

Objective	Strategy	Assigned Division	Timeframe	Fiscal Impact
1.1 Continue and Enhance Our Community Policing Outreach & Effectiveness				
1.1.1	Sustain District Command to ensure highest level of community service and address neighborhood and quality of life issues	Special Operations	Ongoing	Yes
1.1.2	Continue multi-agency and multi-disciplinary strategies for dealing with problem properties (SMASH)	Special Operations	Ongoing	Yes
1.1.3	<i>Create community response team for critical incident follow-up</i>	Special Operations	Ongoing	Yes (OT)
1.2 Enhance Crime Prevention Efforts				
1.2.1	Maintain community participation in the volunteer Ambassador Program	Special Operations	Ongoing	No
1.2.2	Maintain an online database for public access to crime data information and crime trends for public awareness	Investigations	Ongoing	No
1.2.3	<i>Improve our education efforts with the community on crime prevention strategies</i>	Special Operations	Ongoing	No
1.3 Continue and Strengthen Partnerships with Schools				
1.3.1	Continue focus on redirecting at-risk kids and first-time gang-related offenders in schools, as grant funding allows	Investigations	Ongoing	Yes
1.3.2	Continue the Gang Resistance Education and Training (GREAT) Program to educate youth on the negative impact of and involvement in criminal street gangs	Investigations	COVID Pause	Yes
1.3.3	Continue "Our Kids" program (in partnership with HUSD) which provides on-site counseling/crisis intervention and case management at schools	Investigations	Ongoing	Yes
1.3.3	Conduct annual training for School District administrators, teachers, and safety personnel, focused on problem solving and issue identification	Investigations	Ongoing	Yes

1.4 Increase the Use of Technology and Information

1.4.1	<i>Effectively analyze crime data to direct field activities</i>	Investigations	Ongoing	No
1.4.2	<i>Conduct directed enforcement at identified problem areas</i>	Patrol	Ongoing	No
1.4.3	Assist with deployed public camera systems to combat crime and evaluate deployment of hot spot camera placement on an as-needed basis	Special Operations	Achieved Ongoing	No
1.4.4	<i>Enhance existing ALPR Program</i>	Patrol	Achieved	Yes

Priority 2: Align Organizational Structure to Meet Service Demands

Objective	Strategy	Assigned Division	Timeframe	Fiscal Impact
2.1 Review and Adjust Organizational Structure to make Better use of Resources				
2.1.1	Reorganize investigative units and resources to better address succession planning and service efficiency	Investig	Started	Yes
2.1.2	Develop and implement a comprehensive strategy for intelligence-led gang enforcement	Investig	COVID Pause	No
2.1.3	Annually evaluate all special units for efficiency and to align unit missions with current crime reduction strategies	Team	Ongoing	No
2.1.4	Annually review organizational structure and disbursement of staffing, resources, and workloads to best address changes in service demands (i.e. population or demographic trends)	Executive Team	Ongoing	No
2.1.5	<i>Develop a robust communication and engagement program that effectively uses social media and community meetings to publicize enforcement success and educate the community on police procedures, etc.</i>	CIB	<i>Ongoing</i>	<i>No</i>
2.2 Deploy Technology and Equipment to Ensure Safety and Efficiency				
2.2.1	Maintain technology services advisory group to evaluate technology needs and priorities	Executive Team	Ongoing	Yes
2.2.2	Continuously evaluate and monitor wear, tear, and replacement needs of existing equipment	Support Services	Ongoing	Yes
2.2.3	Annually identify funding sources for technological needs and priorities	Executive Team	Ongoing	Yes
2.3 Improve Police Facilities to Keep Pace with Space and Community Access Needs				

2.3.1	Identify funding to execute the master plan to address expansion needs and to develop a long-term concept for a new state-of-the-art police headquarters	Office of the Chief	Ongoing	Yes
2.3.2	Identify alternatives for expansion, relocation, or outsourcing of the police shooting range	Sp Ops	Ongoing	Yes

2.4 Re-evaluate Patrol Division Deployment

2.4.1	Evaluate existing 3/12 compressed work schedule for its pro and con effects on deployment, responsiveness, communication flow, and training	Patrol Division	Done	No
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Priority 3: Improve Responsiveness to Community and Employee Needs

Objective	Strategy	Assigned Division	Timeframe	Fiscal Impact
3.1 Increase Efficiency in recruitment and hiring process				
3.1.1	Develop standardized hiring protocols for professional staff (standardize the interview process)	Special Operations	Achieved	No
3.1.2	Streamline hiring process for sworn and professional staff	Special Operations	Jul-21	No
3.1.3	Develop a pipeline program from community/classroom to career opportunities (cadet program, internship).	Sp Ops/P&T	Jan-21	Maybe
3.1.4	Research hiring incentive programs for all hiring processes.	Sp Ops/P&T	Done	Yes
3.2 Improve Response Time				
3.2.1	Develop mechanism to study data from the New World CAD/RMS to review response times to priority calls for service, and to ensure maximum efficiency of patrol deployment (after software upgrade)	Patrol Division	Jul-21	Yes
3.3 Improve Communication with the Community				
3.3.1	Maintain our present means of communication with the community through community academies and neighborhood meetings	Special Operations	Achieved and Ongoing	No
3.3.2	Maintain an interactive website for two-way sharing of information with the community and the police department (e.g. traffic complaints, gang activity, compliments, etc.)	Office of the Chief	Achieved and Ongoing	No
3.3.3	Distribute an annual report to the community and department personnel containing public safety and problem solving highlights, successes, and ideas of individual neighborhoods (State of the City Address)	Office of the Chief	Achieved and Ongoing	No
3.3.4	Distribute a monthly report of Hayward crime statistics	Office of the Chief	Achieved and Ongoing	No

3.3.5	Develop a strategy for additional staff to be media trained for both employee development as well as enhanced media relations	Criminal Investigations	Achieved and Ongoing	
3.3.6	Enhance the Police Chaplaincy Program as a resource for individuals, families, and employees who seek faith-based counsel	Special Operations	Achieved and Ongoing	
3.3.7	<i>Mandate neighborhood meeting attendance by HPD Personnel (as conditions allow)</i>	Patrol Division	Ongoing	No

3.4 Broaden Outreach and Communications to Diverse Cultures and Languages

3.4.1	Inventory and document Cultural Competency Training Efforts and revise as appropriate	Special Operations	18n-21	No
3.4.2	Develop a core of multi-lingual community members to volunteer as routine translators, outreach ambassadors, or recruiters	Special Operations	Jan-21	No
3.4.3	Implement a strategy for all staff to attend specialized Critical Incident Team training to better understand the needs of Hayward's vulnerable population during police responses	Special Operations	Achieved and Ongoing	No
3.4.4	<i>Expand community outreach to include focus on youth and diversity</i>	Special Operations	Achieved	No

3.5 Increase Collaboration and Interaction with the Business Community

3.5.1	Continue current efforts with Downtown Business Association, Latino Business Roundtable, Chamber of Commerce	Office of the Chief	Achieved and Ongoing	No
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3.6 Continue Innovative Programs Focused on Youth and Families

3.6.1	Continue to seek outside funding to support the counseling component of Youth and Family Services	Investigations	Achieved and Ongoing	No
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3.6.2	Continue the Annual Community Policing Youth Academy	Special Operations	Achieved and Ongoing	No
3.6.3	Maintain the alliance with Eden Area Regional Occupational Programs youth-oriented Criminal Justice Program	Investigations	Achieved and Ongoing	No
3.7 Increase Cross Training Among Disciplines in the Department				
3.7.1	Continue to provide Animal Control Officer training to Animal Care Attendants	Support Services	Achieved and Ongoing	Yes
3.7.2	Maintain the list of qualified employees who meet service standards in cross-trained areas to fill in or supplement other job responsibilities (Dispatch and Animal Control)	Support Services	Achieved and Ongoing	No
3.7.3	Provide cross training for administrative support personnel (Executive Team clerical)	Office of the Chief	Achieved and Ongoing	No
3.8 Improve Report Writing Protocols to Improve Efficiency and Service				
3.8.1	Annually revise the department's Report Writing Manual to reflect policy and procedure changes	Patrol Division	Achieved and Ongoing	No

Priority Four: Promote Professionalism, Leadership and Organizational Excellence

Objective	Strategy	Assigned Division	Timeframe	Fiscal Impact
4.1 Enhance Leadership Training for All Personnel				
4.1.1	Continue sworn first line supervisors participation in the Supervisory Leadership Institute and Los Angeles Police Department Leadership	Special Operations	Achieved and Ongoing	Yes
4.1.2	Continue a comprehensive training program for new supervisors	Patrol Division	Achieved and Ongoing	No
4.1.3	Continue development opportunities for all personnel	Special Operations	Achieved and Ongoing	Yes
4.1.4	<i>Continue leadership training for all Managers and Supervisors during Annual retreat</i>	<i>Executive Staff</i>	<i>Achieved and Ongoing</i>	<i>Yes</i>
4.2 Focus on Employee Communication Skills, Career Development, Mentoring, and Wellness				
4.2.1	Maintain a six-month employee performance evaluation system to align with the semi-annual shift selection process	Patrol Division & Support Services	Ongoing	No
4.2.2	Maintain an automated tracking system that ensures performance evaluations of all personnel are provided consistently and in a timely fashion	Executive Staff	Ongoing	No
4.2.3	Focus on customer service and interpersonal communications training program for all employees (annual offering)	Office of the Chief	Achieved and Ongoing	No
4.2.4	Continue to encourage police employee participation in citywide training opportunities	Special Operations	Achieved and Ongoing	No
4.2.5	Improve the department's electronic media library to include a wide range of materials on leadership, self-improvement, and organizational development	Special Operations	Ongoing	Yes
4.2.6	Develop an Individual Development Plan (IDP) process designed to identify all employees' professional development needs and career objectives	Executive Staff	Jul-21	No

4.2.7	Continue and enhance coaching and training opportunities for employees aspiring promotion	Executive Staff	Achieved and Ongoing	No
4.2.8	Continue the Early Identification and Intervention System to mitigate risk and correct performance issues that could result in injury or discipline	Office of the Chief	Achieved and Ongoing	No
4.2.9	<i>Implement and encourage participation in Employee Wellness Program</i>	<i>Executive Staff</i>	<i>Done</i>	<i>Yes</i>
4.2.10	<i>Enhance employee recognition and achievement</i>	<i>Executive Staff</i>	<i>Ongoing</i>	<i>Possible</i>

4.3 Enhance Internal Flow of Communication

4.3.1	Continue quarterly forum for the Chief of Police and Executive Team to share information and update employees on organizational progress	Office of the Chief	Achieved and Ongoing	No
4.3.2	Maintain regular meetings among supervisory and management personnel across shift and division lines	Executive Staff	Achieved and Ongoing	No

4.4 Enhance Organizational Accountability and Standards

4.4.1	Maintain annual recertification process with the Commission on Accreditation for Law Enforcement Agencies (CALEA)	Office of the Chief	Achieved and Ongoing	No
4.4.2	Maintain compliance audit of the Property & Evidence Bureau in compliance with CALEA Standards	Support Services	Achieved and Ongoing	No
4.4.3	Annually evaluate data regarding use of overtime throughout the organization and develop strategies geared to reduce overtime usage	Office of the Chief	Achieved and Ongoing	No
4.4.4	<i>Locate and track CALEA required trainings in P&T</i>	<i>Special Operations</i>	<i>Achieved</i>	<i>No</i>
4.4.5	<i>Examine HPD Values in the context of today's work environment and newly articulated City-wide Values</i>	<i>Office of the Chief</i>	<i>Done</i>	<i>No</i>

