

# HAYWARD POLICE DEPARTMENT



## STRATEGIC PLAN



## 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

In early 2017, the police department leadership team came together to review and update the Hayward Police Department's strategic plan: "2012 and Beyond". The original 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 Strategic Plan was shaped as a fluid approach to the ever changing environment of public safety issues. The value of this plan will help focus staff efforts on achieving strategies that will make our operations more efficient and effective. The 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.

We are working to insure that public safety is maintained and that we continue to have confidence from our community that we can solve crime and quality of life concerns. The issues we are addressing currently include a declining economy, housing market failure, an increasing number of foreclosed and vacant homes, an ever-increasing unemployment rate, and a rising rate of crimes related to gang violence. By design, it is in a state of constant review and update. As one objective is achieved, new challenges emerge and are addressed.

Our agency is continuing to seize upon emerging technologies to enhance the delivery of services. Much of what is proposed will be developed through focused, intelligence-led policing. Our Department will work with community members to identify areas of joint concern. Through the use of crime analysis and problem-solving, we will target issues more precisely, which will reduce crime and more effectively use our resources. The manner in which we deliver services is anchored by our belief in Community Policing, our focus on excellent customer service at the neighborhood level, and our community partnerships.

We are also addressing the process of transferring the leadership for the Department to the next generation of officers. It is vital to the success of our organization that new leaders be developed and nurtured with the values of integrity and professionalism. Many of our proposals are designed to encourage professional development while increasing participation in the communities we serve.

I am exceptionally proud of the men and women of the Hayward Police Department who work tirelessly to provide service to the community. We look forward to meeting our current and future challenges and we are committed to providing the community with unmatched excellence in law enforcement services. I believe the future holds great promise for our City, its stakeholders and the men and women who bravely and selflessly serve our community.

Sincerely,

Mark Koller  
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

 n 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 Executive Team 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 in the 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.

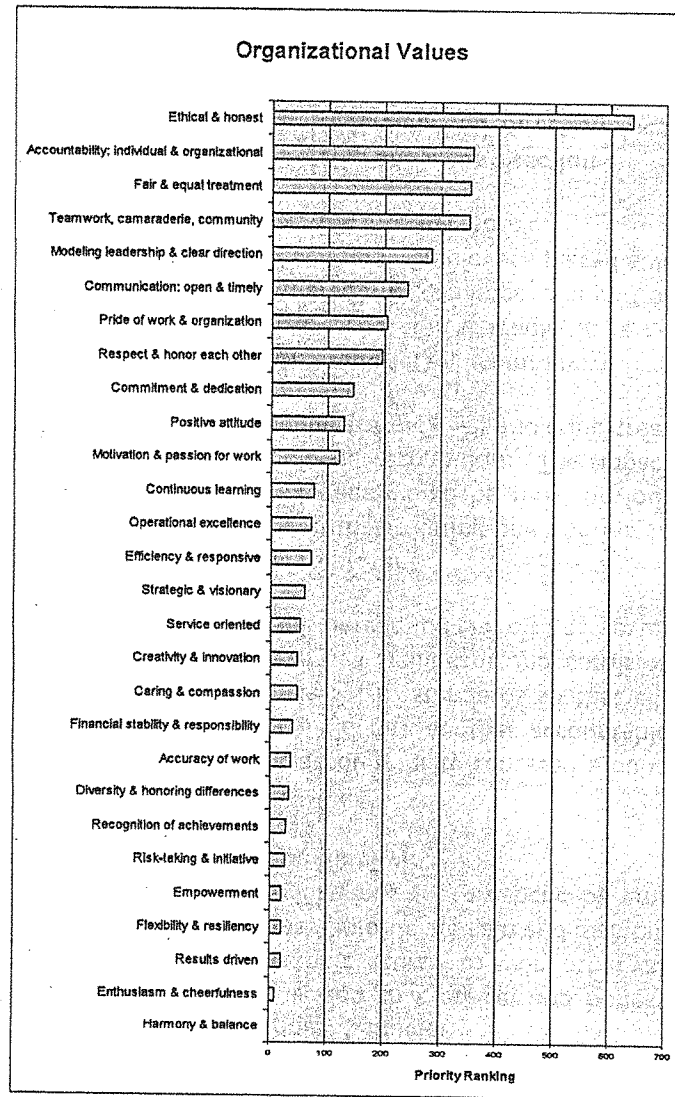


Figure 1 represents the rankings of each of the 28 values considered by the employee groups. Figure 2 illustrates the comparable rankings of the five most common core values throughout the organization.

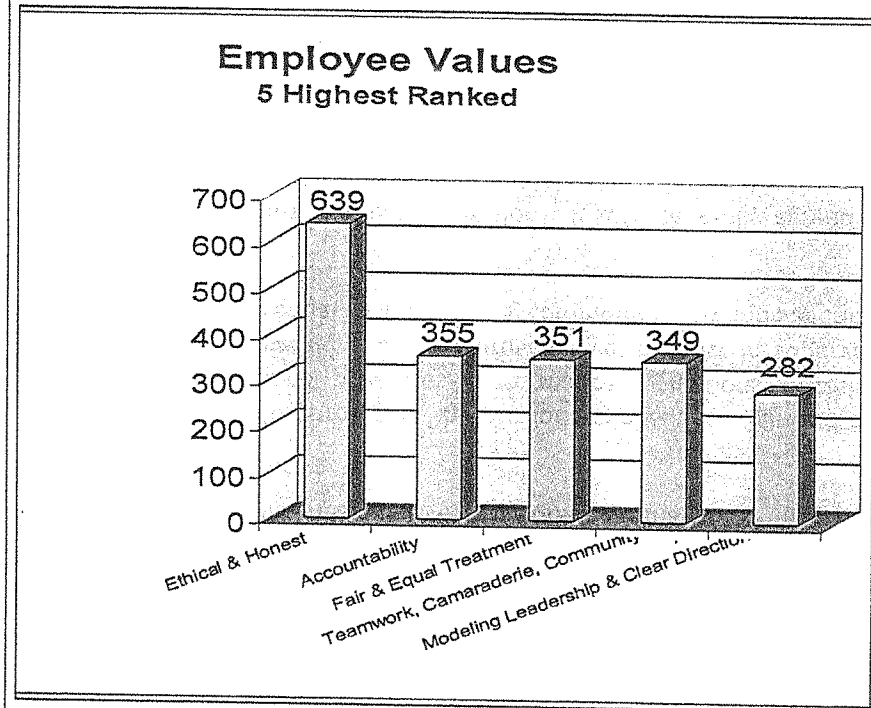


FIGURE 2

During this phase of the planning process the department's Executive Team 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

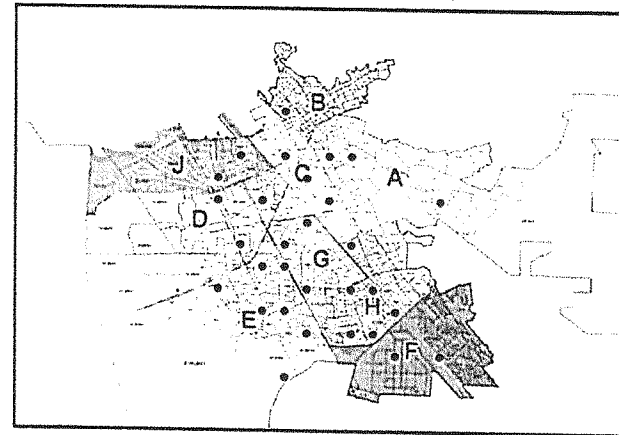


Figure 3 depicts a map of Hayward with letter designations for the nine policing beats. Marked with dots, the depiction roughly illustrates the geographic extent of our outreach to (and input from) community stakeholders.

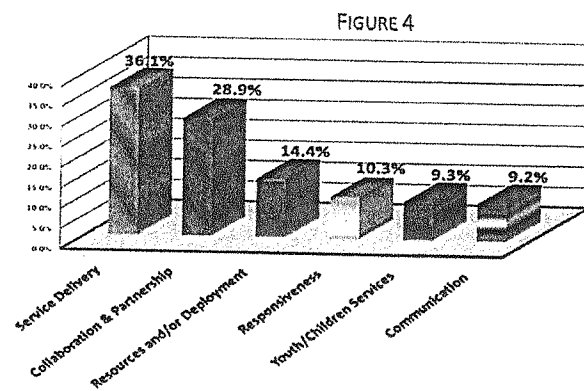
To thoroughly assess our organization, we used a methodology called a SLOT analysis—a proven strategic planning tool for evaluating the Strengths, Limitations, Opportunities, and Threats facing now and potentially in the future. SLOT analyses allow us to identify the tools we already have (strengths) and barriers before us (limitations), each having the potential to influence our success.



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:

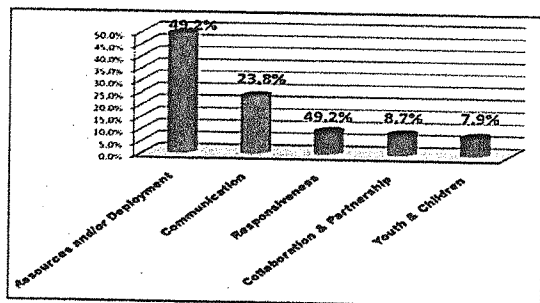


FIGURE 5

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 Executive Team 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

### INTERNAL LIMITATIONS

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

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.

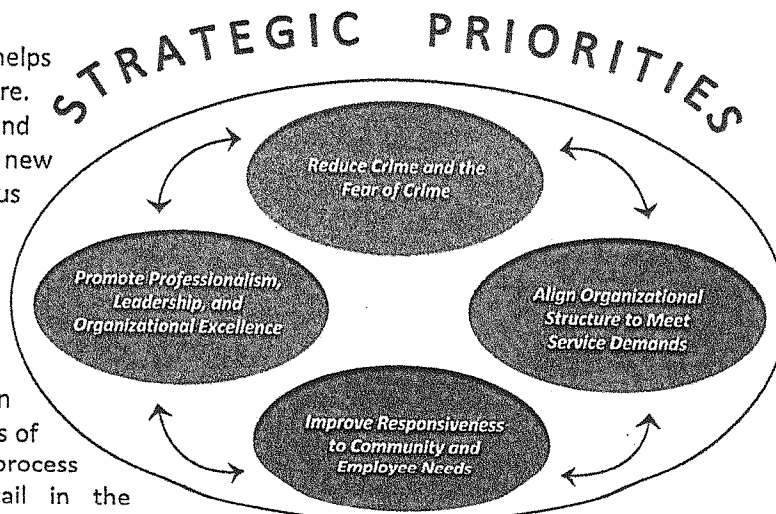


FIGURE 6



## FOUR-YEAR PLAN ASSESSMENT

**D**uring February 2017, the Hayward Police Department's Executive Team conducted an assessment of this Strategic Plan to evaluate the contemporaneousness of its priorities, objectives and tasks. The assessment was prompted by the fact the organization has conducted a three and one-half year implementation of the strategies originally adopted by City Council. Since the plan's adoption, the Executive Team engaged in a continuous process of prioritizing and tracking the implementation of the plan. During the Plan's first three-plus years, significant progress was made on plan objectives and strategies and the need for a comprehensive update of the Plan emerged.

After review, staff has determined the four overarching priorities originally identified must remain paramount for the Hayward Police Department as we progress toward the future:

- 1: We must continue our efforts to *Reduce Crime and the Fear of Crime*
- 2: We must be vigilant with *Aligning Organizational Structure to Meet Service Demands*
- 3: We must stay committed to *Improving Responsiveness to Community and Employee Needs*
- 4: We must strive to *Promote Professionalism Leadership, and Organizational Excellence*

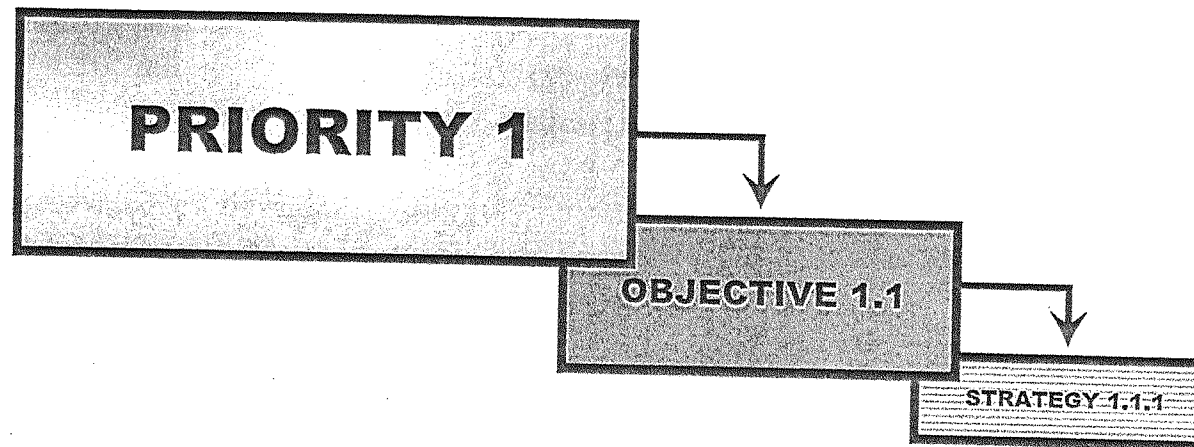
While the assessment process determined the organization's four main priorities should remain as written, the objectives and tasks that follow have been updated commensurately with changes that occurred related to community expectations of service, economic paradigms affecting the city, changes in leadership, and structural changes in the organization impacting the responsibilities and/or timelines of some of the objectives and strategies as they were originally identified.

A historical version of this plan, as originally adopted, is available as a separate document. A progress report detailing the accomplishments and dispositions of original strategies is also available as a separate document.



## 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 the Executive Team, 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	Sustain District Command to ensure highest level of community service and address neighborhood and quality of life issues.	Special Operations Captain	Ongoing	Yes
1.1.2	Encourage innovative project planning focusing on service innovations and neighborhood problem solving	Special Operations Captain	Ongoing	Yes
1.1.3	Participate in a city-wide effort to retool the Municipal Code for as a more effective problem solving and compliance tool.	Special Operations Captain	Ongoing	No
1.1.4	Continue multi-agency and multi-disciplinary strategies for dealing with problem properties (SMASH)	Special Operations Captain	Ongoing	Yes

### OBJECTIVE 1.2: INCREASE SAFETY AWARENESS AND VIOLENCE REDUCTION

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.2.1	Maintain community participation in the Volunteer Ambassador Program.	Special Operations Captain	Ongoing	No



1.2.2	Establish a safety expo that may include youth bicycle and scooter safety, motorcycle safety, and personal safety	Special Operations Captain	0-1 Years	Yes
1.2.3	Maintain the Senior Safety education program	Special Operations Captain	Ongoing	Yes
1.2.4	Expand disaster preparedness training and neighborhood self-sufficiency	Discontinued		No
1.2.5	Continue to evaluate red light photo enforcement to ensure reduction of accidents	Discontinued		No
1.2.6	Assist with deployed public camera systems to combat crime and evaluate deployment of hot spot camera placement on an as-needed basis	Special Operations Captain	Ongoing	Yes
1.2.7	Develop an online database for public access to crime data information and crime trends for public awareness	Office of the Chief	Completed	Yes

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

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.3.1	Continue focus on redirecting at-risk kids and first-time gang-related offenders in schools, as grant funding allows	Investigations Captain	Ongoing	Yes
1.3.2	Continue the Gang Intervention Program to include alternate activities for youths (e.g. PAL program, evening sports events, and work placement assistance programs)	Investigations Captain	Ongoing	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 Captain	Ongoing	Yes
1.3.4	Develop and implement a contractual agreement with the School District to increase problem solving accountability and consistency	Investigations Captain	Ongoing	Yes
1.3.5	Conduct annual training for School District administrators, teachers and safety personnel, focused on problem solving and issue identification	Investigations Captain	Ongoing	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	Office of the Chief	Ongoing	Yes
1.4.2	Ensure management participation on Hayward redevelopment committees and city regulatory commissions	Office of the Chief	Ongoing	Yes
1.4.3	Develop a process (e.g. police foundation) for businesses, corporations and foundations to directly fund new police/community programs, or directly support existing programs	Office of the Chief	Discontinue	Yes
1.4.4	Encourage police department participation in civic organizations such as the Chamber of Commerce, Rotary, nonprofit organizations, etc.	Office of the Chief	Ongoing	No

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

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.5.1	Continue to seek outside funding to support the counseling component of Youth and Family Services	Investigations Captain	Ongoing	Yes
1.5.2	Continue the Community Policing Youth Academy (annually or bi-annually)	Special Operations Captain	Ongoing	Yes
1.5.3	Maintain the alliance with Eden Area Regional Occupational Program's youth-oriented Criminal Justice program	Special Operations Captain	Ongoing	Yes

**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	Executive Team	Triennial	No
1.6.2	Review internal progress of the strategic plan implementation (x-ref: Strategy 1.6.3)	Executive Team	Annually	No
1.6.3	Conduct two-year formal customer satisfaction surveys soliciting feedback from the community about police department performance (x-ref: Strategy 1.6.2)	Office of the Chief	Annually	Yes

**OBJECTIVE 1.7: RE-EVALUATE PATROL FORCE DEPLOYMENT PLAN**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.7.1	Evaluate existing 3/12 compressed work schedule for its pro & con effects on deployment, responsiveness, communication flow and training	Patrol Captain	Ongoing	Yes
1.7.2	Periodically analyze Computer Aided Dispatch data to evaluate patrol beat structure deployment	Patrol Captain	Ongoing	Possible
1.7.3	Continue to monitor overtime usage and needs (e.g. use of flexible assets to augment patrol staffing) xref: 4.4.5	Patrol Captain	Ongoing	Yes

**OBJECTIVE 1.8: INCREASE CROSS TRAINING AMONG DISCIPLINES IN THE DEPARTMENT**

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.8.1 Continue to provide animal behavior training to Animal Care Attendants	Support Services Manager	Ongoing	Yes
1.8.2 Maintain the list of qualified employees who meet service standards in cross trained areas to fill in or supplement other job responsibilities	Support Services Manager	Ongoing	No
1.8.3 Provide cross training for administrative support personnel (Executive Team clerical)	Executive Team	Ongoing	No
1.8.4 Develop a strategy for additional staff to be media trained for both employee development as well as enhanced media relations (xref: 3.2.5)	Investigations Captain	Ongoing	Yes

**OBJECTIVE 1.9: IMPROVE REPORT WRITING PROTOCOLS TO IMPROVE EFFICIENCY AND SERVICE**

STRATEGY	ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
1.9.1 Review accumulated data from New World CAD/RMS system data to determine the amount of shift time employees devote to report writing	Patrol Captain	Ongoing	No
1.9.2 Revise the department's Report Writing Manual to reflect policy and procedure changes due to New World CAD/RMS implementation (x-ref: Strategy 2.2.3)	Patrol Captain	Ongoing	No
1.9.3 Continue to evaluate report dictation enhancements to improve reporting efficiency	Executive Team	Pending Tech	Yes

**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: REVIEW AND ADJUST ORGANIZATIONAL STRUCTURE TO MAKE BETTER USE OF RESOURCES**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
2.1.1	Conduct a comprehensive review of service delivery methodology in the Communications Center to address CAD/RMS implementation and to improve customer service	Support Services Manager	Ongoing	Yes
2.1.2	Reorganize investigative units and resources to better address succession planning and service efficiency	Investigations Captain	Ongoing	Yes
2.1.3	Develop and implement a comprehensive strategy for intelligence-led gang enforcement	Investigations Captain	Ongoing	Yes
2.1.4	Continuously evaluate the viability of gang injunctions as a gang violence reduction strategy	Investigations Captain	Discontinued	Yes
2.1.5	Develop a plan for the attrition and eventual elimination of the civil service rank of Inspectors.	Executive Team	Completed	Yes
2.1.6	Evaluate all Special units for efficiency and to align unit missions with current crime reduction strategies	Executive Team	Ongoing	Yes
2.1.7	Develop and implement a comprehensive strategy for directed traffic enforcement at high accident locations	Special Operations Captain	Ongoing	No
2.1.8	Reclassify the Accreditation Manager position from a sworn position to a civilian analyst position to make better use of personnel resources	Executive Team	Completed	Yes
2.1.9	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	Yes



## **OBJECTIVE 2.2: DEPLOY TECHNOLOGY AND EQUIPMENT TO ENSURE SAFETY AND EFFICIENCY**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
2.2.1	Create a Police Technology Services advisory group to evaluate technology needs and priorities	Executive Team	Completed	Yes
2.2.2	Fund and create a field-based report writing and citation system designed for portability and linked to internal systems	Executive Team	Completed	Yes
2.2.3	Continuously evaluate and monitor wear, tear and replacement needs of existing equipment	Executive Team	Ongoing	Yes

## **OBJECTIVE 2.3: IMPROVE POLICE FACILITIES TO KEEP PACE WITH SPACE AND COMMUNITY ACCESS NEEDS**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
2.3.1	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	Ongoing	Yes
2.3.2	Design and outfit a secondary Emergency Operations Center in current Police Headquarters Facility	Executive Team	Completed	Yes
2.3.3	Identify alternatives for expansion, relocation, or outsourcing of the police shooting range	Executive Team	Ongoing	Yes
2.3.4	Identify long-term facility options for off-site police training, hosted police training courses, and meeting space for large community academy classes	Executive Team	Ongoing	Yes

**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 data from the implementation of the New World CAD/RMS to review response times to priority calls for service, and to ensure maximum efficiency of patrol deployment	Executive Team	Ongoing	Yes
3.1.2	Update previous beat study to ensure field resources are deployed commensurately with service demands	Executive Team	Ongoing	Yes
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	Investigations Captain	Ongoing	Yes
3.1.4	Develop a protocol for dispatchers to re-contact reporting parties to inform them of delayed response times on priority 2 and 3 calls for service (e.g. after 30 minutes)	Support Services Manager	Completed	Yes

**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	Special Operations Captain	Ongoing	Yes



3.2.2	Develop 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	Completed	XX
3.2.3	Distribute an annual report to the community, containing public safety and problem solving highlights, successes and ideas of individual neighborhoods (State of the City Address)	Office of the Chief	Annually	No
3.2.4	Continue a monthly report of Hayward crime statistics	Office of the Chief	Ongoing	Yes
3.2.5	Develop a strategy for additional staff to be media trained for both employee development as well as enhanced media relations (xref: 1.8.7)	Investigations Captain	Ongoing	Yes
3.2.6	Enhance the Police Chaplaincy Program as a resource for individuals, families, and employees who seek faith-based counsel	Personnel & Training Manager	Ongoing	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 Competency Training Program	Personnel & Training Manager	Ongoing	Yes
3.3.2	Develop a core of multilingual community members to volunteer as routine translators, outreach ambassadors, or recruiters.	Special Operations Captain	Ongoing	Possible
3.3.3	Implement a strategy for patrol staff to attend specialized Critical Incident Team training to better understand the needs of Hayward's vulnerable population during police responses	Personnel & Training Manager	Ongoing	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 and Los Angeles Police Department Leadership	Personnel & Training Manager	Ongoing	Yes
4.1.2	Continue a comprehensive orientation and field training program for new supervisors	Patrol Captain	Ongoing	No
4.1.3	Continue development opportunities for mid and upper-level managers (Command College, FBI Academy, Executive Development Course, Senior Management Institute for Police [SMIP], Los Angeles Police Department Leadership, and Executive Communications)	Chief of Police	Ongoing	Yes

**OBJECTIVE 4.2: FOCUS ON EMPLOYEE COMMUNICATION SKILLS, CAREER DEVELOPMENT, AND MENTORING**

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
4.2.1	Maintain a six-month employee performance evaluation system to align with the semi-annual shift selection process	Patrol Captain	Ongoing	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	Completed	Possible
4.2.3	Focus on customer service and interpersonal communications training program for all employees	Personnel & Training Manager	Ongoing	Yes
4.2.4	Increase police employee participation in citywide training opportunities	Personnel & Training Manager	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	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	Completed	No
4.2.7	Continue and enhance coaching and training opportunities for employees aspiring promotion	Personnel & Training Manager	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	Ongoing	No

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

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
4.3.1	Plan for future staffing to support and maintain a daily or weekly internal bulletin to increase the flow of internal communication across shift, bureau and division lines	Office of the Chief	Completed	Yes
4.3.2	Establish a monthly forum for the Chief of Police and Executive Team share information and update employees on organizational progress	Office of the Chief	Completed	No
4.3.3	Maintain regular meetings among supervisory and management personnel across shift and division lines	Executive Team	Ongoing	No
4.3.4	Maintain the internal "blog" electronic bulletin board for all supervisors and managers to electronically discuss operational issues	Field Operations Captain	Completed	No
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	Ongoing	No



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

STRATEGY		ASSIGNMENT OF RESPONSIBILITY	TIME FRAME	FISCAL IMPACT
4.4.1	Prepare for recertification process with the Commission on Accreditation for Law Enforcement Agencies (CALEA)	Chief of Police	Ongoing	Yes
4.4.2	Complete and pass a formal audit of the Property & Evidence Bureau, performed by the Commission on Peace Officers Standards and Training	Support Services Manager	Completed	No
4.4.3	Study current data regarding use of overtime throughout the organization, and develop strategies geared to reduce overtime usage (xref: 1.7.3)	Chief of Police	Ongoing	Yes

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## ACKNOWLEDGMENTS – FOR ORIGINAL PLAN DEVELOPEMENT

### MISSION STATEMENT & STRATEGY DEVELOPMENT COMMITTEE

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

### STAFFING STUDY

Retired Captain Phil Ribera

### COMMAND STAFF OVERSIGHT

Captain Darryl McAllister  
Captain Bob Palermini  
Retired Captain Phil Ribera  
Retired Support Services Mgr. 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  
Fax: 650-965-3668  
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

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



## FEBRUARY 2017 EXECUTIVE TEAM REVIEW

EXECUTIVE TEAM
Chief Mark Koller Captain Jason Martinez Captain Bryan Matthews Acting Captain Darin Nishimoto Support Services Manager Jeannie Quan

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