

# HAYWARD POLICE DEPARTMENT



## STRATEGIC PLAN "2008 AND BEYOND"



## PREAMBLE

*We recognize that we are government's most visible representative and that we respond to the needs of our customers, 24 hours a day, seven days a week.*

*We recognize the awesome responsibility to fairly and wisely exercise the public's will and trust to accomplish our mission.*

*We acknowledge that we are held to a higher standard; therefore, our personal and professional lives must be exemplary.*



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## MESSAGE FROM THE CHIEF OF POLICE

I am very pleased to present the Hayward Police Department's strategic plan: "2008 and Beyond". This document represents countless hours of research, development and effort on the part of numerous people. Members of our department worked with Hayward community members, businesses, educators and City employees to produce a plan that truly exemplifies the spirit of a cooperative effort.

The Hayward Police Department's Strategic Plan is designed to serve as a roadmap for the Police Department in its continuous effort to improve service to the residents of Hayward and to achieve the highest standards of policing. The Strategic Plan will serve as a living document to help guide the thinking and actions of the Hayward Police Department in its effort to provide quality law enforcement services. The manner in which we deliver services is anchored by our belief in Community Policing, our focus on service delivery at the neighborhood level, and our community partnerships. The Department's mission statement, vision and values will serve as the foundation and basis for the four Strategic Priorities set forth in this plan.

The Strategic Plan is a dynamic, living document that identifies our values, recognizes our future challenges and sets in motion a plan to meet those challenges head on. By design, it is in a state of constant review and updating. As one objective is achieved, a new challenge will become apparent and that challenge may very well become the next initiative of this living plan. While no one can predict the future with one hundred percent certainty, through continued collaborative effort, we have established a vehicle that will help us continue to be a premier law enforcement agency long into the future.

The men and women of the Hayward Police Department look forward to meeting our current and future challenges and we are committed to providing the community with unmatched excellence in law enforcement services.

Sincerely,

A handwritten signature in blue ink that reads "Ron Ace".

Ron Ace  
Chief of Police



## INTRODUCTION

**F**or an organization to be successful, it needs to have a roadmap for success. A strategic plan helps to provide direction and focus for the organization in an effort to deliver to its customers a quality product and top-notch service. While this concept is key to the survival of any business in the private service industry, it is also a critical component of a public service organization's ability to meet the needs and expectations of the community it serves.

Strategic Planning is a method for positioning an organization to prepare for and embrace its future by capitalizing on its opportunities, addressing its challenges, and providing the kind of leadership that masters change. A strategic plan points to specific results that are to be achieved and establishes a course of action for achieving them. It also helps the various work units within an organization to align themselves with common goals.

Our plan allows us to shape our organizational identity into the future and it incorporates a process of developing specific strategies to accomplish a number of key objectives,

which in turn serve as the roadmap to the organization's priorities to best serve the Hayward community. Simply put, the strategic planning process we have undertaken determines where we are, where we are going, how we are going to get there.

A prompt, thorough and decisive approach to preventing and solving crime is but one of many elements of the Hayward Police Department's quest to provide excellent service to a community that trusts and participates in its policing. We are truly committed to our citywide pledge to keep Hayward safe, clean, economically strong, and to stay engaged in interactive police-community partnerships at the neighborhood level.

Our strong organizational commitment to embrace and adapt to our changing community is rooted in the values, mission, and vision we have renewed as the foundation to help guide us forward. The priorities, objectives and strategies of this plan establish the roadmap we will need as measurable benchmarks of that commitment.

### *WE DEVELOPED THIS PLAN:*

- ✓ *To set goals for our organization to be responsive to a dynamic, changing environment*
- ✓ *To align police services with the community's desires and expectations*
- ✓ *To accurately assess the operational needs of the organization to best serve the community—now and in the future*



## THE PLAN DEVELOPMENT PROCESS

On September 20, 2007, the Hayward Police Department commenced the formal process of developing a strategic plan to address the internal needs, community expectations and organizational preparedness as we advance toward the future. The primary intent of the plan is to help determine the future direction of the department, and put in motion the action steps necessary today to build toward that future. Assisting the Police Department in this process was Dr. Marilyn Manning, an accomplished certified management consultant who specializes in Strategic Planning, Organizational Communication, leadership and executive coaching.

After months of intensive information gathering, data analysis, and collating ideas information in numerous strategy sessions, a formal draft of this plan was submitted to the City Council for approval.

The construct of our strategic planning process includes five major phases:

- Phase I: Establish Strategic Planning Framework (defining mission, values and culture of the organization)
- Phase II: Conduct Organization Analysis (seeking internal and external stakeholder input via community outreach)
- Phase III: Review and Analyze Data (analyzing internal and external data for trends and key considerations)
- Phase IV: Define Strategic Priorities (management team's development of priorities & needs)
- Phase V: Submit the Plan for Approval (Police Chief, City Manager & Council adoption)

### PHASE I: ESTABLISHING THE FRAMEWORK

During the month of October 2007 the Hayward Police Department command staff held a series of 23 employee meetings; the first step in our strategic planning process. We met with a total of 255 employees, reserve officers and volunteers to solicit input on desirable organizational values. Our intent was to establish a list of relevant values, and then rank them in of personal importance. The meetings included open discussions about how these values might be expressed when put into practice, and what consequences might occur in their absence. The groups were intentionally integrated with each job type, rank, and position contributing together. Participation was extraordinary in that the discussions were thoughtful, enthusiastic, and for the most part optimistic.



From the ranked list of values and notes from the discussions we were able to identify certain themes common to all department employees. Though many other values were recognized as having importance, five clearly emerged as essential:

**1. Ethical and honest behavior**

It was generally agreed that ethical and honest behavior is the most important workplace value, particularly in a policing environment. It is the precursor to every other value on the list and must be modeled from the top down. Police employees must be ethical and honest in order to gain and maintain the public's trust and is imperative for the success of any organization. Ethical and honest behaviors must be practiced by employees in dealings both inside (among fellow employees) and outside (with members of the community).

**2. Accountability**

Discussions about accountability centered around two related themes. One was that it is equally important to hold ourselves accountable as to hold one another accountable. The second theme expressed was the importance of communicating and adhering to a single set of standards so that all employees, regardless of rank and social associations, are held to the same standard. There was a significant and consistent perception that higher ranks equated to less accountability. It might be noteworthy that this perception was also expressed in previous organizational health surveys by Robert Norman.

**3. Fair and equal treatment**

It was acknowledged that treating one another fairly and equally is a natural result of the previous two values. Fair and equal treatment of employees would be most obviously reflected in promotional processes, performance evaluations, disciplinary matters, and employee recognition. The impact would be improved morale and an improved level of trust in supervisors, managers, and administrators. Fair and equal treatment of the public is essential for maintaining community trust and support.

**4. Teamwork, camaraderie, and community**

This value was expressed almost wholly in terms of working relationships organization. It was generally agreed that teamwork and camaraderie is an important part of the Hayward Police Department's organizational culture, but that it has waned somewhat in recent years. Employees placed a very high value on teamwork, and felt that it has a positive impact on quality of work, public image, and internal morale.

**5. Modeling leadership and clear direction**

Discussions about leadership and direction focused primarily on the perception that the organization has lacked effective leadership and direction for some time. It was clear that their value to the organization is essential. Modeling leadership and providing clear direction are vital to maintaining the confidence and trust of employees. It is also a critical component in the success of both short and long range planning.

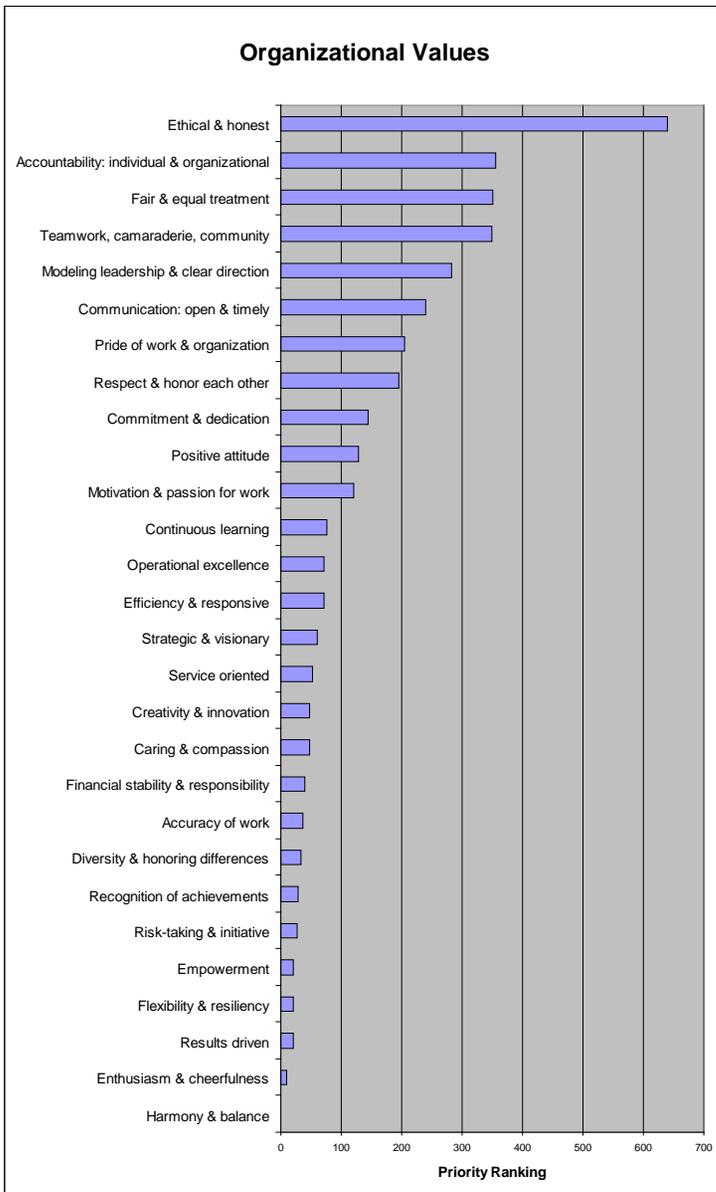


Figure 1 represents the rankings of each of the 28 values considered by the employee groups. Figure 2 illustrates the comparable rankings of the five most common core values throughout the organization.

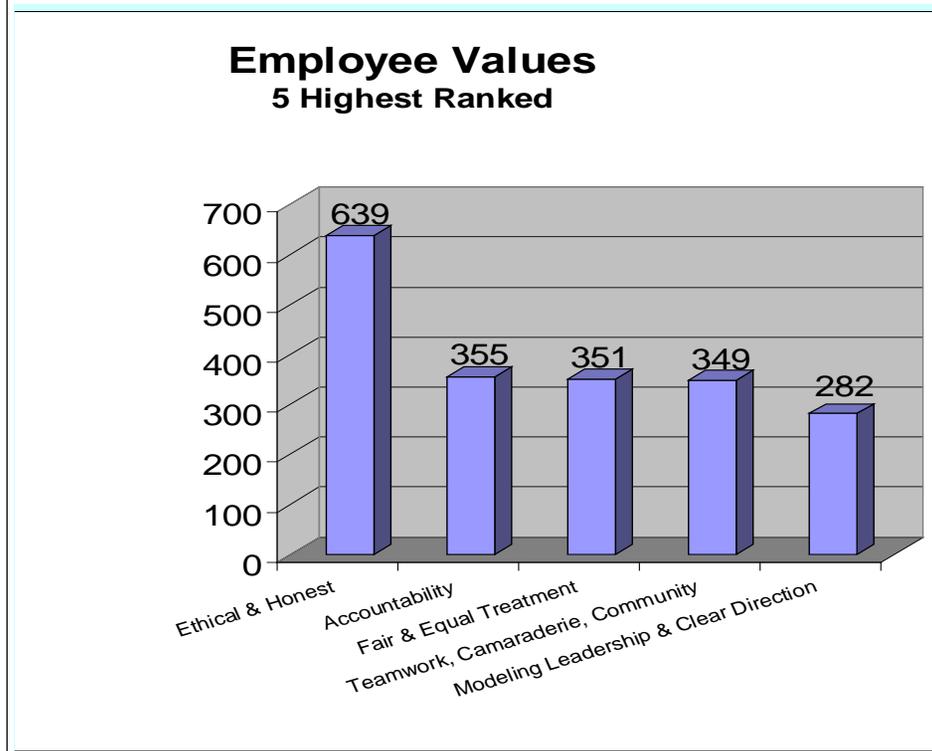


FIGURE 2

During this phase of the planning process the department's Command Staff collaborated on a vision for the organization. The purpose of a *Vision Statement* is to communicate a picture of the future we are seeking to create. It is important that this vision be articulated by the Chief of Police, and is imperative that the vision reflect the organization's *Core Values*. Our vision of the future, fueled by the values of the organization and the community, forms the basis of our mission.



## OUR MISSION

*We are committed to enhancing the quality of life in our city by maintaining partnerships with our diverse community, together creating safe and cohesive neighborhoods. We pledge to safeguard the lives and property of the people we serve, and to reduce the incidence and fear of crime. We do this by treating all people fairly and equitably and by being ethical, honest, responsive and professional in the services we provide. We are accountable to one another and to the community.*

## OUR VALUES

*Ethical and honest behavior  
Accountability  
Fair and equal treatment  
Teamwork, camaraderie, & community  
Modeling leadership and providing clear direction*

## OUR VISION

*We seek to be a leader in law enforcement service delivery that ensures a safe, secure and desirable community.*

- *A place where people are proud to work*
- *An ethical environment of respect and trust, where employees are provided adequate resources*
- *To receive quality training and professional development, utilizing state of the art equipment, technology, and facilities*



## PHASE II: ORGANIZATION ANALYSIS

The vision, values and mission of the organization work together as a springboard to our success in safeguarding the lives, property, and interests of our community. Implementing them as tools of the future requires an analysis of the organization to determine its capability and readiness to move forward with our goals and objectives. A scan of the internal and external environment provides information that is helpful in molding the organization's resources and capabilities to implement the plan.

Phase II of the strategic planning process—completed during the months of October and November 2007—involved seeking input internally (from over 250 employees, and externally (from a cross-section of the Hayward community). Through a series of ten community meetings and 25 structured meetings of employees, we received input from nearly 600 stakeholders including adult, senior, youth and Spanish-speaking residents, Hayward's business community, local educators, representatives of the faith community, and many Police Department employees. The outreach efforts produced viable information for consideration during the plan's implementation.

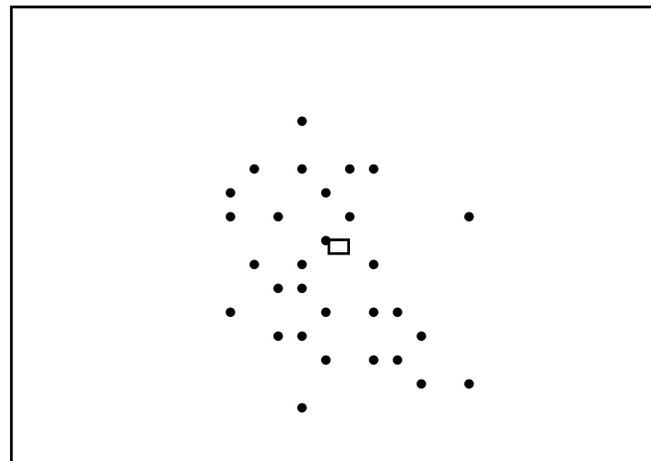
Our outreach for information prompted stakeholder participation from:

- ✓ Residents from neighborhoods throughout Hayward
- ✓ Business owners and proprietors
- ✓ Educators
- ✓ Hayward Youth
- ✓ Hayward's Spanish Speaking Community
- ✓ Hayward Police Employees
- ✓ Members of City Council
- ✓ Hayward's Faith Community

Figure 3 depicts a map of Hayward with letter designations for the nine policing beats. Marked with dots, the depiction roughly illustrates the geographic extent of our outreach to (and input from) community stakeholders.

To thoroughly assess our organization, we used a methodology called a SLOT analysis—a proven strategic planning tool for evaluating the **S**trengths, **L**imitations, **O**pportunities, and **T**hreats facing now and potentially in the future. SLOT analyses allow us to identify the tools we already have (strengths) and barriers before us (limitations), each having the potential to influence our success.

FIGURE 3

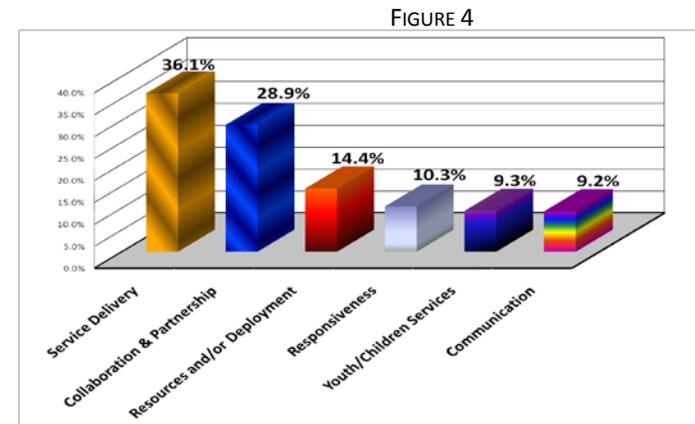




The process also prompts us to forecast important future factors and consider how those factors could help (opportunities) or hinder (threats) our success as we navigate the plan.

The input we received from community stakeholders raised hundreds of perspectives, collectively grouped under several categories, outlining what our community sees as strong points of the police department. Six top-rated categories emerged as perceived **strengths** of our department, ranked below and quantified in Figure 4:

1. Good service delivery
2. Strong effort to collaborate & partner with the community
3. Sensible deployment of existing resources
4. Responsiveness to the community
5. Good programs and efforts focused on youth and children
6. Consistent effort to communicate information to the public



Compelling is the feedback from the community about perceived limitations—the most prevalent barriers that threaten our future progress. These potential hindrances, although similarly categorized, emerged under different contexts than the categories articulated earlier as strengths. Although stakeholders are satisfied or optimistic about service delivery, resource deployment, and communication efforts, they also identified the following top five **limitations**, ranked below and quantified in Figure 5:

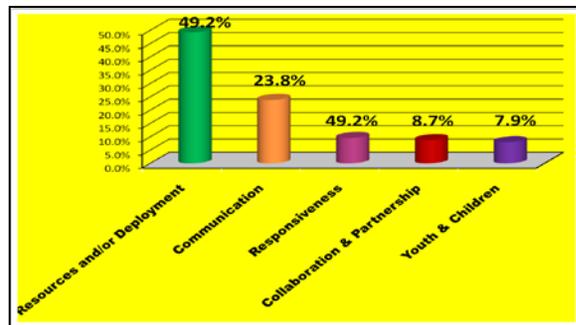


FIGURE 5

1. Lack of resources (*most often mentioned in context of not enough police officers*)
2. Communication barriers (*most often referring to language barriers, communications technology*)
3. Responsiveness (*generally regarding police response times*)
4. Collaboration and partnership (*most often mentioned in context of public's unwillingness to get involved*)
5. Lack of services for youth and children (*most often mentioned in context of not having enough school officers*)



Feedback from stakeholders throughout the community is crucial to garnering feedback for an organization assessment, but it is only part of the equation for garnering far-reaching data. An internal assessment of employees' perceptions is also important to the process. Similarly to the internal meetings held during Phase I to determine values, a series of internal meetings commenced during the month of October 2007 to solicit employees' assertions about today's strengths and limitations, as well as those lying ahead.

With the help of Dr. Manning, members of the police department's command staff met with mid level managers throughout the organization, initiated a SLOT assessment from managers' perspectives, then trained the managers to further facilitate the assessment process with supervisory and line level employees. Through November 2007, more than 200 employees participated in the internal SLOT assessment process, prompting numerous in-depth discussions about the organization's strengths and limitations. The data coalesced to 28 topics from seven different categories identified as **Strengths**, and 37 topics under eight different categories identified as **Limitations**.

### INTERNAL STRENGTHS

1. Teamwork
2. Quality of Personnel
3. Quality of Training

FIGURE 6

### INTERNAL LIMITATIONS

1. Inadequate Staffing
2. Inconsistent Accountability & Supervision
3. Lacking Internal Communication

FIGURE 7

Concerns about the lack of police department staffing—voiced heavily by both the community and by employees during the organization assessment—gave rise to the need to study the matter in greater detail and as an ancillary component to the strategic planning process. In November 2007 a staffing analysis was initiated to identify specific needs based on current service demands, and to project future staffing needs based on anticipated growth and demography. Some of the initial findings of this analysis are incorporated into this strategic plan, however the staffing analysis is ongoing as a component of the strategic planning process; it will take into account the City's ten-year plan and funding capabilities.



### PHASE III: DATA REVIEW AND ANALYSIS

A key step of the plan development process is to thoroughly compile and analyze the information derived from the SLOT assessments. With the organization's values, mission and vision serving as the backdrop, the analysis phase seeks to hone in on the key principles and expectations most prevalently expressed and most important to all stakeholders—internal and external. This in turn forms the basis by which we establish our top priorities to accomplish during the plan's implementation. The significant amount of external and internal data ferreted by the SLOT assessment process enabled us to extrapolate the commonalities and trends regarding how our police department is valued, perceived and received by the people of Hayward who rely on our services, and by the internal stakeholders who deliver those services.

During the Months of December 2007 and January 2008, we compared and contrasted the vast number of comments, ideas, concerns, contemplations and compliments from hundreds of stakeholders. A comprehensive sum of the data makes it abundantly clear to us that change, growth and improvement of our police department are vital components of our readiness to keep pace with the change, growth and improvement of our community. Likewise, it is essential that our service priorities are in step with the service expectations of our community—a key consideration that supports the priorities upon which we build our strategic plan.

### PHASE IV: DEFINING STRATEGIC PRIORITIES

The information derived from our organization assessment helps us define how we aspire, as an organization, to progress into the future. Our strategic priorities are the cornerstone of the goals, objectives, and strategies we employ to improve existing services and allocate new resources to better serve Hayward. Our priorities prompt us to focus on ways to streamline our efforts to address crime, safety and blight at the neighborhood level; they encourage us to structure our organization's resources to ensure optimum efficiency; they inspire us to be both creative and persistent in finding ways to acquire new tools and resources to keep pace with growth and demand. Our priorities motivate us to stay engaged with the community in collaboration and communication, and to achieve at the highest levels of leadership, production and service. Through the plan development process we have identified four strategic priorities—described in detail in the Implementation section of this plan— shown here in Figure 6.

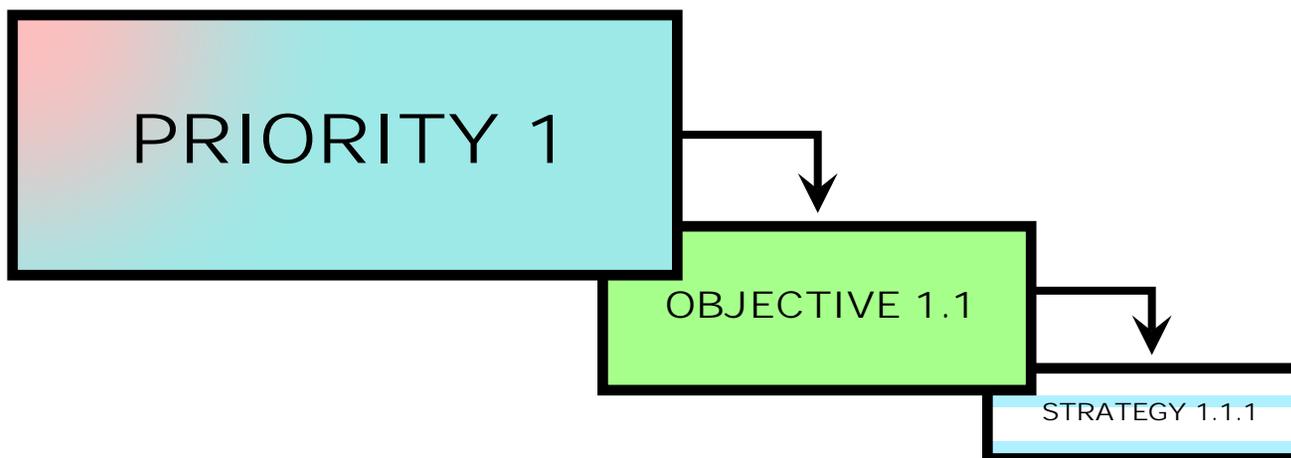


FIGURE 6



## PLAN STRUCTURE

**E**ach of the four priorities identified in this plan is attainable through one or more objectives. To meet the objectives delineated under each priority, one or more strategies (action steps) will be undertaken within a specified time frame. For accountability and plan organization, each strategy will be assigned to a specific person and that person is recognized as the expert in the subject matter of that strategy. To account for occasional changes in staff, such as when employees are reassigned, move on, retire or become unavailable, the responsibilities for strategy completion are dispersed by position assignment rather than individual name. This allows for the plan to remain fluid regardless of the inevitable changes in staffing that will occur during the life of the plan.



Through Division Commanders, the Chief of Police will ensure that, at the time a strategy is developed, a mechanism is in place to measure the success of that strategy. Any strategy that lacks an effective way to evaluate its success or failure will not be considered complete.



## **STRATEGIC PRIORITIES**

### **OF THE HAYWARD POLICE DEPARTMENT**

- PRIORITY 1:** *Reduce Crime and the Fear of Crime*
- PRIORITY 2:** *Align Organizational Structure to Meet Service Demands*
- PRIORITY 3:** *Improve Responsiveness to Community and Employee Needs*
- PRIORITY 4:** *Promote Professionalism Leadership, and Organizational Excellence*



# PLAN IMPLEMENTATION

## PRIORITY 1:

## REDUCE CRIME AND THE FEAR OF CRIME

Reducing the incidence of crime in Hayward is a top priority and our principle role in public safety. We also recognize that the rate of actual crime in neighborhoods and the level of fear of crime are not necessarily consistent. In addition to applying effective enforcement and prevention strategies to reduce actual crime, we must also be vigilant in partnership with the rest of the City organizations in our unified effort to address symptoms of blight and deterioration that contribute to people’s fear of more crime.

### OBJECTIVE 1.1: CONTINUE AND ENHANCE OUR COMMUNITY POLICING OUTREACH & EFFECTIVENESS

	STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.1.1	As resources become available, expand crime prevention program designs to better serve neighborhoods	Community Policing Captain	Ongoing	Yes
1.1.2	Fill vacant community service positions to focus on neighborhood blight issues such as abandoned vehicles	Community Policing Captain	0-1 Years	Yes
1.1.3	Fund and create a community action team that focuses on long-term problem solving in neighborhoods, nuisance abatement and neighborhood self-sufficiency	Community Policing Captain	0-1 Years	Yes
1.1.4	Reinstitute a Crime Analysis program to accurately study, address, and prevent crime trends.	Community Policing Captain	6 Months	Yes
1.1.5	Participate in a city-wide effort to retool the Municipal Code for as a more effective problem solving and compliance tool.	Community Policing Captain	0-1 Years	No
1.1.6	Increase the frequency and effectiveness of multi-agency and multi-disciplinary strategies for dealing with problem properties (SMASH)	Community Policing Captain	0-1 Years	Yes



**OBJECTIVE 1.2: INCREASE SAFETY AWARENESS, VIOLENCE REDUCTION, AND DANGER REDUCTION**

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.2.1 Increase community participation in the Volunteer Ambassador Program and expand the program to neighborhoods beyond the downtown business district	Community Policing Captain	Ongoing	No
1.2.2 As resources become available, reinstate a youth Bicycle, scooter and motorcycle safety program	Community Policing Captain	3-5 Years	Yes
1.2.3 Broaden the Senior Safety education program in accordance with increased staffing of crime prevention specialists	Community Policing Captain	1-3 Years	Yes
1.2.4 Expand the Neighborhood Alert program to include disaster preparedness training and neighborhood self-sufficiency	Community Policing Captain	0-1 Years	Yes
1.2.5 Fully implement a red light photo enforcement system to improve traffic safety	Community Policing Captain	0-1 Years	Yes
1.2.6 Implement a public camera security system to boost security in public places and aid field units in dealing with crime	Community Policing Captain	1-2 Years	Yes
1.2.7 Develop an online database for public access to crime data information and crime trends for public awareness	Spec Ops/Investigations Captain	0-1 Years	Yes
1.2.8 Develop a strategy to reduce recidivism of domestic violence cases	Spec Ops/Investigations Captain	1-2 Years	No

**OBJECTIVE 1.3: CONTINUE AND STRENGTHEN PARTNERSHIPS WITH SCHOOLS**

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.3.1 Hire a Gang Intervention Officer to focus on redirecting at-risk kids and first-time gang-related offenders in schools	YFSB Director	3-5 Years	Yes



1.3.2	Develop a Gang Intervention Program to include alternate activities for youths (e.g. PAL program, evening sports events) and work placement assistance programs	Gang Intervention Officer	3-5 Years	Potential
1.3.3	Continue "Our Kids" program (in partnership with HUSD) which provides on-site counseling/crisis intervention and case management at schools	YFSB Director	Ongoing	Yes
1.3.4	Increase School Resource Officer positions to provide service to Elementary Schools	Spec Ops/Investigations Captains	3-5 Years	Yes
1.3.5	Develop a contractual agreement with the School District to increase problem solving accountability and consistency	Spec Ops/Investigations Captains	1-3 Years	No
1.3.6	Conduct annual training for School District administrators, teachers and safety personnel, focused on problem solving and issue identification	Spec Ops/Investigations Captains	1-3 Years	Yes

**OBJECTIVE 1.4: INCREASE COLLABORATION AND INTERACTION WITH THE BUSINESS COMMUNITY**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.4.1	Schedule all managers and supervisors to attend Leadership Hayward program	Chief of Police	Ongoing	No
1.4.2	Ensure management participation on Hayward redevelopment committees and city regulatory commissions	Chief of Police	Ongoing	No
1.4.3	Develop a process for businesses, corporations and foundations to directly fund new police/community programs, or directly support existing programs	Chief of Police	1-3 Years	No
1.4.4	Increase police department level of participation in civic organizations such as the chamber of Commerce, Rotary, Economic Development, etc.	Chief of Police	Ongoing	No



**OBJECTIVE 1.5: CONTINUE AND AUGMENT INNOVATIVE PROGRAMS FOCUSED ON YOUTH AND FAMILIES**

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.5.1 Secure continued supplemental funding from outside sources to support the counseling component of Youth and Family Services	YFSB Director	Ongoing	No
1.5.2 Establish an in-house diversion program focused on high-risk youths and their families to combat truancy, gang affiliation, and incorrigibility	YFSB Director	1-3 Years	Yes
1.5.3 Establish an in-house Anger Management diversion program aimed to reduce juvenile violence	YFSB Director	1-3 Years	Yes
1.5.4 Revitalize the multidisciplinary domestic violence program, focused on victim advocacy, mental health, investigation and prosecution	Spec Ops/Investigations Captains	3-5 Years	Yes
1.5.5 As resources become available, increase the number and frequency of the Community Policing Youth Academy	Community Policing Captain	1-3 Years	Yes
1.5.6 Create a stronger alliance with Eden Area Regional Occupational Program's youth-oriented Criminal Justice program	Community Policing Captain	Ongoing	No

**OBJECTIVE 1.6: IMPROVE MEASURABILITY OF SERVICE QUALITY AND PROGRAM PERFORMANCE**

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.6.1 Review department wide performance and productivity standards to align with organizational and community priorities and expectations	Operations/Patrol Captains	0-1 Years	No
1.6.2 Schedule annual reviews to measure the progress of implementing this strategic plan, and to make modifications commensurate with changes in service demands	Chief of Police	Annually	No
1.6.3 Conduct biannual customer satisfaction surveys soliciting feedback from the community about police department performance (x-ref: Strategy 3.1.7)	Chief of Police	Bi-annual	Yes



1.6.4 Ensure the Police Department's involvement in the City's Annual Service Satisfaction Survey Chief of Police Annually No

**OBJECTIVE 1.7: ENHANCE DEPARTMENTAL TRAINING TO INCLUDE SERVICE-ORIENTED COURSES**

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.7.1 Provide in-service training to sworn and civilian supervisors focusing on managing service innovations and measuring the impact of service delivery	Personnel/Training Manager	0-1 Years	Yes
1.7.2 Develop a customer service and interpersonal communications training program for all employees (x-ref: Strategy 4.2.3)	Personnel/Training Manager	0-1 Years	Yes
1.7.3 Incorporate into bi-annual training a course for line level employees focusing on service innovations and neighborhood problem solving strategies	Personnel/Training Manager	Bi-annual	Yes

**OBJECTIVE 1.8: RE-EVALUATE PATROL FORCE DEPLOYMENT PLAN**

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.8.1 Evaluate existing 3/12 compressed work schedule for its pro & con effects on deployment, responsiveness, communication flow and training	Operations/Patrol Captain	1-3 Years	Possible
1.8.2 Evaluate current Patrol Beat structure and its compatibility with neighborhood/district concept	Operations/Patrol Captain	0-1 Years	Possible
1.8.3 Develop an improved mechanism to monitor and reduce the need for overtime in the field	Operations/Patrol Captain	Ongoing	Yes



### OBJECTIVE 1.9: INCREASE CROSS TRAINING AMONG DISCIPLINES DEPARTMENT

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.9.1 Provide Animal Control Officer training to Animal Care Attendants	Support Services Manager	Ongoing	Yes
1.9.2 Provide Call Taker training to Community Service Officers	Support Services Manager	1-2 Years	Yes
1.9.3 Establish a list of qualified employees who meet service standards in cross trained areas to fill in or supplement other job responsibilities	Support Services Manager	0-1 Years	No
1.9.4 Increase Job-sharing & per diem opportunities for qualified former or retired employees	Support Services Manager	Ongoing	No
1.9.5 Provide cross training for jailers on telephone report taking.	Support Services Manager	Ongoing	No

### OBJECTIVE 1.10: IMPROVE REPORT WRITING PROTOCOLS TO IMPROVE EFFICIENCY AND SERVICE

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.10.1 Conduct a study to determine the amount of shift time employees devote to report writing	Operations/Patrol Captains	1-3 Years	Yes
1.10.2 Revamp the department's Report Writing Manual to increase efficiency and reduce redundancy (x-ref: Strategy 2.3.3)	Operations/Patrol Captains	0-1 Years	No
1.10.3 Evaluate feasibility of report dictation versus officer input	Operations/Patrol Captains	1 Year	Yes



1.10.4	Enhance Online Reporting System to include walk-in access to the online system	Support Services Manager	0-1 Years	Yes
1.10.5	Add Identity Theft as a new qualifying protocol for the online reporting system	Support Services Manager	0-1 Years	Yes

[ NEXT PAGE ]



**PRIORITY 2:**

**ALIGN ORGANIZATIONAL STRUCTURE TO MEET SERVICE DEMANDS**

In accordance with the Citywide Organizational Change Initiative, we recognize the importance of being the change in the community we anticipate we will see. Our goal is to become a full-service police organization with the resources, capacity, foresight and attitude to deliver the highest quality services within a structure that makes sense. We aim to be recognized as a premiere police agency in California and a model organization.

**OBJECTIVE 2.1: ALLOCATE AND DEPLOY ADEQUATE STAFFING TO MEET SERVICE DELIVERY NEEDS**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
2.1.1	Review and adjust organizational structure to make better use of resources	Command Staff	0-1 Years	Yes
2.1.2	Fill vacant community service officer positions focusing on neighborhood blight issues such as abandoned vehicles	Community Policing Captain	1-3 Years	Yes
2.1.3	After securing locations for police substations, employ full-service staffing at each with a manager and support personnel (x-ref: Strategy 2.4.3)	Community Policing Captain	0-2 Years	Yes
2.1.4	Augment the Crime Prevention Program by adding two additional Crime Prevention Specialist positions to support a district deployment concept	Community Policing Captain	3-5 Years	Yes
2.1.5	Add three Communications Operator positions to meet service demands	Command Staff	3-5 Years	Yes
2.1.6	Add two Detective/Inspector positions to meet service demands	Command Staff	3-5 Years	Yes
2.1.7	Add one Youth and Family Services Manager position to meet service demands	Command Staff	0-1 Years	Yes
2.1.8	Add one Crime Scene Technician to increase unit staffing to seven, to meet service demands	Command Staff	3-5 Years	Yes
2.1.9	Add one Police Records Clerk position to meet service demands	Command Staff	3-5 Years	Yes



2.1.10	Add five Community Service Officer positions to meet service demands	Command Staff	3-5 Years	Yes
2.1.11	Add one Animal Control Officer position to meet service demands	Command Staff	3-5 Years	Yes
2.1.12	Add one Animal Care Attendant position to meet service demands	Command Staff	3-5 Years	Yes
2.1.13	Project to fund 28 new Police Officer positions to meet future projected service demands	Command Staff	3-5 Years	Yes
2.1.14	Project to fund one new Police Sergeant position to meet projected service demands	Command Staff	3-5 Years	Yes
2.1.15	Project to fund one new Police Lieutenant position to meet projected service demands	Command Staff	3-5 Years	Yes
2.1.16	Project to fund one new Secretary position to meet future projected service demands	Command Staff	3-5 Years	Yes
2.1.17	Project to fund one new Computer Forensics Technician to meet projected service demands	Command Staff	3-5 Years	Yes
2.1.18	Add two additional Crime Scene Technicians to increase the unit's staffing to 9 to meet future projected service demands	Command Staff	3-5 Years	Yes
2.1.19	Project to fund two new Property/Evidence Technicians to meet projected service demands	Command Staff	3-5 Years	Yes
2.1.20	Project to fund three additional CSO positions to meet projected service demands	Command Staff	3-5 Years	Yes

**OBJECTIVE 2.2: RESTRUCTURE THE ORGANIZATION TO ALIGN WITH A NEIGHBORHOOD SERVICES APPROACH TO POLICING**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
2.2.1	Assess the deployment and service criteria for Investigations personnel and identify needed changes	Investigations Captain	0-1 Years	Yes



2.2.2	Evaluate current Civil Service rank of "Inspector" to determine feasibility for reclassification for more versatility and better investigative opportunities	Command Staff	3-5 Years	Yes
2.2.3	Evaluate all Special Service Units for expansion and/or redeployment strategies to align with neighborhood policing concept	Command Staff	3-5 Years	Yes

**OBJECTIVE 2.3: MODERNIZE TECHNOLOGY AND EQUIPMENT TO ENSURE SAFETY AND EFFICIENCY**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
2.3.1	Establish an ad hoc technology committee and complete a replacement needs assessment for Computer Aided Dispatch and Records Management Systems	Command Staff	3-5 Years	Yes
2.3.2	Create a Police Technology Services advisory group to evaluate technology needs and priorities	Support Services Manager	0-1 years	No
2.3.3	Fund and create a field-based report writing and citation system designed for portability and linked to internal systems (x-ref: Strategy 1.10.2, 2.3.1)	Command Staff	3-5 Years	Yes
2.3.4	Establish safety equipment committee to continuously evaluate, and monitor wear, tear and replacement needs of existing equipment	P&T Manager	Ongoing	Yes

**OBJECTIVE 2.4: IMPROVE POLICE FACILITIES TO KEEP PACE WITH SPACE AND COMMUNITY ACCESS NEEDS**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
2.4.1	Conduct a space needs assessment of the current police facility	Command Staff	0-1 Years	Yes
2.4.2	Create a facilities master plan to address expansion needs and to develop a long-term concept for a new state-of-the-art police headquarters	Chief of Police	1-3 Years	Yes
2.4.3	Lease, purchase or build neighborhood substations in the community based on a northern and southern district concept (x-ref: Strategy 2.1.3)	Command Staff	1-3 Years	Yes



2.4.4	Design and outfit a secondary Emergency Operations Center in current Police Headquarters Facility	Patrol Captain & Support Services Director	1-3 Years	Yes
2.4.5	Identify alternatives for expansion, relocation, or outsourcing of the police shooting range	P&T Manager	1-3 Years	Yes
2.4.6	Identify long-term facility options for off-site police training, hosted police training courses, and meeting space for large community academy classes	P&T Manager	1-3 Years	Yes

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## PRIORITY 3

## IMPROVE RESPONSIVENESS TO COMMUNITY AND EMPLOYEE NEEDS

Responsiveness is the foundation for cooperation, coordination, collaboration and change. Effective communication among stakeholders is key to being responsive to the needs of those who rely on our service. Our level of responsiveness—both internal and external to the organization—may mean the difference between success and failure, trust and distrust, or support and scrutiny. We will strive for level of service where our community knows we’re listening and willing to serve, and a communicative environment where employees have a sense of ownership of their work, pride in the organization, and high morale.

### OBJECTIVE 3.1: IMPROVE RESPONSE TIMES

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
3.1.1 Study current data regarding response times to priority calls for service, and develop a response time reduction plan as appropriate	Operations/Patrol Captains	0-1 Years	No
3.1.2 Study current data regarding response times to public records requests, and develop a response time reduction plan as appropriate	Support Services Director	0-1 Years	Possible
3.1.3 Study data regarding response times for re-contacting crime victims for follow-up investigations, and develop a response time reduction plan as appropriate	Spec Ops/Investigations Captains	0-1 Years	No
3.1.4 Develop a protocol for dispatchers to recontact reporting parties to inform them of delayed response times on priority 2 and 3 calls for service (e.g. after 30 minutes)	Support Services Director	0-1 Years	No

### OBJECTIVE 3.2: IMPROVE COMMUNICATION WITH THE COMMUNITY

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
3.2.1 Maintain our present means of communication with the community through community academies and neighborhood meetings	Community Policing Captain	Ongoing	No
3.2.2 Increase the frequency and size of community academy sessions as a means of sharing information with greater numbers of residents	Community Policing Captain	1-2 Years	Yes



3.2.3	Fund and staff a program to maintain dedicated internet & intranet websites for sharing information with the community, and for daily internal information sharing	Technology Services Committee	1-3 Years	Yes
3.2.4	Distribute an annual report to the community, containing public safety and problem solving highlights, successes and ideas of individual neighborhoods	Chief of Police	Annually	Yes
3.2.5	Institute in-service training on public relations and press interactions with all staff	Personnel/Training Manager	1-3 Years	Yes
3.2.6	Create a Police Chaplaincy Program as a resource for individuals, families, and employees who seek faith-based counsel	Personnel/Training Manager	1-2 Years	No
3.2.7	Solicit community participation in annual progress reviews of the strategic plan implementation (x-ref: Strategy 1.6.3)	Chief of Police	Annually	No

**OBJECTIVE 3.3: BROADEN OUTREACH & COMMUNICATIONS TO DIVERSE CULTURES AND LANGUAGES**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
3.3.1	Renew and revise the comprehensive Cultural Awareness Training Program	Personnel/Training Manager	1-2 Years	Possible
3.3.2	Develop a core of multilingual community members to volunteer as routine translators, outreach ambassadors, or recruiters.	Community Policing Captain	Ongoing	Possible
3.3.3	Expand the Annual Police Department Open House to reach out to more cultures	Community Policing Captain	Annually	Yes



**PRIORITY 4**

**PROMOTE PROFESSIONALISM, LEADERSHIP, AND ORGANIZATIONAL EXCELLENCE**

In police work, our greatest asset to service delivery is our people. The quality of the service we deliver is tied directly to the talent, attitude, and commitment of our employees. To attract and retain talent it is crucial that our future leaders be at the forefront of bringing new talent, while current leaders identify and develop those who will eventually rise in the organization. Professional and leadership development are key components of our success as a police agency.

**OBJECTIVE 4.1: ENHANCE LEADERSHIP TRAINING FOR SUPERVISORS AND MANAGERS**

	STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
4.1.1	Continue sworn first-line supervisors' participation in the Supervisory Leadership Institute.	Personnel/Training Manager	Ongoing	Yes
4.1.2	Revise and implement a comprehensive orientation and field training program for new supervisors	Patrol	0-1 Years	No
4.1.3	Continue development opportunities for mid and upper-level managers (Command College, FBI Academy, Executive Development Course)	Chief of Police	Ongoing	Yes

**OBJECTIVE 4.2: INCREASE CAREER DEVELOPMENT, MENTORING AND SUCCESSION PLANNING FOR ALL EMPLOYEES**

	STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
4.2.1	Implement a bi-annual employee performance evaluation system to align with the bi-annual shift selection process	Operations/Patrol Captains	0-1 Years	No
4.2.2	Develop an automated tracking system that ensures performance evaluations of all personnel are provided consistently and in timely fashion	Personnel/Training Manager	1-3 Years	Possible
4.2.3	Develop a customer service and interpersonal communications training program for all employees (xref: Strategy 1.7.2)	Personnel/Training Manager	1-2 Years	Possible
4.2.4	Increase police employee participation in citywide training opportunities	Personnel/Training Manager	Ongoing	No



4.2.5	Improve the department's media library to include a wide range of materials on leadership, self-improvement, and organizational development	Personnel/Training Manager	Ongoing	Yes
4.2.6	Develop an Individual Development Plan (IDP) process designed to identify all employees' professional development needs and career objectives.	Personnel/Training Manager	0-1 Years	No
4.2.7	Continue and enhance coaching and training opportunities for employees aspiring promotion	Personnel/Training Manager	Ongoing	No
4.2.8	Implement an automated Early Identification and Intervention System to mitigate risk and correct performance issues that could result in injury or discipline	Chief of Police	0-1 Years	Yes

**OBJECTIVE 4.3: ENHANCE INTERNAL FLOW OF COMMUNICATION**

	<b>STRATEGY</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>	<b>TIME FRAME</b>	<b>FISCAL IMPACT</b>
4.3.1	Establish and maintain a daily or weekly internal bulletin to increase the flow of internal communication across shift, bureau and division lines	Chief of Police	Ongoing	No
4.3.2	Establish a monthly departmental meeting where the Chief of Police and Command Staff share information and update employees on organizational progress	Chief of Police	Ongoing	No
4.3.3	Establish regular meetings among supervisory and management personnel across shift and division lines	Command Staff	Ongoing	No
4.3.4	Create and maintain an internal "blog" electronic bulletin board for all supervisors and managers to electronically discuss operational issues			
4.3.5	Create and distribute an annual Year-End Recap to all employees, compiling and highlighting the accomplishments and significant events of the year	Chief of Police	Annual	No



**OBJECTIVE 4.4: ENHANCE ORGANIZATIONAL ACCOUNTABILITY AND STANDARDS**

	<b>STRATEGY</b>	<b>ASSIGNMENT OF RESPONSIBILITY</b>	<b>TIME FRAME</b>	<b>FISCAL IMPACT</b>
4.4.1	Sign a formal agreement with the Commission on Accreditation for Law Enforcement Agencies (CALEA) to seek national accreditation status	Chief of Police	0-1 Years	Yes
4.4.2	Successfully receive accreditation award from the Commission on Accreditation for Law Enforcement Agencies (CALEA)	Chief of Police	2-3 Years	Yes
4.4.3	Successfully pass a formal audit of the Property & Evidence Bureau, performed by the Commission on Peace Officers Standards and Training	Spec Ops/Investigations Captains	0-1 Years	No
4.4.4	Submit the Youth and Family Services Bureau Program for evaluation and program award consideration by the National League of Cities	Spec Ops/Investigations Captains	1-2 Years	No
4.4.5	Study current data regarding use of overtime throughout the organization, and develop strategies geared to reduce overtime usage	Chief of Police	Ongoing	Yes

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## ACKNOWLEDGMENTS

### MISSION STATEMENT & STRATEGY DEVELOPMENT COMMITTEE

Youth & Family Services Manager John Beard  
Lieutenant Sheryl Boykins  
Communications Manager Desi Calzada  
Jail Supervisor Bernie Cunha  
Records Manager Marva Hickman  
Lieutenant Mark Koller  
Lieutenant Bernie Licata  
Lieutenant Reid Lindblom  
Lieutenant Mark Mosier  
Lieutenant Christine Orrey  
Lieutenant Tom Perry  
Animal Services Director Paul Sanchez  
Lieutenant Larry Vargas  
Lieutenant Bob Weldon

### STAFFING STUDY

Captain Phil Ribera

### COMMAND STAFF OVERSIGHT

Captain Darryl McAllister  
Captain Bob Palermini  
Captain Phil Ribera  
Support Services Director Cindy Waters

### STRATEGIC PLAN PROCESS CONSULTATION

Dr. Marilyn Manning, CMC, CSP  
The Consulting Team, LLC  
945 Mountain View Avenue  
Mountain View, CA 94040  
Phone: 650-965-3663  
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E-mail: [info@theconsultingteam.com](mailto:info@theconsultingteam.com)

### COMMUNITY ORGANIZERS

Carla Dardon, Latino Community Organizer  
Hayward Mobile Home Owners' Association  
Pastor Chuck Horner, Calvary Baptist Church  
Janet Kassouf, Neighborhood Alert  
Scott Raty, Chamber of Commerce  
Maria Velasquez, Latino Community Organizer

### COMMUNITY MEETING FACILITATORS

Sr. Crime Prevention Specialist Rick Blanton  
Retired Sergeant Keith Bryan  
Communications Manager Desi Calzada  
Jail Supervisor Bernie Cunha  
Counselor Bob Estrada  
Crime Prevention Specialist Mary Fabian  
Counselor Patricia Groshong  
Records Manager Marva Hickman  
Officer Angela Irizarry  
Lieutenant Mark Koller  
Lieutenant Reid Lindblom  
Sergeant Dave Lundgren  
Lieutenant Mark Mosier  
Lieutenant Christine Orrey  
Sergeant Ruben Pola  
Lieutenant Bob Weldon

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## RANDOM INPUT ABOUT HPD STRENGTHS

COMMENT BY	REGARDING	COMMENT
Educator	Collaboration & Partnership	Cultural Awareness Training developed by HPD many years ago still is of great value
Adult Resident	Collaboration & Partnership	HPD has the best outreach efforts of any police department around
Seniors	Collaboration & Partnership	Excellent community policing and community service
Spanish	Collaboration & Partnership	Available to community
Spanish	Collaboration & Partnership	Spanish Community Academy is very good
Spanish	Collaboration & Partnership	Teaching and outreaching is good
Youth	Collaboration & Partnership	Police Department has good programs for students
Youth	Collaboration & Partnership	HPD does a good job protecting the public
Youth	Collaboration & Partnership	HPD teaches & outreaches well to the community
Seniors	Collaboration & Partnership	Community Academy is excellent for teaching the public and maintaining a good relationship
Seniors	Collaboration & Partnership	HPD's community outreach is strong and frequent
Adult Resident	Collaboration & Partnership	Community Academy is really good
Adult Resident	Collaboration & Partnership	Community outreach is strong and consistent
Adult Resident	Collaboration & Partnership	HPD's National Night Out is great for keeping close with the community
Adult Resident	Collaboration & Partnership	The police department's annual Open House is fantastic; it is an example to other departments
Adult Resident	Collaboration & Partnership	Community academy is a gem for linking HPD with the community
Adult Resident	Collaboration & Partnership	Youth Academy is one of the best available
Educator	Collaboration & Partnership	Ride along program is proactive and a good conduit
Educator	Collaboration & Partnership	HPD has strong community liaison, which in turn fosters great cooperation
Educator	Collaboration & Partnership	HPD has a very good working relationship with HUSD, Chabot College, and CSUEB, private & parochial schools
Educator	Collaboration & Partnership	HPD has demonstrated a strong commitment to combating truancy and working with HUSD to keep kids in school
Clergy	Collaboration & Partnership	Strong sense of cooperation with other agencies
Clergy	Collaboration & Partnership	Strong participation and leadership of community events
Clergy	Collaboration & Partnership	Excellent Ambassador Program for Seniors
Clergy	Collaboration & Partnership	Very good explorer scout program
Seniors	Collaboration & Partnership	The leaders of the department do a great job of listening to concerns
Seniors	Collaboration & Partnership	The annual open house is a good example of HPD's openness
Educator	Collaboration & Partnership	HPD does very well at including HUSD, Cal State and Chabot in policing issues
Youth	Communication	Officers communicate well with youth
Educator	Communication	Changing from one SRO to another is always a seamless transition
Educator	Communication	Communication is productive and strong between educators and police
Clergy	Communication	The officers have good communication skills
Adult Resident	Resources and/or Deployment	Very good canine unit
Adult Resident	Resources and/or Deployment	Patrol officer visibility and approachability is good
Spanish	Resources and/or Deployment	Good job patrolling - good visibility of patrols



## RANDOM INPUT ABOUT HPD STRENGTHS

COMMENT BY	REGARDING	COMMENT
Spanish	Resources and/or Deployment	Some officers get out of their car and walk the neighborhood
Seniors	Resources and/or Deployment	Patrol officers are visible
Seniors	Resources and/or Deployment	DUI checkpoints are valued, needed and run well
Seniors	Resources and/or Deployment	The department is not supported in efforts to deal with day laborers and the associated problems
Adult Resident	Resources and/or Deployment	12.5 hour shifts puts more officers on the street and allows them time to be with their families
Adult Resident	Resources and/or Deployment	Officers do wood work in drug enforcement despite the odds
Clergy	Resources and/or Deployment	Street officers quite visible
Clergy	Resources and/or Deployment	Strong School Resource Officer Program
Youth	Responsiveness	Gang Task Force does a good job cracking down on hot spots
Spanish	Responsiveness	Good job dealing with gangs
Adult Resident	Responsiveness	The PD is very responsive to inquiries and requests for service
Spanish	Responsiveness	Response times is generally good
Youth	Responsiveness	HPD does a good job with drunk driving problems
Seniors	Responsiveness	Response times is generally good
Seniors	Responsiveness	Pretty good response time most of the time
Adult Resident	Responsiveness	Response times is usually good
Adult Resident	Responsiveness	Officers respond quickly and efficiently to neighborhood problems
Educator	Responsiveness	Very responsive to crisis intervention issues
Clergy	Responsiveness	HPD is responsive to community concerns
Clergy	Responsiveness	Police leaders are accessible and responsive
Adult Resident	Responsiveness	Response times are usually very good, considering the shortage of officers
Youth	Service Delivery	Officers are nice to young people
Youth	Service Delivery	Officers show a lot of respect to the community
Seniors	Service Delivery	Officers are professional and communicate well
Adult Resident	Service Delivery	Most officers have good sense of humor with the public
Educator	Service Delivery	Police Department contacts are easily accessible and regularly available
Adult Resident	Service Delivery	Follow through is good on extra patrol requests
Adult Resident	Service Delivery	HPD has top quality employees
Educator	Service Delivery	HPD clearly demonstrates a strong level of commitment to the Hayward Community
Educator	Service Delivery	Police officers in Hayward are well trained, and it shows up in the quality of their work
Educator	Service Delivery	Youth & Family Services Bureau is invaluable and one of the best platforms to serving families and children around
Spanish	Service Delivery	Officers treat people with respect
Youth	Service Delivery	Officers are well trained
Youth	Service Delivery	Officers treat victims well
Youth	Service Delivery	Police Department seems very organized



## RANDOM INPUT ABOUT HPD STRENGTHS

COMMENT BY	REGARDING	COMMENT
Youth	Service Delivery	Officers look and carry themselves professionally
Youth	Service Delivery	Officers really seem to take their work seriously
Youth	Service Delivery	HPD does a good job making arrests and solving crimes
Seniors	Service Delivery	Officers are astute and well educated
Seniors	Service Delivery	Officers do a good job patrolling mobile home parks
Seniors	Service Delivery	HPD has a very good Crime Scene Unit
Seniors	Service Delivery	The department has a good Canine Unit
Seniors	Service Delivery	Officers are professional and they pay attention to duty
Adult Resident	Service Delivery	Quality of employee training seems very good
Adult Resident	Service Delivery	Continuity and training of dispatchers is good
Adult Resident	Service Delivery	HPD employees are accessible; it is easy to get answers to questions
Adult Resident	Service Delivery	The attitude of HPD employees, top to bottom, is outstanding
Educator	Service Delivery	HPD's Youth and Family Services Bureau has a strong case management program
Clergy	Service Delivery	Level of professionalism and sense of humor of officers
Clergy	Service Delivery	Excellent problem solving skills by officers
Clergy	Service Delivery	Officers are compassionate
Clergy	Service Delivery	Officers are respectful-- even to suspects
Clergy	Service Delivery	Street officers work well and diligently, considering resources
Clergy	Service Delivery	Level of volunteerism by off-duty personnel is impressive
Seniors	Service Delivery	The stationary radar units the City has installed are helpful to slow down traffic and free officers for other things
Adult Resident	Service Delivery	Crime Prevention staff is better than any other police department at making residents feel included
Youth	Youth & Children	School Resource Officers are awesome
Youth	Youth & Children	Youth Academy is a great way to get teens involved
Educator	Youth & Children	SROs have good communication skills; presence at the schools is good and proactive
Educator	Youth & Children	SRO program integral to school operations
Spanish	Youth & Children	Good job finding lost children
Spanish	Youth & Children	Great job dealing with childrens' issues
Spanish	Youth & Children	YFSB provides excellent services
Educator	Youth & Children	Good curfew program



## RANDOM INPUT ABOUT HPD **LIMITATIONS**

COMMENT BY	REGARDING	COMMENT
Spanish	Collaboration & Partnership	HPD works and communicates well with business community
Adult Resident	Collaboration & Partnership	Fearful residents reluctant to get involved
Business	Collaboration & Partnership	Need more Spanish outreach programs by the police
Educator	Collaboration & Partnership	Lack of a chaplaincy program
Clergy	Collaboration & Partnership	Public sometimes hesitates to get involved to help the police deal with crimes
Clergy	Collaboration & Partnership	Some people don't have trust or confidence in the police
Clergy	Collaboration & Partnership	The department's outreach to the community is strong
Spanish	Communication	Department could & should communicate more regularly with all neighborhoods
Spanish	Communication	HPD gets too little credit for the many things it does well
Youth	Communication	Sometimes reluctant to answer the public's questions during crisis; be open, honest
Youth	Communication	The department demonstrates willingness to acknowledge its weaknesses to get better
Seniors	Communication	Not enough communication with HUSD regarding juvenile crime stats pointing to where, when & how crimes are occurring
Seniors	Communication	Not enough use of the Internet as a medium to disseminate information
Youth	Communication	Department needs to make better use of national databases to get/share information
Seniors	Communication	Poor traffic engineering by the City; City department should get on the same page
Adult Resident	Communication	Crime Stoppers not enough. Need more ways to distribute information to the community about crime trends so seniors can be eyes and ears
Adult Resident	Communication	Department does not highlight its services enough (i.e. Youth & Family Services Bureau)
Adult Resident	Communication	Department has been slow to communicate its priorities
Adult Resident	Communication	Department says it's not concerned about immigrant legal status, but penalizes undocumented residents who have no driver license.
Adult Resident	Communication	HPD sometimes is slow in notifying schools of incidents occurring nearby campuses
Business	Communication	Need better communication during unusual circumstances, such as issues with elderly
Business	Communication	PD underutilizes Hispanic news media to get information out
Educator	Communication	HPD tends to miss opportunities to do outreach via media
Educator	Communication	HPD underadvertises its volunteer programs; many seniors want to get involved
Educator	Communication	Inadequate number of multilingual employees
Educator	Communication	Lack of coordination/communication among agencies dealing with issues around school campuses (HPD, HUSD, ACSD, BART, CHP, HARD).
Educator	Communication	Lack of liaison with the local newspaper, given lawsuits & negative image portrayal
Educator	Communication	Local agencies don't seem to communicate with each other and sometimes duplicate efforts to deal with problems affecting all.
Clergy	Communication	Separation of church and state issues sometimes inhibit progress
Clergy	Communication	Too many confidentiality barriers when it comes to sharing important information between HPD and HUSD
Youth	Drugs	HPD has difficulty making a dent on street drug dealing and drug use
Business	Drugs	Police don't do a very good job stopping drugs
Business	Follow Through	Not enough mechanisms in place to civilly recover police costs in handling nuisances and chronic problem locations
Clergy	Follow Through	Takes too long to abate chronic nuisances in neighborhoods
Spanish	Gangs	Gang and high profile funerals at Holy Sepulchre are impacting school operations at Moreau



## RANDOM INPUT ABOUT HPD **LIMITATIONS**

COMMENT BY	REGARDING	COMMENT
Youth	Gangs	There needs to be stronger gang enforcement in Hayward
Business	Gangs	Police are not able to stop gang violence
Business	Gangs	Police are not able to stop tagging
Youth	Image	Scandals have a negative impact on the department's image
Youth	Image	Culture and language skills of police employees are not reflective of community
Adult Resident	Image	Four officers at Starbucks looks bad and works against the truth that more cops are needed
Clergy	Image	Public safety impacted by image/feeling of downtown being unsafe
Spanish	Preparedness	Not enough disaster preparedness between public safety and schools
Spanish	Preparedness	Slow in the development and communication of emergency preparedness plans
Spanish	Resources and/or Deployment	Need a stronger police presence at Southland; the mall looks run down and inviting to crime
Spanish	Resources and/or Deployment	Need more Hispanic, African American and multicultural officers
Spanish	Resources and/or Deployment	Not enough drug enforcement on Hayward streets
Spanish	Resources and/or Deployment	Gang Prevention Officer was eliminated but still needed badly
Spanish	Resources and/or Deployment	Insufficient number of officers to deal with gangs consistently
Youth	Resources and/or Deployment	Inability to control graffiti; makes City look run down
Youth	Resources and/or Deployment	Need more Spanish speaking dispatchers and employees at front desk
Seniors	Resources and/or Deployment	Lack of up-to-date technology in the police department
Youth	Resources and/or Deployment	HPD technology is behind the curve
Seniors	Resources and/or Deployment	Need stronger traffic enforcement throughout the City
Seniors	Resources and/or Deployment	Not enough traffic enforcement
Seniors	Resources and/or Deployment	Resources are lacking when it comes to traffic enforcement
Seniors	Resources and/or Deployment	Lack of a stronger visible presence downtown
Seniors	Resources and/or Deployment	Need more officers on patrol - not seen enough in neighborhoods
Seniors	Resources and/or Deployment	Need stronger patrols near City Hall and Downtown BART
Seniors	Resources and/or Deployment	Need stronger presence in South Garden area; more patrols
Seniors	Resources and/or Deployment	Uniformed officer visibility is poor
Seniors	Resources and/or Deployment	Uniformed officers need to be more visible
Adult Resident	Resources and/or Deployment	Need more school resource officers at the schools at all levels
Adult Resident	Resources and/or Deployment	Need school resource officers at elementary schools
Adult Resident	Resources and/or Deployment	Not enough resources to deal with after-school kids causing problems, especially downtown
Adult Resident	Resources and/or Deployment	Abandoned vehicle enforcement terribly behind
Adult Resident	Resources and/or Deployment	City has lost sight of its primary responsibility of protecting its citizens
Adult Resident	Resources and/or Deployment	City has not attempted a much needed parcel tax to increase police staffing
Adult Resident	Resources and/or Deployment	City's environmental design is flawed (poor lighting)
Adult Resident	Resources and/or Deployment	City's money management is questionable; hurts the ability to fund public safety
Adult Resident	Resources and/or Deployment	Department is significantly understaffed



## RANDOM INPUT ABOUT HPD **LIMITATIONS**

COMMENT BY	REGARDING	COMMENT
Business	Resources and/or Deployment	Need more female officers
Business	Resources and/or Deployment	Need more police officers
Business	Resources and/or Deployment	Need more Spanish speaking officers
Business	Resources and/or Deployment	Need to increase staffing to catch up with the times, especially more female officers
Business	Resources and/or Deployment	Not enough gang enforcement
Business	Resources and/or Deployment	Not enough money allocated for HPD to keep pace with City's growth and crime trends
Business	Resources and/or Deployment	Not enough staffing to effectively provide police services where needed at school campuses
Business	Resources and/or Deployment	Officers are spread too thin
Business	Resources and/or Deployment	Police facility is outdated and ineffective
Educator	Resources and/or Deployment	Lack of storefront substations, staffed by volunteers, at critical locations
Educator	Resources and/or Deployment	Little commitment of resources to elementary schools - although violence at younger ages is skyrocketing
Educator	Resources and/or Deployment	Loss of the police department's MPACT program is devastating
Educator	Resources and/or Deployment	Need a stronger police presence on school campuses to deter gang activities
Clergy	Resources and/or Deployment	Simply not enough staffing for the demands on the department
Clergy	Resources and/or Deployment	Solid SRO program for interaction and safety on school campuses
Clergy	Resources and/or Deployment	Staffing of the police department has not kept pace with population and crime growth
Spanish	Responsiveness	Inadequate response to graffiti
Business	Responsiveness	Not enough officers to respond to more than one emergency at a time
Youth	Responsiveness	Sometimes takes officers way too long to respond
Seniors	Responsiveness	Department not responsive to traffic complaints
Adult Resident	Responsiveness	Response time of patrol officers to elementary schools is lacking
Adult Resident	Responsiveness	Graffiti eradication sometimes inconsistent
Clergy	Responsiveness	Response time is sometimes too long when officers are needed sooner
Clergy	Responsiveness	Response times should be improved
Youth	Service Delivery	Officers and dispatchers are sometimes rude, and officers sometimes use bad language
Youth	Service Delivery	The officers carry themselves professionally and with good demeanor
Adult Resident	Service Delivery	Customer service at front counter of the police department needs to be improved
Business	Service Delivery	Not enough training for officers
Clergy	Service Delivery	Too many legal constraints inhibiting officers to do their jobs
Youth	Traffic	Sober Grad Program lost to budget cuts but sorely needed to help curb teen DUI
Spanish	Youth & Children	Need more programs geared toward younger children to teach them how to trust police
Spanish	Youth & Children	No intervention programs in schools to prevent kids from drugs/gangs.
Spanish	Youth & Children	Not enough officers are assigned to the schools to prevent issues
Adult Resident	Youth & Children	HPD should make better use of diversion programs to keep kids out of trouble
Business	Youth & Children	Need to bring back the DARE program
Seniors	Service Delivery	911 dispatchers are sometimes rude