



Hayward Police Department
STRATEGIC
PLAN 2022



BY THE NUMBERS*

197

AUTHORIZED
SWORN

129.5

AUTHORIZED
PROFESSIONAL

164K

CITY
POPULATION



327M

CITY
BUDGET



82M

POLICE DEPT
BUDGET

CALLS RECEIVED

287,099

CALLS FOR SERVICE

104,046

**Statistics on the Department: Data from 2021*



Toney Chaplin
Hayward Chief of Police

MESSAGE FROM THE CHIEF

As Chief of Police, I am pleased to introduce our Department’s 2022 to 2025 Strategic Plan. Our new plan is the single document that identifies the organization’s priorities and represents our vision for the future. The plan includes elements of our previous strategic planning document and employee contributions. Additionally, we conducted a community survey and received feedback from numerous community members for their input and, more importantly, to incorporate their ideas.

This plan contains our mission and vision statements and demonstrates our commitment to addressing community concerns by examining emerging issues and crime trends. It establishes our responsibility to our employees to develop their abilities and skills to meet the challenges of modern-day procedurally just policing. It also solidifies our commitment to ensuring the wellness of our incredibly hardworking and diverse workforce.

The objectives and strategies highlighted in this plan are designed to support our four principal goals:

- **Reduce Crime and Blight:** Preventing and reducing crime is the primary mission of policing. Reducing crime and blight promotes the health and welfare of a community by reducing the level of fear and anxiety amongst community members. It reduces the threat of crime on the front end and enhances the community’s sense of security and quality of life.
- **Increase Trust Between the Community and the Police:** We realize that to be successful, we must have the confidence, support, and respect of the people who live and work in our community. We are committed to developing and maintaining partnerships with the community, other city departments, and our regional and national public safety partners.
- **Recruit and Hire a Qualified Diverse Workforce:** We will provide the best equipped and most highly-trained and committed employees to help meet the needs of our community. We will do this by hiring a well-qualified diverse workforce that will be prepared to handle 21st-century policing and its many challenges.
- **Employ Staff That is Highly Trained, Knowledgeable, and Respected:** Continue providing mandated and preferred training to all staff members, sworn and professional. Our well-trained workforce will provide the best customer service to the Hayward community. We will achieve this goal through a robust training plan, succession and career planning, and a comprehensive Wellness program.

A review and prioritization process will occur annually, and a new plan will be created in 2025.

I encourage you to review our Strategic Plan initiatives, which reaffirm our commitment to responsively and proactively provide police services that enhance safety and the quality of life in the City of Hayward.

Chief Toney Chaplin



INTRODUCTION



In this post-pandemic era with all its uncertainties, it is more important than ever for the Hayward Police Department to follow a well-defined roadmap for success. A prompt and thorough approach to preventing and solving crime is only one of many elements of the Hayward Police Department's ongoing quest to provide outstanding service to our community. We are dedicated to keeping Hayward safe, clean, and economically strong while purposely staying engaged in interactive police-community partnerships that build trust at the neighborhood level. Our strong organizational commitment to embrace and adapt to our changing community is rooted in the values, mission, and vision that create the foundation to lead us forward. The priorities, objectives and strategies of this plan establish the way in which we will set measurable benchmarks. Ultimately the Hayward Police Department will utilize this plan to shape its organizational identity and culture to best serve the Hayward community.

In preparing for the 2022 – 2025 Strategic Plan, we brought in outside resources to assist with updating our mission and vision statements, reevaluate our core values and set our top goals for the next three years.

To identify where we are and where we want to go as a department, we asked for input from the community we serve. Over 400 community members provided feedback and input through an online survey into the future direction and goals of the HPD.

In addition to community input, there were eight focus groups held within the department with all the personnel and at all levels invited to discuss the department's current status and desired state over the next three years. Additionally, members of the department were asked to participate in a Strengths, Weaknesses, Opportunities and Threats (SWOT) assessment of the department.

After all the feedback was compiled and evaluated, four primary strategic goals emerged that could ensure departmental and City success in the future:

1. Reduce Crime and Blight
2. Increase Trust Between the Community and the Police
3. Recruit and Hire a Qualified Diverse Workforce
4. Employ Staff that are Highly Trained, Knowledgeable and Respected

MISSION, VISION, VALUES AND STRATEGIC GOALS

MISSION

To enhance partnerships and trust with our community, reduce crime and improve the quality of life for those we serve.

VISION

To have a highly trained and supported police department that helps build a safe and connected community where people can live, work and thrive.

CORE VALUES

Our core values define us and provide a framework for how we operate. They say who we are and what we will and will not stand for as a department. The seven core values of the Hayward Police Department include:

- Accountability
- Employee Wellness
- Humility
- Integrity
- Leadership
- Professionalism
- Trust and Respect

In addition to these seven core values, it is important to recognize that each of these core values are made up of other values and behaviors. For example, we recognize that for an officer to be professional, they must be ethical and honest. Being a team player and communicating effectively are fundamental parts of each of the seven core values.

GOALS FOR 2022-2025

The Hayward Police Department will focus on four goals during the 2022-2025 Strategic Plan:

1. Reduce Crime and Blight
2. Increase Trust Between the Community and the Police
3. Recruit and Hire a Qualified Diverse Workforce
4. Employ Staff that are Highly Trained, Knowledgeable and Respected

These four goals have always been important and are not new to the department. What is new is making these goals the priority for the department in a singular, unified way. All success or failures in the department will be measured through these four lenses.

City of Hayward's Strategic Priorities

In April of 2022, the Hayward City Council adopted their new Strategic Priorities made up of six sections. Although the Hayward Police Department's four goals will help the City achieve all six of their goals, it primarily addresses Strategic Priority 1: Enhance Community Safety & Quality of Life (<https://www.hayward-ca.gov/strategic-roadmap>).





STRATEGIC GOAL 1

REDUCE CRIME AND BLIGHT

Reducing the incidence of crime in Hayward is a top priority and our principal 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 in our unified effort to address symptoms of blight and deterioration that contribute to people’s fear and perception of crime.

Objective 1: Reduce Crime

To accomplish this objective we will use technology, coupled with the strategic placement of resources and staff, to protect the community in an effective and efficient manner.

Special Duty Unit

The Special Duty Unit (SDU) focuses on protecting lives and property, reducing violent crime, and educating the community on street gangs. SDU’s primary responsibilities include street gang enforcement, narcotics enforcement, intelligence gathering, and public education/expert testimony

(criminal street gangs). In addition, SDU routinely conducts high-risk warrant services, high-risk parole/probation contacts, fugitive apprehension, and specialized police responses to urgent community concerns.

Vice/Intelligence Unit

Vice/Intelligence Unit gathers information from all sources in a manner consistent with the law and then analyzes and disseminates that information to provide intelligence on the existence, identities and capabilities of criminal suspects and enterprises to further crime prevention.

Crime Analysis Unit

The Crime Analysis Unit (CAU) provides timely and accurate tactical, strategic, administrative, and operational intelligence analysis of data relating to crime in support of the agency’s



I really appreciate how much training our officers go through to keep us safe while minimizing tragic outcomes. Hayward residents are lucky to have some of the most knowledgeable and well equipped officers in the Bay Area and are led by a fantastic chief.”

— Susan, Community Member



goals and community-oriented policing efforts. The CAU is responsible for determining and monitoring criminal activity and communicating the information to Command Staff, Patrol, Investigations and other sections and units as needed for the suppression of criminal activities and aiding the investigative process.



Hayward E.Y.E.S.

Hayward E.Y.E.S is an Online Surveillance Camera Program that allows persons and/or businesses to register their privately owned surveillance camera systems with the Hayward Police Department. Registration is voluntary and at no cost to the participant.

Youth and Family Services Bureau

Youth and Family Services (YFSB) focuses on

helping families succeed at home, in school and in the community. YFSB staff reduces delinquency and crime through a range of services that address the specific needs of each family. Often when a child is getting into trouble, law enforcement is not the answer. The teamwork between the police and counselors in YFSB allows for each family's unique situation to be assessed. YFSB offers a variety of prevention services that encourage youth to stay out of trouble and provide them with positive ways to engage with their peers and the community.



Objective 2: Reduce Speeding and Aggressive Driving Behavior

To accomplish this objective, we will continue to work collaboratively with the public, with a shared goal of reducing and preventing collisions, through the effective deployment of resources with the



assistance of technology and grant funding, to educate and protect the public.

Traffic Safety

Continue to implement the Four “E’s”– Educate, Enforcement, Engineering, and Empowerment.

Access Hayward

Access Hayward is an online tool and mobile app that connects the public directly to Police Department staff. Through this system, the public can assist in directing the deployment of staff to locations where traffic concerns are occurring.



STEP Grant

- Directed enforcement to prevent and reduce collisions
- DUI Checkpoints
- Collaboration with community partners

Major Collision Locations

- Identified and distribute monthly to officers assigned to the Patrol Division.
- Analyzed to determine if patterns exist.
- Studied to decide if environmental components are contributing factors.

Objective 3: Increase Neighborhood Safety and Collaboration

To accomplish this objective, we will continue to grow and build stronger relationships with our community and to increase the trust and

confidence the community has in the police.

Crime Prevention Unit

Our Crime Prevention Unit provides multiple services to the residents of Hayward to deter crime.

HPD offers a variety of crime prevention programs. We focus on educating and partnering with community members to help reduce crime and increase the quality of life. Here are some of the crime prevention programs:

- **Business Watch:** Through cooperation and education, by creating partnerships with other businesses, organizations, and law enforcement, the Business Watch philosophy actively reduces and prevents crime by lessening the chances of becoming a victim.
- **Community Academy:** The Hayward Police Department hosts a community academy where our residents can participate in a series of classes to enhance their knowledge of our department.
- **Crime Free Multi-Housing Program:** A certification program to help owners, managers, and residents of rental property to keep illegal activity off their property.
- **Crime Prevention Brochures:** Printable Information - Pamphlets on a variety of crime prevention topics.
- **Neighborhood Alert:** The Neighborhood Alert program are people living in the same area

who want to make their neighborhood safer by working together in conjunction with HPD to reduce crime.

Traffic Safety

A Motorcycle Safety Course was created to offer the community some of the same safety tactics that officers riding motorcycles receive to help them be safer while riding.

National Night Out

National Night Out is an annual community-building campaign that promotes police-community partnerships and neighborhood camaraderie to make our neighborhoods safer and more enjoyable places to live.

Objective 4: Reduce Blight

To accomplish this objective, we will proactively work with the community to protect and maintain community integrity, with the goal to enhance the quality of neighborhoods.

Access Hayward

Access Hayward is an online tool and mobile app that connects the public directly to Police Department staff. Through this system, the public can assist in directing the deployment of staff to locations concerning blight.

Stop Graffiti Program

Graffiti devalues property, invites crime, and gives an impression that a community is an unsafe and undesirable place to live and do business. The City provides cash rewards for information leading to the conviction of graffiti vandals.

Abandoned Vehicle Abatement Program

The Abandoned Vehicle Abatement (AVA) Program is recognized as a means to remove abandoned vehicles that create a public nuisance and a health or safety hazard.



What separates the HPD from other organizations is the camaraderie and teamwork.”

— *Sergeant Clayton*





STRATEGIC GOAL 2

INCREASE TRUST BETWEEN THE COMMUNITY AND THE POLICE

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 a 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 1: Actively Value Diversity and Promote Inclusive Activities

To accomplish this objective, we will continue our commitment to diversity and inclusion in the community and our workplace. We will encourage engagement and well-being, understanding the shared responsibility and long-term dedication necessary to create a safe space for our community and staff to be authentic and feel comfortable.

The National Initiative for Building Community Trust and Justice has highlighted three areas

that research indicates hold great promise for concrete, rapid progress in building community trust, police legitimacy, and reconciliation.

Hayward Police Department personnel have been receiving intensive training in these three areas:

- **Procedural Justice** focuses on how the characteristics of police interactions with the public shape the public’s views of the police, the public’s willingness to obey the law, and actual crime rates. By embedding Procedural Justice into all department policies and with the intensive training employees receive in this area, the department has begun assessing its employees on their ability to show exceptional progress in this area through annual evaluations and special assignments.
- **Implicit Bias** focuses on how largely subconscious psychological processes can shape authorities’ actions and lead to racially disparate outcomes, even where actual prejudice is not present.
- **Reconciliation** facilitates honest conversations between communities and police that allow them to address historical tensions, grievances, and misconceptions with the goal of resetting relationships.

Objective 2: Transparency

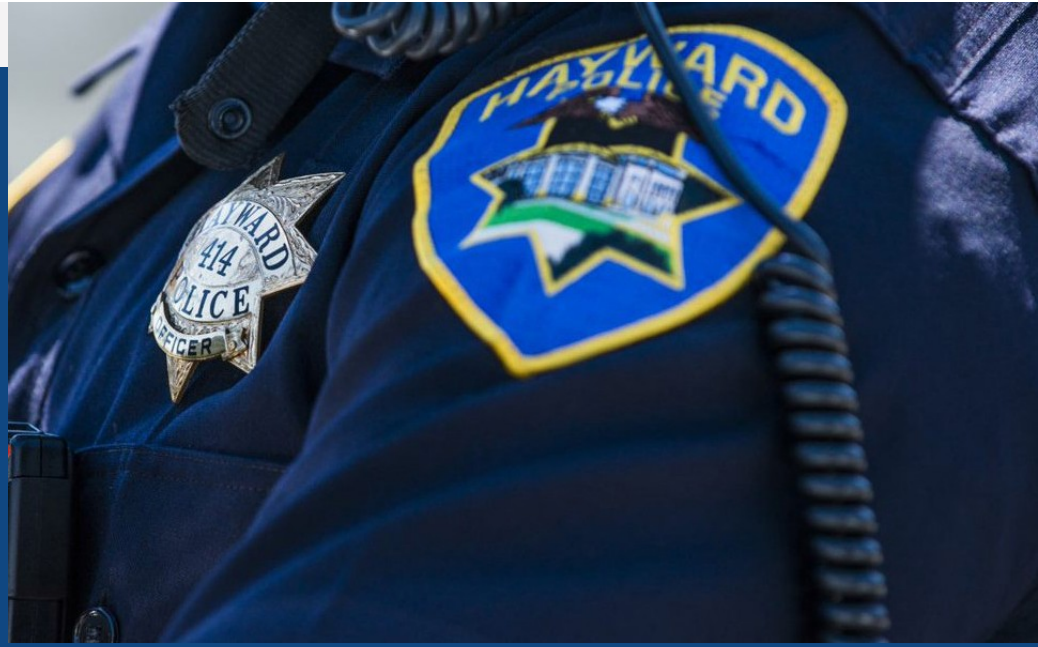
To accomplish this objective, we will continue to improve our partnerships and relationships with the community. We will grow public trust and confidence by creating better transparency



“

In our changing environment of social justice and demands for greater accountability, Hayward Police Department has embraced the goal set before them and are making tremendous efforts to nurture a greater trust and transparency within our community.”

— Jennifer, Community Member



through different connections with the public.

These include:

Public Information Officer (PIO)

The department's Public Information Officer is a conduit between the community and the police department. Providing important information through press releases and answering questions from the media are two areas of this position. We are expanding this office to facilitate improved two-way dialog with the community, increase transparency, and communicate in a timely and accurate manner that include social media and face-to-face contact. We will continue using Facebook, Twitter, Instagram, blogging and other outreach tools to remain proactive in the dissemination of information.

Community Advisory Panel

The Community Advisory Panel (CAP) was created to provide the Chief of Police and the Hayward Police Department with direct community input and provide community members with direct access to the Chief about important issues related to the department. This also allows for the Chief to share information with community leaders to increase public awareness.

Body Worn Camera Program

Body Worn Cameras (BWCs) reduce the overall number of police use-of-force incidents and lower the incidence of complaints against officers – thus benefiting both officer and community members' safety. In 2015, the department implemented the BWC program and now has 100% of officers wearing BWCs. Having cameras on our officers



makes the department and the community more accountable and often provides valuable evidence in investigations.

Community Policing

Community Policing is based upon a partnership between the police and the community whereby the police and the community share responsibility for identifying, reducing, eliminating and preventing problems that impact community safety and order. By working together, the police and the community can reduce the fear and incidence of crime and improve the quality of life in neighborhoods citywide.

We have established two district offices that enable us to extend our community policing efforts. By bringing the police to the community rather than requiring the community to come to the main police station, we increase participation, trust and collaboration in working together.

Release of Information

The Department will continue using a variety of social media platforms and other outreach tools to remain proactive in the dissemination of information. In accordance with the California Public Records Act, the Department will continue to be accountable and transparent by providing upon request the appropriate records. This may include BWC footage related to use of force, officer-involved shootings, and other critical incidents as provided by law.

Objective 3: Build Partnerships

To accomplish this objective, we will maintain and develop positive relationships with the community to inspire innovative problem-solving solutions, while increasing trust and strengthening partnerships.



Ambassador Program

The Ambassador Program consists of volunteers trained to provide foot patrol services in the downtown Hayward area. An Ambassador usually volunteers about two hours per week. Ambassadors are recognizable by their green Ambassador jackets and receive special training from the Police Department.

Community Academy

The Hayward Police Department's Community Academy is a certified educational and informative program designed to give participants an in-depth working knowledge of the HPD and key issues impacting the department. It consists of a series of eight to twelve classes. There is no cost to enroll.

Mobile Evaluation Team (MET)

In response to community concerns about the best way to provide emergency services to people experiencing mental illness, substance use disorders and homelessness, the Hayward Evaluation and Response Teams (HEART) program was created. The primary goal of HEART is to create an integrated continuum of options allowing the right team or resource to respond to the right call for service, improving access to medical, mental health and other support services and reducing the need for police officers to intervene in calls for service involving people experiencing mental illness, substance abuse and homelessness.

Neighborhood Alert Program

Hayward Neighborhood Alert (HNA), in partnership with the Hayward Police Department, establishes Neighborhood Watch Groups, educating and supporting them in crime prevention and safety to improve the quality of life in the City of Hayward.

Neighborhood Impact Team

The Neighborhood Impact Team works in partnership with HPD's Youth and Family Service Bureau. This team, consisting of counselors and other members of the Department, goes into the community after a traumatic event, such as a homicide or an officer-involved shooting. The team talks to affected community members about the incident, offering information and support as well as referrals to the many resources available to them. The goal of this program is to build trust through the dissemination of accurate information as well as gaining input from the community we serve.

Volunteers in Police Services

Volunteers in Police Services, or VIPS, are residents who volunteer for the Hayward Police Department. VIPS receive specialized training in their functional area and are unpaid volunteers. VIPS are involved in supporting a variety of department's such as:

- Crime Prevention
- Special Duty Unit
- Downtown Safety Officer
- Property & Evidence
- Records Bureau



Youth Academy Program

The Hayward Police Department’s Youth Academy is a weeklong program offered annually each summer. This unique opportunity provides students (grades 8-12) with a greater understanding of the inner workings of a police department in addition to building relationships, trust and respect for each other.

Police Department Tours

The Hayward Police Department provides tours of the Police facility, allowing residents and visitors to view the Communications Center, Jail-Sally Port, Investigations Bureau, Traffic Safety-Motorcycle Unit, Records Bureau, Command Offices, and other selected areas.

and competition is high, so attracting quality candidates continues to be an immense challenge.

Objective 1: Recruit and Hire Local Residents for all Positions

To accomplish this objective, we will continue to pursue candidates who are “made in Hayward,” supporting our commitment of investing in the growth and well-being of the community.

Strategic recruitment should be focused, purposeful and attract quality candidates representative of the community who meet the Department’s qualifications. There are several short-term strategies to attract a robust applicant pool, including a recruiting team and expanded volunteer opportunities. In addition, it is critical that the Department recognizes that every employee, in every assignment, plays a role in recruiting the next generation. All employees should incorporate recruiting into daily interactions and presentations.



STRATEGIC GOAL 3

RECRUIT AND HIRE A QUALIFIED DIVERSE WORKFORCE

The Department values all forms of diversity, including but not limited to ethnicity, gender, culture, education, and experience. It is important to build a Police Department that is representative of the community we serve. In 2022, the Department changed its recruiting approach to be more transparent, robust, and focused on attracting a highly qualified, diverse workforce to better reflect the makeup of our community. Many law enforcement agencies are actively hiring,

Recruiting Team

The Department created a diverse recruiting team consisting of a cross-section of the organization. They select, train and engage candidates, establish rapport, and form a relationship to help guide candidates throughout the application, testing, and background process. This team was recently expanded to include professional staff to incorporate similar recruitment strategies for all staff vacancies within the Department. The



A career at Hayward PD is unique because everybody is truly family; it's a small dept where you know everybody's name. The best part of my job is helping people. If you can make it better, if you can provide a solution and make their life a little easier, that is one of the best parts."

— *Dispatcher Martin*

Recruiting Team attends local and regional job fair events and uses diverse strategies of marketing and advertising such as online ads, social media, and videos to engage additional applications.

Online interest cards are solicited, and prospective applicants are connected to a recruiter to explain the process, provide information, and inspire continued interest. Orientation sessions are held for interested persons to better prepare them for the rigorous hiring process.

Police Explorer Program

The purpose of the Police Explorer Program is to provide young adults who may be interested in a career in law enforcement with a comprehensive program of training, competition, service, and practical experiences. Character development, physical fitness and being a responsible member of the community are integral components of the overall program.

Objective 2: Diversity in Staffing

To accomplish this objective, we will continue to recruit a diverse staff which mirrors the community we serve, with the goal of building partnerships and trust through Community Policing. By adhering to a Principled Policing philosophy this will help us attract and recruit a diversified workforce.

Some of the ways we are recruiting from our local community include: Attending hiring events at Chabot College, Southland Mall, Hayward Animal Shelter, California State University-East Bay, the Downtown Street Fair events, the Mariachi Festival and the Hayward Airport Open-House.





STRATEGIC GOAL 4

EMPLOY STAFF THAT ARE HIGHLY TRAINED, KNOWLEDGEABLE AND RESPECTED

Objective 1: Comprehensive Training Plan

It is crucial to ensure the Department has identified all mandated and preferred training for sworn, and professional staff. The management and supervision teams will meet to ensure the Department has correctly prioritized Department training. The development of a professional training staff is key to providing cost-effective and timely ongoing Department training. The Department will identify and assign new trainers

as needed while implementing a workflow to evaluate their training abilities and successes. Utilizing Department employees who are subject matter experts to train others can mitigate costs and provide fiscal responsibility and efficiency.

HPD Leadership Academy

The Hayward Police Department Leadership Academy is a new and intense six-session program designed for high-potential police officers to develop and improve their leadership skills.



The curriculum is devised to inspire personal improvement and development, through a deep exploration of leadership concepts and styles, with the goal of providing the students with the skills and tools to become ethical and effective leaders within the department.





Objective 2: Succession and Career Planning

We will accomplish this objective by continuing to look into the future with the vision of moving the organization in a positive direction, developing staff who will be empowered with the knowledge, abilities and skills to lead the organization to new heights.

It is crucial that the Department develop a plan for succession and career planning to support future leaders at all levels of the department. As we look to develop internal management and supervision courses for staff development, we are identifying and implementing training for coaching and mentorship as well as current procedural training.

Objective 3: Wellness Program

To accomplish this objective, we will develop a new and innovative program to care for our staff as they progress through their career. The goal is to develop staff who are mentally, physically and psychologically prepared to serve the community while living a balanced healthy life.



IMPLEMENTATION AND EVALUATION OF THE STRATEGIC GOALS



Tracking and Measurement

For this strategic plan to reach its full value, Operational Plans with specific metrics will be developed to track successes and identify needed corrections. This will ensure the plan is being implemented, objectives and goals are being met and adjustments are made along the way. This plan is dynamic and will change as needed to better achieve the desired results and achieve the City of Hayward's Strategic Priorities.

Accountability

The Department's leadership is committed to successfully implementing and adjusting this plan as needed. From the Chief of Police, Deputy Chief, and Captains, this will be a regular part of their meetings and discussions to ensure each member of the Department has the four goals at the forefront of how they perform their job.

Annual Review and Update

The Department's leadership understands that this plan is dynamic and requires regular updating as needed depending on the environment, community and other external and internal forces. This plan will be reviewed and revised every three years or earlier as needed in accordance with the City of Hayward's annual budget preparation cycle.

LET'S GET SOCIAL

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www.hayward-ca.gov/police-department



HAYWARD POLICE DEPARTMENT

300 W. Winton Avenue
Hayward, CA 94544

P: (510) 293-7000 (Non-Emergency)

P: (510) 293-7272 (Records)

E: police@hayward-ca.gov

W: www.hayward-ca.gov/police-department

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