



# TRACY POLICE DEPARTMENT



## 2025-2028 Strategic Plan



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# MESSAGE FROM THE CHIEF

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The Tracy Police Department is proud to present the 2025-2028 Strategic Plan, a forward-thinking framework designed to guide the Tracy Police Department in providing the highest level of service to our Tracy community. As Tracy continues to grow and evolve, so do the challenges and opportunities in public safety. This plan ensures that we remain proactive, adaptable, and committed to fostering a safe and thriving community.

Built on five strategic pillars—Protecting Tracy, Engaging Community Partners, Advancing Technology and Innovation, Engaging and Retaining Talent, and Empowering Staff Wellness—this plan outlines our approach to modern policing. Each pillar reflects our dedication to proactive crime prevention, collaborative partnerships, innovative solutions, and a strong, well-supported workforce. By focusing on these key areas, we aim to enhance public safety, build trust, and create an environment where both our community and our personnel can thrive.

At the heart of this plan is our unwavering commitment to protecting Tracy. Public safety remains our top priority, and we will continue to invest in crime prevention strategies, intelligence-led policing, and the resources necessary to keep our city secure. However, we know that effective policing goes beyond enforcement. Engaging with community partners is essential to fostering meaningful relationships and building trust. Strengthening our connections with residents, businesses, schools, and organizations ensures that we work together to address public safety concerns and improve the quality of life for everyone in Tracy.

Embracing technology and innovation is a critical component of modern law enforcement. Advancing our technological capabilities will allow us to improve efficiency, enhance investigative efforts, and provide greater accessibility to public services. Whether through real-time crime monitoring, enhanced digital communication, or data-driven decision-making, we are committed to using technology to serve our community more effectively.

A strong department starts with its people. Engaging and retaining top talent is vital to our long-term success. By focusing on recruitment, training, leadership development, and professional growth, we will continue to build a department that reflects the values and diversity of the community we serve. Additionally, empowering staff wellness is fundamental to maintaining a healthy and motivated workforce. Supporting the physical and mental well-being of our personnel ensures they are equipped to meet the demands of modern policing while fostering a positive and sustainable work environment.

I am incredibly proud of the men and women of the Tracy Police Department. Their professionalism, dedication, and service are the foundation of our success. I also want to extend my gratitude to the community for your trust and partnership. Public safety is a shared responsibility, and together, we will continue to build a safer, stronger, and more connected Tracy.

With gratitude and commitment,

*Sekou Millington*  
**Sekou Millington**  
Chief of Police

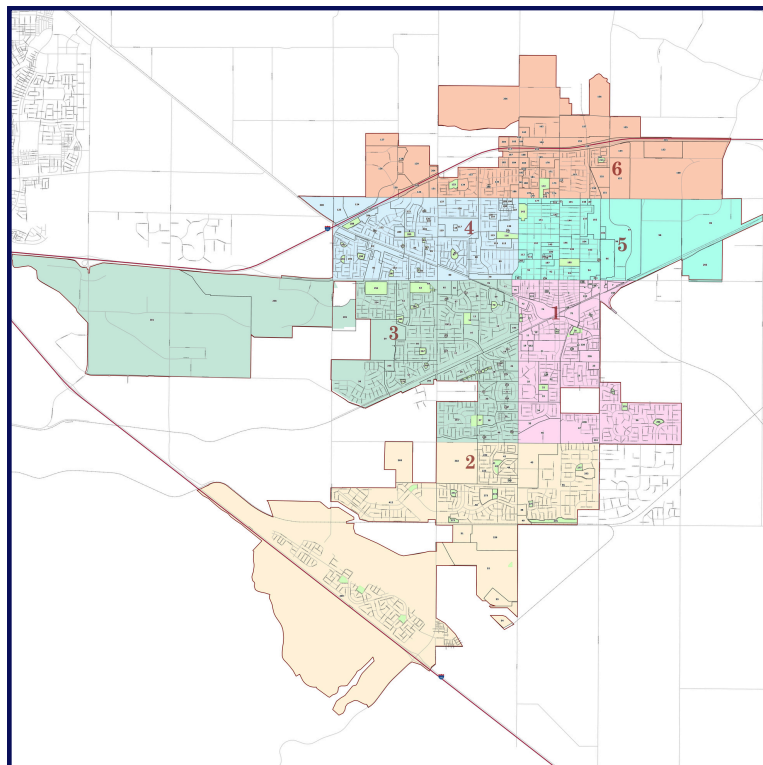


# ABOUT TRACY PD

## OUR COMMUNITY

The Tracy Police Department serves the vibrant city of Tracy, California, home to around 98,000 residents. Located at the crossroads of Interstates 205, 5, and 580, Tracy is easily accessible, making it attractive for both residents and businesses. The department's motto, "Think Inside the Triangle," captures the blend of big-city energy and small-town charm that defines Tracy.

Tracy features a historic downtown with local shops, restaurants, and community events, enriching its cultural landscape. Even amid rapid growth, the city has preserved its close-knit community, where traditions thrive and bonds strengthen. The Tracy Police Department is committed to serving this diverse population, upholding the core values of Service, Integrity, and Excellence. Through proactive initiatives and community engagement, the department aims to keep Tracy a safe and welcoming place for all.



## OUR BEATS

A Beat Map divides the city into patrol zones, improving service by fostering community ties, addressing local issues, and enhancing response times and resource allocation.



### SERVICE

Always strive for long-term solutions to problems. Provide honest, open, and timely (HOT) feedback. Align your efforts with the organization's goals and work hard to meet them. Stay resolute against gossip and rumors. Respond quickly to requests and communications.

Foster a proactive mindset.

### INTEGRITY

Embrace transparency in both your thoughts and actions. Concentrate on tackling behaviors rather than focusing on reputations.

Foster loyalty to the organization rather than personal relationships. Always prioritize the organization's objectives over individual interests.

### EXCELLENCE

Dare to question the norm by fostering new, imaginative, and innovative ideas. Take pride in your profession and your department. Cultivate a mindset of lifelong learning. Aim to meet or surpass the highest standards set by your department and organization. Lead by example through your actions. Always go above and beyond to meet the needs of the community.





# TRACY PD MISSION & VISION

## OUR MISSION

The Tracy Police Department aims to keep Tracy a safe place in which to live, work, and invest.



## OUR VISION

The Tracy Police Department works to preserve the safety and high quality of life in Tracy through value-based policing.



# 2025-2028 STRATEGIC PLAN OVERVIEW

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The 2025-2028 Tracy Police Department Strategic Plan is built on five foundational pillars that will guide our efforts over the next four years. These pillars reflect our commitment to modern, community-focused policing while ensuring we remain prepared to meet Tracy's evolving needs.

Protecting Tracy remains our highest priority. Through proactive enforcement, intelligence-led policing, and strategic partnerships, we will reduce crime, address quality-of-life concerns, and enhance community safety. By prioritizing crime prevention, tactical readiness, and engagement, we aim to create a secure and thriving environment for all.

Engaging Community Partners is key to building trust and collaboration. Strong relationships with local organizations, businesses, schools, and residents help us understand community concerns and work toward solutions. Expanding outreach, improving communication, and enhancing transparency will keep public safety a shared responsibility.

Advancing Technology and Innovation will enhance our ability to serve efficiently and effectively. By integrating cutting-edge tools, expanding digital accessibility, and improving investigative capabilities, we will modernize our approach to policing. Technology will drive crime prevention, operational efficiency, and public engagement.

Engaging and Retaining Talent is essential to our long-term success. Recruiting, developing, and retaining a highly skilled, diverse workforce ensures we provide exceptional service. Leadership development, mentorship, and training opportunities will foster a culture of growth, accountability, and excellence.

Empowering Staff Wellness is fundamental to maintaining a healthy, motivated, and resilient police force. Our personnel are our greatest asset, and supporting their well-being is a top priority. Wellness resources, mental health support, and fitness initiatives will promote both professional success and personal well-being.

Through this strategic plan, the Tracy Police Department reaffirms its commitment to innovation, collaboration, and community engagement. By focusing on these five pillars, we will continue building a department that is responsive, forward-thinking, and dedicated to making Tracy a safer place to live, work, and visit.







# PROTECT TRACY

The safety of our residents, businesses, and visitors is always our top priority. We will continue to work tirelessly to reduce and prevent crime, respond quickly to emergencies, and stay ahead of emerging threats, ensuring that everyone feels safe in our community.

Protecting Tracy means maintaining a visible presence throughout the City, building trust with the community, and fostering relationships that encourage open communication and collaboration. We are dedicated to using the latest technology, data-driven strategies, and best practices to anticipate and address public safety challenges effectively.

Through our commitment to proactive enforcement, we aim to deter criminal activity before it occurs. Our officers are trained to respond swiftly to incidents while also engaging with residents to understand their concerns and provide reassurance. We recognize that safety is a shared responsibility and work closely with local organizations, businesses, and residents to create a safer environment for all.

The Tracy Police Department stands out in protecting Tracy by employing proactive enforcement, strategic planning, and collaborative partnerships. Together, we strive to make Tracy a place where everyone feels secure and supported.





## GOAL 1 ENHANCE CRIMINAL STREET GANG AND ILLEGAL FIREARM ENFORCEMENT

### OBJECTIVES & STRATEGIES:

- Evaluate the deployment of resources to focus on gang and illegal firearms.
- Provide continuous training related to proper gang documentation and firearm laws.
- Increase participation in local/regional gang information-sharing meetings/groups.

Responsible Manager: Bureau of Investigations Captain

Current Status: Ongoing

Most recent update: February 2025







## GOAL 2 MAXIMIZE PATROL READINESS AND TACTICAL CAPABILITIES

### OBJECTIVES & STRATEGIES:

- Evaluate current tactical capabilities/equipment to industry standard (SWAT/CNT/Patrol).
- Increase mandated internal department training on Firearms and Defensive Tactics.
- Provide Advanced Tactics and Critical Incident Management training for officers and supervisors (DARC/CATO CIL course).

Responsible Manager: Professional Standards & Training

Current Status: Ongoing

Most recent update: February 2025





## GOAL 3

# PROVIDE ADVANCED TRAINING IN PROACTIVE POLICING AND PROBLEM-SOLVING

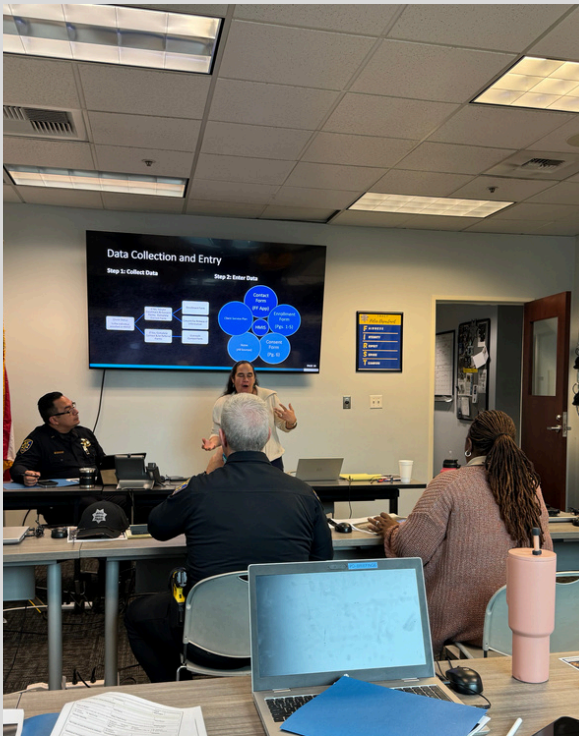
### OBJECTIVES & STRATEGIES:

- Officers and Professional staff will be trained on various internal and external resources to combat crime and quality of life issues.
- Personnel will be evaluated on their ability to engage in proactive and problem-solving efforts.
- Utilize resources to include the Community-Oriented Policing Services program (COPS).
- Standardize sworn and professional staff team expectations.

Responsible Manager: *Professional Standards & Training and Bureau of Field Operations Captain*

Current Status: *Ongoing*

Most recent update: *February 2025*







Effective policing relies on collaboration, mutual respect, and open communication. By working together with local organizations, community leaders, and residents, we can address the unique needs of our community, foster trust, and create a safer environment for all. Our commitment is to build meaningful relationships that promote transparency, inclusivity, and shared responsibility in public safety.

Strengthening these partnerships ensures that our community members feel heard, valued, and supported. Through active engagement, we aim to not only enhance the quality of life in Tracy but also ensure that every resident feels connected to the Tracy Police Department and confident in our services.

The Tracy Police Department's Strategic Plan includes goals to maximize community response and preparedness by enhancing emergency response efforts through collaboration and improving readiness for crises. Additionally, we are committed to increasing our presence on social media platforms to connect with more residents, share important information quickly, and engage with the community in real time.

The Tracy Police Department delivers responsive and community-centered services by building trust, promoting accountability, and establishing community partnerships. Together, we can create a stronger, safer Tracy.







# ENGAGE COMMUNITY PARTNERS

## GOAL 1 MAXIMIZE COMMUNITY RESPONSE AND PREPAREDNESS

### OBJECTIVES & STRATEGIES:

- Work with our Community Partners (South County Fire, School Districts, Businesses, and Residents) to establish emergency preparedness, response, and improved communications.
- Work with organizations such as the Tracy Chamber of Commerce to establish partnerships with the business community.

Responsible Manager: *Bureau of Special Operations Captain*

Current Status: *Ongoing*

Most recent update: *February 2025*







# ENGAGE COMMUNITY PARTNERS

## GOAL 2 INCREASE SOCIAL MEDIA PLATFORMS

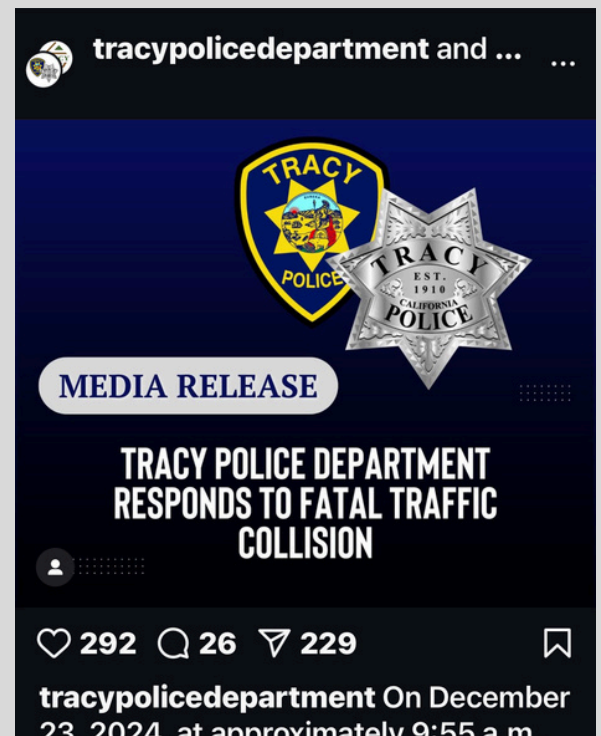
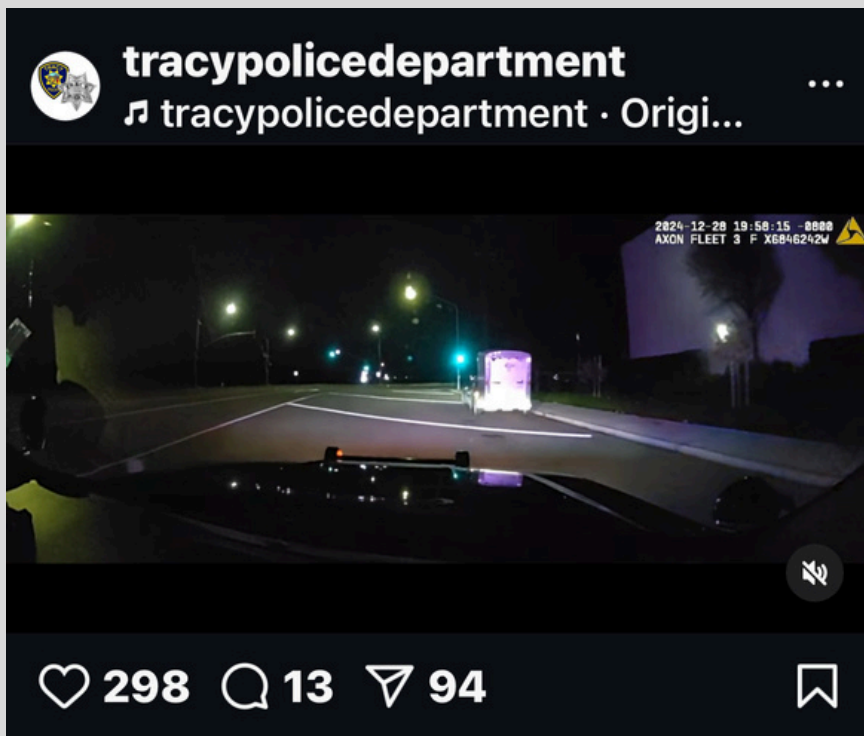
### OBJECTIVES & STRATEGIES:

- Develop a robust presence on professional and dynamic social platforms, including LinkedIn, YouTube, and podcasts, to foster connections with community leaders, businesses, and organizations.
- Utilize new platforms to enhance transparency and create interactive, accessible channels for community feedback and engagement.
- Strengthen ties with well-established local organizations by co-developing social media content and joint outreach efforts.
- Increase social media content from field units.

Responsible Manager: Office of the Chief - Public Information Officer

Current Status: Ongoing

Most recent update: February 2025





# ADVANCE TECHNOLOGY & INNOVATION

As technology continues to transform how we approach law enforcement, we are committed to using cutting-edge tools to better address future emerging crime trends, enhance our effectiveness, and better serve the community.

In alignment with this focus, the Tracy Police Department has set several key goals aimed at enhancing our technological capabilities. We will work to improve our online platforms and apps to ensure better customer service for the public, making it easier to access and interact with the department. A Real-time Information Center will be established to provide immediate and accurate data to officers and the public, enhancing situational awareness and response times. We also plan to introduce Red Light Camera Photo Enforcement to further improve traffic safety and reduce violations. Additionally, the department's infrastructure will undergo an upgrade to improve video surveillance and security access technology, strengthening public safety efforts. Lastly, we will acquire a new mobile command post, ensuring that we can respond to emergencies more effectively and efficiently, no matter the situation.

The Tracy Police Department seeks to develop, upgrade, and improve information technology systems to assist law enforcement efforts.







## GOAL 1 IMPROVE PD ONLINE PLATFORMS AND APPS FOR BETTER CUSTOMER SERVICE

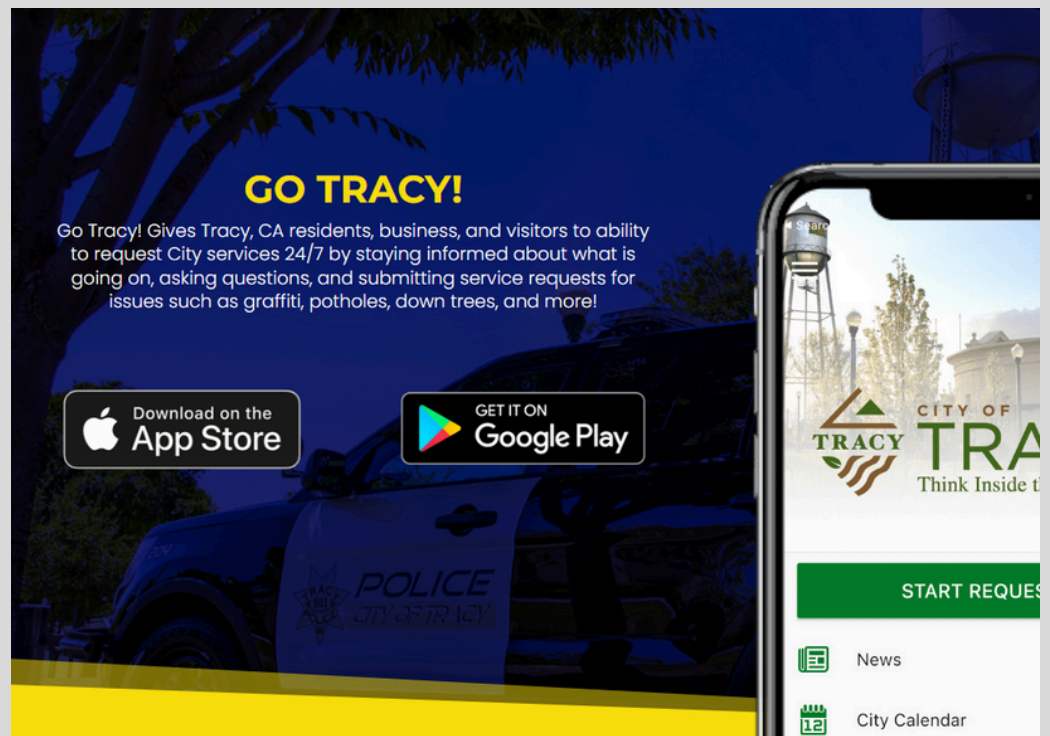
### OBJECTIVES & STRATEGIES:

- Develop an online system for the Animal Shelter that allows the community to pay for licenses and fees, or make donations.
- Update the Tracy GO! app to be more user-friendly to the public so they can report issues to Code Enforcement.
- Enhance the mobile app for better user interaction and enable public reporting for local issues.

Responsible Manager: Office of the Chief of Police

Current Status: Ongoing

Most recent update: February 2025





## GOAL 2 ESTABLISH REAL-TIME INFORMATION CENTER

### OBJECTIVES & STRATEGIES:

- Stand up the Real-Time Information Center.
- Utilize the software Peregrine to unify and analyze data across various information channels.

Responsible Manager: *Bureau of Investigations Captain*

Current Status: *Ongoing*

Most recent update: *February 2025*







## GOAL 3 ESTABLISH RED LIGHT CAMERA PHOTO ENFORCEMENT

### OBJECTIVES & STRATEGIES:

- Stand up the Red-light Camera Photo Enforcement.
- Evaluate the deployment of personnel to support the red-light camera program.

Responsible Manager: *Bureau of Field Operations Captain*

Current Status: *Ongoing*

Most recent update: *February 2025*





## GOAL 4 UPGRADE PD INFRASTRUCTURE VIDEO SURVEILLANCE & SECURITY ACCESS TECHNOLOGY

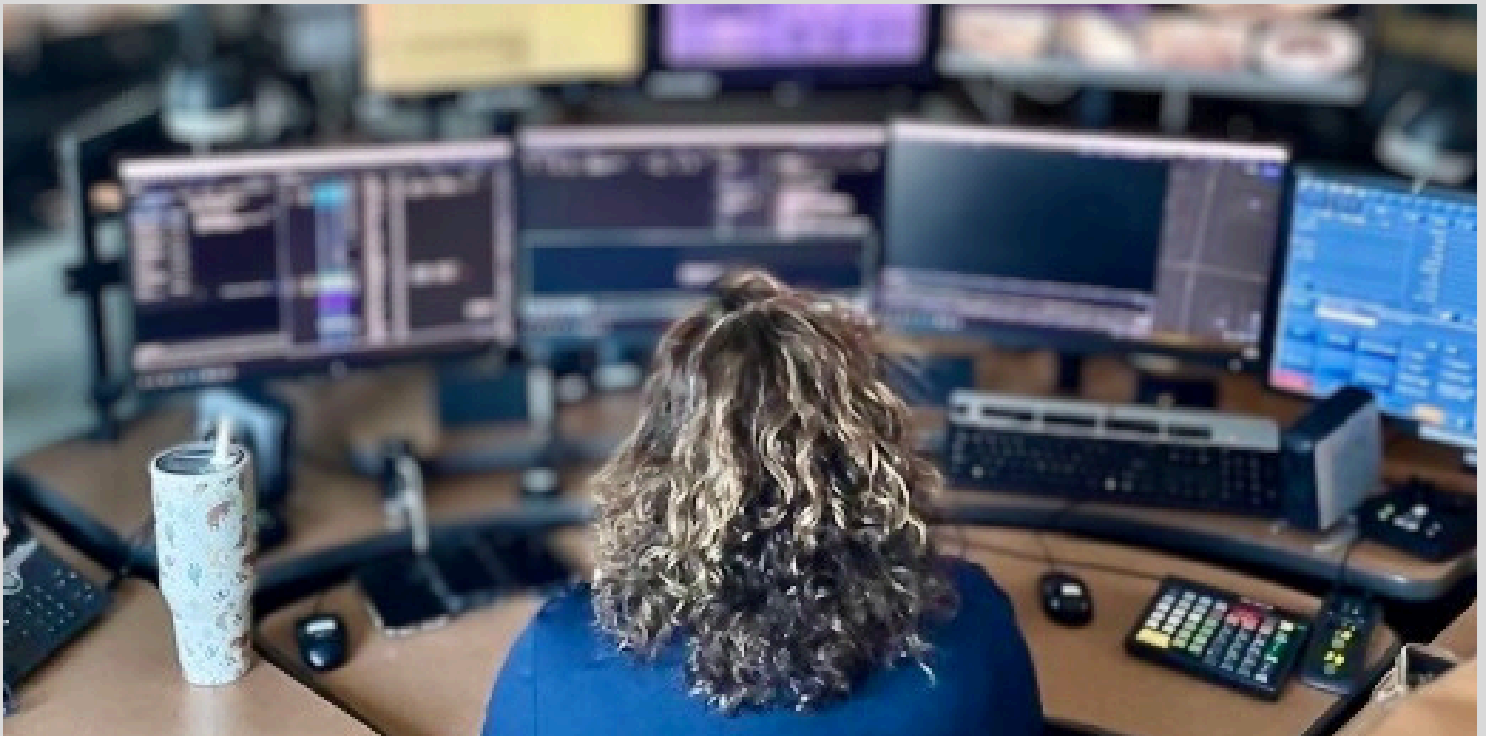
### OBJECTIVES & STRATEGIES:

- PD is working with the City of Tracy Information Technology Department to upgrade existing equipment and software.

Responsible Manager: *Bureau of Special Operations Captain and  
City of Tracy Information Technology Division*

Current Status: *Ongoing*

Most recent update: *February 2025*







## GOAL 5 ACQUIRE A NEW MOBILE COMMAND POST

### OBJECTIVES & STRATEGIES:

- Evaluate funding opportunities.
- Research various mobile command vehicle options.

Responsible Manager: Bureau of Special Operations Captain

Current Status: Ongoing

Most recent update: February 2025





Engaging and Retaining Talent focuses on building a stronger department from within. To provide the highest level of service, we need outstanding people. That's why we are dedicated to attracting and retaining top talent while creating opportunities for career growth and development.

Our goals within this focus area are centered around fostering a supportive and collaborative work environment. By promoting a culture of peer accountability and teamwork, we strive to create a department where everyone works together towards common goals. We also aim to establish a police cadet and intern program, coupled with increased recruitment efforts, to ensure we attract individuals who are passionate about serving the community. In addition, we are committed to increasing recruitment for Volunteers in Police Service (VIPS) to further enhance our capabilities and support. Finally, we focus on maximizing workplace processes and procedures to streamline operations and improve overall efficiency.

The Tracy Police Department is a diverse and highly trained workforce where every recruit, officer, employee, and volunteer feels engaged and informed, and has opportunities for professional development.







# ENGAGE & RETAIN TALENT

## GOAL 1 PROMOTE A CULTURE OF PEER ACCOUNTABILITY & TEAMWORK

### OBJECTIVES & STRATEGIES:

- Improve Communication and Beat management amongst personnel utilizing communication tools such as newsletters and Evertel.
- Review the current format of evaluations, use of force, and pursuit reviews.
- Highlight staff accomplishments in newsletters, briefings, and amongst city and law enforcement partners.

Responsible Manager: Department Wide

Current Status: Ongoing

Most recent update: February 2025





# ENGAGE & RETAIN TALENT

## GOAL 2 ESTABLISH A POLICE CADET/INTERN PROGRAM AND INCREASE RECRUITMENT EFFORTS

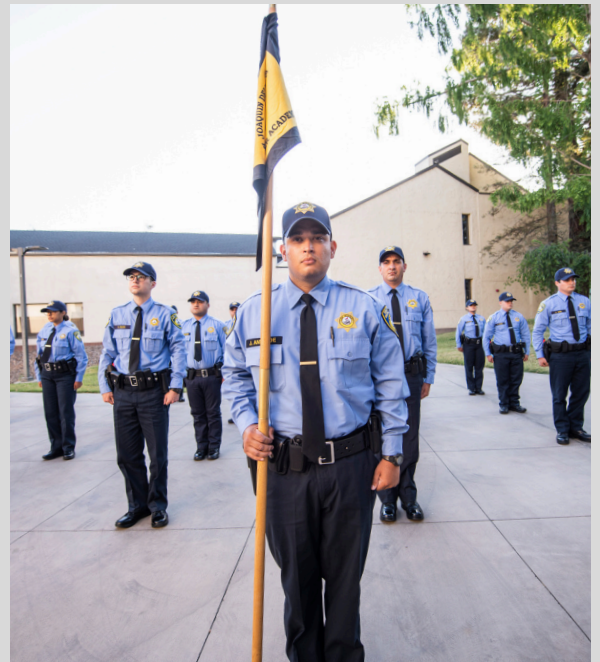
### OBJECTIVES & STRATEGIES:

- Establish an opportunity for selected Police Explorers who age out to become Police cadets.
- A Police Cadet program establishes a recruitment pipeline for Police Explorers and offers a potential candidate pool for Police trainees.
- Enhance the recruitment pipeline through applicant support and career pathway programs.
- Identify additional resources to further enhance the recruitment team.

Responsible Manager: Bureau of Field Operations Captain

Current Status: Ongoing

Most recent update: February 2025







# ENGAGE & RETAIN TALENT

## GOAL 3 INCREASE RECRUITMENT OF VOLUNTEERS IN POLICE SERVICE (VIPS)

### OBJECTIVES & STRATEGIES:

- Continue increasing and improving the VIPS program and maximize their involvement in Community Activities and PD Functions.
- Utilize our Community Academy and Community events to recruit potential volunteers.
- Promote social media messaging and recruitment efforts for VIPS.

Responsible Manager: *Bureau of Special Operations Captain*

Current Status: *Ongoing*

Most recent update: *February 2025*





# ENGAGE & RETAIN TALENT

## GOAL 4 MAXIMIZE WORKPLACE PROCESSES AND PROCEDURES

### OBJECTIVES & STRATEGIES:

- Establish a work group to evaluate and make recommendations to improve workplace efficiencies.
- The work group would meet regularly to proactively evaluate and make recommendations to improve PD processes to improve time management related to items such as the booking process, call dispatching, transport unit, substation beat staffing and administrative tasks.

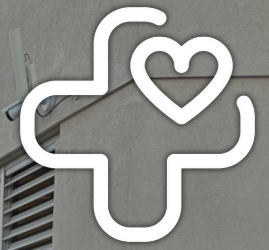
Responsible Manager: *Bureau of Investigations Captain*

Current Status: *Ongoing*

Most recent update: *February 2025*







# EMPOWER STAFF WELLNESS

Empowering Staff Wellness is a vital component of the Tracy Police Department’s strategy to build a healthy, resilient, and effective workforce. Our sworn and professional staff face daily challenges that can impact their mental and physical health. Recognizing that their well-being is essential to the department’s success, we are committed to providing the resources, support, and environment needed to help them thrive both in their professional and personal lives.

Our wellness strategy focuses on three key areas: increasing mental health awareness and support, prioritizing physical fitness through a fully equipped PD gym, and creating a Health Coordination Team to oversee wellness initiatives. By promoting mental health and providing the tools for physical wellness, we aim to enhance resilience and reduce burnout.

The Tracy Police Department seeks to promote and support staff wellness to improve and maintain overall health while creating a culture of healthful living throughout the department. By investing in our team’s well-being, we ensure they are better equipped to serve the community with resilience, compassion, and excellence while fostering an environment where they can flourish both physically and mentally.





# EMPOWER STAFF WELLNESS

## GOAL 1 INCREASE MENTAL HEALTH AWARENESS AND SUPPORT

### OBJECTIVES & STRATEGIES:

- Develop 30-minute Brown Bag Lunch Sessions featuring wellness groups that focus on preventive measures for conditions such as hypertension, diabetes, cholesterol management and healthy eating habits.
- Establish a comprehensive support program offering access to counselors, therapists, and life coaches to provide professional guidance and assistance.
- Increase Peer Support Team engagement and services offered. The team will present during briefings, quarterly meetings, or Brown Bag Lunch Sessions to increase awareness and accessibility of their network of resources.

Responsible Manager: Bureau of Support Services Manager

Current Status: Ongoing

Most recent update: February 2025







# EMPOWER STAFF WELLNESS

## GOAL 2 PHYSICAL FITNESS & PD GYM

### OBJECTIVES & STRATEGIES:

- Explore the possibility of implementing on-site “Four Day Workouts” tailored for sworn staff.
- Explore the possibility of implementing on-duty workouts for professional staff. This initiative would require upgrading the PD gym and enhancing an outdoor gym.
- Establish a dedicated recovery room to support the physical and mental well-being of officers and professional staff. Equip the space with amenities such as ice baths, a sauna, and leg compression devices to help manage stress and promote recovery.
- Host quarterly PD farmers market to promote access to fresh, healthy produce and encourage healthier lifestyle choices.

Responsible Manager: Bureau of Field Operations Lt. Roehl and Peer Support

Current Status: Ongoing

Most recent update: February 2025





## GOAL 3 ESTABLISH HEALTH COORDINATION TEAM

### OBJECTIVES & STRATEGIES:

- Develop a plan to designate a Worker's Compensation liaison to assist employees in navigating the claims process, providing guidance, support, and timely communication.
- Arrange for a mobile health trailer such as SIGMA to visit and provide employees with convenient health screenings, including blood pressure, blood sugar, and other wellness checks.
- Provide ergonomic assessments for both desk workstations and vehicles to enhance employee comfort, reduce strain, and promote overall well-being.

Responsible Manager: *Department Wide*

Current Status: *Ongoing*

Most recent update: *February 2025*

