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*Heart
of the
Bay*

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I have reviewed the attached nomination for the Herman Goldstein Excellence in Problem-Solving award, prepared by Lieutenant Phil Ribera. I support this nomination and believe that our Gunfire Suppression Project is an excellent example of Problem Solving. The unique part of this particular project is the departmental wide response and the coordination that has taken place between the various divisions of the department.

The employees and other resources utilized in this case have been very effective. The first month resulted in a 29% reduction in gunfire incidents and the second month in a 49% reduction. As this project continues, those involved have displayed the ability to be flexible and to change and adjust strategies as necessary.

I am very proud of the work that has been done on this project and again I highly support the attached nomination.



Craig H. Calhoun
Acting Chief of Police

FIREARM SUPPRESSION PROJECT

City of Hayward Police Department

BACKGROUND

Hayward is a city of 120,000 people, located on the East side of the San Francisco Bay. Like other cities our size, Hayward has seen a steady increase in crimes of violence over the last decade. These crimes are often marked by the use of firearms by youthful offenders.

As a police department, we have struggled on and off with short term solutions such as gang officers, street narcotic units, and other specialized teams operating independent of one another and with little or no community involvement. We have done our share of sweeps, raids, and area saturations on a sporadic basis. Some of these tactics have been successful and others have not.

By 1995, Hayward had earned a reputation as an unsafe city. The perception of crime and violence was slowly turning Hayward into an undesirable place to live, work, and spend time. Concern over issues of frequent gunfire and youth violence were expressed by neighborhood groups, members of the Hayward City Council, and the School District on a regular basis. Both the City of Hayward, and the Hayward Unified School District identified *Youth Violence* as the topic for collaboration of resources in finding effective preventative solutions.

In February, 1995, Acting Chief of Police, Craig Calhoun ordered an analysis of firearm related assaults in the City of Hayward. We sought to determine the *who*, *where*, and *when* about these assaults. From that study, we hoped to identify common factors that we could use in developing a strategy that would make Hayward a safer place. It was suggested that our strategy include an agency-wide approach to the problem, and incorporate community involvement and support.

ANALYSIS

The bulk of the analysis was conducted by Detective Alex Cardes who was already tracking all reports of gunfire city-wide. Monthly reports were submitted, providing gunfire data about time of day, day of week, location of occurrence, and type of gunfire (ie. shots heard, verified firearm discharge, firearm assault, firearm homicide, etc.). Each shooting case was analyzed to determine profile factors such as gang and drug involvement.

The majority of the shooting incidents studied were found to have occurred between 1700 Hrs. and 0100 Hrs., and took place on the street, in driveways, or parking lots. No particular pattern was identified as to the days of occurrence which were spread fairly evenly throughout the week.

From the initial analysis, six neighborhoods were identified as potential target locations for this project. These six geographic locations all together take up less than 5% of residential area in Hayward, but had been the source of 87% of reported gunfire incidents.

The majority of the shootings studied were clearly connected to street drug sales, gangs, robbery, or a combination of these. Not so surprising, was that of the six neighborhoods identified as having high numbers of firearm assaults, all six were already well known for either street drug sales, gang activity, or both.

A fourth factor was identified as firearm related violence resulting from domestic disputes. There was ~~no identifiable pattern~~ noted in this crime category, and it was not included as a focus of this particular project.

PROJECT GOAL

The goal of this project was to significantly reduce firearm assaults, and gunfire incidents in the City of Hayward.

PROJECT IMPLEMENTATION

We sought to maximize available resources by involving police bureaus and units, not traditionally concerned with this type of effort. We redistributed other personnel so that prevention, enforcement, and problem solving activities took place over a greater portion of the week and during the hours when most firearm assaults were occurring.

Our police department had recently undergone a patrol staffing reconfiguration. This new schedule created four patrol shifts; Days, Overlap, Swing, and Midnight. Each shift had a work day in common with the same shift, working the opposite days of the week. These common work days allowed greater flexibility in scheduling mandated training. They also enabled us to devote more time exclusively to prevention and problem solving activities associated with the identified focus of gunfire suppression.

We prepared a monthly patrol calendar designating date, time, and personnel assigned to the Firearm Suppression Project. When the department was not in a training cycle, we were able to staff the project an average of 26 days out of 31. The project involved employees from Patrol, Reserves, Special Enforcement, Traffic, Detectives, Narcotics, Vice, and Youth and Family Services. The department's Special Response Unit even organized their monthly training to take place in the identified neighborhoods.

Gunfire incidents were tracked continuously, and a monthly report was submitted for ongoing problem analysis. The project itself was to be evaluated quarterly to determine impact, and to make strategy changes where necessary.

Our project strategy took on two courses:

- **ENFORCEMENT**
High visibility/deterrent patrols
Gang intelligence
Target problem residences/violent persons
Liaison with probation, parole, ATF
Informant development (firearm cases)
School officers target violent students

- **SUPPORT**
Community involvement through Neighborhood Alert
Information pamphlets distributed in effected neighborhoods
Business, landlord, merchant, and school awareness of project
Gun exchange program
Lifeguard gunfire tracking system
Beat Health follow-up involving other city agencies
Criminal case coordination with District Attorney's Office

In order to further encourage the focus on gunfire suppression and firearm retrieval, a point system was implemented for firearm seizures. Points were awarded to officers based upon the type of case, charges, and the circumstances under which the weapons were seized. More points were awarded for sound legal searches, and District Attorney case filings. Points were earned toward a Firearm Suppression pin, authorized for wearing on the uniform.

PROJECT ASSESSMENT

A short period into the project, the school year ended and the Summer season began.

Traditionally, we experience a sharp raise in firearm related assaults during that time of year. For that reason, the project was supplemented with two components that would further support the project objectives.

- **Tactical Narcotics Team (TNT)**
A street drug team consisting of four officers and a sergeant was formed to focus on the drug problem in the city's Southern Patrol District. In particular, two of the six neighborhoods identified in the initial study were targeted.
- **Juvenile Violence Intervention Team (JVT)**
A two officer gang and youth violence car assigned to focus primarily on gang problems in the city's Northern Patrol District. In particular, three of the six neighborhoods identified in the initial study were targeted.

In addition to their obvious assigned duties, these two teams were asked to coordinate their activities with the patrol shifts for joint problem solving projects on their common work days. Weekly meetings with the two Patrol District Commanders and the Special Enforcement Team ensured that neighborhood and community concerns were addressed by both of these teams as well.

PROJECT RESULTS

The first month of the project resulted in a 29% decrease in firearm related crimes from the previous month. In the second month of the project a 49% decrease in firearm crimes was noted. Additionally, only one (1) homicide has been reported during the three months of the Firearm Suppression Project, compared to five (5) reported in the previous three months.

As our department entered into a four week training cycle and project staffing was less frequent, firearm incidents began to slowly increase. Even with the increase, the number of incidents was still well below what we experienced during the same time period the previous year. The gradual increase came just prior to the Summer months, which was another consideration in the decision to implement the TNT, and JVI Teams mentioned above.

We are only four months into this project, and it's full impact has not yet been assessed. Almost immediately, however, positive feedback was received about an observable decrease in

firearm related violence in the community. Hayward City Council members also reported a noticeable reduction in incidents of gunfire occurring in areas where they lived.

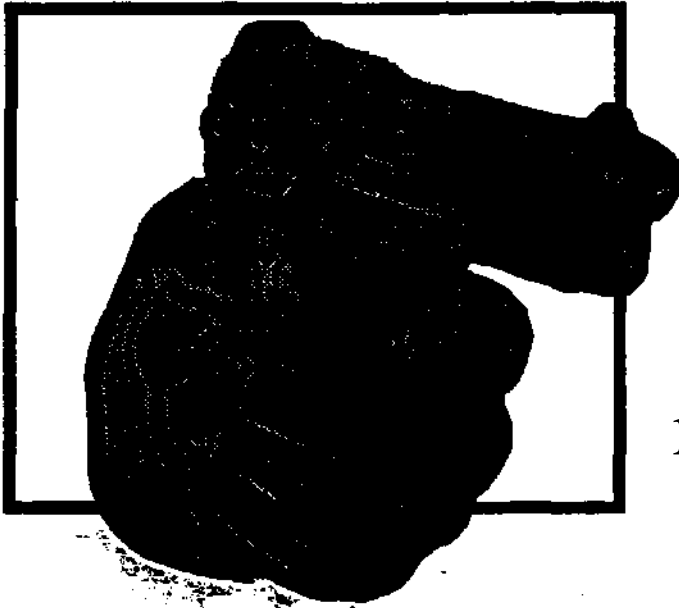
PROJECT FORECAST

The vast coordination of police department resources and common focus of our personnel is a unique approach for us to take. The designation of firearm-related crime as an agency-wide focus, has sent a clear message to all police department personnel. Prioritizing *gunfire* as a problem that can be affected through preventative efforts, rather than merely responding to gunfire incidents as they occur, has motivated us to think in terms of non-traditional strategies. From that premise, a holistic approach to the problem that involves community, schools, numerous public and law enforcement agencies, has been implemented on a large scale in the City of Hayward for the first time in memory.

Primary assessment of project results indicate success in reducing the number of gunfire incidents. Continued support for the program, and ongoing problem analysis will permit us to apply this strategy as gunfire data changes. We will also be able to implement these strategies toward newly identified neighborhood problems.

Recent strategy adjustments include a greater coordination between the enforcement teams and community input through the Patrol District Commanders. This will allow us to be even more effective in following up enforcement activities with beat health, and other problem solving strategies.

The Hayward Police Department



will be in your
neighborhood
in an attempt to
suppress gun
related violence.

If you need to report someone carrying a gun
on his/her person or in a vehicle:..

Dial 9-1-1



If you have information of an
incident involving a gun!

Call 293-7000

HAYWARD POLICE DEPARTMENT

Firearm Suppression Project Proposal

March 20, 1995

SCANNING

Concerns about an increase in violent crime in Hayward have been expressed by a number of sources recently. Feedback from Neighborhood Alert and other Hayward City residents indicates a perception that violence has increased in Hayward. In addition, the Hayward City Council and Hayward Unified School District have identified youth violence as a priority for their cooperative efforts.

On February 27, 1995 the Chief of Police ordered an analysis of firearm related assaults in the City of Hayward. Information from that study could then be used to determine a strategy for a coordinated police response. It was suggested that our solution include an agency-wide approach to the problem, as well as a neighborhood/community component.

ANALYSIS

Information was gathered by Detective Alex Cardes in an effort to identify recent trends in firearm related crime in Hayward. The statistics analyzed covered a three month period from December 1, 1994 through February 28, 1995.

A study of that information was conducted with assistance and input from the department's Special Enforcement Team. The group focused on firearm related homicides, assaults, and verified shootings. From that study, the following geographic locations were identified as potential focal points for this project.

- Sycamore - Jackson triangle
- Smalley Ave. (between Flagg & Western)
- Cypress - Amador corridor
- South Garden & Marin
- Manon & Tennyson
- Dixon - Mission & Industrial

87% of the shootings studied, occurred in one of the target locations listed above. Most of these assaults took place in the street or driveway, between the hours of 1600 and 0500. The majority of incidents occurring between 1700 hours and 0100 hours.

Days of occurrence were spread relatively even throughout the week, and no particular pattern was identified.

Each of the shootings could be clearly connected to either drugs, gangs, or robbery - or a combination of these. Gangs appeared to play a significant role in firearm activity in the Northern Patrol District, while the street drug trade was the leading factor in Southern Patrol District shootings.

Activity in the South Garden & Marin area has dropped off during the last month of the study. The decrease is thought to be a result of patrol's efforts in the area and recent arrests of two gang members who live on Marin.

A similar reduction in firearm related assaults in the Manon & Tennyson area is attributed to heavy enforcement by the two Southern Patrol District swing shifts. It continues to be a high activity area for street sales of crack cocaine.

RESPONSE

Four distinctive crime problems have been identified as the sources of gun related violence in Hayward. Three of them can be addressed immediately through prevention efforts outlined in this project. This project would address the following three crime problems through a variety of enforcement and prevention strategies focused on the six identified areas.

- **GANGS:** A number of gangs in Hayward have been identified in firearm related assaults. Three of the six targeted areas have heavy gang activity, and are also the location of many unsubstantiated "shots fired" calls.
- **DRUGS:** The street drug trade in Hayward has become more violent in recent years. Street drug "rip-offs" have resulted in both fatal and non-fatal shootings, prompting young dealers to also carry guns. High drug activity is common in four of the six targeted areas.
- **CRIME TRENDS:** A series of crimes involving firearms will usually capture the attention of the media and promote the perception of danger in Hayward. From time to time, a specific suspect or series of crimes is identified, and could be impacted by the strategies outlined in this project.

The fourth crime problem calls for long-term approaches that focus on personnel deployment rather than prevention. This may or may not be a consideration for future work. In either case, these approaches would not be part of this project.

- **RANDOM DOMESTIC FIREARM VIOLENCE:** It would be difficult for the Hayward Police to impact this problem through prevention efforts, given our existing resources. Long-term approaches such as more patrol officers, desk officer, T.R.U. and evidence technicians during the hours when these crimes occur would be one response. This would improve our chances of a quick apprehension of the suspects and the subsequent solving of these crimes.

PROJECT IMPLEMENTATION

This project calls for the redistribution of resources and enforcement efforts department-wide. Personnel deployment would focus on the identified "high firearm assault" areas, and spread our activities over a greater portion of the week - particularly during the hours in which the majority of these crimes are occurring.

I Patrol Flex Days

- A. Officers in uniform (Utility uniform authorized)
- B. Squad shift log filled out
- C. Shift attends line-up
- D. Shifts work:

Day	Monday	1200 -2200
Overlap	Tuesday	1200 -2200
Midnight	Thursday	1630 -0230
Swing	Friday	1630 -0230

II Special Enforcement Team

- A. Intelligence for target areas
- B. Liaison with probation and parole
- C. Team attends line-up
- D. Shifts work:

2 weeks per month	Monday	1200 - 2200
	Tuesday	1200 - 2200
	Wednesday	1200 - 2200
	Thursday	1630 - 0230

2 weeks per month	Wednesday	1200 - 2200
	Thursday	1630-0230
	Friday	1630 - 0230
	Saturday	1630-0230

III Traffic Unit

Occasional reassignment to support target location enforcement with the flex-day officers. This will only effect two traffic officers, and only when scheduled:

- A. Will attend line-up
 - B. In uniform (Utility uniform authorized)
 - C. Officers:
- | | | |
|----------|---------|-------------|
| Lundgren | Tuesday | 1200 - 2200 |
| Posey | Tuesday | 1200 - 2200 |

IV Detectives

- A. Prepare criminal intelligence information for patrol on applicable serial crimes
- B. Occasional reassignment to leadership role during flex-day enforcement
- C. Detective Cardes will continue collecting firearm related crime statistics

- V Narcotics Unit
 - A. Prioritize target locations for drug investigations
 - B. Pass on pertinent information to Special Enforcement and Patrol
 - C. Develop informants to furnish information on illegal gun possession cases and fences

- VI Vice Unit
 - A. Prioritize target locations for illegal firearm investigations
 - B. Liaison with ATF on major cases
 - C. Work with detectives, and S. E. on multiple search warrants of gang houses

- VII Youth and Family Services Bureau
 - A. Occasional reassignment of S.R.O, to enforcement operations
 - B. Develop informants to furnish information on illegal gun possession cases
 - C. Pass on pertinent information to Special Enforcement and Patrol

- VIE Special Response Unit
 - A. Execute all search warrants in target location areas.
 - B. Conduct training exercises in target location areas

DISTRIBUTION OF RESPONSIBILITIES

Project strategies are designed to address the problem of firearm related crime in several ways. Prevention through enforcement, high visibility patrols, and community awareness will be carried out in an agency-wide effort. This project merely focuses the Hayward Police Department's resources toward a single identified problem.

To ensure that this focus is maintained the following overall project responsibilities have been designated:

Project Manager: Dennis Houghtelling, Patrol Captain

Project Coordinator: Phil Ribera, Patrol Lieutenant

- Oversee project implementation
- Schedule of enforcement activities
- Ongoing identification of target locations
- Quarterly evaluation of project

Project Support: Suzanne Whalley, Southern Patrol District Commander
 Paul Wallace, Northern Patrol District Commander

- Community support
- C.S.O. / motor home involvement
- Gun exchange program
- Lifeguard system

Hayward Police Department

***Juvenile Violence Intervention Unit
(JVI)***

Proposal

Submitted by:

***Lieutenant Phil Ribera
Officer Steve Schwartz***

Purpose

The purpose of the Juvenile Violence Intervention (JVI) is to reduce gang and youth violence, on the streets of Hayward. This project is a temporary redistribution of resources in order to support Firearm Suppression and incidents of youth violence in Hayward.

The goals are as follows:

- Conduct proactive street gang suppression. Officers will be uniformed and supplement patrol division in aggressively targeting street gangs.
- Reduce the amount of guns on the street. Follow up on the *gunfire suppression* project by targeting the same identified areas.
- Meet weekly with Area Commanders and Special Enforcement Team to coordinate **JVI** efforts with community concerns.
- Responsible for facilitating the patrol *FLEXNIGHTS* in an effort to coordinate these teams toward stemming the gang violence. This will include targeting specific areas in response to recently committed crimes. Day shift and Overlap shift will concentrate on POP oriented efforts. This will include coordinating projects with State Parole and County Probation.
- Input data into the *GREAT* computer, in an effort to maximize use of our tracking system.
- Be accountable for providing information, in written form, to the Patrol and Investigation Divisions on the current gang trends in order to better solve and prevent crimes of violence.
- Responsible for updating staff, as needed, regarding the current gang situation in the city.

Operation

The unit will function on a 4-10 plan, working Wednesday thru Saturday. This schedule will allow **JVI** officers to be on duty during peak gang violence hours. It also allows the JVI officers time to coordinate with Flex officers to combine their efforts.

Wednesday will be utilized as an intelligence gathering and sharing day. This will be the time for interaction with other agencies as well as updating the Area Commanders and department administration of the previous weeks efforts and occurrences.

Thursday and Friday will be swing shift hours. The JVI officers will facilitate projects oriented toward gang violence suppression. Officers from the midnight and swing shift squads that are on 'Flex" nights will be utilized as resources in these projects. The outcome will be twofold: The gang officers will be supplemented with additional officers and the patrol officers will become more educated in the field of gangs.

Saturday will also be a swing shift schedule. The JVI officers will work as a two man gang car that will respond to *in progress* gang calls and conduct proactive policing in high gang areas. This will also be a time to prepare information for the Monday and Tuesday "Flex" squads. This information will include problem oriented policing at certain locations that may have been a problem from the previous week. By working with the Special Enforcement Team, projects such as abatements, housing revocation and restraining orders can be conducted by the "Flex" officers.

Juvenile Violence Intervention Unit						
SUN	MON	TUES	WEDS	THURS	FRI	SAT
	DAY SHIFT FLEX UNITS. FOLLOW UP ON WHAT JVI HAS DONE OVER THE WEEKEND. POP ORIENTED	OVERLAP FLEX SHIFT TO FOLLOW UP ON WHAT JVI HAS DONE OVER THE WEEKEND. POP ORIENTED	FIRST DAY FOR JVI OFFICERS. DAY SHIFT USED AS AN ADMIN. DAY TO INPUT IN GREAT AND FOLLOW UP WITH OTHER DIVISIONS	JVI OFFICERS WORK WITH MIDNITE FLEX UNITS IN A PRE-PLANNED PROJECT.	JVI OFFICERS WORK WITH THE SWING SHIFT FLEX UNITS IN A PRE-PLANNED PROJECT.	JVI OFFICERS WORK A TWO MAN GANG SUPPRESSION CAR TO SUPPLEMENT PATROL DIVISION

Personnel

The team will be comprised of two full time officers. One of these officers will be selected from the patrol division and the other is yet to be determined. They will be under the

command of a patrol lieutenant. They will be directly supervised by the on duty patrol sergeants of the particular evening they are working. All personnel and scheduling concerns will be handled directly by the team lieutenant.

The team can be augmented by the reserve bureau if needed. Coordination will be at the discretion of the team lieutenant. Interest is high among numerous reserve officers to offer specialized assignments to their bureau. This would be an excellent opportunity for the reserve detail to become educated in gang awareness.

Equipment

JVI officers will be dressed in class B uniform. There will be times when it is necessary to dress in utilities or police windbreakers. This will be at the discretion of the team lieutenant.

JVI officers will use a marked police patrol vehicle from the pool. The Special Enforcement team has 3 unmarked patrol vehicles assigned to the unit and they will be operating on opposite days. If it becomes necessary to use one of these vehicles, there will not be a conflict.

Cameras and other intelligence gathering equipment will be provided by the individual JVI officers as needed.

Both full time officers should be provided with department issued pagers and be "on call" to answer gang related questions 24 hours a day. Call ins will be at the discretion of the team lieutenant. As this is an enforcement unit and not an investigations unit, this should be only under extreme circumstances (*i.e.* major shooting, homicide).

Radio Designators

The JVI team will operate on the police frequency using the following radio designator formula:

The officer working will use his badge number followed by the letter designator "G". This will separate the JVI officers from SE and Flex units. This will also not confuse JVI with the "George" beat car. {*e.g.* *331G". Spoken, "Three thirty **one George**".)

This designator has been researched and is compatible with our radio system.

Duration

This operation is being proposed as three month deployment on a trial basis. Gang violence is cyclical in nature and is characteristically higher in the summer months. This summer precludes to be very violent based upon the gang occurrences thus far in 1995. The team can be operational as of July 1, 1995.