



DATE: June 4, 2019
TO: Mayor and City Council
FROM: Chief of Police
SUBJECT: Hayward Police Department 2018 Year-End Report

RECOMMENDATION

That the Council receives the Hayward Police Department's 2018 year-end report and provides feedback.

SUMMARY

This report serves as a highlight of the actions and accomplishments of the Hayward Police Department during 2018 and an overview of changes and strategies for 2019.

BACKGROUND

HPD successfully completed its second annual CALEA compliance review in April 2019 with no adverse findings. The Commission on Accreditation for Law Enforcement Agencies (CALEA) restructured its compliance process in 2017. Prior to 2017, CALEA-accredited agencies had triennial reviews of their CALEA files, plus an onsite assessment by outside assessors. As of 2017, CALEA mandates an annual compliance review of twenty-five percent of agency files by an external assessor, plus an onsite assessment every fourth year. The onsite assessment includes a skilled law enforcement team of outside assessors, as well as interviews of sworn and professional staff, community members, and neighboring law enforcement agencies.

The Hayward Police Department received its most recent onsite reaccreditation award in March 2017. Notably, our Department was reaccredited by CALEA "with excellence," a recognition that the Hayward Police Department performs above and beyond the rigorous requirements for CALEA accreditation. The Department continuously strives to excel in CALEA accreditation. HPD's ongoing compliance with CALEA standards provides the Department and the community with an assurance of law enforcement excellence in the City of Hayward, measured by the international gold standard of law enforcement.

DISCUSSION

Crime and Call Statistics

In 2018, there were 126,442 police calls for service, which include dispatched and officer self-initiated calls. This is a slight decrease from 2017. The overall call volume into the City of Hayward Dispatch Center decreased as well. One reason why the Department is seeing a decrease in calls into the call center can be attributed to the ease and ability of people to notify the City and the Police Department about issues such as graffiti and abandoned vehicles through the Access Hayward application. The call center is still maintaining a high level of service to the community with 97.21% of calls answered in less than 10 seconds.

Time	# of Calls	Percent
0-10 Seconds	66,474	97.21%
11-15 Seconds	1,537	2.25%
16-20 Seconds	245	0.36%
21 + Seconds	124	0.19%

In reported Part 1 crimes, the City saw an increase in violent crime reported by 18% and a decrease in property crime by 5%. The volume of the decrease in property crimes was enough to lower the City's Part 1 crimes overall by almost 3%. This year was the lowest number of homicides in at least 10 years of recordkeeping. There was an increase in our number of reported rapes. In looking at the reports, staff can attribute some of the increase to the growing significance of the "Me Too" movement. Women feel more comfortable reporting sexual assault both present and past. Additionally, in 87% of the reported rape cases in 2018, the offender and victim had some form an established relationship. The reported robberies also saw an increase over last year. Reported robberies historically ebb and flow year to year in Hayward. 2018 ended up being on the higher side. There were several series of robberies that involved cases throughout the Bay Area including Hayward. The Criminal Investigations Bureau was a major contributing factor in clearing several of these cases and arresting the suspects. More details on these will be addressed later in this report.

Residential Burglary has continued to see year over year decreases in reported cases. Commercial Burglary has had more of a variable reporting pattern with 2018 being a year of increases. Even with increasing Patrol and K9 presence in the targeted areas, the industrial and commercial areas essentially shut down in the evenings and weekends, which make them a prime target. As long as people continue to leave high-value items in their vehicles, the City will continue to see an increase in thefts from vehicle. Hayward is not alone in this trend. It is a crime of high reward with little effort or risk for criminals. Motor Vehicle Theft saw a significant decrease over 2017 and is the lowest number of reported thefts in over five years.

This could be attributed to the number of newer vehicles on the road with better security systems. Almost 80% of the stolen vehicles were 10 years old or older.

	Jan 2017 to Dec 2017	Jan 2018 to Dec 2018	# Change	% Change
MURDER	5	3	-2	-40.00%
FORCIBLE RAPE	70	85	15	21.43%
ROBBERY	306	364	58	18.95%
AGGRAVATED ASSAULT	182	217	35	19.23%
VIOLENT CRIME TOTAL	563	669	106	18.83%
TOTAL BURGLARY	482	545	63	13.07%
Residential Burglary	220	199	-21	-9.55%
Non-Residential Burglary	264	346	82	31.06%
LARCENY	2740	2849	109	3.98%
Larceny From Vehicle	1341	1500	159	11.86%
MOTOR VEHICLE THEFT	1801	1376	-425	-23.60%
ARSON	37	21	-16	-43.24%
PROPERTY CRIME TOTAL	5060	4791	-269	-5.32%
TOTAL PART 1	5623	5460	-163	-2.90%
Auto Burglary totals are included in Larceny.				
Domestic Violence	599	556	-43	-7.18%
Hate Crimes	4	4	0	0.00%
DV and Hate Crimes, depending on crime type, may or may not be included in Part 1				

While there was an increase in the number of reported robberies this year over last year, several of those cases were related to each other. Numerous crime series in 2018 were solved and resulted in arrests. A few examples of those are detailed below.

During the month of December, two suspects committed 24 armed robberies in Hayward (9 total), Fremont, Union City, Castro Valley, and San Leandro. The businesses were primarily gas stations and convenience stores. The suspects were arrested after committing an armed robbery in Union City. The suspects were linked to the Hayward robberies primarily from video evidence. However, there is still evidence that needs to be processed and the case is still being actively worked by the detective bureau.

From March through July, a suspect robbed approximately 20 locations including gas stations, convenience stores, and banks throughout the Bay Area. Five of those cases were in Hayward. Detective Matt McMahon disseminated a BOLF (Be On the Lookout For) with the suspect's picture acquired from CCTV in the businesses to law enforcement partners. The suspect's parole officer saw the BOLF and positively identified him. The suspect was arrested in July by

the Alameda County Sheriff's Office (ACSO). Detective McMahon questioned the suspect and got a confession.

A crime trend that was heavy in 2017 and carried into early 2018 was laptop thefts from coffee shops. There was a group of four juveniles committing several of these crimes in the southern part of Hayward toward the beginning of the year. The suspects were identified and arrested by detectives. The number of reported laptop theft cases has decreased over the course of the year.

Training

The Hayward Police Department not only meets the California Police Officer Standards and Training (POST) continued professional training standards for both sworn and professional staff, but consistently exceeds the annual required training.

POST mandated training falls into three basic categories: Perishable Skills/Communications; Continued Professional Training; and Legally Mandated Training.

Perishable Skills/Communications Training

Perishable Skills/Communications training requires a minimum of 12 hours of training in a 2-year period. Four hours in each of the following topics complete the 12-hour requirement:

- Arrest and Control
- Driver Training or Simulator
- Tactical Firearms or Simulator
- An additional two hours in either tactical or interpersonal communications complete the Communications portion of that category.

The chart below depicts the required POST training and the training that Hayward Police Department conducted in the two-year time frame 2017 and 2018 per sworn officer.

Training Category	POST Mandated Training	Hayward Police Department Training
Arrest and Control	4 Hours	25 Hours
Driver Training/Awareness or Driving Simulator	4 Hours	20 Hours
Tactical Firearms or Force Options Simulator	4 Hours	31 Hours
Communications	2 hours	13 Hours
Total	12 hours	

Continued Professional Training

Continued Professional Training is required for every peace officer, dispatcher, and dispatch supervisor. A total of 24 hours or more of training is required every two years. This training can be fulfilled through training videos on the POST learning portal, on-site training, as well as off-site training.

Hayward Police Department employees, both sworn and professional staff, exemplify the meaning of “Continued Professional Training” as demonstrated by the numerous and various trainings they request to attend. In 2018, the Hayward Police Department sent almost 400 sworn and professional staff to 204 continued professional training classes totaling over 12,200 hours and costing approximately \$274,000. In quantifying these numbers, the Department split the type of continued professional training into two main categories: Discretionary and POST-Mandated. Discretionary training is up to the individual to seek out and request. POST-Mandated training is the training required by POST for every sworn officer or dispatcher upon promotion or acceptance of a special assignment. The classes were also categorized into four sub-categories as well to better demonstrate the various training that employees request to attend to improve themselves and the Department.

Below is a breakdown of the Continued Professional Training number of attendees, hours, and dollars spent in 2018; all of which far exceed the minimum POST mandated 24 hours of training every 2 years.

Classification of Classes	Discretionary	POST Mandated	Total Attendees
Professional Development	120	NA	120
Technical Skills	156	NA	156
Promotion/Assignment	NA	108	108
Update	NA	15	15
Total	276	123	399

Classification of Classes	Discretionary	POST Mandated	Total Hours
Professional Development	3,518	NA	3,518
Technical Skills	3,307	NA	3,307
Promotion/Assignment	NA	5,111	5,111
Update	NA	285	285
Total	6,825	5,396	12,221

Classification of Classes	Discretionary	POST Mandated	Total Dollars
Professional Development	\$106,541	NA	\$106,541
Technical Skills	\$67,143	NA	\$67,143
Promotion/Assignment	NA	\$93,915	\$93,915
Update	NA	\$6,659	\$6,659
Total	\$173,684	\$100,574	\$274,258

Legally Mandated Training

Additional Legally Mandated Trainings include:

- Domestic Violence Updated training – 2 hours every 2 years
- First Aid/CPR/AED Refresher training – 8 hours every 2 years
- High Speed Vehicle Pursuit training – 1 hour annually
- Racial and Cultural Diversity Update training – 2 hours every 5 years

The chart below depicts the required POST training and the training that Hayward Police Department conducted in the two-year time frame 2017 and 2018 to meet the additional legally mandated trainings.

Training Category	POST Mandated Training	Hayward Police Department Training
Domestic Violence Update	2 Hours every 2 years	2 Hours every 2 years
First Aid/CPR/AED Refresher	8 Hours every 2 years	10 Hours every 2 years
High Speed Vehicle Pursuit	1 Hour Annually	Included in 10-hour Annual Driver Training
Racial and Cultural Diversity Update	2 hours every 5 Years	10 Hours every 2 years

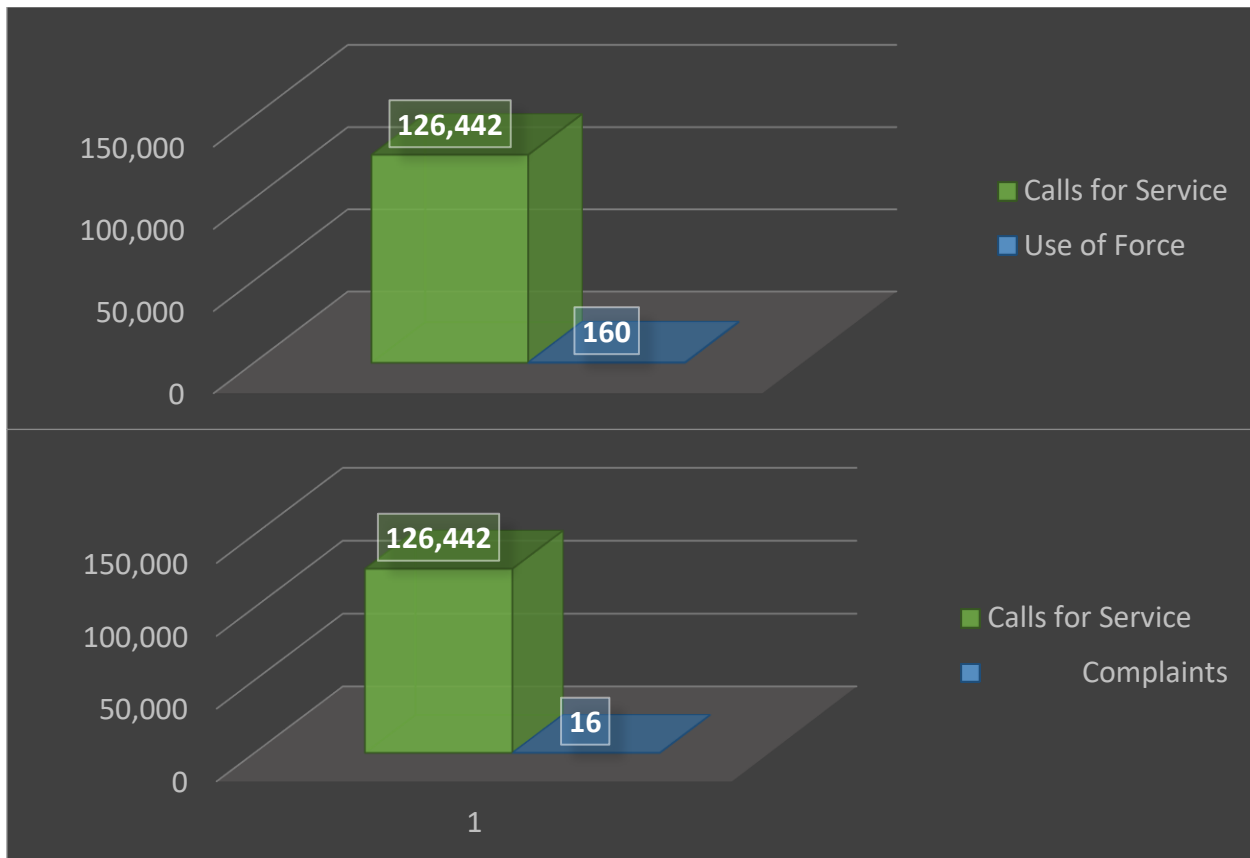
In 2017, the Police Department mandated all personnel, both sworn and professional, to attend an 8-hour Crisis Intervention Training (CIT) training. The course introduced students to the stigma associated with mental illness, intellectual disabilities, and substance abuse disorders. They were taught how to reduce the stigma associated with these issues by dispelling negative stereotypes, showing respect, and treating all people with dignity. The course covered identifying persons with these disorders and how to de-escalate conflict in a variety of situations. In 2018, the foundational elements of CIT training, including de-escalation and conflict resolution, were incorporated into all quarterly mandated sworn training. These included simulators and acted scenarios involving case studies of violent and

unfolding incidents where varying levels of force/response are needed. In 2017, sworn officers were also trained in ICAT (Integrating Communications, Assessment, and Tactics). The goal of ICAT is to enhance officer safety and the safety of the public by providing officers with more options and additional tactical and communication skills to safely and effectively manage critical situations and resolve conflicts peacefully whenever possible. Tactical communication skills taught include detailed instruction on communicating with people who are agitated and initially not complying with officers. Active listening and non-verbal communication skills are taught to help them manage various situations and gain voluntary compliance. Officers went through eight hours of ICAT training that included modules that addressed crisis recognition and response, tactical communications, and operations safety tactics. There is an update of ICAT training scheduled to be held later in 2019. In March 2018, "Principled Policing" was taught to all sworn personnel. Principled Policing now encompasses topics and content previously referred to as "Racial Profiling", "Biased Based policing" and "Implicit Bias." This training covered topics from procedural justice, to implicit bias and goals in policing to providing a historical perspective of police and the generational effects on communities.

The Alameda County Behavioral Health Care Services Administration and the Oakland Police Department jointly facilitate a 40-hour Crisis Intervention Training. They offer this training to all agencies in the county (not just police agencies). Due to the authorized size of the class and nature of the training, they limit the number of seat reservations to two per agency/class and there is one class per month. The cost estimated to send one student is approximately \$3,500 (including the class, food allowance, mileage, and overtime backfill). Assuming the Department can get two students in each class for the foreseeable future and they continue to hold the class 12 times per year, an additional \$84,000 will need to be allocated annually to send 24 students per year. At the rate of attrition currently being seen in the police department, there is no ability to forecast a possible timeline to have the entire police department trained through this provider. Prior to contracting with ACSO to have them teach Crisis Intervention Training to our entire department in September of 2017, we sent 19 students through AC BHCS/OPD class from 2011 to 2017.

Use of Force

The Internal Affairs Office tracks use of force data for the Department. Reportable use of force is defined in the Hayward Police Department Policy Manual and includes incidents when any application of force caused a visible injury or complaint of pain, or when an impact weapon is used or control device (Taser) is applied or displayed. Below are two charts that show the number of reported uses of force and resident complaints compared to the Department's total calls for service. In 2018, 0.1% of all calls for service resulted in a use of force. Calls for service do not account for all person contacts with the police department. Multiple people can be at a location or in a vehicle where an officer is dispatched and has contact.



Youth and Family Services Bureau (YFSB)

The Youth and Family Services Bureau was awarded a total of \$1,548,301 in non-General Fund funding in 2018 to support the Bureau’s overarching strategy of reducing and preventing juvenile involvement in the justice system by providing services that encourage success and increase access to positive opportunities and support. Crisis intervention, counseling, case management and diversion services were offered as part of the in-house Delinquency Prevention Network counseling program for youth on probation or at high risk of becoming involved with the juvenile justice system. Additionally, YFSB counselors provided school based behavioral health services on site at 10 school sites throughout Hayward. School based services include both individual and group counseling, as well as parent and teacher support and whole school interventions that promote a positive school climate and create environments where students are able to learn and thrive. Combined, YFSB programs served 1,282 youth and families and 186 school staff members. For cases closed in FY18, 92% of youth who received individual, family, or group counseling services, were successful at preventing arrest or re-arrest 6 months following the completion of services.

The Junior Giants Program was again a success. There were a total of 635 players in the summer of 2018. The league was assigned an “exemplary” status in the annual Program Evaluation completed by Cal Poly State University, based on youth, parent, and coach surveys. In addition to having a fun and activity-filled program, the Four Bases of Character

Development (Confidence, Integrity, Leadership, and Teamwork) were championed. In the post program surveys provided to parents, they reported at least an 89% positive change in their children in all four areas of the program.

The 6 School Resource Officers taught the GREAT (Gang Resistance Education Awareness Training) to 6 classes of 6th graders. Approximately 200 students were trained in this program. The Youth Commission was another project that the SROs participated in. The students in the group decided, with SRO input, to put together school assemblies with the Police Department to educate students about police procedures and how students should respond if contacted by police.

In 2018, the Explorer Program had 12 explorers and 9 candidates. They participated in a total of 21 events citywide. There were six traffic DUI checkpoints where the Explorers assisted HPD's Traffic Unit with distributing brochures, completing tow sheets, and completing the record-keeping. The Explorers participated in three Downtown Summer Street Parties where they wore the McGruff costume and passed out HPD stickers to children. Other events they participated in include "Science in the Park", Jr. Giants, various POA events, Chabot College MLK Jr. Celebration, and a HPD tobacco decoy operation.

YFSB is expanding in 2019 to include new personnel as well as programs. There will be two new Lead Program Assistants/Service Coordinator positions in YFSB to assist with the growing caseload. There are also plans for new programs to include Diversion, Restorative Justice (a new collaboration with Juvenile Hall to provide onsite services to youth in custody), and Life Skills. Between 30 – 45 new youth will be served annually with each of these three new programs.

District Command

District Command had another year packed with community events and information sharing. There were eight "Coffee with Cops" events that had over 275 attendees from the community. In addition to the Spanish and Community Academies, this year District Command hosted a Block Captain Academy that trained 13 new Block Captains. Continuing the tradition to provide Halloween costumes and toys during the holiday season, the Halloween Costume Giveaway had about 100 attendees and the Holiday Toy Drive serviced over 120 families. Neighborhood Alert and Business Watch Meetings were also well attended by the community throughout the year. The Youth Summit at Chabot College was a successful event with at least 500 high school and college participants.

The Homeless Liaison Officer assigned to District Command collaborated with mental health professionals and service providers to provide shelter, medical, and mental health referrals. The officer also worked with City staff to abate hazardous transient encampments. In 2018, over 120 transient camps were abated through this partnership.

Looking forward into 2019, District Command purchased four new Zero electric motorcycles. They will be used for Downtown and off-road operations. Additionally, District Command has deployed a Crime Prevention Through Environmental Design (CPTED) program and is

working with the City’s Planning Division to implement it. The Police Department provides input on projects and makes recommendations for designs that will reduce opportunities for crime to occur while encouraging positive environmental usage.

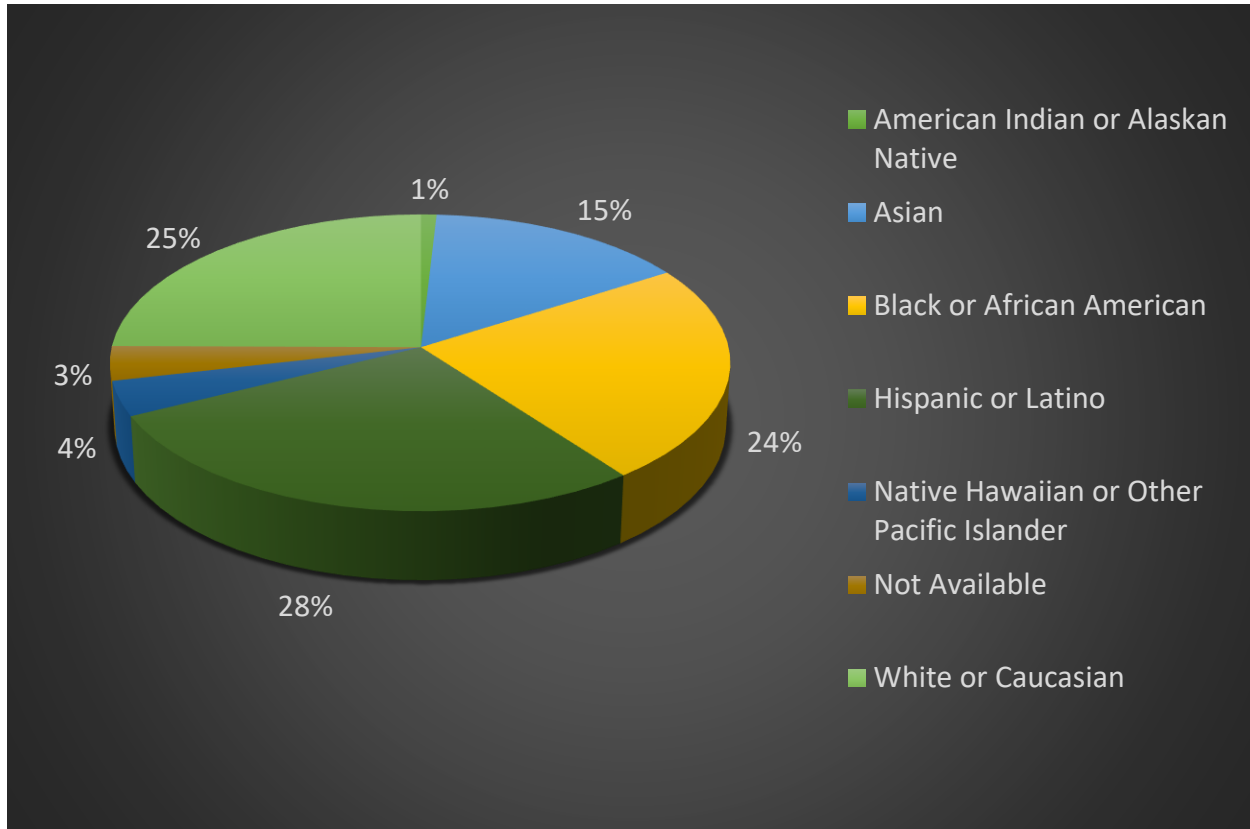
Recruitment

In the 2018 calendar year (January – December 2018), the Police Department hired 15 sworn staff and 16 professional staff. There were four sworn staff promoted and one professional staff promoted. Nationwide, interest in becoming a police officer is down significantly. Police departments all over the country are seeing service and medical retirements and are not able to fill open positions fast enough. The Hayward Police Department is in the same position. In May 2018, the Police Department contracted with EPIC recruiting out of Scottsdale, Arizona. They are a professional law enforcement recruiting company. The contract includes: production of professional online videos and photography; design and maintenance of a recruitment website; digital marketing and analytics; and the creation of recruitment-specific social media platforms. There has already been a positive impact from the resources placed on recruitment. See the charts below.

Comparison of Sworn and Professional Staff Applications Received

Position	2017	2018	Changes
Sworn Positions Total	478	1,732	262% increase
Sworn Female	57	350	514% increase
Sworn People of Color	323	1,199	271% increase
Sworn No Response	14	35	150% increase
Professional Staff	N/A	2,350	N/A

Sworn and Professional Staff Applications Received - 2018



Hiring qualified candidates remains a challenge and diversifying the Police Department remains a priority. Recruitment is the primary means of impacting diversity within the organization, and based upon recent recruiting efforts, there has been an increase in applications received from a diverse pool of candidates. It is important to note that, while the number of applications has increased, the Police Department processes applications with no knowledge of a candidate's background, race, ethnicity, sexual orientation, gender, or age. In fact, knowledge of this information at the onset of the hiring process would be illegal.

Additionally, there are multiple phases of the hiring process. The outcome of these hiring phases is outside of the control of the Police Department. For example, a candidate's successful completion of an extensive background investigation, polygraph examination, psychological examination, and medical examination have nothing to do with the candidate's demographics or the Police Department. Successful completion of each hiring phase rests entirely with the individual candidate. As part of its recruitment plan, the Police Department intends to develop strategies for preparing candidates for the overall hiring process, which may include holding instructional sessions and/or specific orientations. Participation would be voluntary and up to each individual candidate.

At a recent Council meeting, Council Member Wahab requested information regarding retention statistics for the Police Department. The chart below was prepared by Human

Resources staff and shows these statistics for sworn staff (police officers) over the past five fiscal years. This data demonstrates that the retention of sworn staff within the department has been fairly consistent over this period and shows the challenge of hiring enough officers annually to replace those who retire or resign. FY2019 retention was just slightly better than the five-year average. Attachment II provides more detailed retention information.

FY2014-FY2019 Sworn Officer Retention Data

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	5 + yrs Average
Total (Prior FY)	178	183	180	183	190	178	182
Hired Current FY	26	15	13	15	9	15	15.5
Separated Current FY	21	18	10	8	21	15	15.5
Total (Current FY)	183	180	183	190	178	178	182
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	5 + yrs Average
HPOA Employee Average	180.5	181.5	181.5	186.5	184	178	182
HPOA Turnover Rate	12%	10%	6%	4%	11%	8%	9%
Retention Rate	88%	90%	94%	96%	89%	92%	91%

Conclusion

To further enhance the goal of positive police department and community relations, the Department has been working closely with the City Manager’s Office to finalize the formation of the Police Community Advisory Panel that was recommended by the Community Task Force that developed the Commitment for an Inclusive, Equitable, and Compassionate Community (CIECC). As a reminder, the formation of the Community Advisory Panel came after almost two years of engagement with members of the Community Task Force, which included a robust dialogue around the role and scope of any Police Department advisory panel. The Council received and discussed an update on the implementation of the CIECC at the January 15, 2019 Council meeting¹. Attachment II to that report included the finalized roles and responsibilities document for the Community Advisory Panel that was developed jointly with the Police/Community Relations Sub-committee of the Task Force. A selection process for the panel that included the Mayor, Police Chief, and City Manager recently concluded and the panel membership was announced this week.

When staffing permits, a new full time PIO position has been created within the Police Department. The officer will have the responsibility to manage all public relations and community outreach activities for the Department. The PIO will be the primary contact for information requested by the public and media. Additionally, the Criminal Investigations and Special Investigations Bureaus will be making some organizational changes to better implement an intelligence-led policing model. Personnel from the Special Duty Investigation Unit, Vice/Alcohol Compliance Unit, and the Crime Analysis Unit will combine to become a single Vice-Intelligence Unit. This consolidation will create a unit that is better adept at

¹ **January 15, 2019 Work Session Report:**
<https://hayward.legistar.com/LegislationDetail.aspx?ID=3834332&GUID=36B7588D-821E-44B7-AA09-04BB91573FC4>

evaluating crime trends and issues and identifying groups of offenders. Consequently, the department will create strategies and allocate resources aimed to reduce, prevent, and ideally eliminate specific crime issues.

ECONOMIC IMPACT

There is no economic impact on the community as a result of this report.

FISCAL IMPACT

There is no fiscal impact associated with the review of this report.

STRATEGIC INITIATIVES

This agenda item is a routine operational item and does not relate to one of the Council's Strategic Initiatives.

Prepared by: Lesley Hayes, Sr. Crime and Intelligence Analyst

Recommended by: Mark Koller, Chief of Police

Approved by:



Kelly McAdoo, City Manager