

# Memorandum

**TO: ALL DEPARTMENT PERSONNEL**

**FROM:** Anthony Mata  
Chief of Police

**SUBJECT: STRATEGIC PLAN**

**DATE:** December 10, 2023

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APPROVED

Memo #2023-030

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## **BACKGROUND**

Updating a Police Department's strategic plan with a new mission, vision, and values is critical in maintaining the public's trust. When a police department formulates a well-defined and relevant mission statement, it ensures its objectives remain aligned with the dynamic needs and expectations of the community it serves. A vision provides a long-term goal and the values set the ethical framework and behavioral expectations by which Department members will engage with the community and stakeholders. This proactive approach not only enhances public confidence in law enforcement but also establishes a foundation of mutual respect, understanding, and shared responsibility.

To achieve the new vision, mission, and values, the Department is also establishing five new strategic goals, each with underlying objectives. Department members should familiarize themselves with these goals and use them as a roadmap for decision-making, prioritization, resource allocation, and focus.

### **Strategic Goal #1**

**Promote Public Safety:** The San Jose Police Department's core function is public safety, which will be achieved by preventing, responding to, and investigating crimes.

Objective 1: Enhance and promote crime prevention resources, efforts, and programs

Objective 2: Prioritize the safest and most efficient response to calls for service

Objective 3: Conduct proactive enforcement strategies, and conduct thorough in-field and follow-up investigations

## Strategic Goal #2

**Partner with Our Diverse Community:** The San Jose Police Department will partner with our diverse community to promote public safety and enhance collaborative problem-solving efforts in order to prevent crime and improve the quality of life in the City.

Objective 1: Engage, educate, and empower community members to address crimes and quality of life issues

Objective 2: Prioritize community policing activities in order to build community relationships

Objective 3: Build and maintain collaborative relationships with other law enforcement/public safety agencies

Objective 4: Develop partnerships with non-law enforcement/public safety organizations and groups to address community challenges

## Strategic Goal #3

**Workforce Diversity, Wellness, and Development:** The San Jose Police Department will recruit, hire, and retain a workforce that reflects the diversity of our community, promote safety and wellness for all employees, and provide opportunities for professional development and career growth for all employees.

Objective 1: Foster a culture of inclusivity that ensures equitable opportunities for all Department employees

Objective 2: Identify and promote physical and mental health through wellness programs and course offerings

Objective 3: Provide career development, succession planning, and mentorship opportunities, both formal and informal, for all Department employees

Objective 4: Acknowledge, celebrate, and reward Department-wide and individual accomplishments

## Strategic Goal #4

**Continuous Improvement and Innovative Service Delivery:** The San Jose Police Department will continually evaluate and develop operations, services, and policies, and embrace innovation and a multi-disciplinary approach to public safety and crime prevention.

Objective 1: Continually evaluate alternative deployment and service delivery models

Objective 2: Acquire and utilize technology to enhance efficiency, effectiveness, and informed decision making

Objective 3: Provide ongoing training in evolving modern policing techniques

Objective 4: Continually monitor and update the complaint process to ensure accountability with our community

### Strategic Goal #5

**Secure Adequate Resources:** The San Jose Police Department will ensure fiscal responsibility by maintaining cost-efficient programs and services, while pursuing the resources needed to better serve a growing community.

Objective 1: Develop and maintain a five-year staffing plan for the Department

Objective 2: Make greater use of professional staff to support and accomplish Department goals and objectives

Objective 3: Continually evaluate staffing needs and the use of overtime

Objective 4: Pursue resource enhancements such as grants and cost-sharing opportunities with other agencies

### ANALYSIS

The Duty Manual has been revised to reflect changes described below. Additions are shown in *italics and underlined*. Deletions are shown in ~~strike-through~~ form.

#### **A 1100 GENERAL ELEMENTS – VISION, MISSION, VALUES:**

*Revised 12-10-23*

~~The San Jose Police Department is a dynamic, progressive and professional organization dedicated to maintaining community partnerships which promote a high quality of life for the City's diverse population. The Department is committed to treating all people with dignity, fairness and respect, protecting their rights and providing equal protection under the law.~~

**VISION:** *The San Jose Police Department will build community relationships and deliver exceptional service at all levels, so every member of our community has the highest trust in the Police Department.*

**MISSION:** *Create safe places to live, work, and learn through community. The San Jose Police Department is dedicated to providing public safety through community partnerships and 21<sup>st</sup> Century Policing practices, ensuring equity for all. The Department is committed to treating all of San Jose's diverse community members*

with dignity, fairness, and respect, while protecting their rights and providing equal protection under the law.

**VALUES:** The San Jose Police Department is committed maintains a commitment to the following values: Integrity, Courage, Excellence, Service, Diversity, Innovation, and Respect

**Integrity:** We are truthful and honest, acting with moral courage, always striving to do what is right.

**Accountability:** We take responsibility for our conduct, communicating transparently with the community about our actions, motives, plans, and programs.

**Collaboration:** We work together with the community and within the Department, engaging with each other cooperatively in order to solve problems and achieve shared goals.

**ORDER**

Effective immediately, all Department personnel shall adhere to the above Duty Manual section.



Anthony Mata  
Chief of Police

AM:PH:SD

Attachment: Strategic Plan

# Attachment: Strategic Plan



# San José Police Department Strategic Plan 2023

### MISSION

The San José Police Department is dedicated to providing public safety through community partnerships and 21<sup>st</sup> Century Policing practices, ensuring equity for all. The Department is committed to treating all of San José's diverse community members with dignity, fairness, and respect, while protecting their rights and providing equal protection under the law.

### VISION

The San José Police Department will build community relationships and deliver exceptional service at all levels, so every member of our community has the highest trust in the Police Department.

### VALUES

**Integrity:** We are truthful and honest, acting with moral courage, always striving to do what is right.

**Accountability:** We take responsibility for our conduct, communicating transparently with the community about our actions, motives, plans and programs.

**Collaboration:** We work together with the community and within the Department, engaging with each other cooperatively in order to solve problems and achieve shared goals.

### STRATEGIC GOALS

**Promote Public Safety:** The San José Police Department's core function is public safety, which will be achieved by preventing, responding to, and investigating crimes.

**Partner with Our Diverse Community:** The San José Police Department will partner with our diverse community to promote public safety and enhance collaborative problem-solving efforts in order to prevent crime and improve the quality of life in the City.

**Workforce Diversity, Wellness, and Development:** The San José Police Department will recruit, hire, and retain a workforce that reflects the diversity of our community, promote safety and wellness for all employees, and provide opportunities for professional development and career growth for all employees.

**Continuous Improvement and Innovative Service Delivery:** The San José Police Department will continually evaluate and develop operations, services, and policies, and embrace innovation and a multi-disciplinary approach to public safety and crime prevention.

**Secure Adequate Resources:** The San José Police Department will ensure fiscal responsibility by maintaining cost-efficient programs and services, while pursuing the resources needed to better serve a growing community.



### Promote Public Safety

- Enhance and promote crime prevention resources, efforts, and programs
- Prioritize the safest and most efficient response to calls for service
- Conduct proactive enforcement strategies, and conduct thorough in-field and follow-up investigations



### Partner with Our Diverse Community

- Engage, educate, and empower community members to address crimes and quality of life issues
- Prioritize community policing activities in order to build community relationships
- Build and maintain collaborative relationships with other law enforcement/public safety agencies
- Develop partnerships with non-law enforcement/public safety organizations and groups to address community challenges



### Workforce Diversity, Wellness, & Development

- Foster a culture of inclusivity that ensures equitable opportunities for all Department employees
- Identify and promote physical and mental health through wellness programs and course offerings
- Provide career development, succession planning, and mentorship opportunities, both formal and informal, for all Department employees
- Acknowledge, celebrate, and reward Department-wide and individual accomplishments



### Continuous Improvement & Innovative Service Delivery

- Continually evaluate alternative deployment and service delivery models
- Acquire and utilize technology to enhance efficiency, effectiveness, and informed decision making
- Provide ongoing training in evolving modern policing techniques
- Continually monitor and update the complaint process to ensure accountability with our community



### Secure Adequate Resources

- Develop and maintain a five-year staffing plan for the Department
- Make greater use of professional staff to support and accomplish Department goals and objectives
- Continually evaluate staffing needs and the use of overtime
- Pursue resource enhancements such as grants and cost-sharing opportunities with other agencies