

# **Strategic Plan Implementation Progress**



**JANUARY 27, 2009**

- The Strategic Plan was adopted by Council one year ago (October 7, 2008).
- The Plan serves as our roadmap to provide the best service and to achieve the highest standards of policing.
- The Plan is subject to constant updating as a living document.

# ALL IMPLEMENTATION EFFORTS ARE OUTLINED IN FOUR STRATEGIC PRIORITIES

- 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*

## **PRIORITY 1:**

# **REDUCE CRIME AND THE FEAR OF CRIME**

- ✓ **ESTABLISHED NEW CRIME ANALYSIS UNIT**
- ✓ **CONTINUED MULTI-AGENCY STRATEGIES (SMASH)**
- ✓ **CREATED MULTI-HOUSING PROGRAM**
- ✓ **ADOPTED ADMINISTRATIVE CITATION PROGRAM**
- ✓ **PROVIDED SAFETY AWARENESS PRESENTATIONS**
  - *SENIOR SAFETY; CHILD SAFETY; GANG AWARENESS*
  - *IDENTITY THEFT / ELDER ABUSE*
- ✓ **COMMENCED RED LIGHT PHOTO ENFORCEMENT**

## **PRIORITY 1:**

## **REDUCE CRIME AND THE FEAR OF CRIME**

- ✓ **BROKERED A PROBLEM STUDENT ACCOUNTABILITY AGREEMENT WITH HUSD**
- ✓ **PROVIDED CROSS TRAINING FOR SCHOOL DISTRICT AND POLICE PERSONNEL**
- ✓ **PROVIDED GANG INTERVENTION & AWARENESS TRAINING**
- ✓ **COLLABORATED WITH HUSD ON GANG INTERVENTION GRANT**
- ✓ **STRENGTHENING CITY ORDINANCE REGARDING CURFEW & TRUANCY**

## **PRIORITY 1:**

# **REDUCE CRIME AND THE FEAR OF CRIME**

- ✓ **PARTICIPATE IN A RESTORATIVE JUSTICE INITIATIVE**
- ✓ **INCREASED EMPLOYEE PARTICIPATION IN CBO'S, COMMISSIONS, AND CIVIC ORGANIZATIONS**
- ✓ **CONDUCTING ANNUAL REVIEW OF STRATEGIC PLAN PROGRESS**
- ✓ **COMPLETED ANNUAL REVIEW OF SPECIAL UNITS**
- ✓ **ADOPTED MANAGEMENT ACHIEVEMENT PLANS**
- ✓ **CREATED SUB-BEATS FOR NEIGHBORHOOD FOCUS**

**PRIORITY 1:**

**REDUCE CRIME AND THE FEAR OF CRIME**

- ✓ **EVALUATING 3/12 COMPRESSED WORK SCHEDULE**
- ✓ **EXPANDED INVOLVEMENT IN SMASH OPERATIONS**
- ✓ **INVOLVING BEAT OFFICERS IN GANG AWARENESS TRAINING**
- ✓ **ENHANCED ONLINE REPORTING SERVICES**

# **2009 POSITIVE CRIME REDUCTION OUTCOMES:**

- ~ OVERALL PART 1 CRIME IS DOWN ~**
- ~ OVERALL VIOLENT CRIMES ARE DOWN ~**
- ~ SCHOOL SITE VIOLENCE IS DOWN ~**

# IN 2009, CRIME IN HAYWARD WAS DOWN IN ALL BUT TWO MAJOR CRIME CATEGORIES:

**MURDER**

NO CHANGE

**0%**

7 each year

**RAPE**

DOWN

**57%**

**ROBBERY**

DOWN

**17%**

**MAJOR  
ASSAULT**

DOWN

**13%**

**BURGLARY**

DOWN

**2%**

(see footnote)

**ARSON**

DOWN

**25%**

**GRAND  
THEFT**

DOWN

**2%**

**AUTO  
THEFT**

UP

**5%**

OVERALL BURGLARY DOWN 2%, but Non-Residential Burglary is up 3%. Auto Burglary (not considered Part 1) is up 7%

**PRIORITY 2:**

**ALIGN ORGANIZATIONAL STRUCTURE TO  
MEET SERVICE DEMANDS**

- ✓ **COMPLETED POLICE DEPARTMENT REORGANIZATION**
- ✓ **AWARDED COPS RECOVERY FUNDS (9 OFFICERS, \$4-MIL)**
- ✓ **CREATED DISTRICT POLICING CONCEPT; DISTRICT OFFICES**
- ✓ **REPLACING COMPUTER AIDED DISPATCH & RECORDS MANAGEMENT SYSTEM (NEW WORLD)**
- ✓ **ESTABLISHING EQUIPMENT REPLACEMENT PLANS**
- ✓ **CONDUCTED A POLICE FACILITY SPACE NEEDS ASSESSMENT (73M)**

**PRIORITY 3:**

**IMPROVE RESPONSIVENESS TO  
COMMUNITY AND EMPLOYEE NEEDS**

- ✓ **IMPROVED RESPONSE TO PUBLIC RECORDS REQUESTS**
- ✓ **DEVELOPING PROTOCOL FOR DISPATCHERS TO RE-CONTACT REPORTING PARTIES**
- ✓ **INCREASED NUMBER OF NEIGHBORHOOD MEETINGS**
- ✓ **ENHANCED CONTENT OF COMMUNITY ACADEMY (ENGLISH & SPANISH)**
- ✓ **ESTABLISHED A NEW BUSINESS ACADEMY**

**PRIORITY 4:**

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

- ✓ **ENTERED THE ACCREDITATION PROCESS**
- ✓ **DEVELOPING SENIOR MANAGERS (COMMAND COLLEGE; FBI ACADEMY; EXECUTIVE DEVELOPMENT)**
- ✓ **SERGEANTS AND CIVILIAN SUPERVISORS ATTEND LEADERSHIP TRAINING (SUPERVISORY LEADERSHIP INSTITUTE; LEADERSHIP HAYWARD)**
- ✓ **IMPROVED CONSISTENCY WITH PERFORMANCE EVALUATIONS (MAPS FOR MANAGERS; ALL EMPLOYEES ON TIME)**
- ✓ **CONDUCTED PROPERTY / EVIDENCE RESTRUCTURE & STATE AUDIT**

# KEY STRATEGIES NOT YET UNDERWAY

- **UNABLE INCREASE SRO PROGRAM STAFFING TO COVER ELEMENTARY SCHOOLS** (FUNDING)
- **NOT YET ABLE TO INCREASE THE NUMBER OF COMMUNITY YOUTH ACADEMIES** (STAFFING)
- **NO FUNDING TO CREATE NEW JUVENILE DIVERSION PROGRAMS** (ANGER MGMT, INCORRIGIBLENESS, TRUANCY)
- **UNABLE TO FUND A PROGRAM TO REDUCE DOMESTIC VIOLENCE RECIDIVISM**

# KEY STRATEGIES NOT YET UNDERWAY

- **UNSUCCESSFUL IN GRANT APPLICATION TO INCREASE CIVILIAN SUPPORT STAFFING** (DISPATCHERS, CRIME SCENE TECHS, CSOs)
- **UNABLE TO IMPLEMENT A DIGITAL REMOTE FIELD-BASED REPORTING AND CITATION SYSTEM**
- **UNABLE TO RENEW A COMPREHENSIVE CULTURAL AWARENESS TRAINING PROGRAM** (FUNDING & STAFFING)
- **UNABLE TO EXPAND THE ANNUAL POLICE DEPARTMENT OPEN HOUSE** (FUNDING)

# NEXT STEPS

- **Continue to work through the budget crisis**
- **Improve our information systems for better service delivery**
- **Continue to build and improve working relationships with neighborhoods and schools**
- **Continue with accreditation**
- **Follow the Strategic Plan!**



**“2008 AND BEYOND”**