

DATE: November 12, 2013

TO: Mayor and City Council

FROM: City Manager

SUBJECT: Continued Discussion of Council Priorities for FY 2015 & FY 2016:
Supplemental Report

RECOMMENDATION

That Council reviews this report, engages in discussion with staff, and provides direction on performance measures for the Hayward Police Department for FY 2015 & FY 2016 related to Council's priority of SAFE.

BACKGROUND

The following is presented to aid Council's discussion during the November 12, 2013 work session regarding Hayward Police Department (HPD) performance measures for the next two-year budget. Council adopted the following performance measures for FY 2014 related to the Council priority of SAFE and the activities of the HPD:

- Reduce the number of Uniform Crime Reports (UCR)¹ crime consistently over the next three years. These consist of:
 - a. Homicide
 - b. Rape
 - c. Robbery
 - d. Aggravated Assault
 - e. Burglary – reduce by 5%
 - f. Larceny
 - g. Motor Vehicle Theft – reduce by 5%
 - h. Arson
- Continue programs and strategies to geographically reduce crime a minimum of 5% in the identified hot spot areas.

¹ The Uniform Crime Reports (UCR) is a nationwide, cooperative statistical effort of more than 16,000 city, county and state law enforcement agencies voluntarily reporting data on crimes brought to their attention.

- Reduce the number of traffic-related accidents citywide consistently over the next 3 years.
- Continue with the traffic-related accident reduction program at the top 3 accident zones. Reduce accidents by a minimum of 10% within those zones.
- Conduct a minimum of 9 SMASH Programs within each 12 month period.
- Reduce the number of reportable gang crimes:²
 - a) Through proactive anti-gang enforcement, increase the number of gang-related:
 - i. arrests by 5%
 - ii. contacts by 10%
 - iii. probation/parole searches by 5%.
 - b) Conduct a minimum of two intelligence-led, long term, & comprehensive investigations targeting the leadership of active and specific gangs to eliminate, dismantle and/ or disrupt related criminal enterprise.

In addition, the first of Council's overarching performance measures applies in part to HPD as well, particularly 1-b and 1-c:

- 1) On the bi-annual citizens' survey:
 - a. Increase the total percentage of residents who indicate they are very satisfied or somewhat satisfied with living in Hayward (2012 baseline = 79.6%).
 - b. Increase the total percentage of residents who indicate they are very satisfied or somewhat satisfied with the job the City is doing to provide resident services (2012 baseline = 70.2%).
 - c. Consistently decrease the percentage of respondents who indicate that crime/drugs/gangs contribute to their negative image of Hayward (2012 baseline: 46.2%).
 - d. Begin to measure the number of families who leave Hayward annually and their reason for leaving.

DISCUSSION

Numeric Measures: Some of the above performance measures remain applicable to the next two-year period, with some adjustment. While crime is cyclical and not always controllable at the local levels, staff is in agreement with Council that numeric performance measures are easier for the community to understand and for staff to report on to the public. Therefore, staff is willing to continue using these measures on the following target program elements:

- a. Burglary
 - i. Residential
 - ii. Non-residential (commercial and industrial)

² The current definition of a gang-related crime is any person who participates in any criminal street gang and who engages in any criminal conduct in which the purpose is to promote or further the gang.

- b. Auto theft
- c. All UCR Violent Crime
- d. SMASH activity

Staff is suggesting that Council keep the 5% reduction goal in Burglaries and Auto Theft for FY 2015; the nine identified SMASH operations per year; and the general performance measure of FY 2014 related to UCR Violent Crimes. The base for calculating the 5% would be the statistics ending June 2014, which will be reported to Council in September 2014. Staff will report quarterly on all UCR Violent Crimes. Staff is suggesting that this performance measure be slightly restated to coincide with the two-year budget period (i.e., “Reduce the occurrence of all Part I UCR crimes over the two-year period”). Again, the base would be the statistics ending June 2014. Completed SMASH operations will also be included in the quarterly report, as done in the November 5 Council work session.

While Homicide and Forcible Rape are certainly unwanted and horrific violent crimes, fortunately, they do not occur in sufficient quantity in our community to warrant a numeric report. One additional occurrence in any given period could skew the class dramatically (i.e., a change from four murders to five would be a 25% increase.)

Other Performance Measures:

- *Traffic Accidents:* Staff recognizes that Council also has concern about traffic accidents in the community, particularly at key intersections. As Council is aware from the November 5 work session, staff is reviewing the approach to, and allocation of resources for, the traffic enforcement program. Staff is also looking at how to better collect data from clearly identified geographical areas. Therefore, staff will develop and present to Council performance measures for this program area during the FY 2015 & FY 2016 budget approval process.
- *Gang Activity:* The FY 2014 performance measures adopted by Council related to gang activities do not get at Council’s main concern: the elimination of gang activity in Hayward. The specified items are operational in nature, too prescriptive, and may or may not apply or be effective at various times (i.e., increase the number of gang-related arrests by 5%, contacts by 5%, or probation/parole searches by 5%); and they do not measure outcomes.

Staff recognizes that this is a critical area for Council and fully understands that the reduction of gang violence in Hayward is essential to Council and the community. As Council is aware, HPD is just now beginning to get good data from the new CAD/RMS system, particularly as it relates to gangs and gang-related crimes. Command staff is developing performance measures around gangs and gang activity that will be presented to Council during the FY 2015 & FY 2016 budget discussions.

- *Community Satisfaction:* Both Council and staff are continually concerned about how the community perceives HPD and the services they deliver. Certainly, it is important to continuing including some questions about community perceptions of HPD service in the bi-annual Community Satisfaction Survey as currently specified in the Overarching Performance Measures. However, staff does not believe that every two years is sufficient feedback to aide in direct improvement of service delivery and staff performance.

Staff is discussing and exploring various ways to secure usable and valid feedback from residents, businesses, and others related to both the perception and reality of HPD service delivery and effectiveness. The results of this internal discussion will also be presented to Council during the budget development process.

- *Internal Performance Assessment:* There are several other possible measurements of HPD performance from the number of arrests to the number of Internal Administration investigations initiated and/or upheld. As Council knows, HPD is involved in CALEA re-certification. During this process, staff is exploring input from other police departments and public safety professionals across the United States to determine best practices in this area and their validity as tools for measuring police performance in a community like Hayward. Staff will report on the outcome of this exploration during the budget process as well, and if meaningful, recommend additional performance measures for Council's consideration.

In summary, Staff is recommending the following to Council related to performance measurements for HPD in FY 2015 & FY 2016 at this time:

1. Maintain the FY 2014 overarching performance measures related to HPD as they may pertain to HPD and the community's perceived effectiveness of police services in Hayward. Allow staff to evaluate additional methods or standards that may apply in this area.
2. Keep the FY 2014 numeric measurements related to burglaries, auto theft, and SMASH activities.
3. Keep the FY 2014 general performance measure related to reduction of UCR Violent Crimes.
4. Allow staff to review the areas of traffic accidents, gang crimes, community satisfaction, and internal operations, and to return to Council during the FY 2015 & FY 2016 budget development process with suggestions for performance measures in these areas.

5. Continue the quarterly reporting schedule³ for staff to brief Council on HPD performance on all established measures, along with UCR reports. These reports would be in October/November (1st quarter), Jan/Feb (2nd quarter), April/May (3rd quarter), and September (4th quarter)⁴ of each year.

ECONOMIC IMPACT

The safer the community of Hayward is, and the safer the residents and businesses of the community believe it is, the greater the numbers of families and businesses that will stay in Hayward, move to Hayward, and buy in Hayward.

FISCAL IMPACT

Making Hayward safer may take additional resources in the short-term, but will produce greater revenue to the City in the long-run through improved sales and property taxes.

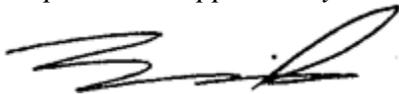
PUBLIC CONTACT

Council began the goal setting process for FY 2015 & FY 2016 on October 29, 2013. Council invites and encourages the community to participate in this process through participation in the work sessions and/or through comments to the Council and staff via Access Hayward, email, Facebook, Twitter, or other means of communication.

NEXT STEPS

Council will confirm the next meeting dates for work sessions on Council priorities at this meeting. In addition, the conversation among Council, with staff, and with the community will continue throughout the budget development process for FY 2015 & FY 2016, which concludes in June 2014 with Council's adoption of the next biannual budget for the City.

Prepared and Approved by:



Fran David, City Manager

³ As Council is aware, HPD has begun that reporting schedule in FY 2014, with the first report just being completed on November 5, 2013.

⁴ Depending on timing and circumstances, the 4th Quarter report and the 1st Quarter reports may be combined in October/November.