

2025 – 2027

STRATEGIC PLAN

Stockton Police Department

TABLE OF CONTENTS

Chief's Message

Mission Statement

Introduction

Core Values

Strategic Goals



Message from Chief McFadden

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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***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.

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.

Objective 1

Reduce non-fatal injury shootings and gun-related homicides by 5% as compared to the most previous 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.

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.

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.

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.

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.

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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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.

