



DATE: February 27, 2018
TO: Mayor and City Council
FROM: Chief of Police
SUBJECT: Hayward Police Department 2017 Year-end Report

RECOMMENDATION

That the Council receives the Hayward Police Department's 2017 year-end report and provides feedback.

BACKGROUND AND DISCUSSION

2017 was a year of uncertainty and perseverance for the Hayward Police Department. Due to the permanent selection for chief not being made until July, various command and leadership roles were held on an interim basis. The year also saw the passing of legalized adult use cannabis and a high degree of uncertainty relating to Federal immigration policy.

Crime Statistics - 2017

During the 2017 calendar year, the Hayward Police Department Communications Center processed 131,671 calls for service, which also included officer initiated activity. Hayward ended 2017 with less violent crime than in 2016 and an increase in property crime. This trend is being seen in several cities around the Bay Area. Hayward had a reduction of over 10% in violent crime and an increase of about 9% in property crime over 2016. The chart below provides the details on the Part 1 crimes in 2017 compared to 2016.

Part 1 Offenses	2016	2017	% Change
MURDER	13	5	-61.54%
FORCIBLE RAPE	66	70	6.06%
ROBBERY	348	306	-12.07%
AGGRAVATED ASSAULT	204	182	-10.78%
VIOLENT CRIME TOTAL	631	563	-10.78%
TOTAL BURGLARY	707	482	-31.82%
Residential Burglary	312	220	-29.49%
Non-Residential Burglary	385	264	-31.43%
LARCENY	2308	2740	18.72%
Larceny From Vehicle	1158	1341	15.80%
MOTOR VEHICLE THEFT	1626	1801	10.76%
ARSON	20	37	85.00%
PROPERTY CRIME TOTAL	4661	5060	8.56%
TOTAL PART 1	5292	5623	6.25%

Auto Burglary totals are included in Larceny.

A trend that was seen in 2017 across the Bay Area was the theft of laptops while victims were working on them at coffee shops. Practically no city has been spared this crime of opportunity. Most offenders of this type of crime are juveniles and the risk versus reward is so low that it spread like wildfire. The Department was able to make some arrests within the City for a few of these crimes during the year and hopefully there will be a decrease in the prevalence in 2018 around the Bay Area. Prevention and creating a deterrence is a way that the community can get involved to stop this crime. Laptop locks are one deterrent method that could help stop this wave of thefts going forward into 2018. The Department looks forward to exploring this option as well as other target hardening options with community partners in the coming year.

Some other trends being seen across the Bay Area were an increase in property crimes, specifically auto burglaries and package thefts. These are other crimes of opportunity with minimal risk vs. high reward. When victims leave high dollar items such as smart phones and tablets in their vehicles, a criminal just needs to smash the window, grab the device and flee quickly. These items are very easy to trade for cash. Additionally, packages left on a porch with no one to monitor them are an easy target. Having a package delivered to a location like an office, where someone can sign for it, or a locked package locker is a way to deter these crimes.

To combat a rise in auto theft, the Hayward Police Department temporarily reassigned an additional investigator to focus solely on this increase. Over a four-month period, this investigator was able to collaborate with allied agencies and identify various patterns related

to these thefts. As a result, the City of Hayward experienced an 11% reduction in auto theft between the beginning of the year and the time the investigator was assigned.

As 2016 ended, Hayward was recovering from an unprecedented spike in gang related violence, including a series of homicides. To combat this increase, the department launched Operation Winter Storm. Winter Storm was a collaborative effort between several units within the Criminal Investigations Bureau of the Police Department. The Special Duty Investigations Unit obtained authorization for a state wiretap investigation against the East Las Palmas (ELP) criminal street gang on January 21, 2017. At the conclusion of the operation on March 9, 2017, eight ELP gang members were arrested for crimes ranging from homicide, to aggravated assault with a firearm, to robbery. Additionally, all suspects were charged with gang enhancements and face life exposure. A total of 11 firearms were recovered from the operation. Four crime events were also deterred by the involvement of the wiretap. The first was a planned homicide that was prevented and two handguns that were recovered during the stop. Six subjects were charged with conspiracy to commit murder for this incident. The second was a robbery that was planned to occur during an illegal gun sale. HPD and Alameda County Sheriff officers flooded the area with marked units and the suspects were deterred. No crime was committed. Two suspects were later charged for their participation in the conspiracy. The third prevented crime was a murder. The plan was to enter a crowded bar and shoot to kill the victim. The order to commit the murder came from gang members in a state prison facility. This plan, had it been carried out, would have created several unintended victims due to the bar being very full that evening. The last crime was another planned murder. The main suspect in Operation Winter Storm was shot multiple times in front of his residence. The suspect was admitted to the hospital due to his injuries, and from the hospital, orchestrated the retaliation murder of the person who shot him. Four suspects followed his directions and were on their way to commit the retaliation murder when HPD intercepted them and arrested them in possession of three handguns.

Since the end of Operation Winter Storm, on March 9, 2017, there have been four homicides in the City, for a total of five for the year. This is a significant decrease from 2016, when there were 13 homicides in the City. For the five homicides that occurred this year, none of them can be attributed to gang violence.

In addition to the homicide reduction, the City has also seen a reduction in firearm related crimes. The Special Duty Unit and Special Duty Investigations Unit continue to work together conducting regular monitoring and enforcement of gang members and crime. The units have seen a reduction in violent gang crimes as well. It is fair to say that targeting known gang members in a coordinated investigation was successful. It not only reduced homicides, but overall gang violence as well. It took key players off the streets and put those on notice who would like to take their place, that the Hayward Police Department is watching and will take measures necessary to stop the violence.

2017 Department Goals

For 2017, the Department created four goals to achieve in the coming years: 1) Personnel Diversity; 2) Employee Satisfaction and Engagement; 3) Community Trust and Transparency;

and 4) Create Efficiencies and Utilize Technology. First and foremost, we will staff the Department with qualified people and continue recruitment efforts to create a diversified police department reflective of our diverse community. Second, we will create an environment where employees are satisfied and engaged in their respective roles and motivated to push the department forward. Third, we will work with the community to build trust and show transparency in the Department's commitment to serve the citizens of Hayward. Finally, we will build efficiencies within the Department to prepare for the upcoming changes in the policing profession and within the Hayward community.

These goals will serve to continue to push the Department toward maintaining CALEA accreditation. The Commission on Accreditation for Law Enforcement Agencies (CALEA) is an independent and internationally recognized law enforcement credentialing body. Re-accreditation occurs every four years, following an on-site assessment by outside assessors, including interviews of sworn and professional staff, community members, and neighboring law enforcement agencies. The Hayward Police Department was reassessed in December 2016 and received its reaccreditation award in March 2017 at the CALEA national conference in Mobile, Alabama. The Department was reaccredited by CALEA "with excellence," a recognition that Hayward Police Department performs above and beyond the rigorous requirements for CALEA accreditation.

Goal #1 - Personnel diversity in recruitment, hiring and promotions

The Department displayed its commitment to hiring diversified and qualified employees throughout the year. There were six police officer recruitments conducted (four for Police Officer Trainee, one for Lateral, and one for Academy Graduates). The ethnicity of those applicants was diverse and reflective of our community. The breakdown by ethnicity was 29% White, 16% Asian/Pacific Islander, 16% Black, 21% Hispanic with the remainder of the candidates identified as Other or No Response. In 2017, seven police officers and ten professional staff were hired. The overall breakdown by ethnicity of the hired staff was 47% White, 6% Black, 29% Hispanic and 18% Other or No Response. It was a busy year for promotions as well. Along with the appointment of the permanent chief of police, there was one captain promotion, four lieutenant promotions, eight sergeant promotions, and nine police officer promotions from the Police Trainee classification. On the professional staff side, there were four promotions.

Goal #2 - Employee satisfaction and engagement

2017 was the first year of a new program targeting patrol officers. The Patrol Wellness Program was implemented and has garnered much interest from the line officers. The group is comprised of line level officers who meet on a regular basis with the Patrol Division Commander to address issues and needs specific to them. Examples of items on the table for discussion include equipment needs, work processes, and Department policy concerns. Several positive outcomes from these dialogues include shared innovative ideas as well as the creation of efficiencies that can be spread throughout the department. Another way in which the Department is working to increase employee satisfaction is by showing appreciation for the hard work and dedication the Police Department employees exhibit. This is done in a

variety of ways from recognizing the “Employee of the Month” to holding periodic appreciation events.

As the results of the next Citywide employee engagement survey are finalized, the Police Department Command Staff will evaluate the results and create an action plan for continuing to address issues related to employee satisfaction and engagement.

Goal #3 – Community trust and transparency

The Hayward Police Department is at the forefront of 21st Century policing by acknowledging the importance of training officers in ICAT (Integrating Communications, Assessment, and Tactics) and providing both professional and sworn staff CIT (Crisis Intervention Training). These trainings are part of working toward the goals of building trust and transparency with the community. Teaching officers how to better communicate and interact with members of the community can only strengthen the relationship between law enforcement and the public as well as help reduce crime and keep the community safe.

ICAT (Integrating Communications, Assessment, and Tactics) is a new way of thinking about use-of-force training for police officers. ICAT takes the essential pieces of critical thinking, crisis intervention, communications and tactics and combines them into a complete training. It is centered on a critical decision-making model that helps officers assess situations, make safe and effective decisions, and document and learn from their actions. 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. They learn active listening as well as non-verbal communication skills designed to help them manage the situation and gain voluntary compliance. In 2017, all Hayward police officers went through eight hours of ICAT training that included modules that addressed crisis recognition and response, tactical communications, and operation safety tactics. Additionally, ICAT is now being taught in the in-house academy for all incoming officers.

The Internal Affairs Office tracks the 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. The Internal Affairs Office also tracks “show of force incidents,” verbal warnings and canine searches where a suspect self-surrenders and no suspect contact was made by the canine; however, these incidents are defined as a “show of force” and pursuant to policy, are not defined or included as reportable uses of force. In 2015, there were 218 use of force reports and 126,324 total calls for service. That decreased to 175 in 2016 with 129,273 calls for service, and by 2017, there were 180 use of force reports with 131,671 calls for service. That is a 17% reduction from 2015 to 2017 while seeing an increase in service load. This decline in use of force can be attributed to the ICAT and CIT training that all officers are receiving now. In addition to the decline in use of force reports, the Department is also consistently providing training to officers when a use of

force is used within policy, but could have been handled differently. Taking advantage of “teachable moments” is another way the Department is creating a professional work environment where employees feel valued and satisfied.

While many police departments just require CIT training to their sworn personnel, Hayward PD mandated all police department personnel (including professional staff) participate in eight hours of crisis intervention behavioral health training. The course introduced students to the stigma associated with mental illness, intellectual disabilities, and substance use disorders and how to reduce the stigma by dispelling negative stereotypes and 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. Additionally, utilizing resources within the community and state systems to provide assistance to those with these disorders were covered as well.

Due to uncertainty in the Federal immigration policies, the Department began an intensive outreach campaign to ensure our community was aware of our policies and procedures relating to civil and criminal immigration enforcement. This included a PSA in English and Spanish, collaboration with HUSD, and attendance at a variety of community meetings and forums. The Department also began and continues to work with the Community Task Force’s Police/Community Relations and Sanctuary City Sub-Committees, to share and develop policies to better serve our diverse community. To further enhance these goals, the Department has begun developing a Chief’s advisory panel, to help improve communications, response, and transparency between the community and the Office of the Chief, and has published the department policy manual on the department’s website.

The importance of trust and transparency within the community were on display this past year in many other ways through events and projects coordinated by District Command personnel.

The Law Enforcement Torch Run (LETR) is a campaign to benefit the Special Olympics. It began in 1981 in Wichita, Kansas, and is the largest grass-roots fundraising movement for the Special Olympics. The Hayward Police Department participates in the Special Olympics Northern California Law Enforcement Torch Run. Law enforcement personnel from all over Northern California participate state wide and are committed to raising thousands of dollars through fundraising and public awareness to support Special Olympic athletes. The Hayward Police Department employees participate by running the Flame of Hope torch through the streets of Hayward during the month of June. Participating law enforcement agencies pass the torch to one another making its way to the summer games held on the U.C. Davis campus. HPD usually has 10 to 20 employees participating annually. HPD has been participating since the early 2000s.

Cops for Kids’ is the Department’s annual program that provides meals and toys to families in need. This year, approximately 120 families in need were served with the support of residents and businesses within the Hayward community. The Department was awarded a \$4,000 grant from Share the Spirit this year as well. The Share the Spirit non-profit grant was a collaboration between the Contra Costa Crisis Center and the Bay Area News Group to fund

organizations in Alameda and Contra Costa Counties that provided holiday programs and seasonal outreach.

Each year, District Command hosts Community, Spanish, and Youth Academies that are designed to give participants a working knowledge of the police department. This program also works toward the goal of creating trust and transparency with the community. On average there are approximately 40 attendees at the Community Academy, and 30 at each of the Spanish and Youth Academies. The academies focus on relevant topics such as personal safety, child abuse, gangs, immigration, and domestic violence. In addition to their classroom studies, tours and demonstrations of first responder departments such as K9, dispatch communications, and the fire stations are included as well.

The Department, along with our business partners (Snappy's Café, St. Clements Church, Xenia's Gelato, Charlotte's Ice Cream and Café, Starbucks, and Casa Sandoval) hosted seven Cops and Coffee, Pizza, Cones, and Cookie events. All were well attended and created a positive environment for the residents of Hayward to have one-on-one time with their police officers.

Hayward has also participated in the Barbershop Forums. The Barbershop Forums were started in November 2016 by two law enforcement officers and a community activist, Jack Bryson, whose son was with Oscar Grant the day he was killed. The goal of the forums is to bridge the gap between law enforcement and the community and to build quality partnerships between the two. The forums are open to all and have representatives from law enforcement, the community and returning residents (formerly incarcerated individuals).

In addition to the events that District Command hosted, the officers also worked hard to collaborate with other City of Hayward and Alameda County departments and private businesses to assist with homeless encampments. In the area of A St and 4th St, District Command worked closely with city code enforcement, private property management, and homeless outreach programs to clean up the creek and provide the people there with much needed services. In the Tennyson Corridor, District Command continued their partnership with the Downtown Streets Team and Abode Services to assist the homeless with finding jobs and permanent placements.

Another way the Department is working to build trust and maintaining transparency with the community is through social media. The Police Department's social media footprint has continued to grow, in size and popularity over the year. The Department currently maintains accounts with these forms of social media: Facebook, Twitter, Nextdoor, Nixle, Instagram and YouTube.

Facebook is currently the primary means of communication and the most widely used. The focus is to provide a variety of stories on community policing, notable arrests, and asking the public for help in solving open cases. As of the end of 2017, the Hayward Police Department Facebook Page had 13,174 followers. Most of the followers are from the United States, but 44 other countries are represented as well. Throughout 2017, the average number of people a Facebook post reached went from 3,555 in January to 7,736 in December. The Department

more than doubled the audience of our posts over the course of one year. A few notable Facebook posts throughout the year are:

In April, Officer Gillette investigated the vandalism of a family who had no means to install a security surveillance system. Officer Gillette went to a local business that agreed to donate a security camera system. Officer Gillette and his family installed the security cameras for the family. This post reached 27,500 Facebook followers.

In May, patrol officers were looking for a missing ten-year-old child. He had run away because he tried to cut his hair and did a bad job. Due to the late hour, there were no barbershops open when the child was found. Officer Rick Tran offered to cut the child's hair so he wouldn't be embarrassed the next day at school. This post reached 216,100 Facebook followers and was picked up by the news stations.

With a large following built up, the department has started to use the Facebook platform to post missing person alerts. In July, a missing person was found because his picture was seen on the Hayward Facebook page. The Department has also switched to utilizing Facebook for official press releases. A select set of reporters is no longer sent an email. This has allowed the Department to provide information efficiently and equally to all interested people, not just reporters, but the public as well.

Twitter is used less frequently, mainly to retweet information. There are currently 2,529 followers on Twitter. There are plans to use Twitter as a news dissemination outlet in the future. The format of Twitter, a character limit of 140, lends itself to pushing out short, brief messages to the public. Examples of these types of messages are critical incidents heavily affecting the public, and official instructions.

Nextdoor is predominantly used by Community Policing to provide information to neighborhoods. Updates about neighborhood watch meetings or other city functions are pushed out to Hayward residents through Nextdoor. There are currently 12,456 subscribers in 55 neighborhoods.

Instagram is not currently being used, but there are plans to push the information from Facebook to Instagram to reach a different demographic. The Police Department's YouTube channel houses videos created for marketing, public service announcements and recruiting. The Department is considering partnering with a public relations firm to assist with the content and pushing out more effective recruiting videos.

YFSB had another successful year as well, maintaining their goal of strengthening the Hayward community through creating opportunities for children to grow up in healthy and safe neighborhoods and schools. Site-based services at ten schools across Hayward were provided as well as free counseling and crisis intervention to at-risk youth and their families in English and Spanish. YFSB had the distinct honor to be highlighted in a video that was shared throughout the International Association of Chiefs of Police (IACP) conference in September (www.youtube.com/HaywardPoliceDept).

Under the supervision of YFSB, the School Resource Officers (SROs) were involved in many positive programs as well this year. SROs successfully maintained order while upholding Constitutional rights for students to peacefully march and protest political events. Several hundred students conducted walkouts from their schools and marched to City Hall to protest the Presidential inauguration. The SROs collaborated with Hayward Unified School District (HUSD) staff to provide Gang Resistance Education and Training (GREAT) to elementary and middle school students who are at the most susceptible ages to be recruited and exploited by street gangs. Approximately 180 students at four school sites are currently being taught GREAT by the SROs.

YFSB is also committed to the Hayward Police Department's goal of building trust and transparency with the community. Through participation in the Youth Commission, officers lead a subcommittee of youth whose focus is on improving relationships. Fostering positive interaction between police and youth in the community can improve the relationships as those youth grow into adults. SROs provided cross-training to HUSD students, staff and parents on handling conflict de-escalation, which will help them in their interactions with school and law enforcement. It is also a beneficial life skill that can be transitioned into all situations.

The annual Junior Giants summer baseball program served approximately 600 at-risk youth, encouraging the development of baseball skills in addition to healthy lifestyle skills and positive character development. Other notable programs this year included: the "Girls on the Run" program with approximately 40 girls participating from three elementary and middle schools; the Rotary club sponsored "Child Spree" which provided over 100 Hayward youth with new school clothes; and a "back-to-school" drive that provided backpacks and school supplies to over 100 children in need.

The Hayward Animal Shelter had a busy year as well. They expanded the volunteer program, provided humane education to the public, attended events and adopted out animals to loving families. A total of 436 animals were adopted out. Over 1,100 animals were transferred to other rescue organizations to be adopted. The Hayward Animal Shelter partners with private organizations, SPCAs and Humane Societies throughout California as well as other states. The Shelter also provides education to school children on responsible pet ownership and facilitates tours of the shelter to service clubs such as the Girl/Boy Scouts. The work of the dedicated volunteers translated into almost 4,000 hours of socializing dogs and 500 hours of socializing cats so they can be adopted and almost 2,500 hours of doing dishes and laundry to support the work done in the shelter. The new youth volunteer and teen volunteer programs now bring children in to participate in learning about animal welfare and caring to help the animals.

Goal #4 - Create efficiencies and utilize technology

The Hayward Police Department IT team was committed in 2017 to making sure the current hardware and software systems were improved upon and made stable without making new purchases. One project that involved the purchase of new equipment was modems in the patrol vehicles. The modems the department was using were an older technology and not

reliable for officers out in the field. After conducting a 30-day trial, a new modem was found to be successful. It provided reliable coverage in all areas of the city, including the hills, where the previous modem had issues with connectivity. Additionally, the new modems allow for remote monitoring, which saves the IT technicians from having to touch every unit individually to push out updates and provide maintenance.

The Hayward Police Department is proud of its technology forward programs. One of the successful programs is the body-worn cameras (BWC). BWCs were deployed throughout the patrol division of the department in October 2015. Since then, the department has seen several positive results. The BWC program touches on two of the Department's goals. Goal #3, to improve and build trust with the community and Goal #4, to increase technology and efficiencies.

In 2015, there were 34 formal and informal citizen complaints with seven sustained findings. By the end of 2016, with one full year of BWC deployment, the number of complaints dropped to 20 and the findings dropped to three. This year, the department is proud to report that the number of resident complaints has dropped to ten and the number of sustained findings was five. That is a 74% reduction in citizen complaints from 2015 to 2017. The Department had a total of 126,324 calls for service in 2015, and 129,273 calls in 2016 and 131,671 calls for service in 2017. While the number of calls for service continues to increase, the number of complaints decreased. It is hard to say definitively what we can attribute the decrease in complaints to. There are a range of factors that could be involved, including that when people know they are being recorded, both officers and the public, their behavior changes. The decrease in sustained findings could be a result of investigators having hard evidence to review as well as that frivolous complaints can easily be refuted. The ICAT training officers receive to deescalate situations when possible, combined with the BWCs, has had a positive effect on community interactions. The department has seen a decrease in complaints overall and in unfounded complaints.

One specific community building success that came out of the BWC video was the Victory Outreach Heart Church vs. Hayward Police Department softball game. In July, the Special Duty Unit located a known gang member who fled when they tried to stop and talk to him. As he was running from them, the officers saw the man throw a pistol over the roof of a house. The officers were able to detain him quickly afterwards and an associate of the gang member immediately ran into a nearby church. The person was arrested in an area of the church where a youth meeting was being run by Victory Outreach. Victory Outreach is an organization that has developed rehabilitation homes and training centers in inner cities. The officers entered the church and arrested the person that fled from them. The disruption of the meeting caused an acrimonious interaction between the attendees and officers. The church leadership later contacted the police department and made allegations of police misconduct. A review of the BWC footage was conducted by the Department in accordance with policy. After reviewing the footage, staff determined that the allegations were unfounded. In an effort to bring the community and police department together and build a better relationship, the pastor of the church and other church leaders were invited to observe the BWC footage. They were thankful for this opportunity and concurred with the Department's assessment that the allegations of police misconduct were unfounded. To

expand on this newly formed connection, a softball game was proposed between Victory Outreach Heart's competitive team and members of the Hayward Police Department. A game was held in August and played at Weekes Park. It was attended by more than one hundred spectators as well as police personnel and city officials. After the game, a lunch was attended by all for a sit-down discussion between the youth members of Victory Outreach Heart and Hayward Police officers.

This year, the Department was awarded an unprecedented amount of \$230,000 in grant funds for traffic enforcement. This provided additional resources and visibility with the goal of reducing collisions. There was enough funding to allow a designated DUI enforcement officer to work almost every weekend through the year. Operations that were made possible in 2017 due to grant funding were:

- 3 DUI Checkpoint Operations
- 35 DUI Saturation Patrols
- 54 Traffic Enforcement Operations
- 22 Distracted Driving Operations
- 10 Motorcycle Enforcement Operations
- 26 Bicycle Pedestrian Enforcement Operations

Pushing forward with technology, the Traffic Bureau purchased a Crash Data Retrieval (CDR) tool this year. A CDR is a device that, when connected to a vehicle's control system, is able to download pre and post collision data. This data is used to supplement the reconstruction of a collision. The Traffic Bureau was assigned as the primary investigator on nine fatalities in 2017. The responding officers, while not officially "on call," responded to the scene to help alleviate the workload on the patrol division. Additionally, traffic officers were assigned to more than 30 non-fatal collisions, requiring intensive investigation and reconstruction.

The Traffic Bureau was involved in two commercial vehicle-related programs this year. First, in March, the City Council adopted a new ordinance regulating the travel of oversized commercial vehicles in the City. This policy requires all affected vehicles to apply for, and receive permission to travel to their destination prior to their desired travel date. The result of this ordinance is better tracking and the ability to collect fees, which will be used for road repairs or other related expenses. The Traffic Bureau is solely in charge of the screening and billing for this ordinance. The second program is the Commercial Vehicle Task Force. Traffic officers participate in bi-weekly commercial vehicle enforcement operations in neighboring jurisdictions as well as our own, in order to provide enforcement of commercial vehicle regulations.

Our Department is proud of the successes we had in 2017 in respect to our 21st century training program, social media presence, hiring diversified and qualified candidates, and technology program. We will continue pushing forward the four goals set forth this year to support the department's overall commitment to the Hayward community, to do our best to prevent and deter crime when possible, and make arrests and solve crimes when necessary. We will achieve this for the community by staffing the department with qualified and diverse

employees who feel engaged and part of the solution, and by continuing to work toward trust and transparency with the community in the most efficient way possible.

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.

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