

# ANTIOCH POLICE DEPARTMENT



## STRATEGIC PLAN

July 2007 – June 2010

### *PREAMBLE*

We recognize that we are government's most visible representative and that we respond to the needs of our customers, 24 hours a day, seven days a week.

We recognize the awesome responsibility to fairly and wisely exercise the unique powers given to us to accomplish our mission.

We acknowledge that we are held to a higher standard; therefore, our personal and professional lives must be exemplary.

### Message from the Chief of Police



Strategic Planning is the foundation for the future of any organization. For the Antioch Police Department, our Strategic Plan not only serves as the foundation for how we will provide police services in the future but also serves as the department's vehicle for accomplishing needed change. The way in which we deliver services is founded in our belief in Community Policing. The critical aspects of community oriented policing are problem solving, a focus on service delivery at the neighborhood level, and community partnerships.

This Strategic Plan is a dynamic document that is in a state of constant review and updating. As one goal is achieved, a new challenge will become apparent and that challenge will become the next initiative. Each strategy has been assigned to a specific person and that person should be seen as the expert in the topic area of that strategy. If that individual is reassigned, moves on, retires or becomes unavailable, another person will be assigned the strategy and will develop knowledge, skills and abilities in the topic area.

Additionally, this Strategic Plan includes a timeline and details the strategies utilized to accomplish the objectives. It is the responsibility of the assigned person to coordinate efforts and resources to complete the objectives. The implementation year indicates the year in which the strategy should be completed, not when efforts towards accomplishing the strategy should commence.

Finally, the development of this Strategic Plan was difficult work. Many of the goals and strategies address issues that are very complex and have existed in our community for many years. The people that have contributed to this Strategic Plan deserve a tremendous amount of credit and recognition. They are truly working to make the City of Antioch a safe place to live, work, learn, and visit.

Jim Hyde, Chief of Police  
Antioch Police Department



## ***OUR MISSION***

**The Mission of the Antioch Police Department, in partnership with our community, is to promote the quality of life in Antioch by proactively reducing crime with integrity and commitment to excellence.**

---

## **STATEMENT OF ORGANIZATIONAL VALUES**

### **INTEGRITY**

The core of our public service is built around integrity. We are responsible for our actions and are willing to admit to our mistakes, thereby insuring that our behavior builds credibility with the public.

### **OPENNESS AND SENSITIVITY**

Openness and sensitivity are qualities we strive to bring out when interacting with the public. We will respond to the public's requests for assistance in a caring, helpful and understanding manner.

### **PROFESSIONALISM AND COMPETENCY**

Our employees are dedicated to providing the community with professional and competent service at its highest level. We are clear in direction and perspective and in our sense of commitment.

### **ACCOUNTABILITY AND RESPONSIBILITY**

The fabric which binds our organization together is accountability and responsibility. Using good judgment in conjunction with taking calculated risks nurtures innovation. As we learn from our experience, both positive and negative, we learn to challenge the future with optimism.

### **ENCOURAGEMENT AND RECOGNITION**

We instill self pride in our work force and encourage independence, action and initiative. We recognize our employees as a valuable asset and acknowledge our success as an organization is realized through team excellence.

### **FUN AND VITALITY**

Remaining active, intuitive and curious while approaching our work with a sense of enjoyment only fosters an environment of excitement. Fun and vitality is the spirit behind all of our efforts.

## ***THE PROCESS***

The Antioch Police Department understands that our internal priorities may not always align with the expectations of the community. Though the department has responsibility for resource allocation, the community has expectations for service—what services are provided and how. In developing the strategic goals for the next three years, we made community input in the process a priority. We wanted to know, what does the community want from their police department? As a result, the strategic goals of the department are based solidly on information we learned through the 2006 and 2007 business and community meetings.

Through the winter of 2006 and spring of 2007 we conducted nine community meetings: Five based on geographic location, four specifically for the business community. We gathered additional input from the Recent Quality of Life Forums as well as Coffee with the Cops in which a staff member meets with the public once a month. During each one of these sessions, we asked the attendees what their concerns were and what the important issues in their neighborhoods were. The information we received was used to establish the six broad goal areas: Leadership and Relationships, Communication (Internal/External), Staffing, Reducing Crime, Juvenile Issues and Public Education.

In addition to seeking community input, we studied ourselves. How are we spending our time? What systems or processes are not working? How do employees feel about the work environment? Police are skilled at analyzing crime-related problems and identifying solutions, but rarely do we take a step back and ask important internal questions. Information we received from the employees complemented what we heard from our community.

The police department administrative staff took the internal data and the community information and developed six goals statements for the department. Members of the Strategic Plan Committee facilitated meetings with line employees to develop the specific strategies for each goal statement. We also met with Community Development and Neighborhood Improvement Services (NIS). All of the strategies developed at the line level were collated and, when possible, redundancy was eliminated. The strategies were then assigned to a unit manager for oversight.

***What are the needs and expectations of our community?***

***Meetings with***

- ***Community***
- ***Businesses***

***Listen to our employees and analyze our systems***

***Formation of six banner goal statements***

## *STRATEGIC PLAN*



This report summarizes the Antioch Police Department's three-year strategic plan (2007-2010). It presents strategies that will, as they are implemented, be the means through which the Antioch Police Department strives to meet the public safety needs of our community.

Antioch Police Department's Strategic Plan 2007-2010 has been developed to help focus the department a rapidly changing environment.

Like most police organizations today, the department faces challenges and difficult decisions resulting from three major factors:

- ★ Increasing service expectations
- ★ More sophisticated criminal activity
- ★ Limited financial and human resources

To succeed as a police organization, we must manage these factors effectively. This requires:

- ★ Leadership
- ★ Openness to change
- ★ The creativity and integrity of our employees

**As a result, our strategic direction for the next three years focuses on six key elements:**

- 1. Leadership and Relationships**
- 2. Communication (Internal and External)**
- 3. Staffing**
- 4. Reducing Crime**
- 5. Juvenile Issues**
- 6. Public Education**

# 1 Leadership and Relationships – Change and Our People

Never before has the officer on the street been impacted by so much change: emerging technologies, sophisticated criminals, complex traffic issues, increased community expectations, and new strategic partnerships are just some of the challenges faced by today’s police professionals. It is imperative that we survive these changes and that we manage them effectively. To do so, we must understand how significant changes occurring in the community or work environment are impacting our people.

Through a new departmental focus on relationships and the cultivation of leadership in all our employees, we believe that the dynamics of change may be positively managed. Our people are one of the community’s greatest assets and we will continue to focus on supporting and strengthening our team. The next three years will see a renewed emphasis on the creation of *supervisory leadership training* and *relationship building*, the *recruitment process* and the *training and retention* of highly skilled employees. We will develop a *peer support program* to sustain our most valuable internal asset, our employees.

**Goal Statement**

*We will develop ethical leaders at all levels of the organization by implementing leadership training, succession planning, mentoring and role modeling. This will result in decisions made at the lowest possible level to encourage initiative and creative problem-solving, enhancing trust upward, downward, laterally and within the community.*

Leadership and Relationships Strategies	Responsible	Timeline	Status
✓ Develop a supervisory leadership program.	Lt. Orman Lt. Kelley	Year 2	Completed
✓ Enhance Field Training Officer program.	Lt. Vanderklugt	Year 1	Completed
✓ Enhance department’s employee recognition program.	Capt McConnell	Year 1	Completed Ongoing
✓ Implement management bi-monthly meetings.	Chief Hyde	Year 1	Completed Ongoing
✓ Implement a supervisory leadership program.	Lt. Orman Lt. Kelley	Year 3	Completed Ongoing
✓ Develop and implement a peer support program for critical incident stress management.	Chief Hyde	Year 2	Completed
Provide mentoring programs for entry-level employees.	Capt. McConnell	Year 3	In Progress
● <del>Develop a supervisory team building program.</del>	Capt. Cantando	Year 2	Funding
✓ Develop and implement an organizational feedback program.	Lt. Kelley	Year 2	Completed

## 2 | Communication (Internal/External)

The success of any business depends largely on how effective the members communicate. Communication between managers and employees is an important issue in any organization. Employees want guidance from their supervisors, and management wants input from the entire team. Most companies have little trouble communicating downward, but getting information to flow upward can be more of a challenge. When employees stay quiet about what they need, then the negative results of missed opportunities, delayed projects, and failed initiatives can occur.

During our recent interdepartmental and community outreach meetings, communications issues were clearly identified as a top concern. The goals set forth in this Strategic Plan are a commitment to increase communication across all levels of the department and the community. This is accomplished by providing open lines of communication throughout the department as well as our community.

**Goal Statement**  
*We will develop internal programs to communicate relevant information to employees in order to meet our objectives.*

*Develop external communication programs for the public so they can assist us in making Antioch safer.*

Communication Strategies (Internal)	Responsible	Timeline	Status
✓ Develop and implement program for consistently publishing Field Services meeting notes to all personnel.	Capt. McConnell	Year 1	Completed
✓ Revise and implement the Quality Circle Committee.	Lt's Vanderklugt/Welch	Year 1	Completed Ongoing
✓ Develop a departmental news letter.	Lt. Marchoke	Year 2	Completed <small>with City News Letter</small>
Develop a management monthly ride along schedule with patrol.	Chief Hyde	Year 3	In Progress
✓ Implement quarterly department meeting with the Chief.	Chief Hyde	Year 1	Completed Ongoing
✓ Implement schedule for administration to meet regularly with the troops	Capt. Cantando	Year 1	Completed (Combined with below)
✓ Develop schedule for Management Roll Call program.	Capt. McConnell	Year 1	Completed
Develop and implement a yearly employee family event function. (Department Picnic)	Lt. Vanderklugt	Year 3	In Progress
✓ Develop and implement a program to improve roll call training.	Lt. Marchoke	Year 2	Completed

	<b>Communication Strategies (External)</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
✓	Revise press release policy.	Chief Hyde	Year 1	Completed
●	<del>Develop and implement online crime reporting program.</del>	Lt. Willerford	Year 3	Funding
✓	Create a Public Information Officer (PIO) position.	Lt. Marchoke	Year 2	Completed
✓	Expand the role of the Crime Prevention Commission in educating the public.	Lt. Marchoke	Year 2	Completed
	Create information videos for educating the public on crime prevention. Post on the Web.	Lt. Marchoke	Year 3	In Progress
	Develop crime prevention tips of the month for publication in local paper.	Lt. Marchoke	Year 3	In Progress



### 3 | Staffing

During our recent community outreach meetings, police staffing issues were clearly identified as a top concern by our citizens. The staffing goals set for this Strategic Plan are a commitment to a community policing strategy of reducing crime and to working in partnership with the community to enhance the quality of life through education and resource alignment. The outcome is a safer community.

***Goal Statement***  
*We will develop and implement staffing strategies to address current and future needs of the department and the city.*

Adequate staffing has always been an issue within the City of Antioch. We need to focus on how we can be efficient as possible with the resources allocated. The best example we can provide of the importance of this element is through our continued and strengthened focus on hiring and training department staff. It is clear to us that preventing crime from happening is crucial to influencing the quality of life in Antioch. We also understand that crime prevention is a joint effort between the department and the community; however, we strongly believe it is our role to lead the charge. In addition, we see that opportunities exist to make changes to the ways we allocate resources and approach law enforcement. In the next several years, we will pilot several programs to enhance and expedite our hiring efforts in a challenging job market.

	<b>Staffing Strategies</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
✓	Develop/enhance hiring/background process.	Lt Marchoke	Year 1	Completed
✓	Implement enhanced hiring/background process.	Lt. Marchoke	Year 2	Completed
✓	Increase Human Resource Staffing for PD	Chief Hyde	Year 1	Completed
●	<del>Develop long term staffing plan for police and support staff.</del>	Chief Hyde	Year 3	Funding
	Develop department succession plan.	Capt. Cantando	Year 3	In Progress/ Funding
✓	Identify new public safety revenue.	Chief Hyde	Year 1	Completed
	Re-evaluate/ develop additional service enhancements for more proactive policing.	Lt. Orman	Year 3	In Progress
✓	Develop plan to increase support staffing to increase proactive officer availability.	Capt. Cantando	Year 2	Completed

## 4 | Reducing Crime

Reducing crime always rates as one of the top concerns of Antioch residents and one of the most important jobs for its police department. The 2007-2010 goals and strategies have been developed by the Department from the priorities identified by working with its staff and through extensive consultation with the local community. The strategies aim to make Antioch a safer place for all its residents and visitors, especially people who are vulnerable and repeatedly victimized.

Antioch PD has already achieved a lot to make the city safer. Members of the department work closely with the local community and other organizations to provide a range of services that aim to reduce crime and the fear of crime, to support victims, create safer neighborhoods and improve quality of life.

To achieve this, the Antioch Police Department will implement a number of new strategies. We will utilize Crime Analysis data to identify target areas proactively, we will create a subscriber based crime notification system; we will hold monthly crime view meetings to inform personnel what type of crimes are occurring and where they are occurring. This naturally requires careful tracking of crime patterns and close communication within the police department in order to target resources appropriately and to place responsibility accurately.

**Goal Statement**  
*We will reduce crime in the City of Antioch by focusing on strategies to reduce violent crime, property crime, gang activity, and emerging crime trends.*

Strategies for Reducing Crime	Responsible	Timeline	Status
✓ Redesign of briefing rooms for enhanced communication and information sharing.	Lt's Marchoke/ Willerford	Year 1	Completed
✓ Implement monthly Crime View meetings with a focus on beat health and crime reduction.	Chief Hyde	Year 1	Completed Ongoing
✓ Include Specialized Units in monthly reporting at Crime View meetings.	Capt. McConnell	Year 1	Completed Ongoing
✓ Create an East County Law Enforcement Alliance to reduce crime on a regional basis.	Chief Hyde	Year 1	Completed Ongoing
✓ Develop and implement a program for exchange of information for Patrol and Specialized Units.	Lt. Vanderklugt	Year 1	Completed Ongoing
Implement a voice recording for non-emergency line. To direct information requests appropriately.	Kerry Dalrymple	Year 3	In Progress
● Expand the VIP's program to include neighborhood and park patrols.	Lt. Marchoke	Year 3	Funding

	<b>Strategies for Reducing Crime</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
●	<del>Upgrade two Investigations cars with MDS Units.</del>	Lt. Marchoke	Year 3	Funding
✓	Obtain certification for Crime Analysis personnel.	Lt. Willerford	Year 1	Completed
✓	Develop a Crime Stoppers Reward Program.	Lt. Marchoke	Year 1	Completed
✓	Expand narcotics enforcement program.	Lt. Orman	Year 2	Completed

## 5 | Juvenile Issues

Juvenile behavior has become an increasing area of concern for our community. Juvenile problems were rated as one of the top concerns of Antioch residents. There is a genuine concern for the youth of this community, as well as the impact of juvenile crime. We need to not only look at *preventing* youth offender behavior, *apprehending* youth offenders, but to also *educating* our youth from becoming crime victims. One of Antioch’s greatest resources is our children and young adults. In so many ways they hold the future success of our community.

**Goal Statement**  
*Our goal is to reduce youth crime and victimization in Antioch through proactive community partnerships.*

To achieve the goal of reducing youth crime and victimization, the Antioch Police Department will adopt strategies and proactive community partnerships.

Juvenile Strategies	Responsible	Timeline	Status
✓ Enhance Police Activities League Program.	Capt. Cantando	Year 2	Completed Ongoing
✓ Implement regular truancy/curfew operations in conjunction with REACH.	CAT Sgt.	Year 1	Completed Ongoing
Develop joint in-service training with Antioch School Staff.	Lt. Marchoke	Year 23	In Progress
✓ Enhance relationship/presence with elementary schools / <del>seek additional SRO funding.</del>	Chief Hyde	Year 2	Completed/ Funding
✓ Develop REACH informational website.	Lt. Willerford/ REACH	Year 1	Completed
✓ Enhance YIP (Youth Intervention Program) and the San Quentin Squires Program.	REACH	Year 2	Completed
✓ Continue communications program with schools.	Chief Hyde	Year 1	Completed Ongoing
✓ Develop student recognition program REACH/Rotary/YIN.	REACH	Year 2	Completed
✓ Implement/Develop YIN (Youth Intervention Network) community partnership.	Chief Hyde	Year 1	Completed
✓ Revise Curfew Ordinance.	Capt. McConnell	Year 1	Completed
✓ Create and implement a juvenile probation work program within the city.	Capt. Cantando	Year 2	Completed

## 6 Public Education

The Antioch Police Department recognizes and appreciates the vital importance of public education. One of our most important missions is our public education efforts concerning personal safety and the role of law enforcement. Our department works to get our common sense safety message out to the public through a variety of formats; including television, newspapers, websites, and pod-casts. Our public education programs inform the community about crime prevention and personal safety practices to reduce the likelihood they will become victims of crime.

**Goal Statement**  
*We will provide timely accurate information concerning crime, crime prevention, and opportunities for community participation in crime reduction.*

To achieve greater success in this area, we will be developing several new programs over the next three years. These programs include developing a community e-mail notification program and facilitating crime prevention workshops to inform the community of crime problems and safety tips.

We believe in the power of education and undertake public education efforts with the belief that with the right information, positive change will occur. We also strive to be a leader among law enforcement agencies in the way we reach out to our community.

	Public Education Strategies	Responsible	Timeline	Status
✓	Enhance Every 15-Minute Program.	Sgt. Quintero	Year 1	Completed Ongoing
●	<del>Implement yearly department open house for public.</del>	Sgt Huddleston	Year 3	Funding/ Staffing
✓	Re-instate car seat inspection program.	Traffic Sgt.	Year 2	Completed
✓	Develop email notification program for the public. (Beat Alert Program)	Lt. Willerford	Year 1	Completed
✓	Implement email notification program for the public. (Beat Alert Program)	Lt. Willerford	Year 1	Completed Ongoing
✓	Develop Citizen's Police Academy for public education.	Lt. Marchoke	Year 1	Completed
●	<del>Implement Citizen's Police Academy for public education.</del>	Lt. Marchoke	Year 2	Funding/ Staffing
✓	Expand Police Department's Website.	Lt. Willerford	Year 2	Completed
✓	Develop and implement Quarterly Crime Prevention Workshops.	Lt. Marchoke	Year 2	Completed (Combined with below)
✓	Implement Coffee with the Cops Program to interact with the community.	Capt. McConnell	Year 1	Completed
	Implement the Crime Free Multi-Housing Program.	Lt. Marchoke	Year 3	In Progress

