Stockton Police Department

Strategic Plan 2017-2019

To work in partnership with our community, to build and maintain relationships founded on trust and mutual respect, while reducing crime and improving the quality of life.

By the Numbers

315,592
CITY POPULATION

733,383
COUNTY POPULATION

485
AUTHORIZED SWORN

227
CIVILIAN SUPPORT EMPLOYEES

727,683
CALLS RECEIVED

405,548
CALLS FOR SERVICE

$203 M
CITY BUDGET

$110 M
POLICE DEPARTMENT BUDGET

Message

From the Chief

Chief Eric Jones

Our department is committed to the success and safety of Stockton, and I am incredibly proud of the Stockton Police Department (SPD) staff for the tireless work invested to that end. The sheer volume of 400,000 calls-for-service annually is significant, however, our department members look beyond workload and instead look at work product and what we can do to improve the City we serve. I am also incredibly proud of our community in helping us to make Stockton a better place.

We have had many successes in recent years, such as our early adoption of Real-Time Policing, to an evolution of data-driven strategies and dedication to evidenced-based practices. The SPD has led trust-building efforts with the community we serve and, in the process, developed a refined policing philosophy now recognized as Principled Policing. This innovative approach resulted in expanded work with both the State Attorney General's Office, through its 21st Century Policing Working Group, and the U.S. Department of Justice - National Initiative for Building Community Trust and Justice. Our department has since been recognized as a leader at the national level for contributions to the law enforcement profession, attested by the fact that our programs are being replicated in other cities.

Among these programs are those which expand our community outreach. The Police Chief's Community Advisory Board has helped shape spaces for candid dialogue with our community. The Neighborhood Impact Teams have put our staff and volunteers into neighborhoods that need them the most, allowing them to share information and resources, and simply show we care. The SPD has also worked hard on improving the quality of life and reducing blight in Neighborhood Blitz zones across Stockton, and we've increased our Animal Shelter's live release rates. The hiring of police officers and other staff continues to climb, and we recently experienced the lowest total crime rate for Stockton in the last 16 years. We have also shown a commitment to our employees by the development of a very robust Wellness Network.

These successes are significant and the SPD is already an outstanding organization. However, we also recognize the need and opportunity for continual improvement. To that end, what follows is the result of much collaboration amongst and within SPD staff. I'm excited to move forward in pursuit of the goals and objectives included in this strategic plan; and confident that this plan's successful implementation will keep the SPD positioned at the forefront of contemporary, effective law enforcement organizations nationwide.

Chief Eric Jones

Introduction

A strategic plan communicates the common goals, roles, and benchmarks for an organization and all its members. To be successful, the strategic plan must be flexible to adjust to the unexpected, promote innovation, progress and development, and fluidly transition from one strategic planning cycle to the next. It recognizes an organization's strengths and weaknesses and builds a foundation and structure supporting the action needed to reach its goals. This document sets forth the Stockton Police Department's policing strategy. It acknowledges the past, addresses our current challenges, and looks to our future.

In November 2013, the Stockton Police Department (SPD) created and implemented its first three-year strategic plan. Much of the plan was focused on implementing the Marshall Plan on Crime, which contained four primary objectives: (1) hiring additional police staff, (which had been drastically cut during the preceding financial crisis), (2) implementation of Operation Ceasefire, an evidence-based violence reduction strategy, (3) creation of the Neighborhood Blitz Team (NBT) to provide a targeted approach to blight reduction and improve quality of life, and (4) creation of the Office of Violence Prevention (OVP), which seeks to build community by connecting those in need with services to help them succeed.

Between 2013-2016, the SPD hired record numbers of new employees and realized a net gain of over 70 sworn officers. Sworn staffing levels surpassed 420 — the highest level since 2009. These staffing gains, combined with the implementation of Operation Ceasefire and the department's focused policing strategies, helped Stockton realize significant and steady annual decreases in its overall crime rate, reaching a 15-year low in 2015. While violent crime remains a significant and persistent challenge, this reduction in overall crime is a positive step in the right direction.

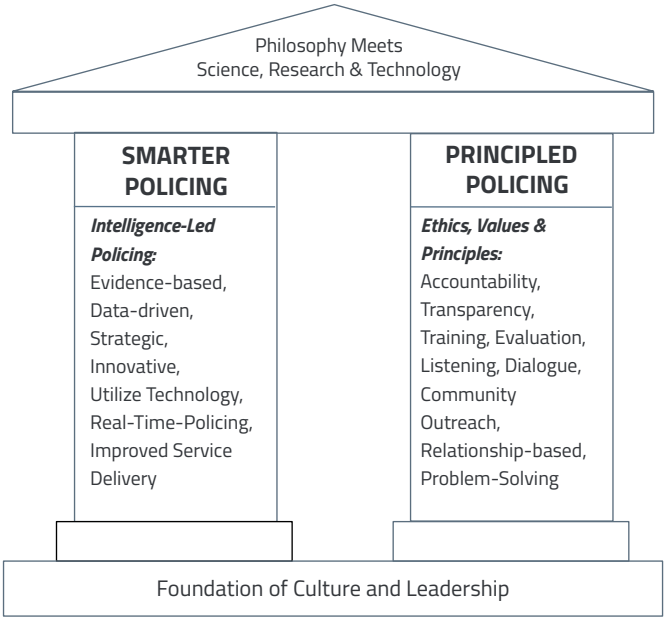
As the plan's three-year time frame neared conclusion, development of this newly refined plan began. The approach taken included obtaining input from key stakeholders through an extensive community survey conducted in partnership with the University of the Pacific. It also included the formation of an internal strategic plan development committee to validate the primary goals and objectives, garner input and ideas from across the entire department, and lead a series of feedback and review sessions with the management team of the Stockton Police Department.

Two primary factors guided the above plan development work:

1. The City's overall direction and focus as established by the City Council per its Strategic Workplan. Specific to public safety, that plan seeks to achieve improved police response times, customer service and follow-ups, and the hiring of additional personnel to increase diversity.

2. The Chief's refined policing philosophy, which is founded upon the pillars of Smarter Policing and Principled Policing.

Finally, with the institutionalization of the tenets of Procedural Justice in mind, the department updated its Mission Statement to better reflect the current values and focus of the agency.



Mission, Values and Strategic Goals

Mission Statement

To work in partnership with our community, to build and maintain relationships founded on trust and mutual respect, while reducing crime and improving the quality of life.

Our Core Values

Our core values define who we are and what we as an organization hold as paramount. They are unchanging and universal. The Core Values for the Stockton Police Department include:

- Integrity
- Professionalism
- Sensitivity
- Cooperation
- Innovation

Our values are the lens through which we view our decisions and actions. These values are reflected in our Mission Statement.

Also, it is important as a department that we hold ourselves to the highest standards when it comes to:

- Accountability
- Transparency
- Training
- Evaluation
- Communication
- Community Outreach
- Relationship-based Policing
- Problem-solving

To continually evaluate ourselves and our efforts while training to be better at what we do, to reach out to the community and commit to dialogue, even when uncomfortable and difficult, and to maintain an attitude of problem-solving through relationship-based policing. These are the standards to which we hold ourselves accountable.

Our Strategic Goals for 2017-2019

The Stockton Police Department will focus on accomplishing the following goals over the next three years:

1. Reduce crime and blight
2. Increase trust between the community and police
3. Recruit and hire a qualified, diverse workforce
4. Employ staff that are highly trained, knowledgeable and prepared

Strategic Goal 1

REDUCE CRIME AND BLIGHT

We have developed four primary objectives in support of overall crime and blight reduction: (1) reducing violent crime, (2) reducing property crime, (3) reducing traffic collisions, and (4) reducing blight. Our overarching framework also remains the "Four P's" - Partnership, Prediction, Prevention, and Pursuit.

While various specialized sections and units within the department will focus on specific objectives and strategies, we recognize that our uniformed patrol officers play a critical role in achieving our goals. Accordingly, 75% of Measure A will support uniformed field assignments, while 25% will support non-uniformed investigative assignments.

PARTNERSHIP

We will partner with community members, groups, and other law enforcement agencies to analyze and respond to community problems that lead to crime.

PREDICTION

Effective policing demands a data-driven and evidence-based approach informed by the latest technologies. Through Project ForeBoDe (Forecast Based Deployment) we use advanced technology to analyze intelligence and data to forecast crime (area-based) and deploy resources. Through our regular Operation Ceasefire shooting reviews, we identify individuals most at risk of being involved in violent criminal activity (person-based) for focused interventions.

PREVENTION

We prevent criminal activity by maintaining a visible presence in areas and at times when crime is most likely to occur. We educate the community on crime prevention and safety, using concepts such as Crime Prevention Through Environmental Design (CPTED), Neighborhood and Business Watch groups, and through social media. We work with our partners to reach out to those most at risk of being involved in crime and offer them alternatives to the lifestyles carrying them down that path, using proven intervention efforts.

PURSUIT

We conduct detailed and thorough investigations of criminal activity to identify and arrest those responsible.

Council Goals Addressed

This goal supports several City Council Priority Goals by working to improve police response times and customer service, through the hiring of additional officers and implementation of the Marshall Plan.

Objective 1: Reduce Violent Crime

The department will focus and manage its violent crime reduction efforts through our monthly location-based Information, Communication, and Planning (ICAP) meetings; coupled with our Operation Ceasefire individual-based group violence intervention strategy. Both ICAP and Operation Ceasefire are premised upon our commitment to data-driven, intelligence-led, and evidence-based policing strategies.

Information, Communication, and Planning (ICAP)

Key department personnel meet during monthly ICAP meetings to share and analyze intelligence gleaned from investigations, staff expertise, community contacts, and our forecasting model - Project ForeBoDe. Plans are developed and managed specific to those neighborhoods identified as having the highest risk for violent crime. Resources are then focused into these areas to prevent crime and interrupt violence through presence, education and focused enforcement. Results are analyzed for effectiveness and used to inform future strategy development.

Operation Ceasefire

Operation Ceasefire is a proven evidence- and partnership-based violence prevention strategy. In partnership with the City's Office of Violence Prevention and community leaders, Operation Ceasefire reaches out to groups and individuals identified as being most at risk for involvement in firearms-related violence to provide education on the impact of violence to those involved, their families and the community. Resources are offered to assist individuals in making positive life changes that

lower their risk of gang/group violence. Additionally, the department partners with other local, state, and federal law enforcement agencies to conduct targeted enforcement and prosecution of those who ignore the message and continue their violent behaviors. As additional personnel from Measure A are allocated, Operation Ceasefire will continually be evaluated and refined for greatest effectiveness.

Objective 2: Reduce Property Crime

The department will use community groups, increase and improve the quality of investigations, and leverage Strategic Community Officers to reduce property crime.

Watch Groups

Our Crime Prevention Section is responsible for building Neighborhood, Business and Apartment Watch groups throughout the City. They also work in partnership with the Housing Authority of the County of San Joaquin to provide Crime Free Multi-Housing program training and certification to properties choosing to participate in this program. These formal partnerships promote information sharing between the Watch Groups and the department about problems in the community and provide regular opportunities for crime prevention education.

Increased Follow-up Investigations

Patrol officers and community service officers conduct most initial investigations of property crimes reported to the Stockton Police Department. Increased patrol staffing will allow time for more thorough investigations by patrol and community service officers. Staffing increases and additional Investigators assigned to the General Crimes Unit will allow more time to conduct investigative follow-up on cases.

Strategic Community Officers

In 2015, the department implemented the Strategic Community Officer (SCO) assignment as staffing levels improved. SCOs are uniformed police officers primarily assigned to geographical areas who work in the Strategic Operations Section along with the Crime Prevention Unit. SCOs partner with the community and watch groups to address ongoing problems. One area of focus for SCOs is to work with the General Crimes Unit and Field Operations Division to develop and implement strategies in response to crime trends and series.

Objective 3: Reduce Collisions

The department will increase staffing in the Traffic Section. Evidence shows traffic violations, accidents, and crime are reduced in areas where high-visibility traffic enforcement is conducted.

Through Measure A, Traffic Section staffing can be increased significantly. Special enforcement areas will be determined using accident data and ICAP.

The Traffic Section will continue to educate the public regarding traffic safety through community meetings, presentations at local schools, participation in National Bicycle Safety Month, involvement with collaborative courts (DUI Court), and assisting the California Highway Patrol with the "Every 15 Minutes" program, which focuses on educating high school students on the consequences of drinking and driving.

Objective 4: Blight Reduction

The department's Neighborhood Services Section (NSS), responsible for enforcing the Health & Safety Code, will use multiple tools to reduce blight and nuisance properties. Through partnerships such as the Neighborhood Blitz Team and Greater Valley Conservation Corps, and using strategies such as Stockton's Top Offending Properties (STOP) program, the department will continue to be proactive with neighborhood clean sweeps and graffiti,

blight, garbage, junk, and debris abatement. NSS will also be implementing audits for the Residential Rental Program, ensuring rental properties meet minimum code standards for tenants.

Neighborhood Blitz Team (NBT)

The NBT is an innovative approach to reducing blight and crime in narrowly-defined target neighborhoods through the combined effort of code enforcement personnel and sworn police officers. Team members partner with area residents, businesses, community groups and service providers to address the needs of the area.

Community Events

The NSS Community Service Officer (CSO) will proactively engage neighborhoods through the coordination of community events to build trust, increase interaction and improve communication with our residents.

Stockton's Top Ten Offending Properties

The newly created Stockton's Top Offending Properties (STOP) Program identifies Stockton's top ten nuisance properties and proactively addresses blight and health and safety issues at each location.

Strategic Goal 2

INCREASE TRUST BETWEEN THE COMMUNITY AND POLICE

To improve trust and relationships between the police and the community, it is important that we build and enhance our partnerships through community oriented policing and increase legitimacy using Procedural Justice. While providing a stellar level of service to our community, the officers and civilian employees of the Stockton Police Department regularly handle over a thousand calls for service each day. However, we also acknowledge that there is always room for improvement and we will use the following objectives to build an even greater relationship with our community. The department will continue leading the nation by remaining at the forefront of agencies working to strengthen the public's perception and understanding of law enforcement using Principled Policing and Procedural Justice.

As mentioned, one of the pillars of our policing philosophy is Principled Policing, which speaks to our ethics, values, and principles and uses relationship-based policing to solve problems. Our three-year strategic goal to improve trust between the department and the community directly aligns with this philosophy. Accomplishing this goal will result in a community more actively engaged in the police department's programs and outreach, improved two-way communication between the community and the police department, reduced citizen complaints, and a department that fully supports and applies Procedural Justice.

Council Goals Addressed

This goal supports the City Councils Priority Goal No. 1 by working to improve the department's level of customer service.

Objective 1: National Initiative for Building Community Trust and Justice

The National Initiative for Building Community Trust and Justice (often referred to as simply the National Initiative) has highlighted three areas that research indicates hold great promise for concrete, rapid progress in building

community trust, police legitimacy, and reconciliation. Stockton Police Department personnel have been receiving intensive training in three areas:

- Procedural Justice focuses on how the characteristics of police interactions with the public shape the public's views of the police, the public's willingness to obey the law, and actual crime rates. Beyond the intensive training department employees receive in this area, the department has begun assessing its employees on their ability to practice Procedural Justice and acknowledges those who show exceptional progress through special assignments, promotions, and annual evaluations. Additionally, departmental policies are being revised to integrate Procedural Justice.
- Implicit Bias focuses on how largely subconscious psychological processes can shape authorities' actions and lead to racially disparate outcomes, even where actual prejudice is not present.
- Reconciliation facilitates honest conversations between communities and police that allow them to address historical tensions, grievances, and misconceptions with the ultimate goal of resetting relationships.

Procedural Justice will be applied throughout the department, included in policies, employee evaluations, and special assignment requests.

Objective 2: Public Information Officer (PIO)

The department's Public Information Officer is tasked with answering questions from the media and disseminating press releases. We plan to expand this office to facilitate improved two-way dialog with the community, increase transparency, and communicate in a timely and accurate manner through several avenues including social media and face-to-face contact. We will continue using Facebook, Twitter, Instagram, blogging and other outreach tools to remain proactive in the dissemination of information.

Objective 3: Neighborhood Impact Team (NIT)

The Neighborhood Impact Team works in partnership with the Stockton Police Chaplaincy. This team, consisting of the PIO, volunteers and Community Service Officers (CSOs), goes into the community after a traumatic event, such as a homicide or an officer involved shooting. The team talks to affected community members about the incident and the many resources available to them, answers questions and helps build trust through disseminating accurate information as well as gaining input from the community.

Objective 4: Chief's Community Advisory Board (CAB)

The Chief's Community Advisory Board is comprised of a cross-section of Stockton's civic, business and religious leaders. The CAB encourages two-way communication between the department and the community. The CAB meets with the Chief on a regular basis to share concerns on crime and police relations and to receive information on current department initiatives. Courageous Conversations, the latest project being worked on by the CAB, reaches further into the community to create additional dialogue.

Courageous Conversations

CAB members help shape spaces for candid dialogue with our community and facilitate town hall style meetings in schools, churches and community centers where participants are encouraged to discuss issues such as racial prejudice and police community relations.

Objective 5: Operation Ceasefire

Operation Ceasefire is a proven group violence intervention strategy which focuses resources on those most likely to be involved in gun violence – those most likely to shoot or be shot. Operation Ceasefire comprises a partnership of community-based organizations, service providers, and law enforcement, which communicates with those at risk through "call-ins," offering help and resources to get out of the violent lifestyle. Those who do not take advantage of these resources and continue to engage in violence face criminal sanctions by a broad array

of committed criminal justice system partners at the local, state, and federal levels.

Operation Ceasefire's partnership-based, focused enforcement and direct, respectful communication impacts violent crime while also establishing trust with individuals and families most affected by violence.

Objective 6: Body Worn Camera Program

We believe Body Worn Cameras (BWCs) tend to reduce the overall number of police use-of-force incidents and lower the incidence of complaints against officers – thus benefiting both officer and citizen safety. In 2015, the department implemented the BWC program and has now deployed 350 BWCs. Having cameras on our officers makes the department more accountable and often provides valuable evidence in all manner of investigations.

A recent survey of our officers showed a large majority believe the BWC is a positive tool for policing and they are in favor of using them. The same study found 26 percent of officers believe they have had to use less force now that they are wearing the cameras.

Objective 7: Strategic Community Officers

The Strategic Community Officer (SCO) program places officers in communities challenged with higher levels of crime and blight where there is great potential for strengthening relationships. These officers integrate themselves into the community by attending meetings and talking with people where they help develop and implement solutions to problems. These officers maintain relationships with the community members to ensure satisfaction and continued resolutions.

Strategic Goal 3

RECRUIT AND HIRE A QUALIFIED DIVERSE WORKFORCE

The department is committed to maintaining its high standards for hiring and values all forms of diversity, including ethnicity, gender, culture, education, and experience, understanding it is important to build a department that is representative of the community it serves. With a reinvigorated focus in 2012, the department changed its recruiting approach to be more transparent, robust, and focused on attracting a highly qualified, diverse workforce to better reflect the makeup of our community. Many law enforcement agencies are actively hiring and competition is high so attracting quality candidates over the past three years has been an immense challenge – one compounded by our community's increased level of violent crime, high poverty, and low literacy rates.

Stockton is home to over 300,000 people, with a nearly equal split in gender. Census data from 2010 shows the largest ethnic group is Hispanic or Latino, at 40 percent. The next most represented group is White at 23 percent, followed by Asian at 21.5 percent and Black at 12 percent.

The department values diversity and has demonstrated

its strong interest in employing a police force reflective of the community in which they serve, yet much work remains. The residents of Stockton are also asking for a police force with ties to Stockton — officers who see service as a calling and not just an occupation. Residents desire a police force that is moved to engage with the community beyond the margins of work. The department has developed a framework by which to achieve a more diverse workforce while maintaining the high standards expected by our community and our profession.

Council Goals Addressed

This goal mirrors the City Council Strategic Work Plan Priority Goal No. 1 by working to improve officer diversity.

Objective 1: Recruitment and Hiring

Strategic recruitment should be focused, purposeful and attract quality candidates representative of the community without lowering standards. There are several short-term strategies utilized by the department to attract a robust applicant pool, including a recruiting team and expanded volunteer opportunities. Both are important components of a robust strategy. However, it is important the department also recognizes the need to instill a belief throughout the organization that every employee, in every assignment, plays a role in recruiting the department's next generation. All employees should incorporate recruiting into all existing presentations such as: Neighborhood Watch and Business Watch groups, active shooter demonstrations/training, and business safety awareness. The ideal applicant in these opportunities is a working adult who wants to make a difference in their community and may be contemplating a career change.

Recruitment Team

The department created an extremely diverse recruitment team consisting of a cross-section of the organization, specifically selected and specially trained to engage interested candidates, establish rapport and form a relationship which helps guide candidates throughout the application, testing, and background process. Online interest cards are solicited and prospective applicants are quickly connected to a recruiter to explain the process, provide information, and inspire continued interest. Orientation sessions are held for interested applicants to better prepare them for the rigorous hiring process. The Recruitment Team also attends local and national job fair events and uses diverse strategies of marketing and advertising such as online ads, billboards, magazine, radio, and videos to entice additional applications. This team was recently expanded to include civilian staff and incorporate similar recruitment strategies for the non-officer vacancies within the department.

Volunteer Programs

Police volunteer programs provide for community participation in the police department and an opportunity for community members to explore their interest, and potentially a career in law enforcement. The department restructured its volunteer programs to fill age gaps and realign volunteer resources. A reorganized Cadet program provides opportunities for those aged 14-17, and a newly created Sentinel program allows for volunteers between the ages of 18 and 40. These volunteers contribute to the department and community by participating in such duties as: assisting with traffic control, finding missing persons, conducting special checks and participating in the Neighborhood Impact Team (NIT). Both programs have gained tremendous support and interest, as demonstrated by the staffing levels of 25 people in each program.

Public Safety Academy

In August 2016, Stockton's first ever Public Safety Academy (PSA) opened on the grounds of Stagg High School. Designed as a criminal justice career pipeline for Stockton's youth, the PSA is a partnership with Stockton Unified School District, Stockton Police Department, San Joaquin Delta College Police Department and California Highway Patrol. The PSA initially opened for youth in 5th-8th grade with a curriculum built on criminal justice and a focus on character building based on the Six Pillars of Character. Each subsequent year, one grade will be added until the program includes the 12th grade. Ultimately, youth in grades 11 and 12 will be able to begin working on their AA or AS degree before completing high school by taking administrative justice classes through San Joaquin Delta College.

Strategic Goal 4

EMPLOY STAFF THAT ARE HIGHLY TRAINED, KNOWLEDGEABLE AND PREPARED

Due to severe financial challenges in past years, the department lost an enormous amount of experienced and well-trained employees, as well as a significant portion of the resources to train them. Since 2012, over 330 sworn officers have been hired; however, with an unusually high turnover rate, the department has realized only a net gain of a little more than 100 officers. With emphasis and resources placed on hiring, it has been a struggle to complete California Commission on Peace Officer Standards and Training (POST) mandated training. Specialty and team training was not possible. Moreover, joint training with other sections within the police department, such as code enforcement, dispatch, Animal Services and Field Evidence Technicians, was not an option.

While the department has consistently met minimum training requirements, those requirements have changed and the number of staff has increased. Moving forward, the department will need to accomplish the following objectives to meet the overall goal of having highly trained, knowledgeable and prepared staff.

Work is needed to achieve additional diversity within management. The promotional path from subordinate to supervisor and manager must support and encourage this through skills preparation and testing, which includes a renewed mentorship and training program.

Council Goals Addressed

This goal supports several City Council Priority Goals by working to improve police response times, customer service and implementation of the Marshall Plan.

Objective 1: Implement a Comprehensive Training Plan

We will create a training plan for all sections within the department that identifies preferred POST schools and required POST training, identifies relevant specialty training and tracks all such training. To accomplish this objective, we will establish a Training Committee tasked with the following:

1. Considering all mandated and specialty training as it applies to each section within the department,
2. Identifying the most desired and beneficial POST schools and take advantage of Train the Trainer courses, thus saving money by locally training employees and eliminating travel costs,
3. Tracking employee training in the Training Management System (TMS),
4. Conducting in-house on the job training in team settings,
5. Identifying nationwide crime trends, crime reduction strategies, and response tactics to ensure our staff receives relevant training.

Objective 2: Develop Professional Training Staff

To accomplish this objective, we will:

1. We will develop full and part time trainers to meet the needs of a growing department. Each shift will have an appointed trainer within all areas of the police department to ease the heavy burden being placed on trainers. With this in mind, we will need to identify appropriate Train-the-Trainer courses to develop quality training staff.
2. Work with other agencies, such as the District Attorney's Office and mental health workers, to take advantage of their expertise with training our trainers.
3. Hold quarterly trainer development workshops to ensure consistency and quality of training.

Objective 3: Succession and Career Planning

With the anticipated supervisory and management turnover during the next three years, succession and career planning is important to plan for the long-term success of the department. To prepare for this turnover and to increase the diversity within the supervisory and management ranks, we will complete the following:

1. Partner with the University of the Pacific to develop an in-house and custom-fit leadership and promotion course. This course will be designed to prepare employees for the challenges associated with supervisory and management positions.
2. Have all Field Training Officers (FTOs) complete the Tactical Sergeant Course, which prepares them for the role and challenges of being a field sergeant.
3. Create and develop a Special Assignment Tour of Duty Plan. This plan will allow patrol officers to temporarily work in the various special assignments throughout the department to expose patrol officers to the different aspects associated with solving and managing crime.
4. Develop an in-house mentorship program where supervisors and managers are encouraged to mentor and develop their employees, preparing them for career advancement.

Objective 4: Training Facility

Thousands of hours are spent every year conducting POST-mandated and in-house training. POST requires semi-annual training for all police officers in three specific areas: Firearms, Arrest and Control Techniques, and Emergency Vehicle Operations. Additionally, the department conducts in-house specialty training such as Procedural Justice, mental health, use of force, and tactical training. Tactical training consists of classroom lecture and field training. Special teams, such as SWAT, Mobile Field Force and K-9, train at least once each month. Training needs have and will continue to grow as the department expands its ranks.

The department's training facility is located within the Port of Stockton and leased from the Port. It consists of four shooting ranges and a 1940s era range-house, which need significant upgrades and repairs. Additionally, the facility does not have an Emergency Vehicle Operations Course or Arrest and Control Techniques training area. This necessitates the use of outside training locations. A comprehensive plan needs to be developed that outlines the current and future training needs of the department and the necessary resources required to acquire and build these facilities.

Implementation and Evaluation of the Strategic Goals

It is critical that the department implements the four strategic goals of:

- Reducing crime and blight
- Increasing trust between the community and police
- Recruiting and hiring a qualified, diverse workforce
- Employing staff that are highly trained, knowledgeable and prepared

To ensure the success and implementation of these goals, each member of the Stockton Police Department will be held accountable. Beyond the continuous monitoring and updating, progress will be tracked and measured and annual reviews and updates will be implemented.

Accountability

The department's top leadership is committed to the successful implementation of this strategic plan. The Chief of Police, Deputy Chiefs and Captains take personal responsibility for the strategic plan objectives. They will work together as a team to assign strategy leaders and balance resources as the department moves forward with the plan.

Tracking and Measurement

Strategic plan progress is continually tracked, measured, and reviewed during monthly Information, Communication and Planning (ICAP) strategy meetings. In addition to the monthly ICAP meetings, progress reports highlighting key accomplishments and progress are reviewed during quarterly management team meetings and are distributed department-wide for the benefit of all employees.

Annual Review and Update

The strategic plan is reviewed and updated as needed on an annual basis, in conjunction with the City's annual budget preparation cycle. The department's overall objectives and strategies are assessed and reprioritized if necessary, based on operating expenses, service indicators, crime statistics, or special initiatives. This process allows for plan flexibility given ever changing realities, ensuring the strategic plan remains a viable and legitimate tool that supports annual operating budget development, capital improvement project (CIP) development, and equipment and personnel planning. The report is available for download from the City's website at http://stocktongov.com/government/departments/police/default.html.

Acknowledgments

The production of this three-year strategic plan is the culmination of many hours of quality work by a dedicated team of professionals comprising the Strategic Plan Development Committee. We would like to recognize and praise their leadership throughout this process, which has resulted in an extremely well-informed plan that best represents our mission, vision, values and goals for the Stockton Police Department over the next three years.

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We're proud to be a part of our community.

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209.946.0600 *Report a tip by calling Crime Stoppers*
209.937.8377 *Stockton Police Department*

Submit an anonymous tip: Text "Crimes" 274637
from your cellphone with keyword "TIPSPD"

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