

March 19, 2026

TO: CIVIL SERVICE/EQUAL EMPLOYMENT COMMISSION

FROM: STANLEY MCFADDEN, Chief of Police

SUBJECT: **2025 Annual Equal Employment Report**

### **Introduction**

The Stockton Police Department's 2025 Equal Employment Report shows strong, measurable progress in diversifying the workforce, even as overall staffing decreased by 33 employees. Underrepresented employees increased from 52% to 55%, driven by significant growth in Hispanic representation, modest increases among Native American employees, and stable Black representation. These improvements, supported by 22 of 50 civilian hires coming from underrepresented groups, demonstrate that 2025 diversity progress resulted from an intentional strategy, strengthened community trust, and increased visibility across historically underrepresented communities.

Recruitment and outreach expanded substantially, reinforcing the Department's long-term commitment to inclusive hiring. In 2025, the Department held 382 in-person recruitment events, a 26% increase from 2024, and expanded its Recruitment Team from 32 to 51 members, including 30 from underrepresented groups. This growth enhanced the Department's cultural reach and strengthened relationship-building across diverse communities. Paid and volunteer pipelines, including Police Aides, Sentinels, and Junior Cadets, continued to serve as dependable pathways for diverse local talent, supported by partnerships with culturally specific institutions that increased applicant engagement.

These efforts reflect a department steadily reshaping its workforce through sustained outreach, community partnerships, and strategic pipeline development. Diversity gains are now embedded in the Department's recruitment, hiring, and development of future employees. With continued investment in targeted outreach, strengthened volunteer-to-career pathways, and culturally relevant engagement, the Stockton Police Department is well-positioned to build on this momentum and further advance a workforce that reflects the community's diversity and values.

### **Mission Statement**

***To work in partnership with our community, to build and maintain relationships founded on trust and mutual respect, while reducing crime and improving the quality of life.***

### **Organizational Structure and Responsibilities**

The Stockton Police Department is led by the Office of the Chief of Police and supported by four major divisions that collectively deliver comprehensive public safety services to the community. The Chief of Police, appointed by the City Manager, is responsible under state law for ensuring effective law enforcement and emergency response throughout the City of Stockton.

## Office of the Chief of Police

The Office of the Chief now serves as a fully integrated division that provides strategic leadership, sets organizational standards for discipline and accountability, and drives the Department's culture of professional development and trust-building. The Chief of Police establishes the Department's long-term strategic vision and ensures alignment across all divisions, while cultivating strong partnerships with elected officials, city departments, community stakeholders, and regional law enforcement agencies. Through this leadership structure, public safety remains a coordinated, citywide responsibility grounded in transparency, collaboration, and shared purpose. The Office of the Chief comprises five executive leaders:

- Chief of Police
- Assistant Chief
- Deputy Chief of Operations
- Deputy Chief of Community Relations and Logistics
- Police Services Administrator

Three of these five executives represent underrepresented groups—a Black male (Chief of Police) and two Hispanic females. Notably, the recent appointment of a Hispanic female Deputy Chief marks the first in the Department's 175-year history, a significant milestone in advancing leadership diversity.

## Executive Leadership Roles

- **Assistant Chief** – Oversees internal operations and ensures seamless coordination across all divisions, with direct oversight of Field Operations.
- **Deputy Chief of Operations** – Leads Field Operations and Investigations, aligning Patrol, Traffic, Strategic Operations, and investigative units to deliver coordinated crime-reduction strategies.
- **Deputy Chief of Community Relations and Logistics** – Oversees Support Services and the Chief's Relations Section, advancing transparency, training, dispatch efficiency, and community trust.
- **Police Services Administrator** – Manages the Administration Bureau—including Fiscal Affairs and Planning, Neighborhood Services, and Animal Services—ensuring strong financial stewardship and support for community quality-of-life initiatives.

Together, these leaders drive innovation, uphold accountability, support employee wellness, and ensure the priorities of the 2025–2027 Strategic Plan (please see Attachment "B" for the 2025–2027 Strategic Plan) are carried out with consistency and purpose through four separate divisions:

### **Field Operations Division**

Provides frontline response, visibility, and community engagement through Patrol, Traffic and Events, and Strategic Operations.

### **Investigations Division**

Addresses violent crime, property crime, and gang-related activity through Evidence/Identification, Crimes Against Persons and Property, Special Investigations, Ceasefire, and the Gang Street Enforcement Team.

### **Support Services Division**

Supports recruitment, onboarding, training, and data-driven policing through Personnel, Training, Telecommunications, Records, Property Room, and Crime Analysis.

### **Administration Division**

Advances community quality-of-life initiatives through Fiscal Affairs and Planning, Neighborhood Services, the Neighborhood Betterment Team, and Animal Services.

(Please see Attachment "A" for the Police Department Organizational Chart.)

### **Workforce Composition**

As of February 3, 2026, the Stockton Police Department employed 556 full-time staff (365 sworn, 191 civilian), a net decrease of 33 employees from the end of 2024. At the close of 2025, the Department had 662 allocated positions, including 63 vacant sworn and 45 vacant civilian roles.

Even as full-time staffing fluctuates, the Department continues to strengthen its long-term workforce through intentional investment in **Police Aides**, **Junior Cadets**, and **Sentinel volunteer** programs that consistently attract and develop a highly diverse pool of future candidates.

Across the Police Aide, Cadet, and Sentinel programs, the Department currently has 37 participants. Their combined demographics show a significantly more diverse profile than the current full-time workforce and reflect the Department's commitment to building a representative pipeline. This is the foundation for a future workforce that mirrors:

#### **Combined Gender Diversity (All Programs – 37 total)**

- **Females:** 25 (68%)
- **Males:** 12 (32%)

**Combined Ethnic Diversity (All Programs – 37 total)**

- **Hispanic:** 21 (57%)
- **White:** 8 (22%)
- **East Indian:** 4 (11%)
- **Black/African American:** 3 (8%)
- **Asian:** 1 (3%)

**Program-by-Program Breakdown****Police Aides (15 total)**

A paid program for ages 16–25 that offers hands-on experience in Operations, Investigations, Animal Services, Code Enforcement, Community Relations, and Logistics.

**Gender:**

- 11 females (73%)
- 4 males (27%)

**Ethnicity:**

- Hispanic: 8 (53%)
- White: 4 (27%)
- East Indian: 2 (13%)
- African American: 1 (7%)

**Junior Cadets (14 total)**

A leadership and service program for ages 14–17 that introduces youth to law enforcement, community engagement, and career pathways.

**Gender:**

- 8 females (57%)
- 6 males (43%)

**Ethnicity:**

- Hispanic: 9 (64%)
- Black: 2 (14%)
- White: 2 (14%)
- Asian: 1 (7%)

**Sentinel Volunteers (8 total)**

A trained, non-confrontational group of volunteers that supports patrol, non-emergency reporting, and community safety, allowing sworn officers to focus on priority calls.

**Gender:**

- 6 females (75%)
- 2 males (25%)

**Ethnicity:**

- Hispanic: 4 (50%)
- White: 2 (25%)
- East Indian: 2 (25%)

These three programs reflect our community's diversity and provide a critical foundation for building a representative workforce. They offer career readiness, providing future leaders with early exposure to public safety, hands-on experience, and mentorship that prepares them for sworn and professional roles. They also create a retention advantage, as many participants already understand the Department's culture, expectations, and service mission—resulting in stronger long-term retention once hired, which is a core driver of the Department's ability to build and sustain a diverse, representative, and community-connected full-time workforce. By developing talent from within the community, these programs strengthen trust, expand opportunity, and ensure the Department continues to reflect the people it serves.

The table below shows the demographic breakdown of the full-time Police Department employees (both sworn and civilian) compared to the demographics of all City of Stockton employees and the 2019 census populations for Stockton and San Joaquin County.

The Department is comprised primarily of male employees, 70%, as compared to 51% within Stockton, and 50% within San Joaquin County. A breakdown of Ethnicity for the Department as it compares to City Employees, Stockton residents, and San Joaquin County residents is as follows:

	Police Department		City Employees		City of Stockton		San Joaquin County	
White	249	45%	675	43%	59,410	19%	228,644	30%
Hispanic	210	38%	540	35%	134,738	43%	320,102	42%
Black	23	4%	77	5%	31,268	10%	54,825	7%
Asian/OPI	61	11%	182	12%	68,790	22%	121,944	16%
Native American/Alaskan	2	0%	7	0%	2,517	1%	2,336	0%
Two or More Races	11	2%	58	4%	12,832	4%	30,486	4%
Other	0	0%	12	1%	3,127	1%	3,811	1%
Unknown	0	0%	2	0%				
<b>Total</b>	<b>556</b>	<b>100%</b>	<b>1,553</b>	<b>100%</b>	<b>312,682</b>	<b>100%</b>	<b>762,148</b>	<b>100%</b>

	Police Department		City Employees		City of Stockton		San Joaquin County	
Male	389	70%	1024	66%	159,468	51%	381,074	50%
Female	167	30%	529	34%	153,214	49%	381,074	50%
<b>Total</b>	<b>556</b>	<b>100%</b>	<b>1,553</b>	<b>100%</b>	<b>312,682</b>	<b>100%</b>	<b>762,148</b>	<b>100%</b>

The Stockton Police Department continually seeks to recruit and retain employees of all genders and races. The Department strives to build a stronger workforce by improving recruitment, providing adequate training, and hiring qualified, educated staff.

### **Personnel Changes in the Department**

The Department is currently authorized for 425 sworn and 237 civilian support employees. The Department has continued to work hard to fill vacant positions with a diverse workforce.

In 2025, the Police Department hired 50 sworn officers; 47 are male, and 3 are female. Of the males, 9 are White, 6 are Black, 25 are Hispanic, and 7 are Asian/OPI. Of the females, 1 is Hispanic, and 2 are Asian/OPI.

We also hired 50 full-time civilian support employees, 28 of whom are female and 22 who are male. Of the females, 6 are White, 5 are Black, 12 are Hispanic, and 5 are Asian/OPI. Of the males who were hired, 8 are White, 8 are Hispanic, 1 is Black, and 5 are Asian/OPI.

The Department lost 52 sworn officers in 2025 (compared to 39 in 2024); 38 of these were newly hired officers who resigned or failed probation. In addition, 2 tenured officers resigned to work at other police departments (compared to 5 in 2024), 11 retired due to reaching retirement age or disability (compared to 8 in 2024), and 1 was terminated.

There were 34 full-time civilian support employees who also left the Department in 2025 (no change from 2024): 26 resigned, 4 retired (compared with 5 in 2024), 3 were terminated, and 1 was deceased.

Of the 52 sworn officers who left the Department in 2025, 47 were male, and 5 were female; 12 were White, 22 were Hispanic, 7 were Black, and 11 were Asian/OPI.

As previously stated, the Department saw a 3% increase in the total number of underrepresented groups (Black, Hispanic, Asian/OPI, Native American/Alaskan, and Two or More Races) employed by the Police Department in 2025 compared to 2024. This was reflected in a 3% increase in the number of Hispanic employees. All other categories remained unchanged. The percentage of male and female employees changed from 2024, with males increasing by 1% and females decreasing by 1% (70% and 30%, respectively).

Overall, the Police Department's percentage of underrepresented employees (55%) is 1% lower than the City's overall percentage (56%). This gap narrowed from 2024, as the City's percentage of underrepresented employees decreased by 2% in 2025 (58% in 2024), while the Police Department's increased by 1%.

In 2025, the Department promoted 8 employees to supervisory positions. Of these, 4 were female, and 4 were male; 6 were White, and 2 were Hispanic.

The following chart shows the ethnic breakdown of Police Department supervisors and subordinates (sworn and civilian) in 2025 compared with the previous year.

	2025				2024			
	Supervisors		Subordinates		Supervisors		Subordinates	
White	71	59%	178	41%	73	60%	205	44%
Black	4	3%	19	4%	4	3%	22	5%
Hispanic	31	25%	179	41%	31	25%	179	38%
Asian/OPI	15	12%	46	11%	14	12%	48	10%
Native American	1	1%	1	0%	0	0%	1	0%
Two or More Races	0	0%	11	3%	0	0%	12	3%
Total	122	100%	434	100%	122	100%	467	100%

### **Professional and Diversity Training**

The Stockton Police Department continues to make extraordinary progress in building a workforce that is highly trained, culturally competent, and deeply committed to professionalism, fairness, and equitable service. As stated in the department’s training narrative, “public trust is earned through preparation, accountability, and a commitment to removing bias from our work.” This philosophy guides every aspect of our training, policies, and supervisory expectations.

Our policies and procedures are intentionally aligned with this philosophy. De-escalation, impartial policing, and equitable treatment are not standalone concepts—they are embedded in every operational expectation, performance standard, and supervisory review. Cultural competency training reinforces this alignment by covering “implicit bias, sensitivity, communication skills, conflict resolution, and mental health awareness,” ensuring that officers understand how bias influences decision-making and how to prevent it.

California POST requires all peace officer recruits to complete the Regular Basic Course (RBC), which includes 42 hours of instruction on racial bias, procedural justice, and hate crime. These hours are concentrated in two learning domains:

- **Principled Policing in the Community (LD 03) – 26 Hours**  
Focuses on procedural justice, implicit bias, and the four tenets of respect, voice, neutrality, and trustworthiness.
- **Cultural Diversity and Discrimination (LD 42) – 16 Hours**  
Covers racial and identity profiling, legal definitions, community impacts, and hate crime identification and investigation.

These academy requirements ensure that new officers enter the profession with a strong foundation in fairness, cultural awareness, and unbiased policing practices.

California POST mandates **24 hours** of Continuing Professional Training every two years. The Stockton Police Department significantly exceeds this requirement. As documented, the department “not only fulfills the required 24 hours of training but also adds an extra 46 hours,” establishing a statewide benchmark for excellence.

These additional hours emphasize:

- De-escalation and tactical communication
- Proportional arrest and control techniques
- Firearms proficiency with decision-making emphasis
- Emergency vehicle operations
- Use-of-force frameworks prioritizing safety and impartiality

This expanded curriculum ensures officers are equipped to resolve situations safely, effectively, and without bias.

POST requires **18 hours** of hands-on training every 24 months in the following categories:

- Tactical Firearms – 4 hours
- Driver Training/Awareness – 4 hours
- Arrest & Control – 4 hours
- Strategic Communications – 2 hours
- Use of Force – 4 hours

Bias awareness and communication are intentionally woven into every scenario, ensuring that procedural justice principles are applied in realistic conditions.

The department has embedded bias-reduction and procedural justice principles into every stage of training; from academy instruction to field training to ongoing professional development. Key programs include:

- **Procedural Justice Training (PJ)** – Reinforces fairness, transparency, and community legitimacy.
- **Why’d You Stop Me (WYSM)** – Strengthens communication and trust through transparency.
- **Integrated Communication Assessment & Tactics (ICAT)** – Positions our department at the forefront of transformative policing by reducing reliance on force.
- **Crisis Intervention Training (CIT)** – Enhances our officers’ ability to interact compassionately with individuals experiencing mental health crises.

These programs ensure officers make decisions grounded in ethics, communication, and impartiality.

The Field Training Program evaluates cultural competence, communication, and equal treatment through Daily Observation Reports, which assess the following:

- Relationships with citizens
- Cultural competence
- Ability to adapt communication across diverse communities

Leadership development remains a priority for the Department, and personnel are encouraged to participate in advanced professional training opportunities such as California Police Chiefs Association trainings, the Senior Management Institute for Police (SMIP), Peace Officer Standards and Training (POST) Command College, the Sherman Block Supervisory Leadership Institute (SBSLI), the LAPD West Point Leadership Program, Coach Lead Inspire Mentor (CLIMB), and the Promotion Preparation Team “equip officers with the skills to lead in complex environments” and uphold the department’s values of diversity, fairness, and professionalism.

The department’s training framework is fully aligned with state law, including:

- **AB 953 – Racial and Identity Profiling Act (2015)**  
Requires evidence-based training and statewide data collection.
- **Penal Code §13519.4 – Racial & Identity Profiling**  
Mandates initial training, a refresher every five years, and establishes the RIPA Board.
- **Penal Code §13519.6 – Hate Crimes**  
Requires POST-aligned hate-crimes policy (effective July 1, 2024) and training every six years; expanded under AB 2621 to address hate-crime “waves” and Gun Violence Restraining Orders.

The Stockton Police Department’s training model exceeds state requirements and embeds bias reduction, procedural justice, and de-escalation into every stage of professional development. Through expanded training hours, advanced programs, and strong legal alignment, the department champions equality, strengthens public trust, and ensures officers are equipped to serve with fairness, neutrality, and respect.

## **Recruitment Efforts**

### **Strengthening Our Future Through Intentional Recruitment and Inclusion**

The Stockton Police Department continues to make meaningful progress toward building a workforce that reflects the diversity, values, and lived experiences of the community we

serve. The 2025 Equal Employment Report shows steady, measurable improvement and clear alignment with the 2025–2027 Strategic Plan, which identifies recruitment and inclusion as foundational to every other organizational goal.

To meet this priority, the Department has transformed its recruitment model into a modern, proactive, and far-reaching operation. Our full-time recruiting team now conducts statewide and national outreach, expanding outreach in 2026 to include out-of-state HBCUs, military bases, and transitional readiness programs. These efforts strengthen our connection with underrepresented communities and broaden our access to highly qualified candidates.

We streamlined the hiring process by increasing testing to monthly cycles, partnering with the National Testing Network for remote testing, modernizing physical ability standards, and accepting military and academy-recognized fitness tests. We acquired ESOPH software, which streamlines and accelerates law enforcement pre-employment background investigations by replacing paper-based processes with digital tools to manage applicant files, social media screenings, and credit reports. This technology enables our organization to process candidates more efficiently and maintain organized investigative records. In addition, we incorporated several external background investigation companies to supplement our internal investigators, significantly increasing our overall background investigation capacity and reducing processing timelines for qualified applicants. These improvements reduce barriers, accelerate candidate movement, and create a more applicant-friendly experience.

Our strategy mirrors Fortune 500 recruitment practices by reducing bias, strengthening our brand, and leveraging data-driven digital marketing across social media, streaming platforms, and geofenced campaigns. Locally, we expanded partnerships with malls, fitness centers, schools, festivals, and youth programs, including the Police Aide pipeline. Nationally, we increased outreach to student-athletes, military personnel, and institutions with strong criminal justice programs.

These efforts reflect a modern, inclusive, and intentional recruitment strategy designed to attract top talent and build a workforce that truly reflects the community we serve. The results are clear: in 2025, the Department saw a 3% increase in employees from underrepresented ethnic groups, tripling the growth seen in 2024. This progress shows that our strategies are working and that we are trending in the right direction.

### **Challenges Impacting Recruitment and Retention**

The Department continues to make progress, yet several structural and operational challenges hinder our ability to recruit, hire, and retain qualified candidates. The absence of an SPOA contract, combined with external lengthy hiring timelines and limited staffing in key support units, creates bottlenecks that slow applicant movement and delay onboarding. At the same time, high operational demands, including call volumes that exceed those of neighboring agencies, persistent vacancies in critical units, and the need to backfill specialized assignments, place significant strain on existing personnel. These

pressures reduce the Department's competitiveness against agencies that can offer faster hiring, higher compensation, or more flexible schedules, making it increasingly difficult to attract and retain top talent.

### **Why Fewer People Are Entering the Profession**

A number of national trends continue to reduce the pool of qualified applicants:

- Public scrutiny and morale challenges
- Work-life balance and safety concerns
- A shift toward social-justice-focused careers
- Qualification barriers
- Lengthy hiring processes

Despite these challenges, the Department's progress demonstrates resilience, innovation, and a clear commitment to building a strong, representative workforce.

### **Summary**

The 2025 Equal Employment outcomes show that the Stockton Police Department is moving in the right direction—intentionally, strategically, and with measurable success. Our recruitment transformation, strengthened training programs, improved retention, and growing diversity reflect the exceptional effort of our staff and the effectiveness of our long-term strategy.

By expanding recruitment capacity, increasing diversity, strengthening training, and improving retention, the Department is building the foundation necessary to:

- Reduce crime
- Strengthen community trust
- Support succession planning
- Build a modern, representative police force

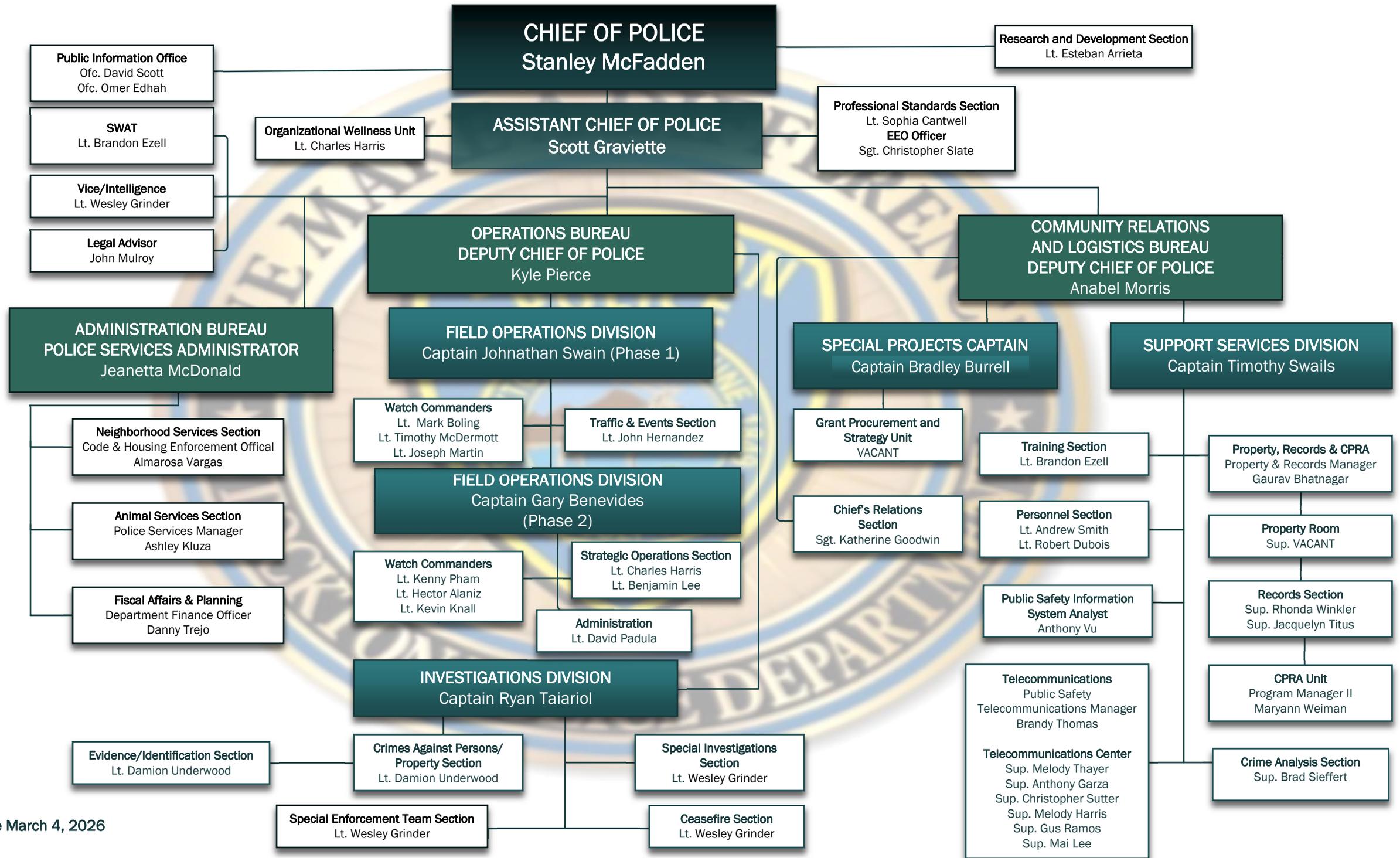
The work to rebuild better is well underway, and the progress reflected in the 2025 EEO Report shows that the Department is not only overcoming challenges but also emerging stronger because of them.



STANLEY MCFADDEN  
CHIEF OF POLICE

Attachments

# Stockton Police Department



# STRATEGIC PLAN

## Stockton Police Department

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### *Message from Chief McFadden*

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Stockton PD and its members have accepted me not only as their chief but also as their brother and family member. Standing patch to patch, we have addressed crime, built community relations that didn't exist before, and have established a succession plan for the next generation.

Accountability is a cornerstone of our approach. We are committed to upholding the highest standards and recognize the importance of oversight and transparency in building trust. We are implementing measures to ensure accountability at all levels within the department, fostering an environment of responsibility and responsiveness to the needs of our community.

Investing in our staff is paramount. We are dedicated to providing ongoing training and professional development to ensure our officers are equipped with the latest knowledge and skills. This investment extends to the recruitment of diverse talent reflective of our community. We aim to build a force that understands and respects our residents' unique needs and perspectives.

As a department and community, we can achieve a safer, more inclusive, and compassionate environment for everyone. Your input is invaluable, and we encourage an open dialogue to address concerns and collaborate on building a more robust, safer community. We have done a lot and come a long way since June 2022, but we are not done yet. We are not done making a difference. We will continue to do what we do and do it well! We will be the policing standard others will strive to be.

# *Mission Statement*

To work in partnership with our community, to build and maintain relationships founded on trust and mutual respect, while reducing crime and improving the quality of life.

# Introduction

A strategic plan communicates the common goals, roles, and benchmarks for an organization and all its members. The City of Stockton has an overall One Page Strategic Plan guided by the City Council and City Manager's Office and revised annually. Our strategic plan provides specific goals and objectives that support the city's overall goals, including public safety, economic growth, and the provision of thriving and healthy neighborhoods. To be successful, the strategic plan must be flexible to adjust to the unexpected, promote innovation, progress, and development, and fluidly transition from one strategic planning cycle to the next. It recognizes an organization's strengths and weaknesses and builds a foundation and structure supporting the action needed to reach its goals.

The document sets forth a strategy for the Stockton Police Department (SPD). It is about our work to make this community what it can be. It was created by assessing prior efforts, addressing our current challenges, and looking to our future. At the end of the 2020-2023 Strategic Plan, we experienced great change. The department experienced attrition at a pace that rivaled what was seen during the City's municipal bankruptcy. For the first time in our history, the department had a Chief who came from another department. As the previous strategic sunsetted, we saw over 75% of our management, command, and executive team members in different roles and ranks. All these challenges impacted the decision not to rush in publishing the new Strategic Plan and to intentionally look at what framework would allow us to build back better and more efficiently.



The 2025-2027 Strategic Plan was built from each one-on-one conversation, the various internal Workgroup meetings, the voices of community groups and members, and input from our civic leaders and fellow city staff. It was realized early that while our goals were strong, their priority was not emphasized. Our Strategic Plan and goals need to follow a natural order. The opportunity to have a youthful department with many vacancies to fill reordered priorities. To do anything better, we need to hire a qualified and diverse workforce with cultural competence to work in one of the most diverse communities in the United States of America. Once we hire employees, we must provide them with stellar onboarding, basic training, and continuous training to make them effective. A department with effective, competent employees will more effectively investigate crime and address long-term blight issues. Community trust can further be built by doing the job that is expected of SPD and in a manner that is legitimate to the community we serve. As that trust strengthens, we will see a loop in our goals: a more trusting community will help recruit candidates from their neighborhoods who will be trained by the best and return to the community responding to their needs.

# Core Values

Our department's core values serve as a foundational guide for our intentional actions. They articulate our identity and represent the principles that our organization stands for. The Stockton Police Department's Core Values comprise of:

**Integrity**

**Sensitivity**

**Cooperation**

**Innovation**

**Professionalism**

Our core values are supported by a department philosophy that we are all leaders, regardless of rank. We want all our employees, especially those in supervisory roles, to exude the following characteristics:

**Integrity**

*being honest and having strong moral principles*

**Humility**

*a modest or low view of one's importance*

**Competence**

*the ability to do something well*

**Caring**

*displaying kindness and concern for others*

**Wayfinding**

*having a positive attitude and ability to come to positive solutions when faced with challenges*

Modern policing requires a framework for daily operations and future planning. The Task Force on 21st-Century Policing provides evidence-based recommendations for law enforcement structured around six primary topic areas, commonly called "pillars." These pillars include Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness. Each pillar consists of action items addressing specific aspects within these areas.

Furthermore, our department must uphold the utmost standards in holding ourselves accountable to our colleagues and the community. Transparency in our work is a key aspect of this commitment. Our plan is just words unless we act upon it, assess its efficacy, and pivot when needed. As we implement our objectives, we will use a dashboard to track and report our results during our bi-monthly Intelligence, Communications, and Planning (ICAP) meetings. Through the Strategic Plan, the Stockton Police Department will continually evaluate progress and identify improvement ways.

# *Strategic Goals*

Goals amongst American law enforcement agencies vary based on the community's needs and the abilities of the staff that have vowed to serve those communities. The goals of the Stockton Police Department have been discussed, and we believe they continue to be relevant and obtainable through proper prioritization and intentional focus. The Stockton Police Department will focus on four goals during the 2025-2027 Strategic Plan:

**1*****Recruit and hire a qualified, diverse workforce*****2*****Employ staff that are highly trained, knowledgeable, prepared, with a focus on succession*****3*****Increase Public Safety*****4*****Increase partnership opportunities and trust between the Police and the Community***

These four goals are the core work of the Stockton Police Department. As we rebuild our department, we focus on a natural progression: hire the right people, train them well so we can reduce crime and blight, and build trust between the community and department through meaningful contacts.

***Recruit and hire a qualified, diverse workforce******Objective 1***

***Increase the number of in-person recruiting events by 5% annually compared to the three-year average***

Recruiting is the responsibility of each member of the department and the community. The way we interact with the community has a direct impact on our ability to recruit. The Recruiting Team, Engagement Team, and Office of the Chief of Police will actively attend events inside our region and at analytically assessed locations outside of Northern California. Recruiting efforts will increase by 5% a year as compared to the average of the previous three-year period.

***Objective 2***

***Decrease the number of all vacancies by 5% annually***

Vacancies in sworn and professional staff positions decrease the department's efficiency while causing undue stress on staff. We will continue internal efforts to retain staff through wellness efforts, training, and investing in our workspaces. As recruitment numbers rise, so will the opportunity to hire new employees. With an increased number of candidates, the Department will decrease the number of overall vacancies by 5% annually.

***Objective 3***

***Annually boost the overall diversity of the overall staff by 3% until the Department aligns with the demographic composition of the City***

A police department that mirrors the make-up of its community has a better opportunity to build trust and legitimacy and model a true community policing practice. For this plan, diversity includes increasing the number of underrepresented ethnic groups, females, and members of the LGBTQ+ community. Recruiting from strategic applicant pools locally and outside of Northern California will be key to our success in mirroring the composition of our community.

***Objective 4***

***Increase volunteerism by 10% annually***

Volunteerism provides our community with the opportunity to be of service to itself through our department. Cadets and Sentinels provide a pipeline to employment within the department or a chance to be part of something bigger. Our VIPS program allows our senior community to use their generational knowledge in service to those around them. Through active recruiting, public functions, and an enhanced social media presence, we will increase our overall volunteerism by 10% annually.

***Employ staff that are highly trained, knowledgeable, prepared, with a focus on succession***

***Objective 1***

***Complete POST PSP / CPT Cycle with 100% compliance***

California Peace Officer Standards and Training (POST) Perishable Skills Program and Continued Professional Training standards require all sworn and certain professional staff to receive 24 hours of training within every two-year cycle. This Strategic Plan will oversee the ending of the current cycle in December 2024 and another in December 2026. With the exception of employees on long-term leave, the department completed the 2022 cycle with 100% compliance, which is rare for an agency our size.

That accomplishment is weighted heavier in that the entire cycle was impacted by the COVID-19 pandemic and training restrictions. Keeping with our well-established training plan, the department aims to complete the next two training cycles with 100% compliance.

***Objective 2***

***Provide each employee with the opportunity to attend at least one professional growth training***

Every position in the department requires different training to be effective in one's assignment. In addition to those training courses, professional growth training is important to employee success and morale. The department has become more intentional about providing training opportunities to all employees. Under the 2025-2027 Strategic Plan, the department's goal is to provide each employee with an opportunity to attend at least one professional growth training.

***Objective 3***

***Refine Leadership Courses for Succession and Career Planning***

The department, through a subject matter expert, will create a career map to help employees visualize paths to different assignments, promotions, and opportunities. The core material from this goal will be from current and past employees who will describe their career path, challenges on the way, and lessons learned. This career map will be a guide for current and future employees. In addition to the career map, the department will refine its current leadership course and work with an academic partner to create a leadership course for those in supervisory roles and those wanting to be promoted into supervisory roles. We will foster career planning by increasing the number of department members transferring to specialized units for the first time by 5%.

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cont.**

***Employ staff that are highly trained, knowledgeable,  
prepared, with a focus on succession***

#### ***Objective 4***

***Identify a funding stream and location for a permanent training facility***

The department is finalizing a needs assessment for a permanent departmental training facility that will include classrooms, a range, an EVOC course, and other items to provide top-notch training to our staff and allied agencies. The final assessment will be used as a guide to identify public and private funds for a major capital improvement project to build a training facility that will last the department for the next 30 years.

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#### ***Objective 5***

***Provide promotional preparation training to all supervisors and managers***

The department has formed a Promotional Preparation Team whose focus is to provide departmental training established on best practices for the base operational and administrative functions of the newly promoted department members. This training will be provided to all supervisors and managers by the conclusion of this strategic plan.

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## *Increase Public Safety*

### *Objective 1*

*Reduce non-fatal injury shootings and gun-related homicides by 5% as compared to the 2021-2023 three-year average*

Non-fatal injury shootings and gun-related homicides are metrics that are used to determine safety in communities. These types of violent crimes are commonly newsworthy and draw vast resources to investigate and prosecute. Efforts through Cease Fire, ICAP, CGIC, and Patrol will be deployed in our reduction strategy. We will measure it against our previous three-year average.

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### *Objective 2*

*Reduce auto theft and residential burglaries as compared to the 2021-2023 three-year average*

Auto theft and residential burglaries are commonly considered markers of overall property crime as they are the most accurately reported by victims. Through partnerships in task forces with other agencies, the community, and the District Attorney's Office, we anticipate reducing auto theft and residential burglaries annually compared to our previous three-year average.

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### *Objective 3*

*Reduce fatal collisions by 5% as compared to the 2021-2023 three-year average*

Fatal collisions cause concerns that our streets are unsafe for pedestrians and vehicles. Through data-led intelligence, we will determine the top five primary collision factors and reporting districts for fatal collisions and use that data for engagement and preventative enforcement.

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**3  
cont.**

## *Increase Public Safety*

### *Objective 4*

#### *Conduct two Neighborhood Betterment Team (NBT) operations a year*

Our Neighborhood Betterment Team, through our Neighborhood Services Section, is a key program used to strategically address code enforcement concerns in communities with chronic blight. Since 2015, NBT has operated in eight specific areas. Under this Strategic Plan, NBT will capture and analyze ongoing code violation data, community requests, and crime data to deploy to communities twice a year through their engagement and enforcement efforts.

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### *Objective 5*

#### *Conduct two illegal encampment cleanups per week*

Unsheltered encampments and the illegal dumping around them create unhealthy and unsightly living conditions. At least two illegal encampment cleanups per week will be scheduled in an effort to impact public health, communicate social services, and impact blighted properties. The department, along with the City of Stockton Public Works Department, will work together to conduct cleanups.

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## ***Increase partnership opportunities and trust between the Police and the Community***

### ***Objective 1***

#### ***Operationalize the Chief's Community Advisory Board (CAB) in departmental engagement opportunities***

The Chief's Community Advisory Board has undertaken a transformation from its original intent. Members now have a codified purpose and set of expectations. One of the CABs purposes is to "Build, strengthen and expand relationships and trust between the Police Department and our diverse local communities". CAB members will be provided more intentional opportunities to engage the community with and on behalf of the Chief's Office and the Department.

### ***Objective 2***

#### ***Reduce the number of Category A complaints as compared to the 2021-2023 three-year average***

Category "A" complaints are the most serious in nature and, if proven, amount to a violation of the law or of the Department policies, procedures, General Orders, or Rules and Regulations. When proven, they erode the legitimacy and trust a community has in their department. In order to protect the community's trust and our legitimacy, we investigate all complaints in a thorough manner. An added layer under this strategic plan will be to use our training in de-escalation, procedural justice, and communications to provide our staff with the tools to prevent poor service delivery and perceived violations of policy and law.

### ***Objective 3***

#### ***Neighborhood Impact Team (NIT) 100% response to Critical Incidents***

The Neighborhood Impact Team goes out to help direct people with finding resources and sharing information about how the community can help the police work towards lowering crime. Within a week of a significant violent crime being committed, a group of community service officers, police chaplains, and the Public Information Officer(s) will go back to the neighborhood where the tragedy occurred and start a conversation with neighbors.

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cont.**

## ***Increase partnership opportunities and trust between the Police and the Community***

### ***Objective 4***

***Conduct 12 Community Walks, Campus Walks, and Chief's Office/Engagement Events***

We are intentional in meeting our community where they are. This means walking in their communities, meeting at their businesses, and being on their campuses. Our Recruiting Team, Community Engagement team, and Chief's Office will provide opportunities for the department and its members to engage the community where they are.

### ***Objective 5***

***One positive "story" posting per week***

Law enforcement agencies have historically performed poorly in providing more than just crime data and statistics to the public. Through our Community Engagement arm of the Chief's Office, we will post at least one positive "story" per week that comes from a call for service, community meeting, or other interaction with Stocktonians.

### ***Objective 6***

***One "Spotlight" video per month***

Much like Objective 5, we must champion our staff and the work we do, or no one else will. Through the Community Engagement arm of the Chief's Office, we will post at least one "Spotlight" video per month. Spotlight videos will highlight individual employees, teams, projects, or units.

### ***Objective 7***

***Provide opportunities for community members to provide feedback on our service levels***

Crime data is not the only metric a police department can use to measure its impact on the community. People receiving our services need to have an avenue to provide feedback on our service level and performance. The Department will seek and implement avenues that provide reporting parties and victims the opportunity to provide feedback on the services they receive.

# *In Closing*

This Strategic Plan is set to direct the SPD's initiatives through the end of 2027. Progress toward accomplishing the four defined goals will undergo regular evaluation and discussion at various intervals and departmental meetings. This thorough and routine review aims to foster support and comprehension among the members of SPD, emphasizing their crucial role in the Department's success. With the SPD Command Staff providing guidance, the department's efforts will focus on rebuilding our staffing with qualified and trained people who will work with the community to address crime and blight while building partnerships and trust between each other.

The work to rebuild better has already begun. From 2025 through the end of 2027, we will see gains and achievements that will provide a foundation for the future of our department and City.

