

TRACY POLICE DEPARTMENT



2022–2025 Strategic Plan

Updated by
Captain Octavio Lopez

Approved by
Chief Sekou Millington



1000 Civic Center Drive. Tracy, CA 95376



VALUES

SERVICE

Always seek long term resolutions to problems. Provide honest, open and timely (HOT) feedback. Support organizations goals and strive to achieve them. Stand against gossip and rumors. Provide prompt response to requests and communicators. Promote proactive attitudes.

INTEGRITY

Honesty in thought and actions. Address behaviors, not reputations. Practice organizations loyalty over personal loyalties. Place organizations priorities over personal agendas.

EXCELLENCE.

Challenge status quo by promoting new creative and innovative ideas. Always be proud of your profession and Department. Ascribe to being a lifelong learner. Always perform at Department's highest level or organizational standards. Lead by example. Always go the extra step to meet the community's needs.

VISION STATEMENT

Advancing the standard by which courageous, ethical and innovative policing is measured.

MISSION STATEMENT

A professional organization entrusted by our community to ensure a safe and prosperous environment while enhancing the quality of life.



F.I.R.S.T. COMMITMENT

1.**Fair and equal treatment:** We promote accountability and transparency. Fair and equal treatment of the public is essential for maintaining community trust and support.

2.**Integrity:** We embrace honesty and professionalism. It is equally important to hold ourselves accountable at all times.

3.**Respect, ethical and honest behavior:** We treat the community and each other with dignity. We must be ethical and honest in order to gain and maintain the public's trust and it is imperative for the success of our organization.

4.**Service, modeling leadership and clear direction:** We serve the community with courage and honor. This is accomplished by modeling leadership and providing clear direction which is vital to maintaining the confidence and trust of employees and the community we serve.

5.**Teamwork**, camaraderie, and community: We place a high value on teamwork, and feel that it has a positive impact on quality of work, public image, as well as health and wellness. Collectively this promotes transparency and improves internal morale.

INTRODUCTION

BACKGROUND

Tracy PD's 2022-2025 Strategic Plan is a document that lays out priorities for the department and the strategies employed to accomplish those goals. It was developed through a collaborative process by a workgroup that included representatives from diverse areas of the department, including sworn and professional staff, front line, investigative and support personnel as well as a multitude of ranks that contributed different perspectives.

The purpose of the plan was to ensure a continuity of some of the initiatives from prior strategic plans, which have been yielding positive results in our mission to better serve the community. At the same time, new initiatives reflect changing conditions and represent our desire to remain responsive to the needs of our community.



PRINCIPLES

The priorities and strategies outlined in this plan sit at the intersection of the pillars outlined in the 21st Century Policing Report and the priorities identified in the Tracy City Council's Public Safety Priorities. In building a strategic plan that is informed by both sources, we are ensuring that our mission is both consistent with modern police practices and best professional standards, as well as being relevant to our community and responsive to the input received from numerous local stakeholders.

21st Century Policing pillars:

- Building trust and legitimacy
- Policy and oversight
- Technology and social media
- Community policing and crime reduction
- Training and education
- Officer wellness and safety

Tracy City Council strategic priorities:

- Implement the adopted Homelessness Strategic Plan (Goal #2)
- Strengthen citywide emergency operations preparedness (Goal #3)
- Continue to strengthen community safety through crime prevention reduction activities (Goal #4)
- Implement equity and empowerment strategies and initiatives (Goal #6)



ORGANIZATION

The strategic plan continues to build on prior plans and priorities, bringing some of the earlier initiatives to fruition. At the same time, new directions and standards in law enforcement brought forth new ideas and priorities, creating areas of development that are specific to this plan.

The 2022-2025 strategic plan is broken down into five major areas or chapters, each with its own goals:

- RECRUITMENT & RETENTION
- WELLNESS
- TRANSPARENCY & COMMUNICATION
- INNOVATION
- DEPLOYMENT & INFRASTRUCTURE

While some of the projects and goals are expected to be reached early in the process, others may span several years or will continue, on an ongoing basis, to be part of future strategic plans.

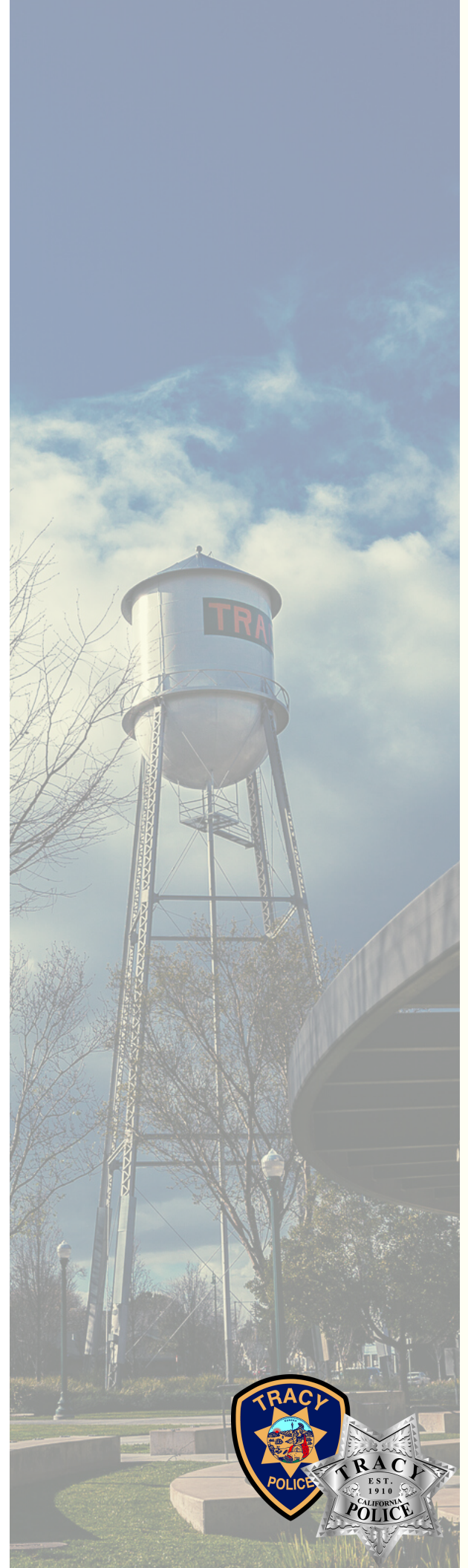


AREAS OF RESPONSIBILITY AND ACCOUNTABILITY

Each actionable section of the Strategic Plan has been assigned to a designated implementation manager. The managers have the freedom to develop workgroups to assist in the implementation of the strategies and to contribute feedback. At the same time, each manager is responsible for providing progress updates quarterly to Tracy PD's command staff and to request any additional resources that may be necessary in accomplishing their mission.

PUBLICATION

The Strategic Plan, along with any updates and status changes, are available to the public through Tracy PD's website.





RECRUITMENT AND RETENTION

1. COMPLETE/PUBLISH SUCCESSION PLAN

Responsible Manager: **Captain Luis Mejia**

Goal:

Establish a list of recommendations for development courses for career advancement. The final document will clearly define expected training at each rank, as well as the principles behind the approval of preferred training (SLI, Command College, SMIP, etc).

Current Status:

Completed, April 2022. The document was published to the department.





RECRUITMENT AND RETENTION

2. REFERRAL BONUS FOR POLICE OFFICER APPLICANTS

Responsible Manager: **Captain Luis Mejia**

Goal:

Secure agreements to implement referral bonuses for employees who refer lateral applicants for the Police Officer position. Eligibility depends on successful completion of the hiring process and completion of the FTO program.

Current Status:

Completed, April 2022. Agreements have been implemented for members of TPOA and TPMA. The distribution of referral bonuses, where applicable, began immediately upon completion of agreements.





RECRUITMENT AND RETENTION

3. INCREASE UTILIZATION OF THE EXPLORER PROGRAM

Responsible Manager: **Lieutenant Ricardo Hernandez**

Goal:

Expand recruitment and selection opportunities for the TPD Explorer program.

Current Status:

Increased explorer cadre to 10 members. Increased explorers from 6 to 12.

Recruitment is continuous.

Most recent update: November 2023





RECRUITMENT AND RETENTION

4. CAREER DEVELOPMENT "PIPELINE" FOR PD EMPLOYEES

Responsible Manager: **Captain Luis Mejia**

Goal:

Identify and publish a path for recruitment and retention for those involved in development programs (Explorers, CSO, Police Intern, Etc.)

Current Status:

Completed September 2023- The Tracy PD 2022 Succession Plan describes several pathways for entry into Law Enforcement for potential candidates. The Academy Recruit Position recruitment has been successful. Two academy recruit classes have been completed and a third group is currently in session at the police academy which began in September 2023.

Most recent update: November 2023.





RECRUITMENT AND RETENTION

5. DEVELOP AND EQUIP THE RECRUITMENT TEAM

Responsible Manager: **Lieutenant Ricardo Hernandez**

Goal:

Develop and purchase promotional equipment for the recruitment team. (Vehicle with wrap, Promotional Handouts, Etc). Increase participation at job fairs and opportunities to showcase Tracy PD as a choice employer.

Current Status:

Vehicle acquired and promotional material obtained. Job fairs and presentations are ongoing.

Most recent update: November 2023.





WELLNESS

1. FITNESS/GYM CADRE

Responsible Manager: **Lieutenant Mike Roehlk**

Goal:

Re-evaluate the current fitness equipment. Some of the current equipment is outdated or broken due to their lifespan. Replace the broken or outdated equipment and expand on the current inventory. In addition, explore unused space outside the building to have additional secure covered area for fitness training to accommodate growth of the program.

Current Status:

In progress. New updated equipment is currently in the purchasing process. Evaluating a secure area outside the building for an additional area for fitness training.





WELLNESS

2. HEALTH COORDINATION TEAM

Responsible Manager: **Manager Beth Lyons-McCarthy**

Goal:

Identify and fund, through grants, vendors to develop health program. Promote the use of Cordico app components. Combine aspects of physical, mental and spiritual health.

Current Status:

Completed grant activities and performance measurements for the Law Enforcement Mental Health and Wellness Act Grant awarded in 2021. Wellness activities are on-going and include psychological services, peer support team training, and suicide prevention training. The department completed their health and wellness library and message board, the relaxation room for department personnel, and revitalizing the department breakroom for decompressing and stress relief. On-going projects include upgrading the department sleep room, the addition of a lactation room, health assessments for sworn officers and public safety dispatchers, and additional equipment for the police gym.



Most recent update: November 2023.



WELLNESS

3. DE-STIGMATIZE MENTAL HEALTH CONCERNS

Responsible Manager: **Lieutenant Scott Muir**

Goal:

Include mental health components to the existing training program. (e.g. Dr. Gilmartin Training)

Current Status:

Psychological services are available through grant funding.

A department-wide training session covering officer wellness and suicide prevention has been completed in October 2022.

Most recent update: November 2023.





WELLNESS

4. INTEGRATE FAMILY MEMBERS

Responsible Manager: **Manager Beth Lyons-McCarthy**

Goal:

Develop training components for mental health and wellness that include immediate family members. Discuss the effect of work-life balance on employees' well-being.

Current Status:

Support services (counseling) has been made available to TPD family members through grant funding. Future developments should include the implementation of joint training sessions.

Through the Law Enforcement Mental Health and Wellness Act grant, the department developed a support network for employee's spouses. Peer Support hosted a family barbeque to launch the program. The family event included educational presentations about mental health and wellness services available to both employees and their spouses.



Most recent update: November 2023.



WELLNESS

5. PROMOTE ENGAGEMENT AND CAMARADERIE THROUGH SPECIAL EVENTS (Run, Bike, Meals,Etc)

Responsible Manager: **Chief Sekou Millington**

Goal:

Promote camaraderie-building events such as crab feeds, cook-offs, or Command staff meal service and other opportunities that family members can participate in.

Current Status:

Several internal and external (e.g. Donut Dash) events have already been established. TPD Crab Feed was successful in 2023.

Next Update: July 2024





TRANSPARENCY AND COMMUNICATION

1. IMPROVE INTERNAL INFO EXCHANGE AND ACCESS TO ANALYTICS

Responsible Manager: **Captain Luis Mejia**

Goal:

Develop a Mark43 component to replace the existing MS Access based daily activity log. Promote the use of analytics at all levels.

Current Status:

Completed September 2023- The Daily Activity Log has been revised and a procedure is in place to be disseminated throughout the agency. The BFO and BOI newsletters have been created and are routinely published. Mark 43 is being used to create reports as needed. Area Commanders are analyzing crime data monthly and creating response plans as needed.

Most recent update: November 2023





TRANSPARENCY AND COMMUNICATION

2. STANDARDIZE THE USE OF DIGITAL MEDIA

Responsible Manager: **Lieutenant Craig Kootstra**

Goal:

Develop a list of phone apps to be installed on all PD-issued phones, standardizing resources available. Facilitate the transition from the U:/ to OneDrive. Standardize and promote digital information sharing.

Current Status:

Completed. All current apps are deployed. As new apps come out, they will be disseminated by staff.

Transition to OneDrive is ongoing, with training being presented to all teams.



Next Update: July 2024



TRANSPARENCY AND COMMUNICATION

3. INCREASE CONSISTENCY AND CLARITY OF COMMUNICATION REGARDING THE VISION OF THE CHIEF AND COMMAND STAFF

Responsible Manager: **Chief Sekou Millington**

Goal:

Implement vertical staff meetings. Ensure regular scheduling of VS meetings and communication. Implement the distribution of relevant command staff discussions to employee teams. Implement a process to promote the recognition of outstanding achievements.

Current Status:

In progress.

Chief Millington engages in regularly-scheduled ridealongs to exchange information directly with employees.

Next Update: January 2024





COMMUNITY UPDATE

TRANSPARENCY AND COMMUNICATION

4. DEVELOP SOCIAL MEDIA TEAM

Responsible Manager: **Lieutenant Mario Ysit**

Goal:

Create a more diverse social media team to increase the variety of content being published.

Current Status:

Completed. A permanent PIO position has been filled and a ancillary media cadre was formed with various members of the department.

Most recent update: November 2023





TRANSPARENCY AND COMMUNICATION

5. STANDARDIZE REQUIREMENT FOR PROMOTIONS AND SPECIAL ASSIGNMENTS

Responsible Manager: **Captain Octavio Lopez**

Goal:

With assistance from Human Resources, review and revise job descriptions, requirement and special assignment selection announcements to clarify experience and tenure for each rank and special assignment position.

Current Status:

In progress. Discussions continue with HR and representatives of several of the involved labor groups.

Next Update: January 2024





INNOVATION

1. EMERGENCY LOCATOR ID BRACELET (Project Lifesaver)

Responsible Manager: **Lieutenant Miguel Contreras**

Goal:

Implement a program that provides assistance to citizens who experience communication challenges and their families. Provide a new tool for patrol officers who respond to calls for service involving missing disabled persons.

Current Status:

Goal is being re-evaluated to incorporate new drone technology. Other programs are being considered.

Next Update: July 2024





INNOVATION

2. MDC UPDATE

Responsible Manager: **Lieutenant Mario Ysit**

Goal:

Update MDC equipment to increase efficiency and reliability.

Current Status:

Completed, April 2022.

Continuous monitoring of MDC performance will continue, up to the point when implementation of next gen equipment will be necessary.





INNOVATION

3. AXON CAMERAS

Responsible Manager: **Captain Octavio Lopez**

Goal:

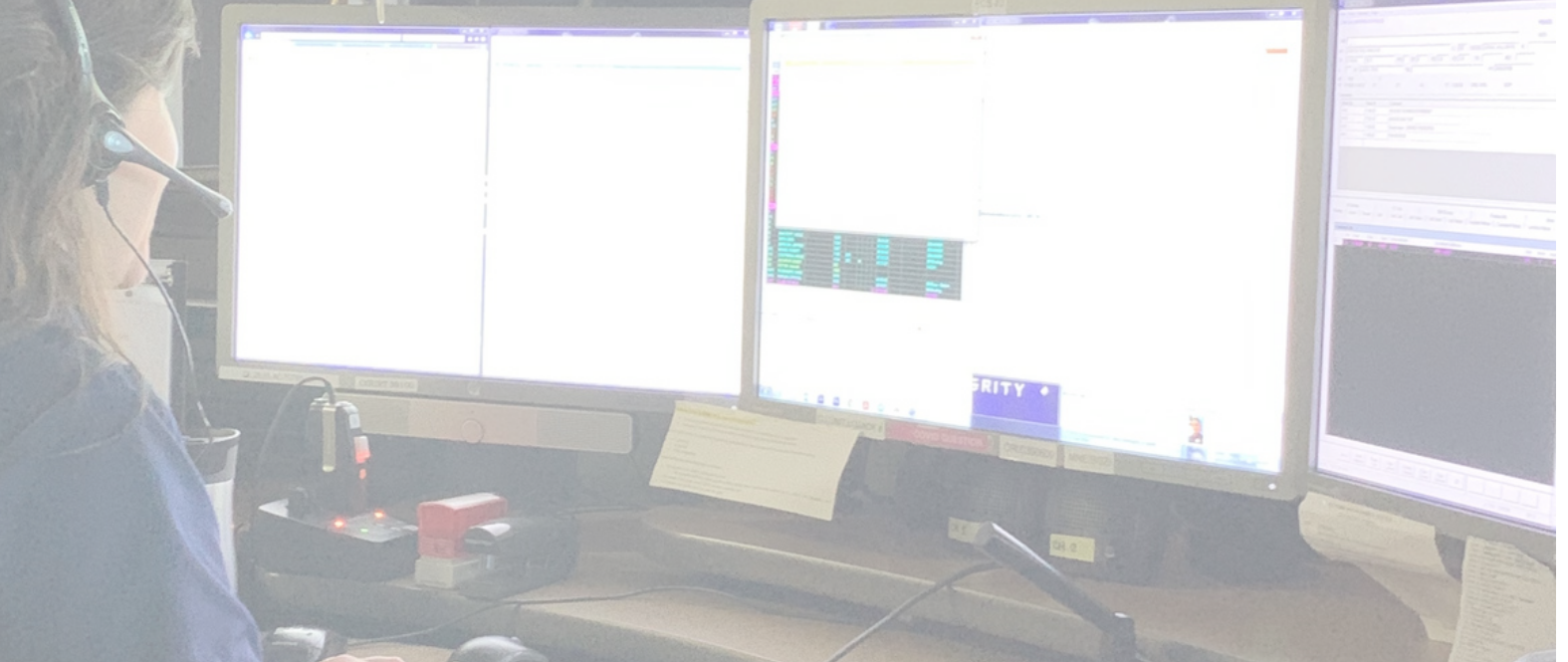
Complete purchase of next gen in-car cameras.

Current Status:

Purchase of the AXON Fleet 3 in-car cameras has been completed. Completion of installation is anticipated for summer 2022. Project completed fall 2023.

Most recent update: November 2023





INNOVATION

4. AUTOMATED LICENSE PLATE READERS

Responsible Manager: **Lieutenant Tim Bauer**

Goal:

Implement a network of fixed License Plate Readers at strategic intersections. Complete the interfacing of the ALPR infrastructure with new AXON in-car cameras and analytics modules for investigators.

Current Status:

Completed.

During the first week of November 2022, forty-46 (46) fixed ALPR units were installed at multiple locations. The program is fully operational and is yielding results. Private developers have incorporated ALPR technology to compliment current system.





INNOVATION

5. EXPAND DRONE PROGRAM

Responsible Manager: **Lieutenant Craig Kootstra**

Goal:

Expand the program to at least one drone pilot for each patrol team.

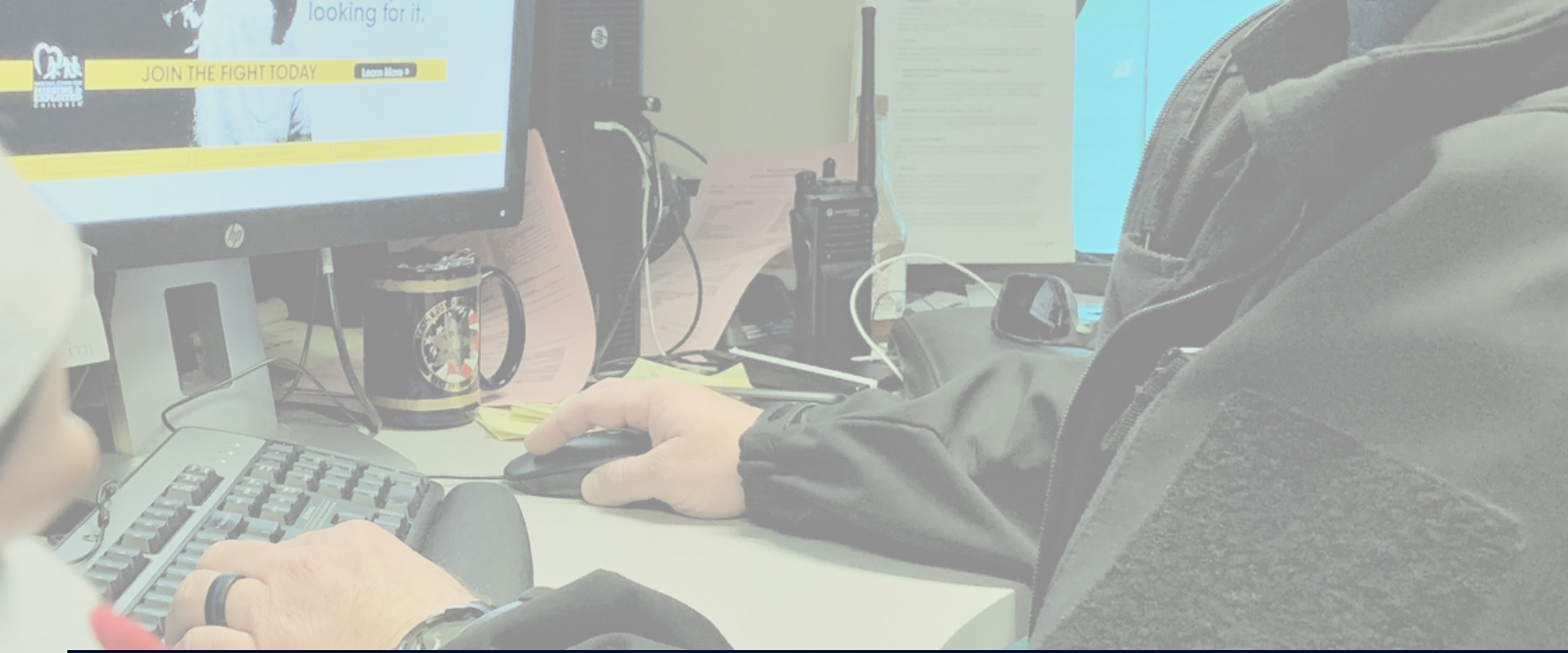
Current Status:

In progress.

New pilots have been added and new drones with additional capabilities have been purchased.

Next Update: January 2024





INNOVATION

6. HI-TECH POSITION (GIU)

Responsible Manager: **Captain Octavio Lopez**

Goal:

Convert Hi Tech position to a better model to create continuity of expertise.

Current Status:

Research has been completed, with the recommendation to add a non-sworn hi-tech, non-rotational position to the unit. Current in-progress work includes the completion of a PDQ and comparables study for HR.

Next Update: March 2024



START REQUEST

INNOVATION

7. INCREASE USE OF GO-APP

Responsible Manager: **Lieutenant Miguel Contreras**

Goal:

Create opportunities to use the GoApp to increase our info-collecting capabilities.

Current Status:

In progress. The use of the app is currently being used by various units such as VIPS, Code Enforcement, Animal Services, and others. Continuous marketing of the app is being shared.

Next Update: July 2024





INNOVATION

8. MOBILE FINGERPRINT SCANNER

Responsible Manager: **Lieutenant Craig Kootstra**

Goal:

Purchase and deploy mobile fingerprint scanners (e.g. Blue Check) to assist the identification of suspects in the field, increasing the efficiency of patrol and investigative personnel.

Current Status:

In progress. Five new mobile fingerprint scanners have been allocated to Tracy PD through the SJ County task force. Currently awaiting the arrival and implementation of the new equipment.

Next Update: March 2024





INNOVATION

9. EXPAND TO 24 HR SERVICE THE UNITS THAT CAN PROVIDE ADDITIONAL BENEFITS TO THE PUBLIC AND PATROL PERSONNEL (Records, CST, Etc)

Responsible Manager: **Manager Beth Lyons-McCarthy**

Goal:

Study the possibility of expanding some support positions to a 24hr schedule.
Implement the findings of the study.

Current Status:

On-going. Initial review of Records Unit indicates Monday through Friday services to public and to department personnel is suitable. Other units will be reviewed in upcoming months.

Most recent update: November 2023





DEPLOYMENT AND INFRASTRUCTURE

1. PATROL BEATS AND SECTOR COMMAND

Responsible Manager: **Captain Luis Mejia**

Goals:

Complete study to determine the best beat arrangement to decrease response time and increase available proactive time. Evaluate sector command structure to ensure appropriate oversight by Watch Commanders. Implement study findings.

Current Status:

Completed January 2023- Patrol Lieutenants evaluated the calls for service and geography to realign the patrol beat structure. Patrol Beats were realigned and changed from seven areas to six. Four area commands have been established and Lieutenants have been assigned to each sector.





DEPLOYMENT AND INFRASTRUCTURE

2. MINIMUM STAFFING

Responsible Manager: **Lieutenant Craig Kootstra**

Goals:

Complete study to determine minimum staffing requirements and deployment of patrol personnel into the best model of teams and schedules. Implement study findings.

Current Status:

Completed. The minimum staffing study has been completed and the recommendation is to increase minimum staffing requirements to take effect January 2024. Annual staffing evaluations will be done by scheduling Lieutenant.

Most recent update: November 2023.





DEPLOYMENT AND INFRASTRUCTURE

3. NEW STAFFING POSITIONS: SPECIAL ASSIGNMENTS AND SUPPORT

Responsible Manager: **Lieutenant Miguel Contreras**

Goals:

MET, Commercial Enforcement, Animal Shelter staff, Etc.- Create and staff or modify positions and programs to complement the current deployment model, addressing community needs: MET, Commercial Enforcement, Familiar Faces.

Current Status:

Completed and ongoing. MET activities have been increased to 4 per month. Funding has been secured for new MET-related positions and equipment.

A Familiar Faces program has been established and two civilian services liaisons have been hired.

Most recent update: November 2023.





DEPLOYMENT AND INFRASTRUCTURE

4. REGIONAL TASK FORCE PARTICIPATION

Responsible Manager: **Captain Octavio Lopez**

Goals:

Determine and staff positions on regional task forces that increase our impact in the region.

Current Status:

Completed (April 2022) and ongoing. New agreement has been reached with the Drug Enforcement Agency for collaboration on regional investigations. Additional agreements will be evaluated as they become relevant to BOI workload. April 2023, a detective was added to the METRO taskforce.





DEPLOYMENT AND INFRASTRUCTURE

5. LOCKERS AND EQUIPMENT STORAGE

Responsible Manager: **Lieutenant Miguel Contreras**

Goals:

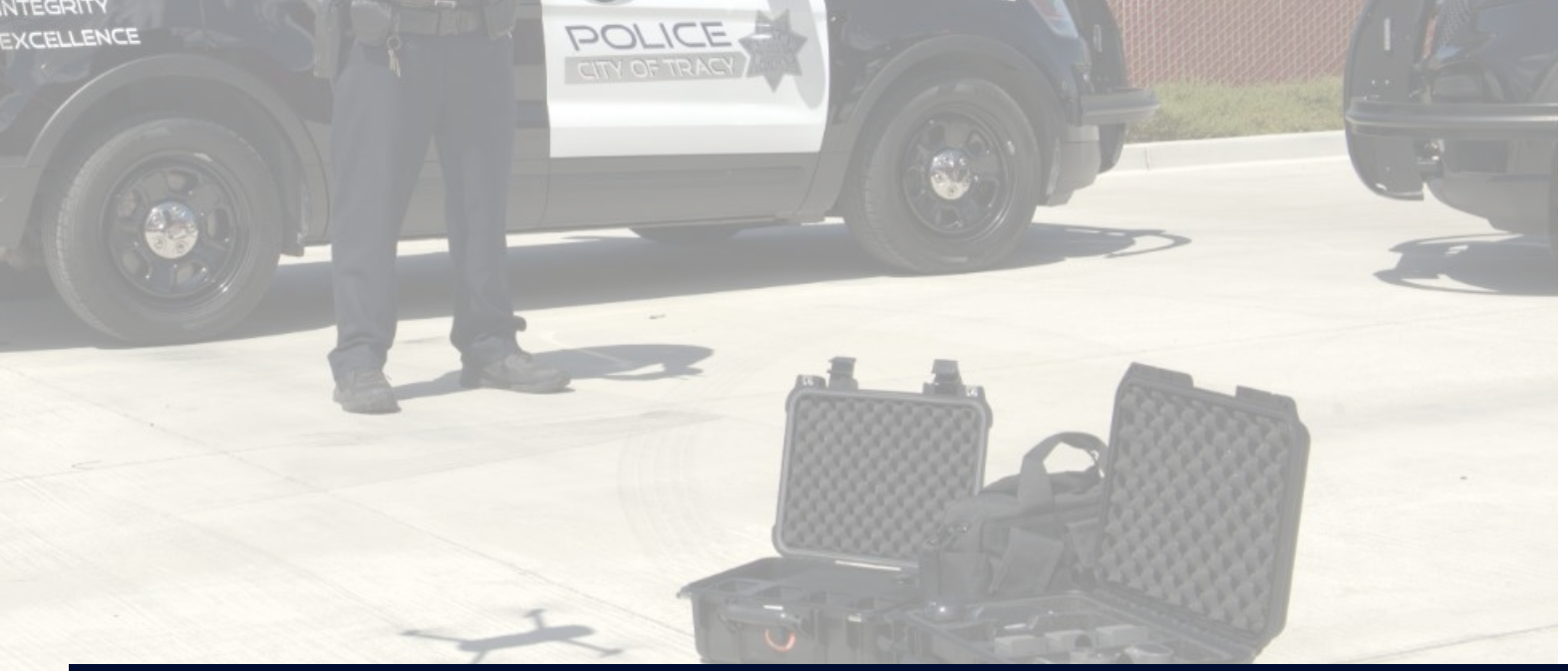
Complete remodel of old motor sally port to convert it to secure storage facility for patrol officers' duty bags.

Current Status:

Motor sally port has been cleaned and some storage shelves have been installed. Additional lockers have been purchased to increase capacity at the mail PD building. Lockers installed and in service.

Most recent update: November 2023





DEPLOYMENT AND INFRASTRUCTURE

6. PORTABLE EQUIPMENT STORAGE CASES

Responsible Manager: **Lieutenant Ricardo Hernandez**

Goals:

Standardize the use of equipment boxes to secure patrol deployment accessories (e.g. Pelican cases)

Current Status:

Goals reached 2023. Duty bags relocated to new location to accommodate growth.

Most recent update: November 2023.





DEPLOYMENT AND INFRASTRUCTURE

7. MULTIPURPOSE TRAINING FACILITY

Responsible Manager: **Lieutenant Scott Muir**

Goals:

Complete the construction of multi-disciplinary training facility at the range.

Current Status:

Design has been completed and funding is secured. As of November 2023, the project is ground breaking and in construction.

Next Update: March 2024.





DEPLOYMENT AND INFRASTRUCTURE

8. ANIMAL SHELTER - Phase 2

Responsible Manager: **Manager Beth Lyons-McCarthy**

Goals:

Initiate planning and funding for Phase 2 construction at the Animal Shelter.

Current Status:

Engaged in priorities discussion with the City of Tracy Capital Improvement committee. Project is established in the City of Tracy's Master Facilities Plan.

Most recent update: November 2023





DEPLOYMENT AND INFRASTRUCTURE

9. EXPAND COMMUNICATION CENTER

Responsible Manager: **Manager Beth Lyons-McCarthy**

Goal:

Complete the plans, secure funding and initiate construction to expand the Communications Center to accommodate additional stations in anticipation of growth.

Current Status:

Engaged in priorities discussion with the City of Tracy Capital Improvement committee. Project is established in the City of Tracy's Master Facilities Plan.

Most recent update: November 2023



