

2024 - 2029



OCEANSIDE POLICE DEPARTMENT **STRATEGIC PLAN**

ACCOUNTABILITY | INTEGRITY | TRANSPARENCY

OUR CITY LEADERS



Esther Sanchez
Mayor



Ryan Keim
Deputy Mayor
District 3



Eric Joyce
Councilmember
District 1



Rick Robinson
Councilmember
District 2



Peter Weiss
Councilmember
District 4



Jonathan Borrego
City Manager



CITY OF OCEANSIDE

POLICE

**STRATEGIC PLAN
2024-2029**

Police Chief

Kedrick Sadler

Assistant Police Chief

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Police Captain

Scott Garrett

Police Captain

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Police Captain

John McKean

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A MESSAGE FROM THE CHIEF OF POLICE

I'm proud to present the Oceanside Police Department's 2024-2029 Strategic Plan. This plan outlines our commitment to protecting Oceanside and fostering strong relationships with our community. It serves as a roadmap to achieve our core goals, including reducing crime, leveraging technology, and continually improving service.

Developed with the need of both our employees and our diverse community in mind, this plan aligns with the principles of 21st Century Policing.

Through its implementation, we aim to build enduring partnerships and make Oceanside one of the safest cities in America.

Kedrick Sadler

Chief of Police



INTRODUCTION

A strategic plan serves as a blueprint for success, guiding an organization's mission, vision, and goals. It ensures resources and efforts are aligned to effectively address community needs.

The Oceanside Police Department's 2024-2029 Strategic Plan is our roadmap to a safer Oceanside. This meticulously crafted document provides a framework to achieve our department's mission and vision. It guides our actions, resource allocation, and decision-making for proactive and effective policing.

Through this plan, we will achieve our objectives, optimize resource allocation, and strengthen collaboration. Performance management will ensure we deliver on our promises. By aligning actions with strategic priorities, we will enhance our effectiveness, responsiveness, and accountability to the community we serve.

COMMUNITY OVERVIEW

Oceanside, California isn't just a beach city – it's a thriving community steeped in history and brimming with life. Incorporated in 1888, this coastal gem in San Diego County boasts a population of over 174,000 residents. With a median age of 36 and a diverse population, Oceanside offers a vibrant atmosphere for young professionals and families alike.

Sunshine seekers will find paradise here. Oceanside basks in an average of 263 sunny days a year, inviting exploration of its 3.5 miles of coastline. Whether you crave surfing waves, refreshing swims, or soaking up the sun, Oceanside's beaches are the perfect playground. The iconic Oceanside Pier is a must-visit for both tourists and locals.

Beyond its natural beauty, Oceanside offers a flourishing cultural scene. The California Surf Museum dives deep into the history of surfing, while the Oceanside Museum of Art showcases contemporary works by local and regional talents. Throughout the year, the city comes alive with various events, including the Oceanside International Film Festival, Art Walk, and the Sunset Market.

Oceanside is more than a place – it's a feeling. It's the warmth of the sun on your skin, the laughter of families on the beach, and the energy of a community that thrives on art, culture, and connections.



OCEANSIDE POLICE DEPARTMENT ORGANIZATIONAL OVERVIEW

The Oceanside Police Department safeguards our community with a team of 219 sworn officers and 115 professional staff members.

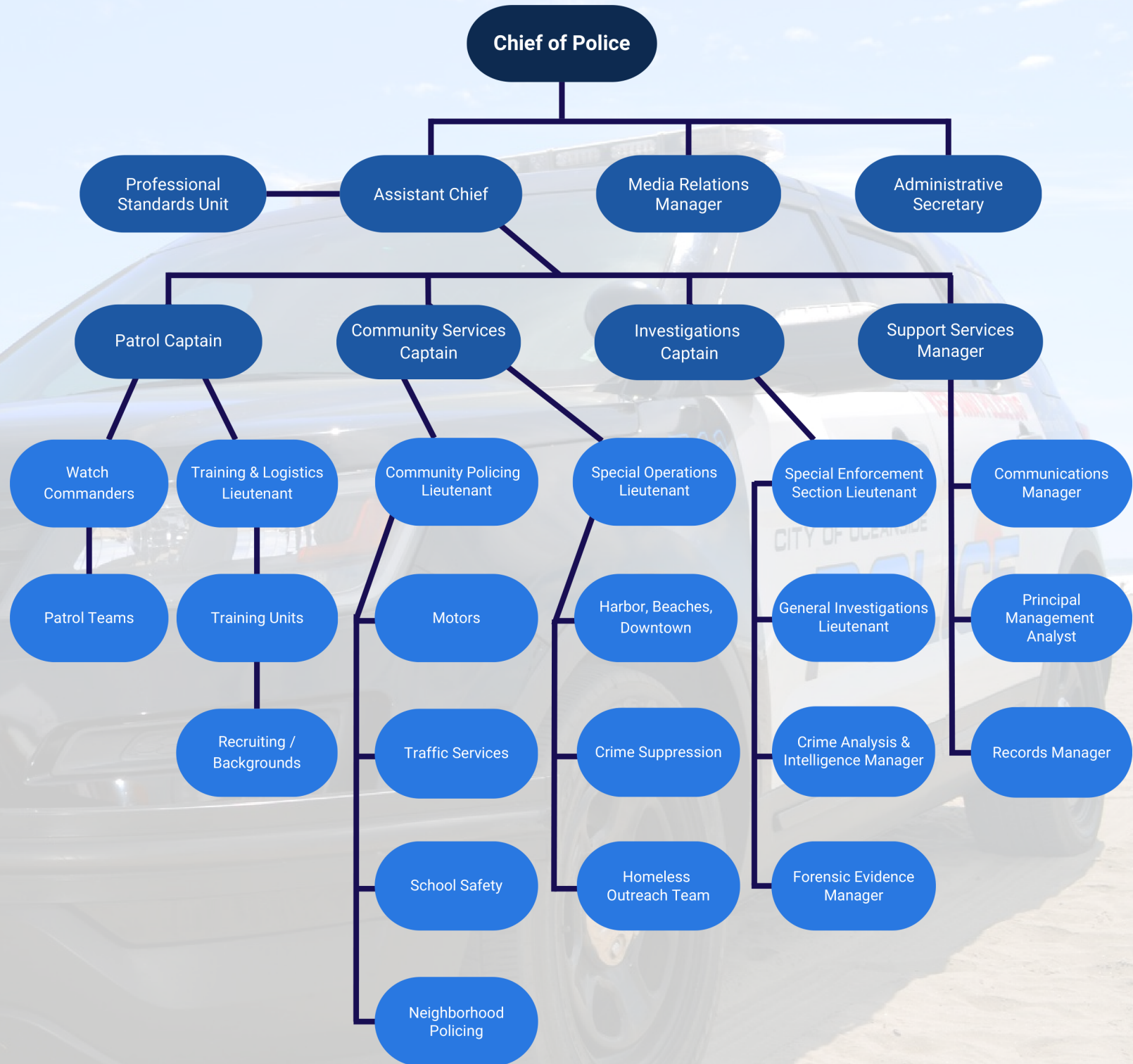
Dedicated personnel are organized into four divisions:

- **Patrol Division:** The backbone of our department, ensuring a visible presence and prompt response to calls for service.
- **Investigations Division:** Delving deeper into crime and conducting thorough investigations to bring perpetrators to justice.
- **Community Services Division:** Specialized units dedicated to addressing community needs and quality of life issues.
- **Support Services Division:** Providing essential support services that keep our department running smoothly.

Together, these divisions work tirelessly to address the needs of our community. Annually, they respond to roughly 110,000 calls for service and complete approximately 16,500 reports.



ORGANIZATIONAL CHART



MISSION & VISION



MISSION STATEMENT

The Oceanside Police Department's mission is to protect the vulnerable and serve our community.



VISION STATEMENT

The Oceanside Police Department's vision is to be trusted and respected by our community while ensuring a safe environment where all can thrive and prosper.

CORE VALUES



ACCOUNTABILITY

Being accountable to ourselves, our profession, and the community we serve.



INTEGRITY

Being honest, ethical, and adhering to professional policing principles.



TRANSPARENCY

Being open in our actions, decisions, and communications with those we work with and serve.

21st CENTURY POLICING AT OCEANSIDE POLICE DEPARTMENT



Building Trust and Legitimacy



Policy and Oversight



Technology and Social Media



Community Policing and Crime Reduction



Employee Training and Education



Employee Safety and Wellness

21st CENTURY POLICING AT OCEANSIDE POLICE DEPARTMENT



PILLAR ONE: BUILDING TRUST AND LEGITIMACY

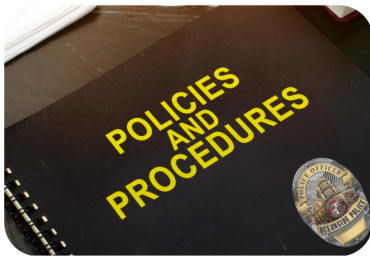
Trust and legitimacy are the cornerstones of effective policing. When the community believes in the fairness and authority of law enforcement, everyone benefits.

The Oceanside Police Department is committed to building trust through transparency, accountability, and proactive engagement. We actively participate in various City commissions, fostering collaboration and open dialogue with community members.



- **Police & Fire Commission:** This platform allows us to address concerns, review policies, and ensure fair and just law enforcement practices. By involving citizens in decision-making, we build trust and demonstrate our dedication to serving the community's best interests.
- **Planning Commission:** Our participation in the Planning Commission reflects our commitment to proactive problem-solving. Contributing to discussions on urban development, crime prevention, and resource allocation ensures our policing efforts align with the community's needs and aspirations. This partnership reinforces the idea that safety is a shared responsibility.
- **Community Relations Commission:** We recognize the importance of positive relationships with all residents. Through the Community Relations Commission, we facilitate meaningful interactions, promote cultural understanding, and address barriers to trust. By actively listening and engaging in outreach, we work toward a safer and more cohesive Oceanside.
- **Chief's Community Advisory Board (CAB):** The CAB serves as a valuable resource, providing diverse perspectives on community concerns and policing strategies. Their creativity and vision help us develop effective strategies and increase public awareness.

Our commitment to these commissions reflects a dedication to building trust and legitimacy. By embracing transparency, accountability, and collaboration, we strive to cultivate a policing model that reflects the values of our diverse community. Through ongoing dialogue and partnership, we aim to forge stronger bonds, enhance public safety, and uphold justice for all.



Effective law enforcement requires policies that reflect the values of the community we serve. The Oceanside Police Department is committed to collaborating with residents to develop fair and effective policies.

- **Standing Oversight Committee:** This subcommittee of the Police and Fire Commission is a community-led group that reviews all civilian-generated personnel complaints. This independent entity ensures a thorough and impartial process. Their involvement fosters transparency and reinforces public trust in the investigation of misconduct.
- **Lexipol Implementation:** We have partnered with Lexipol to create a comprehensive, online policy and procedure manual. This user-friendly system will provide employees with easy access to guidance and best practices, promoting risk management and consistent policy application.
- **Use of Force Review Board:** All applications of force are investigated and reviewed at multiple layers to ensure policy compliance and to identify training or equipment deficiencies. The Use of Force Board is convened when policy concerns arise regarding the use of force. The board includes a Captain, a Professional Standards Unit representative, and a relevant department instructor. The board's objective is to assess compliance with policy and law, identify areas for improvement, and adapt future training based on real-world scenarios.
- **Professional Standards Unit:** We take all complaints seriously. Our Professional Standards Unit thoroughly investigates each complaint, and any identified issues are promptly addressed. We view complaints as opportunities to learn and improve.

Transparency: A Cornerstone of Trust

Transparency is crucial for building trust with our community. We strive to be open and accessible.

- **Online Resources:** Our website provides easy access to a wealth of information, including our policy and procedure manual, training materials, and use-of-force statistics.
- **Public Records Requests:** We work diligently to efficiently fulfill public records requests, adhering to the Public Records Act.
- **Collaboration with the Police and Fire Commission:** We actively collaborate with the Police and Fire Commission to address community concerns and continually improve information-sharing practices.

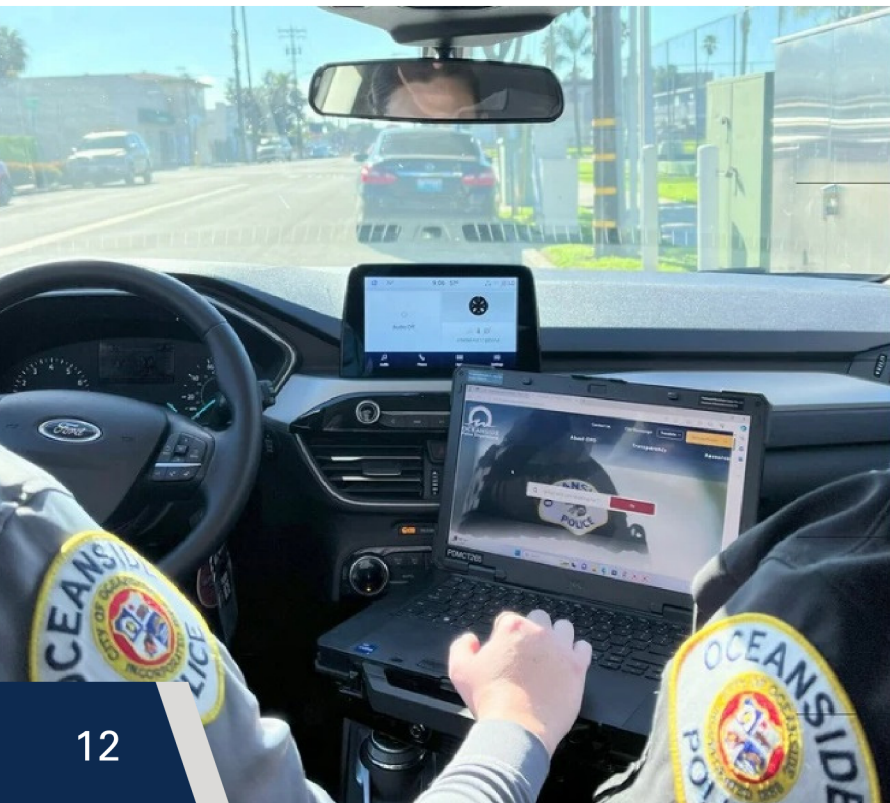


PILLAR THREE: TECHNOLOGY AND SOCIAL MEDIA

Technology can be a powerful tool for enhancing public safety and building trust. The Oceanside Police Department is committed to using technology responsibly and ethically, with clear policies and community engagement at the forefront.



- **Strategic Technology Adoption:** We carefully evaluate new technologies, ensuring they improve efficiency, effectiveness, and transparency while respecting individual rights. Local needs and national standards guide our implementation choices.
- **In-Car Cameras:** All patrol vehicles are equipped with in-car cameras, both forward-facing and within the prisoner compartment. These recordings provide valuable evidence and promote accountability.
- **5G Technology Upgrade:** We have upgraded our fleet's cellular modems and patrol vehicle computers, providing officers quick access to information which supports more efficient responses to calls for service.
- **Digital Forensics Unit:** Our dedicated Digital Forensics Unit, equipped with industry-leading software, effectively manages and analyzes digital evidence.
- **Social Media Outreach:** We actively engage with the community via Facebook, X, Instagram, and the Ready Oceanside alert system.





PILLAR FOUR: COMMUNITY POLICING AND CRIME REDUCTION



Community policing is the cornerstone of our approach to public safety. We believe in working alongside residents to identify problems and develop solutions together. This collaborative approach strengthens trust and empowers communities to become active partners in creating a safer Oceanside.

- **Data-Driven Patrols:** Using crime data and call for service analysis, we strategically deploy officers to high-crime areas. This "hot spot policing" allows us to effectively focus resources which has resulted in a decrease in crime and positive community feedback.
- **Neighborhood Watch:** Our Neighborhood Watch program fosters collaboration between residents and law enforcement. This partnership empowers communities to identify problems, implement solutions, and work together to prevent crime.
- **Community Academy:** The Oceanside Police Department Community Academy provides residents with an immersive experience of police operations. Participants gain firsthand knowledge of various divisions and their roles in keeping Oceanside safe. Through interactive sessions and open discussions, the program builds trust, understanding, and a stronger dialogue between the community and the police.





The Oceanside Police Department is committed to providing our employees with the skills and knowledge they need to effectively serve and protect our community. We invest in ongoing training and education to ensure officers are prepared for any situation.

- **Comprehensive Training Programs:** All officers receive mandatory training as required by the California Commission on Peace Officer Standards and Training (POST). This training covers a wide range of topics, including the use of force, de-escalation, crisis intervention, cultural competency, implicit bias recognition, and procedural justice. Professional staff and specialized units receive training and continuing education relevant to their areas of expertise.
- **Scenario-Based Training:** We utilize realistic scenarios to provide officers with practical experience in managing critical situations. This training helps officers develop strong decision-making skills and minimize the need for force.
- **Field Training Program:** Newly graduated officers are paired with experienced Field Training Officers who mentor and guide them through a comprehensive program. This program bridges the gap between classroom learning and real-world police work.
- **Firearms Training:** Our Firearms Training Unit equips officers with the skills and knowledge to safely and effectively use firearms when necessary.
- **Defensive Tactics Training:** Officers receive ongoing training in defensive tactics, including de-escalation techniques, physical maneuvers, and verbal communication strategies. This training emphasizes ethical considerations, legal principles, and the importance of building trust with the community.

Evolving to Meet the Challenges

We continually evaluate and update our training programs to address emerging trends and best practices. We are committed to fostering collaboration with community organizations and stakeholders to develop innovative solutions that prioritize safety, justice, and accountability.





PILLAR SIX: EMPLOYEE SAFETY AND WELLNESS

The Oceanside Police Department recognizes the importance of employee safety and well-being. We are committed to supporting the physical and mental health of our employees, both on and off duty.



- **Peer Support Program:** A dedicated Peer Support Team, comprised of sworn officers and professional staff, provides emotional and practical support to colleagues during challenging times.
- **Confidential Counseling Services:** We partner with The Counseling Team International (CTI) to offer confidential counseling services to our employees and their families. CTI's culturally competent clinicians help employees build resilience and navigate personal and professional challenges.
- **Employee Wellness Program:** Through a grant program, we offer a comprehensive wellness program that includes fitness assessments, health screenings, healthy lifestyle education, and access to healthy meal options.

A Commitment to Fitness and Health

We encourage employees to prioritize physical fitness and mental health. Research shows that healthy employees are more productive, have fewer injuries, and project a positive image. We are exploring the development of a voluntary fitness and wellness incentive program.



STRATEGIC PLAN GOALS

GOAL

1

EMPLOYEE WELLNESS

The Oceanside Police Department values employee wellness and strives to create initiatives that promote healthy lifestyles among our employees. Investing in employee wellness programs promotes resilience, improves decision-making, and fosters a healthier, more effective organization, ultimately benefiting both the employees and the community they serve.



INITIATIVE A: PHYSICAL FITNESS

| ACTION ITEM | LEAD ENTITY |
|----------------------------------------------------------|---------------|
| Create a regimented physical fitness development program | Wellness Team |

INITIATIVE B: MENTAL HEALTH

| ACTION ITEM | LEAD ENTITY |
|---------------------------------------------------------------|-------------------|
| Provide an accessible and comprehensive mental health program | Peer Support Team |
| Promote team building social events for employees | Managers |

INITIATIVE C: EMPLOYEE WELLNESS ASSESSMENTS AND NUTRITION PROGRAM

| ACTION ITEM | LEAD ENTITY |
|------------------------------------------------------|----------------|
| Identify funding source | Executive Team |
| Implement employee assessments and nutrition program | Wellness Team |

STRATEGIC PLAN GOALS

GOAL

2

PLAN FOR ORGANIZATIONAL GROWTH

Strategic growth is vital for any police department and can lead to improved resource allocation for training and technology, ultimately enhancing public safety. These initiatives allow the Oceanside Police Department to expand its capacity to serve the community. By prioritizing growth, the department demonstrates a proactive commitment to continuous improvement and a safer community.



INITIATIVE A: CREATE A NEW POLICE FACILITY

| ACTION ITEM | LEAD ENTITY |
|------------------------------------------------------|----------------|
| Design a new purpose-built police facility | Executive Team |
| Identify funding sources for buildout | Executive Team |
| Partner with City departments to manage construction | Executive Team |

INITIATIVE B: CONTINGENCY PLANNING FOR CITY GROWTH AND FUTURE INITIATIVES

| ACTION ITEM | LEAD ENTITY |
|-----------------------------------------------|----------------|
| Identify staffing forecasting and costs | Executive Team |
| Evaluate City Community Resource Center needs | Executive Team |

STRATEGIC PLAN GOALS

GOAL

3

INNOVATION AND TECHNOLOGY

Leveraging innovation and technology allows the Oceanside Police Department the ability to enhance efficiency by using cutting-edge tools for smarter policing, improving investigations, and fostering transparency. These initiatives aid in promoting a safer community and a more responsive police department.



INITIATIVE A: IMPROVE ANALYTICAL CAPABILITIES

| ACTION ITEM | LEAD ENTITY |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| Implement Geographic Information System with maps and apps to support executive decisions, manage field operations, power real-time situational awareness, and drive community engagement efforts | Executive Team |
| Evaluate current software systems and assess additions, replacements or renewals | Information Technologies / Crime Analysis and Intelligence Unit |



STRATEGIC PLAN GOALS

GOAL 3 - INNOVATION AND TECHNOLOGY, CONTINUED...


INITIATIVE B: DEVELOP REAL TIME CRIME CENTER

| ACTION ITEM | LEAD ENTITY |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Create infrastructure, develop policy, and secure funding to enhance response efficiencies by improving operational intelligence with a proactive emphasis on citizen, community, and officer safety | Executive Team |
| Implement Real Time Crime Center | Crime Analysis and Intelligence Unit / Special Enforcement Section |

INITIATIVE C: CREATE NEW FORENSICS UNIT/CRIME LAB

| ACTION ITEM | LEAD ENTITY |
|-----------------------------------|----------------------------------------------------|
| Create Forensics Unit / Crime Lab | Investigations Captain / Forensic Evidence Manager |

INITIATIVE D: LAUNCH DRONE AS FIRST RESPONDER PROGRAM

| ACTION ITEM | LEAD ENTITY |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Create infrastructure, develop policy, and secure funding to employ the use of drones which arrive ahead of first responders and provide real-time situational awareness to enhance response and services | Executive Team  |
| Implement Drone as First Responder (DFR) program | Unmanned Aerial Support Team / Information Technologies |

STRATEGIC PLAN GOALS

GOAL

4

RECRUITMENT AND RETENTION

A strong focus on recruitment and retention is essential for the success of the Oceanside Police Department. A well-staffed department with qualified personnel translates to better response times, improved community engagement, and ultimately, a safer environment for both members of our department and the public we serve.



INITIATIVE A: RECRUITMENT

| ACTION ITEM | LEAD ENTITY |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| Create a budget for the Recruiting Team | Finance Unit |
| Develop marketing and recruiting strategies | Recruiting Team Lieutenant / Media Relations Manager |
| Increase recruitment event participation among employees to provide a more inclusive and active role for attracting new team members | Executive Team / Recruiting Team |
| Increase staffing to 90% to meet operational needs | Executive Team / Recruiting Team |

INITIATIVE B: RETENTION

| ACTION ITEM | LEAD ENTITY |
|--------------------------------------------------------------|----------------|
| Develop employee retention incentives and programs | Executive Team |
| Create budget for employee retention incentives and programs | Financial Unit |

STRATEGIC PLAN GOALS

GOAL

5

COMMUNITY ENGAGEMENT



Prioritizing community engagement fosters trust and cooperation between residents and law enforcement. This collaboration allows for more effective problem-solving and improved crime prevention through community policing initiatives, which leads to a safer and more secure Oceanside.

INITIATIVE A: PRIORITIZE COMMUNITY ORIENTED POLICING

| ACTION ITEM | LEAD ENTITY |
|----------------------------------------------------------------------------------------------------------------------------------|----------------|
| Implement non-enforcement policing activities, i.e., community engagement and education, resource collaboration, problem solving | Patrol Captain |

INITIATIVE B: EXPAND OCEANSIDE YOUTH PARTNERSHIP

| ACTION ITEM | LEAD ENTITY |
|--------------------------------------------------------------------------------------------------------|-------------------------------------|
| Hire a social worker to provide case management | Community Services Captain |
| Enlist one full-time Crime Prevention Specialist to manage Oceanside Youth Partnership (OYP) logistics | Community Services Captain |
| Expand OYP sessions from 16 weeks to 21 weeks | Neighborhood Policing Team Sergeant |
| Leverage internal diversion program for students as appropriate | Diversion Coordinator |

STRATEGIC PLAN GOALS

GOAL 5 - COMMUNITY ENGAGEMENT, CONTINUED...

INITIATIVE C: PARTNER WITH CITY COMMUNITY RESOURCE CENTERS FOR COMMUNITY ENGAGEMENT

| ACTION ITEM | LEAD ENTITY |
|----------------------------------------------------------------------------------|----------------------------------|
| Increase the number of Community Resource Officers | Recruiting Team / Patrol Captain |
| Assign a Community Service Officer to work out of each Community Resource Center | Patrol Captain |

GOAL

6

➔

ENHANCE ORGANIZATIONAL EFFICIENCY

By streamlining internal processes and implementing strategic resource allocation, the Oceanside Police Department can maximize its capabilities and efficiency. These initiatives translate to faster response times, improved resource utilization for critical areas like training or community outreach, and ultimately enables the department to better serve the community with the resources available.



INITIATIVE A: ENHANCE EVIDENCE COLLECTION CAPABILITIES

| ACTION ITEM | LEAD ENTITY |
|---------------------------------------------------------------------------------------------------------|------------------------|
| Realign the Field Evidence Technician program to meet the current needs of the community and department | Investigations Captain |
| Create operating processes that align with work unit needs and department functions | Investigations Captain |

STRATEGIC PLAN GOALS

GOAL 6 - ENHANCE ORGANIZATIONAL EFFICIENCY, CONTINUED...

INITIATIVE B: REDUCE FOOTPRINT FOR INCIDENTS NOT REQUIRING LAW ENFORCEMENT INTERVENTION

| ACTION ITEM | LEAD ENTITY |
|---------------------------------------------------------------------------------|--------------------------------------------------------------|
| Increase use of mental health resources and social services | Psychiatric Emergency Response Team / Homeless Outreach Team |
| Partner with non-governmental organizations to continue to address homelessness | Homeless Outreach Team / Community Services |

INITIATIVE C: ANALYSIS AND REDEPLOYMENT OF STAFF

| ACTION ITEM | LEAD ENTITY |
|--------------------------------------------------------|----------------|
| Reorganize department divisions | Executive Team |
| Analyze resource deployment to account for City growth | Executive Team |
| Restructure City reporting districts and beats | Executive Team |
| Create a Community Services Division | Executive Team |



STRATEGIC PLANNING PROCESS



The development of this Strategic Plan was a collaborative effort among members of the Oceanside Police Department. The plan is intended to provide a clear roadmap for achieving our goals.

Our Mission Statement was crafted to define our purpose, while our Vision Statement describes our long-term goals and desired future.

The team established goals which align with the department's Mission and Vision. Strategies were developed to leverage strengths and resources to address the Department's challenges.

Through effective communication and collaboration, we will ensure the department succeeds in implementing and executing our goals.

This Strategic Plan is adaptable and will be updated as necessary to best serve the community and public safety. Regular reviews will occur to ensure the plan reflects current conditions and incorporates lessons learned.

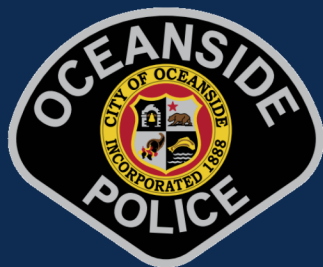
ACKNOWLEDGMENTS



The Oceanside Police Department would like to extend gratitude and appreciation to everyone who collaborated on this project. The development of the Strategic Plan incorporated input and direction from many groups to ensure that our goals are aligned with the needs of the community, the department, and the City of Oceanside.

A special thank you to the following groups:

Oceanside Community Leaders
Oceanside Mayor & City Council
Oceanside City Manager's Office
Oceanside Police & Fire Commission
Oceanside Police Officer's Association
Oceanside Information Technologies Department
Oceanside Police Department Executive Team
Oceanside Police Department Patrol Division
Oceanside Police Department Investigations Division
Oceanside Police Department Community Services Division
Oceanside Police Department Support Services Division



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