



Stockton Police Department

Strategic Plan 2020-2022

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

316,410

CITY
POPULATION

770,385

COUNTY
POPULATION

485

AUTHORIZED
SWORN

227

CIVILIAN SUPPORT
EMPLOYEES

733,032

CALLS
RECEIVED

423,390

CALLS FOR
SERVICE

\$230 M

CITY
BUDGET

\$135.6 M

POLICE DEPARTMENT
BUDGET

Message

From the Chief



Chief Eric Jones

The Stockton Police Department (SPD) has a rich history of being committed to the success and safety of the City of Stockton. I am proud of our staff's tireless work in reducing crime and building community trust. I am also proud of our community's help and the development of outstanding partnerships toward these very same goals.

SPD has had many successes in recent years, such as an evolution of data-driven strategies and dedication to evidence-based practices. SPD is also leading trust-building efforts with the community we serve under what is now widely recognized statewide and nationwide as Principled Policing. Stockton has led the way by being the single most successful police department in the assessment results under the National Initiative for Building Community Trust and Justice.

We will not rest on our successes, and we know we still have much more work to do to reduce crime and blight and improve community trust. We recognize there is always the opportunity for continual improvement. Therefore, the SPD has developed this 2020-2022 Strategic Plan to guide an already outstanding police department further as it continues on the leading edge. I wish to thank the SPD Community Advisory Board for their input into this Strategic Plan, as well as the community for their continued relationships with SPD. I also wish to thank the SPD staff directly involved in the development of this Strategic Plan, and all of the men and women of the Stockton Police Department for their continued dedication to honor and professionalism.

Chief Eric Jones

Introduction

A strategic plan is the roadmap to move from where we are today to where we want to be in the future. It addresses the benchmarks, goals and objectives of an organization while providing actionable guidelines for achievement. 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 policing strategy for the Stockton Police Department (SPD). It acknowledges the past, addresses our current challenges, and looks to our future.

Since 2013, the SPD has focused its efforts on purposefully rebuilding the department through the use of three-year strategic plans which include stated goals and objectives and outline the guiding principles used in decision making across the organization. Early on, the decisions made were related to increasing staff and deploying them where the community most needed support – reducing gun and gang-related crime. Since 2013, the SPD has increased its staff from a low of 323 to an average of 470. These staffing gains, combined with our community partnerships, the institutionalization of Operation Ceasefire, and the department's focused strategy of Principled Policing, helped Stockton realize significant and steady annual decreases in its overall crime rate, reaching a 15-year low in 2017. Even with the reductions achieved, the very nature of violent crime makes it a significant and persistent challenge to address. Since 2015, Stockton has maintained its reduction in overall crime and targets upticks in specific areas as they occur.

In preparing the 2016-2019 Strategic Plan, the SPD took a different approach which included refining its mission statement to acknowledge community trust-building as a key component of success. Four primary goals were developed based upon input gathered from key

stakeholders in partnership with Westgate Center at the University of the Pacific and an internal development committee representing each area of the Department:

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

Through a series of feedback and review sessions, internal ideas and input gathered from all levels of the organization validated the objectives through which progress would be achieved. During the three-year period, the SPD Management Team reviewed progress made towards the four stated goals each quarter. In addition, one specific goal's progress was highlighted each month at a cross-departmental meeting.

The results of the 2016-2019 plan are positive, with progress achieved in each of the four goals. Additional details regarding specific progress on each goal will be discussed in the following pages. During the plan, managers were challenged to align annual budget requests with the goals and demonstrate how they could make progress towards each stated objective. Resources – both financial and personnel – remain a significant challenge to realizing measurable progress as the City of Stockton remains committed to its Long-Range Financial Plan for general fund spending. Other sources of funding remain highly competitive and difficult to secure for capital expenditures necessary for the adequate training and equipping of our officers.

This document marks the third three-year plan developed by members of the SPD to embrace the mission statement through the guiding philosophy of Principled Policing and achieve the identified goals and objectives.

Mission, Values and Strategic Goals

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.

Mission Statement

Our core values provide a fundamental guideline for our purposeful actions as a department. They define us, say who we are and what we as an organization stand for. The Core Values for the Stockton Police Department include:

- Integrity
- Professionalism
- Sensitivity
- Cooperation
- Innovation

Our values, as reflected in our Mission Statement, are the filter through which we view all of our decisions and actions.

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

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

Our Core Values

Through the Strategic Plan, the Stockton Police Department continually evaluates progress and identifies ways in which it can improve. The Department constantly trains to be efficient yet empathetic in our processes and interactions. Our staff commits to engaging in robust dialogue and communication with the community through courageous conversations to maintain an environment supportive of problem-solving through relationship-based collaboration.

The Stockton Police Department will focus on four goals during the 2020-2022 Strategic Plan:

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

Goals for 2020-2022

These four goals are the same as the prior plan as they remain representative of the core work the Stockton Police Department needs to do. What is changing, based upon stakeholder evaluation and input including the Chief's Community Advisory Board, are the specific objectives under each goal to demonstrate how the Department can realize the best results for its efforts.

Strategic Goal 1

REDUCE CRIME AND BLIGHT

The Department has developed three primary objectives: (1) reduce crime, (2) reduce traffic collisions, and (3) reduce blight. Our overarching framework to succeed in these areas remains the "Four P's" - Partnership, Prediction, Prevention, and Pursuit.

Progress Made During 2017-2019

Stockton's serious crime rate has been decreasing since 2013, including a 3.3% decline from 2016 to 2017. In 2018, the number of homicides and non-fatal shootings decreased by 40% and 31%, respectively. During the previous Strategic Plan, the Stockton Police Department successfully hosted at least two Ceasefire call-ins a year, increased Neighborhood Watch groups more than 10% overall, completed two Neighborhood Betterment Team areas per year, and hosted community engagement events in each Intelligence, Communication, and Planning (ICAP) Focus area on a monthly basis. Through a grant offered by the State Office of Traffic Safety, two additional motorcycles were purchased, increasing the number of assigned traffic officers in 2018 to 14.



Council Goals Addressed

This goal is in line with the City Council Strategic Work Plan Priority Goal No. 1.2, focusing on crime reduction, including group gun violence, blight reduction, and outreach for focus areas as well as Goal 1.1, developing solutions to address homelessness. The City Council's Strategic Work Plan can be reviewed at: www.stocktongov.com/government/council/goals.html

OBJECTIVE 1: Reduce Crime

The Department will focus and manage its crime reduction efforts through our monthly location-based 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. The Department is developing an additional tool which focuses on intelligence-led ballistics analysis and investigation through a collaboration between evidence, crime analysis, detectives and prosecution.

Operation Ceasefire

Operation Ceasefire is a promising evidence- and partnership-based violence prevention strategy. In partnership with the City of Stockton'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 firearm-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. Operation Ceasefire is continually evaluated and refined to increase effectiveness.

Intelligence, 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 (Forecast Based Deployment). Plans are developed and managed specific to those neighborhoods identified as having the highest risk for crime. Resources are focused into these areas to prevent crime and interrupt violence through presence, community engagement and focused enforcement. Results are analyzed for effectiveness and used to inform future strategy development in monthly ICAP meetings.

Enhanced Ballistics Analysis and Investigation

The Department is in the planning stage of enhancing its use of ballistics analysis and improving its collaboration between evidence, crime analysis, detectives, and prosecution. This collaboration focuses on the immediate collection, management, and analysis of crime gun evidence to identify shooters, disrupt criminal activity, and to prevent future violence. This effort will operate alongside Operation Ceasefire and ICAP, and will expand communications and collaborations with allied agencies at the local, state and federal level.

OBJECTIVE 2: Reduce Collisions

Evidence shows traffic violations, accidents, and crime are reduced in areas where high-visibility traffic enforcement is conducted. Special enforcement areas will be determined using accident data layered over ForeBoDe areas presented in ICAP. The Department will continue to apply for grant funding to augment these special enforcement activities with the intent of reducing collisions and improving driver safety.

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



OBJECTIVE 3: Reduce Blight

The Department's Neighborhood Services Section (NSS) will use multiple tools to reduce blight and nuisance properties. Through programs, such as the Neighborhood Betterment Team (NBT), and by using collaborative cross-departmental strategies such as Stockton's Top Offending Properties (STOP), the Department will continue to be proactive with neighborhood clean sweeps and graffiti, blight, garbage, junk and debris abatement. NBT is now able to focus on six specific areas and works to build long-term community capacity to combat blight and crime. NSS administers the Residential Rental Program, which seeks to inspect and audit rental properties to ensure these locations meet minimum code standards for occupancy.

The Department's Strategic Community Officers (SCO) are placed in areas historically challenged with higher levels of crime and blight. The SCO's establish relationships within the community by attending watch group meetings, visiting with residents and patrolling the areas daily. They work with community members on neighborhood concerns such as crime, illegal dumping and various blight issues.

The Department responds to community concerns regarding the often unsanitary and dangerous conditions associated with homeless encampments. We work collaboratively with other City departments, partner with governmental agencies and community partners to mitigate these health and safety concerns. Additionally, the Strategic Operations Section partners with community-

based organizations and governmental outreach workers to connect members of the homeless population with various needed resources and services.

Strategic Goal 2

INCREASE TRUST BETWEEN THE COMMUNITY AND POLICE

To improve trust and relationships between the community and the police, it is important that the Department build and enhance our partnerships throughout the community and increase legitimacy using Procedural Justice. Increasing trust with the community benefits every facet of the SPD. This goal will result in a community more actively engaged in the Department's programs and outreach, improved two-way communication between the community and the SPD, increase officer safety, and a Department that fully supports and applies Procedural Justice. The Department will continue training and equipping our officers with Body Worn Cameras (BWC) as it adds a layer of accountability in field activity.

Progress Made During 2017-2019

During the previous Strategic Plan, the Stockton Police Department trained all its officers in the tenets of Procedural Justice, and in recognizing and reducing Implicit Bias. The Neighborhood Impact Team responded to all



areas affected by homicides. Community participation in National Night Out – the first Tuesday of August – continues to increase each year with SPD staff attending over 100 different sites. BWC have been an integral part of the trust building efforts. The Department upgraded its BWC platform twice and expanded the use of BWC to all officers with an enforcement capacity in the field. Quarterly audits have shown compliance with the BWC use policy has been at nearly 100% in 2019.

Council Goals Addressed

This goal is in line with the City Council Strategic Work Plan Priority Goal No. 1.2 focusing on crime reduction, including group gun violence, and blight reduction, as well as the Council's guiding principle of operating in a transparent and open manner to earn and keep the trust of our community.

OBJECTIVE 1: Build on the Department's Application of Procedural Justice, Implicit Bias Training and Trust Building

Principled Policing has been integrated throughout the Department with its tenets included in departmental policies, employee evaluations, and special assignment requests. Stockton Police Department personnel have received intensive training in three areas:

- Procedural Justice 1: Procedural Justice focuses on how the characteristics of police interactions with the public shape the public's views of the police, improves community-police relations and trust.
- Procedural Justice 2: 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.
- Procedural Justice 3: Trust Building focuses on reconciliation or facilitating honest conversations between communities and police that address historical tensions, grievances, and misconceptions with the ultimate goal of resetting relationships.

The Stockton Police Department will continue Principled Policing training for all members of the Department with three stages of classes. The reconciliation work is conducted primarily through Trust Building Workshops where members of the community and members of the Department will convene to promote healing through courageous conversations and dialogue.

OBJECTIVE 2: Information Sharing

Public Information Officer

The Department's Public Information Officer (PIO) is responsible for providing information to the public, answering questions from the media, disseminating press releases, and ensuring the Department's media presence is timely, accurate, and relevant. The PIO maintains a social media presence, conducts interviews, provides face-to-face contact, and facilitates two-way dialogue with the community. With the assistance of the PIO, the Stockton Police Department will produce and release information in a comprehensive, but easy to understand way to the public and media.

Release of Information

The Department will continue using a variety of relevant social media platforms and other outreach tools to remain proactive in the dissemination of information. In accordance with the California Public Records Act, Senate Bill 1421, and Assembly Bill 748, the Department will continue to be accountable and transparent by providing upon request the appropriate records. This may include BWC footage related to use of force resulting in great bodily injury or death, officer-involved shootings, and other critical incidents as provided by law.

OBJECTIVE 3: Community Engagement and Public Outreach

The Strategic Operations Section and the PIO organize and attend many community-engagement events throughout Stockton. Events in the ICAP focus area and in the Neighborhood Betterment Team areas occur on a regular basis. Officers assigned to various units also attend community and school events upon request. These



events are a great opportunity to strengthen relationships with members of the community. Officers frequently find themselves problem solving, enriching the lives of children and building relationships where they might not have existed before. These relationships help to ensure satisfaction and resolution to future problems.

Neighborhood Impact Team (NIT)

The Neighborhood Impact Team works in partnership with the Stockton Police Chaplaincy. This team, consisting of the PIO, volunteers and other members of the Department, 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, offering information and support as well as referrals to the many resources available to them. This program has been well received and helps build trust through disseminating accurate information as well as gaining input from the community.

Chief's Community Advisory Board

The Chief's Community Advisory Board (CAB) 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 and departmental managers on a regular basis to share concerns on crime and police relations and to receive information on current Department initiatives.

Strategic Goal 3

RECRUIT AND HIRE A QUALIFIED DIVERSE WORKFORCE

Stockton is home to over 316,000 people. The Department is committed to maintaining its standards for hiring and we value all forms of diversity, including but not limited to ethnicity, gender, culture, education, and experience. It is important to build a Department that is representative of the community we serve. With a reinvigorated focus in 2017, 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 continues to be an immense challenge.

Progress Made During 2017-2019

During this period, SPD achieved its highest ever level of sworn staffing at 473 and maintained an average turnover rate of 10%. In 2017, the number of officers leaving for other agencies decreased from prior years, indicating the retention efforts in place are having a positive impact. Improvements in aligning the Department's employee diversity to that of Stockton were made incrementally in



all areas and positions. In 2018, SPD maintained a vacancy rate between 3-5%, which is in line with the long-range financial plan goals.

Council Goals Addressed

This goal is in line with the City Council Strategic Work Plan Priority Goal No. 2.3 focusing on developing an employment pipeline for Stockton residents to Stockton employers.

OBJECTIVE 1: Recruit and Hire Local Residents for all Positions

Strategic recruitment should be focused, purposeful and attract quality candidates representative of the community who meet the Department's qualifications. There are several short-term strategies utilized by the Department to attract a robust applicant pool, including a recruiting team and expanded volunteer opportunities. In addition, it is critical that the Department also recognizes that every employee, in every assignment, plays a role in recruiting the Department's next generation. All employees should incorporate recruiting into daily interactions and presentations such as routine calls for service, Neighborhood Watch and Business Watch groups, active shooter demonstrations/training, and business safety awareness. Our ideal applicant is someone who wants to make a difference in our community.

Recruiting Team

The Department created a diverse recruiting team consisting of a cross-section of the organization, selected and trained to engage candidates, establish rapport and form a relationship to help guide candidates throughout the application, testing, and background process. This team was recently expanded to include professional and technical staff and incorporate similar recruitment strategies for all staff vacancies within the Department.

The Recruiting Team attends local and regional job fair events and uses diverse strategies of marketing and advertising such as online ads, billboards, magazine, radio, and videos to entice additional applications. Online interest cards are solicited, and prospective applicants are

connected to a recruiter to explain the process, provide information, and inspire continued interest. Orientation sessions are held for interested persons to better prepare them for the rigorous hiring process.

OBJECTIVE 2: Volunteer Pipeline to Employment Public Safety Academy

Designed as a criminal justice career pipeline for Stockton's youth, the Public Safety Academy (PSA) is a partnership with Stockton Unified School District, SPD, San Joaquin Delta College Police Department and California Highway Patrol. As PSA students have already demonstrated an interest in law enforcement, they are encouraged to join the Stockton Police Department's Cadet Program once they reach the eligible age of 14.

Cadet Program

The Stockton Police Department's volunteer Cadet program provides opportunities for those aged 14-17 to participate in Police Department events and activities and explore their interest in a law enforcement career. They learn about law enforcement duties and work with sworn and professional and technical staff at a variety of community events. Once Cadets reach the age of 18, they are encouraged to continue their journey toward becoming a police officer by becoming a member of the Department's Sentinel Program.

Sentinel Program

The Sentinel Program is the next step in the pipeline for volunteers to become police officers and professional or technical staff. It allows for volunteers between the ages of 18 and 40 to contribute to the Department and community by participating in such duties as assisting with traffic control, searching for missing persons, conducting special checks, recovering unoccupied stolen vehicles, and working special events. The Sentinel Program encourages those interested in a career with a law enforcement agency to stay engaged with the Department while serving the community, and to begin the hiring process as opportunities become available.



OBJECTIVE 3: Diversity in Staffing

A significant way to gain trust and improve relationships and legitimacy within the community is for our employee diversity to reflect that of the Stockton community. Trust and legitimacy built between the citizens of Stockton and the Police Department through the use of Principled Policing should increase our ability to attract and recruit a diversified workforce from our local region. The Department will continue to make the recruiting of underrepresented communities a priority so that the composition of the Department mirrors that of the community.

Strategic Goal 4

EMPLOY STAFF THAT ARE HIGHLY TRAINED, KNOWLEDGEABLE AND PREPARED

The Stockton Police Department has hired 542 officers since 2012. This level of hiring, coupled with high attrition, results in an average tenure of three years for patrol officers. The Department continues to allocate significant focus and resources on training and staff development. All employees need to be committed to continually maintaining high standards of work not only in their specific duties, but in every aspect of the organization's operations.



Progress Made During 2017-2019

During the last Strategic Plan, efforts to certify in-house staff to become trainers, partnering with other agencies, and the use of internal subject matter experts were successful, thereby reducing the cost of training by being a host agency. Efforts to identify funding for training facility improvements continue to remain a high priority.

Council Goals Addressed

This goal is also in line with the City Council Strategic Work Plan Priority Goal No. 2.3 by focusing on developing an employment pipeline for Stockton residents to Stockton employers, but expands to support the Council's guiding principle to support the professional development of our employees with a focus on continuous improvement.

OBJECTIVE 1: Comprehensive Training Plan

It is crucial to ensure the Department has identified all mandated and preferred training for sworn, professional and technical staff. The management and supervision teams will meet to ensure the Department has correctly prioritized Department training.

The development of a professional training staff is key to providing cost-effective and timely ongoing Department training. The Department will identify and assign new trainers as needed while implementing a workflow to

evaluate their training abilities and successes. Utilizing Department employees who are subject matter experts to train others can mitigate costs and provide fiscal responsibility and efficiency.

OBJECTIVE 2: Succession and Career Planning

It is crucial that the Department develop a plan for succession and career planning to support future leaders at all levels of the department. As we look to develop internal management and supervision courses for staff development, we are identifying and implementing training for coaching and mentorship as well as current procedural training.

OBJECTIVE 3: Training Facility

The Department has grown to the point where it has become necessary to obtain a dedicated training facility. It remains a significant need and staff will continue to evaluate what it will take to procure, furnish, and maintain such a facility so that the project will be "shovel ready" when funding is identified.

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 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 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 ww1.stocktonca.gov/Departments/Police.



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



Stockton Police Department

OPERATIONS BUILDING

22 E. Market Street

Stockton, CA 95202

HEADQUARTERS

22 E. Weber Street

Stockton, CA 95202

ww1.stocktonca.gov/Departments/Police

crimeprevention@stocktonca.gov

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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