

Hayward, California

Hayward (CA) Police Department

## A Change in Policing Philosophy

The past decade has been punctuated by numerous social changes affecting our citizens. Increases in crime, drugs, gangs, and traffic are only a few of the problems that have drained police resources. Increasing the size of police forces is not necessarily synonymous with a decrease in crime. Alternative resources and new strategies must be developed if we are to enhance the quality of life in our communities.

Media coverage of events tends to magnify and broaden the fear of crime and social disorder. The fear of crime alone can be very detrimental to communities. People become not only suspicious and distrusting of each other, but of the police who they feel are ineffective in their responsibility to maintain order. Sometimes the simple knowledge of another person's victimization has as much impact on levels of fear as being an actual victim. This level of fear also directly affects the City's image, an often overlooked factor in maintaining the economic health of the community.

People often talk less of crime than they do of other signs of social disorder and physical decay. Complaints of abandoned cars, gang activity, panhandling, drunkenness, trash, parking problems and loitering are more important to many people because they affect the City's image and add to the fear of crime.

Unfortunately, those social ills have contributed to the evolution of a policing system that is largely incident driven. This system has forced officers to dedicate a majority of their time to responding to calls for service. At the same time, traditional policing concepts of preventative patrol and rapid response became widely accepted tactics. They offered certain appeals, however research has shown these measures to be largely ineffective.

Random patrol can only produce random results and does not directly increase an officer's chances of arresting a criminal. Addition-

ally, it does not bring police officers closer to the public or encourage the development of partnerships and shared problem-solving strategies.

Rapid response has been a key police priority for many years. It has been suggested that rapid response is paramount to the apprehension of criminals. Research, however, has shown that rapid response is only effective in a small percentage of cases where a life is being threatened or a crime is in progress. Many law enforcement professionals know that public cooperation with a police officer is more often responsible for solving crimes than are officer-initiated activities. Police administrators have also found that citizens are extremely receptive to alternative response methods by the police.

Emerging research suggests new ways in which police officers can be more effective and efficient in dealing with social problems and community concerns. Prominent concepts have been termed "Community Based Policing" and "Problem Oriented Policing".

While traditional styles of policing have served us well for several decades, there is considerable room for improving the delivery of services. Social problems continue to change. The limits of traditional policing may have already been extended to its maximum efficiency. Our response to problems is largely reactive. We have distanced ourselves from the community by placing officers in vehicles and emphasizing rapid response. Authority is centralized and stifles the creativity of employees and our insistence on measuring effectiveness quantitatively rather than qualitatively has been short-sighted,

It is time for law enforcement to change. By capitalizing on proven practices and combining them with innovative policing philosophies, law enforcement can meet present and future challenges.

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Hayward (CA) Police Department

## **Our Mission**

The Hayward Police Department recognizes its obligation to the citizens of Hayward in the delivery of quality services. We have, therefore, developed this multi-year plan of action with the objective of improving the quality of life in our community.

The City of Hayward developed a Statement of Organizational Values that served as a catalyst for improving the delivery of service to the community. That values statement solidified the City's goals and direction among its employees. Interdepartmental Management Leadership Training (M.L.T.) and customer focus training (Kaset) reflect an organizational commitment to those values. Monthly "Management Update" meetings are held to facilitate networking, improve consistency of management, and promote an exchange of information city-wide.

In January of 1990, the drafting of the Strategic Plan for the City of Hayward was completed. That process was initiated by the City Council and City Manager during the latter part of 1988 to provide a long range vision for Hayward. The plan served as a guide for all City Departments in prioritizing current services and the development of new programs. Future budgets would incorporate objectives that are consistent with the Strategic Plan.

Community input was an integral part of identifying the major issues facing Hayward and developing strategies that were incorporated into the Strategic Plan. Community "roundtable" meetings were a key method of soliciting the community's views. Over 150 community representatives from neighborhoods, community groups, busi-

nesses, schools, churches and other organizations participated in that process.

From those meetings ten issue areas were identified. Crime was identified as one of the major issues that Hayward faced. Public concern over that issue was consistent with the findings of the Chamber of Commerce commissioned Field Research Corporation survey of Hayward residents during the latter half of 1989. That survey found that the most important problems facing Hayward were crime, safety, drugs, and traffic.

The Police Department recognized its responsibility for addressing those community concerns. To better respond to those identified issues, we re-evaluated the manner in which services were being delivered to the community. As a result of that reassessment, we realized there was a need to develop a better organizational understanding of our mission. The previously existing Mission Statement appeared largely inadequate in addressing our obligation to the community. That statement was reflective of traditional policing values and proved to be efficiency driven, focused upon incidents rather than problem-solving, and did not involve or solicit community input in goal setting.

The command staff studied community based policing concepts and incorporated them into a new Mission Statement. That new Mission Statement recognizes the importance of partnerships, community input, and being responsive to community needs. It is designed to create a focus by clarifying our changing policing philosophy and to address quality of life issues in the delivery of police services.

## INTRODUCTION

Our new Mission Statement embraces the City's Statement of Organizational Values and incorporates the principles of "S.E.R.V.I.C.E.". Employees are now trained to use the Mission Statement as a guide to our thinking and behavior in the delivery of police services.

The next step was to create a task force of police department employees to develop an implementation plan outlining our direction for the future. One of the goals of this plan is to establish a perceived sense of social order within the community. A second goal is to reduce the professional distance between citizens and officers that has been fostered by traditional policing.

Community Policing is a new way of addressing community concerns and priorities. It is an inter-active process involving police officers with the citizens who work and live in the area they patrol. Instead of merely reacting to incidents as they occur, the Police Department places its' emphasis on identifying and responding to community issues.

Problem-solving is a key strategy of Community Policing. It challenges us to think creatively and support the use of innovative measures not traditionally used by the police. Problem-solving, while still employing strong enforcement tactics, also relies upon increased cooperation from other governmental and private resources.

A disproportionate number of calls for service come from a relatively small number of locations throughout the City. In the past we

all too often simply responded to those repeated incidents and moved on to the next call. Attempts to examine patterns in those calls to address the underlying problems were rare. As a result they proliferated and were not resolved. Through problem-solving strategies, the underlying causes can be identified and solutions can be developed to abate those issues.

Our plan incorporates Community Policing and problem-solving concepts into routine police functions. It is designed to be a flexible, evolutionary document that outlines specific goals, objectives, and tasks. The result will be increased responsiveness to the citizens we serve.

This implementation plan is designed to build a solid foundation for the future. It addresses many changes projected over the next five years and beyond.

The plan intends to:

- \* Develop a service area structure that fixes responsibility for problem-solving and the delivery of quality services with every member of the organization.
- \* Organize shift schedules and deploy manpower in a manner that not only responds to calls for service but facilitates problem-solving and partnerships with the community.

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*"We will become  
results oriented  
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- \* Encourage Department-wide support for this philosophy which is based on service to the community through partnerships.
- \* Decentralize many traditional services and distribute responsibilities to those who provide direct services.
- \* Provide training for all employees in Community Policing, problem-solving, extraordinary service delivery, networking with various community groups, and the use of all available resources.

Communities are concerned with their future and want to reduce the incidence of crime and social disorder. In the past the public has not always been afforded that opportunity. Community relations responsibilities have typically been delegated to specialized bureaus. We now choose to make this a Department-wide responsibility.

We recognize the necessary changes will not occur overnight. Our plan acknowledges the need for a transition plan to effectively manage a smooth implementation and provide for a continuing evaluation of the delivery of police services. It requires long term solutions responsive to community needs.

Officers will meet and talk with residents on their beats in an attempt to build and nurture partnership and commitment. We intend to ensure the community perceives a sense of social order and we want to reduce the professional distance fostered by traditional policing practices.

Neighborhood, or Community, policing is an interactive process between police officers and the citizens who work and live in the area they patrol. Officers will be expected to explore viable solutions and seek out available resources necessary for problem resolution. The responsibility for problem-solving is shared through that partnership.

Police officers will become the managers of their beats and will be encouraged to engage in responsible, creative ways of bringing about problem resolution. We must develop new means of responding to calls for service in order to free up officer time for problem-solving. We will become results oriented rather than incident driven.

There is no one best method of implementing Community Policing. Our model includes values and traditions important to the community we serve. We have tried to develop an approach that is flexible, effective, and responsive to this community. While we recognize that the desired changes may be gradual, it is our expectation that in time they will be embraced by all. Our proposal stresses the importance of partnerships, participative management, problem-solving and visionary leadership. The process will require considerable time, planning and cooperation by everyone. Such comprehensive changes in philosophy dictate a new policing style and bring us into an exciting era.

It is with great hope and enthusiasm that our new philosophy and mission will be embraced by every employee and every member of our community. It is our pleasure to introduce Community Oriented Policing and Problem-Solving (C.O.P.P.S.) to the citizens of Hayward.