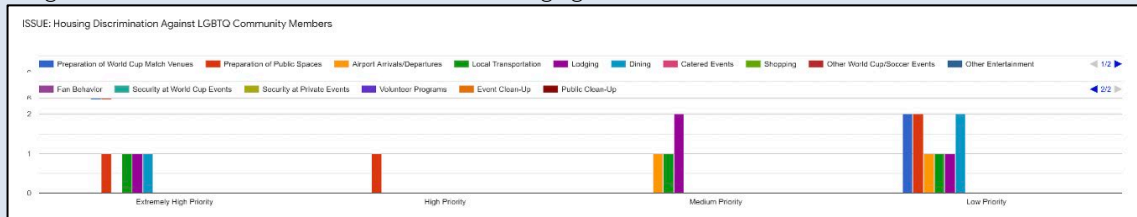


Image 1.36: Stakeholders linked this issue with lodging activities.



e. Hate Crimes Against LGBTQIA Visitors/Community Members. This issue was ranked as a significant risk that impacts everyone. Hate crimes pose a danger to everyone targeted and affects the broader public health of a community. Participants in the pre-activity identified transportation as one activity linked to the FIFA World Cup in which this may occur, e.g. if someone is abused or assaulted during the use of public transport. This is not likely to occur.

Image 1.37: Stakeholders defined “everyone” as citizens, local communities, workers, volunteers, players, fans, and human rights defenders for this issue.

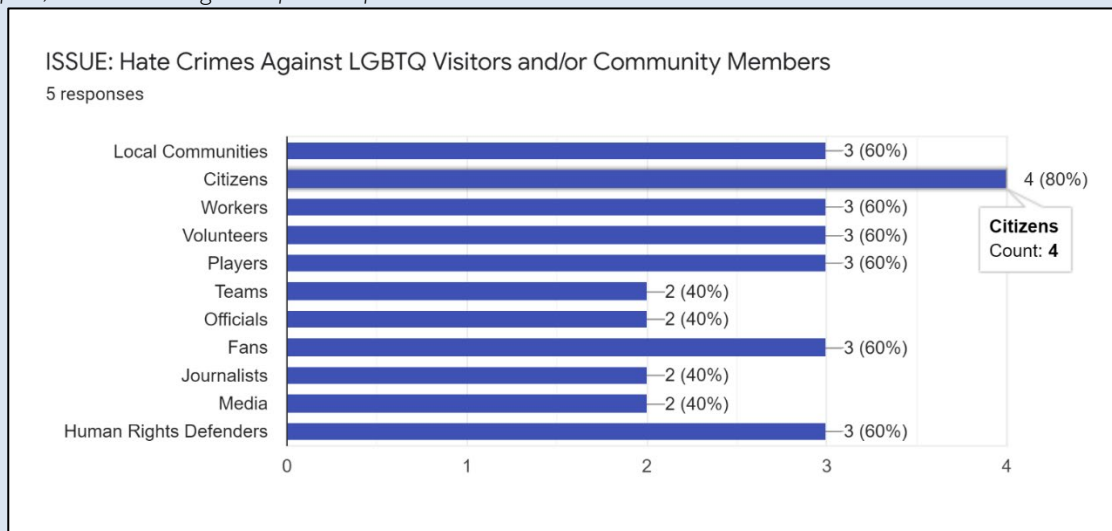
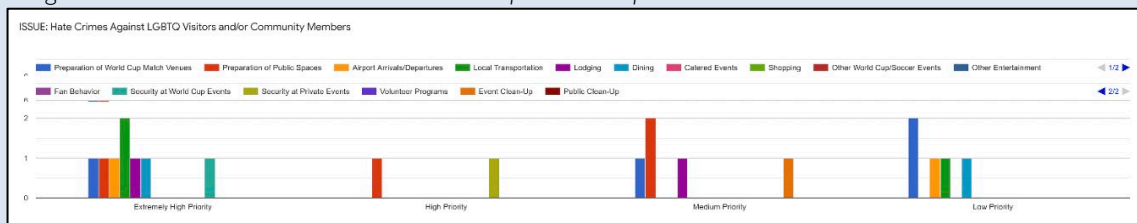


Image 1.38: Stakeholders linked this issue with public transportation activities.



f. Hate Crimes Associated with Race, Religion, and/or Disability. This issue was ranked as a significant risk that impacts everyone. Adverse impacts range in severity from denial of service or access to bodily injury. It is not likely that this would occur since there are federal and local laws in place to protect against this.

Image 1.39: Stakeholders defined “everyone” as citizens and volunteers for this issue as well as local communities, workers, and fans.

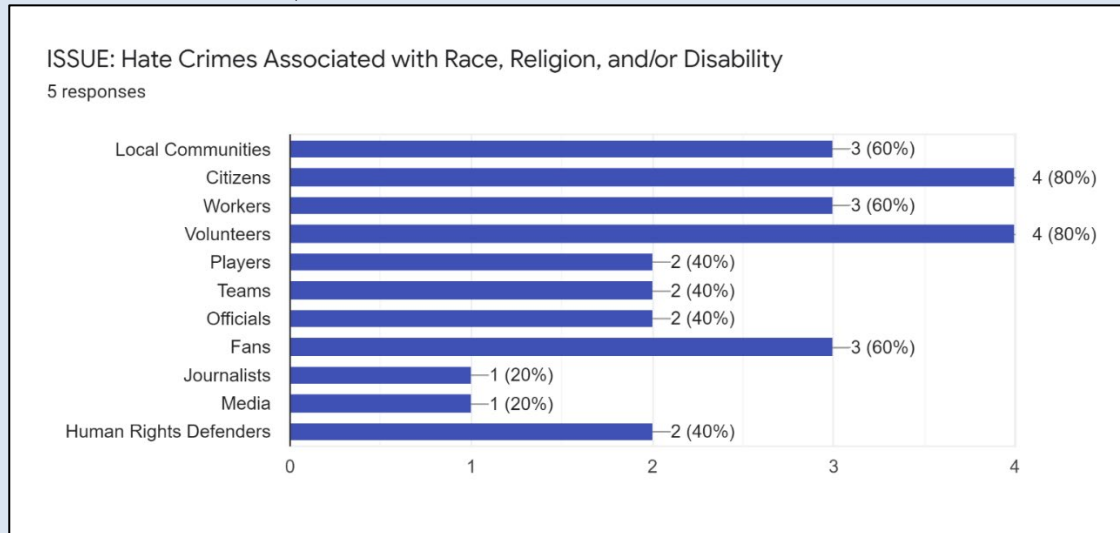
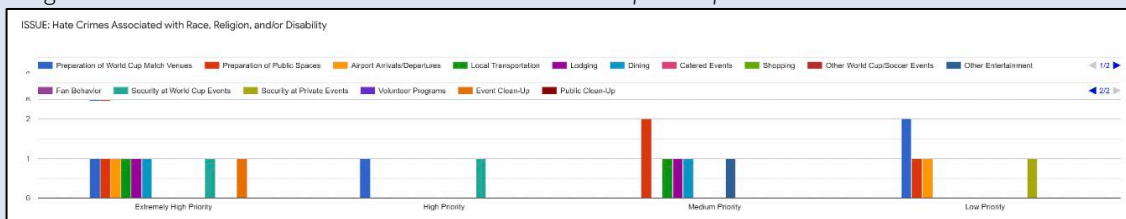


Image 1.40: Stakeholders linked this issue with activities in public spaces.



The below are individual stakeholder concerns identified in the pre-meeting activity and discussed during Meeting 1.

- g. Visitors Behaving Poorly. This issue was ranked as a significant risk that impacts everyone. This issue does not concern residents’ behavior but rather fans and visitors that demonstrate discriminatory views. Adverse impacts can look like verbal and physical abuse during tournament activities against other fans and members of our local communities. Stakeholders thought the likelihood of this occurring was high in the absence of mitigative measures.

v. Human Trafficking

- a. Increase in labor trafficking ranked the highest of the issues as a significant risk that impacts everyone. With any increase in demand for labor, there will be an increase in people who seek to take advantage of workers. The risk is also exacerbated by the economic crisis caused by the Covid-19 pandemic resulting in conditions where there are more workers available than there are jobs. Adverse impacts will look like workers being forced to work with no pay, no access to work contracts, or being forced to work under duress or threat to family with an impact on their physical and mental health. In addition, if housing is provided to workers, conditions of housing may be squalid, and freedom of movement may be restricted. Without additional mitigations through request for proposal controls and appropriate grievance mechanisms, adverse impacts are likely to occur, though housing at scale may not be required since we do not require a stadium build.

Image 1.41: Stakeholders linked this issue with local communities, workers and citizens.

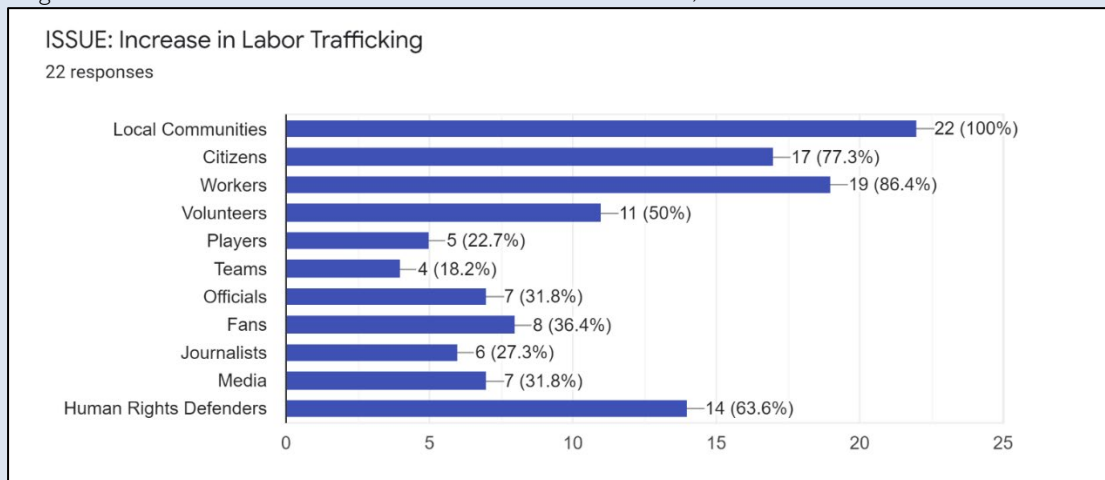
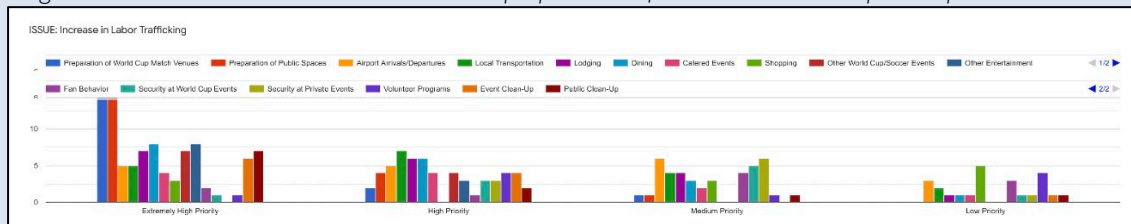


Image 1.42: Stakeholders linked this issue with preparation of match venues and public spaces.



b. Increase in sex trafficking ranked second, below an increase in labor trafficking, posing a significant risk with a medium to high impact. Major events create a “micro-economy” of demand for illicit sex. It is crucial to see the potential trafficking vulnerabilities across each stage of the event timeline: planning, preparation, event duration, and post event. An increase of workers, mainly men, has correlated with an increase in internet sex for sale and therefore, sex trafficking in the past.¹⁵ Adverse impacts look like increased commercial sexual activity in lodging facilities, an increase in adult and child victims of trafficking being forced to meet higher customer quotas with an impact on the victims’ physical and mental health and a possible impact on public health in general, with impacts seen on everyone as defined by each sub-category available. A specific concern about players purchasing sex was raised by the stakeholder group. It is likely that these adverse impacts will occur in the absence of additional measures. During the 2017 Super Bowl LI, there was a multi-modal, multi-lingual media campaign that ran on television, radio, billboards, all 950 Metro buses generating 93 million impressions and an increased law enforcement presence to ensure that buyers were arrested during coordinated and pre-planned stings.¹⁶

¹⁵ Refer to Auton Labs at Carnegie Mellon University and its research “Do Public Events Affect Sex Trafficking Activity?": <https://arxiv.org/abs/1602.05048>.

¹⁶ Refer to Appendix I for a summary of our Super Bowl response and law enforcement operations.

Image 1.43: Stakeholders defined “everyone” by selecting each sub-group of people available.

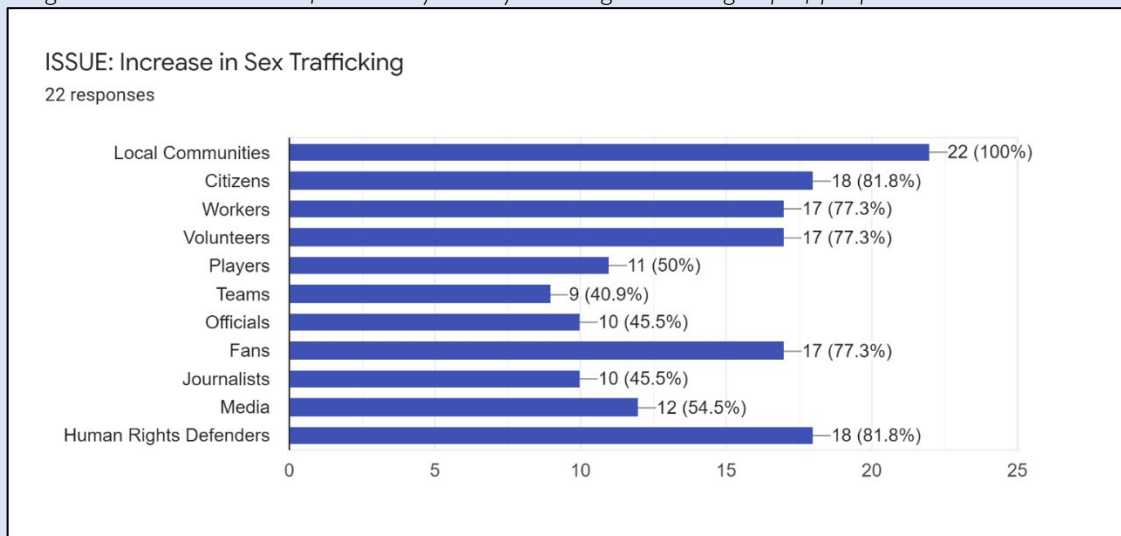
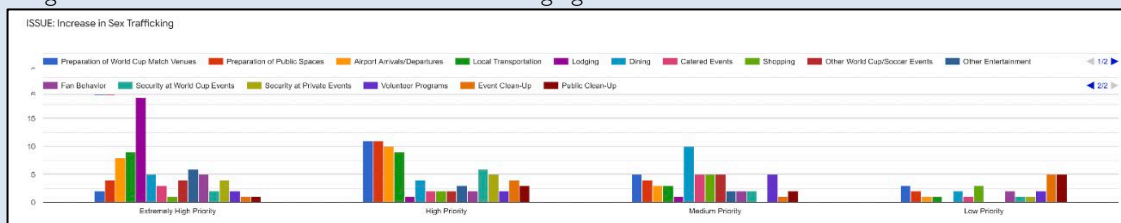


Image 1.44: Stakeholders linked this issue with lodging.



The below are individual stakeholder concerns identified in the pre-meeting activity and discussed during Meeting 1.

c. Increase in sex trafficking in sexually oriented businesses (SOB's). Increase in sex trafficking in SOB's ranked just below a general increase in sex trafficking, posing a significant risk and a medium to high impact. Once again, this increase will most likely be seen in SOB's surrounding the areas where the event is held. Adverse impacts would look like increased foot and car traffic to these illicit establishments with an adverse impact in local communities where these places operate, and the same adverse impact previously described on victims. This is likely to occur without additional measures in place.

i. Increase in sex trafficking at truck stops and garages. Increase in sex trafficking at truck stops and garages also ranked like an increase in sex trafficking in SOB's with a significant risk and a medium to high impact. Adverse impacts look like inappropriate activity taking place in parking garages where fans are parking for FIFA World Cup events and the same adverse impact previously described on victims. This is likely to occur in the absence of additional preventative measures in place.

vi. **Right to Participate in the Conduct of Public Affairs**

a. Corruption Influencing Public Spending, Procurement, Permitting and/or Other Planning Decisions. This issue impacts everyone but was ranked as a very minimal risk in Houston. Upon further review of Ergon's report, this issue stemmed from a 2015 academic report

and was based on corruption charges heard by the Federal Judicial Courts' Southern District of Texas, whose mandate covers many more jurisdictions than the city of Houston. As previously mentioned [this district covers one-fourth of the state of Texas](#), the second largest state in the U.S. There is a very low likelihood of corruption in public spending occurring around FIFA World Cup activities because of the stringent controls and system of checks and balances in place at the city. While this was largely dismissed as a risk, stakeholders did acknowledge that if it did happen, that it would impact local communities, workers, and citizens and that there would be a loss of faith in the process and in government overall. Stakeholders also acknowledged that while a low risk, if it occurred, it would be linked to preparation of match venues and public spaces, airport, and local transportation activities.

Image 1.45: Stakeholders linked this issue with local communities, workers and citizens.

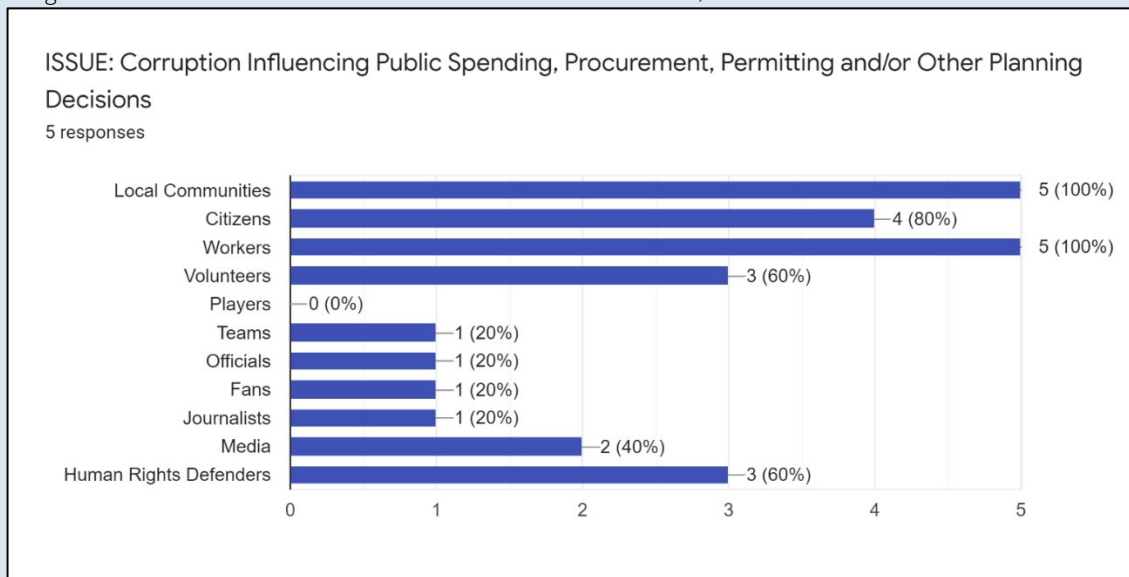
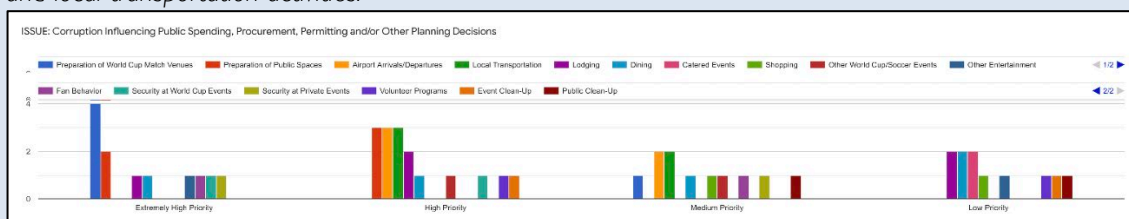


Image 1.46: Stakeholders linked this issue with preparation of match venues and public spaces, airport, and local transportation activities.



Several issues identified by the stakeholders in this group fell under the umbrella issue of ensuring access and information to potential vendors (13, 9, 2, 5,6,10, 11, 12, and 15) after first recognizing the intersectionality of gender-based violence disability access and worker's rights as a priority (4).

- b. Human Rights Challenges Complex and Inter-Connected – Gender-based Violence, Disability Access, and Worker's Rights (4). This issue was ranked the highest out of the 15 issues, was ranked as having an impact on everyone and poses a significant risk. Because of the inter-connected nature of the human rights risks discussed here, participants in the first meeting were given the opportunity for cross-discussion. Adverse impacts look like parts of the FIFA World Cup functioning in silos without realizing that operational decisions around requests for proposals for instance can impact the human right risks discussed here.

- c. Information from FIFA/US Soccer in Advance (9). This issue ranked second, with an impact on everyone and posing a significant risk.
- d. Commitment to Engagement and Inclusivity (13). This issue was ranked medium on both the impacts and risk axes in the significant risk and impacts everyone quadrant. Should this not happen, it will be debilitating in terms of the city hitting its Minority and Women Owned Business Enterprise goals as required by the City of Houston Code of Ordinances, Chapter 15, Article V – Minority, Women, and Small Business Enterprises (MWSBE). Furthermore, if there is no commitment to engagement and inclusivity, then there will be an impact on everyone.
- e. Unequal Participation Because of Inconsistent Language Access and Outreach (2). This issue ranked medium to low on the impact axis, however, it is still a significant risk in Houston. Although programs are in place to help language accessibility, there is still work to be done to improve language accessibility in the city. In addition, there is a diverse group of languages in Houston, necessitating an expansive range of language access.
- f. Unequal Internet Access Affects Ability to Participate in Public Affairs (5). This issue was ranked as having a limited impact, but it poses a significant risk in Houston. This issue affects specific communities within the city, and adverse impacts may be felt in limited public engagement with those decision-making bodies hosting the FIFA World Cup.
- g. Scope Where There is No National Contract. Large projects, such as building stadiums and airports, may be outsourced to larger businesses (6). There would be a need for provisions surrounding engaging local businesses during the execution of these large projects. This was ranked as a medium impact on the impact axis; however, it was ranked as a more minimal risk in Houston.
- h. Ability to Participate on Mayoral Boards (10). This issue impacts everyone, but it does not pose a significant risk in Houston. There are over 150 boards and commissions in the city of Houston that the Mayor and sometimes, in partnership with the County Judge, appoints citizens to oversee matters.
- i. Real-time Tracking, Performance vs. Targets, Enabling Publicizing, Communications (11). This issue was ranked high on the impact axis, but it only poses a medium risk. This is something that Houston is capable of, but it will require a concerted effort through additional procurement, request for proposals and supply chain measures that are communicated to the wider public.
- j. Small-business Roadblocks (12 Information, Guidance). This issue was ranked as a significant risk, with a medium impact. Without additional outreach to small businesses on the requirements and benefits of contract bidding, and measures to ensure local businesses are prioritized as sub-contractors, adverse economic impacts will be felt locally.
- k. Public Sessions with County, City, and Metro Board (15). This issue poses a minimal risk and has a medium to low impact. It is not likely to have an adverse impact because all City,

County, and METRO sessions are open to the public and are televised and recorded for future viewing.

Adverse impacts for the above risks can be identified as small businesses missing out on lucrative economic opportunities without information on how to register as vendors, ability to research open contracts, computer access and having access to this information in the right language.

The below identified risks can be grouped under collaboration for increased opportunities, public access to fan zone and match events in the greater Houston area, power dynamics and transparency. Issues 3 and 7 did not advance to Meeting 2 for discussion.

- a. Bonding/Assurance on What Businesses are Bidding on (8). This issue ranked as medium on both the impacts and risks axes. This issue is more prevalent on contracts for significant projects. However, in most contracts there are no significant bond barriers.
- b. Public Access (14). This issue ranked as a medium impact, but it posed a significant risk. Affected groups include those without access to transportation to the events. People who also live in areas far from Downtown Houston, such as Galveston and the Woodlands, may not have easy access to the festivities during the tournament.
- c. Corruption, Power of Big Business, Pro-Business Laws, Actions Against Public Interest with Disproportionate Effect on Minorities (3). This risk ranked low on both axes, with a limited impact and minimal risk.
- d. Transparency (in a Centralized Way) Around Issues, Decision, and Opportunities in Advance to Enable Businesses to Participate (7). This issue ranked as medium to low on both the impacts and risk axes. Houston is equipped to handle this issue.

vii. Housing Rights

There are three main housing rights issues identified: negative impacts on the homeless population, increased evictions of low-income residents leading to increased homelessness, and increased demand on properties for visitors impacting housing and homelessness.

- a. Negative impact on the homeless population. This issue ranked the highest out of the three issues identified and poses a medium risk with medium impact on everyone. Among the negative impacts for homeless population is the increased visibility of people staying on the street may lead to increased contacts with law enforcement. This will disproportionately affect black men experiencing homelessness. There is also a risk of perceived or real displacement, sweeps of encampments, or individuals staying on the streets near event related venues. Furthermore, increased contacts with sporting fans will put vulnerable populations living on the streets at further risk. Moreover, illicit or non-illicit sales utilizing those living on the streets for clients and/or day laborers puts these individuals at high risk for wage theft and human trafficking from vendors. There may also be a disruption and/or impediment to accessing services for those experiencing homelessness. Public transportation, on which many rely to engage services, may be disrupted. If those living on the streets are displaced, outreach may be difficult. Finally, engagement in services may decrease if day

laborer jobs increases income for some living on the street. While this issue may seem to be placed lower than expected, it is important to understand that [Houston has the best homelessness response in the U.S.](#)¹⁷

Image 1.47: Stakeholders linked this issue with citizens, local communities, and human rights defenders (homeless services providers).

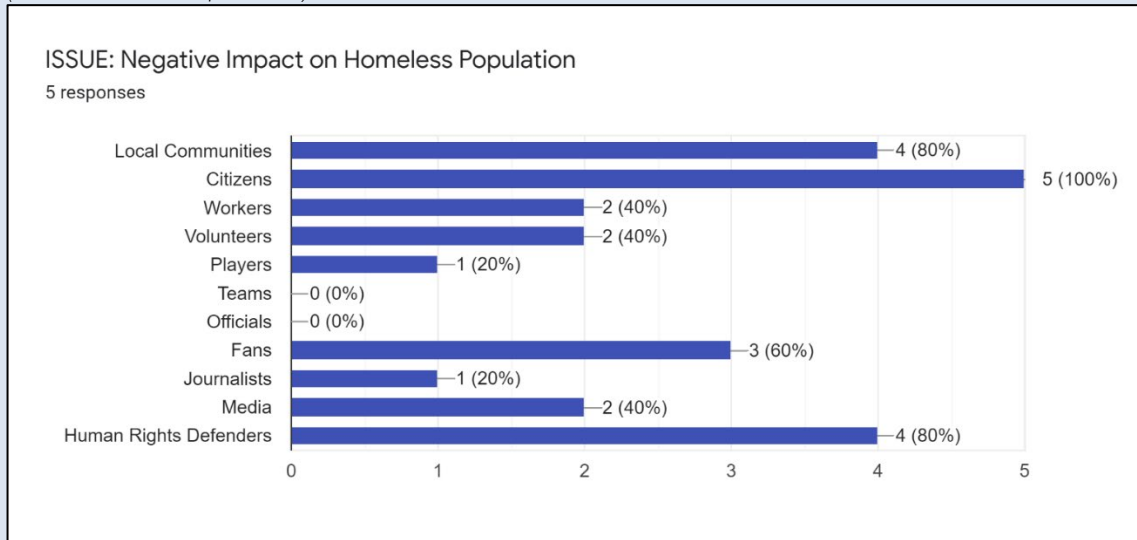
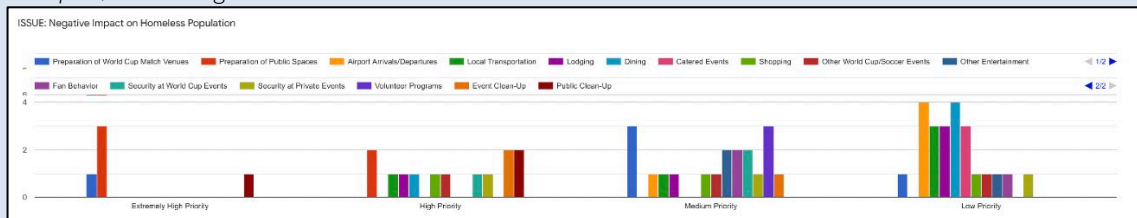


Image 1.48: Stakeholders linked this issue with preparation of match venues and to a much lower priority in airport, and dining activities.



b. Increased Evictions of Low-Income Residents. Second in severity, the issue of increased evictions of low-income residents was ranked as both a medium risk and medium impact. Long-term residents of motels and hotels near the stadium may be affected if owners choose to hike rates during this event. This would have an adverse impact on those citizens, the surrounding local communities, workers, fans, and human rights defenders that may witness displacement as they attend events and those that provide services to the homeless population.

¹⁷ This article by the Walter Cronkite School of Journalism and Mass Communication also refers to one of the Mayor's office's sex trafficking clients who received housing through the bridge our human trafficking division built to the existing homelessness system.

Image 1.49: Stakeholders linked this issue with local communities, citizens, and workers.

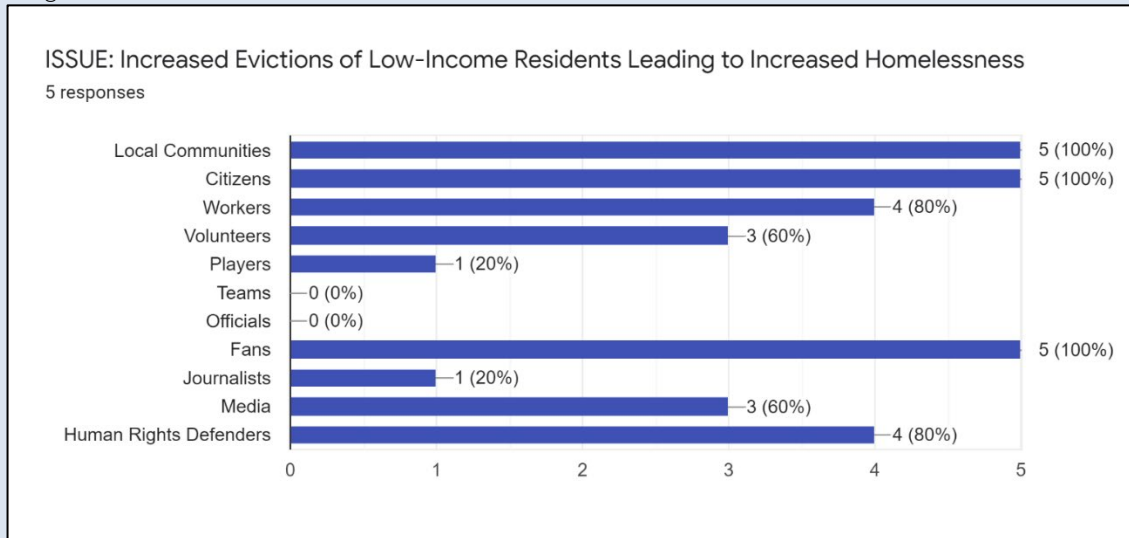
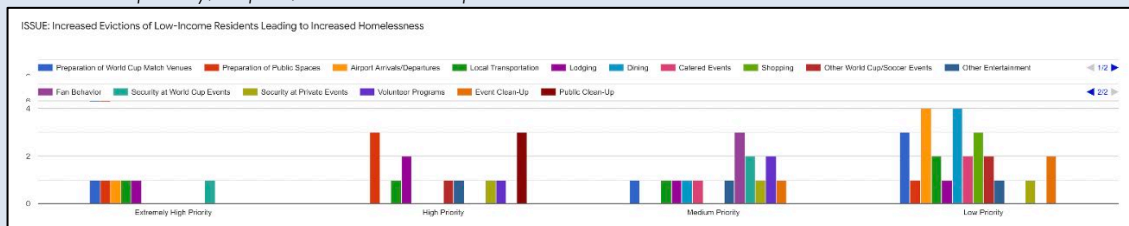


Image 1.50: Stakeholders linked this issue with preparation of match venues and public spaces, and as a much lower priority; airport, and local transportation activities.



- c. Increased Demand on Properties for Visitors. Lastly, the increased demand on properties for visitors was ranked as a medium to high risk but had a limited impact. Airbnb reported that long-term residents generally already pay market like typical rentals. The difference typically lies in the length of the term, not the price of term. With Airbnb, there is an increase in short-term rental landlords, but they usually disappear after the event. This often involves residents staying with friends or families as they list their own places on Airbnb.

Image 1.51: Stakeholders linked this issue with citizens.

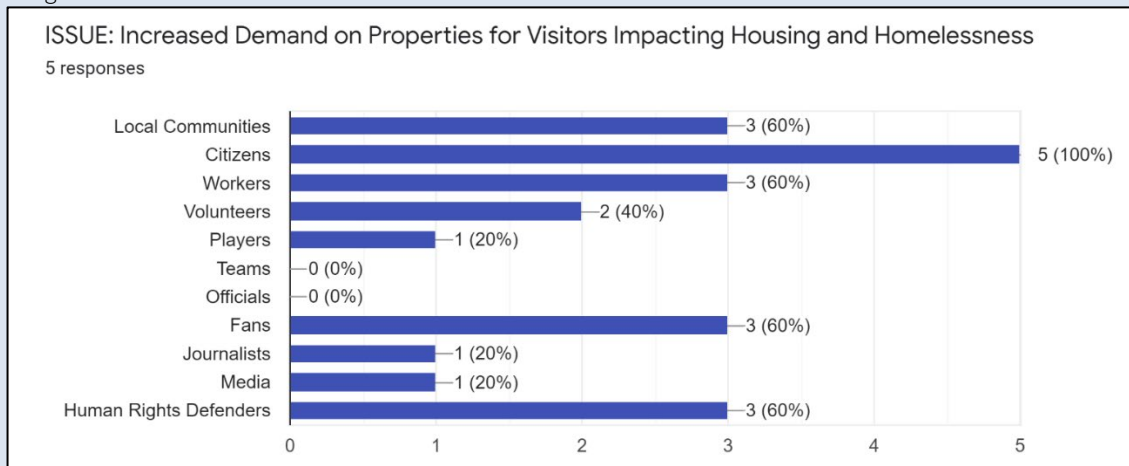
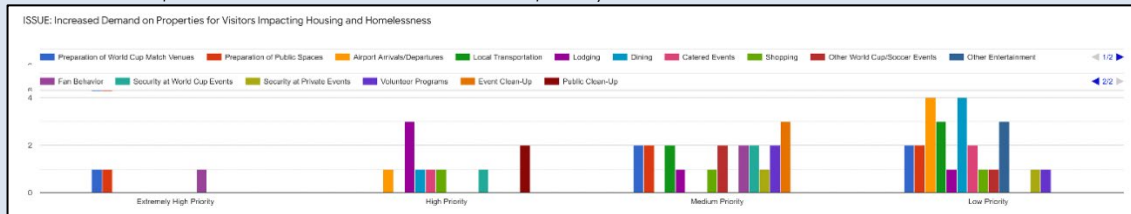


Image 1.52: Stakeholders linked this issue with preparation of match venues and public spaces, airport, and local transportation activities but all as a low priority.



viii. Disability Access

- a. Inadequate disability access to public transport. This issue ranked highest with a high risk and high impact. This issue will also have longstanding impact on the community if it is mismanaged.

Image 1.53: Stakeholders linked this issue with local communities, fans, and human rights defenders.

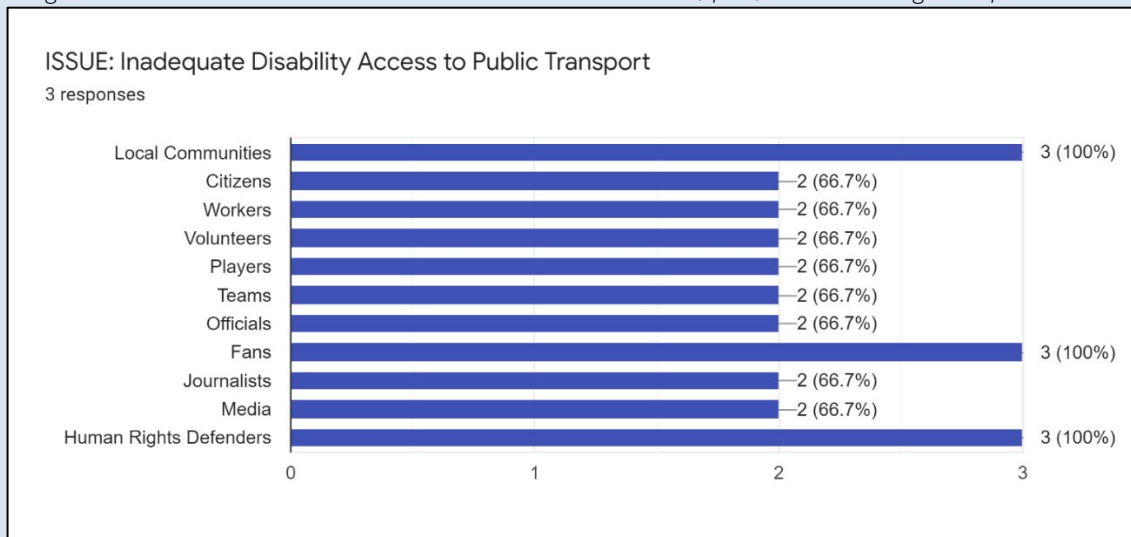
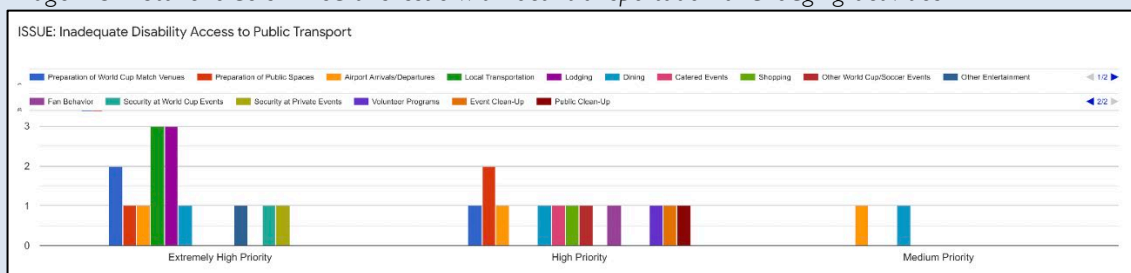


Image 1.54: Stakeholders linked this issue with local transportation and lodging activities.



- b. Poor State of Infrastructure with Protection for Vulnerable Populations. This issue was ranked as a high risk with a medium to high impact. These kinds of events depend on sound infrastructure for everyone to enter the stadiums. Vulnerable populations, including those in wheelchairs, the blind, and other groups, are especially in need of accommodations in line with the Americans with Disabilities Act. This issue is likely to occur in areas outside downtown Houston but will impact fans and community members.

- c. Safety and Law Enforcement. Like the poor state of infrastructure with protections for vulnerable populations, this issue ranked as a high risk with a medium to high impact on everyone. Because of the potential for hate crimes against the disabled, a robust police presence will be needed to prevent such occurrences.
- d. Equity and inclusion in rideshare services. This issue poses a high risk, but it has a medium to low impact. Rideshare services such as METRO, Lyft, and Uber will experience high traffic. The increase in travel time has health impacts. These services also do not have enough wheelchair accessible vehicles. In addition, some of these services may discriminate against people with disabilities and people with disabilities that have service animals.
- e. Inaccessible Event Locations. This issue was ranked as a high risk, but it had a low impact. This will impact both people in the surrounding areas and those that travel for the event. However, this will not impact everyone with a disability.

b) Description of Existing Regulations, Systems, and Programs in Place for the Eight Human Rights Areas

i. Safety and Security/Child Safety

Houston has successfully hosted a number of large, international events, including, but not limited to, Super Bowl XXXVIII and LI (SEAR level 1), World Series 2017 and 2019, Offshore Technology Conference (annually), NBA finals, NCAA Men’s Final Four 2011 and 2016, Houston Livestock Show & Rodeo (SEAR level 2), World Petroleum Congress 2021, and Chevron Houston Marathon (annually).

The Houston Police Department (HPD) also holds safe interactions with minority groups in high regard. Chief of Police, Art Acevedo serves as the President of the Major Chiefs Police Association, a national association of major city police chiefs, and was frequently featured as a speaker and outspoken advocate against police violence and brutality in the aftermath of George Floyd’s public execution. Notably, HPD was commended for its handling of the marches in response to this heinous act by community leaders and in media reports. The HPD has a variety of community policing reforms in progress after recommendations from a local police reform task force, a strong statutory framework under state and federal law, policies that address a variety of potential offenses in policing minority communities as well as programs that are reflected in the HPD’s core values and mission. The HPD also takes child safety seriously and has a series of partners and policies to address separation and other risks faced by children during the execution of mega sporting events.

Another measure to ensure safe policing in Houston are the HPD’s General Orders, a collection of written orders of the Chief of Police that establish the policies and procedures of the HPD as authorized by section 34-23 of the City of Houston Code of Ordinances. There are several General Orders (GO) that are relevant to the human rights issues at hand that range from policing minority communities, not acting as immigration authorities, prohibitions on racial profiling and child separation.

Table 1.4 Cross-Section of Safety and Security Issues and Relevant HPD GO and Policies and Procedures:¹⁸

<p>Police Interactions with Minority Groups: GO's 200-19 Americans with Disabilities Act, 400-28 Body Worn Cameras, 500-01 Effecting Arrests and Searches, 500-05 Undocumented Immigrants, 500-12 Handling Person Exhibiting Mental Health Crises, 600-17 Response to Resistance, 600-20 Response to Resistance Reporting, and 600-42 Racial Profiling Prohibited</p>	<p>Antagonism or Violence Between Fans: GO's 600-27 Preliminary and Follow-up Investigations and 600-37 Hate Crimes</p>
<p>Child/Family Separation, Kidnapping, or Other Abuse of Children: Creating family reunification center(s) at venue(s). These regularly assist with juveniles separated from their families.</p>	<p>Protestors Not Given Space to Voice Concerns Safely: 600-42 Racial Profiling Prohibited, and HPD Policy and Procedures for Crowd Management</p>

In addition to HPD and Chief Art Acevedo's efforts to ensure safe policing in Houston, Mayor Turner's Taskforce on Policing Reform released a report with more than 100 recommended reforms for the police department including reforms to the Independent Police Oversight Board, expanded training for cadets, and training for mental health interventions. [This Report](#) begins to address the challenges of police interaction with minority groups by encouraging and advancing frameworks, policies, and programs that address this issue. Furthermore, many federal and state laws prohibit discrimination.¹⁹

The City of Houston (COH) is the most diverse city in the United States. Likewise, HPD is a Majority-Minority department with staffing reflective of the diverse communities we serve. HPD actively recruits from all Houston neighborhoods and communities recognizing that the perspective of the entire Houston public is necessary to bridge gaps in understanding, increase effectiveness, increase trust, and enhance police legitimacy. This, in turn, increases officer safety and develops community cooperation in solving or preventing crime.

COH and HPD have successfully and peacefully responded to thousands of public assemblies and demonstrations. Professionalism, mutual respect, and thoughtful coordination of the entire event (i.e., Incident Action Plan) all contribute to HPD's ability to successfully handle all aspects of an international event.

The COH also has many measures in place to ensure that interactions between fans are peaceful. HPD leverages its Alternate Dispute Resolution Office to address violence between fans. This Office provides trainings to police officers, community members, business owners, and workers on mediation, conflict resolution and other strategies to mitigate conflict among fans.

¹⁸ Refer to Appendix J for a comprehensive list of all HPD GOs and policies and procedures.

¹⁹ Section 1 of U.S. Constitution – Amendments I, IV, V, VI, XIV, Title VII of the Civil Rights Act of 1964, The Americans with Disabilities Act, Federal Law 42 U.S. Code § 1983 - Permits civil action in response to deprivation of rights, and Texas Code of Criminal Procedure, Chapter 2 General Duties of Officers, Sec. 131 - Prohibits racial profiling.

In addition, the COH has programs in place to ensure the safety of children; under the direction of the Mayor's Office of Education, COH [has embarked on a two-year plan toward recognition as a UNICEF Child Friendly City](#). The Child Friendly City Initiative (CFCI) aims to design a permanent system to support and champion children's rights, as mentioned in the International Convention on the Rights of Children. The CFCI provides a framework for building a "child-friendly city" based on five goal areas; the right to be safe; the right to family time, play, and leisure; the right to essential services; the right to be heard; and the right to be valued, respected, and treated fairly. Once recognized as a Child Friendly City, COH will implement policies and programs endorsed in the CFCI plan that will protect children's rights and create safe, healthy, and thriving environments for youth. One of the priority issue areas for Houston's CFCI is protecting children from human trafficking. The CFCI will form partnerships with public sector leaders, school administrators, research institutes, community-based and advocacy organizations, among others, to identify solutions to this issue and other social issues that disproportionately impact youth populations. Other issue areas for the CFCI in Houston include rising housing costs, mental health support, school policing, career development, and environmental challenges. Another very important aspect of the CFCI is the partnership between UNICEF and the FIFA World Cup for the past three tournaments. The initiative aims to help "harness the power of sport to promote children's rights for many years."²⁰

Locally, the Houston Dynamo has been collaborating with Tom Byer to share an excellent and free program, "Soccer Starts at Home." The Mayor's Office of Education supports this excellent program to enhance early childhood brain and motor skills development and has been sharing it with local schools and community partners.

ii. Worker's Rights

The following regulations are in place to specifically address the wages paid to workers on COH projects: Chapter 2258 of the Texas Government Code and COH Code of Ordinances Nos. 85-2070, 2000-1114, 2001-152, 2006-91 and 2006-168, and 2009- 247. These statutes are amended from time to time. All prime contractors and their sub-contractors must pay the general prevailing wage rates for building construction, and engineering construction i.e. site work greater than five feet from an exterior wall of new building under construction or from an exterior wall of an existing building, for each craft or type of worker or mechanic employed in the execution of any building construction or repair in accordance with the above Ordinance.

The COH assigns the prevailing wage from either Harris County or the Department of Labor depending on the funding source which further determines the prevailing wage rate in the locality in which the work is being performed. These rates are published in the Labor Classifications and Prevailing Wage Rates document as part of the solicitation.

²⁰ Read more about sports as a right of children here: <https://www.unicef.org/sports/>. Additionally, in 2014, UNICEF Brazil launched an app to report cases of abuse, violence, or exploitation of children. The app allows "witnesses as well as victims of violence can report the time, location and circumstances of violent acts to local child welfare authorities. The report triggers reactions from appropriate law enforcement and child protection authorities. In addition to being a reporting tool, Proteja Brasil also explains the forms of violence against children, including definitions of child labor, discrimination, and sexual violence." Read more about the UNICEF and FIFA World Cup Partnership here: https://www.unicef.org/sports/index_40839.html.

The COH's Office of Business Opportunity's (OBO) Contract Compliance Division monitors compliance with prevailing wage rates on construction projects. To this end, the division's Business Development Coordinators (Compliance Officers) audit certified payrolls submitted by contractors of all tiers, conduct site visits to ensure that the listed worker in certified payroll submissions match the workers that are working on projects day-to-day, and investigate suspected underpayments with the ultimate goal of ensuring that workers are paid appropriately. Systems in place include LCP Tracker for certified payroll monitoring, the Business 2 Government Contract Compliance Management System, and the standard operating procedures put in place by the department and division leadership team. As of 2016, these contract compliance teams also monitor sites for signs of human trafficking and have changed their standard operating procedures to include asking workers questions that may be indicative of trafficking. In instances where there may be signs of trafficking, contract compliance specialists call the national tip hotline which is routed to HPD's trafficking unit.

Houston continues to support business' success. Build Up Houston is a comprehensive, seven-month program designed to increase the capacity and success of small businesses. The program formerly focused on construction-related businesses; however, it has been expanded to also include businesses in the retail, hospitality, and restaurant industries. Build Up Houston is designed to combine the best of classroom learning with real-world case studies. The COH partners with Interise to utilize its Streetwise 'MBA' curriculum, in addition to leveraging industry experts, business peers, and instructors to provide insights, strategies, motivation, and accountability. Topics covered include the following: Business Development Strategies, Strategic Planning, Estimating and Bidding, Finance and Financial Management, Bonding and Insurance, Marketing and Sales, Human Resources, Accessing Capital, Government Contracts, Project Management. Accelerate Latinx is a similar program focused on construction and targeted towards Latinx business owners.

Houston also ensures that working relationships are stable and positive. Interagency Mentor Protege Program (IMPP) is a collaboration between the COH, Metropolitan Transit Authority of Harris County, Houston Independent School District, Port Houston, Houston Community College, and Houston First Corporation, aimed at strengthening effective working relationships and fostering long term stability between established companies and local agencies with emerging historically underutilized businesses. The goal of IMPP is to enhance the business skills and broaden the base of historically underutilized businesses by providing the knowledge and experience of established firms.

iii. Migrants

Houston has a multitude of programs designed to address migrants' rights and security in the city. The Mayor's Office of New Americans and its nonprofit partners have developed tools to inform immigrants and refugees of their rights, promoting an immigrant rights hotline, and is using videos created by native speakers that convey important information in different languages to immigrants (disaster preparedness, know your rights, COVID, etc.). Callers to the office are also referred to an extensive network of service providers specializing in immigrant and refugee issues.

The Mayor's New Americans Advisory Board is a board comprised of COH residents. The Mayor's Advisory Council of New Americans serves as a liaison between the immigrant community and the Mayor. The Council provides viable recommendations on policies that will support the COH in working effectively and collaboratively with immigrant communities.

The Mayor's Hispanic Advisory Board is another board comprised of COH residents. The Hispanic Advisory Board exists to serve as a liaison between the Hispanic community and the Mayor. The Board will provide viable recommendations on policies that will advance the social, economic, and political issues of all Hispanics and citizens in the COH. This board would be instrumental in promoting information to the Hispanic community, often in the service industry as it relates to their rights during the FIFA World Cup.

Lastly, the COH has Citizenship Forums in which applicable individuals are given information and assistance with completing applications for U.S. citizenship. There are also resources guides in different languages for immigrants and refugees.

There are no COH policies in place specific to immigrants, because almost all services in Houston are available to everyone regardless of documentation status. These programs are codified in Title VI.

iv. Non-Discrimination

The city's OBO enforces Title VI of Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance, through its own Title VI Program described below.

OBO Enforces the Fair Housing Act, 42 U.S.C. §§ 3601-19 and Title VIII of the Civil Rights Act of 1968 (Fair Housing Act), as amended, prohibits discrimination in the sale, rental, and financing of dwellings, and in other housing-related transactions, because of race, color, religion, sex, familial status, national origin, and disability. It also requires that all federal programs relating to housing and urban development be administered in a manner that affirmatively furthers fair housing. Discrimination is prohibited in the rental, sale, financing, appraisal, and insurance of housing.

The mission of the COH Housing and Community Development Department is to make investments that serve Houstonians' housing needs and build a more equitable city by creating safe, resilient homes, and vibrant, healthy communities, by providing support services and addressing complaints of housing discrimination. Included services include a Fair Housing Hotline for the receipt of complaints.

Of note, housing providers that receive funding from the Department of Housing and Urban Development (HUD) or have loans insured by the Federal Housing Administration (FHA), as well as lenders insured by FHA, are subject to HUD's Equal Access Rule, as referenced below which bans discrimination in HUD programs on the basis of sexual orientation or gender identity.

1. Enforces the Department of Housing and Urban Development: Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity requires equal access to HUD programs without regard to a person's actual or perceived sexual orientation, gender identity, or marital status. Housing providers that receive HUD funding or have HUD-insured loans are subject to the Rules. A person who identifies as LGBTQ who has experienced (or is about to experience) discrimination by a HUD-funded or FHA-insured housing provider or lender may report it directly to HUD.

2. Enforces the Texas Fair Housing Act which protects against discriminatory housing practices in the sale, rental and financing of dwellings based on race, color, national origin, religion, sex, physical or mental disability, or familial status (presence of a child under age 18 living with parents or legal custodians, person securing custody of children under 18, or a pregnant woman). The Texas Fair Housing Act covers most housing. In some circumstances, the law exempts owner-occupied buildings with no more than four units, single-family housing sold or rented without the use of a broker, and housing operated by organizations and private clubs that limit occupancy to members. Also, housing developments that qualify as housing for persons age 55 or older may be exempt from the provisions barring discrimination on the basis of familial status.

Title VI Program – As a result of the City’s commitment to ensure equity in access to its programs, activities and services so that every citizen has the greatest opportunity to achieve and obtain the foundations necessary for self-sufficiency and success, the City has appointed a Title VI Program Coordinator to work with all city entities to enforce this commitment. Each city entity has an identified liaison to work directly with the Coordinator to further this commitment. The Texas Commission on Human Rights investigates and resolves complaints of housing discrimination and also provided technical assistance to housing providers. There is currently no federal law that bans discrimination based on sexual orientation or gender identity in public accommodations, like restaurants, theaters, and other businesses.

There is also proposed federal legislation that we are following that will have a direct impact on some of the issues raised:

1. Customer Non-Discrimination Act would amend the Civil Rights Act of 1964 to prohibit discrimination based on sex, sexual orientation, and gender identity in public accommodations. Additionally, it would update the public spaces and services covered in current law to include retail stores, services such as banks and legal services, healthcare providers, and transportation services.
2. Equality Act would provide consistent and explicit non-discrimination protections for LGBTQ people across key areas of life, including employment, housing, credit, education, public spaces and services, federally funded programs, and jury service.
3. Fair and Equal Housing Act would provide consistent and explicit non-discrimination protections for LGBTQ people in housing by adding “sexual orientation” and “gender identity” as protected characteristics under the Fair Housing Act.
4. Global Respect Act would provide a means to prevent individuals who violate the human rights of LGBTQ people from entry into the United States.

The COH boasts additional programs to advance inclusivity offered by the Housing and Community Development Department. The Mayor’s LGBTQIA Advisory Board also researches and proposes policy-level solutions to address discrimination. Our work is aided through partnerships with the Greater Houston Fair Housing Center, the Houston Apartment Association, and the American Civil Liberties Union.

v. Human Trafficking

The Houston Mayor’s Office was the first in the U.S. to appoint a Special Advisor to the Mayor on Human Trafficking in 2015. The appointee was responsible for making a local impact on human trafficking in the 4th largest city in the U.S. from a policy-level perspective and by advancing systems change with a lens toward national and global replication. In 2018, due to Mayor Turner's leadership and the anti-trafficking team, the appointee was awarded the Presidential Award for Extraordinary Efforts to Combat Trafficking in Persons by the U.S. government, the highest national honor in the field. The Mayor's Office's Anti-Human Trafficking Strategic Plan has been dubbed the first comprehensive municipal response in the country and has been covered on NPR, in the Washington Post and New York Times. The division has since been expanded to also include Domestic Violence, as the pandemic has contributed to a rise in more violent incidences. This division has presented its municipal anti-trafficking approach at the 2016 United Nations World Humanitarian Summit, Organization for Security and Cooperation in Europe Procurement Summit, U.S. Department of State’s U.S. Speakers Program leading missions to India and Canada, U.S. Conference of Mayors, Columbia Law School’s Center for Public Integrity, Rotary International, and Public Interest Law Net in cities across the globe; Istanbul, Athens, Hyderabad, Chennai, Kolkata, Montreal, Halifax, New York City, Washington DC, and Singapore. The Appointee is now the Director of the Mayor’s Office of Human Trafficking and Domestic Violence and the Chair of the FIFA World Cup Human Rights Sub-Committee.

Recognized as a national municipal leader in the anti-trafficking movement, the Houston Mayor’s office designed a 2-day immersion program called the Ten/Ten Human Trafficking Municipal Fellowship as a deliberate way to replicate the Houston model response to Mayor’s Offices across the country. 24 senior-level staff officials from 18 Mayor’s Offices and one state participated in the two-day program, so they could identify and implement priorities and initiatives in their cities. Because of the success of the domestic program, an international version was created and held in 2019. This also changed the national and local narrative about Houston with positive press coverage from coast-to-coast. All U.S. participant cities are below, competing bid cities that participated in the immersion program are in bold below:

Table 1.5 List of Ten/Ten participating U.S. cities, bid cities in bold.

Apex, NC	Atlanta, GA	Augusta, GA	Austin, TX	Beaverton, OR	Charlotte, NC
Charlotte, SC	Dallas, TX	East Point, GA	Everett, MA	Knoxville, TN	Louisville, KY
Los Angeles, CA	New York, NY	Plainfield, NJ	San Francisco, CA	South Bend, IN	Waterbury, CT

Image 1.55: Map of cities or countries participating in Ten/Ten Human Trafficking Municipal Response.



The Mayor's Office of Human Trafficking and Domestic Violence (MOHT&DV) mobilized nine departments or divisions, to address trafficking based on 5 engagement types. Based on the operations/engagement type identified, departments changed their standard operating procedures to inform employees that they will screen and refer potential trafficking victims directly to services, recognize and report tips to the national human trafficking tip hotline as mentioned with our contract compliance specialists under the worker's rights section, coordinated ordinance development and passage or implemented policies such as the Mayor's Executive Order 1-56, Zero Tolerance for Trafficking in the City's Services and Purchasing Contracts.²¹ This far reaching Executive Order leverages the city's \$5bn budget to ensure there are market consequences and also pushes the envelope with vendors like long standing financial institutions and others that do business with the city that advocacy groups have little influence over.

In the wake of Hurricane Harvey, the MOHT&DV engaged 35 corporations to address trafficking or forced labor supply chain risks during our Conscientious Capitalism: Labor Trafficking and Supply Chains event. The MOHT&DV developed post-disaster risk mitigation presentations after Hurricane Harvey for corporate and consular citizens on legal precedents that arose after Hurricane Katrina; these presentations culminated in the event. Conscientious Capitalism and resulted in the Greater Houston Partnership²² hosting a Quality of Life Council event on big labors' trafficking and post-disaster risks in April 2019.

In order to mitigate sex and labor trafficking as a core part of a trafficker's illicit business model, the Mayor advanced and Houston City Council unanimously passed a [Hotel Ordinance](#) on April 14, 2020. Houston is the first major U.S. city to require and implement human trafficking training

²¹ See copy of EO 1-56 in Appendix K.

²² Greater Houston Partnership is a chamber of commerce and association of greater Houston area businesses. It advances public policy, economic development, and advocates Houston as a premier business site.

and certification of hotels and motels, after four years of negotiations with the hotel industry. The ordinance advanced by Mayor Sylvester Turner requires all hotels in the city of Houston to:

1. Require sex and labor trafficking training to all employees
2. Certify that the training was indeed provided to the City's Administration and Regulatory Affairs Department (ARA)
3. ARA inspectors to enforce and visit all hotels annually
4. Mandate the posting of an 11x17 city-developed sign in employee areas
5. Empowers the employee to report tips to the National Tip Hotline and HPD
6. Provides list of pre-approved trainings to choose from, 1 available in 17 languages

The MOHT&DV created a long-standing shelter collaborative that became an established program after a pilot initially designed to respond to an influx in sex trafficking and therefore increased need for shelter beds during the 2017 Super Bowl LI that we hosted. The shelter collaborative addressed an existing services gap for on-demand shelter bed access for potential victims that non-profit partners encountered in crisis during outreach efforts. The MOHT&DV leveraged its legal, financial, and administrative resources for the collaborative reducing the burden for partners to negotiate similar relationships with a shelter partner and increasing operational efficiency by reducing the time it previously took them to secure a shelter bed.

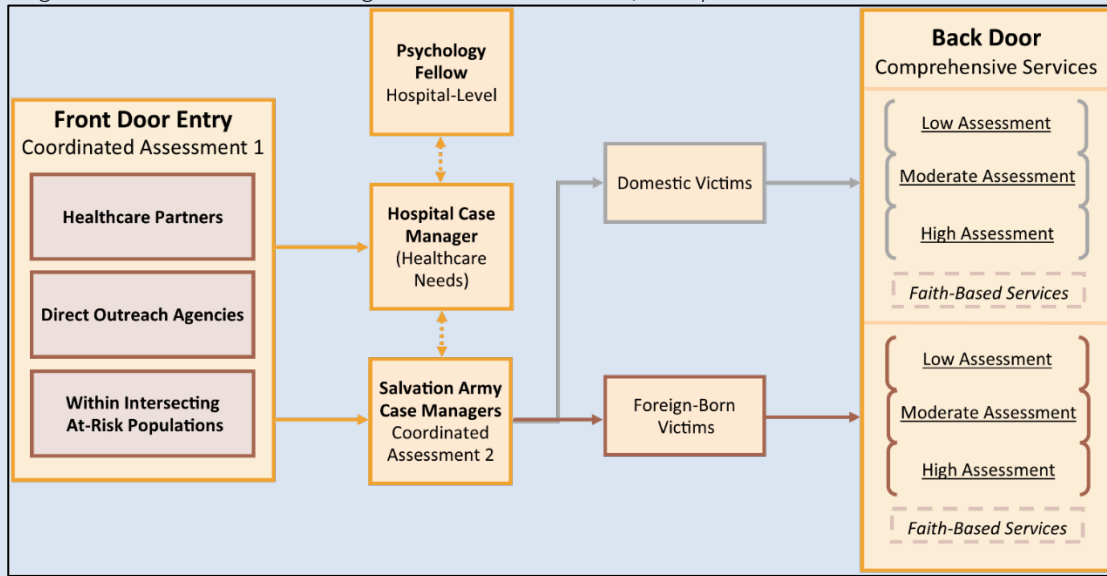
After the pilot, we established additional public health screenings within intersecting at risk populations such as homeless youth. A pilot program and its results were reflected in the universal homeless assessment for all ages, meaning that the entire homeless population, not only youth, was asked about trafficking vulnerabilities during the coordinated intake done to secure housing. Because human trafficking victims and those at-risk for trafficking intersect with the homeless and domestic violence populations, the Mayor's Office harnesses already existing city-wide systems to cross screen for trafficking. Those who screen positive are offered referrals to the Mayor's Office case managers with access to shelter beds, case management, and medical and mental health services. This additional pathway to access services provides victims of trafficking a path to restoration without involving law enforcement.

The Mayor's Office created a bridge to Houston's homeless coordinated access system by placing two Mayor's Office case managers with their shelter partner. Those served not only have access to needs-based social services, but also underwent a housing intake by the shelter and have access to the city's coordinated housing stock. This shelter collaborative bridged trafficking victims in need of housing to the city's existing homelessness response resulting in trafficking victims getting systematic access to the city's housing stock as described in [this article](#) also linked to under Housing Rights featuring our client Mindy J.

Once this bridge and shelter relationship was established, MOHT&DV placed a Human Trafficking Psychology Fellow at the county hospital. We also placed a hospital-based case manager who works jointly with the Fellow. The MOHT&DV county health partner, Harris Health Neuro

Psychiatric Center, screens and refers clients to the MOHT&DV case managers and provides psychological services to non-profit partners' clients. This, along with the case managers who manage victims identified during other screenings, is an extension of the shelter collaborative. What started as a pilot in anticipation of Super Bowl LI is now an expanded and systemic response necessary to address the gaps in services when it comes to long term access to housing beyond shelters while addressing the various medical and psychological needs of clients.

Image 1.56: Coordinated Screening and Direct Services Platform System Visual.



The Covid-19 public health crisis had a disproportionate impact on the most vulnerable in Houston, including survivors of sex and labor trafficking. The MOHT&DV implemented a two-phase, comprehensive response. Phase one included distributing emergency food kits to clients and partner agencies, disbursing grant funds for hotel stays as shelters reduced their population to allow for social distancing limiting the number of placements, providing emergency financial assistance, relaunching anti-luring social media campaigns with more kids online as schools closed, and securing funding from Uber as public transportation became a challenge. Phase two leveraged financial resources available through the CARES Act. Case management staff raised awareness of resources with active clients, assisted clients with benefits applications, helped set up bank accounts, and register with the Internal Revenue Service for stimulus checks.

The high incidences of trafficking incidences described in Ergon's report, page 4 should not be perceived as a negative. While we do not deny that we have a sex trafficking issue in common with other major U.S. cities, we do know that the calls to the national tip hotline are not an indicator of prevalence and scope but of awareness. The high call volume indicates an involved and aware community, much of which resulted from a media campaign the city ran before, during, and after the Super Bowl LI. The multi-modal, multi-lingual campaign generated 93 million impressions and increased calls to the hotline by 80% overall and increased cases confirmed by 61% when compared to the same time period in the year prior. This campaign, the increased awareness and continual education of constituents landed us #1 on the list of calls to the hotline. Cities should want to be #1 on this list because not only did our citizens engage and pick up the phone, but they were reporting the right kinds of cases.

In addition to the MOHT&DV's divisions work, the Houston Police Department is one of the few municipalities across the U.S. that has a specialized human trafficking unit. It is governed by the Texas Penal Code, Title 5, Chapter 20A and Chapter 77 of Title 18. These define sex trafficking, labor trafficking, prostitution, and compelling prostitution.

The Human Trafficking Unit (HTU) is responsible for investigating and combating all aspects of human trafficking in and around Houston, whether in the sex industry, or forced labor. This includes both domestic and international trafficking. The HTU also works closely with the federal task force, the Human Trafficking Rescue Alliance (HTRA) as well as the City and County Legal Departments, Harris County District Attorney's Office and other local law enforcement agencies.

HTRA is a joint project of the HPD and the YMCA International Services of Greater Houston, that is jointly funded by the U.S. Department of Justice's Bureau of Justice Assistance and the Office for Victims of Crime. It is co-led by the U.S. Attorney's Office of the Southern District of Texas. By bringing together law enforcement and non-governmental agencies, HTRA works to combat human trafficking in the Greater Houston Metro area. Local, state, and federal law enforcement agencies work together with area social service organizations to 1) identify victims of all types of trafficking, 2) engage in coordinated approaches for proactive victim-centered investigations, 3) investigate, refer, and prosecute both sex and labor trafficking cases (including purchasers of commercial sex) at the local, state, and federal levels, and 4) address the individualized needs of trafficking victims through the provision of a comprehensive array of quality services. HPD has its own Victim Services liaison assigned to HTRA, which is a bridge to Department of Homeland Security, to assist with U-Visas and T-Visas for victims of violent crime. Policies and protocols for services for victims are determined HTRA Victim Services Committee consisting of the Victim Coordinators from the Dept. of Justice – United States Attorney's Office, Southern District of Texas, Homeland Security Investigations, HPD, Harris County District Attorney's Office. This committee also includes experts from the Pro Bono Legal Group, The Landing, BCFS Common Thread, and United Against Human Trafficking and its Houston Rescue and Restore Coalition, local Houston area organizations. The Office of the Governor of Texas – Child Sex Trafficking Team is a vital partner with HTRA and has provided comprehensive protocols for the Care Coordination of Minors by training, utilizing, and resourcing existing agencies to provide quality care to juvenile sex trafficking victims once they have been identified.

The Department of Homeland Security Investigations is the lead investigative agency regarding cases of labor trafficking. HPD's Vice Division also investigates cases of human smuggling, where people may then become victims of either sex or labor trafficking.

[No Trafficking Zone \(NTZ\)](#) is an anti-sex trafficking initiative. Its purpose is to engage sports organizations, entertainment venues, faith communities, schools, government leaders, corporations, and key influencers in the work to end the scourge of trafficking. NRG Park is the first sports and entertainment facility in the nation to have the designation of a "No Trafficking Zone". This initiative further demonstrates Houston/Harris County's commitment to combatting all forms of human trafficking.

There is a multitude of law enforcement agencies in the COH working to combat human trafficking. An array of NGOs, victim service providers, and advocates also provide necessary

resources to victims of sex or labor trafficking.²³

As Houston has been host to several other major sports events such as the Super Bowl LI, Houston Livestock Show & Rodeo, we stand ready to confront the increase in human trafficking through a multi-pronged approach of policy, services, enforcement, education, awareness, collaboration, high visibility of uniformed officers.

vi. Right to Participate in the Conduct of Public Affairs, Corruption Influencing Public Spending, Procurement, Permitting and/or Other Planning Decisions

There are several safeguards in place to ensure the right to participate in the conduct of public affairs. Every federal procurement undergoes strict scrutiny by state and federal auditors. In addition, the Controller’s Office conducts an annual audit of the city’s Strategic Purchasing Department’s (SPD) procurements. In the case of an issue, the city’s Office of Inspector General investigates allegations of employee misconduct including elected officials. Recently, PFM, Booz & Co. and McKinsey & Company completed studies on the city’s procurement processes. In PFM’s 2017 Long Range Financial Plan for the City, PFM noted that procurement places emphasis on compliance over value. (Report available at <https://www.houstontx.gov/finance/COH-Ten-Year-Plan-Report.pdf>)

In 2009, Booz & Co. observed that procurement is focused on compliance rather than savings. McKinsey made similar findings in 2016. A 2016 internal controls audit identified various risks, which have been addressed through additional controls. For example, the city’s procurement policy was overhauled and expanded with additional documentation required for any purchases that require an exception to competitive bids. Access to the procurement offices was secured so that vendors would not have access to other vendors’ information. While procurement remains decentralized, the Chief Procurement Officer delegates authority to certain departments to conduct certain procurements. Three departments conduct their own major construction procurements, but the rest do not have authority to procure anything.

Also, every purchasing transaction can be traced through SAP, our system of record. All formal procurements are published in the newspaper and the city website. All of SPD’s informal procurements are posted on our e-bid system and distributed to thousands of registered city vendors. A 2016 internal controls audit identified various risks, which have been addressed through additional controls.

In addition to traditional procurement avenues and safeguards that eliminate corruption as we spend public dollars for the common good, there are over 150 boards and commissions with over 1,500 appointments of COH residents. The boards cover everything from: animal control, parks, planning, cycling, the Port of Houston, Zoo, recovery programs, tow truck permits, housing, library programming, access channel programming, theaters, funding for the arts, funding for non-profits, water conservation and much more. Over the past 2 years, the city has diversified boards by increasing the number of individuals from minority communities. Hispanic representation went from 19% to 24% and African American representation went from 20% to 25%. Additionally, our

²³ Please see a list of Texas law enforcement and non-profit agencies working on human trafficking issues with a regional presence in Houston or the greater Houston area in Appendices L and M.

office will be working with the Tunica-Biloxi Tribe of Louisiana to increase our representation of Native Americans across our boards and commissions.

Boards relevant to FIFA World Cup execution are:

1. The Airport Board of Adjustment is comprised of COH residents and a representative from the City of Humble, TX. The Board may hear and decide an appeal from an order, requirement, decision, or determination made in the enforcement of a provision of the Airport Compatible Land Use and Hazard Area Ordinances. Deciding on variances for the land and air surrounding the airports. This board has an impact as to the safety of our airports in the region.
2. The Houston Recovery Center LGC is comprised of COH residents. The Corporation is incorporated to aid and act on behalf of the city to accomplish a governmental purpose; namely to staff, manage and operate a sobering center for the safe short-term treatment and management of persons under the influence of alcohol and other drugs, and to provide those persons with information on and referrals to community based outpatients services, for the purposes of preservation of law enforcement, judicial and medical resources in the city limits and its extra-territorial jurisdiction. During the FIFA World Cup, this entity would assist any person visibly impaired in Downtown or Midtown Houston by providing access to the sobering center as an alternative to arrest. After their night in the recovery center, the organization offers individuals access to recovery programs.
3. The Bicycle Advisory Commission is comprised of COH residents. The commission considers amendments to the Major Thoroughfare and Freeway Plan (MTFP) related to deleting, realigning, or reclassifying a street designated on the MTFP to the administration, implementation, and interpretation of the MTFP. Overall, they advocate for lanes and trails for bicyclists.
4. The Metro Board is comprised of COH residents whose role is to ensure that Metro's mission is met. Their mission is to provide safe, clean, reliable, accessible, and friendly public transportation services to our region. Public transportation is an essential element of any FIFA World Cup host city.
5. The Mayor's LGBTQ Advisory Board has worked with HPD as it relates to the process of reporting hate crimes. They also worked with the COH to provide LGBTQ training for city employees. This board could provide support for an inclusive FIFA World Cup.

vii. Housing Rights

The tournament will bring visitors from all over the world and there will be an increased demand for housing. Rising demand and rent costs may put low-income families at risk of eviction. Currently, because of Covid-19, there is an Eviction Moratorium issued by the CDC to prevent general evictions. Protections last through March 31, 2021 for eligible residents dependent on income, best efforts to leverage government assistance and make partial payments, and danger of becoming homeless if evicted.

On the issue of homelessness and encampments/displacement, the COH does not conduct “homeless sweeps.” Instead, it is the city’s policy that no individual experiencing unsheltered homelessness can be moved, or an encampment decommissioned, unless alternative housing is offered and provided first. Houston became one of the first cities in the nation to successfully close its two largest homeless encampments, by permanently housing all 200+ encampment residents. The COH participates in the annual homeless count mandated by the federal government for HUD grantees to assess levels of homelessness.

Just like with the general population, issues can arise within the homeless community. However, if they do, city policy dictates utilizing the Houston Police Department’s Homeless Outreach Team, a division that does not utilize punitive measures, but rather offers supportive services, while developing meaningful relationships to work with and assist those experiencing homelessness. If there is ever the need for further crisis response, the City’s policy requires the use of the HPDs Differential Response Team, a unit of officers specially trained to deescalate situations and work with those suffering from behavioral health issues.

While law enforcement needs to engage the homeless community, it is policy to divert from potential jailing. Officers utilize the Sobering Center and Mental Health Diversion Centers for intoxication and civility infractions (regardless if the person is homeless or not). This policy further helps prevent the “criminalization of homelessness,” by offering support rather than jail. Houston has existing regulations in place to address evictions and homelessness. The COH teamed up with Harris County, local agencies, the homeless response system and an array of community leaders and advocacy groups to prevent and reduce evictions through multiple programs. The Way Home is one such program. It is a nationally recognized homeless response system with more than 100 partners, embracing a common set of goals and data-proven strategies to reduce homelessness through a collective impact model. Since 2012, The Way Home and its partners, including philanthropic foundations, faith-based organizations, the private sector, homeless service organizations, and governmental agencies worked together to permanently house more than 18,000 individuals experiencing homelessness, reducing overall homelessness by more than 50%. The well-coordinated system includes an oversight steering committee and a host of workgroups designing and implementing programs to solve homelessness. In fact, with a system recidivism rate of nearly only 10%, the COH is leading the nation in reducing homelessness and has the smallest homeless population, per capita, then any other major U.S. metropolitan area. The backbone of the system is the Coordinated Access Housing Placement System, an electronic, real-time housing and income assessment, triage, referral, and placement tool. Rather than an ineffective, “one size fits all” approach, Coordinated Access standardizes the assessment process across all agencies and ensures clients are matched with the housing intervention and supportive services best suited to meet their needs and provide long-term stability and success. Plus, since Coordinated Access is integrated into all major shelters, soup kitchens, service providers, and outreach teams, there is no single or wrong “front-door” for assistance. No matter who the client engages with, they can be assisted and put on the path to being housed. From Perth, Australia and Kuala Lumpur, Malaysia, to domestic cities from Orlando to Anchorage, Houston has advised over 50 cities from across the world on how to create a transformative system to reduce homelessness. As previously mentioned, the human trafficking division is connected to this system to ensure that trafficking victims have a housing assessment done as soon as they enter the shelter that is a part of Coordinated Access.

We further work to mitigate displacement of long-term residents from hotels because of increased demand. The COH has strong working relationships with the Houston Lodging Association, independent lodging providers, and a host of other local, motel/hotel associations. This close, working relationship enables the city to educate and work together with lodgers on various issues, including preventing displacement of long-term residents.

Complementing Houston's robust system of regulations are programs to address evictions. This includes:

1. Houston Eviction Prevention/Rental Assistance Program – A \$75 million program to prevent evictions by providing rental assistance to individuals and families experiencing housing instability and the threat of eviction.
2. Eviction Prevention Program – An innovative pilot program designed to bridge the gap between the landlord and the tenant by facilitating mutually beneficial agreements to prevent permanent evictions. The program is run out of the Justice of the Peace Courts (which oversees the eviction proceedings).
3. Homeless Prevention/Diversion Program – If individuals or families are evicted, this innovative program is designed to prevent those affected from becoming homeless and entering the homeless system for assistance. This \$11 million, joint program between the COH, Harris County, the homeless response system and a host of community organizations will initially assist 2,000 households, by providing a range of services enabling clients to quickly maintain or regain housing. Services include short-term rental assistance, case management, dispute resolution services, family reunification assistance, and utility assistance.

The COH further addresses homelessness through programs to house and help with issues of mental health and substance abuse:

1. Permanent Supportive Housing – A Housing First intervention serving the city's most vulnerable individuals experiencing homelessness. Through the program, individuals who have spent a significant amount of time living on the streets and suffer from a disability, including mental health and substance abuse, are permanently housed, with no strings attached, and provided with case-management and voluntary wrap-around supportive services. Within the next year, more than \$20 million will be invested to transition over 1,000 individuals off the streets into long-term, safe and stable housing of their own. Low-barrier housing and individual choice are hallmarks of this very successful program funded with local, federal, and private dollars. Additionally, the city funded the creation of thousands of housing units to support this program.
2. Rapid-Rehousing – A program providing short-term rental support (up to one to two years) and case management to households who are newly homeless and/or currently staying in shelters. Recently, more than \$30 million was allocated to assist over 1,700 households in just the next two years.
3. Homeless Mental Health Rehab and Housing Center – A relatively small, but extremely vulnerable population of individuals experiencing homelessness suffer from severe mental

health issues that prevent the homeless response system from engaging with, let alone housing these individuals. Therefore, the city, Harris County, the local Mental Health Authority and the homeless response system collaborated to create a new, groundbreaking center to serve up to 108 individuals at a time, providing vital beds and voluntary intensive medical and rehabilitative programs to help stabilize clients, so they can be permanently housed through The Way Home. The facility also serves individuals experiencing homelessness who suffer from major behavioral health issues that are released from jails or hospitals, by providing invaluable tools to ensure they do not return to the streets or cycle back through our justice and public health systems.

4. Substance Abuse and Mental Health Jail Diversion Programs – Houston has both Sobering (previously mentioned) and Mental Health diversion centers that enable first responders to divert individuals experiencing homelessness, who run afoul of the law, from going into jail. Instead of a punitive response and to break the cycle of incarceration, these holistic diversion centers offer help, including a range of services and housing assessments.

Our programs addressing homelessness focus also on preventing displacement as demand for lodging increases.

1. Collaboration/Education – Through the city’s longtime, collaborative relationship with lodgers to address a host of social issues, lodgers understand that it is in their best economic interest to not displace long-term residents in favor of short-term demand. Houston has not experienced an increase in homelessness after major sporting events, including the Super Bowl. There was no negative press when Houston hosted Super Bowl LI as far as homelessness, sweeps and relocation of homeless people because there were no adverse impacts on this population to report. Not only was this system proven through hosting the Super Bowl, but it was also proved after Hurricane Harvey resulted in a 15% increase in homelessness that this system was also successfully able to absorb.
2. Safety Net – However, in case tenants are displaced, homeless outreach teams patrol areas with properties whose tenants are likely to be affected, providing emergency housing and long-term housing options and assistance.

viii. Disability Access

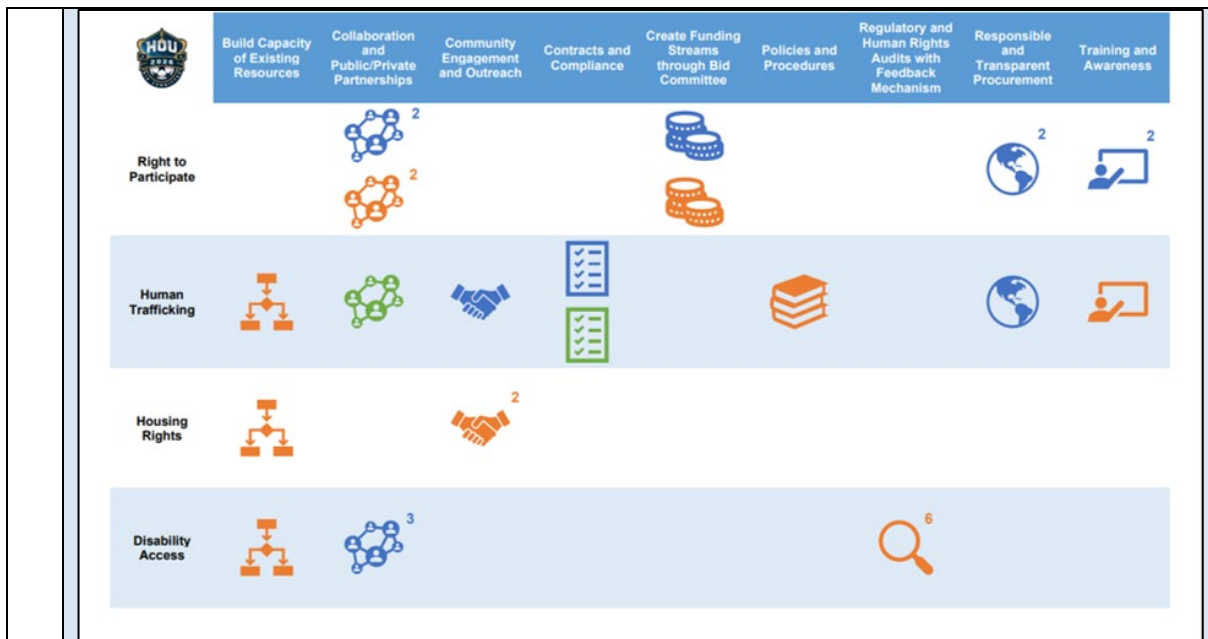
Federal laws ensure that people with disabilities shall have adequate protections and access. The Americans with Disabilities Act (ADA), Title II expresses the following statement “protects qualified individuals with disabilities from discrimination on the basis of disability in services, programs, and activities provided by State and local government entities.” In this section it specifically emphasizes the protection of ticket sales and accessible seating to ensure accessibility at large events and venues. “non-discrimination requirements that apply to selling tickets for assigned seats at events such as concerts, plays, and sporting events” Title III reads as follows “prohibits discrimination on the basis of disability in the activities of places of public accommodations and requires newly constructed or altered places of public accommodation—as well as commercial facilities to comply with the ADA Standards.” Both sections protect the rights of Americans with disabilities regarding large and small public events.

	<p>Section 504 Rehabilitation Act prohibits organizations receiving federal funds from denying a person with a disability the right to apply or receive benefits or services. This Act specifically mentions that no individual will be denied access to a service, program or the ability to participate in a program because of a disability.</p> <p>Air Carrier Access Act (ACAA) prohibits commercial airline carriers from discriminating against people with disabilities. This will ensure that travelers and fans will be protected from this form of discrimination.</p> <p>In addition, there are many state and local measures that ensure there is appropriate disability access. Texas Accessibility Standards reads as follows, “This document contains scoping and technical requirements for accessibility to sites, facilities, buildings, and elements by individuals with disabilities”. These standards ensure that at all levels of planning and construction, accessibility is the top priority.</p> <p>The Houston Commission on Disabilities was established in recognition of the fact that the needs and rights of people with disabilities are of vital concern to the COH, the Houston Commission on Disabilities was created in 1993. The twelve members of the Commission are appointed by the Mayor and subject to City Council confirmation. The main role of the commission is to ensure that the rights and issues of people with disabilities are at the forefront of elected officials and members of the community.</p> <p>Finally, there is public transport access for people with disabilities to travel throughout the city. The METRO is a major public transportation agency. It operates bus, light rail, bus rapid transit, HOV and HOT lanes, and paratransit service under the name METRO Lift in the city as well as most of Harris County and contiguous counties. Harris Rides is a great option for people for whom public transportation is either unavailable or inaccessible and helps eligible residents go to doctor’s appointments, grocery shopping, or otherwise just get around and remain independent. RIDES is a curb-to-curb subsidized program that allows eligible customers or agencies to pay 50% of the total trip cost.</p>
3	<p>Please provide a list of areas where the host city and its stakeholders see opportunities for a lasting positive human rights legacy of the tournament, including for each area of opportunity:</p> <ul style="list-style-type: none"> a) A description of the area of opportunity (e.g. what could be achieved; how would it positively impact on people and the community) b) A description of how the hosting of games is linked to the opportunity (e.g. how can the event be used as a rallying point for such progress) <p>When given the opportunity to formulate areas of opportunity in Meeting 2, stakeholders for the different groups proposed 60 opportunities that the Mayor’s Office then categorized into nine major themes with one overarching theme of Transparency, Accountability and Oversight. The nine major themes were: Build Capacity of Existing Resources, Collaboration and Public/Private Partnerships, Community Engagement and Outreach, Contracts and Compliance, Create Funding Streams through Bid Committee, Policies and Procedures, Regulatory and Human Rights Audits with Feedback Mechanism, Responsible and Transparent Procurement, and Training and Awareness.</p>

If selected, the Houston 2026 Bid Committee will couch the stakeholder input and the overarching themes in a regulatory bubble grounded in the Procurement and Request for Proposal Processes (RFP), the Community Grant Making Process and Grievance Mechanisms to ensure a conscientious FIFA World Cup. This distinguishes our human rights legacy. This human rights utopia encompasses all 60 opportunities after legal analysis proposed by stakeholders that cut across the nine themes. It also provides a mechanism for their active implementation. The below image visualizes opportunities proposed by human rights area, their grouping by theme, and the mechanism we leverage to implement after legal review. Those advanced by RFP or grant-making ensure we can monitor compliance and fidelity to this plan. In cases where opportunities are state or federal prerogatives, we can commit to influence but cannot guarantee the outcome. Our human rights utopia is a unique way to address regulatory and legal gaps where no local grievance mechanism is present. In this way, we provide a bubble in which grievances in all eight risk areas can be addressed. Violations can be reported to our central 311 helpline, and they will refer to our Human Rights Tribunal. Tribunal Members can hear cases and provide appropriate restitution and will be a central part of our grievance mechanism if approved by legal.

Image 1.57: Visual of Human Rights Utopia and Regulatory Bubble





i. Safety and Security

a) Description of Opportunity

i. Antagonism or Violence Between Fans

1. The city can promote activities that embrace diversity and develop an educational campaign to promote peaceful games. This ranked high on the feasibility axis and medium to high on the opportunity axis.
2. In order to prevent antagonism or violence between fans during the FIFA World Cup, the city can partner with organizations like The Houston Law Enforcement Alliance of Pride for Fun or Safe Large Events. This ranked as medium to high on both the feasibility and opportunity axes.
3. Additionally, the city can implement FIFA's Established Guidelines, adopt a zero-tolerance policy on violence between fans, and have players demonstrate peaceful interactions with their opponents. This ranked medium on the feasibility axis and high on the opportunity axis.
4. The city can also build the capacity of the Crisis Intervention Team (CIT) with mental health first responders. Furthermore, the city can adopt best practices for a Model Crisis Response Program, which includes community-based programs. This ranked high on both the feasibility and opportunity axes.

ii. Police Interaction with Minority Groups

1. In order to ensure positive interactions between the police and minority groups, the city can promote opportunities for law enforcement to be seen in a serving

capacity during the event. This ranked high on both the feasibility and opportunity axes.

2. In addition, the city can create designated areas for minority groups to congregate. This ranked high on the feasibility axis, but medium to low on the opportunity axis resulting in it not advancing.
3. The city of Houston can also create a FIFA Minority and Police Taskforce that has youth involvement. This ranked medium on both the feasibility and opportunity axes.
4. The city can also demonstrate steps toward reallocating police funding or changing police culture, in order to achieve more positive interactions with minority groups. This ranked high on the feasibility axis, but low on the opportunity axis and did not advance.
5. Furthermore, the city can mandate that law enforcement employees have Implicit Bias and Culturally Responsive training. This ranked medium to high on the feasibility axis and medium on the opportunity axis.
6. The city can embed community engagement in cadet training. This ranked medium to high on both the feasibility and opportunity axes.
7. Additionally, the city can strengthen the Police Oversight Board by giving it subpoena power and increase minority representation on the board. This opportunity did not advance as it ranked medium on the feasibility axis and medium to low on the opportunity axis.
8. The city can expand wellness and mental health programs for officers, as well. This ranked medium on the feasibility axis and medium to high on the opportunity axis.
9. The city can train law enforcement on youth brain development and the expectations and consequences of law enforcement actions. This ranked high on the feasibility axis and medium to high on the opportunity axis.
10. Finally, law enforcement can host community listening circles, foster collaboration, highlight existing positive efforts, and hold meet-and-greet activities and collaborative service learning between police and minority groups. This ranked medium to high on both the feasibility and opportunity axes.

iii. Child Safety

1. The city can create a child safety audit team during event preparation and games. They will ensure play spaces are not disrupted, noise and other disruptions during sleep times are minimal, and construction sites are properly blocked off. This is proposed internally by the Human Rights Sub-Committee.

Image 1.58: Safety and Security Opportunity Outcomes After Group Facilitation.



b) Linkage of Hosting the Game and Opportunity

All opportunities proposed by stakeholders are anchored in hosting the game. This is because the issues they address were pinpointed by stakeholders in Pre-Meeting Activity 1 as occurring along different activity-levels associated with hosting. Further, hosting the game will allow the city and law enforcement to focus on ensuring that interactions with minority communities will be positive and safe. The large influx of minority communities to the city makes ensuring safe interactions a priority. This training to ensure positive interactions during the game will also have lasting benefits for the city, as its diversity increases the need for positive interactions between law enforcement and minority communities also increases. Hosting will also be a chance to encourage wide-spread cultural competence within the city. This will allow peaceful interactions between fans to take place. The city will also have the benefit of collaborating with various organizations to facilitate these peaceful interactions. Hosting the game will also allow Houston to utilize the unique influence of sports and players to demonstrate the importance of embracing diversity, mutual respect, and peaceful interactions. Furthermore, while the game will be a rallying point for cultural competence, the training and programs implemented in preparation and during the game will have lasting benefits in the community.

ii. Worker's Rights

a) Description of Area of Opportunity

i. Workers Receiving Less Than Minimum Wage

1. In order to ensure that workers do not receive less than the minimum wage, the city and Bid Committee can use independent third-party monitoring of worker's wages. This ranked high on both the feasibility and opportunity axes.
2. The city can also expand its current prevailing wage regulations to other sectors or enforce a \$15 minimum wage, whichever is higher. This ranked medium to high on the feasibility axis and high on the opportunity axis.
3. The city can also make labor peace agreements to ensure that workers are receiving at least the minimum wage. This ranked high on both the feasibility and opportunity axes.²⁴
4. Furthermore, the city can enforce financial penalties for businesses that violate wage requirements. This ranked high on both the feasibility and opportunity axes.
5. The city can conduct a responsible bidding process. This process would also include provisions that address mitigations. This ranked high on both the feasibility and opportunity axes.
6. The city can expand its existing EO 1-56 to forbid recruitment fees, require reimbursement of such fees, and include an enforcement mechanism. This is proposed internally by the Human Rights Sub-Committee.
7. The city can disseminate worker's rights information through Centro de los Derechos del Migrante, Inc. to migrant workers in Mexico. Another distribution channel is through the Department of State for foreign workers. This is proposed internally by the Human Rights Sub-Committee.
8. The city can conduct worker outreach by creating a worker registry. This can be done alongside sending a video to play during Centro de los Derechos del Migrante, Inc.'s forums. This video would establish trust with workers if they come to Houston to work and need help. This is proposed internally by the Human Rights Sub-Committee.

ii. Poor Working Conditions

1. In order to monitor working conditions, the city and Bid Committee can utilize third-party monitoring. This ranked high on both the feasibility and opportunity axes.
2. Similar to ensuring that workers receive proper wages, the city can also make labor peace agreements²⁵ to ensure that workers are receiving at least the

²⁴ This language was changed in the list of prioritized opportunities to say, "...cooperative dispute mechanisms" instead of labor peace agreements on worker rights sub-group request.

²⁵ Ibid.

minimum wage.to prevent poor working conditions. This ranked high on both the feasibility and opportunity axes.

3. The city can also enforce financial penalties for businesses that are in violation of proper working conditions. This ranked high on both the feasibility and opportunity axes.
4. The city can conduct a responsible bidding process. This ranked high on both the feasibility and opportunity axes.

iii. Workers Not Given Conditions to Express Grievances

1. Similar to the two prior issues, labor peace agreements²⁶ can ensure that workers will be given conditions to express their grievances. This ranked high on both the feasibility and opportunity axes.
2. The city can also utilize financial penalties for businesses that commit violations. This ranked high on both the feasibility and opportunity axes.
3. The city and Host Committee can conduct a responsible bidding process. This ranked high on both the feasibility and opportunity axes.
4. The city can establish an anonymous worker hotline. This hotline will also have public access to data for follow-up. This ranked high on the feasibility axis and medium to high on the opportunity axis.

iv. Lack of Promotion of Social Rights for Workers

1. This issue is mitigated above by addressing wages, working conditions, and a grievance mechanism.

v. Local Workers Not Recruited for Created Jobs

1. In order to ensure that local workers are recruited for jobs, the city or Bid Committee can establish targeted hire provisions in contracts if allowed by law. Apprenticeships will be included in these targeted hire provisions if allowed by law. This ranked medium on the feasibility axis and high on the opportunity axis. If allowed, this could reduce labor trafficking and abuse of the federal guest worker visa system.

vi. Procurement Process for Selecting Businesses Not Transparent, Fair

1. Transparency will be achieved through the Right to Participate workgroup. They prioritized an online bidding platform and RFP informational sessions to promote transparency in government.

²⁶ Ibid.

Image 1.59: Worker's Rights Opportunity Outcomes After Group Facilitation.



b) Linkage of Hosting the Game and Opportunity

All opportunities proposed by stakeholders are anchored in hosting the game. This is because the issues they address were pinpointed by stakeholders in Pre-Meeting Activity 1 as occurring along different activity-levels associated with hosting. The FIFA World Cup, and all its necessary preparations, will bring an influx of workers into Houston and bring an increased demand for workers in Houston. This will give Houston the opportunity to commit to fair labor practices when work first begins in the bidding process. Houston's commitment to a responsible bidding process will set the tone for a fair working environment. Furthermore, the FIFA World Cup can serve as a rallying point for ensuring that workers are given fair conditions and fair wages. The large number of workers will also increase demand for independent monitoring and taking punitive action against businesses in violation of Houston's wage and working conditions requirements. The FIFA World Cup will also bolster employment in the city and allow Houston to make a commitment to hire local workers, thus putting jobs into the community.

iii. Migrants

a) Description of Area of Opportunity

i. Systemic Law Enforcement and Migrant Community

1. Using citations instead of arrests for minor crimes will prevent migrants from getting handed over to ICE. This will undergo legal analysis and policy review.

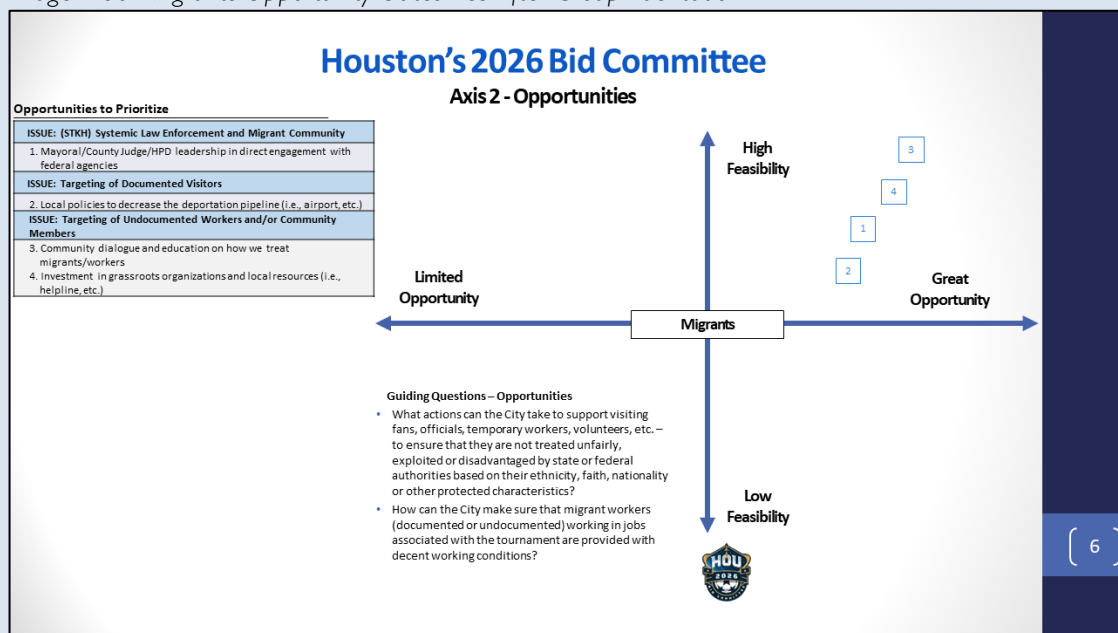
2. Educating surrounding counties about how the deportation pipeline works, and how to get people out of it, will encourage these areas to make their policies more friendly to migrants. This is especially important ahead of the FIFA World Cup. This ranked high on both the feasibility and opportunity axes.
3. Increased collaboration with the FBI to see what they have identified as risks, and extending that into HPD, will help interactions with the migrant community. HPD should also be trained about the deportation pipeline to encourage better interactions and understanding others on a human level. This ranked high on both the feasibility and opportunity axes.
4. City leadership needs to be informed on the issues with engaging with the DHS/HSI/ICE and use their power to address the issues that which negatively impacts migrants.
5. Honest and clear conversations with HSI on their enforcement of policies will reveal their stance on deportation and be valuable to ensuring migrant safety.
6. The city can ensure that CBP/ICE have moratoriums on arrests. In addition, working with CBP local leadership to ensure that there will be many visitors from many different countries. There is a need to involve local officials in making Houston a welcoming city, while still allowing them to carry out their jobs. This will come from clear conversations about our expectations and collaborating with the federal government.
7. A local legal help line will assist with issues such as being held in the airport or having Visas questioned. These hotlines can tell a person what to expect, what to do, or help family members locate them. Consulate presence will also assist people detained in the airport, as their duty is to protect their citizens.
8. Including material in the airport that informs visitors of their rights will allow them to have access to adequate resources, should they be detained.
9. Local leadership at the mayoral level, county judge level, and law enforcement level to have direct engagement with the federal government and organizations. This ranked high on both the feasibility and opportunity axes.
10. Selected host cities need to come together with certain questions for the federal government.

ii. Targeting of Undocumented Workers and/or Community Members

1. Addressing wage theft.
2. Examining CBP/ICE moratoriums on arrest.
3. Establishing a legal help hotline.

4. Disseminating Know Your Rights information.
5. Investments in grassroots organizations will give the city more information about what is going on in the migrant communities. These organizations will also be more accessible and less imposing to communities. It is also important to ensure that the organization supporting certain communities is culturally appropriate and focused on the vulnerable. We also need to ensure that grassroots worker centers are resourced. This ranked high on both the feasibility and opportunity axes.
6. City and community leadership in the community need to have a conversation around Houston being a welcoming place to all and encouraging the humanity of workers.
7. There is a need for community dialogue about how we treat migrants and workers.

Image 1.60: Migrants Opportunity Outcomes After Group Facilitation.



b) Linkage of Hosting the Game and Opportunity

All opportunities proposed by stakeholders are anchored in hosting the game. This is because the issues they address were pinpointed by stakeholders in Pre-Meeting Activity 1 as occurring along different activity-levels associated with hosting. Hosting the games will encourage a community dialogue about how we treat migrants in the city and the best ways to ensure they are protected. The FIFA World Cup will allow the city to turn its attention toward interacting positively with communities with a greater level of cultural awareness. This will also be a bridge to long-lasting benefits for Houston because it is a very diverse city. This also provides Houston with a unique opportunity to engage in transparent dialogues with the federal government about migrants in Houston. Federal

employees will be able to find a way to maintain Houston’s welcoming atmosphere while still doing their jobs. In addition, this will give Houston a unique opportunity to spread messaging in airports about the resources available to visitors, if they are detained. The influx of international visitors will also allow Houston to engage various consulates in a broader context. Lastly, this is also giving Houston the opportunity to engage local law enforcement to ensure public safety without sending people into a deportation pipeline. Many of the opportunities addressed in this issue also pose a great opportunity for intersectionality with the other issues addressed.

iv. Non-Discrimination

a) Description of Area of Opportunity

i. Visitors Behaving Poorly

1. To combat this issue, the city can train law enforcement on how to de-escalate situations. This ranked high on both the feasibility and opportunity axes.

ii. Discrimination against LGBTQIA Community Members

1. In order to combat this issue, the city can develop educational campaigns for Houston. These will demonstrate that Houston is a welcoming city. This issue ranked high on both the feasibility and opportunity axes.

iii. Discrimination against LGBTQIA Visitors

1. Like the previous issue, the city can develop educational campaigns that show Houston is a welcoming city. This issue ranked high on both the feasibility and opportunity axes.

iv. Hate Crimes Against LGBTQIA Visitors and/or Community Members

1. An opportunity to combat this is to implement stronger state and local laws to prevent hate crimes. This issue ranked medium to low on the feasibility axis and high on the opportunity axis.

v. Hate Crimes Associated with Race, Religion, and/or Disability

1. This issue has the same solution as the preceding issue: implementing stronger state and local laws to prevent hate crimes. This issue ranked low on the feasibility axis but high on the opportunity axis.

vi. Housing Discrimination Against LGBTQIA Community Members

1. The city can implement stricter laws that will prevent discrimination in sales and renting. This issue ranked low on the feasibility axis but high on the opportunity axis.

vii. Housing Discrimination Against LGBTQIA Visitors

1. In order to combat this issue, the city can engage hospitality and Airbnb to sign non-discrimination pledges. This issue ranked medium on both the feasibility and opportunity axes.

Image 1.61: Non-Discrimination Opportunity Outcomes After Group Facilitation.



b) Linkage of Hosting the Game and Opportunity

All opportunities proposed by stakeholders are anchored in hosting the game. This is because the issues they address were pinpointed by stakeholders in Pre-Meeting Activity 1 as occurring along different activity-levels associated with hosting. Hosting the game will allow Houston to turn its attention to preventing discrimination against members of the LGBTQIA community. Houston will be able to not only promote that it is a welcoming city, but also address discrimination in the housing sector. In addition, this will allow the city to focus on hate crimes and their various causes. Finally, hosting the games will also place an emphasis on the importance of proper de-escalation techniques. All of these will have lasting benefits for Houston.

v. Human Trafficking

a) Description of Area of Opportunity

i. Increase in Labor Trafficking

1. In order to combat this issue, the city can raise awareness with businesses of the need to mitigate risk in their supply chains. This ranked as high on both the feasibility and opportunity axes.

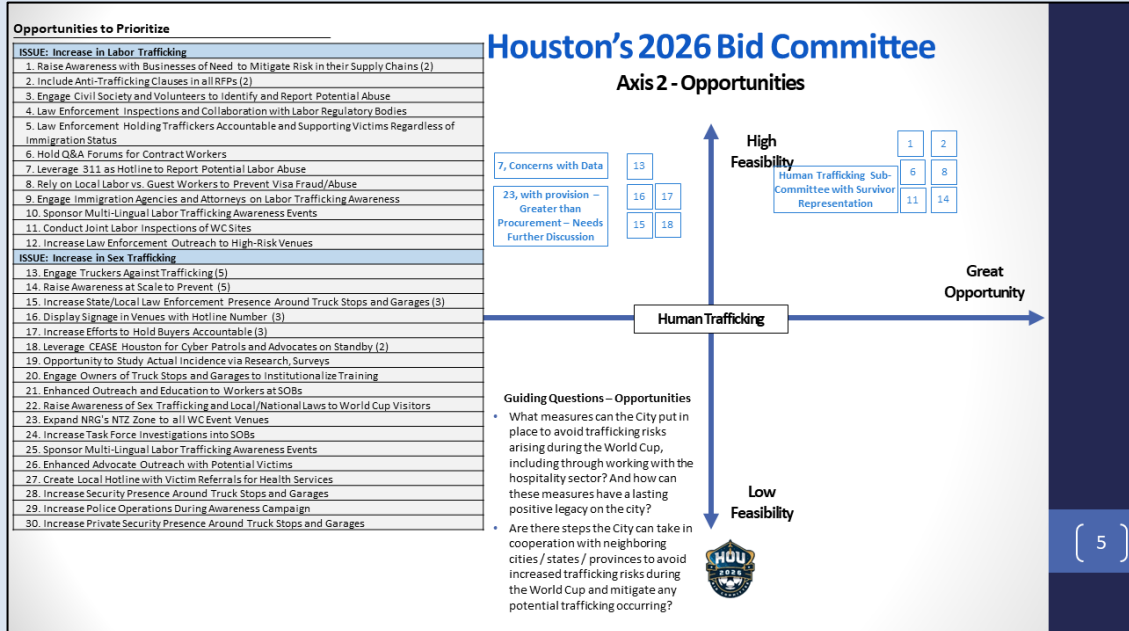
2. Another area of opportunity is to include anti-trafficking clauses in all RFPs. This ranked high on both the feasibility and opportunity axes.
3. The Bid Committee can also hold Q&A forums for contract workers. This will include using existing resources in Houston, engaging actual workers in a safe space, ensuring that workers know their rights, creating neutral areas, and will be separate from joint inspections. This ranked high on both the feasibility and opportunity axes.
4. The city can also leverage 311 as a hotline to report potential labor abuse. This ranked high on the feasibility axis, but medium to low on the opportunity axis, as there were concerns with data.
5. Furthermore, the city can rely on local labor instead of guest workers to prevent Visa fraud or abuse via licensing bodies. This issue ranked high on both the feasibility and opportunity axes.
6. The city can sponsor multi-lingual labor trafficking awareness events to combat labor trafficking.
7. Lastly, the Bid Committee can conduct joint labor inspections of FIFA World Cup sites. We can do this by building staff capacity of an NGO to conduct via a grant. This will get information to workers and disseminate information and resources. This issue ranked high on both the feasibility and opportunity axes.

ii. Increase in Sex Trafficking

1. To combat this issue, the city can engage Truckers Against Trafficking, which is an organization created to raise awareness of human trafficking within the trucking industry. This education campaign turns truckers into valuable resources to report trafficking, involve law enforcement, and become assets. It is also possible for companies to require all truckers transporting equipment to undergo the Truckers Against Trafficking training. In addition, Truckers Against Trafficking has a mobile museum that can be utilized to raise awareness.
2. This city can also raise awareness at scale to prevent an increase in sex trafficking. This includes engaging celebrities and potential victims of sex and labor trafficking. In addition, this would require a strong marketing and outreach approach. This would go from the global to local level and be a multi-tiered approach to raising awareness. This ranked high on both the feasibility and opportunity axes.
3. In addition, the city can increase state and local law enforcement presence around truck stops and garages. This ranked high on the feasibility axis, but medium to low on the opportunity axis.

4. The city can display signage in venues with the hotline number. Additionally, the city can engage the radio, TV, social media, hotel bathrooms, and truck stops as areas to advertise the hotline number. The use of social media will be particularly useful in spreading information about the hotline to the youth population. This ranked high on the feasibility axis and medium to low on the opportunity axis.
5. The city can increase efforts to hold buyers accountable and suspend prostitution seller arrests. This ranked high on the feasibility axis and medium to low on the opportunity axis.
6. The city can leverage CEASE Houston for cyber patrols and to ensure that there are advocates on standby. This ranked high on the feasibility axis and medium to low on the opportunity axis.
7. The city can expand NRG stadium's No Trafficking Zone (NTZ) to all FIFA World Cup event venues. This issue ranked high on the feasibility axis, but low on the opportunity axis.
8. Lastly, the city can create a local hotline with victim referrals for health services.

Image 1.62: Human Trafficking Opportunity Outcomes After Group Facilitation.



b) Linkage of Hosting the Game and Opportunity

All opportunities proposed by stakeholders are anchored in hosting the game. This is because the issues they address were pinpointed by stakeholders in Pre-Meeting Activity 1 as occurring along different activity-levels associated with hosting. Hosting the games will allow Houston to address and raise awareness about the major aspects of human trafficking: labor trafficking and sex trafficking. The FIFA World Cup,

and all its necessary preparations, will require a lot of work and an increase in jobs. This will allow the city to educate businesses on the risks associated with labor trafficking, ways to become aware of labor trafficking, and ways to report instances of trafficking. The FIFA World Cup will also allow Houston to revitalize awareness campaigns that are vital to high numbers of reporting and attempts to decrease trafficking in the city. Houston will be able to raise awareness in industries, such as trucking, that have high instances of human trafficking. Houston will have the opportunity to create outreach programs that will spread hotline numbers to the general public. These outreach programs would be across many platforms and reach a diverse audience. This will help combat trafficking by having a high public awareness and education.

vi. Right to Participate in the Conduct of Public Affairs

a) Description of Area of Opportunity

For added procurement measures we understand that FIFA will develop and implement a procurement process and policy for any services and products used in connection with the preparation, hosting, and staging of the FIFA World Cup. FIFA and/or the Member Associations will determine whether any such equipment, facilities, and infrastructure are procured individually or by means of a central procurement process (i.e. a joint and central sourcing across all or some stadiums and/or, if applicable, other sites in the relevant Venue). The FIFA World Cup Host Committee will ensure that human rights measures are embedded in these processes to advance opportunities identified.

i. Bonding/Assurance on What Business are Bidding On

1. The Host Committee can hold training seminars on RFPs. The bidding for the event can also be held in person or live virtually at any time, with accessible platforms. The combination of live seminars and making information available at any time can be incredibly impactful. This issue ranked high on both the feasibility and opportunity axes.
2. The city can tailor or adjust requirements to make them helpful. This issue ranked medium on the feasibility axis and high on the opportunity axis.
3. The city can create a centralized platform for bidding to facilitate advanced transparency. This will allow businesses to prepare and remove “guesswork,” by demystifying the confusing process of bidding for the entities involved in planning and preparing for the FIFA World Cup. This ranked high on both the feasibility and opportunity axes.
4. The city can engage all chambers and organizations across the city. This ranked high on both the feasibility and opportunity axes.

5. The city can establish a target or metric. This ranked high on both the feasibility and opportunity axes.

ii. Commitment to Engagement and Inclusivity

1. The city can establish separate funds for marketing and make a comprehensive campaign that requires commitment at the Bid Committee level. This also includes outreach to communities in Houston. This ranked high on both the feasibility and opportunity axes.

iii. Human Rights Challenges are Complex and Inter-Connected

1. The city can create partnerships with relevant organizations. This includes the Greater Houston Women's Shelter to educate and identify areas in need of event proceeds. This ranked high on both the feasibility and opportunity axes. This ranked high on both the feasibility and opportunity axes.

2. The city can create fundraising opportunities. This opportunity has strong precedent as an estimated \$4 million was raised during the Superbowl and distributed to local communities. This ranked high on both the feasibility and opportunity axes.

iv. Information from FIFA/U.S. Soccer in Advance

1. The Host Committee can coordinate with FIFA to ensure open communication. This ranked medium on the feasibility axis and high on the opportunity axis.

2. The Host Committee can continue ongoing relationships with leaders. This ranked high on both the feasibility and opportunity axes.

3. The Host Committee can communicate with local communities to ensure excitement, consistent messaging, and maintain momentum. This ranked medium on the feasibility axis and high on the opportunity axis.

v. Public Access

1. The city can develop a traveling fan fest and school programs to bring FIFA World Cup festivities throughout Houston. This ranked medium on the feasibility access and high on the opportunity access.

vi. Unequal Internet Access Affects Ability to Participate in Public Affairs

1. The Host Committee can secure sponsors. This ranked medium on the feasibility axis and high on the opportunity axis.

2. The Host Committee can establish a county-wide broadband office through a public-private partnership. This ranked medium on the feasibility axis and high on the opportunity axis.

vii. Unequal Participation Because of Inconsistent Language Access and Outreach

1. The city can utilize Consular corporations and international groups to meet the need. This ranked medium on the feasibility axis and high on the opportunity axis.
2. The Host Committee can design a campaign. This campaign would include on-demand interpreters. This ranked medium on the feasibility axis and high on the opportunity axis.

Image 1.63: Right to Participate Opportunity Outcomes After Group Facilitation.



b) Linkage of Hosting the Game and Opportunity

All opportunities proposed by stakeholders are anchored in hosting the game. This is because the issues they address were pinpointed by stakeholders in Pre-Meeting Activity 1 as occurring along different activity-levels associated with hosting. Hosting the games will allow Houston to bring attention to making bidding opportunities accessible to businesses. This means an improvement in many aspects of the bidding process. This will allow the Host Committee to not only make the bidding process more understandable for businesses but will also allow the Host Committee to make the bidding process accessible and offer wide access to information. The FIFA World Cup will also draw attention to the importance of equality of opportunity. This includes ensuring there is equal public access to the events of the FIFA World Cup and addressing inconsistent access due to language barriers. Lastly, preparing for the FIFA World Cup draws attention to the interconnectedness of the rights to participate in the conduct of public affairs and the other human rights issues the city is

addressing. Acknowledging this interconnected nature will have lasting benefits for Houston.

vii. Housing Rights

a) Description of Area of Opportunity

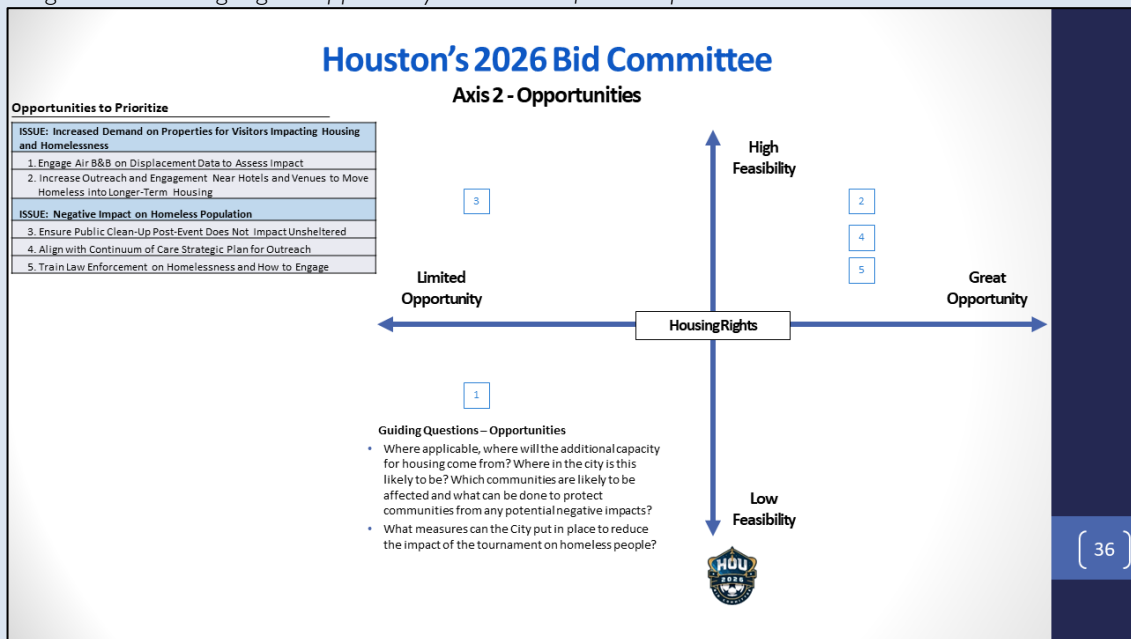
i. Increased Demand on Properties for Visitors Impacting Housing and Homelessness

1. This is not a big issue in Houston as housing for people with low or no income is not adversely impacted. The city can also request data from Airbnb about displacements related to their rentals and large-scale events. This ranked low on both the feasibility and opportunity axes.

ii. Negative Impact on Homeless Population

1. The city can increase outreach and engagement to move the homeless population into longer-term housing. This includes targeted outreach at motels near event locations just prior to the FIFA World Cup. Additionally, there is an opportunity for law enforcement training and engagement to include the homeless. This ranked high on both the feasibility and opportunity axes.
2. Additionally, the city can ensure that public clean-up after the event does not impact the unsheltered. Houston has an advantage in this area because the city already engages in clean up that does not displace or dismantle homeless encampments or otherwise. When clean up happens, people are asked to only leave temporarily, are engaged for housing, and are provided tents. This is high on the feasibility axis but low on the opportunity axis as this is part of our standard housing response.

Image 1.64: Housing Rights Opportunity Outcomes After Group Facilitation.



b) Linkage of Hosting the Game and Opportunity

All opportunities proposed by stakeholders are anchored in hosting the game. This is because the issues they address were pinpointed by stakeholders in Pre-Meeting Activity 1 as occurring along different activity-levels associated with hosting. Hosting large international events, such as the games will allow Houston to find accurate data about the effect of large events on the displacement of homeless people. This accurate data shall allow meaningful changes to be made that will ensure that an increased demand for housing during the event will not displace the homeless population. In addition, this event will be a rallying point for outreach to the homeless population. This connection to the homeless population will create bridges for the homeless to be moved into longer-term housing and increase law enforcement engagement with the homeless. This event will also allow Houston to strengthen its pre-existing systems, with an emphasis on ensuring the homeless populations are not displaced for the long-term and are provided with alternative shelter during the clean-up process.

viii. Disability Access

a) Description of Area of Opportunity

i. Venue Preparation

1. In order to make venues more accessible, there is an opportunity to identify areas that will need to have low barrier accessibility in advance, as well as controlling these issues ahead of time. This includes making seating more accessible and ensuring these seats are not segregated, which will help to assure that participants get an equal experience. In addition, it is important to identify staff as resources with cultural competence, as they mostly comply

with the ADA. Staff training is still needed though, especially on people with disabilities bringing their service animals to venues. This could also include staff using phones or devices with resources for guidance and cultural competence for the deaf and hard of hearing. This could also be extended to individuals with other disabilities. Furthermore, knowing international expectations for accommodations in advance will allow Houston to support international guests. This could include obtaining information that shows guests the seating options before they purchase seats. This is a great opportunity with a high feasibility.

2. To ensure equitable access, guests must have access to captioning, visual displays, and videos. Since venues already have big screens, and the guests may have their own devices, this might not be necessary to invest in. Captioning is already available. In addition, audio description might be included. Individuals should have access per the ADA to FM Systems/Audio Induction Loops or wireless assistive hearing devices. These enhance hearing aids and are used also by seniors. Multiple media give access to a wide range of disability considerations. Furthermore, including brochures to hand out to guests will give them more options for captioning. In addition, individuals can use the AIRA app for easy access to visual information. It connects blind and low-vision people with highly trained, remotely located individuals. This is a limited opportunity with high feasibility.
3. In terms of improving surrounding infrastructure, there will be a need to increase access to venues. This means not waiting in lines and creating easier access to gates. This is a great opportunity with a high feasibility.
4. Venues should be near hotels and motels that feature ADA accommodations in rooms. Airbnb should clearly indicate in listings those that are accessible.

ii. Poor State of Infrastructure with Protections for Vulnerable Populations

1. Ensuring there are sound wheelchair ramps, sidewalks, and crosswalks will decrease safety issues for people with disabilities and all attendees. Elevators must be present and functioning. This also includes accessible and international signage about safety issues. This is a great opportunity with high feasibility.
2. Most venues have already complied with requisites to use disability compatible fire and smoke alarms. This is a limited opportunity with great feasibility.
3. In order to bolster the supply of rideshare compatible vehicles, Houston will have to rely on private partners to bring adapted vehicles and wheelchair accessible vehicles (WAV) from other cities. Another option is to include other private partners who already have these vehicles functioning. It is important to ensure partners also are aware of and comply with the ADA.

This area has a distinction from public transportation. This is a great opportunity with high feasibility.

iii. Ride Share Services – Modifying for Equity in Access

1. Similar to bolstering the supply of rideshare compatible vehicles, accessible rideshare options will include relying on private partners to bring adapted vehicles from other cities or include other private partners with adapted vehicles already functioning. This is a great opportunity with high feasibility.
2. In order to equip drivers with technology for communicating with the deaf/hard of hearing, there are technology opportunities that need to be explored. There is no clear solution on what technology is available for multiple challenged individuals, like individuals who are deaf and blind. It is not advisable for individuals to rely on a family member or ally as an assistant contact per the ADA. This is a great opportunity with high feasibility.
3. Provide training for rideshare drivers is a limited opportunity with high feasibility because training is already provided to drivers on Lyft.

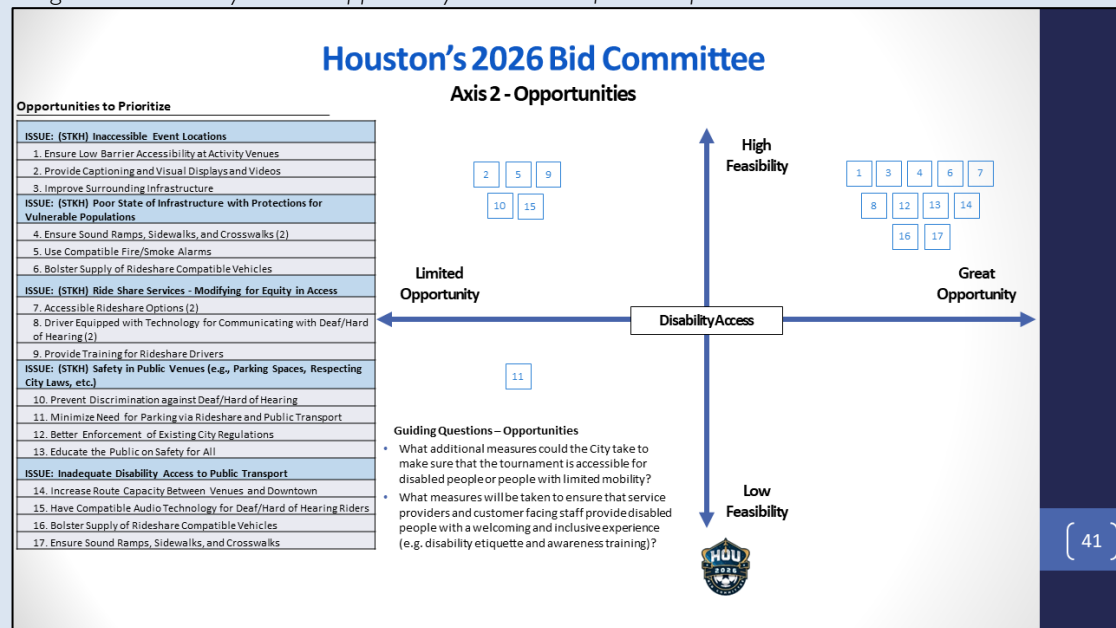
iv. Safety in Public Venues

1. Staff with special training can prevent discrimination against the deaf/hard of hearing, as well as be resources with cultural competence. This is a limited opportunity with high feasibility.
2. There would already be a minimized need for parking during the games because of the use of rideshare services and public transport. Therefore, this is a limited opportunity with low feasibility.
3. Presently there is a lot of work being done toward better enforcement of existing city regulations, specifically with fatality and safety. Evacuation routes should be indicated and free from obstruction. This is a great opportunity with high feasibility.
4. Similar to better enforcing city regulations, there is lots of work being done presently on educating the public on safety for all. However, there is still a lot of work to be continued. This is a great opportunity with high feasibility.

v. Inadequate Disability Access to Public Transport

1. An increased route capacity between venues and downtown will already occur, as with any other large events in Houston. However, this issue remains a high priority. This is a great opportunity with high feasibility.

Image 1.65: Disability Access Opportunity Outcomes After Group Facilitation.



b) Linkage of Hosting the Game and Opportunity

All opportunities proposed by stakeholders are anchored in hosting the game. This is because the issues they address were pinpointed by stakeholders in Pre-Meeting Activity 1 as occurring along different activity-levels associated with hosting. Hosting the game can be a rallying point for bringing more rideshare vehicles that are accessible to Houston. The games will bring an influx of fans and, therefore, a flux of people with disabilities. This will create an increased demand for accessible vehicles and demonstrate the importance of having accessible rideshare vehicles in Houston. Additionally, this event will also demonstrate the importance of cultural competence when interacting with people with disabilities, as there will be large numbers of international fans. Gaining this cultural competence will not only positively impact international fans during the event, but the population of Houston as a whole, because it is the most diverse cities in the U.S. Hosting the game will also place importance on improving surrounding infrastructure, because of the increased number of fans with disabilities. Since routes surrounding the event will become high traffic locations, it is incredibly important that this infrastructure is safe and accessible for all guests.

III. Description of planned measures to address risks and capitalise on opportunities

- 4 Please provide a list of planned measures the host city commits to implement to prevent and mitigate risks of adverse impacts in each of the risk areas discussed under point 2, including for each risk area:
- The specific measures planned by the host city (e.g. new regulations, mechanisms or programmes)
 - Concrete milestones and related time frames for the planned measures
 - Whether and how the host city plans to work with external stakeholders in developing and delivering the measures including for example the type of involvement, the frequency

of meetings, provisions to ensure accessibility for disabled people and people with limited mobility

The table below includes all 60 opportunities proposed by stakeholders after Meeting 2, as previously referenced in Section 3, Sub-Section C, pages 57-58. The level of our commitment is indicated in the last column. Some may depend on legal feasibility. Themes and their descriptions include:

1. Collaboration and Public/Private Partnerships: Leverage diverse government, NGO, and private partners to advance human rights opportunities.
2. Training and Awareness: Train key agencies to prevent human rights abuses and raise awareness via media campaigns of human rights risks.
3. Regulatory and Human Rights Audits with Feedback Mechanism: Audit contract workplaces and event venues to identify vulnerability to risks and create grievance mechanism.
4. Build Capacity of Existing Resources: Increase key agencies' organizational ability to effectively respond to human rights risks.
5. Community Engagement and Outreach: Reach vulnerable populations with information and resources to prevent and/or mitigate adverse impacts.
6. Contracts and Compliance: Codify opportunities within contracts and ensure compliance.
7. Policies and Procedures: Create and/or amend existing City and County procedures to address human rights risks and institutionalize opportunities.
8. Responsible and Transparent Procurement and Requests for Proposals: Effect change at scale at County-level and advance opportunities through RFP process extending to a line of sustainably produced FIFA World Cup memorabilia.²⁷
9. Create Funding Streams through the Host Committee: Host Committee provides grants to agencies to mitigate human rights risks.

We have already initiated the planning process for implementation of the aforementioned opportunities as of January 2021. City Legal will evaluate opportunities presented for legal feasibility under the current framework of federal, state, and local laws. Next, our City and County subject matter experts will determine if opportunities are duplicative of existing efforts. Finally, the City and County administrations will have final decision-making for the items under their purview. Much of the stakeholder ideas will lie under the Host Committee's purview if we are selected as host; we will also further examine legal structures to identify the responsible party for implementation. This review process will conclude before final submission to FIFA of this report. We will utilize the remainder of 2021 to further analyze and plan implementation of all opportunities committed to. When FIFA announces bid cities in late-2021, Houston will be in a

²⁷ This is similar to the [Bangladesh Project](#) and its implementation of the UN's Sustainable Development Goals (SDGs).

position to actively implement in 2022. Milestones for implementation depend on the kind of action required though all opportunities will be advanced concurrently. Opportunities dependent on institutional changes, i.e., Themes #6 Contracts and Compliance, #7 Policies and Procedures, and #8 Responsible and Transparent Procurement, will be initiated first in 2022 for completion in 2024 prior to the first announced RFP and where worker's rights are concerned. Those that involve building out and/or expanding a program, or involve funding, i.e., Themes #3 Regulatory and Human Rights Audits with Feedback Mechanism, #4 Build Capacity of Existing Resources, and #9 Create Funding Streams through the Host Committee, will be initiated in 2023 with completion in 2024. Opportunities involving collaboration, awareness, and community-based work, i.e., Themes #1 Collaboration and Public/Private Partnerships, #2 Training and Awareness, and #5 Community Engagement and Outreach will be initiated and completed in 2024. We will spend 2025 fine-tuning our response with implementation already completed. In 2026 we will actively coordinate ensuring fidelity to our human rights utopia framework.

We will strategically engage stakeholders based on what implementation of each opportunity requires. Engagement will be via the Human Rights Sub-Committee with existing stakeholders from the 1st and 2nd meetings transitioned into ad-hoc committees. Additional stakeholders will be added during our 2021 planning process based on existing gaps and need. Opportunities that require an institutional change will include considering external stakeholders affected, i.e., vendors, minority and women-owned business enterprises, small businesses, and constituents. We will advance building out and/or expanding programs by engaging with stakeholders in a position to effectively help us build capacity and provide technical assistance. Collaboration, awareness, and community-based work depend heavily on external stakeholders. Their participation will depend on whether they are central to implementation, play a supporting role, or are a sounding board and not directly involved. Workgroups will meet virtually monthly, and cross-committee talk will occur quarterly. Hosting virtual meetings ensures accessibility for those with limited mobility. For deaf and/or hard of hearing individuals, we will include a closed captioning feature on all calls. We will engage ASL interpreters for workgroups in need of this accommodation.

Additional Stakeholder Engagement after FIFA Feedback on Draft Report Submission

After receiving feedback from FIFA on the draft report, we held additional bi-lateral meetings or attended presentations with Service Employees International Union (SEIU), the Texas Gulf Coast Area Labor Federation (TGCALF), AFL-CIO's national headquarters and the local chapter, Worker Defense Project, Mayor's LGBTQIA Advisory Board, University of Houston's Institute for Research on Women, Gender & Sexuality (IRWGS), and Houston Area Women's Center (HAWC). We also collected additional feedback from the Mayor's Office of Education (for child focus), the Mayor's Office on Homelessness, the Mayor's Office for People with Disabilities, and the Mayor's Office of Cultural Affairs. These stakeholders helped us to better understand the issues around worker rights especially with regard to hourly wages, health, and safety, deepen our response on addressing discrimination against the LGBTQIA community, and impact of hosting the games on women. City colleagues helped to further understanding of the impact on children across the 8 human rights areas, ensuring that the economic benefit of hosting reach the homeless community and that city's rich cultural assets are accessible by the disabled population.

Efforts to ensure minimum wage payments through labor peace agreements or regulatory amendments

The Bid Committee, if designated host is committing to a \$15 an hour minimum wage on all contracts for game delivery signed if and after we are designated a Host City. For addressing wage violations, the worker rights sub-group highlighted that it would take substantial public investment and complex planning and execution to accomplish a financially and operationally successful World Cup games and related activities in Houston in 2026. Given that, this group suggested working closely with employers providing services related to World Cup, and with labor and community organizations concerned about employment issues related to the games to establish mechanisms to ensure that disagreements and disputes over such employment issues will not interfere with the games and not cause financial harm to the Host Committee or others. These employment issues could occur in sites including but not limited to at stadiums, Fan Fest sites, in transportation systems and facilities.

On March 15, 2021, the Sub-Committee Chair contacted the AFL-CIO national office after receiving a letter from the local chapter that expressed concerns that their ideas were not incorporated in the draft submission to FIFA. It also contained new ideas not previously brought up during the in-depth stakeholder engagement sessions. As a result, the Sub-Committee Chair provided the option for all stakeholders to view the report in a socially distanced office setting emphasizing we could not share the report electronically because were still in a competitive bid process.

On March 29, 2021, SEIU's President, Elsa Caballero reviewed the report. The SEIU President and the Sub-Committee Chair spoke to discuss the impact of the World Cup on service-oriented employees such as janitors, security guards and those in food services. She recommended that we do more on the front end to vet contractors so that workers are not left unpaid. She emphasized that pre-screening, the ability to withhold final payments to vendors and more can be done on the front end to ensure that contractors with a strong history of making payments and properly classifying workers are identified for delivery. This was further flushed out by a sub-group of worker rights organizations.

On April 8, 2021, two representatives from National AFL-CIO and the Sub-Committee Chair met about worker rights concerns and inclusion of ideas in the draft submission of report as well as their request that we share other World Cup related agreements. The Sub-Committee Chair wanted to ensure coordination between national and local chapters and that all solutions were captured prior to the final submission deadline. The national AFL-CIO recommended a recall ordinance. As of the writing of this report, the Houston Mayor has approved due diligence on a recall ordinance; this worker protection measure is undergoing legal analysis to ensure enforceability.

TGCALF, AFL-CIO and Worker Defense Project reviewed the draft report on May 14, 2021. In a follow-up e-mail on May 25, 2021, they confirmed that their suggestions were indeed captured in the opportunities to address identified risks section and also added that they would like to work out the details of a tribunal. They emphasized that the composition of it and the authority it has is something they would like to help design should we be awarded host city designation. If the City were to move forward with a Human Rights Tribunal (HRT), they detailed that it should include stakeholders from the workers' rights community, not just pro-bono attorney volunteers. They stated that an effective HRT will include workers' rights advocates, workers themselves, and

community organizations. It would also require adequate resources and staffing to properly investigate any workers' rights abuses. They stated that for a more representative and better resourced HRT, it is important, as these mechanisms are being established, to take into consideration the context for how such tribunals were used for previous World Cups. Further, it is important that the process enables workers to make full use of existing workers' rights protections. In addition to a representative and well-resourced HRT, the Bid Committee was advised to empower workers to better protect themselves by recognizing them as third party beneficiaries of the workers' rights standards included in vendor contracts, such as wage and benefit standards, and by allowing those workers to pursue enforcement of those standards through arbitration or other legal proceedings. This will prevent an overreliance on the HRT to investigate and adjudicate every single wage claim during the World Cup and enable workers to potentially achieve faster resolution of their disputes.

While discussing how the Bid Committee can conduct a responsible bidding process on any construction contracts emerging from a successful bid, the TGCALF, AFL-CIO and Workers Defense Project suggested further defining this concept. They noted that it is important to engage in responsibility review as early in the contracting process as possible, ideally through a standardized prequalification process that only admits firms that meet a minimum threshold score following evaluation of predetermined factors. Those predetermined factors defining responsible bidders should include a strong history of compliance with applicable laws and regulations, including those related to 1) worker health and safety, wages, the environment, taxes, and insurance (including a history of correcting deficiencies and abating violations), provision of living wages, adequate health benefits and worker compensation, 2) implementation of recognized worker health and safety measures such as written Injury and Illness Prevention Programs before beginning any construction work and OSHA-10 training for all construction workers and 30 safety trainings for all construction supervisors, 3) minimal use of temporary or other contingent workers; 4) for construction, participation in apprenticeship programs registered with the Department of Labor, and 5) a positive capitalization and financial history. In addition, it was recommended that responsibility review should apply to facilities used as well as to contractors.

When examining the effort to ensure that local workers are recruited for jobs through the establishment of a targeted hiring, where legally feasible, this group proposed that elements of the Bid Committee's targeted hiring program should include the following: 1) engaging in outreach and recruitment through trusted community intermediaries, 2) a centralized, coordinated system for intake, screening, training and referral of marginalized workers for jobs associated with the games, 3) requiring employers to exclusively consider applicants from marginalized communities referred by designated intermediaries during portions of the hiring process, 4) establishing overall hiring targets for people from high unemployment and poverty census tracts and with barriers to employment, 5) hiring people through certain approved training programs that both provide excellent training and enroll significant numbers of marginalized people, 6) frequently reporting data on who has applied for jobs and who has been hired, and finally, 7) establishing oversight mechanisms that can quickly engage employers to correct shortcomings and support compliance.

We commit to implementing where legally feasible the recommendations in this section from our labor and community partners. The Worker Rights sub-group agrees to a discussion that further

breaks these commitments down to identify responsible parties for execution (city, county, bid committee, host committee, U.S. Soccer, FIFA, etc.).

Whether and How COVID-19 may impact risks and mitigation outlined in report

This group also advised the Bid Committee to comply with Harris County COVID-19 health and safety standards to address worker safety in the event of a resurgence²⁸ of COVID-19 or a similar pandemic in the time leading up to or during the World Cup. Committing to these standards in advance will ensure worker safety, reduce confusion in responding to a public health crisis, and enable a strong public response.

In addition, the 2026 World Cup Bid Committee President, Chris Canetti and the Sub-Committee Chair discussed the possible impact of COVID-19 on the World Cup. It was determined that with the situation surrounding the COVID-19 pandemic changing so rapidly and health officials and governments making regular changes to the protocols and policies, it is currently difficult to have a specific plan relative to COVID-19 for 2026. While creating a specific COVID-19 plan five years in advance is challenging, Houston is ready for a proper response, if needed. Throughout the COVID-19 pandemic, the Houston area has had a coordinated response from County and City administrators and with local health officials, including those from the Texas Medical Center, the world's largest medical center. That coordinated public response has included major sporting events and venues in Houston. We were the first city in the United States to create a special task force in 2020 to address COVID-19 issues at events and venues. The Houston Events & Venues Task Force consists of stakeholders from the area's major sporting events, professional teams, and sports venues. The task force led the effort to create an initiative called [Houston Clean](#), which is a COVID-19 safety protocol that is consistent for all events and venues in Houston. Although the work of this task force has been reduced thanks to the city and county's progress in the fight against COVID-19, this shows Houston's ability to quickly mobilize wide-ranging assets if needed to address major issues that could affect the FIFA World Cup in 2026. In the event that major issues relating to the pandemic do not affect the World Cup, this pandemic has helped usher in new innovations around public health and mass gatherings. Systems including, but not limited to, touchless payments, temperature screenings, better ventilations and the like will survive COVID-19 and become an integrated part of society as we move forward.

On June 3, 2021, the Sub-Committee Chair attended the [Migration that Works](#) presentation representing a broad coalition of labor rights organizations including the AFL-CIO. During the presentation, they proposed a model ordinance that required addressing displacement of street vendors, not charging employees recruitment fees, and that contracts be provided in a worker's native language, and other items. All of the undergoing recommendations in the model are currently under legal review along with the recall ordinance previously requested by AFL-CIO's national office and local chapter. This model did not include recall aspects that were previously requested by Migration that Works members; if we proceed with this, we will combine these efforts and bring one ordinance to City Council for vote.

Exploring route toward enhanced LGBTQIA protections

On March 30, 2021, after submission of the initial draft, FIFA requested that we further explore a route for enhanced legal protections for the LGBTQIA community. The Sub-Committee Chair

²⁸ Please see Appendix N for Harris County COVID-19 regulations for retail businesses and the construction workforce.

touched base with leaders on the Mayor's LGBTQIA Advisory Board and confirmed that Mayor Turner has expressed support for an equal rights ordinance and that they were in the stages of finalizing language to present to the administration. As far as linkage to the event, a significant portion of the LGBTQIA community is employed by the hospitality and service industries. A mega event such as the World Cup will also bring an influx of visitors, from near and far, and having a baseline for anti-discrimination protections in place is very important to set a tone of inclusivity and explicitly outline repercussions for those who violate those expectations. The advisory board has also requested a seat at the table to advocate for homelessness and transactional sex workers as the event approaches because a large portion of homeless youth and transactional sex workers are LGBTQIA.

Disproportionate impact on women

After FIFA feedback, we further engaged with the HAWC and IRWGS. Their collective feedback stated that women may be impacted in the following ways: limited access to police and social service agencies during this time and police response time to local domestic violence calls may be impacted if Houston Police lacks resources due to World Cup redeployment. Suggested mitigation plan opportunities include getting information out to the public prior to the event that help is available and leverage local organizations to address a potential increase in need for services. An additional opportunity is to ensure that HPD's Family Violence Unit is not reassigned for World Cup related tasks and continues to prioritize family violence and sexual assault. An additional suggestion was made by IRWGS to ensure that overtime paid to police for the games should also ensure that they are available to respond to calls that may impact women and children.

Specifics on children and addressing impact and risks

For child safety, regarding safety and security, the Mayor's Office of Education identified the concentration of police presence at a large event like the World Cup and how this increased isolated presence could potentially leave children not attending the event vulnerable. On the worker's rights front, the main risk regarding youth workers is their possible exploitation through volunteer opportunities. In general, youth are usually unaware of labor laws and their rights as workers. And more specifically, low income and migrant youth, resulting from their high need for job resources, are at a higher risk of facing labor violations. In addition, every year, tens of thousands of youth under the age of 18 are injured on the job in America, often occurring when youth are performing tasks that they are not permitted to perform.

In regard to migrants, the World Cup would bring an increased demand for labor and migrants may be attracted to the new opportunities in the city. Migrant children may travel to the U.S. alone to find work and be without a support system, lack documentation, as well a strong grasp of the English language and knowledge of workers' rights, all factors making them increasingly susceptible to human trafficking, labor violations, and homelessness. The Houston Police Department collaborates with immigration agencies, however, many child migrants may be fearful about reporting labor violations or other challenges to the police for fear of deportation and may also experience difficulty when attempting to advocate for safety regulations and report labor violations due to language and cultural barriers. Migrants could also face possible discrimination and exploitation as well as possible tension between themselves and visitor groups.

Levels of human trafficking may rise during the World Cup due to the aforementioned increase in demand for temporary workers at large scale events; children are especially endangered via their

participation in online platforms at rates higher than adults. Youth have the potential of being lured and trapped into trafficking both in person and online through opportunities presenting job offers and events/activities dealing with the World Cup. Furthermore, and according to anti-human trafficking organizations, children are particularly at risk for sex trafficking because a large and popular event like the World Cup provides a grooming opportunity for traffickers to invite children to fake associated events. Youth could be increasingly lured to these events through online advertisements detailing and inviting them to attend popular and exclusive events, like parties and games, surrounding the World Cup.

Concerning housing rights, there are presently several resources available and allocated towards sheltering households with children experiencing homelessness, which lowers the likelihood of an increase in demand for temporary housing, however, LGBTQIA youth may be at risk since they can be male and age out of shelters after turning 17.

On the worker's rights front, an opportunity to address the susceptibility of children to experience workers' rights violations exists in the Department of Labor, and other worker organizations and labor agencies that conduct workshops for both youth and employers to be made aware of labor laws and workers' rights. During these workshops, youth can learn what jobs they can and cannot do, how many hours they are legally permitted to work, and what resources and protections are available to them as workers regulations.

Another opportunity to addressing this risk lies in The City of Houston's well-established youth employment program, Hire Houston Youth (HHY). HHY could act as a conduit to provide youth jobs with employers who have been prescreened and are well informed of labor laws regarding children. Like Hire Houston Youth, the Mayor's Youth Workforce Council engages in federal collaborations with representatives of the Department of Labor and could be called upon to review and evaluate labor practices around children's working rights before the event.

The World Cup may result in a demand for labor thereby increasing child migrants susceptibility to human trafficking, labor violations, and homelessness. If selected as host, the Committee could partner with high schools that serve migrant children like Las Americas High School. Through these partnerships access to information and educational programs like Worker Rights Workshops, safety and health practices in the workplace, and human trafficking awareness could be gained.

The stakeholders also presented an opportunity for youth inclusion and input. Children could be given a seat at the table when decisions about how the Host Committee hosts the tournament are being made via youth councils in the city. These councils could include but would not be limited to the Houston Child Friendly Cities Initiative Youth Council, YMCA Youth Council, Children's Museum Youth Board, and the previously mentioned Mayor's Youth Council. Youth from these and other youth leadership entities could provide rich perspectives that align with the needs and wants of children, who comprise 25% of the City of Houston's population.

With the rising levels of human trafficking accompanying events like the World Cup and the identified risk of children being lured via online platforms and the increased opportunity for grooming, recognized local organizations can be leveraged to address this risk. Local organizations could facilitate youth trainings on online prevention of human trafficking and education on

identifying potential groomers and victims of human trafficking. Many youths throughout the city have already participated in these types of training. In preparation for the event, additional groups of youth could be trained to provide trainings in their schools and youth organizations. An additional opportunity for outreach lies in conducting a social media campaign on Tik Tok, Instagram, and other social media platforms to further reach and educate youth on how to stay safe before, during, and after the World Cup.

Explore training and integrating homeless people so they benefit economically

After receiving FIFA feedback on the initial report submission, we were asked to include information on how the homeless population will be trained and benefit economically if Houston is selected as a host city. Individuals experiencing homelessness in Houston benefit and rely on the economic opportunities created by sporting events, let alone major global events. From setting-up arenas to working concessions and parking lots, hundreds of individuals experiencing homelessness in Houston rely on sporting events to generate the income needed to cover basic needs and be their potential ticket out of homelessness. An existing program trains and integrates formerly homeless individuals into our downtown street ambassador program, maintaining our sidewalks and guiding visitors to all that Houston has to offer.

Every individual assessed for housing through Houston's nationally recognized homeless response system is also assessed for income and employment opportunities. Thousands of individuals experiencing homelessness have been employed through Houston's Income Now program. Through an innovative partnership with our mainstream public employment system, individuals experiencing homelessness are paired with employment counselors specially trained to work with vulnerable populations, offering tailored services and work supports, to match individuals with opportunities that fit their skill set. Within the last 10 months, approximately 1,000 individuals experiencing homelessness actively engaged with our Income Now program. Furthermore, between 2018 – 2020, individuals experiencing homelessness who participated in Houston's Income Now program increased their monthly average income by \$1,475. This revolutionary program is so successful, the city and local partners are currently considering increasing the number of Income Now employment counselors by tenfold.

It is worth noting that displacement of homeless people for new development can be addressed by the Planning Commission. The Planning Commission is comprised of COH residents. This commission conducts hearings, grants variances or waivers and makes recommendations to City Council under the provisions of various city land use ordinances. They work with the city's Planning Department relating to any issues that hotel developers may have in case new hotels are developed prior to the FIFA World Cup to accommodate the influx of visitors to the city. However, more needs to be done, and the World Cup presents a unique opportunity for Houston.

The World Cup is more than just a sports tournament. It is an unparalleled uniter of all of humanity, no matter nationality or economic status. Undoubtedly, cities financially benefit from hosting the World Cup. However, in Houston, ensuring such economic benefits and opportunities reach all citizens, especially our most vulnerable, is a top priority. That is why Houston is committed to creating a hospitality employment training and placement program for individuals experiencing homelessness. In fact, work is already underway. The city's two largest hotels (supporting the Convention Center) and the Coalition for the Homeless have already signed-on to the program.

Plus, talks are underway with the Greater Houston Convention and Visitor's Bureau, which has already expressed interest. While the World Cup is the impetus for the program, plans are well underway to start and fine-tune the program well before the tournament, ensuring that it will be a high-performing program with transformative success stories for the start of the World Cup.

Engage with hotel and cultural sector about access for disabled population

Finally, FIFA asked Houston to provide information on the disabled populations' ability to access the hotel and cultural sectors. A list of major cultural attractions that are wheelchair accessible and many that offer a range of accessibility resources is in Appendix O.²⁹ Where hotels are concerned, [ADA Title III](#) prohibits discrimination on the basis of disability in the activities of places of public accommodations (businesses that are generally open to the public and that fall into one of 12 categories listed in the ADA, such as restaurants, hotels, movie theatres, schools, daycare facilities, recreation facilities, and doctors' offices) and requires newly constructed or altered places of public accommodation—as well as commercial facilities (privately owned, non-residential facilities such as factories, warehouses, or office buildings)—to comply with the ADA Standards.

We will continue to make the draft submission to FIFA available via office hours until the report is published on the Bid Committee's website. The below list highlights all of the post FIFA feedback opportunities and the corresponding implementation decisions.

Table 1.6: List of Prioritized Opportunities with Over-Arching Theme, Enforcement Mechanism, and Implementation Decision

Human Rights Risk Area	Issue Area	Opportunity Area	Over-Arching Theme	Enforcement Mechanism	Implementation Decision
Safety and Security	ISSUE: Antagonism or Violence Between Fans	Leverage COH 311 to handle reports of human rights violations in any of the 8 areas with systems of referrals based on need (to Jones Day Clinic, etc.).	Regulatory and Human Rights Audits with Feedback Mechanism	Grants	Commit to Implement
	ISSUE: Antagonism or Violence Between Fans	Build Capacity of Crisis Intervention Team (CIT) with Mental Health First Responders & Adopt Best Practices for Model Crisis Response Programs including Community-Based Efforts.	Build Capacity of Existing Resources	Grants	Commit to Implement if HPD Can Do
	ISSUE: Antagonism or Violence Between Fans	Partner with Orgs. like The Houston Law Enforcement Alliance of Pride for Fun, Safe Large Events.	Collaboration and Public/Private Partnerships	Influence	Commit to Research
	ISSUE: Antagonism or Violence Between Fans	Promote Activities that Embrace Diversity & Develop Educational Campaign to Promote Peaceful Games.	Training and Awareness	Grants	Commit to Implement

²⁹ Please see Appendix O for a list of accessible cultural attractions.

	ISSUE: Police Interaction with Minority Groups	Expand Wellness and Mental Health Programs for Officers.	Build Capacity of Existing Resources	Grants	Commit to Implement if HPD Can Do
	ISSUE: Police Interaction with Minority Groups	Create a FIFA Minority and Police Task Force with Youth Involvement.	Build Capacity of Existing Resources	Influence	Commit to Implement if HPD Can Do
	ISSUE: Police Interaction with Minority Groups	Embed Community Engagement in Cadet Training.	Community Engagement and Outreach	Influence	Commit to Implement if HPD Can Do
	ISSUE: Police Interaction with Minority Groups	Law Enforcement Hosting Community Listening Circles, Foster Collaboration and Highlight Existing Positive Efforts, & Hold Meet-and-Greet Activities and Collaborative Service Learning between Police and Minority Groups.	Community Engagement and Outreach	Grants	Commit to Implement if HPD Can Do
	ISSUE: Police Interaction with Minority Groups	Mandate Implicit Bias, Culturally Responsive Training for Law Enforcement.	Policies and Procedures	Grants	Commit to Implement if HPD Can Do
	ISSUE: Police Interaction with Minority Groups	Promote Opportunities for Law Enforcement to be Seen in Serving Capacity.	Training and Awareness	Influence	Commit to Implement if HPD Can Do
	ISSUE: Police Interaction with Minority Groups	Train Law Enforcement on Youth Brain Development and Expectations/Consequences of LE Actions.	Training and Awareness	Grants	Commit to Implement if HPD Can Do
	ISSUE: Child Safety	Create Child Safety Audit Team	Regulatory and Human Rights Audits with Feedback Mechanism	RFPs	Commit to Implement
	ISSUE: (STKH) Lack of Police Presence in Communities ³⁰	Ensure the family violence, victim services, and human trafficking units are not reassigned to game duties. Message to women ahead of games about service availability. Ensure that calls regarding children safety are also addressed in a timely fashion.	Policies and Procedures	Influence	Commit to Implement, if HPD can do.
Worker's Rights	ISSUE: (STKH) Local Workers Not Recruited for Created Jobs ³¹	Targeted hire provisions in contracts with outreach and recruitment strategies (including apprenticeship programs registered with DOL), frequent reporting of hiring numbers to ensure targets on track. Encourage hiring targets for people from high unemployment and poverty census tracts with barriers to employment	Contracts and Compliance	RFPs	Commit to implement where legally feasible.

³⁰ New issue and opportunity identified by stakeholders to address FIFA feedback on Houston's draft report.

³¹ Ibid.

	ISSUE: (STKH) Workers Not Given Conditions to Express Grievances	Anonymous worker hotline (with public access to data for follow-up).	Regulatory and Human Rights Audits with Feedback Mechanism	RFPs	Commit to Implement
	ISSUE: Worker's Receiving Less Than Minimum Wage	Expand current prevailing wage regulation to other sectors or enforce \$15 minimum wage (whichever is higher).	Policies and Procedures	RFPs	Commit to Implement
	ISSUE: Worker's Receiving Less Than Minimum Wage, ISSUE: Poor Working Conditions	Independent third-party monitoring. Includes housing inspections.	Regulatory and Human Rights Audits with Feedback Mechanism	RFPs	Commit to Implement
	ISSUE: Workers Receiving Less Than Minimum Wage, ISSUE: Poor Working Conditions, ISSUE: (STKH) Workers Not Given Conditions to Express Grievances	As part of RFP, require Sub-K info., quarterly reports, establishment of worker's rights audit teams which also creates jobs. RFP will include the following language: site inspectors, copy of contract, other items TBD.	Contracts and Compliance	RFPs	Commit to Implement
	ISSUE: Workers Receiving Less Than Minimum Wage, ISSUE: Poor Working Conditions, ISSUE: (STKH) Workers Not Given Conditions to Express Grievances	Financial penalties for violations.	Contracts and Compliance	RFPs	Commit to Implement
	ISSUE: Workers Receiving Less Than Minimum Wage, ISSUE: Poor Working Conditions, ISSUE: (STKH) Workers Not Given Conditions to Express Grievances	Establish a Legal Clinic for workers to express grievances, receive compensation from Tribunal established through Boards and Commissions. Include workers and community organizations on Tribunal in addition to pro-bono attorneys and ensure adequate staffing for investigations ³² Tribunal will be a safety net for when grievances arise even though workers are given 3rd party beneficiary status via contracts. Require cooperative dispute resolution mechanisms ³³ .	Contracts and Compliance	RFPs	Commit to Implement where legally feasible

³² Ibid.

³³ Ibid, to protect the interest of the Houston Bid Committee in avoiding potential negative financial and operational impacts of labor disputes commits to utilize cooperative dispute resolution mechanisms so as to not interfere with the games where legally feasible.

	ISSUE: Workers Receiving Less Than Minimum Wage, ISSUE: Poor Working Conditions, ISSUE: (STKH) Workers Not Given Conditions to Express Grievances	Responsible bidding process (including responsibility review and pre-screening, standard pre-qualification process, ability to withhold final payments if wage disputes, positive financial history provisions addressing mitigations, and required Injury and Illness Prevention Plans before beginning). ³⁴	Responsible and Transparent Procurement	RFPs	Commit to Implement
	ISSUE: Workers Receiving Less Than Minimum Wage, ISSUE: Poor Working Conditions, ISSUE: (STKH) Workers Not Given Conditions to Express Grievances	Expand City EO to Address Recruitment Fees	Responsible and Transparent Procurement	RFPs	Commit to Implement
	ISSUE: Workers Receiving Less Than Minimum Wage, ISSUE: Poor Working Conditions, ISSUE: (STKH) Workers Not Given Conditions to Express Grievances	Disseminate Worker's Rights Information through DOL Workshops, DOS, and Centro de los Derechos del Migrante, Inc, includes focus on young adults.	Collaboration and Public/Private Partnerships	Grants	Commit to Implement
	ISSUE: Workers Receiving Less Than Minimum Wage, ISSUE: Poor Working Conditions, ISSUE: (STKH) Workers Not Given Conditions to Express Grievances	Create Worker Registry and Engage in Outreach at Centro de los Derechos del Migrante, Inc.'s Forums.	Community Engagement and Outreach	Grants	Commit to Implement
	ISSUE: (STKH) Contractor Violations ³⁵	Provide proactive trainings for construction contractors to ensure compliance in labor projects, including OSHA 10 and OSHA 30 trainings, and ensure that trainings contain content on child labor laws	Contracts and Compliance	Grants	Commit to Implement
	ISSUE: (STKH) Workers Lack Robust Legal Protections Making Them Vulnerable ³⁶	Pass Houston Ordinance that includes recall protections ensuring workers have right of first refusal, addresses displacement of street vendors, does not allow for worker recruitment fees, and ensures contracts are provided in a worker's native language, in addition to other items.	Policies and Procedures	RFPs	Commit to Implement if Legally Feasible

³⁴ Ibid, complete list of responsibility factors can be found in the **Efforts to ensure minimum wage payments through labour peace agreements or regulatory amendments.**

³⁵ Ibid.

³⁶ Ibid.

	ISSUE: (STKH) Workers Vulnerable to COVID-19 or Other Pandemics with Inadequate Workplace Safety Protections ³⁷	Adopt and Require of all Vendors COVID-19 and General Pandemic Health and Safety Standards	Contracts and Compliance	RFPs	Commit to Implement
Migrants	ISSUE: (STKH) Systemic Law Enforcement and Migrant Community	Mayoral / County Judge / HPD leadership in direct engagement with Federal agencies.	Collaboration and Public/Private Partnerships	Influence	Commit to Further Conversations
	ISSUE: (STKH) Systemic Law Enforcement and Migrant Community	Implement a cite and release window for vulnerable populations during hosting.	Policies and Procedures	Influence	Commit to implement where legally feasible.
	ISSUE: Targeting of Documented Visitors	Establish a Legal Clinic at the airport.	Build Capacity of Existing Resources	Grants	Commit to Implement
	ISSUE: Targeting of Documented Visitors	Local policies to decrease deportation pipeline (airport, etc.).	Policies and Procedures	Influence	Commit to implement where legally feasible.
	ISSUE: Targeting of Undocumented Workers and/or Community Members	Community dialogue and education on how we treat migrants / workers.	Community Engagement and Outreach	Influence	Commit to Further Conversations
	ISSUE: Targeting of Undocumented Workers and/or Community Members	Investment in grassroots organizations and local resources (help line, etc.).	Create Funding Streams	Grants	Commit to Implement
	ISSUE: (STKH) Increase in Demand Child Migrant labor; Increased Susceptibility to Human Trafficking, Labor Violations, and Homelessness ³⁸	Partner with high schools that serve migrant children (I.e. Las Americas High School) to raise awareness about allowable jobs and their rights.	Community Engagement and Outreach	Influence	Commit to Implement
	Non-Discrimination	ISSUE: (STKH) Visitor - Not Residents - Behaving Poorly	Train Law Enforcement on how to De-Escalate.	Training and Awareness	Grants

³⁷ Ibid.

³⁸ Ibid.

	ISSUE: Discrimination against LGBTQ Community Members	Develop Educational Campaign for Houston as Welcoming City	Training and Awareness	Grants	Commit to Implement
	ISSUE: Discrimination against LGBTQ Visitors	Develop Educational Campaign for Houston as Welcoming City	Training and Awareness	Grants	Commit to Implement
	ISSUE: Housing Discrimination Against LGBTQ Visitors	Engage Hospitality and Airbnb to Sign Non-Discrimination Pledge.	Collaboration and Public/Private Partnerships	Influence	Commit to Further Conversations
	ISSUE (STKH): Discrimination against LGBTQ Community Members, ISSUE: Discrimination against LGBTQ Visitors, ISSUE: Housing Discrimination Against LGBTQ Visitors ³⁹	Pass Equal Rights Ordinance for Houston to Ensure Enhanced Legal Protections for LGBTQIA Community Members.	Policies and Procedures	Influence	Commit to Implement if Legally Feasible
Human Trafficking	ISSUE: Increase in Labor and Sex Trafficking	Establish Human Trafficking Sub-Committee with Survivor Representation.	Collaboration and Public/Private Partnerships	Influence	Commit to Implement
	ISSUE: Increase in Labor Trafficking	Raise Awareness with Businesses of Need to Mitigate Risk in their Supply Chains.	Build Capacity of Existing Resources	Grants	Commit to Implement
	ISSUE: Increase in Labor Trafficking	Hold Q&A Forums for Contract Workers – Use existing resources in Houston, engage actual workers in a safe/neutral space, and include know your rights information. Consider doing separate from joint inspections.	Community Engagement and Outreach	RFPs	Commit to Implement
	ISSUE: Increase in Labor Trafficking	Rely on Local Labor vs. Guest Workers to Prevent Visa Fraud/Abuse – Guest workers vulnerable to abuse (hospitality industry). Bolster requirements if guest workers used and can enforce informally through licensing bodies.	Contracts and Compliance	Influence	Commit to Further Conversations
	ISSUE: Increase in Labor Trafficking	Conduct Joint Labor Inspections of WC Sites – Get information to workers, disseminate info., resources, helpline #, etc.	Contracts and Compliance	RFPs	Commit to Implement
	ISSUE: Increase in Labor Trafficking	Include Anti-Trafficking Clauses in all RFPs.	Responsible and Transparent Procurement	RFPs	Commit to Implement

³⁹ Ibid.

		ISSUE: Increase in Sex Trafficking	Establish a no seller arrest policy (Nordic model) during hosting of games.	Policies and Procedures	Grants	Commit to Implement if HPD Can Do
		ISSUE: Increase in Sex Trafficking	Raise Awareness at Scale to Prevent. Multi-tiered campaign with global (Ten/Ten with other host cities) to local Houston and stadium focus.	Training and Awareness	Grants	Commit to Implement
		ISSUE: (STKH) Increase in Sex Trafficking and Grooming of Children ⁴⁰	Conduct youth trainings and a social media campaign on Tik Tok, Instagram, and other various social media platforms to reach youth and prevent the luring of children to events disguised as associated with the games	Training and Awareness	Grants	Commit to Implement
	Right to Participate	ISSUE: (STKH) Bonding/Assurance on What Businesses are Bidding On, e.g., Collaborative Approach?	Centralized platform for bidding to facilitate advanced transparency so businesses can prep, remove 'guesswork.'	Responsible and Transparent Procurement	RFPs	Commit to Research
		ISSUE: (STKH) Bonding/Assurance on What Businesses are Bidding On, e.g., Collaborative Approach?	Host Committee Holds Training Seminars/Info. Sessions on RFPs, Bidding (in person/live + anytime accessible platforms). Includes for small business owners. Simplifies bidding process.	Training and Awareness	RFPs	Commit to Research
		ISSUE: (STKH) Commitment to Engagement, Inclusivity	Establish separate funds for marketing, comprehensive campaign: commitment at Bid Committee Level.	Training and Awareness	RFPs	Commit to Implement
		ISSUE: (STKH) Bonding/Assurance on What Businesses are Bidding On, e.g., Collaborative Approach?	Engagement of all chambers, organizations across city.	Collaboration and Public/Private Partnerships	RFPs	Commit to Implement
		ISSUE: (STKH) Bonding/Assurance on What Businesses are Bidding On, e.g., Collaborative Approach?	Establish target/metric ('what does success look like?').	Responsible and Transparent Procurement	RFPs	Commit to Research
		ISSUE: (STKH) Human Rights Challenges are Complex and Inter-Connected, Cannot Discuss this Risk without Addressing Gender-Based Violence, Disability Access, and Worker's Rights	Partnerships with relevant orgs: Greater Houston Women's Shelter to educate and identify areas in need of event proceeds.	Collaboration and Public/Private Partnerships	Grants	Commit to Implement

⁴⁰ Ibid.

	ISSUE: (STKH) Human Rights Challenges are Complex and Inter-Connected, Cannot Discuss this Risk without Addressing Gender-Based Violence, Disability Access, and Worker's Rights	Create fundraising opportunities (e.g. Superbowl \$4M).	Create Funding Streams	Grants	Commit to Implement
	ISSUE: (STKH) Information from FIFA/U.S. Soccer in Advance	Continue ongoing relationships w/ leaders	Collaboration and Public/Private Partnerships	RFPs	Commit to Implement
	ISSUE: (STKH) Unequal Internet Access Affects Ability to Participate in Public Affairs	County-wide broadband office – public, private partnership.	Collaboration and Public/Private Partnerships	Grants	Commit to Further Conversations
	ISSUE: (STKH) Unequal Internet Access Affects Ability to Participate in Public Affairs	Secure sponsors – Crown Castle?	Create Funding Streams	RFPs	Commit to Further Conversations
	ISSUE: (STKH) Young People Not Engaged in Bid Committee Decisions ⁴¹	Solicit non-binding feedback from young adults on Bid Committee decisions to consider among other factors	Community Engagement and Outreach	Grants	Commit to Implement
Housing Rights	ISSUE: Increased Demand on Properties for Visitors Impacting Housing and Homelessness	Targeted outreach at motels near event location(s) just prior to FIFA World Cup. Addresses negative impacts on the homeless population by getting information out to homeless during point in time counts about FIFA World Cup and expand efforts to move homeless into Permanent Support Housing. Provide grants to expand outreach and increase capacity of homeless outreach teams.	Community Engagement and Outreach	Grants	Commit to Implement

⁴¹ Ibid.

	ISSUE: Negative Impact on Homeless Population	Law enforcement training/engagement to include homeless, HOT personnel & training, mental health needs without diverting from Safety and Security area. Training would include differentiation between panhandling and homelessness, how to plan when encountered. Need to take account of current training offered and amend as needed.	Build Capacity of Existing Resources	Grants	Commit to implement where legally feasible.
	ISSUE: Negative Impact on Homeless Population	See existing Continuum of Care Strategic Plan for outreach, #'s and goals toward which everyone works.	Community Engagement and Outreach	Grants	Commit to Implement
	ISSUE: Homeless population will not economically benefit from hosting the World Cup	Design and launch a hospitality training program for this population.	Community Engagement and Outreach	Grants	Commit to Implement
Disability Access	ISSUE: (STKH) Inaccessible Event Locations	Identifying these areas in advance and controlling them ahead of time (e.g., accessible seating, not segregated – assuring equal experience). Ensure guests can view seating arrangement before purchasing sets via online seating map. *Identifying staff as resources with cultural competence. They mostly comply with ADA – looking at international ADA conditions, to support international guest expectations. Staff should be able to use their phones/devices to access resources for guidance and cultural competence for deaf, hard of hearing, and other people with disabilities.	Regulatory and Human Rights Audits with Feedback Mechanism	Grants	Commit to Research
	ISSUE: (STKH) Inaccessible Event Locations	If not able to access the venues defeats the point. Thus, increased access to venues – not waiting in line, and ease of access to gates.	Regulatory and Human Rights Audits with Feedback Mechanism	Grants	Commit to Implement

	ISSUE: (STKH) Poor State of Infrastructure with Protections for Vulnerable Populations	Relying on private partners to bring adapted vehicles (wheelchair accessible vehicles - WAV) from other cities; or include other private partners, which have these vehicles already functioning. Distinction from public transportation. Ensure awareness of ADA with private partners to ensure compliance.	Collaboration and Public/Private Partnerships	RFPs	Commit to Research
	ISSUE: (STKH) Poor State of Infrastructure with Protections for Vulnerable Populations	Safety issues for all attendees. Ensure international signage to address for visiting guests, fans, etc.	Regulatory and Human Rights Audits with Feedback Mechanism	Grants	Commit to Implement
	ISSUE: (STKH) Ride Share Services - Modifying for Equity in Access	There are technology opportunities that need to be explored with this. There is no clear solution on what technology is available from multiple challenged individuals (e.g., deaf and blind). Solution: Possibly having a family member or ally as an assistant contact person; however, conflict under ADA to use family members to accommodate deaf and/or blind individuals.	Build Capacity of Existing Resources	Grants	Commit to Research
	ISSUE: (STKH) Ride Share Services - Modifying for Equity in Access	Relying on private partners to bring adapted vehicles (wheelchair accessible vehicles - WAV) from other cities; or include other private partners, which have these vehicles already functioning. Distinction from public transportation. Ensure awareness of ADA with private partners to ensure compliance.	Collaboration and Public/Private Partnerships	RFPs	Commit to Research
	ISSUE: (STKH) Safety in Public Venues (e.g, Parking Spaces, Respecting City Laws, etc.)	Doing presently a lot of work on fatalities and safety. There is much to be continued. Ensure disabled individuals able to evacuate safely with clear route.	Regulatory and Human Rights Audits with Feedback Mechanism	Grants	Commit to Implement

	ISSUE: Inadequate Disability Access to Public Transport	Relying on private partners to bring adapted vehicles (wheelchair accessible vehicles - WAV) from other cities; or include other private partners, which have these vehicles already functioning. Distinction from public transportation. Ensure awareness of ADA with private partners to ensure compliance.	Collaboration and Public/Private Partnerships	RFPs	Commit to Research
	ISSUE: Inadequate Disability Access to Public Transport	If not able to access the venues defeats the point. Thus, increased access to venues – not waiting in line, and ease of access to gates.	Regulatory and Human Rights Audits with Feedback Mechanism	Grants	Commit to Implement
	ISSUE: Inadequate Disability Access to Public Transport	Already will occur as any other large event in the City; however, a high priority.	Regulatory and Human Rights Audits with Feedback Mechanism	Grants	Commit to Research
5	<p>Please provide an overview on where and how persons who may be adversely affected with respect to the different risk areas identified may raise concerns with relevant entities and get remedy for impacts they may have suffered</p> <p>We will build capacity of the City of Houston’s 311 central constituent helpline to respond to human rights violations reported across all eight risk areas. For such calls we will develop scripts that operators use to engage with individuals and understand their complaints. Referrals for follow-up and action will be provided based on the case, violations alleged, and who has authority to investigate. Violations handled by existing state and/or federal laws will be referred accordingly. Those included in our Human Rights Utopia will be investigated by a Human Rights Tribunal staffed by pro-bono lawyers. If a violation occurred at the RFP- or grant-level, Tribunal Members provide appropriate restitution and sanction the offending agency. If violations referred to state and/or federal agencies are not taken up, the Tribunal will investigate and provide equivalent restitution. We will raise awareness of 311 as a human rights grievance helpline as part of a comprehensive media campaign in Greater Houston. Ads will be featured on billboards, TV, radio, taxis, buses, social media, and direct outreach material. We also plan to get information out about 311 to migrant workers in Mexico prior to any RFPs through Centro de los Derechos del Migrante, Inc. and potentially through the Department of State.</p>				
6	<p>Please provide a list of planned measures the host city commits to implement to build on opportunities for a positive human rights legacy in each of the areas of opportunity identified under point 3, including for each area of opportunity:</p> <p>a) The specific measures planned by the host city</p> <p>b) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures</p> <p>i. All Areas of Opportunity</p> <p>a) Leveraging 311 to triage reports of human rights violations is a legacy solution across all eight human rights areas of opportunity. It provides us with the ability to centrally monitor</p>				

in real time potential violations using an existing resource with strong community familiarity. 311 is accessible as a smartphone app increasing accessibility and utilization. 311's built-in data tracking will allow us to easily assess for impact. Our response time is also increased as we do not have to rely on external helplines for information. This is also a model for future U.S. host cities that have similar constituent helplines.

- b) We will work with external stakeholders to develop the script operators use. Their feedback will inform the questions we use, and details asked. We will develop the 311-referral database with stakeholders and their knowledge of appropriate agencies.

ii. Safety and Security

- a) Requiring implicit bias training for law enforcement is needed to advance social and racial justice. This training would move beyond cultural sensitivity to address biases below the surface that affect judgement. By establishing this through policies and procedures, the training will leave a positive legacy in Houston.
- b) External stakeholders with subject-matter expertise will be included in developing and potentially offering the training.

iii. Worker's Rights

- a) The establishment of a Legal Clinic is an innovative solution to address worker's rights issues. Texas is a right-to-work state that impacts unions ability to advocate. Certain worker rights present elsewhere are also not protected under state law. A Legal Clinic empowers workers and expedites access to hear grievances and approve restitution.
- b) We would engage a law firm, pro-bono or paid to design, develop, and run the Legal Clinic.

iv. Migrants

- a) A cite-and-release program for undocumented individuals during Houston's hosting would leave a lasting impression on visitors and positively benefit all residents. It would also enhance safety and decrease fears of Houston's immigrant population. It has the potential to inform post-FIFA World Cup legacy policy solutions for this population.
- b) Houston's immigrant rights groups and other NGOs would assist in program design and ensure individuals know to call 311 in the case of violations.

v. Non-Discrimination

- a) The Welcoming City media campaign will provide a legacy model for diversity and inclusion campaigns. It will display the lived diversity of real Houstonians including LGBTQ. Our campaign will also display the 311 helpline. We can monitor the campaigns effectiveness by tracking calls before, during, and after the campaign runs.

- b) We will partner with Houston's diversity and LGBTQ agencies to design the ads. This will ensure messaging and images are culturally sensitive.

vi. Human Trafficking

- a) The city will use its influence with the County to adopt an anti-trafficking policy for its supply chain. This affects change during hosting because the FIFA World Cup would be played at County-run facilities. Houston could also ensure memorabilia is sustainably produced when issuing contracts. It leaves a lasting human rights legacy that will influence those vendors doing business with the County. The COH already implemented an anti-trafficking EO 1-56 in 2017.
- b) We will engage with County vendors and MWBE enterprises to ensure they know the policy requirements and how to comply.

vii. Right to Participate

- a) Creation of a centralized bidding platform will inform the County's procurement process even after 2026. It would increase transparency, increase bidder engagement, and produce more competitive bids. This opportunity advances transparency in government and sets a legacy benchmark for other U.S. cities.
- b) We will engage with County vendors and MWBE enterprises to know how to design. We will also engage web designers throughout the creation and implementation of the platform.

viii. Housing Rights

- a) Targeted outreach to the homeless near event venues is a legacy solution because the goal is housing. This contrasts with other approaches that barricade off encampments without addressing root problems. We will leverage federally mandated point in time counts in advance to push out information about permanent supportive housing. Teams will have increased capacity via potential grants from the Bid Committee.
- b) We will engage with the Coalition for the Homeless which leads Houston's housing response. This is in addition to volunteer teams leading counts.

ix. Disability Access

- a) Our creation of disability access audit teams is a unique way to hire the disabled and ensure equal accommodations. Those hired will evaluate all venues and access points to ensure accessibility. They will be empowered to mandate requirements in line with the ADA. Improvements they recommend will become of venues for the foreseeable future leaving a lasting legacy.
- b) Houston's differently abled advocacy groups will be key external stakeholders.

IV. Stakeholder engagement plan	
7	<p>Please describe how the host city plans and commits to integrate external stakeholders in the preparation and delivery of the tournament with respect to human rights-related aspects and indicate whether this plan has been discussed with and is supported by such external stakeholders</p>
	<p>a) Plans to Integrate External Stakeholders</p> <p>Please refer to Section III, Sub-Section 4, page 79 for Houston’s plan to integrate stakeholders. We will strategically engage stakeholders based on what implementation of each opportunity requires. Engagement will be via the Human Rights Sub-Committee with existing stakeholders from the 1st and 2nd meetings transitioned into ad-hoc committees. Additional stakeholders will be added during our 2021 planning process based on existing gaps and need. Workgroups will meet virtually monthly, and cross-committee talk will occur quarterly.</p> <p>b) Indicate Whether this Plan has been Discussion with and Support by External Stakeholders</p> <p>Stakeholders were central to the development of our human rights plan process and will continue to be through 2026 if selected as host. They proposed the opportunities we will advance after prioritizing issues tied to hosting in the Pre-Meeting Activity 1 and Meeting 1. Opportunities discussed in this report tie back to these issues, and stakeholders came to a consensus on them after completing Pre-Meeting Activity 2 and during Meeting 2. We presented our final plan during Meeting 3 in January 2021, and stakeholders voiced their support. They also understood opportunities would undergo a review process by City Legal, County counterparts, and are subject to final approval by the City and County administrations. Stakeholders wanted to further engage past the 3rd meeting. We will transition stakeholders into ad-hoc committees that are part of the Human Rights Sub-Committee. This ensures we engage external stakeholders throughout the planning and implementation process.</p> <p>From the draft submission date of the report to the final submission date, we will continue to analyze the list of 60 opportunities to see what is already being done, what gaps exist and use this exercise as a further opportunity to provide clarifications on existing processes and procedures as we work to build a better Houston for all.</p>

APPENDICES

A) Press Release Issued for 1st Meeting



HOUSTON

2026 BID COMMITTEE

For release: November 13, 2020

Contact: Patti Smith, Harris County – Houston Sports Authority,
psmith@houstonsports.org

FIRST HOUSTON 2026 WORLD CUP BID COMMITTEE HUMAN RIGHTS WORKSHOP PRIORITIZES ISSUES

HOUSTON, Texas – The Houston 2026 World Cup Bid Committee held its first virtual workshop November 12 as part of its response to the FIFA assignment on human-rights risks and issues.

Approximately 100 stakeholders from the Houston community participated in a two-plus hour discussion that addressed various potential human rights risks and prioritized Houston's issues and unique opportunities that could be associated with hosting a FIFA World Cup™.

The workshop, led by the bid committee's sub-committee on human rights and chairwoman **Minal Patel Davis**, as director of the City of Houston's Mayor's Office of Human Trafficking and Domestic Violence, broke down participants into eight focus groups to address specific issues FIFA has identified. The list of priorities are Safety and Security, Worker's Rights, Migrants, Non-Discrimination, Human Trafficking, Right to Participate in the Conduct of Public Affairs, Houston Rights and Disability Access.

Houston 2026 World Cup Bid Committee President **Chris Canetti** said the first of three workshops was extremely productive and inspiring. A second workshop will take place in December and a third in January. The final report is due to FIFA on January 31, 2021.

"As we look at our bid, it's clear to see that we have tremendous infrastructure, like stadiums, airports, and hotels," Canetti said, "But what's most impressive about Houston is the community's ability to mobilize and unite at big moments in time."

"As I watched the human rights workshop unfold, that inspiring spirit was on display, and I think it's a big strength in our bid."

Davis was impressed by the diversity of thought from community leaders and the facilitators' ability to build group consensus so quickly.

"We now have a clear vision of the risks associated with hosting the World Cup if we are selected," Davis said. "We look forward to crafting the right solutions to mitigate those risks."

The next workshop is scheduled for December 11. Anyone interested in participating in that workshop can email minal.davis@houstontx.gov or call 832.393.0977. Requests for the December 11 workshop must be received by December 1.

About the Houston 2026 World Cup Bid Committee

The Houston 2026 World Cup Bid Committee is leading our region's efforts to host the 2026 FIFA World Cup™. It is a subsidiary of the Harris County - Houston Sports Authority. The 2026 FIFA World Cup™ will be played in 16 cities across the United States, Mexico, and Canada and Houston is among 17 cities vying to become U.S. host city. A final decision is expected in 2021.

###

#ReadyForTakeoff

B) Full List and Description of Stakeholders Engaged

Human Rights Challenge	Organization	Name
Disability Access	Greater Houston Transportation Company	Mike Spears
Disability Access	HLAGH (Hotel Lodging Ass'n of Greater Houston)	Stephanie Haynes
Disability Access	Living Hope Wheelchair Association	Francisco Arguelles
Disability Access	Lyft	Alex Phillips
Disability Access	Lyft	Fernando Treviño
Disability Access	Mayor's Office for People with Disabilities	Gabe Cazares
Disability Access	METRO	Tom Lambert
Disability Access	Uber	Chris Miller
Disability Access - FACILITATOR	MGR Consulting	Rafael Saranjo
Housing Rights	Airbnb	Jose Briones
Housing Rights	Coalition for the Homeless	James Gonzalez
Housing Rights	Homeless Houston	Catherine Villarreal
Housing Rights	Housing Department	Tom McCasland
Housing Rights	Mayor's Office	Marc Eichenbaum
Housing Rights	Open Gate - Damien Kelly (Catholic Charities)	Damien Kelly
Housing Rights	Search	Thao Costis
Housing Rights	Small Independent Motel Association	Hasu Patel
Housing Rights - FACILITATOR	MGR Consulting	Gerald Eckert
Human Trafficking	Airbnb	Blessing Okorougo
Human Trafficking	Baylor College of Medicine at Ben Taub Hospital	Dr. Mollie Rebecca Gordon
Human Trafficking	Baylor St. Luke's Medical Center	Kimberly Williams
Human Trafficking	Bruce Mann	Bruce Mann
Human Trafficking	Crime Stoppers	Jenna Fondren
Human Trafficking	ECPAT	Lori Cohen
Human Trafficking	Elijah Rising	Sam Hernandez
Human Trafficking	Freedom Church Alliance	Leigh Kohler
Human Trafficking	Grace Farms	Rod Khattabi

Human Rights Challenge	Organization	Name
Human Trafficking	Greater Houston Community Foundation	Rebecca Hove
Human Trafficking	Houston Police Department	James Jones
Human Trafficking	HPD, Vice Division	Kristine Anthony-Miller, Commander
Human Trafficking	Human Trafficking Rescue Alliance	Dennis Mark
Human Trafficking	Love People Not Pixels	Joe Madison
Human Trafficking	Love146	Aria Flood
Human Trafficking	No Trafficking Zone	Jacquelyn Aluotto
Human Trafficking	Office of Governor - Child Sex Trafficking	Andrea Sparks
Human Trafficking	Office of Governor - Child Sex Trafficking	Janet Kasper
Human Trafficking	Oil and Gas Trafficking Advisory Group (OG-TAG)	Jennifer Hohman
Human Trafficking	RedM Movement	David Reid
Human Trafficking	The Landing	Cara Parker
Human Trafficking	Twelve Eleven (Survivor Org)	Kathy McGibbon
Human Trafficking	United Against Human Trafficking	Elaine Andino
Human Trafficking	United Against Human Trafficking	Timeka Walker
Human Trafficking	YMCA International - Trafficked Persons Assistance Program	Jaimie Keller
Human Trafficking - FACILITATOR	MOHT&DV	Chris Graves
Migrants	Arandas - Restaurants	Judy Camarena
Migrants	BakerRipley	Jill Campbell
Migrants	Catholic Charities	Elise Griesmyer
Migrants	Houston Immigration Legal Services Collaborative (HILSC)	Julie Pasch
Migrants	The Alliance	Daniel Stoecker
Migrants - FACILITATOR	Stardust Fund	Kyle Wright

Human Rights Challenge	Organization	Name
Non-Discrimination	Department of State	Jenny Stein
Non-Discrimination	Equality Texas	Ricardo Martinez
Non-Discrimination	Houston Airport System	Rhonda Arnold
Non-Discrimination	Mayor's Office of International Affairs	Chris Olson
Non-Discrimination	Office of Business Opportunity, City of Houston	Ky Wilson
Non-Discrimination - FACILITATOR	Harris County -Judge's Office, Policy	Chang Chiu
Right to Participate in Conduct of Public Affairs	City of Houston - Procurement	Jerry Adams
Right to Participate in Conduct of Public Affairs	Harris County - Houston Sports Authority	Janis Burke
Right to Participate in Conduct of Public Affairs	Harris County Sports & Convention Corp. - NRG Park	Ryan E. Walsh
Right to Participate in Conduct of Public Affairs	Houston First Corporation	Sharicia Hawkins
Right to Participate in Conduct of Public Affairs	Mayor's Office of Boards and Commissions	Maria Montes
Right to Participate in Conduct of Public Affairs	Office of Business Opportunity, City of Houston	Marsha Murray
Right to Participate in Conduct of Public Affairs	Office of Business Opportunity, City of Houston	Tifney Scott
Right to Participate in Conduct of Public Affairs	SMG/Reliant Park	Mark Miller
Right to Participate in Conduct of Public Affairs - FACILITATOR	Business Groups	Irene Fan
Safety and Security	Children at Risk	Caroline Roberts
Safety and Security	Crime Stoppers	Jenna Fondren
Safety and Security	HPD	Matt Slinkard
Safety and Security	Mayor's Office of Education	Juliet Stipeche
Safety and Security	Mayor's Office of Public Safety	George Buenik

Human Rights Challenge	Organization	Name
Safety and Security	ProUnitas	Adeeb Barqawi
Safety and Security	UNICEF	Nelson Bowman
Safety and Security - FACILITATOR	Mayor's Office of New Americans	Terence O'Neill
Worker's Rights	AFL-CIO - Local	Hany Khalil
Worker's Rights	Equal Justice Center	Duchoang Daniel Pham
Worker's Rights	Fe y Justicia Worker Center	Daniana Trigos-Kukulski
Worker's Rights	Fe y Justicia Worker Center	Lydia Ortiz
Worker's Rights	FIEL	Cesar Espinosa
Worker's Rights	Houston Gulf Coast Building and Construction Trades Council	Paul Puente
Worker's Rights	International Labor Organization	Sarah Morgan
Worker's Rights	Levy/George R. Brown Convention & Theater District	Christopher Bupp
Worker's Rights	Levy/George R. Brown Convention & Theater District	Dominic Tierno
Worker's Rights	Office of Business Opportunity, City of Houston	Enzo Mungu
Worker's Rights	Workers Defense Project	Laura Perez Boston
Worker's Rights - FACILITATOR	Athletivate	James Viray

C) Full Pre-Meeting Activity for all 8 Human Rights Areas

Stakeholder Engagement Pre-Activity – Human Rights Risks Meeting 1

Stakeholder Engagement Pre-Activity - Human Rights Risks

* Required

1. Email address *

Please enter your e-mail address above, and you will receive a PDF copy of your responses.



Background

FIFA World Cup is coming to North America in 2026 in the U.S., Mexico, and Canada. There are 17 U.S. finalist cities for 10 U.S. host spots, and Houston is one of them with a decision by FIFA expected in 2021. Houston's 2026 Bid Committee was formed in 2019 by the Harris County-Houston Sports Authority. Our goal is to grow the game and leverage it as a force for change and social mobility locally and worldwide, and we have spent the last 20 months on stakeholder engagement on a smaller scale to formulate our legacy strategy. The human rights component of FIFA's selection criteria is the most extensive ever for a mega-sporting event like the World Cup. Stakeholder meetings are an integral part of our approach to better understand the human rights-related risks and opportunities with potentially affected groups. 3 total Human Rights Stakeholder Workshops will take place by January 31, 2021.

Instructions

You have been selected as a valued stakeholder who can contribute to discussions around the human rights risks and opportunities that come with Houston's 2026 bid to host the World Cup. FIFA through a consulting partner has identified 8 human rights risks specific to Houston, and individuals are assigned to the risk where they can best contribute in light of their position and organizational affiliation. This pre-activity is designed for you to prioritize different human rights risks with hosting a mega-event, and your responses will provide the groundwork for the first virtual stakeholder meeting where you will negotiate with your peers to arrive at a consensus on the greatest risks that have the widest impact. Your participation and input are vital for Houston's bid and will be included in a human rights report.

Overview of Houston's Human Rights Risks

Safety and Security	Police under scrutiny for policing of minority communities. Large influx of visitors increases risks to children (separation from parents, etc.).
Worker's Rights	Statewide minimum wage low and labor practices do not protect workers. Organized labor weakened because Texas is Right to Work State.
Migrants	# of deportations of undocumented migrants, cooperation with ICE. Risks of foreign workers and visitors being targeted for deportation.
Non-Discrimination	Lack of LGBTQ protections in housing and annual increase of hate crimes for LGBTQ, religion, disability. Visitors of diverse backgrounds need access to appropriate facilities.
Human Trafficking	Sex trafficking an issue Houston shares with other major U.S. cities. Influx of visitors may increase demand and trafficking of victims.
Right to Participate in Conduct of Public Affairs	2015 academic study saw public corruption as issue, # of convictions (construction, procurement) Cities must ensure protections for participation in democratic processes.
Housing Rights	Incomes below poverty line, rate of evictions, and criminalizing homelessness. Increased demand on properties for visitors during games may heighten issues if landlords cash in.
Disability Access	Access to public transport.

Important Dates

Registration and Complete this Form: Monday, October 26, 2020

Stakeholder Meeting #1 - Review of Human Rights Risks: Thursday, November 12, 2020, 10:30AM to 12:30PM

Stakeholder Meeting #2 - Opportunities to Prevent and Mitigate/Grievance Mechanism: Friday, December 11, 2020 - Tentative

Stakeholder Meeting #3 - Legacy Solutions: January 2021, TBD

Contact

For questions on the Human Rights Sub-Committee and/or your engagement as a stakeholder, contact:

Minal Patel Davis, Director
Mayor's Office of Human Trafficking and Domestic Violence
Office of Mayor Sylvester Turner
Office: 832-393-0977
Mobile: 832-595-9965
E-Mail: minal.davis@houstontx.gov

For any technical difficulty in accessing and/or completing this form, contact:

Chris Graves, Associate Director
Mayor's Office of Human Trafficking and Domestic Violence
Office of Mayor Sylvester Turner
Office: 832-393-0893
Mobile: 281-409-8826
E-Mail: chris.graves@houstontx.gov

2. Your Name *

3. Title *

4. Organization *

5. Select Your Assigned Human Rights Risk *

Your assigned risk was in the e-mail with the survey link you received. If you are still unsure or have additional questions, contact Minal Davis at minal.davis@houstonfc.com or 832-396-9965.

Mark only one oval.

- Safety and Security *Skip to question 6*
- Worker's Rights *Skip to question 16*
- Migrants *Skip to question 23*
- Non-Discrimination *Skip to question 30*
- Human Trafficking *Skip to question 49*
- Right to Participate in the Conduct of Public Affairs *Skip to question 56*
- Housing Rights *Skip to question 60*
- Disability Access *Skip to question 70*

RISK: SAFETY AND SECURITY

Instructions

Below is a grid that includes all of the activities (from left to right) involved in hosting a mega-sporting event that affects different groups. For each issue, pinpoint those activities where it should be a priority for the Bid Committee to address. If it is a priority, indicate if it is Extremely High, High, Medium, or a Low Priority.

Factors to Consider When Prioritizing:

- Is there an extensive or limited number of stakeholders impacted?
- Is there a vulnerable population impacted?
- Is there great or limited opportunity to address?
- Are there existing and sufficient mitigations in place?
- Do potential mitigations have high or low feasibility?

For each issue, one priority level should be selected under each activity.

6. ISSUE: Police Interaction with Minority Groups

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. ISSUE: Police Interaction with Minority Groups *

Please identify and describe the adverse/negative impact associated with this issue.

8. ISSUE: Police Interaction with Minority Groups *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

9. ISSUE: Antagonism or Violence Between Fans

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. ISSUE: Antagonism or Violence Between Fans *

Please identify and describe the adverse/negative impact associated with this issue.

11. ISSUE: Antagonism or Violence Between Fans *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

12. ISSUE: Child/Family Separation, Kidnapping, or Other Abuse of Children

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. ISSUE: Child/Family Separation, Kidnapping, or Other Abuse of Children *

Please identify and describe the adverse/negative impact associated with this issue.

14. ISSUE: Child/Family Separation, Kidnapping, or Other Abuse of Children *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

15. Additional Issues and/or Activities to Address

Use this space to explain additional issues specific to your risk that are not captured in the grid. If there are additional activities involved in hosting a mega-event, name those as well. For each additional issue and activity, make sure to assign a prioritization level.

RISK: WORKER'S RIGHTS

Instructions

Below is a grid that includes all of the activities (from left to right) involved in hosting a mega-sporting event that affects different groups. For each issue, pinpoint those activities where it should be a priority for the Bid Committee to address. If it is a priority, indicate if it is Extremely High, High, Medium, or a Low Priority.

Factors to Consider When Prioritizing:

Is there an extensive or limited number of stakeholders impacted?

Is there a vulnerable population impacted?

Is there great or limited opportunity to address?

Are there existing and sufficient mitigations in place?

Do potential mitigations have high or low feasibility?

For each issue, one priority level should be selected under each activity.

16. ISSUE: Workers Receiving Less Than Living Wage

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. ISSUE: Workers Receiving Less Than Living Wage *

Please identify and describe the adverse/negative impact associated with this issue.

18. ISSUE: Workers Receiving Less Than Living Wage *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

19. ISSUE: Poor Working Conditions

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. ISSUE: Poor Working Conditions *

Please identify and describe the adverse/negative impact associated with this issue.

21. ISSUE: Poor Working Conditions *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

22. Additional Issues and/or Activities to Address

Use this space to explain additional issues specific to your risk that are not captured in the grid. If there are additional activities involved in hosting a mega-event, name those as well. For each additional issue and activity, make sure to assign a prioritization level.

RISK: MIGRANTS

Instructions

Below is a grid that includes all of the activities (from left to right) involved in hosting a mega-sporting event that affects different groups. For each issue, pinpoint those activities where it should be a priority for the Bid Committee to address. If it is a priority, indicate if it is Extremely High, High, Medium, or a Low Priority.

Factors to Consider When Prioritizing:

- Is there an extensive or limited number of stakeholders impacted?
- Is there a vulnerable population impacted?
- Is there great or limited opportunity to address?
- Are there existing and sufficient mitigations in place?
- Do potential mitigations have high or low feasibility?

For each issue, one priority level should be selected under each activity.

23. ISSUE: Targeting of Undocumented Workers and/or Community Members

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. ISSUE: Targeting of Undocumented Workers and/or Community Members *

Please identify and describe the adverse/negative impact associated with this issue.

25. ISSUE: Targeting of Undocumented Workers and/or Community Members *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

26. ISSUE: Targeting of Documented Visitors

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. **ISSUE: Targeting of Documented Visitors ***

Please identify and describe the adverse/negative impact associated with this issue.

28. **ISSUE: Targeting of Documented Visitors ***

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

29. **Additional Issues and/or Activities to Address**

Use this space to explain additional issues specific to your risk that are not captured in the grid. If there are additional activities involved in hosting a mega-event, name those as well. For each additional issue and activity, make sure to assign a prioritization level.

RISK: NON-DISCRIMINATION

Instructions

Below is a grid that includes all of the activities (from left to right) involved in hosting a mega-sporting event that affects different groups. For each issue, pinpoint those activities where it should be a priority for the Bid Committee to address. If it is a priority, indicate if it is Extremely High, High, Medium, or a Low Priority.

Factors to Consider When Prioritizing:

- Is there an extensive or limited number of stakeholders impacted?
- Is there a vulnerable population impacted?
- Is there great or limited opportunity to address?
- Are there existing and sufficient mitigations in place?
- Do potential mitigations have high or low feasibility?

For each issue, one priority level should be selected under each activity.

30. **ISSUE: Discrimination against LGBTQ Visitors**

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. **ISSUE: Discrimination against LGBTQ Visitors ***

Please identify and describe the adverse/negative impact associated with this issue.

32. ISSUE: Discrimination against LGBTQ Visitors *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

33. ISSUE: Discrimination against LGBTQ Community Members

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. ISSUE: Discrimination against LGBTQ Community Members *

Please identify and describe the adverse/negative impact associated with this issue.

35. ISSUE: Discrimination against LGBTQ Community Members *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

36. ISSUE: Housing Discrimination Against LGBTQ Visitors

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. ISSUE: Housing Discrimination Against LGBTQ Visitors *

Please identify and describe the adverse/negative impact associated with this issue.

38. ISSUE: Housing Discrimination Against LGBTQ Visitors *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

39. ISSUE: Housing Discrimination Against LGBTQ Community Members

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. ISSUE: Housing Discrimination Against LGBTQ Community Members *

Please identify and describe the adverse/negative impact associated with this issue.

41. ISSUE: Housing Discrimination Against LGBTQ Community Members *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

42. ISSUE: Hate Crimes Against LGBTQ Visitors and/or Community Members

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

43. ISSUE: Hate Crimes Against LGBTQ Visitors and/or Community Members *

Please identify and describe the adverse/negative impact associated with this issue.

44. ISSUE: Hate Crimes Against LGBTQ Visitors and/or Community Members *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

45. ISSUE: Hate Crimes Associated with Race, Religion, and/or Disability

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

46. ISSUE: Hate Crimes Associated with Race, Religion, and/or Disability *

Please identify and describe the adverse/negative impact associated with this issue.

47. ISSUE: Hate Crimes Associated with Race, Religion, and/or Disability *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

48. Additional Issues and/or Activities to Address

Use this space to explain additional issues specific to your risk that are not captured in the grid. If there are additional activities involved in hosting a mega-event, name those as well. For each additional issue and activity, make sure to assign a prioritization level.

RISK: HUMAN TRAFFICKING

Instructions

Below is a grid that includes all of the activities (from left to right) involved in hosting a mega-sporting event that affects different groups. For each issue, pinpoint those activities where it should be a priority for the Bid Committee to address. If it is a priority, indicate if it is Extremely High, High, Medium, or a Low Priority.

Factors to Consider When Prioritizing:

- Is there an extensive or limited number of stakeholders impacted?
- Is there a vulnerable population impacted?
- Is there great or limited opportunity to address?
- Are there existing and sufficient mitigations in place?
- Do potential mitigations have high or low feasibility?

For each issue, one priority level should be selected under each activity.

49. ISSUE: Increase in Sex Trafficking

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

50. ISSUE: Increase in Sex Trafficking *

Please identify and describe the adverse/negative impact associated with this issue.

51. ISSUE: Increase in Sex Trafficking *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply:

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

52. ISSUE: Increase in Labor Trafficking

Check all that apply:

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

53. ISSUE: Increase in Labor Trafficking *

Please identify and describe the adverse/negative impact associated with this issue.

54. ISSUE: Increase in Labor Trafficking *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply:

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

55. Additional Issues and/or Activities to Address

Use this space to explain additional issues specific to your risk that are not captured in the grid. If there are additional activities involved in hosting a mega-event, name those as well. For each additional issue and activity, make sure to assign a prioritization level.

RISK: RIGHT TO PARTICIPATE IN THE CONDUCT OF PUBLIC AFFAIRS

Instructions

Below is a grid that includes all of the activities (from left to right) involved in hosting a mega-sporting event that affects different groups. For each issue, pinpoint those activities where it should be a priority for the Bid Committee to address. If it is a priority, indicate if it is Extremely High, High, Medium, or a Low Priority.

Factors to Consider When Prioritizing:

- Is there an extensive or limited number of stakeholders impacted?
- Is there a vulnerable population impacted?
- Is there great or limited opportunity to address?
- Are there existing and sufficient mitigations in place?
- Do potential mitigations have high or low feasibility?

For each issue, one priority level should be selected under each activity.

56. ISSUE: Corruption Influencing Public Spending, Procurement, Permitting and/or Other Planning Decisions

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

57. ISSUE: Corruption Influencing Public Spending, Procurement, Permitting and/or Other Planning Decisions *

Please identify and describe the adverse/negative impact associated with this issue.

58. ISSUE: Corruption Influencing Public Spending, Procurement, Permitting and/or Other Planning Decisions *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

59. Additional Issues and/or Activities to Address

Use this space to explain additional issues specific to your risk that are not captured in the grid. If there are additional activities involved in hosting a mega-event, name those as well. For each additional issue and activity, make sure to assign a prioritization level.

RISK: HOUSING RIGHTS

Instructions

Below is a grid that includes all of the activities (from left to right) involved in hosting a mega-sporting event that affects different groups. For each issue, pinpoint those activities where it should be a priority for the Bid Committee to address. If it is a priority, indicate if it is Extremely High, High, Medium, or a Low Priority.

Factors to Consider When Prioritizing:

- Is there an extensive or limited number of stakeholders impacted?
- Is there a vulnerable population impacted?
- Is there great or limited opportunity to address?
- Are there existing and sufficient mitigations in place?
- Do potential mitigations have high or low feasibility?

For each issue, one priority level should be selected under each activity.

60. ISSUE: Increased Evictions of Low-Income Residents Leading to Increased Homelessness

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

61. ISSUE: Increased Evictions of Low-Income Residents Leading to Increased Homelessness *

Please identify and describe the adverse/negative impact associated with this issue.

62. ISSUE: Increased Evictions of Low-Income Residents Leading to Increased Homelessness *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

63. ISSUE: Negative Impact on Homeless Population

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

64. ISSUE: Negative Impact on Homeless Population *

Please identify and describe the adverse/negative impact associated with this issue.

65. ISSUE: Negative Impact on Homeless Population *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

66. ISSUE: Increased Demand on Properties for Visitors Impacting Housing and Homelessness

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

67. ISSUE: Increased Demand on Properties for Visitors Impacting Housing and Homelessness *

Please identify and describe the adverse/negative impact associated with this issue.

68. ISSUE: Increased Demand on Properties for Visitors Impacting Housing and Homelessness *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

69. Additional Issues and/or Activities to Address

Use this space to explain additional issues specific to your risk that are not captured in the grid. If there are additional activities involved in hosting a mega-event, name those as well. For each additional issue and activity, make sure to assign a prioritization level.

RISK: DISABILITY ACCESS

Instructions

Below is a grid that includes all of the activities (from left to right) involved in hosting a mega-sporting event that affects different groups. For each issue, pinpoint those activities where it should be a priority for the Bid Committee to address. If it is a priority, indicate if it is Extremely High, High, Medium, or a Low Priority.

Factors to Consider When Prioritizing:

- Is there an extensive or limited number of stakeholders impacted?
- Is there a vulnerable population impacted?
- Is there great or limited opportunity to address?
- Are there existing and sufficient mitigations in place?
- Do potential mitigations have high or low feasibility?

For each issue, one priority level should be selected under each activity.

70. ISSUE: Inadequate Disability Access to Public Transport

Check all that apply.

	Preparation of World Cup Match Venues	Preparation of Public Spaces	Airport Arrivals/Departures	Local Transportation	Lodging	Dining	Catered Events	Shopping	Other World Cup/Soccer Events	Other Entertainment	Fan Behavior	Security at World Cup Events	Security at Private Events	Volunteer Programs	Event Clean-Up	Public Clean-Up
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

71. ISSUE: Inadequate Disability Access to Public Transport *

Please identify and describe the adverse/negative impact associated with this issue.

72. ISSUE: Inadequate Disability Access to Public Transport *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

73. Additional Issues and/or Activities to Address

Use this space to explain additional issues specific to your risk that are not captured in the grid. If there are additional activities involved in hosting a mega-event, name those as well. For each additional issue and activity, make sure to assign a prioritization level.

D) Press Release Issued for 2nd Meeting



For release: December 14, 2020

Contact: Patti Smith, Harris County – Houston Sports Authority,
psmith@houstonports.org

SECOND HOUSTON 2026 WORLD CUP BID COMMITTEE HUMAN RIGHTS WORKSHOP DISCUSSES OPPORTUNITIES

HOUSTON, Texas – The Houston 2026 World Cup Bid Committee held its second virtual workshop December 11 as part of its response to the FIFA assignment on human-rights risks and opportunities.

Approximately 85 stakeholders from the Houston community participated in a two-and-a-half-hour discussion that built on specific opportunities surrounding the eight issues prioritized in the first workshop that could be associated with hosting a FIFA World Cup™.

The workshop, led by the bid committee's sub-committee on human rights and chairwoman **Minal Patel Davis**, the director of the City of Houston's Mayor's Office of Human Trafficking and Domestic Violence, included a special participant - **Luis CdeBaca**, former U.S. Ambassador to Monitor and Combat Trafficking in Persons and member of the Grace Farms Foundation's Justice Initiative.

CdeBaca, one of the country's most decorated federal prosecutors, was also Director of the Department of Justice's Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking under President Barack Obama.

The list of the committee's priorities, as determined in the November meeting, are Safety and Security, Worker's Rights, Migrants, Non-Discrimination, Human Trafficking, Right to Participate in the Conduct of Public Affairs, Houston Rights and Disability Access.

"Houston has long been a global city ready to host a World Cup in 2026," Davis said. "Our second human rights stakeholder meeting helped to confirm that, as we included not only local leaders, but also global human rights experts who helped formulate our solutions and define opportunities for legacy."

In addition to CdeBaca, Houston 2026 World Cup Bid Committee board member and U.S. soccer legend, **DaMarcus Beasley**, opened the workshop by sharing his thoughts on playing in four World Cups.

"I am very proud of the work we are doing in these workshops," said Houston Bid Committee President Chris Canetti. "It is inspiring to see such a passionate group of individuals working on such important issues. I look forward to the next workshop and submitting our final report that will showcase the strength of our community."

The next workshop is scheduled for January 14, 2021. Anyone interested in participating in that workshop can email minal.davis@houstontx.gov or call 832.393.0977. Requests for the January 14 workshop must be received by January 5.

About the Houston 2026 World Cup Bid Committee

The Houston 2026 World Cup Bid Committee is leading our region's efforts to host the 2026 FIFA World Cup™. It is a subsidiary of the Harris County - Houston Sports Authority. The 2026 FIFA World Cup™ will be played in 16 cities across the United States, Mexico, and Canada and Houston is among 17 cities vying to become U.S. host city. A final decision is expected in 2021.

#ReadyForTakeoff

E) Stakeholder Engagement Pre-Activity – Human Rights Opportunities Meeting 2

Stakeholder Engagement Pre-Meeting Activity - Human Rights Opportunities Meeting #2

* Required

1. Email address *

Please enter your e-mail address above, and you will receive a PDF copy of your responses.



Background

FIFA World Cup is coming to North America in 2026 in the U.S., Mexico, and Canada. There are 17 U.S. finalist cities for 10 U.S. host spots, and Houston is one of them with a decision by FIFA expected in 2021. Houston's 2026 Bid Committee was formed in 2019 by the Harris County+Houston Sports Authority. Our goal is to grow the game and leverage it as a force for change and social mobility locally and worldwide, and we have spent the last 20 months on stakeholder engagement on a smaller scale to formulate our legacy strategy. The human rights component of FIFA's selection criteria is the most extensive ever for a mega-sporting event like the World Cup. Stakeholder meetings are an integral part of our approach to better understand the human rights-related risks and opportunities with potentially affected groups. 3 total Human Rights Stakeholder Workshops will take place by January 31, 2021.

Instructions

Thank you everyone who participated in the first stakeholder engagement meeting on November 12, 2020 where stakeholders discussed human rights risks that come with Houston's 2026 bid to host the World Cup. This second pre-activity is designed for you to propose scalable opportunities to address identified risks with hosting a mega-event, and your responses will provide the groundwork for the second virtual stakeholder meeting where you will negotiate with your peers to arrive at a consensus on the best opportunities that are the most feasible to implement. Your participation and input are vital for Houston's bid and will be included in a human rights report.

Overview of Houston's Human Rights Risks

Safety and Security	Police under scrutiny for policing of minority communities. Large influx of visitors increases risks to children (separation from parents, etc.).
Worker's Rights	Statewide minimum wage low and labor practices do not protect workers. Organized labor weakened because Texas is Right to Work State.
Migrants	# of deportations of undocumented migrants, cooperation with ICE. Risks of foreign workers and visitors being targeted for deportation.
Non-Discrimination	Lack of LGBTQ protections in housing and annual increase of hate crimes for LGBTQ, religion, disability. Visitors of diverse backgrounds need access to appropriate facilities.
Human Trafficking	Sex trafficking an issue Houston shares with other major U.S. cities. Influx of visitors may increase demand and trafficking of victims.
Right to Participate in Conduct of Public Affairs	2015 academic study saw public corruption as issue, # of convictions (construction, procurement) Cities must ensure protections for participation in democratic processes.
Housing Rights	Incomes below poverty line, rate of evictions, and criminalizing homelessness. Increased demand on properties for visitors during games may heighten issues if landlords cash in.
Disability Access	Access to public transport.

Important Dates

Registration and Activity Completion: Friday, December 4th by 5PM

Stakeholder Meeting #2 - Opportunities to Prevent and Mitigate/Grievance Mechanisms: Friday, December 11, 2020, 10:30AM to 1PM

Stakeholder Meeting #3 - Legacy Solutions: January 14, 2021 from 10:30AM to 1PM. Please hold the date.

Contact

For questions on the Human Rights Sub-Committee and/or your engagement as a stakeholder, contact:

Minal Patel Davis, Director
 Mayor's Office of Human Trafficking and Domestic Violence
 Office of Mayor Sylvester Turner
 Office: 832-393-0977
 Mobile: 832-596-9965
 E-Mail: minal.davis@houstontx.gov

For any technical difficulty in accessing and/or completing this form, contact:

Chris Graves, Associate Director
 Mayor's Office of Human Trafficking and Domestic Violence
 Office of Mayor Sylvester Turner
 Office: 832-393-0893
 Mobile: 281-409-8826
 E-Mail: chris.graves@houston.tx.gov

2. Your Name *

3. Title *

4. Organization *

5. Select Your Assigned Human Rights Risk *

Your assigned risk is the same as the original assigned risk, not for the breakout room you ended up in. If you are new to the discussion or have additional questions, contact Minal Davis at minal.davis@houston.tx.gov or 832-596-9965.

Mark only one oval.

- Safety and Security *Skip to question 6*
- Worker's Rights *Skip to question 8*
- Migrants *Skip to question 11*
- Non-Discrimination *Skip to question 14*
- Human Trafficking *Skip to question 21*
- Right to Participate in the Conduct of Public Affairs *Skip to question 25*
- Housing Rights *Skip to question 33*
- Disability Access *Skip to question 35*

RISK: SAFETY AND SECURITY

Instructions

Below you will find the results of the first stakeholder engagement meeting where you and your peers prioritized issues associated with your human rights risk arrived at by consensus. Based on those placements, now propose the best opportunities to address the issues identified in meeting #1. Issues identified as having minimal risk and/or limited impact have been left off. We encourage you to think broad and consider everything from scalable grassroots efforts to policy-level solutions.

Factors to Consider When Proposing Opportunities

- 1) Is the opportunity scalable and able to address the breadth of a mega-event?
- 2) Does the opportunity sufficiently benefit everyone who is adversely impacted by a specific issue?
- 3) Would the opportunity positively impact people and the community?
- 4) Can the opportunity leverage the event as a rallying point for such progress?
- 5) Can the opportunity be accomplished within a reasonable time frame?
- 6) Do potential mitigations have high or low feasibility?
- 7) Will the opportunity leave a lasting human rights legacy in our community, future World Cup games, and FIFA?

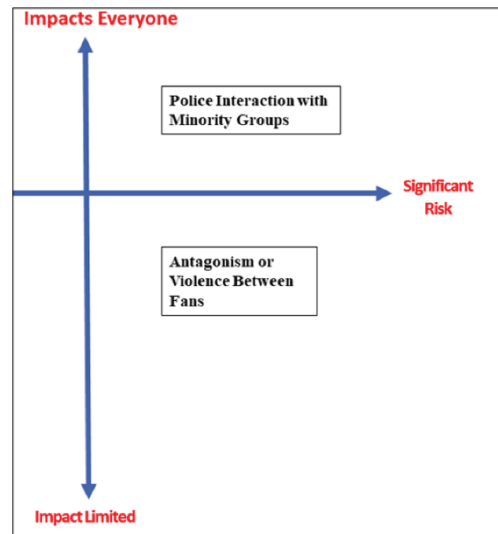
For your reference as you formulate opportunities, Qatar's planned 2022 World Cup opportunities for worker's rights issues include:

- 1) Worker welfare standards and forums
- 2) Joint inspections with trade unions
- 3) Impact on systematic issue of recruitment fees

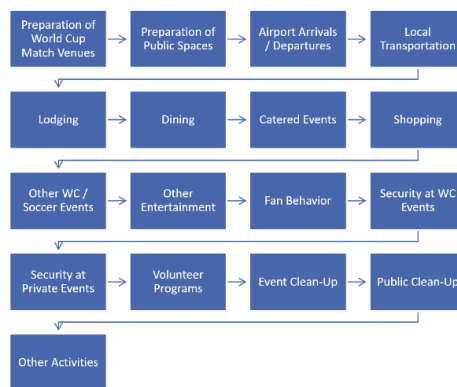
For each issue, at least one solution should be proposed.

Please Reference the World Cup Activities, Who is Impacted for your Risk Area, and the Outcomes from Meeting #1 Below.

SAFETY AND SECURITY - Prioritized Issues



World Cup Activities - Reminder to Propose Opportunities that Link to World Cup Activities



Groups Impacted by Risks - Keep in Mind Proposed Opportunities Should Mitigate Adverse Impacts on those Most Affected by Your Risk Area. "Everyone" for Your Risk Area is Defined Below.

Human Rights Risk	Safety and Security	Worker's Rights	Migrants	Non-Discrimination	Human Trafficking	Right to Participate in the Conduct of Public Affairs	Housing Rights	Disability Access
Who is Impacted	Local Communities, Offices, Fans, Players	Workers	Local Communities, Workers, Fans	Local Communities, Fans	Local Communities, Workers	Local Communities	Local Communities	Local Communities

6. ISSUE: Police Interaction with Minority Groups *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

7. ISSUE: Antagonism or Violence Between Fans *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

RISK: WORKER'S RIGHTS

Instructions

Below you will find the results of the first stakeholder engagement meeting where you and your peers prioritized issues associated with your human rights risk arrived at by consensus. Based on those placements, now propose the best opportunities to address the issues identified in meeting #1. Issues identified as having minimal risk and/or limited impact have been left off. We encourage you to think broad and consider everything from scalable grassroots efforts to policy-level solutions.

Factors to Consider When Proposing Opportunities

- 1) Is the opportunity scalable and able to address the breadth of a mega-event?
- 2) Does the opportunity sufficiently benefit everyone who is adversely impacted by a specific issue?
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- 4) Can the opportunity leverage the event as a rallying point for such progress?
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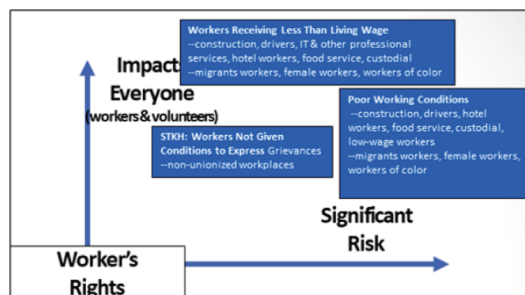
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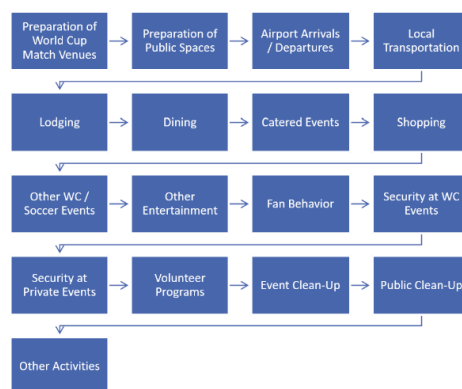
For each issue, at least one solution should be proposed.

Please Reference the World Cup Activities, Who is Impacted for your Risk Area, and the Outcomes from Meeting #1 Below.

WORKER'S RIGHTS - Prioritized Issues



World Cup Activities - Reminder to Propose Opportunities that Link to World Cup Activities



Groups Impacted by Risks - Keep in Mind Proposed Opportunities Should Mitigate Adverse Impacts on those Most Affected by Your Risk Area. "Everyone" for Your Risk Area is Defined Below.

Human Rights Risk	Safety and Security	Worker's Rights	Migrants	Non-Discrimination	Human Trafficking	Right to Participate in the Conduct of Public Affairs	Housing Rights	Ability Access
Who is impacted	Local Communities, Officials, Fans, Players	Workers	Local Communities, Workers, Fans	Local Communities, Fans	Local Communities, Workers	Local Communities	Local Communities	Local Communities

8. ISSUE: Workers Receiving Less Than Living Wage *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

9. ISSUE: Poor Working Conditions *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

10. ISSUE: (STKH) Workers Not Given Conditions to Express Grievances *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

RISK: MIGRANTS

Instructions

Below you will find the results of the first stakeholder engagement meeting where you and your peers prioritized issues associated with your human rights risk arrived at by consensus. Based on those placements, now propose the best opportunities to address the issues identified in meeting #1. Issues identified as having minimal risk and/or limited impact have been left off. We encourage you to think broad and consider everything from scalable grassroots efforts to policy-level solutions.

Factors to Consider When Proposing Opportunities

- 1) Is the opportunity scalable and able to address the breadth of a mega-event?
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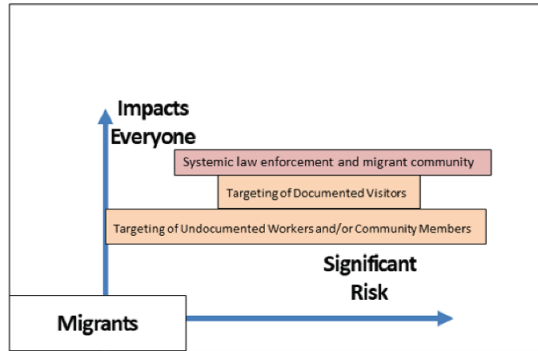
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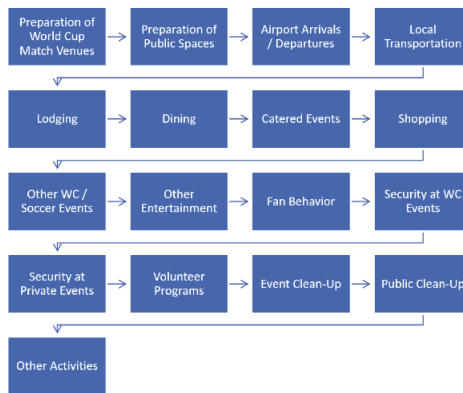
For each issue, at least one solution should be proposed.

Please Reference the World Cup Activities, Who is Impacted for your Risk Area, and the Outcomes from Meeting #1 Below.

MIGRANTS - Prioritized Issues



World Cup Activities - Reminder to Propose Opportunities that Link to World Cup Activities



Groups Impacted by Risks - Keep in Mind Proposed Opportunities Should Mitigate Adverse Impacts on those Most Affected by Your Risk Area. "Everyone" for Your Risk Area is Defined Below.

Human Rights Risk	Safety and Security	Worker's Rights	Migrants	Non-Discrimination	Human Trafficking	Right to Participate in the Conduct of Public Affairs	Housing Rights	Disability Access
Who is impacted	Local Communities, Officials, Fans, Players	Workers	Local Communities, Workers, Fans	Local Communities, Fans	Local Communities, Workers	Local Communities	Local Communities	Local Communities

11. ISSUE: Targeting of Undocumented Workers and/or Community Members *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

12. ISSUE: Targeting of Documented Visitors *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

13. ISSUE: (STKH) Systemic Law Enforcement Impact on Migrant Community *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

RISK: NON-DISCRIMINATION

Instructions

Below you will find the results of the first stakeholder engagement meeting where you and your peers prioritized issues associated with your human rights risk arrived at by consensus. Based on those placements, now propose the best opportunities to address the issues identified in meeting #1. Issues identified as having minimal risk and/or limited impact have been left off. We encourage you to think broad and consider everything from scalable grassroots efforts to policy-level solutions.

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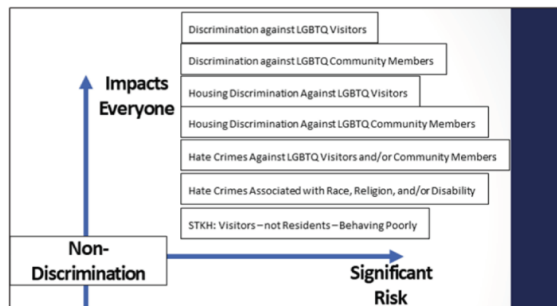
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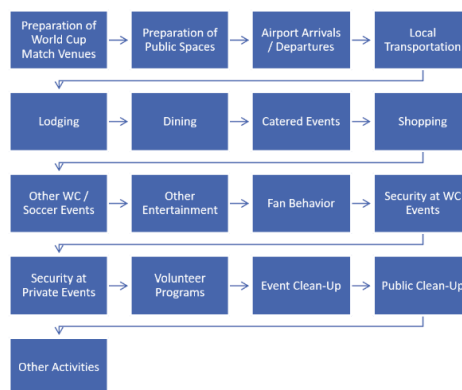
For each issue, at least one solution should be proposed.

Please Reference the World Cup Activities, Who is Impacted for your Risk Area, and the Outcomes from Meeting #1 Below.

NON-DISCRIMINATION - Prioritized Issues



World Cup Activities - Reminder to Propose Opportunities that Link to World Cup Activities



Groups Impacted by Risks - Keep in Mind Proposed Opportunities Should Mitigate Adverse Impacts on those Most Affected by Your Risk Area. "Everyone" for Your Risk Area is Defined Below.

Human Rights Risk	Safety and Security	Worker's Rights	Migrants	Non-Discrimination	Human Trafficking	Right to Participate in the Conduct of Public Affairs	Housing Rights	Disability Access
Who is Impacted	Local Communities, Officials, Fans, Players	Workers	Local Communities, Workers, Fans	Local Communities, Fans	Local Communities, Workers	Local Communities	Local Communities	Local Communities

14. ISSUE: Discrimination against LGBTQ Visitors *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

15. ISSUE: Discrimination against LGBTQ Community Members *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

16. ISSUE: Housing Discrimination Against LGBTQ Visitors *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

17. ISSUE: Housing Discrimination Against LGBTQ Community Members *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

18. ISSUE: Hate Crimes Against LGBTQ Visitors and/or Community Members *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

19. ISSUE: Hate Crimes Associated with Race, Religion, and/or Disability *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

20. ISSUE: (STKH) Visitor - Not Residents - Behaving Poorly *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

RISK: HUMAN TRAFFICKING

Instructions

Below you will find the results of the first stakeholder engagement meeting where you and your peers prioritized issues associated with your human rights risk arrived at by consensus. Based on those placements, now propose the best opportunities to address the issues identified in meeting #1. Issues identified as having minimal risk and/or limited impact have been left off. We encourage you to think broad and consider everything from scalable grassroots efforts to policy-level solutions.

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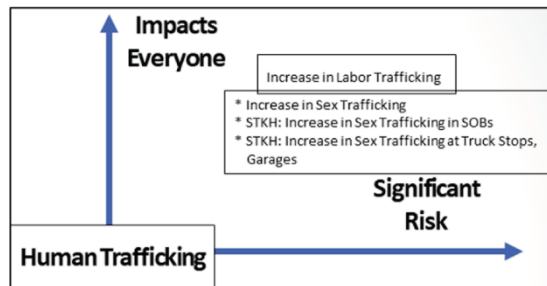
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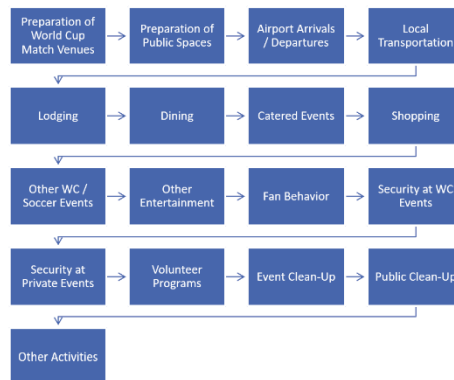
For each issue, at least one solution should be proposed.

Please Reference the World Cup Activities, Who is Impacted for your Risk Area, and the Outcomes from Meeting #1 Below.

HUMAN TRAFFICKING - Prioritized Issues



World Cup Activities - Reminder to Propose Opportunities that Link to World Cup Activities



Groups Impacted by Risks - Keep in Mind Proposed Opportunities Should Mitigate Adverse Impacts on those Most Affected by Your Risk Area. "Everyone" for Your Risk Area is Defined Below.

Human Rights Risk	Safety and Security	Worker's Rights	Migrants	Non-Discrimination	Human Trafficking	Right to Participate in the Conduct of Public Affairs	Housing Rights	Disability Access
Who is Impacted	Local Communities, Officials, Fans, Players	Workers	Local Communities, Workers, Fans	Local Communities, Fans	Local Communities, Workers	Local Communities	Local Communities	Local Communities

21. ISSUE: Increase in Labor Trafficking *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

22. ISSUE: Increase in Sex Trafficking *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

23. ISSUE: (STKH) Increase in Sex Trafficking in Sexually-Oriented Businesses *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

24. ISSUE: (STKH) Increase in Sex Trafficking at Truck Stops, Parking Garages *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

RISK: RIGHT TO PARTICIPATE IN THE CONDUCT OF PUBLIC AFFAIRS

Instructions

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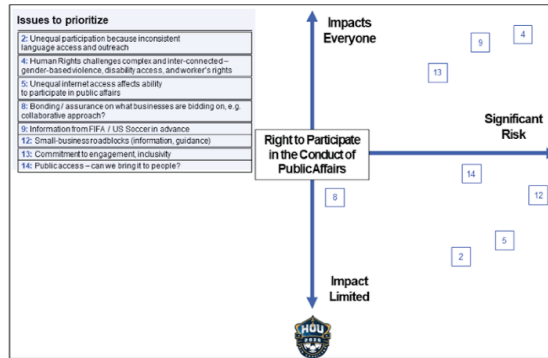
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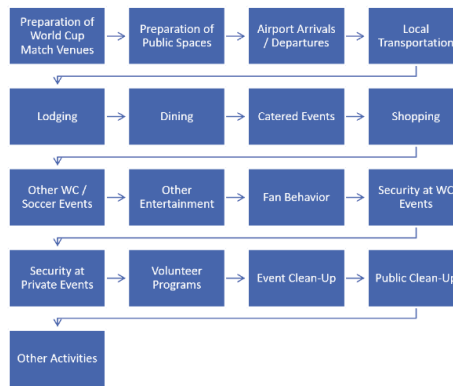
For each issue, at least one solution should be proposed.

Please Reference the World Cup Activities, Who is Impacted for your Risk Area, and the Outcomes from Meeting #1 Below.

RIGHT TO PARTICIPATE IN THE CONDUCT OF PUBLIC AFFAIRS - Prioritized Issues



World Cup Activities - Reminder to Propose Opportunities that Link to World Cup Activities



Groups Impacted by Risks - Keep in Mind Proposed Opportunities Should Mitigate Adverse Impacts on those Most Affected by Your Risk Area. "Everyone" for Your Risk Area is Defined Below.

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Who is Impacted	Local Communities, Officials, Fans, Players	Workers	Local Communities, Workers, Fans	Local Communities, Fans	Local Communities, Workers	Local Communities	Local Communities	Local Communities

25. ISSUE: (STKH) Unequal Participation because of Inconsistent Language Access and Outreach *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

26. ISSUE: (STKH) Human Rights Challenges are Complex and Inter-Connected. Cannot Discuss this Risk without Addressing Gender-Based Violence, Disability Access, and Worker's Rights *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

27. ISSUE: (STKH) Unequal Internet Access Affects Ability to Participate in Public Affairs *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

28. ISSUE: (STKH) Bonding/Assurance on What Businesses are Bidding On, e.g., Collaborative Approach? *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

29. ISSUE: (STKH) Information from FIFA/U.S. Soccer in Advance *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

30. ISSUE: (STKH) Small Business Roadblocks (e.g., Information, Guidance, etc.) *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

31. ISSUE: (STKH) Commitment to Engagement, Inclusivity *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

32. ISSUE: (STKH) Public Access - Can We Bring it to the People? *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

RISK: HOUSING RIGHTS

Instructions

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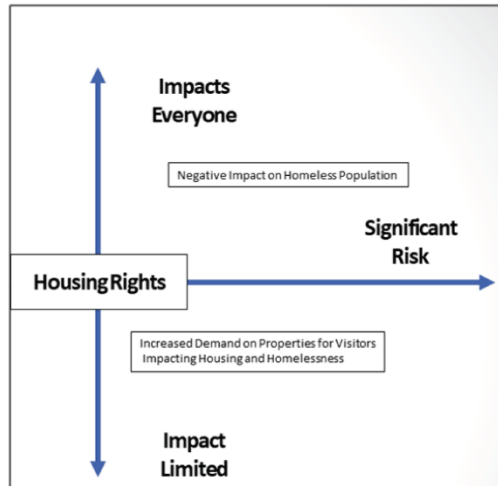
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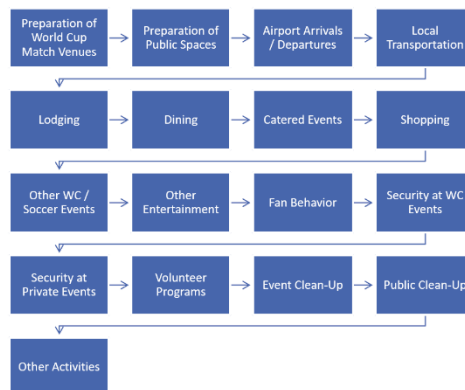
For each issue, at least one solution should be proposed.

Please Reference the World Cup Activities, Who is Impacted for your Risk Area, and the Outcomes from Meeting #1 Below.

HOUSING RIGHTS - Prioritized Issues



World Cup Activities - Reminder to Propose Opportunities that Link to World Cup Activities



Groups Impacted by Risks - Keep in Mind Proposed Opportunities Should Mitigate Adverse Impacts on those Most Affected by Your Risk Area. "Everyone" for Your Risk Area is Defined Below.

Human Rights Risk	Safety and Security	Worker's Rights	Migrants	Non-Discrimination	Human Trafficking	Right to Participate in the Conduct of Public Affairs	Housing Rights	Disability Access
Who is Impacted	Local Communities, Officials, Fans, Players	Workers	Local Communities, Workers, Fans	Local Communities, Fans	Local Communities, Workers	Local Communities	Local Communities	Local Communities

33. ISSUE: Negative Impact on Homeless Population *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

34. ISSUE: Increased Demand on Properties for Visitors Impacting Housing and Homelessness *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

RISK: DISABILITY ACCESS

Instructions

Below you will find the results of the first stakeholder engagement meeting where you and your peers prioritized issues associated with your human rights risk arrived at by consensus. Based on those placements, now propose the best opportunities to address the issues identified in meeting #1. Issues identified as having minimal risk and/or limited impact have been left off. We encourage you to think broad and consider everything from scalable grassroots efforts to policy-level solutions.

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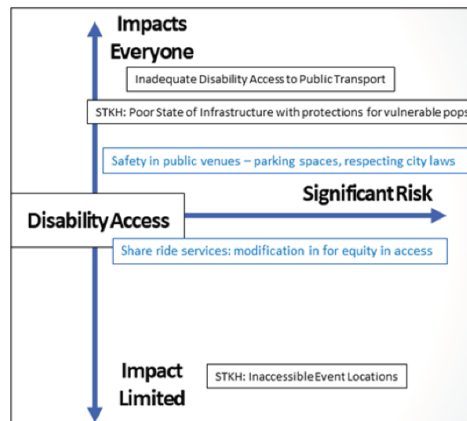
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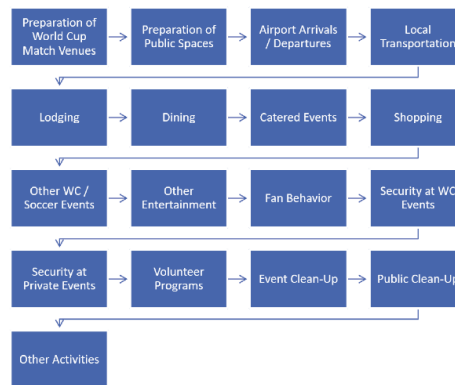
For each issue, at least one solution should be proposed.

Please Reference the World Cup Activities, Who is Impacted for your Risk Area, and the Outcomes from Meeting #1 Below.

DISABILITY ACCESS - Prioritized Issues



World Cup Activities - Reminder to Propose Opportunities that Link to World Cup Activities



Groups Impacted by Risks - Keep in Mind Proposed Opportunities Should Mitigate Adverse Impacts on those Most Affected by Your Risk Area. "Everyone" for Your Risk Area is Defined Below.

Human Rights Risk	Safety and Security	Worker's Rights	Migrants	Non-Discrimination	Human Trafficking	Right to Participate in the Conduct of Public Affairs	Housing Rights	Disability Access
Who is Impacted	Local Communities, Officials, Fans, Players	Workers	Local Communities, Workers, Fans	Local Communities, Fans	Local Communities, Workers	Local Communities	Local Communities	Local Communities

35. ISSUE: Inadequate Disability Access to Public Transport *

Please propose at least one opportunity to address this issue in light of the questions in consider in the instructions.

36. ISSUE: (STKH) Poor State of Infrastructure with Protections for Vulnerable Populations *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

37. ISSUE: (STKH) Safety in Public Venues (e.g., Parking Spaces, Respecting City Laws, etc.) *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

38. ISSUE: (STKH) Ride Share Services - Modifying for Equity in Access *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

39. ISSUE: (STKH) Inaccessible Event Locations *

Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

This content is neither created nor endorsed by Google.

Google Forms

F) Press Release Issued for 3rd Meeting



HOUSTON

For release: January 19, 2021

Contact: Patti Smith, Harris County – Houston Sports Authority,
psmith@houstonports.org

HOUSTON 2026 WORLD CUP BID COMMITTEE CONCLUDES WORKSHOP SERIES ON HUMAN RIGHTS ISSUES

HOUSTON – The Houston 2026 World Cup Bid Committee held its third and final virtual workshop January 14 as part of its response to the FIFA assignment on human-rights risks and opportunities associated with hosting a FIFA World Cup™.

Approximately 70 stakeholders from the Houston community participated in the one-hour discussion that reviewed key findings from the first two workshops and offered a general preview of the initial report, which will be sent to FIFA next month. A final report will be completed and published later in 2021.

The committee's priorities, as previously determined, are Safety and Security, Worker's Rights, Migrants, Non-Discrimination, Human Trafficking, Right to Participate in the Conduct of Public Affairs, Houston Rights and Disability Access.

"The workshops provided an opportunity for us to listen and learn what leaders would like to see implemented if Houston is selected as a host city. The participants provided feedback at the micro level," said **Minal Patel Davis**, director of the Mayor's Office of Human Trafficking and Domestic Violence for the City of Houston and chairwoman of the Bid Committee's Human Rights sub-committee. "We look forward to using the levers available to make their thoughtful recommendations a reality in and before 2026 if we are selected."

Added Davis, "Houston has long been a global city ready to host a World Cup in 2026. Our second human rights stakeholder meeting helped to confirm that, as we included not only local leaders but also global human rights experts who helped formulate our solutions and define opportunities for legacy."

"Through this process, we were able to mobilize numerous stakeholders from Houston's human rights community," said Houston 2026 World Cup Bid Committee president **Chris Canetti**. "It has been an impressive collaboration of dedicated professionals identifying solutions to potential

human rights threats associated with hosting the FIFA World Cup. The results of this assignment are representative of Houston's ability to deliver on all levels as a host city."

The workshop included a special participant – Houston Dash and U.S. National Team goalkeeper Jane Campbell.

Campbell, a member of the Bid Committee Board of Directors, talked about the success of the Dash last season as well as offering her thoughts on the growth of the women's game and current social issues.

About the Houston 2026 World Cup Bid Committee

The Houston 2026 World Cup Bid Committee is leading our region's efforts to host the 2026 FIFA World Cup™. It is a subsidiary of the Harris County - Houston Sports Authority. The 2026 FIFA World Cup™ will be played in 16 cities across the United States, Mexico, and Canada and Houston is among 17 cities vying to become U.S. host city. A final decision is expected in 2021.

###

#ReadyForTakeoff

G) Meeting #1 Notification



YOU'RE INVITED!

Houston 2026 World Cup Bid Committee:
Human Rights Stakeholder Workshop

NOVEMBER 12, 2020

Join our human rights workshop to discuss the potential risks and opportunities associated with hosting the 2026 FIFA World Cup™ in Houston.

Your cooperation will bring a positive change to our community, and this experience will help tackle human rights matters around hosting the event. Please see official invitation below.

HOUSTON IS #READYFORTAKEOFF

DEAR HUMAN RIGHTS STAKEHOLDER,

The world's most prestigious and popular sporting event, the **FIFA World Cup™**, is coming to **North America** in 2026 and matches will be held in 16 cities across the **United States, Mexico** and **Canada**.

Houston is bidding to be one of the 10 U.S. cities selected and hosting the 2026 FIFA World Cup™ would be a tremendous boost to our city and community. The bid process is underway, and a decision is expected in late 2021.

In early 2019, the **Houston 2026 World Cup Bid Committee** was formed as a 501c6 organization to lead our city's bid efforts. Our Committee's vision is to leverage the power of the FIFA World Cup™ to help grow the game and expand its impact as a force for change and social mobility both locally and worldwide.

Among the criteria considered by FIFA and U.S. Soccer in the Host City selection process is the human rights-related components of hosting the FIFA World Cup™. The Human Rights requirements for the 2026 FIFA World Cup™ are the most extensive ever for a mega-sporting event as a result of the leadership taken by FIFA, its Advisory Group on Human Rights, and dozens of human rights stakeholders around the world.

The Houston 2026 World Cup Bid Committee, which was established by the Harris County-Houston Sports Authority, has spent the last 20 months meeting with community stakeholders to develop an overall legacy strategy for our region. As part of it, we created a human rights sub-committee that is led by the Director of the Mayor's Office of Human Trafficking & Domestic Violence, Minal Patel Davis and supported by many Harris County officials. While we have already started to establish priorities around the salient human rights risks identified by FIFA, we look forward to working with a larger group to broaden our scope.

Collectively, Houston and Harris County have an enormous opportunity and responsibility to involve meaningful community and stakeholder engagement concerning human rights matters around the hosting of the event. Fundamental to this effort is a robust engagement with stakeholders of potentially affected groups.

On behalf of the Houston 2026 World Cup Bid Committee, we invite you to participate in a stakeholder engagement workshop to discuss the potential human rights-related risks and opportunities associated with hosting the 2026 FIFA World Cup™ in Houston. This invitation is non-transferable. If there are people in your organization that you would like us to include, please send us their name and contact information so we can ensure that they receive the registration link.

We plan to conduct three Human Rights Stakeholder Workshops with the first one taking place on November 12, 2020.



WORKSHOPS

During the workshops, we plan to discuss the following topics which are critical to Houston's Human Rights strategy and legacy:

1. First Workshop, November 12, 2020: Review of Houston's Human Rights Risks

- Overview of Process
 - Where we come from / where we are today
 - How we will manage this HR process
 - Outputs to achieve by end January / goals going forward
- Review Human Rights Risk Assessment conducted by Ergon
 - Identify gaps and/or concerns

2. Second Workshop [DATE - TBD]: Prevent and Mitigate / Grievance Mechanism

- Due Diligence processes to identify, prevent, mitigate, and account for adverse human rights impacts related to the hosting of the 2026 FIFA World Cup™
 - Discuss proposed processes and identify gaps or introduce better practice
 - Discuss grievance frameworks to identify and support remedies for human rights negative impacts related to hosting the 2026 FIFA World Cup™

3. Third Workshop [DATE - TBD]: Success and Legacy

- Review draft to date
- What does success look like?
- What is the long-term legacy of our human rights strategy?
- Next Steps & Roadmap
 - Setting expectations going forward

NEXT STEPS:

You will receive an invitation to register for the 11/12 meeting via zoom and a pre-meeting activity that will **need to be completed by 10/23/2020**. We want to make this an inclusive process, so once you see the issue areas FIFA wants us to focus on, we welcome suggestions on additional stakeholders. Should you have any questions, please do not hesitate to reach out to Minal Patel Davis via email or phone at minal.davis@houstontx.gov or at 832.596.9965.

We hope you will be able to join us, and many thanks in advance for your consideration

Sincerely,

Sylvester Turner
Mayor of Houston
City of Houston

John Arnold
Chairman
2026 Houston World Cup
Bid Committee

Chris Canetti
President
2026 Houston World Cup
Bid Committee

H) Biographies of Sub-Committee Members and Facilitators

Chris Canetti, President, Houston World Cup 2026 Bid Committee



After 19 seasons as an executive in Major League Soccer (MLS), Chris Canetti accepted the job of President of the Houston 2026 World Cup Bid Committee in October 2018.

In that role, Canetti is leading Houston's efforts to become a host city for the 2026 FIFA World Cup.

Canetti was with the Houston Dynamo for 13 years and served as club President for eight years.

When he stepped down in October 2018, he was the longest tenured club President in Major League Soccer. He joined the Dynamo in its inaugural season of 2006 as the team's Chief Operating Officer and was promoted to President in 2010.

With the Dynamo, he was part of eight MLS playoff appearances, including trips to seven Conference Finals and four MLS Cup Finals. He was a part of seven championships, including four conference titles, two MLS Cup titles, and one U.S. Open Cup title.

Canetti managed the public-private development of BBVA Stadium, a state-of-the-art venue that opened in 2012. Since then, BBVA Stadium has hosted a variety of great events, from Houston Dynamo and Dash games to international soccer, rugby, lacrosse, football, and concerts - including hit shows like Ed Sheeran and Kenny Chesney.

He oversaw the 2010 MLS All-Star Game at NRG Stadium that featured Manchester United and attracted a sellout crowd of 70,000 people, making it one of the top five attended All-Star games in United States history at the time.

During Canetti's tenure with the Dynamo, he forged the club's partnership with Rio Grande Valley FC, the Dynamo's United Soccer League affiliate, and he was responsible for creating the Houston Dash, our city's professional women's soccer team.

Canetti serves or has served on multiple non-profit boards, including the Greater Houston Boys & Girls Clubs, Central Houston, and the East End Chamber of Commerce. Over the years, he has led several community initiatives in and around Houston. He also fostered the creation of the Dynamo/Dash Youth Club, which began in 2017 and has grown to include more than 7,000 youth players of all ages and skill levels.

He has received numerous honors including the Sports Business Journal's 40 Under 40 Award in 2010 and MLS Doug Hamilton Executive of the Year Award in 2008. He was recently honored by the American Diabetes Association with the Houston Chapter's "Generosity to Mankind Award."

His most notable community work was in 2013 when he led the efforts to support Newtown, CT after the Sandy Hook Elementary School tragedy. Canetti organized "Soccer Night in Newtown" which drew global soccer stars Landon Donovan and Mia Hamm and brought together the North American soccer



community to provide hope and healing for the town. Canetti remained active in the Newtown community, and, in 2014, he was a recipient of a Charlotte Bacon Act of Kindness award.

Canetti also spearheaded the Dynamo's efforts to support first responders by recognizing members of the Newtown, CT and Boston, MA Police Departments after tragedies in its communities. He also led an initiative to support the Houston Fire Department after they lost four members of their squad in a 2013 fire.

Under his leadership, the Dynamo organization contributed to the community's response after the Hurricane Harvey disaster. BBVA Stadium served as a drop off and distribution point for vital supplies, and the club organized a charitable celebrity match that raised funds for the relief efforts.

He also assisted the Santa Fe (TX) community after a tragic school shooting in 2018, working with a group of Santa Fe High School students to help launch a non-profit organization called Hearts United for Kindness.

Prior to joining the Dynamo, Canetti served as the Assistant General Manager for the New York Red Bulls of MLS. He joined the New York organization in 2000 when it was called the NY/NJ MetroStars. He spent six years with the team in various roles, including Vice President of Marketing & Public Relations.

Ironically, Canetti's first love was baseball, which he played growing up as well as in college. After graduation from Quinnipiac University in 1992, he spent six years working with the New Haven Ravens, a Double-A minor league baseball affiliate of the Seattle Mariners and Colorado Rockies. – the last three as the team's General Manager. He was just 26 when he moved to GM, making him the youngest GM in baseball.

Prior to joining the Ravens, Canetti was an Associate Sports Editor for the Shoreline Times in Guilford, CT. He received his bachelor's degree from Quinnipiac University and was a four-year letterman for the Bobcats' baseball team.

He lives in the Houston-area with his wife, Judi, and daughters Kara and Ella.

Minal Patel Davis, Director, Mayor's Office of Human Trafficking and Domestic Violence, Chair of Human Rights Sub-Committee



Minal Patel Davis currently serves as the Director of the Mayor's Office of Human Trafficking and Domestic Violence and previously served as Special Advisor to the Mayor on Human Trafficking, the first municipal-level position of its kind in the U.S. for 5 years. Appointed in July 2015, Davis is charged with making a local impact on human trafficking in the 4th largest city in the U.S. from a policy-level perspective and by advancing systems change. She developed and is currently implementing Mayor Turner's Anti-Human Trafficking Strategic Plan, which is the first comprehensive municipal response to human trafficking by a U.S. city. Davis is passionate about helping other cities in their own anti-human trafficking efforts and designed and delivers the city's Ten/Ten Human Trafficking Response Municipal Fellowship, a 2-day immersion program for Mayors and their executive staff to develop their own municipal approaches. Davis has spoken on several local, national, and international panels to present the City of Houston's approach. She is a past speaker at the United Nations World Humanitarian Summit, The U.S. Conference of Mayors and has traveled to India and Canada at the request of the State Department to discuss municipal leadership in trafficking with government officials. In 2018 Minal was awarded the prestigious Presidential Award for Extraordinary Efforts to Combat Trafficking. In 2019, Davis helped establish the Houston 2026 Bid Committee's Human Rights Sub-Committee and serves as Chair and is coordinating the human rights risks and solutions associated with hosting a mega sporting event like the FIFA World Cup should Houston be selected as a host city. In 2020, Davis was promoted to Director and now also oversees ending domestic violence with an equity and economic security lens in response to the pandemic. Her work has been covered on NPR, in the Washington Post, New York Times and other national and international media outlets. Davis received her J.D. and M.B.A. from the University of Connecticut and a B.A. from New York University.

Chris Graves, Associate Director, Mayor's Office of Human Trafficking and Domestic Violence, Sub-Committee Member and Facilitator of Human Trafficking Stakeholder Group



Chris Graves is the Associate Director on Human Trafficking and Domestic Violence in the Office of Mayor Sylvester Turner. Under Mayor Turner's leadership, Chris co-wrote Houston's Anti-Human Trafficking Strategic Plan with the Special Advisor to the Mayor on Human Trafficking. It is the nation's first comprehensive municipal response meant to effectuate systems change. He collects and analyzes diverse data sets across several plan objectives, assesses the impact of Houston's core initiatives, and he helped issue the One Year Local Impact Report. The Strategic Plan mobilizes City of Houston departments such as Health, the Office of Business Opportunity, Municipal Courts and others as well as the larger community. Chris is a Fulbright Scholar Alumnus and researched philosophical conceptions of trauma in Germany at Heidelberg University. He has a B.A. in German from The University of Texas at Austin and a B.A. in philosophy from The University of Houston-Downtown.

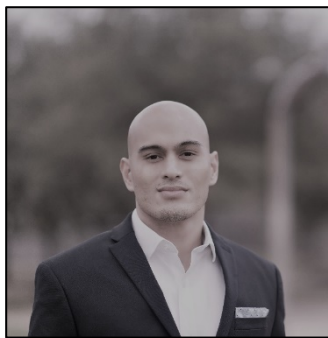
Kyle Wright, CEO, Stardust Fund, Sub-Committee Member and Facilitator of Migrants Stakeholder Group



Kyle Wright is CEO of Stardust, a forward-thinking family office located in Houston and New York City. For more than a decade, Kyle has led Stardust's multidisciplinary effort to align philanthropy, art, advocacy, and investment capital to catalyze social change. Kyle currently serves on the board of directors of Transparentem, a leading nonprofit working to eradicate human and environmental abuses in complex supply chains. He is a member of Greater Houston Community Foundation's Philanthropic Impact Committee, Criterion Institute's Gender Based Violence Advisory Committee, and Houston Area Council on Human Trafficking. He holds a

JD, cum laude, from South Texas College of Law, and a BA in Psychology from the University of Texas at Austin.

James Viray, President and CEO, Athletivate, Sub-Committee Member and Facilitator of Worker's Rights Stakeholder Group



James Viray is the co-founder of Athletivate, a public benefit corporation working at the intersection of sports and social impact. He is a leader in corporate social responsibility who has worked extensively driving collaboration among multinational corporations, non-governmental organizations (NGOs) and governments to address environmental and social issues and develop shared value for communities and companies. He previously served at the U.S. Department of State as the Director for the Office of International Labor & Corporate Social Responsibility. In that role, he worked with multinational companies on their community impacts

abroad. James has also served as an in-house corporate social responsibility advisor to two Fortune Global 200 companies and as an external consultant to other well-known brands. Over his career, he has engaged multinational corporations in sectors from technology to energy & mining to agribusiness to apparel and their stakeholders in addressing sustainable development issues at both local and global levels. He has worked with leaders from village chiefs to Presidents and developed a network of global policymakers on sustainability issues, including child labor, indigenous people's rights, women's empowerment and access to water, among others.

James also serves on the Advisory Board of the Center for International Business & Human Rights at the University of Oklahoma College of Law and has served on the Board of Governors for Operation Underground Railroad, an international anti-human trafficking NGO.

Chang Chiu, Senior Policy Advisor, Office of Harris County Judge Lina Hidalgo, Sub-Committee Member and Facilitator of Non-Discrimination Stakeholder Group

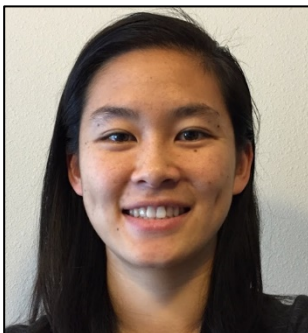


Chang Chiu serves as a Senior Policy Advisor to Harris County Judge Lina Hidalgo. As a key member of Judge Hidalgo's policy team, Chang leads development and analysis of policies on democracy (elections, Census 2020, and civic engagement), flood risk mitigation, immigration and refugee resettlement, housing, and worker protection. Chang also coordinates COVID-19 recovery programs for the County Judge's Office.

Chang has worked internationally and in the U.S. across a wide variety of issues, including political campaigns and international development. He formerly managed the National Endowment for Democracy's grants for China and Indonesia, which supported civil society and human rights programs. He also served as a Program Officer for the Tsunami Recovery Program at the American Red Cross, where he oversaw humanitarian relief and recovery projects in Indonesia.

Chang grew up in Houston and is a graduate of Princeton University. He holds a law degree from the University of Virginia and a Masters in International Relations from the Johns Hopkins School of Advanced International Studies.

Irene Fan, Engagement Manager, McKinsey & Company, Facilitator of Right to Participate Stakeholder Group



Irene Fan is an Engagement Manager with McKinsey's Houston office. She has extensive experience in managing large scale transformations and mergers, as well as optimizing capital deployment. Her focus is on helping clients realize their organization's full potential with a specific focus on the O&G, chemicals, and utilities industries.

Select projects include:

- Evaluating, planning, and implementing end-to-end transformations for multiple \$5B+ companies
- Supporting pre-close M&A integration efforts of \$10B+ mergers including NewCo organization design and synergy value capture identification
- Leading cost and schedule diagnostics for several \$5B+ capital projects, and designing their improvement journeys

Prior to McKinsey, Irene was a process/project engineer for Fluor and WorleyParsons in the U.S. and China, supporting the execution of major projects, including concept design, cost estimation, detailed design, and construction.

Irene has a BS in Chemical Engineering from the University of California at Berkeley, Masters in Engineering Management from Northwestern University, and an MBA from the Kellogg School of Management. Her personal interests include playing indoor and outdoor soccer, traveling, snowboarding, and paddle boarding.

Terence O'Neill, Director of Mayor's Office of New Americans and Immigrant Communities, 1st Meeting Facilitator of Safety and Security Group



Terence O'Neill directs the Office of New Americans and Immigrant Communities. Bringing together Houston's uniquely diverse international community, O'Neill's team promotes their well-being and connectedness and facilitates their successful civic, and cultural integration in Houston.

He helped initiate the City's first language access program, the City's first wage theft ordinance, the Houston Police Department's first human trafficking unit; he expanded the size and scope of Citizenship Month, held the City's first ever Mayor's State of the Refugee Community Breakfast, and initiated other projects that have enhanced Houston's reputation as an international city.

He was recently was tapped by the Special Assistant to the President for Immigration Policy to host a White House Regional Convening at City Hall for the purpose of increasing resources and collaborative efforts in Houston that improve services to the immigrant community. The President honored the Office of New Americans at the White House in June 2016 for its work to improving the quality of life for immigrant communities in Houston.

His work has been featured in Governing Magazine, the Houston Chronicle, Monocle Magazine, and several academic publications. He was recently nominated for the University of Houston's Master of Public Administration Public Official of the Year Award (2016). He studied philosophy at the University of Houston-Downtown and is pursuing a master's degree from Rice University.

Carlos J. Barron, Director of Security & Transportation, Houston Dynamo FC, Houston Dash, BBVA Stadium, 2nd Meeting Facilitator of Safety and Security Stakeholder Group



Mr. Barron began his career as a Special Agent with the FBI in 1991. He first served in the Tucson Resident Agency where he investigated major Mexican Drug Trafficking Organizations operating along the Southwest Border. In 1996, Mr. Barron was transferred to San Juan, Puerto Rico where he investigated major Colombian and Dominican Drug Trafficking Organizations importing cocaine through the Commonwealth into the United States (US). During this tenure, he worked at the Puerto Rico US Virgin Islands High Intensity Drug Trafficking Area Information Coordination Center and was an integral part of the center being recognized as the Intelligence Support Center of the year in 1998 by the Office of National Drug Control Policy.

In 1999, Mr. Barron was promoted to FBI Headquarters as a Supervisory Special Agent in the Drug Intelligence Unit within the Criminal Investigative Division. During this time, he provided program oversight over the Drug Intelligence Groups operating within numerous FBI offices. He also spent one year at the National Security Agency heading the first ever classified project in support of the FBI's National Drug Program. Following the events of 9/11, Mr. Barron was appointed by FBI Executive Management as the head of a telephone analysis unit at FBIHQ. This unit was involved in the review of all aspects relating to the communications associated with the 19 hijackers while in the US. Mr. Barron's work led to the identification of other individuals in the US with ties to the al-Qa'ida network. In 2002, Mr. Barron transferred to the Office of International Operations where he had program oversight over the FBI Legal

Attaché Offices in Central and South America. He also served overseas in support of the Legat programs in Spain, Mexico, Brazil, and Argentina.

In 2003, Mr. Barron was promoted to Houston where he served as the Intelligence Program Manager and created the first Field Intelligence Group in Houston in support of the newly established Directorate of Intelligence. In 2007, Mr. Barron was promoted to Assistant Special Agent in Charge (ASAC) of the Intelligence Program in the Houston Division. In 2011, Mr. Barron was assigned as the executive in charge of criminal programs for FBI Houston's 40 thousand square-mile territory. During this time, he provided management over personnel assigned to investigate White Collar Crime, Violent Crime, Gangs/Criminal Enterprises, Organized Crime and Civil Rights matters. Additionally, he managed special events and the deployment of all crisis management assets for Houston's territory to include SWAT, Special Agent Bomb Technicians and the HAZMAT response team.

Mr. Barron has a Bachelor of Arts in Spanish Literature, University of California, Santa Barbara (1989) and a Master's Degree in Spanish Literature, University of California at Davis (1991). He received the FBI Director's Award for Distinguished Service to the Law Enforcement Community (2004); HIDTA Intelligence Support Center of the Year Award (2004); featured in a Los Angeles Times Article on the FBI's Intelligence Program entitled "FBI Races the Clock to Reinvent Itself" (2006) and the FBI Director's Award for Excellence – Distinguished Service for Assisting Victims of Crime (2015).

Jerry Eckert, Co-Managing Partner, MGR Consulting, Facilitator of Housing Rights Stakeholder Group



During his long social services community work, Jerry has become a leader in Trauma Informed Case Management Programming, Systems Development, and Change Management. His practical approach and acute ability for critical observation guide him to decipher and manage complex systems including Disaster Response, Anti-Human Trafficking, and Supportive Housing models for highest vulnerability populations including veterans, youth and young adults, with special considerations for LGB and

especially Transgender folk. Evidenced by multiple innovative and strategic programs, plans, and training modules, Jerry demonstrates his passion for transformational community and organizational work, including his latest projects piloting Homelessness Diversion and development of a non-law enforcement response to Anti-Human Trafficking.

Jerry is currently working on his Ph.D. at UH GCSW to further our understanding of vulnerabilities related to housing outcomes for youth experiencing homelessness.

Jerry understands the strength and tremendous benefit of attracting and investing in diverse teams who provide unique perspectives, inspire highest creativity, and lead quality innovation. He has co-developed mentorship supervision models with 'lived-experience' peers who know best local needs, barriers, and leverage points. Jerry continues to share his practical field expertise as an adjunct professor in local universities.

In his spare time, Jerry is a board member and practitioner for a nonprofit yoga organization and cultivates delicious local papaya, lucuma, and peppers.

Rafael Sarango, Co-Managing Partner, MGR Consulting, Facilitator of Disability Access Stakeholder Group



Moving to the United States at the age of 24 was life transforming for Rafael, a journey that for him started very early in life in South America. Many years later, his principles, motivation, and drive have placed him in a position to fulfill his life's passion serving others in a "walk together, talk together" approach to social justice and peace in the world.

Rafael brings a vast experience in the world of non-profits, having developed and directed nationally award winning and endorsed Best Practice programs serving the most vulnerable populations in both Education and Social Services. Rafael has led multiple programs through 'change management', including moving from 'Level Systems' to Developmental and Attachment research-based Trauma Informed Consequence models of care. Rafael transformed service delivery for youth and young adults living on the street developing now Endorsed Best Practices in Positive Youth Development, Harm Reduction, Housing First, and Restorative Justice. Rafael currently holds five life certifications as an educator in Texas.

Among many of Rafael's recognitions for his compassionate servant leadership, are Comcast Hispanic Hero Award, National Jaqueline Kennedy Outstanding Public Service Award from the Jefferson Foundation, and 'Certification with Distinction' in Non-Profit Leadership from Rice University. While in public education, he founded a leadership group for the first 'newcomers' high school, a unique educational approach for newly arrived immigrants unable to attend school during traditional hours.

In his spare time, Rafael is the Director and main Trauma-Informed Instructor for the oldest non-profit yoga center in Texas.

I) Summary of Super Bowl 51 Response and Human Trafficking Law Enforcement Operations



Post-Super Bowl LI Briefing – HAC-HT

City of Houston, Mayor's Office

- **Coordinated Response to Large-Scale Events Pilot Program:** Program going well, extending it beyond the 5 week Super Bowl period. We placed clients from direct outreach agencies for a total of 10 days.
- **Tracking of Illicit Ads by Carnegie Mellon Researchers:**
 - Methodology: Analyzed a 7-day window ending on Sunday (Feb. 5th, 2017). Compared against a 91-day period for historical reference using surrounding Texas localities and comparable metropolitan centers (Chicago, NY, etc.)
 - New-to-Town Ads' Exceedance Expectations (or empirical probability that new-to-town ads would exceed number forecasted)

Ranking of Most Statistically Significant Increases in New-to-Town Ads during 2013 to 2017 Super Bowls		
1. 2015 Super Bowl 49	0.35%	Note: According to Carnegie Mellon researchers, the lower the percentage, the more statistically unusual rates of activity (spikes, etc.) so the higher the percentage number the better.
2. 2016 Super Bowl 50	0.68%	
3. 2013 Super Bowl 47	1.6%	
4. 2017 Super Bowl 51	8.4%	
5. 2014 Super Bowl 48	34.0%	

- Conclusion: New-to-town ads had a mild, but not statistically significant impact.
- This does not take into consideration variable of Backpage's suspension of adult content.
- Carnegie Mellon thinks that the 1/12 new conference had an impact and show a dip in postings on that day.
- HPD Crime Analyst independently confirmed that online ad postings did not show a significant spike during the Super Bowl. HPD tracked ads on a number of sites, not just backpage.com.

***Please note that the initiatives below were coordinated by the agencies listed, we are only providing information/summary.**

UAHT – HRRC - Outreach and Awareness

The Houston Rescue & Restore Coalition (lead by United Against Human Trafficking) executed 20 events during National Slavery & Human Trafficking Prevention Month and the days leading up to Super Bowl LI. Highlights from the efforts:



- 22 HRRC and Community Events were listed on the HAC-HT website to inform and invite the Houston community.
- "The Johns" Play, written by Mary Bonnett and produced by Mildred's Umbrella Theater Company, had 12 shows reaching almost 500 people. HRRC members hosted "talkbacks" after 8 shows, featuring anti-human trafficking organizations and partners.
- HRRC partnered with In Our Backyard to launch the "Convenience Stores Against Trafficking" program and distributed over 1,000 Watch for Traffick materials to local stores around the Houston area.
- HRRC produced communication materials and a Press Kit for the media to inform about the city's collaborative anti-human trafficking efforts.

Law Enforcement

HPD General Super Bowl:

- According to preliminary data: 107 Super Bowl-related arrests were made over a 10-day period. In comparison, over the course of four days around the 2004 Super Bowl, 189 arrests were made.
- Arrest Numbers:
 - 21 by Vice Prostitution
 - Amounts about to 10% of all arrests made during the 10-day period.
 - 19 for Public Intoxication
 - 11 for Trademark / Counterfeit with illegal items seized worth a MSRP of \$825,000
 - 8 for Assault
 - 8 for Open Warrant

HPD/(FBI and HSI assisted) Trafficking related:

- 11 traffickers under 4 different charges
- 3 trafficking victims recovered by Vice and the Human Trafficking Unit.
- 100 sex buyers as part of the 13th annual National Johns Suppression Initiative.

HCSO Trafficking Related:

- Harris County Sheriff's Office led the nation in the 13th annual National Johns Suppression Initiative. HCSO arrested a total of 178 sex buyers.

TABC:

- Partners Assisting were FBI, HSI, HPD, DPS, DSS, ICAC, HTRATF, and YMCA (NGO)
- Lead 12 undercover operations and assisted on 6 other undercover operations between January 20, 2017 – February 5, 2017 targeting Human Trafficking, Prostitution, and the Delivery/Possession of Narcotics at bars, nightclubs and other TABC licensed locations.
- Interviewed approximately 60 potential female victims of human trafficking at licensed locations and distributed HACHT palm cards accordingly.
- In conjunction with federal/state / local law enforcement partners, 28 arrests were made with the following charges:
 - 11 for prostitution
 - 2 for Delivery of Drugs



- 3 for UCW and Security Guard Violations
- 2 for Sale of Alcoholic Beverage Without a Permit
- 8 detained UDA's
- 1 for Promotion of Prostitution
- 1 for Online Solicitation of a Minor (Arrest handled by ICAC)

J) HPD General Orders

- a. 200-03 Investigation of Employee Misconduct: The Houston Police Department shall investigate all incidents of alleged misconduct brought to its attention. Citizens may file a complaint with the Department or several unaffiliated community partners such as the NAACP or LULAC. Completed investigations of serious misconduct will be reviewed by the Independent Police Oversight Board to ensure thoroughness of the investigation.
- b. 200-19 Americans with Disabilities Act: The Houston Police Department shall ensure quality services are provided to all person and shall comply with provisions of the Americans with Disabilities Act (ADA). All employees shall afford person with disabilities the same rights, dignity, and access to police services as are provided to all citizens.
- c. 300-32 Processing Complaints and Employee Issues: The department shall process issues and complaints related to employee performance through the Internal Affairs Division/Central Intake Office (IAD/CIO). Using the *Issue Record Form* (IRF), IAF/CIO shall standardize the initial intake of issues, complaints, and grievances (hereinafter referred to as issues). IAD/CIO shall refer to these issues to the appropriate location for resolution.
- d. 400-28 Body Worn Cameras: The Houston Police Department shall utilize body worn cameras to assist the department in efforts to enhance police professionalism, improve transparency, and preserve recordings of officers' interactions with the public. Body worn cameras have the potential to improve community relations, strengthen public trust in law enforcement, reduce the number of complaints, resolve allegations of officer misconduct, increase department accountability, and improve officer training and evaluation.
- e. 500-01 Effecting Arrests and Searches: The highest regard possible shall be given to arrested individuals' and officers' safety and well-being. Consideration shall also be given to ensuring the dignity of arrested persons as well.
- f. 500-05 Undocumented Immigrants: The Houston Police Department is committed to the principle that effective law enforcement depends upon good relationships between the department and the community it serves. As a law enforcement agency, the department must rely upon the cooperation of all persons, including citizens, documented immigrants, and undocumented immigrants in an effort to maintain public order and combat crime.
Undocumented alien status is not, in itself, a matter for local police action. Unlawful entry into the United states is not to be treated as an on-going offense occurring in the presence of a local police officer.
- g. 500-06 Disposition of Arrested Juveniles: Because the police are governed by the Family Code as well as by specific guidelines approved by the Juvenile District Court of Harris County, all personnel should understand that procedures for dealing with juvenile suspects differ significantly from those used for handling adults. The department's policy in dealing with juveniles is one of intervention and correction, whenever feasible.


- h. 500-12 Handling Person Exhibiting Mental Health Crises: The Houston Police Department has 3673 certified mental health peace officers who have completed the 40-hour Crisis Intervention Training and are trained to interact with persons suffering from mental health crisis. Whenever reasonably possible, the department will utilize CIT officers to respond to incidents or calls for service involving persons displaying symptoms of mental health crisis, attempting to seek services with mental health partners
- i. 600-17 Response to Resistance: The Houston Police Department places its highest value on the life and safety of its employees and members of the community. The use of force by law enforcement personnel is a matter of critical concern both to the public and to the law enforcement community. Officers are involved on a daily basis in numerous and varied encounters and when warranted, may exercise control over another in carrying out their duties
- j. 600-20 Response to Resistance Reporting: To ensure complete transparency with the community, HPD has a comprehensive system for reporting all Response to Resistance (Use of Force) which is then reviewed multiple levels up the chain of command for appropriateness. HPD maintains those statistics for a publicly accessible report
- k. 600-27 Preliminary and Follow-up Investigations: It is the Houston Police Departments policy to conduct thorough and detailed preliminary and follow up investigations in order to provide efficient police services
- l. 600-37 Hate Crimes: Hate crimes shall be given the department's highest investigative priority. Employees shall refer to hate crime victims to the appropriate community resources whenever possible.
- m. 600-42 Racial Profiling Prohibited: This General Order establishes the Police Department's policy against the practice of racial profiling as set out in state and federal laws concerning racial profiling and discriminatory practices. Discrimination in any form, including racial profiling, is strictly prohibited and the department shall take immediate and appropriate action to investigate allegations of discrimination.
- n. Texas State Law – Chapter 22 Assaultive Offense, Title 5.
 - i. This section lists the circumstances under which an offense against a person is committed, as well as the categories and punishments for offenses.
- o. City of Houston Municipal Code Article II, Section 16
 - i. The City of Houston shall have power by ordinance duly passed to establish and maintain the City Police Department, prescribe the duties of policemen and regulate their conduct. To prevent all trespasses and breaches of the peace and good order, assault, and batteries, fighting, quarreling, using abusive, profane and insulting language, misdemeanors and all disorderly conduct, and punish all persons thus offending.
- p. Federal, State, Local laws, Facility Policy for family reunification

- i. The Houston Police Department's (HPD) Mission Statement and Values promote safe environments and enhancing the quality of life in Houston.
 - 1. HPD Mission Statement: The mission of the Houston Police Department is to enhance the quality of life in the city of Houston by working cooperatively with the public to prevent crime, enforce the law, preserve the peace, and provide a safe environment.
 - 2. HPD Values:
 - a. Preserve and Advance Democratic Values - All employees shall uphold this country's democratic values as embodied in the U.S. Constitution, state law, and city ordinances, and shall dedicate themselves to the preservation of liberty and justice for all.
 - b. Improve the Quality of Community Life – All employees shall strive to improve the quality of life through the provision of superior and equitable services.
 - c. Demonstrate Professionalism – All employees shall engage in behavior that is beyond ethical reproach and reflects the integrity of police professionals.
- ii. Chief Art Acevedo's TREEAT Policy
 - 1. *Transparency, Respect, Engagement, Emotional Capital, Accountability, and Trust* are essential in every interaction with the community
- q. Racial Profiling Policy
 - i. Regular anti-bias training is given to HPD personnel to guarantee equitable service to the community. HPD produces an annual Racial Profiling Report which provides complete transparency to the public regarding the demographic breakdown of all traffic stops.
- r. Hate Crime Reporting
 - i. Houston is a very diverse city with residents from across the globe and from all walks of life. HPD places the highest priority on investigating any bias motivated crimes that might occur. The department produces an annual report that provides community transparency of the few such crimes that occur.
- s. Special Response Group
 - i. The Special Response Group consists of 1200+ trained officers whose primary goal is to manage large crowds and events to ensure the community's free exercise of their Constitutional rights.
- t. HPD trains all officers in de-escalation and attempts to use verbal and persuasive skills in lieu of force, which is only used as a last option.

- u. Department of Family Protective Services
 - i. This provides facilities and services to assist with family reunification.
- v. Children's Assessment Center
 - i. This provides forensic interviewing for children who may be the victims of a crime.
- w. HPD Specialized Investigative Divisions – The following divisions conduct investigation where children may be victims:
 - i. Homicide
 - ii. Juvenile
 - iii. Special Victims Division (Internet Crimes Against Children)
 - iv. Major Assaults & Family Violence
 - v. Victims Services Unit
 - vi. Patrol Divisions
- x. Amber/Silver Alert system
 - i. This provides a state-wide notification for missing or at-risk children to assist in locating them.
- y. HPD Relational Policing
 - i. HPD has developed relationships with the community and various groups, moving from mere transparency to active collaboration.
- z. Teens and Police Service Academy (TAPS)
 - i. A program to reduce the social distance between Houston's teenagers and the police.
- aa. Greater Houston Police Activities League (GHPAL)
 - i. Houston police officers partner with youth in athletic, educational, and mentoring activities.
- bb. Public Affairs Division's Community Liaisons
 - i. HPD has dedicated officers to serve as relationship builders with specific communities, such as the African American community, Hispanic community, Asian American community, LGBTQ, Muslim, and others.
- cc. Police and Clergy Alliance (PACA)
 - i. HPD partners with clergy from all faiths to develop deep seated relationships with the community.
- dd. The Houston Center for Sobriety

- i. A non-punitive alternative to incarceration for public intoxication where a person is diverted to a treatment center instead of jail.
- ee. Family reunification center(s) at Venue(s)
 - i. These regularly assist with juveniles separated from their families.
 - ii. 200-03 Investigation of Employee Misconduct: The Houston Police Department shall investigate all incidents of alleged misconduct brought to its attention. Citizens may file a complaint with the Department or several unaffiliated community partners such as the NAACP or LULAC. Completed investigations of serious misconduct will be reviewed by the Independent Police Oversight Board to ensure thoroughness of the investigation.
 - iii. 200-19 Americans with Disabilities Act: The Houston Police Department shall ensure quality services are provided to all person and shall comply with provisions of the Americans with Disabilities Act (ADA). All employees shall afford person with *disabilities* the same rights, dignity, and access to police services as are provided to all citizens.
 - iv. 300-32 Processing Complaints and Employee Issues: The department shall process issues and complaints related to employee performance through the Internal Affairs Division/Central Intake Office (IAD/CIO). Using the *Issue Record Form* (IRF), IAF/CIO shall standardize the initial intake of issues, complaints, and grievances (hereinafter referred to as issues). IAD/CIO shall refer these issues to the appropriate location for resolution.
- ff. The City of Houston (COH) is the most diverse city in the United States. Likewise, HPD is a Majority-Minority department with staffing reflective of the diverse communities we serve. HPD actively recruits from all Houston neighborhoods and communities recognizing that the perspective of the entire Houston public is necessary to bridge gaps in understanding, increase effectiveness, increase trust, and enhance police legitimacy. This, in turn, increases officer safety and develops community cooperation in solving or preventing crime.
- gg. COH and HPD have successfully and peacefully responded to thousands of public assemblies and demonstrations. Professionalism, mutual respect, thoughtful coordination of the entire event (i.e., Incident Action Plan) all contribute to HPD's ability to successfully handle all aspects of such an international event.
- hh. Enlisting the help of the Alternate Dispute Resolution Office in the Houston Police Department can help address violence between fans. They can provide trainings to police officers, community members, business owners, and workers on mediation, conflict resolution and other strategies to mitigate conflict among fans. Out of all the risks presented in the Human Rights Issues Paper by Ergon, there seem to be greater risks than fan disputes that might be more pertinent to address (read section D).

K) Executive Order 1-56

	EXECUTIVE ORDER ZERO TOLERANCE FOR HUMAN TRAFFICKING IN CITY SERVICE CONTRACTS AND PURCHASING	
	EO No.	EO 1-56
	Effective Date:	Upon Approval

1. PREFACE

The City of Houston ("City") spends hundreds of millions of dollars of public funds yearly on goods and services. The City seeks to use best efforts so that taxpayer dollars do not contribute to trafficking in persons.

The City recognizes its purchasing decisions can benefit or protect workers around the world and public safety and morals are served by avoiding expenditures that could be used to commit human rights violations and social and environmental harm. In its role as a market participant, the City seeks to assure the integrity of the procurement process is not undermined by substandard labor practices or purchase of services provided or goods made under exploitative or unsustainable conditions.

Accordingly, the purpose of this Executive Order is to:

- Raise awareness about human trafficking and what corporate citizens can do to assist in the fight against human trafficking.
- Encourage contractors to follow employee recruitment and labor practices that do not violate human trafficking laws.
- Urge contractors to engage subcontractors with employee recruitment and labor practices that do not violate human trafficking laws.
- Educate the public that human trafficking is a violation of state and federal law.
- Affirm that the City will not conduct business with entities that have knowledge of or further human trafficking.
- Declare the City will use its best efforts to conduct business with enterprises that take steps to safeguard against human trafficking.

2. SCOPE

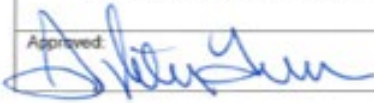
This Executive Order applies to all service contracts and purchases of goods or services whether by contract, purchase order, purchasing cards (P-cards), or spot purchases.

3. DEFINITIONS

This Executive Order adopts the following terms from the federal Trafficking Victims Protection Act of 2000 codified at 22 U.S.C. §§ 7101-7114 (TVPA), as amended, which as of the date of issuance of this executive order, defines the terms below as follows:

Abuse or threatened abuse of law or legal process: The use or threatened use of a law or legal process, whether administrative, civil, or criminal, in any manner or for any purpose for which the law was not designed, in order to exert pressure on another person to cause that person to take some action or refrain from taking some action.

Coercion: Threats of serious harm to or physical restraint against any person; any scheme, plan, or pattern intended to cause a person to believe that failure to perform an act would result in serious harm to or physical restraint against any person; or the abuse or threatened abuse of the legal process.

Approved: 	Date Approved: 10-19-17	Page 1 of 5
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Commercial Sex Act: Any sex act on account of which anything of value is given to or received by any person.

Debt Bondage: The status or condition of a debtor arising from a pledge by the debtor of his or her personal services or of those of a person under his or her control as a security for debt, if the value of those services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of those services are not respectively limited and defined.

Involuntary Servitude: A condition of servitude induced by means of any scheme, plan, or pattern intended to cause a person to believe that, if the person did not enter into or continue in such condition, that person or another person would suffer serious harm or physical restraint; or the abuse or threatened abuse of the legal process.

Severe Forms of Trafficking in Persons: Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

Sex Trafficking: The recruitment, harboring, transportation, provision, obtaining of a person for the purpose of a commercial sex act.

Contractor: Any person or legal entity who receives public funds (e.g. funds or payment from the city) for goods or services rendered to the city.

Fair Trade: An innovative, market-based strategy that ensures fair labor practices and environmental sustainability in commodity and craft production. Fair trade's principles include guarantees of a minimum floor price, safe working conditions, sustainable soil and water use practices and funds for community development, as well as prohibitions on child labor, forced labor, and many harmful pesticides and fertilizers.

4. GENERAL PROVISIONS

4.1. City funds shall not be used to promote human trafficking in any manner.

4.2. The Mayor's Office – Human Trafficking shall make best efforts to:

- 4.2.1. Build awareness of and adherence to this policy through information dissemination and incorporation into relevant City employee training; and
- 4.2.2. Encourage development of internal City procedures to facilitate the purchase of certified fair trade products.
- 4.2.3. Review requests for waivers to this Executive Order from departments. The Special Advisor to the Mayor on Human Trafficking will consider requests for waivers from the requirements of this Executive Order from any City department that submits a written request for waiver and offers documented support showing special circumstances that would justify a waiver. The Special Advisor to the Mayor on Human Trafficking will issue a timely decision either granting or denying the waiver. Depending on the circumstances, the following factors may be considered special circumstances that would justify a waiver:
 - 4.2.3.1. Emergency – The contract is a response to an emergency that endangers public health or safety;

- 4.2.3.2. Essential – No other qualified responsive bidders comply with the requirements of this Executive Order and the contract is for a service or project that is essential to the City or public;
- 4.2.3.3. Sole Source - Purchase of goods or services is available only from a single source and the contract is for a service or project that is essential to the City or public;
- 4.2.3.4. Adverse Impact – Compliance with this Executive Order would cause an unreasonably adverse impact on the City's ability to obtain goods or services, unduly interfere with a department's contracting needs, or is likely to cause an unreasonably adverse financial impact on the City;
- 4.2.3.5. Bulk Purchasing – purchases made using a cooperative purchasing program or pursuant to an interlocal agreement.
- 4.2.3.6. Cooperative Purchasing Program refers to (1) a cooperative purchasing organization that pulls the buying power of more than one organization to leverage volume to reduce cost or (2) an arrangement between two or more governmental entities to combine purchasing power to obtain advantages of volume purchases. Such programs may involve one or more governmental purchasing units purchasing from the same supplier or multiple suppliers.
- 4.2.3.7. Interlocal Agreement means an agreement between one or more governmental entities for performing governmental functions and services.
- 4.2.3.8. Federal Grants – Any contract in which the federal government participates in the form of a grant or loan, or the City acts as a conduit for federal money and compliance with this Executive Order would violate such federal grant requirements or prevent the city from receiving such federal grant funds; or
- 4.2.3.9. General – Other matters where the Special Advisor to the Mayor on Human Trafficking deems it to be in the City's best interest.
- 4.2.4. Develop City employee fair trade procurement resources including lists of approved products, contractors, bid specification language, and best practices;
- 4.2.5. Work with commodity providers, service providers and other contractors to include certified fair trade products on all relevant market basket lists, discount lists and contracts when feasible, allowed by law and fiscally prudent;
- 4.2.6. Work with contractors to develop automatic or streamlined data collection, for evaluating the effectiveness of this Executive Order;
- 4.2.7. Facilitate communication with City departments about fair trade procurement best practices;
- 4.2.8. Facilitate communication with City departments about fair trade procurement best practices
- 4.2.9. Encourage compliance with the Executive Order by City contractors.

4.3. No later than thirty (30) days after the effective date of the Executive Order, the City's Chief Procurement Officer and departments with delegated authority shall make best efforts to:

- 4.3.1. Incorporate the requirements of this Executive Order into all formal competitive procurements issued after the effective date of this Executive Order and resulting contracts for which contract negotiations begin after the effective date of this Executive Order using the language approved by the Legal Department;
 - 4.3.2. Add to the currently published Terms and Conditions for Purchase Orders (<http://purchasing.houstontx.gov>) the language approved by the Legal Department that requires the contractor to comply with this Executive Order.
- 4.4. No later than thirty (30) days after the effective date of the Executive Order, City Departments shall make best efforts to:
- 4.4.1. Ensure that City Department staff that administers or manages contracts are aware of this Executive Order.
 - 4.4.2. Incorporate the requirements of this Executive Order contracts for which contract negotiations begin after the effective date of this Executive Order by using the language approved by the Legal Department;
 - 4.4.3. Encourage contractors that perform work for a department to comply with this Executive Order.
 - 4.4.4. Notify the City's Chief Procurement Officer and Special Advisor to the Mayor on Human Trafficking of any information received by a City department regarding any potential violations of this Executive Order.
 - 4.4.5. Select contractors that can comply with the Executive Order, unless a City department determines that it would be the City's best interest to select a contractor that declines to either comply with this Executive Order or accept the requisite Legal Department approved contract language, in which case the City department shall file a written request for a waiver to the Special Advisor to the Mayor on Human Trafficking documenting any factors listed in Section 4.2.3. of this Executive Order that may justify a waiver.
 - 4.4.6. Unless the Special Advisor to the Mayor on Human Trafficking grants a waiver pursuant to Section 4.2.3 of this Executive Order, all contracts and purchase orders shall include or reference language approved by the Legal Department that requires the contractor to comply with this Executive Order and all applicable program requirements in all contracts for the purchase of goods or services. Sample contract language is included in the Appendix.
- 4.5. Contractors shall make best efforts to:
- 4.5.1. Comply with this Executive Order with respect to all contracts that were entered after the effective date of the Executive Order; and
 - 4.5.2. Notify the City's Chief Procurement Officer, City Attorney, and the Director of any information regarding possible human trafficking or violations of this Executive Order discovered in the performance of providing services or goods to the City.
 - 4.5.3. Pursuant to the terms of the purchase order or Contractor's agreement with the City and to the extent allowed by law, Contractors that have been found to have engaged or promoted—directly or indirectly—human trafficking may be subject to suspension or termination of the relationship with the City if no remedial action is taken in a manner acceptable to the City.

4.6. Nothing in this policy shall be construed as requiring a department or contractor to procure fair trade products that do not perform adequately for their intended use, exclude adequate competition, or are not available at a reasonable price within a reasonable time.

5. COMPLIANCE

The requirements and terms of the City of Houston's Zero Tolerance Policy for Human Trafficking and Related Activities, as set forth in Executive Order 1-56, as revised from time to time, are incorporated into this Contract for all purposes. Contractor has reviewed Executive Order 1-56, as revised, and shall comply with its terms and conditions as they are set out at the time of Contract's effective date or issuance of a Purchase Order, whichever occurs first, if at all. Contractors shall notify the City's Chief Procurement Officer, City Attorney, and the Director of any information regarding possible violation of the Contractor or its subcontractors providing services or goods under this Contract or purchase order, if any.

L) Law Enforcement Human Trafficking Agencies

- Houston Police Department*
- United States Attorney's Office - Southern District of Texas*
- Federal Bureau of Investigation*
- Department of Homeland Security - Homeland Security Investigations*
- Texas Department of Public Safety - Criminal Investigations Division*
- Harris County District Attorney's Office*
- Texas Alcohol and Beverage Commission*
- Harris County Sheriff's Office*
- United States Department of State*
- United States Department of Labor - Wage and Hour Division*
- United States Department of Labor - Office of the Inspector General*
- United States Department of State - Diplomatic Security
- United States Treasury - Internal Revenue Service
- Department of Homeland Security - Office of the Inspector General
- Social Security Administration - Office of the Inspector General
- Texas Office of the Attorney General
- Texas Department of Public Safety
- Texas Rangers
- Texas Department of Licensing and Regulations
- Texas Department of Family Protective Services
- Harris County Attorney's Office
- Houston Metropolitan Internet Crimes Against Children Task Force
- City of Houston Attorney's Office
- Montgomery County District Attorney's Office
- Montgomery County Sheriff's Office
- Fort Bend County District Attorney's Office
- Missouri City Police Department
- Galveston County District Attorney's Office
- Waller County District Attorney's Office

M) NGO, Non-Profit Human Trafficking Agencies

- YMCA International Services*
- United Against Human Trafficking
- Houston Rescue and Restore Coalition
 - A 2nd Cup
 - Agape Children’s Emergency Shelter
 - Ambassadors for Christ Youth Ministries
 - Amistad Houston
 - Arrow
 - AVDA
 - Bay Area Turning Point (BATP)
 - Baylor College of Medicine - Menniger Department of Psychiatry and Behavioral Sciences
 - BCFS Common Thread
 - CASA Child Advocates of Montgomery County
 - Catholic Charities of the Archdiocese of Galveston
 - Chapelwood United Methodist Church
 - Children at Risk
 - Chinese Community Center
 - Coalition to Combat Human Trafficking
 - Cooperative Baptist Fellowship
 - Council on Recovery
 - Doctors for Change
 - Dominican Sisters of Houston
 - Elevate 61 International
 - Elijah Rising
 - Family Time Crisis and Counseling Center
 - FAUSA
 - Fe y Justicia Worker Center
 - FREE International
 - Freedom Church Alliance
 - Freedom Restore
 - Gods Lovely Butterflies Maternity Home
- Hands of Justice
- Houston Area Women’s Center
- Jesus Said Love
- Love146
- Mission at Serenity Ranch
- National Council of Jewish Women
- Office of the Attorney General of Texas
- Project Protect Our Children
- Redeemed Ministries
- Refugee Services of Texas
- Rescue Houston
- Rescue Us, Inc.
- Rotary International District 5890
- Sisters of Charity of the Incarnate Word
- St. Luke’s United Methodist Church
- Tahirih Justice Center
- Texas Center for the Missing
- Texas Children’s Hospital
- The Alliance
- The Good Yoga Project
- The Landing
- Thrive Trauma-Informed Yoga
- U.S. Equal Employment Opportunity Commission
- U.S. Fund for UNICEF
- Unbound Houston
- United Against Human Trafficking
- United For Human Dignity
- University of Houston – Downtown
- University of Texas at Austin - Institute on Domestic Violence and Sexual Assault
- Upbring
- Zonta Club Houston

N) COVID-19 Regulations

a. Reopening Guidance – Retail Businesses

Reopening businesses safely and responsibly are vital for both the local economy and the well-being of our community. As businesses reopen, there are important steps you can take to minimize the spread of COVID-19 in Harris County.

Recommendations Before Reopening

- Conduct routine HVAC maintenance and change air filters
- Employers should ensure regular [cleaning and disinfection](#) of all areas including offices, bathrooms, and common areas, focusing especially on frequently touched surfaces like doorknobs and drawer handles
 - Clean surfaces with soap and water
 - Next, disinfect surfaces using [products that meet EPA's criteria for use against SARS-CoV-2](#), the virus that causes COVID-19, and that are appropriate for the surface
 - Follow the manufacturer's instructions for all cleaning and disinfection products for concentration, application method, contact time, and required personal protective equipment (PPE)
- Operations can begin after completing the cleaning and disinfection procedures

Help Protect Employees and Customers

- [Follow CDC guidance for cleaning and disinfection, handwashing, social distancing, and respiratory etiquette](#)
- Post clear signage that warns members of the public and employees not to enter if they are experiencing symptoms of respiratory illness, including fever or cough, and to maintain social distancing
- Screen employees before entering the building for symptoms such as fever, cough, sore throat, loss of taste or smell, shortness of breath, or known close contact with a person who is lab-confirmed to have COVID-19

- Retailers should ensure that every employee who enters a store has signed in. Keep a list of contact information for every employee who enters the store every day. The list is for the purpose of identifying and notifying workers if they have shared a jobsite with someone who has been confirmed to have COVID-19
- Have employees wash hands when entering the building and provide hand sanitizer at accessible locations, including all restrooms and food preparation areas. Workers should wash their hands for at least twenty (20) seconds before beginning work, before initiating any food preparation, after any meal or restroom breaks, and immediately before the end of the work shift
- Rest breaks should be provided so that employees may follow hygiene guidelines, at a minimum of once an hour
- Have employees wash hands when entering the building and provide hand sanitizer at accessible locations
- Make sure soap and paper towels are available at all restroom hand sinks. Keep hand sanitizer available for staff and customers
- Visibly place signage to encourage frequent hand washing and other ways to help stop the spread
- Require all employees to wear face coverings such as a mask, cloth mask, bandana, scarf or shield to protect others
- Encourage all customers wear a fabric face covering
- If using gloves, make sure gloves are in good condition, no holes or visible dirt
- Change gloves often or after each task, washing hands each time gloves are changed

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- Where lines may form, ensure 6 ft distance using floor tape or visual markers
- Increase routine cleaning frequencies and use approved disinfectants for restrooms, high traffic, and high touch customer use areas
- Consider providing physical barriers like plexiglass between employees and customers when 6 ft of distance is not possible
- Disinfect any items that customers use
- Where practicable, offer pick up or deliveries of grocery items and other essential supplies
- Designate shopping times for at-risk populations (seniors, pregnant people, and people with underlying health conditions) and exclude other shoppers not in those populations, with the exception of caregivers or individuals necessary to assist the member(s) of the at-risk populations
- All employees should be encouraged to report any health or safety concerns
- Provide clear information regarding the [Families First Coronavirus Response Act](#), including informing workers of the right to paid sick and paid family leave as detailed in the act
- Post in a visible place or places on a site where notices to employees are customarily posted in languages understood by all persons working there include the CDC Guidelines for social distancing and face-covering, as well as information for employees to submit complaints regarding any violations
- Do not take adverse or disciplinary action against employees who submit complaints of any violations of the health and safety rules mandated by relevant laws
- Do not take adverse or disciplinary action against an employee who has been quarantined, or advised to self-quarantine, due to possible exposure to COVID-19

Planning for Absenteeism

- If an employee has a temperature above 100.4°F or is confirmed to have COVID-19, send the worker home immediately. If an employee is confirmed to have COVID-19, employers should notify their local county Public Health officials and inform all workers who are believed to have been in contact with the individual that has COVID-19, in accordance with state and federal law. Employers should take actions consistent with appropriate protocols to prevent the further spread of the disease.
- In the event Retailers discover that a worker is suspected to have COVID-19 or has been diagnosed with COVID-19, these Retailers should adopt the following precautions recommended by the [Food and Drug Administration](#).
- Close off areas used by the person who is sick.
- Clean and disinfect a sick worker's workspace. Wait twenty-four (24) hours or, if twenty-four (24) hours is not possible, as long as practical before you clean or disinfect.
- Open outside doors and windows to increase air circulation in the exposed area, if reasonable given food safety regulations.
- If a worker is confirmed infected, work with local health department and notify those that may be at risk. The employer should instruct fellow workers about how to proceed based on the [CDC Public Health Recommendations for Community-Related Exposure](#)
- Determine how you will operate with a reduced staff if employees cannot work due to illness, staying home to care for sick family members and those who must stay home to watch their children
- Prepare to implement flexible work and leave policies
- Explore opportunities for staggered schedules to limit time spent in close contact
- Cross-train employees to perform essential functions, so the workplace can operate even if key employees are absent
- Retailers and retail workers are, at the very least, urged to employ the Checklist of Minimum Recommendations for Retailers below

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Free COVID-19 Testing is Available for Everyone

We encourage business owners and employees to get free testing at a testing site. The updated online self-assessment tool is confidential and designed to serve the public in the Greater Houston area. To register for testing, visit <http://covidcheck.hctx.net/>. For those who do not have access to the online tool, call **832-927-7575** to get scheduled for testing. Free testing is available regardless of citizenship status and for those who are uninsured.

Employees should **not** return to work if they are sick. If an employee has a sick family member they live with or has been near an ill person, they should notify their employer immediately.

Please go to www.hcphtx.org for any additional information on how to keep yourself or employees safe during this pandemic.

**People at higher risk for severe illness are those who are 65 or older, especially those with chronic lung disease; moderate to severe asthma; chronic heart disease; severe obesity; diabetes; chronic kidney disease undergoing dialysis; liver disease; or weakened immune system.*

Additional Information is Available

[The Governor's Report to Open Texas](#)

[CDC Business & Employer Resources](#)

CHECKLIST FOR MINIMUM RECOMMENDATIONS

Health Protocols for Serving Your Customers

- Having dedicated hours during the day for customers at a higher risk of severe illness. Reducing the need for customers to enter the store by delivering purchased goods to the vehicle
- If practical, monitor what items customers touch to clean or disinfect when the customer leaves the retail establishment
- Encourage the use of contactless payment. If not available, minimize contact and sanitize hands

Health Protocols for Your Retail Facilities

- Regularly and frequently clean and disinfect any commonly touched surfaces, such as doorknobs, tables, chairs, and restrooms
- Disinfect any items that come into contact with customers
- Make hand sanitizer, disinfecting wipes, soap and water, or similar disinfectant readily available to employees and customers
- Visibly placed signage at the retailer to remind everyone of the best hygiene practices


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Health Protocols for Your Retail Employees

- Train all employees on appropriate cleaning and disinfection, how to reduce the spread of COVID-19 and other infectious diseases by washing hands frequently, and covering coughs and sneezes
- Have employees maintain at least 6 ft of separation from other individuals. If such distancing is not possible, then rigorously practice other protective measures including face covering, hand hygiene, cough etiquette, cleanliness, and sanitation
- Have employees wash or sanitize their hands upon entering the retailer
- If an employer provides a meal for employees, individually package meals for each employees
- Consistent with the actions taken by many retailers across the state, consider having all employees wear cloth face coverings (over the nose and mouth). If available, employees should consider wearing non-medical grade face masks
- Screen employees before coming into the retailer
- Send home any employee who has any of the following new or worsening signs or symptoms of possible COVID-19:
 - Cough
 - Shortness of breath or difficulty breathing
 - Chills
 - Repeated shaking with chills
 - Muscle pain
 - Headache
 - Sore throat
 - Loss of taste or smell
 - Diarrhea
 - Feeling feverish or measured temperature greater than > 100.4°F
 - Known close contact with a person who is lab confirmed to have COVID-19
- Do not allow employees with the new or worsening signs or symptoms listed to return to work until:
 - If the employee is **diagnosed with COVID-19**, they may return to work when all three of the following criteria are met:
 - At least 10 days have passed since symptoms first appeared
 - At least 3 days (72 hours) have passed since recovery (having no fever without the use of fever-reducing medications)
 - The individual has improvement in respiratory symptoms (e.g., cough, shortness of breath)
- If the employee has COVID-19 symptoms and does not get tested or evaluated by a medical professional, the individual is assumed to have COVID-19. The individual may not return to work until the individual has completed the same three-step criteria listed above
- If the employee or volunteer has symptoms that could be COVID-19 and wants to return to work before completing the above self-isolation period, the individual must obtain a medical professional's note clearing the individual to return to work based on an alternative diagnosis
- Do not allow an employee with known close contact to a person who is lab-confirmed to have COVID-19 to return to work until the end of the 14 days self-quarantine period from the last date of exposure (with an exception granted for healthcare workers and critical infrastructure workers)

OCEE 05/29/2020

b. Reopening Guidance – Construction Workforce




The construction industry and a healthy construction workforce are vital to the Harris County economy. Construction companies, construction sites, and construction workers are strongly encouraged to take the following steps to protect the health of their workers and minimize the spread of COVID-19 in Harris County.


Construction workers should not return to work if they are sick. If someone in the construction worker's household is ill with COVID-19 or the worker has been exposed to a person ill with COVID-19, the worker should immediately notify his or her employer.

- Identify a qualified workplace coordinator who will be responsible for COVID-19 assessment and control planning; all workers should know how to contact the coordinator with COVID-19 concerns
- Be flexible with hours; try staggering or assigning team shifts to reduce the number of employees arriving and leaving at the same time
- Ensure that every worker or contractor who enters a jobsite has signed in and keep a list of and contact information for every worker or contractor who enters the jobsite every day for the purpose of identifying and notifying individuals who have shared a jobsite with someone who has been confirmed to have COVID-19
- Screen employees before entering the building for symptoms such as fever (100.4°F), cough, sore throat, loss of taste or smell, shortness of breath, or known close contact with a person who is lab-confirmed to have COVID-19
- Have employees wash hands or sanitize hands when entering the building or worksite. Provide handwashing stations and hand sanitizer at accessible locations
- Require all employees to wear face coverings such as a mask, cloth mask, bandana, scarf or shield to protect others
- Train workers how to properly put on, use/wear, and take off protective clothing and equipment
- Continue to use personal protective equipment (PPE) for protection for other construction hazards
- Limit usage and ridesharing of company vehicles. Disinfect large machinery after use by each equipment operator
- Increase personal space to at least 6 ft when possible including inside of work trailers
- Remove or rearrange chairs and tables in break rooms and other areas workers may frequent to increase separation
- Clean and disinfect portable jobsite toilets and frequently touched objects and surfaces such as workstations, keyboards, telephones, handrails and doorknobs. Clean dirty surfaces with soap and water prior to disinfecting. To disinfect, use [EPA-approved cleaning chemicals](#)
- Avoid using other employees' phones, desks, offices, or other work tools and equipment, when possible. If necessary, clean and disinfect them before and after use
- Prohibit communal water coolers and provide bottled water

OCEE 05/29/2020



Harris County
Public Health
Building a Healthy Community



VISIT HCPHTX.ORG

- Keep in-person meetings as short as possible, limit the number of workers in attendance, and use social distancing practices
- Use 70% alcohol-based wipes to clean tools before and after use
- Encourage all workers to report any health or safety concerns
- Provide one (1) working flush toilet for every fifteen (15) workers on site or one (1) outdoor portable toilet for every ten (10) workers on site
- Keep toilets clean, sanitary and operational at all times, and ensure proper disposal of waste from these facilities
- Provide rest breaks of at least fifteen (15) minutes for every four (4) hours worked so workers may follow hygiene guidelines

Planning for Absenteeism

- If an employee has a temperature above 100.4°F or is confirmed to have COVID-19, send the worker home immediately. If an employee is confirmed to have COVID-19, employers should notify their local county Public Health officials and inform all workers who are believed to have been in contact with the individual that has COVID-19, in accordance with state and federal law. Employers should take actions consistent with appropriate protocols to prevent the further spread of the disease.
- Determine how you will operate with a reduced staff if employees cannot work due to illness, staying home to care for sick family members and those who must stay home to watch their children
- Prepare to institute flexible workplace and leave policies
- Cross-train employees to perform essential functions, so the workplace can operate even if key employees are absent

Free COVID-19 Testing is Available for Everyone

We encourage construction industry workers to get free testing at a testing site. The updated online self-assessment tool is confidential and designed to serve the public in the Greater Houston area. To register for testing, visit <http://covidcheck.hctx.net/>. Construction workers who do not have access to the online tool, call **832-927-7575** to get scheduled for testing. Free testing is available regardless of citizenship status and for those who are uninsured.

Please go to www.hcphtx.org for any additional information on how to keep yourself or employees safe during this pandemic.

*People at higher risk for severe illness are those who are 65 or older, especially those with chronic lung disease; moderate to severe asthma; chronic heart disease; severe obesity; diabetes; chronic kidney disease undergoing dialysis; liver disease; or weakened immune system.

Additional Information is Available

[CDC Business & Employer Resources](#)

OCEE 05/29/2020

O) List of Major Cultural Attractions Easily Accessible by Disabled Population

- a) A.D. Players - <https://www.adplayers.org/accessibility>
- b) Alley Theatre - <https://www.alleytheatre.org/accessibility>
- c) Children’s Museum Houston - <https://www.cmhouston.org/accessibility>
- d) Hobby Center for the Performing Arts - <https://www.thehobbycenter.org/index.php?q=node/132>
- e) Houston Cinema Arts Society - <https://www.cinemahtx.org/hcaf/accessibility/>
- f) Houston Grand Opera - <https://www.houstongrandopera.org/plan-your-visit/accessibility/>
- g) Houston Museum of Natural Science - <https://www.hmns.org/visit/accessibility/>
- h) Jones Hall for the Performing Arts - <https://www.visithoustontexas.com/theater/venues/jones-hall/ada-information/>
- i) Main Street Theater - <https://mainstreettheater.com/accommodations/>
- j) Miller Outdoor Theatre - <https://www.milleroutdoortheatre.com/seating/#accessible>
- k) Museum of Fine Arts Houston - <https://www.mfah.org/visit/accessibility-resources>
- l) ROCO - <https://roco.org/accessibility/>
- m) Space Center Houston - <https://spacecenter.org/accessibility-options/>
- n) Stages Theatre - <https://www.stagestheatre.org/accessibility/>
- o) Theatre Under the Stars - <https://www.tuts.com/accessibility/>
- p) Wortham Theater Center - <https://www.visithoustontexas.com/theater/venues/wortham-center/ada-information/>
- q) Young Audiences of Houston - <https://www.yahouston.org/discovery-arts>
- r) Contemporary Arts Museum Houston - <https://camh.org/visit/>
- s) The Menil Collection and Drawing Institute - <https://www.menil.org/visit>
- t) Houston Botanic Garden - <https://hbg.org/visit/>
- u) Buffalo Bayou Partnership - <https://buffalobayou.org/visit/>
- v) Memorial Park Hermann Park - <https://www.memorialparkconservancy.org/visit/>
- w) Hermann Park - <https://www.hermannpark.org/visit/hours-and-directions/>
- x) Discovery Green - <https://www.discoverygreen.com/visit>
- y) Avenida Houston - <https://www.avenidahouston.com/explore/arts-and-culture>
- z) Hermann Park - <https://www.hermannpark.org/vis/art-in-the-park/>
- aa) Houston Zoo - <https://www.houstonzoo.org/plan-your-visit/guest-services/>
- bb) Centennial Gardens - <https://www.hermannpark.org/visit/mcgovern-centennial-gardens/>

P) Letters of Support – Summary

Organization	Signed by
Texas Gulf Coast Area Labor Federation, AFL-CIO	Hany Khalil, Executive Director
Houston Gulf Coast Building & Construction Trades Council	Paul J. Puente, Executive Secretary

Organization	Signed by
Fe y Justicia Worker Center	Daniana Trigos-Kukulski, Executive Director
Equal Justice Center	Duchoang Pham, Staff Attorney
Workers Defense Project	Emily Timm, Co-Executive Director
City of Houston Housing and Community Development Department	Tom McCasland, Director
City of Houston Mayor's Office for People with Disabilities	Gabe Cazares, Director
Houston Police Department	Chief Troy Finner
City of Houston Mayor's Office of Complete Communities	Shannon Buggs, Director
Children at Risk	Caroline Roberts, Associate Director of Policy
Love146	Aria Flood, Director of U.S. Prevention
Tony's Place	Albert "Al" Amado, Board Chair
Mayor's LGBTQ Advisory Board	Jeremy Edwards and Jamie Gonzalez, Co-Chairs
Houston Area Women's Center (HAWC)	Emilee D. Whitehurst, President and CEO
Grace Farms Foundation	Rod Khattabi, Chief Accountability Officer and Director of Justice Initiative, and Ambassador (ret.) Luis C.deBaca
Catholic Charities Archdiocese of Galveston-Houston	Cynthia N. Colbert, President and CEO
The Landing	Cara Parker, Executive Director
United States Department of State, Diplomatic Security Service, Houston	Supervisory Special Agent Katherine Langston
NOV, Inc.	David Reid, Chief Technology and Marketing Officer
Greater Houston Community Foundation	Stephen D. Maislin, President and CEO, Renée Wizig-Barrios, SVP & Chief Philanthropy Officer, and Rebecca Hove, Managing Director of Strategic Philanthropy



Workers Defense Project
Proyecto Defensa Laboral



**FE Y JUSTICIA
WORKER CENTER**

June 17, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

Dear Ms. Cook:

As local labor rights organizations that advocate for policies that provide a fair shot for all working families in Houston, we are writing to express support for the Houston FIFA Bid Committee's strategy to protect workers rights were Houston to be a host to the FIFA World Cup 2026™ conditional on the Bid committee's implementation of its commitments in its bid.

The Bid Committee utilized a creative approach to engage stakeholders in multiple human rights areas. We were participants in the Workers Rights subcommittee of the Human Rights process, which involved pre-meeting assessments, breakout discussions in three meetings, and follow-up conversations. The process provided meaningful opportunities for us to identify and prioritize risks for how workers' rights could be violated during the World Cup and propose mechanisms not just to mitigate these risks but to go beyond and pro-actively raise workplace standards for future mega-events in Houston. When we asked for additional time to provide more detailed input, the committee responded positively. We followed up with detailed recommendations to the committee, and the committee treated our input with serious consideration and thoroughness.

We are pleased that this process resulted in the incorporation of commitments to implement many of our recommendations to protect workers rights into the final Houston FIFA 2026 bid.

The commitments include the following:

- A minimum wage of \$15/hour or the prevailing wage, including expanding the prevailing wage to sectors besides construction
- Targeted hire and apprenticeships

- Requiring cooperative dispute resolution mechanisms between impacted employers and employees
- Responsible bidding process
- Health and safety requirements
- Adoption of COVID-19 Health and Safety standards
- Establishment of clear mechanisms to report, investigate, adjudicate, and enforce potential labor violations
- Independent third party monitoring

These measures reflect best practices from across the country that not only protect workers but also help ensure broad support for major events and projects.

We look forward to further engaging with Houston's Human Rights Sub-Committee, FIFA and U.S. Soccer, to design and fully implement these commitments to worker protections should Houston be selected as a host. Should you have any questions, please contact Hany Khalil at hany@gcafcio.org or cell 281.714.5377.

Sincerely,

Hany K Khalil

Hany Khalil, Executive Director
Texas Gulf Coast Area Labor Federation,
AFL-CIO

Paul J. Puente

Paul J. Puente, Executive Secretary
Houston Gulf Coast Building &
Construction Trades Council

Daniana Trigoso-Kukulski

Daniana Trigoso-Kukulski, Executive
Director
Fe y Justicia Worker Center

Duchoang Pham

Duchoang Pham, Staff Attorney
Equal Justice Center

Emily Timm

Emily Timm, Co-Executive Director
Workers Defense Project



CITY OF HOUSTON

Housing & Community Development Department

Sylvester Turner

Mayor

Tom McCasland
Director
2100 Travis, 9th Floor
Houston, Texas 77002

T. (832) 394-6200
F. (832) 395-9662
www.houstontx.gov/housing

April 6, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

To Ms. Cook:

The City of Houston Housing and Community Development Department fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting and proposed opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

The City of Houston Housing and Community Development Department works to create opportunities for all Houstonians to have access to safe homes that they can afford in communities where they can thrive. We work closely with service providers and developers across the city to improve the quality for life for Houstonians. We participated in the Housing Rights Stakeholder Group and discussed strategies to address potential impacts on low-income renters and homeless individuals. The Housing and Community Development Department supports Houston's 2026 bid and the continued human rights work.

I look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at 832.394.6282 or Tom.McCasland@houstontx.gov.

Sincerely,

DocuSigned by:
A handwritten signature in blue ink that reads "Tom McCasland".
Tom McCasland

Council Members: Amy Peck Tarsha Jackson Abbie Kamin Carolyn Evans-Shabazz Dave Martin Tiffany Thomas Greg Travis Karla Cisneros
Robert Gallegos Edward Pollard Martha Castex-Tatum Mike Knox David W. Robinson Michael Kubosh Letitia Plummer Sallie Alcorn
Controller: Chris Brown



CITY OF HOUSTON

Office of the Mayor

Mayor's Office for People with Disabilities

Director Gabe Cazares
P.O. Box 1562
Houston, Texas 77251-1562

T. 832-394-0814
F. 713-284-8582
www.houstontx.gov/disabilities

April 7, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

To Ms. Cook:

The Mayor's Office for People with Disabilities fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

The Mayor's Office for People with Disabilities serves as the primary advocate for the needs and rights for the over 215,000 residents with disabilities that live in the city of Houston. MOPD staff provided input to the disability access subgroup. The city of Houston leads in providing equity and access to residents and visitors with disabilities. Houston is poised to provide World Cup spectators with disabilities with an unmatched accessible experience.

I look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at 832-394-0814 or gabe.cazares@houstontx.gov.

Sincerely,

Gabe Cazares, Director

A handwritten signature in black ink, appearing to read "Gabe Cazares".

Council Members:

Amy Peck Tarsha Jackson Abbie Kamin Carolyn Evans-Shabazz Dave Martin Tiffany Thomas Greg Travis Karla Cisneros Robert Gallegos Edward Pollard Martha Castex-Tatum Mike Knox David Robinson Michael Kubosh Leticia Plummer Sallie Alcorn



CITY OF HOUSTON

Sylvester Turner, Mayor

Houston Police Department
1200 Travis Houston, Texas 77002-6000 713/308-1600

CITY COUNCIL MEMBERS: Amy Peck Tarsha Jackson Abbie Kamin Carolyn Evans-Shabazz, Ed. D. Dave Martin Tiffany D. Thomas Greg Travis Karla Cisneros Robert Gallegos Edward Pollard Martha Castex-Tatum Mike Knox David Robinson Michael Kubosh Letitia Plummer, D.D.S. Sallie Alcorn CITY CONTROLLER: Chris B. Brown

April 9, 2021

Troy Finner
Chief of Police



Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA- Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston’s (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

Dear Ms. Cook:

The Houston Police Department fully supports Houston’s overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston’s existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston’s legacy.

The Houston Police Department is the largest police department in the State of Texas, serving the unique communities that make up the City of Houston. The more than 6000 sworn and civilian staff engage with the citizens of Houston on a daily basis to work together towards creative and collaborative solutions to reduce crime and enhance the quality of life in the City of Houston. Because Houston is the most diverse city in the United States, the men and women of the Houston Police Department look forward to welcoming international guests from around the world to Houston for the World Cup 2026 thereby adding to the richness of the social fabric of Houston. The Houston Police Department participated in the *Safety & Security* as well as the *Human Trafficking* breakout groups in preparation for Houston’s World Cup 2026 bid. Members of the Houston Police Department’s command staff worked hand in hand with a diverse group of stakeholders to discuss collaborative solutions to foreseeable issues, ensuring community based solutions.



I look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at 713-308-1600.

Sincerely,



Troy Finner
Chief of Police

rmw:tf



CITY OF HOUSTON

Sylvester Turner

Mayor

P.O. Box 1562
Houston, Texas 77251-1562

Telephone – Dial 311
www.houstontx.gov

April 8, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

To Ms. Cook:

The Mayor's Office of Complete Communities (MOCC) fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

Complete Communities is Houston Mayor Sylvester Turner's signature initiative – a collaborative and transformative citywide effort to revitalize under-resourced and underserved neighborhoods. The Complete Communities mission is to address historical inequities in economically distressed communities so that all Houston residents and business owners can access quality services and amenities in their neighborhoods. Complete Communities is comprised of 10 neighborhoods that have not reached their full potential but have tremendous strengths and opportunities to overcome historic disinvestment that has halted or slowed their growth. These communities have experienced community-specific inequities that are systemic – illegal dumping, underperforming schools, insufficient technology access, environmental injustices, health disparities, food insecurity, and redlining to name a few.

The MOCC has undertaken the responsibility of serving as an equity advocate within the City of Houston. In this role, MOCC serves as the internal and external convener of conversations about systemic change and equitable community development. The office is continuing and expanding its advocacy for human rights and equitable social and economic investments by participating in the City's Fan Groups human rights breakout group.

Council Members: Amy Peck Tarsha Jackson Abbie Kamin Carolyn Evans-Shabazz Dave Martin Tiffany Thomas Greg Travis
Karla Cisneros Robert Gallegos Edward Pollard Martha Castex-Tatum Mike Knox David W. Robinson Michael Kubosh Letitia Plummer
Sallie Alcorn Controller: Chris Brown

The office enthusiastically supports Houston's bid to host the 2026 FIFA World Cup and all community stakeholders efforts to establish a long-lasting legacy of human rights advancements in our city.

I look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at 832-393-1085 or shannon.buggs@houstontx.gov.

Sincerely,



Shannon Buggs
Director
Mayor's Office of Complete Communities

children
at Risk

March 12, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™


To Ms. Cook:

CHILDREN AT RISK fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

CHILDREN AT RISK (C@R) is a non-partisan research and advocacy organization dedicated to addressing the root causes of poor public policies affecting children. Using the tools of research and advocacy, CHILDREN AT RISK works on a broad range of children's issues, including education, parenting and family well being, health and nutrition, immigration, and human trafficking. C@R participated in the human trafficking and safety and security breakouts, and we are confident that Houston has prepared a plan that prioritizes the prevention of human trafficking and other issues that affect children.

I look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at 713-869-7400 or CRoberts@childrenatrisk.org.

Sincerely,



Caroline Roberts, Associate Director of Policy
and Staff Attorney, Children At Risk



NEW HAVEN, CT • HOUSTON, TX • CHARLOTTE, NC • ATLANTA, GA • LONDON, UK • MANILA, PH
WWW.LOVE146.ORG 203.772.4420 INFO@LOVE146.ORG
US HEADQUARTERS CORRESPONDENCE: P.O. BOX 8266, NEW HAVEN, CT 06530
U.S. DONATIONS: 1800 CAMDEN RD, STE 107-273, CHARLOTTE, NC 28203

April 6, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

To Ms. Cook:

Love146 fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

Love146 is an international human rights organization working to end child trafficking through survivor care, prevention education, and community engagement. I was invited to participate in the human trafficking subgroup as a result of the work Love146 has done in the city of Houston to educate communities on child trafficking and the efforts we can take to prevent it. This subgroup thoughtfully considered the increase in trafficking incidents that could come alongside an event of this scale, and consciously discussed the efforts we could take to prevent them. I support Houston's bid because I feel confident that the city will take the necessary steps to ensure the event is not only positive, safe, and fun, but that we create a new standard for the necessary steps cities should take in the future to prevent human rights abuses.

I look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at aria@love146.org.

Sincerely,

Aria Flood, Director of U.S. Prevention
Love146



P.O. Box 980935, Houston, Texas 77098

March 12, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support of City of Houston's (TX) Human Rights Legacy Strategy
for its Bid to Host the FIFA World Cup 2026™

Dear Ms. Cook:

Homeless Gay Kids-Houston, d/b/a *Tony's Place*, is a drop-in center for youth up to the age of 25 who are unstably housed or experiencing homelessness, and we have a special focus on LGBTQ+ youth and allies. We write in support of Houston's bid to host the FIFA World Cup 2026™.

To achieve the goal of generating a lasting positive legacy as host city, Houston developed an innovative stakeholder engagement process. That process focused on identifying and prioritizing eight human rights areas based on consensus of the work group and risks across activity levels involved in hosting the event. The result was to propose opportunities that elevate Houston's existing and robust baseline response to mega-events, and to develop an overall human rights strategy that will leave a lasting positive legacy as host city.

Opportunities were identified to mitigate risks and advance Houston's legacy throughout the process. Our organization was able to complete pre-activities and participate in facilitated dialogue session in breakout rooms with diverse stakeholders from varied backgrounds, and our input was considered and factored in. Of particular interest to our organization were the stakeholder groups focusing on non-discrimination and housing rights, and the plans Houston is making in these areas.

Our organization serves youth who are marginalized by society and socio-economically disadvantaged. More than 80% of our youth are of color —principally Black and Hispanic —and many are or have been victims of discrimination or violence due to their sexual identity or race. Homeless Gay Kids-Houston, d/b/a *Tony's Place*, is committed to ensuring human rights in the broadest possible terms and, therefore, supports the Houston bid to host the FIFA World Cup 2026™. Since Houston is the most racially and culturally diverse city in the country, we look with particular interest to Houston

Tony's Place is a program of Homeless Gay Kids-Houston, a 501(c)(3) non-profit.



P.O. Box 980935, Houston, Texas 77098

hosting the FIFA World Cup 2026™, and players and visitors from across the globe. We also look with optimism to the legacy Houston will leave as the host city in the areas of that are of greatest interest to us: expanded housing opportunities and greater opportunities for, and broader inclusion of, marginalized persons.

I look forward to further engaging with Houston's Human Rights Sub-Committee —as well as with FIFA and U.S. Soccer —to design and implement the opportunities identified through our workgroups if Houston is selected as a host, which I certainly hope it will be! Please feel free to contact me with any questions on telephone +1 713-898-3885 or by email at <al.amado@tonysplace.org>.

Sincerely,

ALBERT M. ("AL") AMADO,
Board Chair, Homeless Gay Kids-Houston



**Mayor Turner's LGBTQ Advisory Board
Houston, Texas**

April 15, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its 2026 World Cup Bid

To Ms. Cook:

Mayor Sylvester Turner's LGBTQ Advisory Board supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the 2026 World Cup. We were informed that Houston conducted stakeholder engagement with 8 human rights areas to identify risks across activity levels involved in hosting and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. We have met with the Director of Houston's Human Rights Sub-Committee to be briefed on the identified opportunities to mitigate risks and we are optimistic that by partnering together we can advance Houston's legacy.

Mayor Turner's LGBTQ Advisory Board serves to inform and advise municipal leadership on issues directly affecting Houston's LGBTQIA+ community. A significant portion of our community secures employment through the service and hospitality industries, and both would benefit significantly from the local economic impact of Houston hosting the World Cup in 2026. As such, we pledge to work with our city's leadership to ensure that the LGBTQIA+ and other vulnerable communities are explicitly protected against discrimination in housing, occupation, etc., through an anti-discrimination ordinance. Our mayor has expressed support for this measure and the LGBTQ Advisory Board intends to hold leadership accountable to this commitment to guarantee an inclusive and safe environment for all.

We look forward to further engaging with Houston's Human Rights Sub-Committee to design and implement the opportunities identified should Houston be selected as host. Please let me know should you have any questions at 832-416-2343 or lgbtqhouston@gmail.com.

Sincerely,

Jeremy Edwards (he/him), Co-chair
Mayor Turner's LGBTQ Advisory Board

Jamie Gonzales (she/her), Co-chair
Mayor Turner's LGBTQ Advisory Board

Attention: Mayor Turner's LGBTQ Advisory Board
401 Branard Street, Houston, Texas 77006



April 7, 2021

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Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

To Ms. Cook:

The Houston Area Women's Center (HAWC) fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. I serve as President and CEO of HAWC who, for nearly 45 years, has existed to end domestic violence, sexual assault, and sex trafficking in the Houston region, and support all in building safe and healthy lives through advocacy, counseling, education, shelter and support services. The City of Houston is our long-standing partner in service of this mission.

Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. HAWC was able to participate in pre-activities and participate in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds whose input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy. We also had the opportunity to sit down and review the final report with the city. We believe that the report is thorough and supports the overall human rights strategy and are confident that any recommendations will be considered fully.

We look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at (832) 690-4658 or ewhitehurst@hawc.org.

Sincerely,

Emilee D. Whitehurst
President and CEO
Houston Area Women's Center

Houston Area Women's Center
1010 Waugh Drive
Houston, TX 77019-3902
(713) 528-6798
Fax (713) 535-6363
TTY (713) 528-3625
www.hawc.org



Harris County Community Services Department



April 8, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

Dear Ms. Cook:

We write in support of the City of Houston's human rights strategy, which promises a lasting and positive legacy for the FIFA World Cup 2026. The City of Houston has developed an innovative stakeholder engagement process to identify human rights risks across the many activities involved in hosting, and proposes to intensify their existing and robust responses to modern slavery. Our input was considered and factored in as the City of Houston homes in on opportunities to mitigate risks and advance their – and FIFA's – legacy of leadership against trafficking and forced labor.

The Grace Farms Foundation - Justice Initiative was honored to be included in Houston's community consultation sessions and is excited about working with the City. The Justice Initiative's mission is to end modern day slavery, gender-based violence, and environmental crimes through effective policy, capacity building, and advocacy. Our Design for Freedom Working Group aims to build awareness of forced labor in the architecture and global construction industry and establish auditing standards in the procurement of construction material. Through global law enforcement capacity building and educating/advocating on behalf of survivor inclusion, we are working to improve government responses, community resilience, and victims' rights. The City of Houston has been an innovator in all of those areas, and we have been impressed by the City's commitment to include community voices in their planning for this event.

We look forward to further engaging with Houston's Human Rights Sub-Committee, with U.S. Soccer, and with FIFA to advance anti-trafficking activities should the City of Houston be

365 Lukes Wood Road
New Canaan, CT 06840
gracefarms.org

selected as a host. Should you have any questions, please feel free to contact me at 203-920-1720 or at my email address: rkhattabi@gracefarmsfoundation.org.

Sincerely,



Rod Khattabi
Chief Accountability Officer & Director of Justice Initiative
Grace Farms Foundation

Ambassador (ret.) Luis C. DeBaca
Former US Ambassador-at-large to Monitor and Combat Trafficking in Persons
Justice Initiative Senior Advisor

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President/CEO
Cynthia N. Colbert, MSW

April 8, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

Ms. Cook:

Catholic Charities of the Archdiocese of Galveston-Houston fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

Founded in 1943, Catholic Charities of the Archdiocese of Galveston-Houston (Catholic Charities) is a faith-based social service organization that provides service to those in need based on Catholic social teaching that recognizes that human life is sacred, that all humans have inherent dignity, rights, and responsibilities, that social structures such as families must be supported, and organizes its service to meet the needs of those who are poor and vulnerable. Operating under the vision of people of faith helping people in need to achieve self-sufficiency and live with dignity, Catholic Charities organizes its program into four impact areas: caring for children, strengthening families, promoting independence for seniors and veterans, and supporting immigrants and refugees. Over the past seven decades, Catholic Charities has grown in staff and adapt its structure and service to meet the changing needs of the low-income population in Southeast Texas. With a staff of more than 400 and a volunteer base exceeding 2,000 individuals, Catholic Charities serves more than 85,000 people throughout southeast Texas annually.

Catholic Charities was honored to participate in the Houston 2026 World Cup Bid Committee organized by the City of Houston. Catholic Charities joined the Migrants Group, to help strategize potential risks and vulnerabilities of the migrant community of Greater Houston. If Houston is selected, the World Cup could set a new standard for future events in its dedication to demonstrating responsibility, fairness, and justice. We will continue to advocate for the rights of the migrant community and other vulnerable groups, and we are grateful to the committee, the Mayor's Office, and Fédération Internationale de Football Association for their ongoing commitment to human rights and dignity.

I look forward to further engaging with Houston's Human Rights Subcommittee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at (713)874-6737 or ccolbert@catholiccharities.org.

Sincerely,



Cynthia N. Colbert, MSW
President and CEO
Catholic Charities
Archdiocese of Galveston-Houston



March 29, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

To Ms. Cook:

The Landing fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

The Landing was honored to participate in the human trafficking breakout group, and we were very impressed by the broad range of stakeholders engaged, structured process, and openness to community input. The Landing is a local nonprofit that has served over 850 survivors of human trafficking and commercial sexual exploitation in the Greater Houston Area through a drop-in center, outreach, and youth advocacy. The City of Houston has been a strong, collaborative partner in this work and has demonstrated an ongoing commitment to championing innovative, effective anti-trafficking initiatives. If selected, I am confident that the City of Houston will continue to build on its solid foundation and take this opportunity to pioneer informed, collaborative human rights strategies.

I look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at +1 (281) 582-0192 or cara@thelanding.org.

Sincerely,



Cara Parker
Executive Director

www.thelanding.org | 713-766-1111 | hello@thelanding.org
9894 BISSONNET ST., SUITE 605, HOUSTON TX 77036



United States Department of State

*Diplomatic Security Service
Houston Field Office
1919 Smith Street, Suite 2100
Houston, TX 77002*

March 12, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

To Ms. Cook:

The Diplomatic Security Service - Houston Field Office fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

Diplomatic Security Service (DSS) is the federal law enforcement and security arm of the U.S. Department of State and tasked with securing diplomacy and protecting the integrity of U.S. travel documents. DSS participated in the Human Trafficking breakout group and supports the collaboration of stakeholders focused on an inclusive and robust response to human trafficking and other intersecting crimes. DSS supports Houston's 2026 bid and continued human rights work in trafficking prevention measures, community engagement, and ensuring victim safety and access to centrally coordinated and comprehensive services upon identification.

I look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at 713-654-0423 or LangstonKS@state.gov.

Sincerely,

KATHERINE S
LANGSTON
Katherine Langston
Supervisory Special Agent
Diplomatic Security Service
Houston Field Office

Digitally signed by
KATHERINE S. LANGSTON
Date: 2021.04.06 22:30:06
-05'00'



NOV, Inc.
7909 Parkwood Circle Drive
Houston, Texas 77036
713 346 7968
David.Reid@nov.com

David Reid
Chief Technology and Marketing Officer

March 12, 2021

Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20
P. O. Box 8044
Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

To Ms. Cook:

NOV fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

NOV has provided the technical expertise, advanced equipment and operational support necessary for success in the oil and gas industry. Through business innovation, product creation and service delivery, we are driven to power the industry that powers the world better.

NOV has been an active participant in supporting Redeemed, a recovery program for sex trafficked women, OGTAG, the Oil and Gas Trafficking Advocacy Group, and redM a pro-bono, crowdsourcing group of professionals in Houston supporting the efforts with in kind contributions to organizations addressing the trafficking issue. I am also personally a board member for Redeemed and OGTAG as well as being the founder and Chairman of redM. NOV has been fully supportive as a company in addressing this area. I have seen the active work of our Mayor's office and the impressive task force in addressing our issues and the work of our city to take on traffickers has been leading in the US and continues to make a difference in the area of fighting human trafficking. We proudly support and believe in their ability to make a difference as they have been doing to address this global challenge as it affects our city.

I look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please let me know should you have any questions at 713 346 7968 or David.Reid@nov.com

Sincerely,

A handwritten signature in blue ink, appearing to read 'D Reid', is written over a horizontal line.

David Reid, Chief Technology and Marketing
Officer



April 8, 2021

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Ms. Joyce Cook, Chief Responsibility and Education Officer
Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044, Zurich, Switzerland

Re: Letter of Support for City of Houston's (TX) Human Rights Legacy Strategy for its Bid to Host the FIFA World Cup 2026™

To Ms. Cook:

Greater Houston Community Foundation (GHCF) fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™. Houston developed an innovative stakeholder engagement process across eight human rights areas to identify and prioritize based on group consensus risks across activity levels involved in hosting, and propose opportunities that level-up Houston's existing and robust baseline response to mega-events. By completing pre-activities and participating in expertly facilitated breakout rooms with a diverse group of stakeholders from all backgrounds, our input was considered and factored into the identified opportunities to mitigate risks and advance Houston's legacy.

GHCF is a hub of information, action, connection, and community change for the Greater Houston area. For over seven years, GHCF has been convening, connecting and stewarding the vision of addressing root causes of human trafficking (labor and sex) for a variety of high-capacity donors. This collaboration has allowed for outsized impact via several methods: seed funding for innovative solutions, influencing a national coalition of cities combating human trafficking, aligning funding for critical services, advocating at the local, State, and national level, as well as providing early-stage training and support for burgeoning survivor-entrepreneurs. Rebecca Hove, GHCF staff member, is an Executive Member of the Mayor's Office council on Anti-Human Trafficking and has been deeply involved with the World Cup Human Trafficking breakout group, on behalf of GHCF and its 15 member Anti-human trafficking Donor constituents.

The Foundation and our stakeholders see Houston's 2026 World Cup host-opportunity as an opportunity to bring heightened engagement and resulting beneficial human rights impact and accountability to our city, and the Greater Houston area. Building on Houston's previous success, hosting Super Bowl LI (sex-trafficking prevention measures) and combating Labor trafficking in the wake of Hurricane Harvey recovery, Houston is a city that not only believes in, but takes action to quash modern-day slavery. This is more important than ever in today's social climate. Houston is up to the task of leading these efforts. We welcome this global stage, through the #1 world sport of Soccer, to embody the freedom and potential of the human spirit and body. And, to be a city that truly provides opportunity for all to "get in the game" of a liberated, safe, and prosperous life.

We look forward to further engaging with Houston's Human Rights Sub-Committee – as well as with FIFA and U.S. Soccer – to design and implement the opportunities identified should Houston be selected as a host. Please reach out to Rebecca Hove should you have any questions at 713-333-2245 or rhove@ghcf.org.

Sincerely,



Stephen D. Maislin
President & CEO



Renee W. Barrios
SVP & Chief Philanthropy Officer



Rebecca Hove
Managing Director of
Strategic Philanthropy