

**2011 Business Plan Proposal  
City of Stockton Marshall Plan to Reduce Crime**

**What City Council goal does this proposal seek to address?**

Increase Public Safety, both real and perceived.

**What is your proposal, project or focused work activity?**

This proposal includes: 1) a convening of all stakeholders on this topic eliciting their support and involvement of this project, 2) data review of our crime trends to determine sources or drivers of our high crime rates and 3) recommendations for the City and all stakeholders to both ameliorate crime levels and improve people's sense of public safety. For purposes of this study, the stakeholders include: the City, the San Joaquin County Criminal Justice (SJCCJS) and Human Service Systems, the State Court (San Joaquin) System, non-profits (including faith based institutions) whose mission is focused on preventing criminal activity or reducing recidivism, the State and the schools.

Project success will include an acceptance and support from most stakeholders on: 1) the study's overall findings on what are the key drivers of our high crime rates, 2) based on findings in #1, an overall plan with actionable initiatives to improve public safety and 3) in concert with each other, agreed upon roles for each stakeholder to implement the initiatives.

**How does this project address or make a positive impact on the Council's goal?  
How will you know?**

The City of Stockton has initiated studies and efforts in the past that ranged from a specific voter approved public safety initiative (police/fire) to task forces that produced limited follow through. Past initiatives included studies that focused on improving police efforts or included a community wide conversation about crime, but with limited data--driven or evidence--based initiatives resulting in a sustained effort to reduce crime from a multi-disciplinary standpoint. These initiatives were primarily City centric and did not take into account the myriad of stakeholders that impact public safety in the City. These past projects did not address how each stakeholder's work impacts each other. For example, if the City restored the 99 officers that were eliminated over the last two years, can the SJCCJS handle the related work activity?

There are various institutions that have a piece of this complex topic, and there are examples of some stakeholders collaborating on a specific project (typically related to a grant funded initiative), however, there needs to be more sustained (coordinated) efforts that include all stakeholders relying on the same data to implement complementary

efforts towards reducing crime and enhancing Stocktonians sense of safety. We cannot arrest our way out of this problem.

We will make a positive impact at first by an acceptance and buy in by most stakeholders that we are heading in the right direction. The ultimate proof will be measuring crime rates and Stocktonians sense of safety over time. Stockton's high crime rates have been around and developing over years, thus a downward trend will take some time.

### **Who is the Project Lead?**

The Project Lead will be the City Manager, at least initially. The CM Office will hire a project manager to complete this project.

### **What is the City's role (direct service delivery, convener or support/advocacy)?**

The City's primary role for this project will be convener of all the stakeholders in the public safety issue. However, to the extent that City services are impacted (Police or Peace Keepers, etc.), we will have a role in the direct service delivery.

### **Can his be accomplished within current budgeted resources? If not, what is needed as one-time or ongoing resources?**

To complete this phase of the project, we estimate a budget of \$150,000 (one-time) is needed to hire an outside criminal justice planner who will evaluate our data and approach, convene and engage all stakeholders and develop specific recommendations.

### **What are some key milestones for this Plan?**

Milestone #1: Readiness Assessment Phase. Approach all stakeholders and solicit buy-in and participation of this project.

Milestone #2: Analysis Phase. Gather and analyze data to understand and report out crime data in Stockton, including causes or drivers of crime trends. Report out to stakeholders. Consider conducting survey of Stockton citizens on perceptions of crime and public safety.

Milestone #3: Planning Phase. Provide recommendations on multi disciplinary initiatives or strategies to reduce crime trends and increase a sense of safety. Solicit stakeholders support and feedback on recommendations.

Milestone #4: Complete Project Report and present to City Council.

Milestone #5: Implementation Phase. Recommendations will be implemented. Timelines are contingent on the list of recommendations.