CITYGATE ASSOCIATES

2026 – 2031 POLICE DEPARTMENT STRATEGIC PLAN



CITY OF SAN MATEO, CA

JULY 31, 2026

CITYGATE ASSOCIATES

WWW.CITYGATEASSOCIATES.COM
111 WOODMERE ROAD, SUITE 170
FOLSOM, CA 95630
P: (916) 458-5100
F: (916) 983-2090

MESSAGE FROM THE CHIEF OF POLICE



It is my privilege to present the San Mateo Police Department's 2026–2031 Strategic Plan. This plan represents more than a roadmap for the next five years, it reflects who we are as an organization, what our community expects of us, and how we will continue to evolve to meet those expectations.

The San Mateo Police Department has a long tradition of providing professional, compassionate, and innovative police services. Every day, our sworn and professional staff demonstrate an unwavering commitment to safeguarding our community with integrity, accountability, and respect. I am incredibly proud of the work they do and grateful for the trust our community places in us.

This Strategic Plan was developed through an inclusive process that brought together employees from every corner of the Department, along with valuable input from City leadership, community members, business leaders, and our public safety partners. Their perspectives challenged us to honestly assess our strengths, identify opportunities for improvement, and establish meaningful priorities for the future. The result is a plan that is ambitious, practical, and firmly grounded in the realities of modern policing.

Over the next five years, we will focus our efforts on four strategic priorities: strengthening community trust, expanding our organizational capacity and employee wellness, enhancing crime prevention through innovation, and improving traffic and pedestrian safety. These goals recognize that public safety extends beyond responding to calls for service. It requires meaningful relationships with our community, thoughtful investments in our people and technology, and a commitment to continuous improvement.

Like many communities, San Mateo faces increasing demands for service, population growth, evolving public expectations, and fiscal challenges. These realities require us to be disciplined stewards of public resources while remaining adaptable and forward-thinking. This Strategic Plan is designed to help us meet those challenges by aligning our priorities with measurable objectives, holding ourselves accountable for progress, and ensuring we continue to deliver exceptional service to the people who live, work, and visit our city.

A strategic plan is only meaningful if it guides action. Success will not be measured by the publication of this document, but by our ability to translate its goals into daily practice. We will continually evaluate our progress, adjust as circumstances change, and remain focused on our mission of safeguarding our community with professionalism, integrity, and proactive policing.

I would like to express my sincere appreciation to the members of our Strategic Planning Committee, our Department personnel, City leadership, our community partners, and Citygate Associates for their dedication and thoughtful contributions throughout this process. Their collective efforts have produced a plan that will help shape the future of our Department for years to come.

On behalf of the dedicated men and women of the San Mateo Police Department, thank you for your continued trust and support. We look forward to working alongside our community as we build an even safer, stronger, and more connected San Mateo.

—Chief Ed Barberini

TABLE OF CONTENTS

Section **Page**

Message from the Chief of Police ..... **i**

Section 1—Executive Summary **1**
1.1 Introduction 1
1.2 Strategic Planning Process 1
1.3 Strategic Planning Committee 3
1.4 Project Stakeholders 3
1.4.1 Department Personnel 3
1.4.2 Other City Departments and Public Safety Partners 4
1.4.3 Business Leaders 4
1.4.4 Community Members 5
1.5 Strategic Goals 5
1.6 Annual Work Plan 6
1.7 Plan Maintenance 7

Section 2—San Mateo Police Department **8**
2.1 Department Origin and History 8
2.2 Authority and Services 9
2.3 Organization 9

Section 3—Planning to Plan **11**
3.1 Planning Committee 11
3.2 Planning Schedule 11

Section 4—Environmental Scan **13**
4.1 Programs and Services 13
4.2 City Council Goals 15
4.3 Economic Outlook 16
4.4 Pending or Prospective State/Federal Legislation, Regulations, or Requirements 17

Section 5—Values and Mission **18**
5.1 Values 18
5.2 Mission 19

Section 6—Performance Audit **20**
6.1 Assessments of Performance 20
6.2 Strengths, Weaknesses, Opportunities, and Threats Assessment 21
6.2.1 Key Department Strengths 21
6.2.2 Key Department Weaknesses 21
6.2.3 Key Departmental Opportunities 22
6.2.4 Key Departmental Threats 22

6.3 Stakeholder Interviews 23
6.3.1 City Leadership and Other Departments 23
6.3.2 Business Leaders and Downtown Stakeholders 23
6.3.3 Citywide Service Survey in 2025 23
6.3.4 Community and Neighborhood Stakeholders 23

Section 7—Envisioned Success 24
7.1 Key Indicators of Success 24

Section 8—Gap Analysis 27
8.1 Service Gaps 27
8.2 Critical Issues 27
8.3 Unmet Organizational Needs 28

Section 9—Integrated Action Plan 29
9.1 Overview 29
9.2 Strategic Goals, Strategies, and Objectives 29
Goal #1 29
Goal #2 30
Goal #3 33
Goal #4 33

Section 10—Plan Implementation and Measuring Progress 35
10.1 Strategic Objectives Prioritization 35
10.2 Detailed Action Plans 41
10.3 Annual Work Plan 41
10.4 Plan Maintenance 42
10.5 Strategic Plan Rollout 42

Appendix A—Detailed Action Plans 43

Appendix B—Strategic Planning Information Sources 52

Table of Tables

Table 1—San Mateo Police Department Strategic Planning Committee 3
Table 2—2026–2031 Strategic Plan Goals 5
Table 3—Annual Work Plan Development Schedule 6
Table 4—Strategic Planning Schedule 12
Table 5—Mandated Programs and Services 13
Table 6—Expected or Best Practice Programs and Services 14
Table 7—Discretionary Programs and Services that Provide Added Value to the Community 15
Table 8—Alignment with City Strategic Initiatives 16
Table 9—Annual Work Plan Development Schedule 41

Table of Figures

Figure 1—San Mateo Police Department Organization Chart (July 2026) 9

SECTION 1—EXECUTIVE SUMMARY



1.1 INTRODUCTION

The City of San Mateo (City) Police Department (Department) retained Citygate Associates, LLC (Citygate) to facilitate a Strategic Planning process to guide Department planning and decision-making for the five-year period from 2026 through 2031.

1.2 STRATEGIC PLANNING PROCESS

Strategic planning involves a focused effort to achieve organizational alignment around a shared vision for the future and identify the steps necessary to achieve that vision. Ideally, an effective strategic plan informs the budget process, organizational priorities, and decision-making over the planning period. The planning process emphasizes the need for adaptability as the assumptions and circumstances underlying a strategic plan can evolve over time.

The Department's **Strategic Planning Committee** worked collaboratively with the Department's **Leadership Team** through the following **eight-step process,** spanning three in-person and three online planning workshops, to create this Plan.

1. Planning to Plan

This step involves selection of the Planning Committee; identifying the planning period; determining when and how to initiate the planning process; assessing organizational support for the process; establishing the time frame for the process; and coordinating stakeholder involvement.

2. Environmental Scan

This step includes identifying key factors that will or may affect the strategic plan over its life cycle, such as current programs and services, City Council goals or priorities, fiscal projections, pending or prospective legislation or regulations, and stakeholder issues.

3. Values and Mission Statements

This step involves identifying the organizational values that drive its actions and employee behaviors and identifying the organization's mission by describing its purpose, customer base, and how it intends to meet its customers' needs.

4. Performance Audit

In this step, the organization's current state and/or performance is reviewed and assessed.

5. Envisioning Success

This step entails identifying what success ideally looks like by the end of the Strategic Plan's life cycle considering the environmental scan, values and mission statements, and performance audit.

6. Gap Analysis

Included in this step is the identification of gaps between the performance audit and envisioned success in terms of service gaps, critical issues, unmet organizational needs, and stakeholder input.

7. Integrated Action Plan

This step involves clearly articulating desired end states or outcomes (goals or initiatives), the broad approach or framework to be employed to achieve each goal or initiative (strategies), and the measurable macro steps necessary to fully execute each strategy (objectives).

8. Plan Implementation and Monitoring Progress

For this step, the agency prioritizes the resultant strategic objectives, developing a detailed action plan for each objective, developing an annual work plan, identifying how progress on the Plan will be measured and reported, determining the interval for periodic review/updating of the Plan, and how the completed plan will be introduced to the organization and its stakeholders.

In Citygate's experience, this strategic planning model results in a plan that is "owned" by the Planning Committee and organization. This increases implementation success compared to other planning models, *because guiding members of the organization created the plan themselves*. An added benefit of this model is that the Planning Committee learns *how* to conduct strategic

planning and can monitor those factors likely to impact the plan, making appropriate future changes throughout the next five years.

1.3 Strategic Planning Committee

The following 13 Department personnel, representing a cross-section of the Department's organizational and functional roles, served as the Strategic Planning Committee and invested considerable time and energy in the planning process with Citygate's facilitation and coaching. Their input was essential in helping the leadership team identify and refine practical, organization-wide themes that reflected the realities of Department operations. Building from those themes, the leadership team and working group (Strategic Planning Committee) then co-wrote the Strategic Plan objectives, ensuring they were grounded in operational experience and representative of the Department as a whole.

Table 1—San Mateo Police Department Strategic Planning Committee

	Committee Member	Representing
1	Senior Police Records Specialist Jodi Ferreira	Records
2	Dispatch Supervisor Tayo Norris	Communications/Dispatch
3	Sergeant Kevin Brazil	Patrol Operations
4	Property Supervisor Sierra Greenne	Property & Evidence
5	Lieutenant Anthony Riccardi	Patrol Operations
6	Officer Allison Adle	Youth Services
7	Communications and Public Relations Analyst Jeanine Luna	Support Services
8	Officer Ryan Alba	Patrol Operations
9	Sergeant Scott Valencia	Investigations
10	Sergeant Michael Haobsh	Support Services
11	Lieutenant Steve Casazza	Patrol Operations
12	Management Analyst Juliana Santiago	Office of the Chief

1.4 Project Stakeholders

1.4.1 Department Personnel

In an intentional effort to include Department personnel in the strategic planning process, Citygate reviewed input from sworn, professional, supervisory, command, and support personnel. Department input was gathered through the Strategic Planning Committee working group's Strengths, Weaknesses, Opportunities, and Threats (SWOT) worksheets, internal "Your Voice

Matters" survey data, and internal surveys from a previous operational assessment conducted by Citygate. The SWOT worksheet summary compiled input from the working group response sheets representing multiple functional areas, including Patrol, Support Services, Property and Evidence, and other Department work units.

Personnel input focused on the Department's current strengths, internal weaknesses, future opportunities, and external threats. Recurring themes included staffing capacity, workload, recognition of support staff, internal communication, accountability, follow-through, succession planning, technology implementation, Real-Time Information Center (RTIC) and analytics, alternative response and call triage, community trust, recruitment and retention, employee wellness, and fiscal sustainability. Staff also emphasized the need for clear feedback loops and practical implementation of new initiatives. These themes were carried forward into the strategic planning process and are summarized in **Section 6.**

1.4.2 Other City Departments and Public Safety Partners

Citygate also sought input from City leadership and public safety partners to understand how the Department's Strategic Plan should align with broader City priorities, fiscal conditions, growth, emergency preparedness, technology, and interdepartmental coordination. Stakeholder interviews included the City Manager's Office and San Mateo Consolidated Fire leadership.

City leadership described the Department as a stable, well-run organization and identified opportunities to improve cross-department coordination, utilize technology and civilian staffing to maximize sworn officer time and capacity, strengthen school and park visibility, and plan for increased service demand associated with housing and population growth.

Fire Department leadership described a strong working relationship with the Police Department and identified opportunities to improve direct communication, coordination of Unmanned Aerial Vehicles (UAVs) and Real-Time Information Centers (RTICs), joint messaging, and shared advocacy related to budget and operational needs.

1.4.3 Business Leaders

Business stakeholder input was obtained through individual interviews with representatives of the San Mateo Chamber of Commerce and Downtown San Mateo Association (DSMA) business leadership. These interviews used a SWOT-style format to identify what is working well, where service or coordination could improve, and what future issues should be addressed in the Strategic Plan.

Business leaders consistently described visible police presence; downtown engagement; and the community's perception of San Mateo as a safe place to visit, shop, dine, and conduct business as important strengths. They also identified opportunities to expand Business Watch education; increase regular police visibility or office-hour-style access downtown; strengthen communication

with merchants; clarify the role of the San Mateo Police Activities League (PAL) and other community partnerships; and address traffic, parking, pedestrian safety, e-bike activity, unhoused population, and downtown growth pressures.

1.4.4 Community Members

Citygate gathered input from community stakeholders through interviews with neighborhood representatives, homeowner's association leaders, and residents with firsthand experience with the Department's engagement programs. Interviewees included a recent graduate of the Department's Community Police Academy.

Community members praised the professionalism and approachability of Department personnel, as well as strong community outreach, Neighborhood Watch, Coffee with a Cop, National Night Out, PAL, the Community Police Academy, and other public-facing programs. Their input also emphasized future concerns related to population growth, traffic, resource strain, recruitment and retention, the high cost of living, public understanding of budget constraints, privacy concerns related to surveillance technology, and the need for clear public communication regarding how growth and fiscal pressures affect service levels. Broader Citywide feedback from the City's Community Opinion Survey, Community Conversations, and General Plan engagement was also reviewed to ensure alignment with community priorities and expectations.

1.5 Strategic Goals

This Strategic Plan identifies **four goals** that the Department will pursue over the next five years through 2031, as outlined in the following table.

Table 2—2026–2031 Strategic Plan Goals

GOAL	
1	**Deepen Community Trust**
2	**Expand Organizational Capacity, Effectiveness, and Wellness**
3	**Enhance Crime Prevention Strategies and Public Safety Innovation**
4	**Improve Traffic and Pedestrian Safety**

The Strategic Plan further identifies **13 strategies** and **51 measurable objectives** to achieve these four goals and also provides an implementation plan to ensure the contents of the Strategic Plan are integrated into the Department's annual planning, budget, and work cycle.

Detailed Action Plans are included as **Appendix A**.

1.6 ANNUAL WORK PLAN

Annual work plans are essential to building momentum, maintaining accountability, and ensuring steady progress on any long-term strategic plan. Citygate recommends developing an Annual Work Plan that aligns with the City's annual budget cycle and identifies the strategies and objectives that will receive focused attention during the upcoming 12-month period. This process should consider the Department's anticipated capacity, competing operational demands, and the availability of staffing, funding, technology, and other resources needed for successful implementation.



Although the strategies and objectives do not need to be completed in a rigid priority order or sequence, they should be initiated in a thoughtful and coordinated manner to support logical, incremental progress toward each goal. Progress on the Annual Work Plan should be reviewed regularly, as determined by the Police Chief, to assess accomplishments, address barriers, and adjust priorities as needed.

Table 3—Annual Work Plan Development Schedule

Objective	Date
Initiate Annual Work Plan development	**December 31**
Complete Draft Annual Work Plan	**March 31**
Complete Detailed Action Plans for included Strategic Objectives	**June 15**
Final City Budget adopted	**Mid-May**
Finalize Annual Work Plan	**June 30**
Implement Annual Work Plan	**July 1**

1.7 PLAN MAINTENANCE

To ensure the Strategic Plan remains current, relevant, and effective, the Police Chief will provide executive oversight of Strategic Plan implementation through the Department's Command Staff structure. Command Staff members will be assigned responsibility for designated goals and associated objectives, ensuring clear accountability for progress monitoring and execution.

The Strategic Plan will be reviewed on a quarterly basis during the first year of implementation, with progress reporting aligned to assigned goals and objectives. Following the initial implementation year, the Police Chief will determine the ongoing review schedule in consultation with Command Staff to ensure continued alignment with Department priorities and operational needs.

This structure will ensure consistent monitoring of implementation progress, integration of Strategic Plan objectives into ongoing operational leadership responsibilities, and sustained accountability across all functional areas of the Department.

The Strategic Plan should be updated as needed to support the most effective use of available resources, advance the identified strategic goals, and respond to changing conditions. Revisions may include adding, modifying, or refining strategies and objectives to address shifts in the political, fiscal, organizational, operational, or broader City environment.



SECTION 2—SAN MATEO POLICE DEPARTMENT





2.1 DEPARTMENT ORIGIN AND HISTORY

The City of San Mateo was incorporated in 1894 and originally chartered in 1922. Located on the San Francisco Peninsula, San Mateo sits between San Francisco and San Jose and serves as a major residential, commercial, and transportation center in the region. The City covers approximately 15.4 square miles and had a 2024 population of just over 103,000 residents. The City is projected to grow by approximately 5 to 10 percent over the next five years based on the City's 2040 General Plan. Its central location provides access to major highways, rail service, public transit, the San Mateo-Hayward Bridge, and San Francisco International Airport. San Mateo's economy is supported by its downtown, regional shopping centers, the San Mateo County Events Center, a community college, two major medical centers, and several major public and private employers.



The San Mateo Police Department traces its history to 1907, as reflected in the Department's official seal. Today, the Department operates as a full-service municipal law enforcement agency responsible for patrol, investigations, traffic safety, youth services, community engagement, dispatch, records, property and evidence, technical services, and other core public safety functions. The Department currently has 116 sworn and 48 authorized non-sworn positions, not including per diem staff.

The Department is headquartered at 200 Franklin Parkway, where the current police station, completed in 2009, serves as its primary facility.

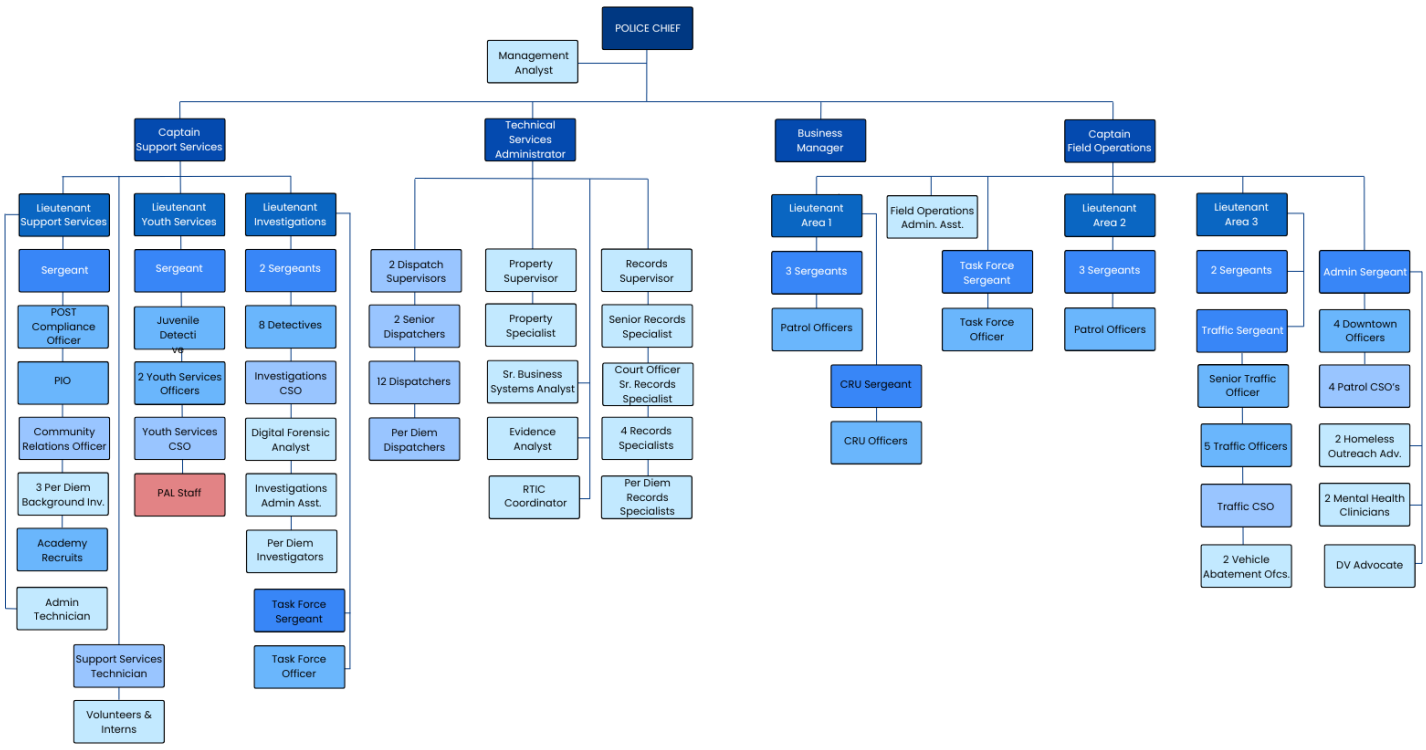
2.2 AUTHORITY AND SERVICES

The Department provides services by authority of the City Charter, City Municipal Code, and state and federal law. The Department is a full-service municipal law enforcement agency providing a wide range of emergency and non-emergency services, including 24-hour patrol and field operations, criminal investigations, traffic safety and collision investigations, parking enforcement, downtown safety services, crime reduction and problem-solving efforts, K-9 services, youth services, community engagement, public information, dispatch and records services, and participation in regional public safety partnerships and specialized response capabilities. The Department also provides alternative and co-response services through its Holistic Oriented Policing and Engagement (H.O.P.E) teams.

2.3 ORGANIZATION

The Department is organized as depicted in the following figure, under the management of a Police Chief appointed by the City Manager.

Figure 1—San Mateo Police Department Organization Chart (July 2026)



The following table shows both authorized and actual Department staffing.

Table 4—San Mateo Police Department Staffing (FY 2026–2027)

Category	Authorized Personnel	Actual Personnel
Sworn Leadership	26	26
Professional Staff	48	46
Police Officers	90	87
Total	**164**	**159**



SECTION 3—PLANNING TO PLAN

This planning effort was driven by two complementary realities. First, San Mateo is a diverse community that values safety, visibility, responsiveness, and quality service. Second, the Department and the City are operating in a period of increasing complexity marked by population growth, budget pressure, pension obligations, technological changes, legal requirements, and rising expectations for transparency and non-traditional response models.

The City is also projected to continue experiencing population growth, housing development, increased downtown activity, and greater transportation demand over the next five years. These trends are expected to increase calls for service, traffic-related concerns, and overall demand for police services, reinforcing the need for strategic resource planning and sustainable operational models.

> This Plan was therefore designed not as an aspirational list, disconnected from resources, but as a **strategic framework for sustaining service delivery under real-world fiscal and organizational constraints**. The resultant approach emphasizes measurable implementation; annual work planning; and the use of technology, civilian support, partnerships, and process improvement to preserve community trust and operational effectiveness.

3.1 PLANNING COMMITTEE

As identified in Table 1, 13 Department personnel representing a broad range of organizational units, functional assignments, classifications, and ranks were assigned or volunteered to serve on the Planning Committee responsible for developing this Strategic Plan. In consultation with the Chief of Police, it was determined that Committee membership would reflect a ground-up approach and include Department personnel from civilian entry-level classifications through civilian unit supervisors, as well as sworn personnel from the officer through lieutenant ranks. This structure was intended to ensure that the planning process was informed by those closest to the Department's day-to-day operations and community service responsibilities. Limiting participation to personnel below the executive command level also helped preserve an operationally grounded perspective, recognize the long-term investment these personnel have in the organization's future, and reduce the potential for higher-ranking command influence to disproportionately shape Committee discussions or decision-making.

3.2 PLANNING SCHEDULE

A total of **six planning workshops** were held to complete all **eight elements** of the strategic planning process as summarized in the following table.

Table 4—Strategic Planning Schedule

Workshop or Milestone	Date	Time	Topics / Deliverable
1	February 23, 2026	9:00 am – 12:00 pm	Planning process overview; planning to plan; environmental scan; values and mission statements
2	March 23, 2026	1:00 pm – 2:00 pm	Performance audit; stakeholder survey results; envisioning success; gap analysis; and overview of leadership presentation
3	March 30, 2026	2:00 pm – 4:00 pm	Planning process overview with leadership team; overview of Strategic Planning Committee working group input; environmental scan
4	March 31, 2026	9:00 am – 12:00 pm	Envisioning success; PESTEL and SWOT results;* stakeholder assessment results; review of performance audit; gap analysis
5	April 1, 2026	8:00 am – 1:00 pm	Begin drafting **goals**, **strategies**, and **objectives**
6	April 23, 2026	8:00 am – 1:00 pm	Non-sworn review of objectives and input
7	May 7, 2026	9:00 am – 1:00 pm	Planning Committee review and input of goals, strategies, and objectives; Plan implementation; measuring progress benchmarks identification
8	May 13, 2026	10:00 am – 11:00 am	Planning Committee members for Goal 4 provided focused input on traffic and pedestrian safety-related objectives
9	May 27, 2026	N/A	Final input submitted from Planning Committee for Draft Strategic Plan and objectives
10	June 15, 2026	N/A	**Draft Strategic Plan** submitted
12	June 30, 2026	N/A	Chief review completed
13	July 10, 2026	N/A	Command Staff review completed
14	July 24, 2026	N/A	Committee and Union review completed
15	July 31, 2026	N/A	**Final Strategic Plan** document completed

* PESTLE = Political, Economic, Social, Technological, Environmental, and Legal
SWOT = Strengths, Weaknesses, Opportunities, and Threats

SECTION 4—ENVIRONMENTAL SCAN

This section summarizes the Planning Committee's identification and review of key factors that will or may influence the Strategic Plan over its five-year life cycle, including Department programs and services, progress/status on the previous Strategic Plan, City Council goals, economic outlook, and pending or prospective laws or regulations.

4.1 PROGRAMS AND SERVICES

The Department provides numerous programs and services, as summarized in the following tables.

Each table explains the reason each program or Department function exists. Citygate has found in its work with hundreds of public agencies, and it is reflected here, many functions of government originate with mandated services but expand due to the expectations of communities, best practices that develop from community wants and needs, and the self-imposed expectations of organizations to provide excellent service.

Table 5—Mandated Programs and Services

	Program / Service	Mandate Source
1	Chief of Police	City Charter / Government Code
2	Police Patrol	City Charter / Penal Code
3	Police Dispatch	Cal OES, FCC, Government Code
4	Police Records	Dist. Atty. / CADOJ / PRA
5	Evidence Retention	CADOJ / Evidence Code / Penal Code
6	Police Training Function	Penal Code / CA POST
7	Professional Standards	Penal Code
8	Police Transparency Program	Penal Code / SB 978

Table 6—Expected or Best Practice Programs and Services

	Program / Service	Expectation Source or Best Practice Reference
1	Homeless Outreach Team (HOT)	Best practice for addressing homelessness, mental health, and service-connected needs
2	Traffic Unit / Multidisciplinary Accident Investigation Team (MAIT) / enforcement in general patrol operations	Best practice, community expectation, state laws
3	School Resource Officers (SROs) (now called Youth Service Officers)	Community expectation, request of schools, best practice
4	Real-Time Information Center (RTIC)	Best practice for intelligence-led deployment and incident awareness
5	Police Activities League (PAL) and Police Cadet Program	Community expectation, best practice
6	K9 Unit	Community expectation, best practice
7	Public Information Officer (PIO)	Community expectation; best practice for community engagement and communication
8	Downtown Unit / Bike Patrol (DTU)	Community expectation
9	Routine Patrol of Residential Areas	Community expectation
10	Quick Response	Community expectation / Chief's requirement
11	Officer required for events	Community expectation / administrative requirement
12	Dispatch follow-up on incidents with callers	Self-imposed expectation
13	Public information and social media engagement	Best practice
14	Transparency in Department actions	Best practice; community expectation
15	Crime reduction and data-supported targeted enforcement	Best practice for focused deployment and prevention
16	Unmanned Aircraft Systems (UAS) program	Self-imposed expectation, community expectation, best practice

Table 7—Discretionary Programs and Services that Provide Added Value to the Community

	Program / Service	Added Value
1	Coffee With a Cop	Community engagement
2	Project Guardian	Community engagement, self-imposed standard, best practice
3	Neighborhood Watch	Community engagement, best practice
4	Community Police Academy	Community engagement, best practice, self-imposed standard, community expectation
5	Police Cadet Program	Community engagement, self-imposed standard
6	San Mateo Connect	Self-Imposed standard, best practice
7	Ride-Along / Sit-Along	Self-imposed standard, community engagement
8	Tours/Officer Visits	Self-imposed standard, best practice
9	Safe Exchange Zone	Community engagement
10	Drug Take Back Days	Community engagement
11	Domestic Violence Advocate	Self-imposed standard, best practice
12	Vacation House Checks	Community engagement, best practice
13	Police Chaplains	Self-imposed standard
14	Peer Support	Self-imposed standard, best practice
15	Business Watch	Community engagement, self-imposed standard
16	Honor Guard	Self-imposed standard
17	Non-Criminal Civil Calls for Service	Self-imposed standard

4.2 CITY COUNCIL GOALS

The Department's strategic goals align most directly with the City's 2026 Strategic Plan priority initiatives of Public Safety, Community Engagement and Communications, Transportation, and Organizational Health and Good Governance. The plan also intersects with Healthy Community for All Ages, economic vitality, and Citywide resilience efforts.

Table 8—Alignment with City Strategic Initiatives

City Strategic Initiative	Most Direct Department Alignment
Public Safety	**Goals 1, 3,** and **4** reinforce visible service delivery, crime prevention, traffic safety, and trust.
Community Engagement and Communications	**Goal 1** emphasizes transparency, outreach, partner satisfaction, and effective public communication.
Transportation	**Goal 4** aligns with collision reduction, education, targeted enforcement, and coordination with Public Works.
Organizational Health and Good Governance	**Goal 2** addresses staffing, process improvement, accountability, training, and wellness.
Healthy Community for All Ages	**Goals 1** and **3** support youth engagement, prevention, and alternative response coordination.

4.3 Economic Outlook



The City's current fiscal outlook is a critical planning factor for the Department. The City's FY 2025–26 budget and long-term General Fund forecast identify an ongoing structural imbalance driven by flattening sales tax growth, uncertainty regarding state backfill of property tax in lieu of Vehicle License Fee (VLF) revenues, a reduced Transient Occupancy Tax baseline following the closure of a major hotel, rising service delivery costs, and increasing pension obligations. While the City's reserves allow it to maintain current service levels in the near term, the budget makes clear that reliance on reserves is not a sustainable long-term strategy. As a result, future planning will require continued attention to revenue opportunities, expense controls, and careful prioritization of service commitments.

For the Department, this fiscal environment reinforces the need for a strategic plan grounded in sustainability, operational discipline, and measurable value. Staffing strategies, technology investments, alternative response models, traffic safety initiatives, and community engagement efforts must be evaluated not only for their public safety benefit but also for their cost, workload impact, implementation capacity, and long-term maintainability.

The Department also recognizes the importance of aligning future staffing and deployment decisions with operational workload, service demand, and projected community growth. Findings and recommendations from prior and ongoing staffing assessments will continue to inform organizational planning, deployment models, workload management, and future budget discussions throughout the life of this Strategic Plan.

As the City experiences continued growth and increasing service expectations, the Department must balance operational demands with long-term fiscal sustainability. Future decisions regarding staffing, technology, facilities, and specialized programs will require careful prioritization to ensure the Department can continue providing high-quality service while remaining responsive to the City's broader financial environment. The San Mateo Police Department remains committed to demonstrating fiscal responsibility during the implementation and execution of this plan.



4.4 Pending or Prospective State/Federal Legislation, Regulations, or Requirements

Pending or prospective local, state, or federal laws or regulations can also impact strategic plan progress, sometimes considerably. At the time of this Plan's development, there is no known prospective regulatory change that could affect the Department's Strategic Plan.

SMPD should maintain a formal legislative and regulatory compliance watch process—reviewed at least quarterly by Command Staff, the City Attorney, HR, records, training, IT, and grant-management personnel—to ensure that emerging state and federal requirements are reflected in Department policy, budget planning, technology investments, and operational procedures.



SECTION 5—VALUES AND MISSION



The Department entered the strategic planning process with an established mission statement and set of organizational values. During the related workshop, the Strategic Planning Committee reviewed these statements and affirmed that both continue to reflect the Department's purpose, culture, and commitment to the community.

As a result, the mission and values serve as the foundation for this Strategic Plan, providing a clear framework for the Department's goals, priorities, and future direction.

5.1 VALUES

Everyone has *personal* values that guide their thinking and actions. In a group or organizational setting, however, the values of the formal and/or informal leaders tend to become the group or organizational values that drive decisions and actions within the larger group. Those values also determine an organizational *culture*.

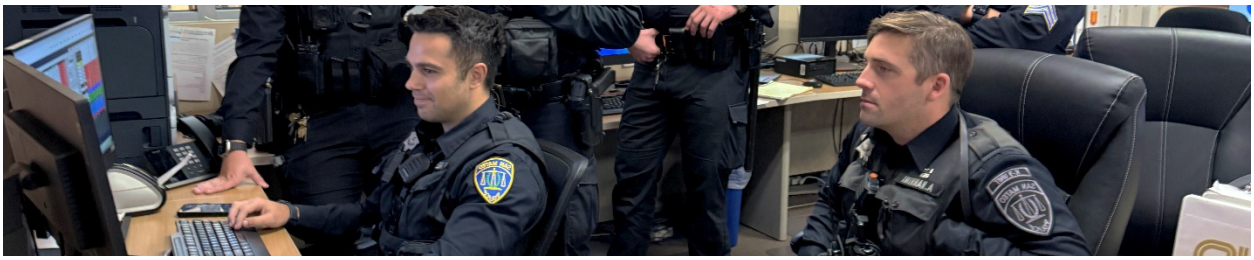


5.2 MISSION

Based upon the foundational principles of core values, a mission statement ideally identifies an organization's purpose, its customer base, and how it intends to meet its customers' needs in one sentence.



SECTION 6—PERFORMANCE AUDIT



In this step of the strategic planning process, the performance audit provided a comprehensive review of the Department's current state, organizational performance, and operating environment. The audit considered multiple sources of input and analysis, including the Department's organizational performance assessment, environmental scan, the Planning Committee's SWOT assessment, the 2025 Your Voice Matters Departmental Survey, stakeholder comments and concerns, SPYDER data (a survey measuring service experience), and the Community Citywide Services Survey.

Together, these elements helped establish a clear understanding of existing conditions, key issues, and opportunities to inform the development of the Strategic Plan.

6.1 ASSESSMENTS OF PERFORMANCE

The Department's current operating environment reflects both strong performance and significant strain. The Department handled 65,905 calls for service and generated 6,835 police reports in 2025 while maintaining 116 sworn and 45 non-sworn personnel under a FY 2025–26 adopted budget of approximately $68.37 million.

Annual report, assessment, and stakeholder input indicate several clear strengths: strong frontline response, a collaborative and service-minded workforce, a substantial technology foundation, high-quality crisis and major-case performance, and meaningful community engagement through youth services, PAL, public information efforts, and alternative response programming. At the same time, internal input consistently identifies a capacity challenge. Patrol, support services, communications, records, investigations, and specialty functions all reported workload strain, implementation fatigue, or staffing pressure.

> The Department therefore appears to be operating effectively, but with limited slack capacity for growth, training, or additional unfunded expectations. Employees reported concerns regarding burnout, indicating that growing operational demands, combined with limited staffing capacity, create an unsustainable situation over the long term.

6.2 Strengths, Weaknesses, Opportunities, and Threats Assessment

As one component of the Department's current-state assessment, Citygate facilitated a Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise with the Strategic Planning Committee. The Planning Committee was intentionally composed of personnel representing a cross-section of Department classifications, ranks, assignments, and functional areas, allowing the SWOT process to capture a broad range of internal perspectives. Through this exercise, team members identified organizational strengths to preserve, weaknesses that may affect service delivery or internal operations, opportunities for improvement or innovation, and potential threats that could impact the Department's ability to meet future demands.

The SWOT assessment was further informed by Department data from the 2025 Your Voice Matters survey. Incorporating this broader employee feedback helped ensure that the Planning Committee's discussion was not limited to the views of the workshop participants alone, but also reflected themes and concerns identified by Department personnel more broadly. Together, the SWOT exercise and Your Voice Matters survey results provided important insight into the Department's internal environment and helped shape the priorities, goals, and strategies included in this Strategic Plan.

6.2.1 Key Department Strengths

- Community trust and visibility through neighborhood meetings, youth outreach, PAL, downtown engagement, and accessible public communication.
- A strong technology foundation that includes digital reporting, body-worn cameras, automatic license plate recognition, digital evidence systems, drones, and the Real-Time Information Center.
- Collaborative culture and strong crisis performance, especially during significant incidents and complex investigations.
- Willingness to innovate and pilot new programs, particularly in alternative response, prevention, and real-time information sharing.
- Committed leadership and professional personnel are viewed by external stakeholders as approachable, capable, and community minded.

6.2.2 Key Department Weaknesses

- Staffing and workload strain across patrol, support roles, specialty functions, dispatch, records, and evidence support.

- Implementation discipline and follow-through gaps, including concerns that ideas and technological tools often outpace the time needed for effective implementation and adoption.
- Inconsistent recognition of professional staff and a perceived divide at times between sworn and non-sworn roles.
- Need for stronger documentation, handoff practices, cross-training, and clearer internal communication.
- Morale concerns in some units tied to workload, schedule changes, supervision, or uneven accountability.

6.2.3 Key Departmental Opportunities

- Expand RTIC, analytics, AI-enabled workflows, digital evidence tools, and mobile field technology in a disciplined and well-governed manner.
- Pursue grants, regional/shared-service models, and outside partnerships to supplement constrained local funding.
- Strengthen business watch, neighborhood watch, school partnerships, multilingual outreach, and district-level community education.
- Increase civilian and professional staffing to better support Department needs and priorities.
- Align traffic safety work more closely with Public Works; project charter priorities and City transportation metrics.

6.2.4 Key Departmental Threats

- Citywide structural deficits, pension pressure, revenue uncertainty, and long-term limits on adding staff or sustaining new programs.
- Recruitment and retention challenges caused by regional cost of living, competition from other agencies, and work-life balance concerns.
- Population growth and development-driven service demand that may outpace staffing and infrastructure support.
- Legal, regulatory, and privacy constraints affecting technology use, reporting, data retention, and public expectations.
- Cybersecurity, disaster readiness, and facility adequacy concerns that can disrupt service delivery or create operational risk.

6.3 STAKEHOLDER INTERVIEWS

External stakeholders generally described the Department as professional, responsive, collaborative, and a key contributor to San Mateo's reputation for safety. They also highlighted practical areas for improvement and future planning.

6.3.1 City Leadership and Other Departments

City leadership describe the Police Department as a stable, well-run, and highly valued City asset. At the same time, they note a need for closer cross-department collaboration, more flexible use of civilian staffing and technology, and clearer prioritization within a constrained fiscal environment. Traffic, emergency preparedness, and communication were recurring cross-department themes.

6.3.2 Business Leaders and Downtown Stakeholders

Business leaders and downtown stakeholders emphasized that visible safety is central to San Mateo's economic vitality. They identified opportunities to strengthen business watch education, maintain a reliable downtown presence, create predictable engagement opportunities such as office hours or regular check-ins, and reinforce pedestrian and traffic safety in business districts.

6.3.3 Citywide Service Survey in 2025

Residents generally believe the Department is doing a good job and meeting community needs, but they do not view police services as one of the City's most urgent problems compared to other issues such as aging infrastructure, emergency preparedness, and the City's long-term financial health. At the same time, the survey analysis indicates a likely reputation gap: people who have direct contact with officers tend to report stronger satisfaction than that reflected by the broader Citywide perception.[1] This suggests the Department's service experience may be stronger than its generalized public reputation, making communication and transparency especially important.

6.3.4 Community and Neighborhood Stakeholders

Neighborhood stakeholders described the Department's personnel as approachable, fair, and highly engaged. Their principal concern was long-term resource sufficiency, particularly in light of population growth, development pressure, traffic issues, and officer retention challenges tied to the region's high cost of living. These stakeholders want the Department and City leadership to communicate more openly about the resource implications of growth.

[1] This is a broadly common phenomenon of perception within nationwide trends.

SECTION 7—ENVISIONED SUCCESS



7.1 KEY INDICATORS OF SUCCESS

As part of the strategic planning process, the Planning Committee and leadership team were tasked with identifying what "success" should look like at the end of the five-year planning horizon in 2031. The leadership team's discussion, along with input from the Planning Committee's envisioning success exercise, identified a future Department that maintains high community trust, is well-staffed, operationally sustainable, technologically capable, and supportive of employee wellness.

By the end of the 2026–2031 planning horizon, success should look like the following:

- Improved Citywide trust and stronger partner satisfaction across neighborhoods, businesses, schools, and community organizations.
- Clear, documented expectations for community engagement, transparent communication, and critical incident follow-up.
- Advancement of the staffing recommendations outlined in the Department's completed staffing study, which found that additional personnel are needed across all functional areas to sustain service levels, improve efficiency, and meet future community needs.
- More predictable and stable work schedules, with schedules published well in advance, fewer last-minute changes, consistent days off where feasible, and improved work-life balance for Department personnel.
- Stronger recruitment and retention outcomes, including lower turnover, improved mid-career retention, strong morale, and consideration of incentives that support employees who live locally or commute to serve the San Mateo community.
- Increased staffing capacity for sworn and professional staff, including appropriate support for specialty units, youth services, communications, records, property, and other operational needs.

- A stronger wellness framework, including regular wellness training, improved access to confidential mental health services, increased use of support resources, reduced stigma, and measurable improvement in employee wellness indicators such as injuries, sick leave, overtime, and employee survey results.
- Better onboarding, training, and routine use of data systems, with supervisors using real-time and analytic tools to support deployment, workload management, and operational decision-making.
- A mature, streamlined, and evaluated technology portfolio in which systems are useful, personnel are trained, pilot programs are measured, outdated tools are retired, and implementation is deliberate and well-governed.
- Successful implementation of major technology and operational initiatives including improved report-writing infrastructure, modernized equipment, and expanded Real-Time Information Center capabilities as staffing and resources allow.
- Completion of priority facility and equipment improvements, including communications center upgrades, functional workspaces, vehicle and technology needs, and other infrastructure that supports efficient Department operations.
- A stronger community-based crime prevention model, with active partnerships across each district and continued collaboration with local businesses, schools, community organizations, and major San Mateo employers.
- A measurable reduction in injury collisions and a more integrated traffic safety relationship with Public Works, community education partners, and neighborhood stakeholders.
- Continued investment in training, professional development, and succession planning to ensure personnel are prepared for future leadership, specialty assignments, and organizational needs.
- Expanded collaboration with mental health clinicians, social services providers, and alternative response partners to better address calls for service involving behavioral health, social service, or quality-of-life needs.
- Department budget planning that aligns staffing, equipment, training, overtime, benefits, and unit-level needs with available resources and the City's long-term fiscal sustainability goals.


POLICE
CA EXEMPT
3011699
M29





SECTION 8—GAP ANALYSIS



8.1 SERVICE GAPS

The Department's most significant service gap is not a failure of core mission performance, but the absence of sufficient capacity to absorb growth, sustain proactive work, and fully implement improvements without adding strain elsewhere. This is especially visible in patrol workload, non-sworn support ratios, traffic safety capacity, data analysis support, and the time available for non-enforcement engagement.

There is also a gap between the Department's direct-contact service experience and broader Citywide reputation, indicating that strong operational performance is not always translating into visible, Citywide understanding of the Department's work.

8.2 CRITICAL ISSUES

- Maintaining high-quality service under structural budget deficits, rising service demands, and limited authorized staffing for both sworn and professional personnel.
- Retaining and developing personnel in a high-cost labor market.
- Expanding technology and innovation without outpacing policy, training, or implementation discipline.
- Managing the public safety effects of population growth, housing development, and traffic demand.
- Protecting legitimacy and trust in an environment of real-time information demands and evolving expectations for transparency.

8.3 Unmet Organizational Needs

- A clearer staffing and deployment model supported by analysis rather than assumptions.
- Consistent onboarding, documentation, evaluation, and training systems for newer tools and expectations.
- A more deliberate leadership, mentoring, and succession approach.
- Stronger non-sworn support capacity and more intentional recognition of professional staff contributions.
- A more formal wellness structure tied to training, supervision, and accessible support resources.
- A disciplined framework for prioritizing new initiatives and fully implementing them before launching the next wave of change.



SECTION 9—INTEGRATED ACTION PLAN

9.1 OVERVIEW

Within the context of this Strategic Plan:

> A ***goal*** is a desired end state or outcome.
>
> A ***strategy*** is the broad approach or framework used to achieve a goal.
>
> An ***objective*** is a measurable step needed as part of fully executing a strategy.

9.2 STRATEGIC GOALS, STRATEGIES, AND OBJECTIVES

Following the performance audit, envisioned success, and gap analysis exercises, the Planning Committee developed and refined the following **4 goals**, **13 strategies** to achieve those goals, and **51 measurable objectives** needed to fully execute those strategies. These goals, strategies, and objectives were developed and refined over two workshops to address identified service gaps, critical issues, unmet organizational needs, and stakeholder concerns over the next five years.

Goal #1
Deepen Community Trust

Strategy 1A—Embed Trust-Building into Performance Management

Objective 1A-1: Incorporate standardized procedural justice and community engagement criteria into personnel performance reviews

Objective 1A-2: Ensure all officers meet or exceed expectations in trust-related performance categories annually

Objective 1A-3: Increase positive community feedback, measured through engagement metrics

Strategy 1B—Increase Transparency and Accountability

Objective 1B-1: Enhance the public transparency dashboard by 2028

Objective 1B-2: Track required public interactions and provide follow-up update

Strategy 1C—Expand Proactive Community Engagement and Outreach

Objective 1C-1: Expand community engagement activities through Department-led outreach events

Objective 1C-2: Ensure increased presence in identified neighborhoods / underserved communities at least once per quarter

Objective 1C-3: Strengthen partnerships and participation by increasing active partnerships with community organizations, schools, or faith groups

Objective 1C-4: Re-establish the 911 Program for Kids/Adults by the end of 2028

Strategy 1D—Enhance Communication and Social Media Engagement

Objective 1D-1: Publish a defined minimum number of weekly social media posts focused on community engagement, transparency, Departmental data, public safety information, and positive outcomes

Objective 1D-2: Increase non-sworn representation on the social media team by 20 percent and expand content highlighting non-sworn personnel, services, and activities

Goal #2
Expand Organizational Capacity, Effectiveness, and Wellness

Strategy 2A—Strengthen Workforce Capacity Through Strategic Staffing, Training, Leadership Development and Accountability

Objective 2A-1: Review beat structures by 2027 using workload, calls-for-service, response-time, geography, and growth data for possible remapping

Objective 2A-2: Implement previous staffing study / operational assessment suggestions and ensure implementation aligns with the current operational workload

Objective 2A-3: Enhance training programs to improve performance, accountability, and readiness for all personnel

Objective 2A-4: Analyze workload trend and implement a workforce plan that strengthens professional functions and non-sworn staffing capacity

Objective 2A-5: Recruit and retain qualified personnel to maintain optimal staffing levels

Objective 2A-6: Develop career pathways and succession plans for key sworn and professional staff

Objective 2A-7: Ensure equitable access to support, resources, and services for sworn and non-sworn staff across the Department

Objective 2A-8: Strengthen performance management and accountability with employee evaluation that includes productivity, professionalism, and problem-solving criteria

Objective 2A-9: Expand and track training completion to include impact and improved service delivery

Objective 2A-10: Provide de-escalation, decision-making, and job-specific skills training to all personnel

Objective 2A-11: Provide additional leadership training for supervisors above and beyond mandated requirements

Objective 2A-12: Strengthen a cohesive workforce by improving employee engagement, trust, and collaboration through regular cross-divisional initiatives and inclusive team-development efforts

Strategy 2B—Enhance Organizational Effectiveness Through Strategic Alignment, Efficient Processes, Communication, Accountability, and Data-Driven Decision Making

Objective 2B-1: Complete onboarding and training for all priority data systems

Objective 2B-2: Implement workforce continuity planning, including documentation and onboarding systems, to preserve critical knowledge, improve role clarity, and maintain operational stability

Objective 2B-3: Use deployment strategies, workload analysis, and hotspot data to reduce priority-call response times and improve hotspot crime clearance rates

Objective 2B-4: Reduce officer time spent on non-enforcement administrative tasks by identifying and improving at least three administrative or operational processes annually

Objective 2B-5: Conduct a comprehensive evaluation of Department workspaces and storage and prioritize improvements

Objective 2B-6: Review retention strategies and technology resources for professional staff and implement improvements that strengthen

workforce stability, increase efficiency, and support regulatory compliance

Objective 2B-7: Strengthen intergovernmental relationships with county agencies and City departments through structured collaboration

Objective 2B-8: Establish formal feedback channels to increase participation and inform policy, training, and operational improvements

Objective 2B-9: Conduct after-action reviews for all critical incidents and major operations to include all personnel

Objective 2B-10: Conduct quarterly command staff reviews using crime trends, response times, and workload data

Objective 2B-11: Improve data reporting compliance across all units

Objective 2B-12: Assign primary and secondary administrators for all software programs to assist with onboarding and offboarding by 2028

Strategy 2C—Promote Employee Wellness, Resilience, and Work-Life Balance

Objective 2C-1: Integrate wellness program education into Advanced Officer Training and in-house training for all personnel, with annual refreshers to support employee health, resilience, and work-life balance

Objective 2C-2: Promote a culture of mutual respect, accountability, and employee wellness by implementing workload management and wellness initiatives that reduce burnout and strengthen support across all levels of the organization

Objective 2C-3: Explore the feasibility of an internal counseling resource in lieu of contracting

Objective 2C-4: Strengthen employee connection, morale, and leadership engagement by hosting quarterly, leadership-led informal gatherings, such as BBQs or similar events, across various units and shifts

Goal #3
Enhance Crime Prevention Strategies and Public Safety Innovation

Strategy 3A—Expand Data-Driven and Intelligence-Led Policing

Objective 3A-1: Refine internal and interagency data sharing through defined processes, partnerships, or system integrations

Strategy 3B—Strengthen Community-Based Crime Prevention

Objective 3B-1: Launch or expand at least two community crime prevention partnership programs, such as Neighborhood Watch, youth engagement, or senior engagement

Strategy 3C—Advance Public Safety Innovation and Technology

Objective 3C-1: Explore new public safety technology or innovation programs annually

Objective 3C-2: Leverage technology to improve productivity, reduce duplicative work, and strengthen service delivery

Goal #4
Improve Traffic and Pedestrian Safety

Strategy 4A—Identify and Address High-Risk Location and Behaviors

Objective 4A-1: Identify the top five collision hotspots and top five primary collision factors annually and develop directed enforcement plans

Objective 4A-2: Create a traffic complaint log system to support directed or saturation enforcement in identified areas and provide follow-up to reporting parties when appropriate

Objective 4A-3: Reduce the three-year average of injury collisions in targeted locations

Objective 4A-4: Ensure reported collisions are documented in CAD or RMS, regardless of officer response

Strategy 4B— Increase Community Traffic Safety Education and Awareness

Objective 4B-1: Identify and increase traffic safety education events annually, including quarterly outreach with schools, older drivers, and community groups, with a focus on traffic-related issues

Strategy 4C— Advance Safe System Strategies Through Engineering, Visibility and Enforcement

Objective 4C-1: Collaborate with Public Works to prioritize traffic-safety infrastructure improvement projects

Objective 4C-2: Strengthen traffic-safety initiatives by aligning enforcement, visibility, and operational strategies with Vision Zero best practices

Objective 4C-3: Increase the use of technological capacities to improve traffic safety efforts

Objective 4C-4: Expand the Traffic Unit to a staffing level of six to eight officers over the next five years to enhance traffic enforcement, improve roadway safety, and support the Department's growing operational needs



SECTION 10—PLAN IMPLEMENTATION AND MEASURING PROGRESS

The final step of the planning process involves initially prioritizing the implementation sequence of the strategic objectives, developing a Detailed Action Plan for each strategic objective, determining the interval for periodic review, updating of Strategic Plan elements as needed, and determining how and when the Plan will be introduced to the organization and stakeholders.

10.1 STRATEGIC OBJECTIVES PRIORITIZATION

To provide opportunity for early success—and to build and maintain momentum—the Planning Committee prioritized the 51 strategic objectives into the following three implementation categories as summarized in the following table.

- **Category A** Can be achieved with existing Department resources.
- **Category B** Can be initiated with existing Department resources but will require additional resources to fully achieve.
- **Category C** Cannot be initiated without additional resources.

It should be noted that implementation priority may change as available organizational capacity, needed resources, and/or strategic objectives evolve over the five-year planning term.

Goal		Strategy	Objectives		Implementation Category
1	**Deepen Community Trust**	***A: Embed Trust-Building into Performance Management***	**1A-1**	Incorporate standardized procedural justice and community engagement criteria into personnel performance reviews	**B**
			1A-2	Ensure all officers meet or exceed expectations in trust-related performance categories annually	**A**
			1A-3	Increase positive community feedback, measured through engagement metrics	**A**
		B: Increase Transparency and Accountability	**1B-1**	Enhance the public transparency dashboard by 2028	**A**
			1B-2	Track required public interactions and provide follow-up update	**A**
		C: Expand Proactive Community Engagement and Outreach	**1C-1**	Expand community engagement activities through Departmental led outreach events	**A**
			1C-2	Ensure increased presence in identified neighborhoods/underserved communities at least once per quarter	**A**
			1C-3	Strengthen partnerships and participation by increasing active partnerships with community organization, schools, or faith groups	**A**
			1C-4	Re-establish the 911 Program for Kids/Adults by the end of 2028	**A**
		D: Enhance Communication and Social Media Engagement	**1D-1**	Publish a defined minimum number of weekly social media posts focused on community engagement, transparency, department data, public safety information, and positive outcomes	**B**
			1D-2	Increase non-sworn representation on the social media team by 20 percent and expand content highlighting non-sworn personnel, services, and activities	**A**

Goal		Strategy	Objectives		Implementation Category
2	**Expand Organizational Capacity, Effectiveness, and Wellness**	***A: Strengthen Workforce Capacity Through Strategic Staffing, Training, Leadership Development and Accountability***	**2A-1**	Review beat structures by 2027 using workload, calls-for-service, response-time, geography, and growth data for possible remapping	**A**
			2A-2	Implement previous staffing study/operational assessment suggestions and ensure it aligns with the current operational workload	**A**
			2A-3	Enhance training programs to improve performance, accountability, and readiness for all personnel	**A**
			2A-4	Analyze workload trends and implement a workforce plan that strengthens professional functions and non-sworn staffing capacity	**A**
			2A-5	Recruit and retain qualified personnel to maintain optimal staffing levels	**B**
			2A-6	Develop career pathways and succession plans for key sworn and professional staff roles	**A**
			2A-7	Ensure equitable access to support, resources, and services for sworn and non-sworn staff across the Department	**A**
			2A-8	Strengthen performance management and accountability with employee evaluation that include productivity, professionalism, and problem-solving criteria	**A**
			2A-9	Expand and track training completion to include impact and improved service delivery	**A**
			2A-10	Provide de-escalation, decision-making, and job-specific skills training to all personnel	**B**
			2A-11	Provide additional leadership training for supervisors above and beyond mandated requirements	**B**
			2A-12	Strengthen a cohesive workforce by improving employee engagement, trust, and collaboration through regular cross-divisional initiatives and inclusive team-development efforts	**A**

Goal	Strategy	Objectives		Implementation Category
	B: Enhance Organizational Effectiveness Through Strategic Alignment, Efficient Processes, Communication, Accountability, and Data-Driven Decision Making	**2B-1**	Complete onboarding and training for all priority data systems	**A**
		2B-2	Implement workforce continuity planning, including documentation and onboarding systems, to preserve critical knowledge, improve role clarity, and maintain operational stability	**A**
		2B-3	Use deployment strategies, workload analysis, and hotspot data to reduce priority-call response times and improve hotspot crime clearance rates	**A**
		2B-4	Reduce officer time spent on non-enforcement administrative tasks by identifying and improving at least three administrative or operational processes annually	**A**
		2B-5	Conduct a comprehensive evaluation of department workspaces and storage and prioritize improvements	**B**
		2B-6	Review retention strategies and technology resources for professional staff and implement improvements that strengthen workforce stability, increase efficiency, and support regulatory compliance	**A**
		2B-7	Strengthen intergovernmental relationships with county agencies and City departments through structured collaboration	**B**
		2B-8	Establish formal feedback channels to increase participation and inform policy, training, and operational improvements	**A**
		2B-9	Conduct after-action reviews for all critical incidents and major operations to include all personnel	**A**
		2B-10	Conduct quarterly command staff reviews using crime trends, response times, and workload data	**A**
		2B-11	Improve data reporting compliance across all units	**A**
		2B-12	Assign primary and secondary administrators for all software programs to assist with onboarding and offboarding by 2028	**A**

Goal		Strategy	Objectives		Implementation Category
		C: Promote Employee Wellness, Resilience, and Work-Life Balance	**2C-1**	Integrate wellness program education into Advanced Officer Training and in-house training for all personnel, with annual refreshers to support employee health, resilience, and work-life balance	**A**
			2C-2	Promote a culture of mutual respect, accountability, and employee wellness by implementing workload management and wellness initiatives that reduce burnout and strengthen support across all levels of the organization	**A**
			2C-3	Explore the feasibility of an internal counseling resource in lieu of contracting	**A**
			2C-4	Strengthen employee connection, morale, and leadership engagement by hosting quarterly leadership-led informal gatherings, such as BBQs or similar events, across various units and shifts	**A**

Goal		Strategy	Objectives		Implementation Category
3	**Enhance Crime Prevention Strategies and Public Safety Innovation**	***A: Expand Data-Driven and Intelligence-Led Policing***	**3A-1**	Refine internal and interagency data sharing through defined processes, partnerships, or system integrations	**B**
		B: Strengthen Community-Based Crime Prevention	**3B-1**	Launch or expand at least two community crime-prevention partnership programs, such as Neighborhood Watch, youth engagement, or senior engagement	**B**
		C: Advance Public Safety Innovation and Technology	**3C-1**	Explore public safety technology or innovation programs annually	**B**
			3C-2	Leverage technology to improve productivity, reduce duplicative work, and strengthen service delivery	**B**

Goal		Strategy	Objectives		Implementation Category
4	**Improve Traffic and Pedestrian Safety**	***A: Identify and Address High-Risk Locations and Behaviors***	**4A-1**	Identify the top five collision hotspots and top five primary collision factors annually and develop directed enforcement plans	**A**
			4A-2	Create traffic complaint log system to support directed or saturation enforcement in identified areas and provide follow-up to reporting parties when appropriate	**A**
			4A-3	Reduce the three-year average of injury collisions in targeted locations	**B**
			4A-4	Ensure reported collisions are documented in CAD or RMS, regardless of officer response	**A**
		B: Increase Community Traffic-Safety Education and Awareness	**4B-1**	Identify and increase traffic-safety education events annually, including quarterly outreach with schools, older drivers, and community groups, with a focus on traffic-related issues	**B**
		C: Advance Safe System Strategies through Engineering, Visibility and Enforcement	**4C-1**	Collaborate with Public Works to prioritize traffic-safety infrastructure improvement projects	**B**
			4C-2	Strengthen traffic safety initiatives by aligning enforcement, visibility, and operational strategies with Vision Zero best practices	**A**
			4C-3	Increase the use of technological capacities to improve traffic safety efforts	**B**
			4C-4	Expand the Traffic Unit to a staffing level of six to eight officers over the next five years to enhance traffic enforcement, improve roadway safety, and support the Department's growing operational needs	**B**

10.2 Detailed Action Plans

Detailed action plans clearly articulate the sequential steps needed to fully achieve an objective, including a description of each step, the metric for success, whether governing body policy action is required, estimated costs and funding source(s), other resources needed, who or what specific position is responsible for each step, and the expected timeline for completion.

In a facilitated exercise, the Planning Committee identified many sequential steps required to achieve the selected higher-priority objectives of this Plan; however, additional work may be needed to fully complete them. The Police Chief will designate Command Staff responsible for developing the Annual Work Plan (as discussed in the following sub-section) as well as developing detailed action plans for those objectives identified for inclusion in the initial and succeeding annual work plans. Detailed Action Plans are included as **Appendix A**.

10.3 Annual Work Plan

Annual work plans are critical to creating and maintaining momentum and making continued progress on any long-term plan. The Planning Committee established the desire to develop an Annual Work Plan *corresponding with the City's annual budget cycle* and incorporating those strategies and objectives that will receive intentional focus and effort over that 12-month period. Strategies and objectives need not be accomplished in any specific priority or sequence; however, they should be initiated individually or in parallel to ensure logical and incremental progress toward achievement of a particular strategy or goal.

The Planning Committee established the following Annual Work Plan schedule, with Annual Work Plan progress to be regularly reviewed as determined by the Police Chief.

Table 9—Annual Work Plan Development Schedule

Objective	Target Date
Initiate Annual Work Plan development	**December 31**
Complete Draft Annual Work Plan	**March 31**
Complete Detailed Action Plans for included Strategic Objectives	**June 15**
Final City Budget adopted	**Mid-May**
Finalize Annual Work Plan	**June 30**
Implement Annual Work Plan	**July 1**

10.4 Plan Maintenance

To ensure continued progress and maintain the effectiveness and relevance of the Strategic Plan, the Police Chief will appoint Command Staff to review the Plan on a monthly basis during the first year. After the first year, the Plan will be reviewed at intervals determined by the Police Chief and Command Staff. The Strategic Plan will be revised as needed to:

1. Ensure the most effective use of available resources in achieving the identified strategic goals.
2. Add or modify strategies and objectives in response to changes in the political, fiscal, organizational, or broader City environment.

10.5 Strategic Plan Rollout

The final Strategic Plan will be presented to Department staff and other stakeholders as determined by the Police Chief.



Photo Credit: Tom Jung Photography

APPENDIX A—DETAILED ACTION PLANS

Goal #1: Strategy C

Objective: (1C-4) Re-Establish the 911 Program for Kids/Adults by the end of 2028								
Step	**Description**	**Success Metric**	**Policy Action Needed**	**Estimated Cost**	**Funding Source**	**Resources Needed**	**Person / Position Responsible for Completion**	**Expected Completion Timeline**
1	**Form a team to include police, fire and EMS dispatchers, PAL, YSO, PIO, schools, and community advocates**	Teams/Committees created with monthly/quarterly meetings	No	Minimal	Minimal Existing operating budget	Staff Time	Technical Services and Support Services Staff	3-4 Months
2	**Review previous 911 program outcomes, participation, and gaps**	Create a "report" of findings from previous program	No	Minimal	Existing operating budget	Staff Time	Technical Services and Support Services Staff	1–2 Months
3	**Conduct "meetings" in schools, libraries, faith centers, and neighborhoods**	X number of meetings/sessions with attendance goals met	No	Minimal	Existing operating budget	Staff Time	Technical Services and Support Services Staff	8–12 Months
4	**Create or purchase age-appropriate curriculum for schools, adults, seniors, and multilingual populations**	Curriculum approved by education and public safety stakeholders. Materials translated into different languages	No	Moderate	Grants	Staff Time	Technical Services and Support Services Staff	8–12 Months
5	**Formalize partnerships with schools, libraries, neighborhoods, faith centers etc.**	Agreement or MOU signed	Yes	Minimal	Grants	Staff Time	Technical Services and Support Services Staff	2–3 Months
6	**Launch branding campaign focused on trust, safety and proper 911 use**	Campaign reaches 75 percent of people/kids/residents etc.	No	Moderate	Grants, Training Budget	Technical Staff/IT Support	Technical Services and Support Services Staff	4–6 Months

Objective: (1C-4) Re-Establish the 911 Program for Kids/Adults by the end of 2028								
Step	**Description**	**Success Metric**	**Policy Action Needed**	**Estimated Cost**	**Funding Source**	**Resources Needed**	**Person / Position Responsible for Completion**	**Expected Completion Timeline**
7	**Implement permanent 911 education program across all schools and community venues**	Program active Citywide	No	Moderate	Grants, Training Budget	Staff Time	Technical Services and Support Services Staff	8–12 Months

Goal #2: Strategy A

Objective: (2A-4) Analyze workload trends and implement a workforce plan that strengthens professional functions and non-sworn staffing capacity								
Step	**Description**	**Success Metric**	**Policy Action Needed**	**Estimated Cost**	**Funding Source**	**Resources Needed**	**Person / Position Responsible for Completion**	**Expected Completion Timeline**
1	**Conduct an annual staffing survey and workload study incorporating employee feedback, operational data, and workload distribution analysis to identify staffing gaps, inefficiencies, and organizational stress points**	Completion of annual staffing report including employee survey results, workload analysis, and staffing gap identification	Yes (Administrative Review and Approval)	Minimal for Internal Analysis	Existing Operational Budget	Staff time, HR support, operational data, survey tools, Command Staff review, data analysis support	Command Staff/HR	6–12 months
2	**Review staffing study and employee survey findings to implement recommended changes**	Implementation of staffing adjustments resulting in improved workload balance, increased efficiency, and enhanced staffing levels in priority functions	Yes (Budget Approval and Staffing Allocation Authorization)	Moderate to High depending on staffing adjustments	City budget approval/potential grant funding	HR support, financial analysis, data analysis, Command Staff leadership, City administrative approval	Chief / Command Staff	Ongoing
3	**Conduct a comprehensive review of sworn versus non-sworn workload allocation to identify opportunities for civilianization, improved efficiency, and reduction of overtime demand**	Identification and implementation of civilianization opportunities and measurable reduction in sworn overtime	Yes (Reclassification Approval)	Minimal	Existing operating budget	HR support, workload analysis, budget analysis, Command Staff input, City approval	Chief / Command Staff / HR	6 months
4	**Establish an ongoing system for reviewing staffing levels, workload distribution, and organizational structure to ensure alignment with service demands and operational efficiency**	Annual workforce optimization review completed with documented improvements in staffing efficiency and service delivery	No	Minimal	Existing operating budget	HR, Command Staff, data analysts, operational metrics	Chief of Police / Command Staff	Annual / Ongoing

Goal #3: Strategy C

Objective: (3C-2) Leverage Technology to Improve Productivity, Reduce Duplicative Work, and Strengthen Service Delivery								
Step	**Description**	**Success Metric**	**Policy Action Needed**	**Estimated Cost**	**Funding Source**	**Resources Needed**	**Person / Position Responsible for Completion**	**Expected Completion Timeline**
1	**Conduct a comprehensive audit of all Department technology systems to identify duplications, inefficiencies, and operational gaps**	Completion of full technology inventory and gap analysis report	No	Minimal	Existing Operational Budget	IT Staff, System Administrators, Vendor Documentation	Chief of Police/Technology Services Administrator	Q1 2027
2	**Evaluate system integration opportunities across platforms to improve data sharing, workflow efficiency, and operational effectiveness**	Creation of integration feasibility assessment and prioritized integration roadmap	No	Minimal	Existing Operational Budget	IT Analyst, Vendor Technical Support	Technical Services Bureau	Q3 2027
3	**Develop standardized system ownership and administrative accountability structure for all technology platforms**	System ownership matrix implemented and maintained across all platforms	Yes (for accounta-bility)	Minimal	Existing Operational Budget	Command Staff approval and IT Coordination	Technical Services Bureau / Command Staff	Q4 2027
4	**Establish onboarding and offboarding procedures for employee system access across all platforms to improve security and accountability**	100 percent compliance with access control procedures	Yes (HR/IT Procedural Alignment	Minimal	Existing Operational Budget	HR and IT Coordination	Command Staff, HR, and IT	Q1 2028
5	**Develop annual technology modernization roadmap identifying upgrades, replacements, and system retirements**	Annual technology modernization report completed and reviewed	Yes (Annual require-ment for system review)	Moderate (future dependent on implementation)	Operating/Capital Budget	IT Analyst/Consultants (as needed)	Chief of Police/Technical Services Bureau	Annual

Goal #4: Strategy A

Objective: (4A-1) Identify the top five collision hotspots and top five primary collision factors and develop directed enforcement plans								
Step	**Description**	**Success Metric**	**Policy Action Needed**	**Estimated Cost**	**Funding Source**	**Resources Needed**	**Person / Position Responsible for Completion**	**Expected Completion Timeline**
1	**Conduct annual analysis of all traffic collisions using CAD/RMS, SWITRS, and GIS mapping data to identify the top five collision hotspots citywide**	Annual hotspot analysis completed and presented to command staff	No	Minimal	Existing operating budget	Crime Analyst, Traffic Unit staff time, GIS support	Traffic Unit Sergeant	Q4 2026 Ongoing
2	**Identify and rank the top five primary collision factors (speed, DUI, distracted driving, failure to yield, etc.) based on annual collision trends and injury severity data**	Annual collision factor report completed with ranked contributing causes	No	Minimal	Existing operating budget	Traffic investigators, analyst support	Traffic Unit Sergeant	Q1 2027
3	**Develop standardized hotspot evaluation criteria including collision frequency, injury severity, pedestrian/bicycle involvement, school proximity, and community complaints**	Evaluation criteria adopted and consistently applied annually	No	Minimal	Existing operating budget	Staff time	Traffic Unit / Command Staff	Q2 2027
4	**Create directed enforcement plans for each identified hotspot that include deployment schedules, peak collision hours, violation focus areas, and staffing assignments**	Enforcement plans completed for all top five hotspots annually	No	Minimal	Existing operating budget	Traffic officers, patrol support	Traffic Unit Sergeant	Ongoing

Objective: (4A-1) Identify the top five collision hotspots and top five primary collision factors and develop directed enforcement plans								
Step	**Description**	**Success Metric**	**Policy Action Needed**	**Estimated Cost**	**Funding Source**	**Resources Needed**	**Person / Position Responsible for Completion**	**Expected Completion Timeline**
5	**Conduct high-visibility enforcement operations focused on the top collision factors including speed enforcement, DUI saturation patrols, distracted driving operations, and pedestrian safety details**	Quarterly enforcement operations completed with documented increase of activity and citations	No	Moderate	OTS grants / Existing budget	Traffic officers, overtime funding	Traffic Unit	Quarterly
6	**Coordinate with Public Works and Traffic Engineering to evaluate roadway design, signal timing, signage, lighting, and infrastructure improvements at identified hotspots**	Quarterly coordination meetings held and mitigation recommendations documented	Possibly	Minimal	Existing budget / CIP funding	Interdepartmental staff time	Traffic Unit / Public Works	Quarterly
7	**Develop public education and awareness campaigns targeting the top collision factors and hotspot locations through social media, schools, community meetings, and press releases**	Minimum of four annual education campaigns completed	No	Minimal	Existing budget / Grant funding	Community outreach staff, PIO support	Traffic Unit / PIO	Ongoing
8	**Deploy traffic data collection equipment such as radar trailers, speed feedback signs, and mobile analytics tools at identified hotspots to monitor behavioral changes**	Data collection completed at all top hotspot locations annually	No	Moderate	Grants / CIP / Existing budget	Traffic equipment, officer deployment	Traffic Unit	Quarterly

Objective: (4A-1) Identify the top five collision hotspots and top five primary collision factors and develop directed enforcement plans								
Step	**Description**	**Success Metric**	**Policy Action Needed**	**Estimated Cost**	**Funding Source**	**Resources Needed**	**Person / Position Responsible for Completion**	**Expected Completion Timeline**
9	**Evaluate enforcement effectiveness quarterly by comparing collision trends, injury data, community complaints, and citation activity at targeted locations**	Quarterly performance review completed with trend analysis	No	Minimal	Existing operating budget	Analyst support, command review	Traffic Unit Sergeant	Ongoing
10	**Produce an annual Traffic Safety and Collision Reduction Report summarizing hotspot trends, enforcement activity, outcomes, and recommendations for the following year**	Annual report completed and presented to City leadership	No	Minimal	Existing operating budget	Staff time, analyst support	Traffic Unit / Command Staff	Annual
11	**Pursue Office of Traffic Safety (OTS) grants and other external funding opportunities to support overtime enforcement, equipment purchases, and education campaigns**	At least one traffic safety grant application submitted annually	No	Minimal	Grant funding	Grant writing support	Command Staff / Grants Coordinator	Annual
12	**Integrate hotspot enforcement strategies into patrol deployment plans to ensure citywide support during staffing shortages or major operations**	Patrol integration plan implemented and reviewed annually	No	Minimal	Existing operating budget	Patrol staffing coordination	Field Operations / Traffic Unit	Ongoing

Goal #4: Strategy C

Objective: (4C-2) Strengthen Traffic Safety Initiatives by Aligning Enforcement, Visibility, and Operational Strategies with Vision Zero Best Practices								
Step	**Description**	**Success Metric**	**Policy Action Needed**	**Estimated Cost**	**Funding Source**	**Resources Needed**	**Person / Position Responsible for Completion**	**Expected Completion Timeline**
1	**Increase highly visible traffic enforcement in high-injury corridors and school safety zones**	20 percent increase in targeted enforcement operations	Traffic deployment directive revisions	Minimal	OTS Selective Traffic Enforcement Grant	Overtime staffing, motorcycles, radar equipment	Traffic Unit Supervisors	Ongoing Quarterly
2	**Implement quarterly Vision Zero enforcement operations targeting primary collision factors**	Quarterly reduction in injury collisions	Operational enforcement scheduling policy	Minimal	OTS Grant Funding	Traffic officers, DUI equipment, support staff	Traffic Sergeant	Quarterly
3	**Coordinate with Public Works to prioritize engineering improvements in high-injury intersections and pedestrian corridors**	Completion of annual priority improvement list	Formalized SMPD/Public Works coordination process	None	Capital Improvement Program	Traffic engineers, GIS data	Public Works Traffic Engineer/Traffic Sergeant	Monthly
4	**Expand deployment of portable radar speed feedback signs in residential neighborhoods and near schools**	Measurable reduction in average vehicle speeds	Neighborhood traffic calming procedures	None	Measure A Funds	Speed trailers, signage equipment	Traffic Division	Ongoing
5	**Implement annual school traffic safety initiative in coordination with school districts and parent groups**	Reduction in school traffic complaints and unsafe driving behaviors	School traffic management agreements	None	School Safety Grants	SROs, traffic officers, educational materials	Traffic Unit / School Resource Officers	Annual
6	**Conduct regular bicycle and pedestrian safety operations in commercial districts and near transit hubs**	Increase in compliance with pedestrian right-of-way laws	Directed enforcement procedures	None	OTS Pedestrian Safety Grant	Bicycle officers, traffic personnel	Traffic Sergeant	Quarterly
7	**Expand use of UAS technology for collision scene mapping, traffic monitoring, and special event traffic management**	Reduced roadway closure times and improved collision reconstruction	UAS policy updates and FAA compliance review	None	Homeland Security / Technology Grants	UAS, software, training	UAV Program Coordinator	Ongoing

Objective: (4C-2) Strengthen Traffic Safety Initiatives by Aligning Enforcement, Visibility, and Operational Strategies with Vision Zero Best Practices								
Step	**Description**	**Success Metric**	**Policy Action Needed**	**Estimated Cost**	**Funding Source**	**Resources Needed**	**Person / Position Responsible for Completion**	**Expected Completion Timeline**
8	**Develop centralized traffic complaint tracking system to improve responsiveness to community concerns**	Increased complaint response and resolution rates	Workflow and records management updates	None	Existing Technology Budget	Software enhancements and training	Records Manager / IT Division	Ongoing
9	**Increase proactive enforcement and visibility around transit centers, downtown corridors, and commercial districts**	Increased compliance and reduction in pedestrian near-miss incidents	Directed patrol operational plans	None	Existing Operational Budget	Motorcycle officers, patrol units	Patrol Operations Captain	Ongoing
10	**Complete annual Vision Zero strategic review and update operational priorities based on collision trends, enforcement outcomes, and emerging risks**	Completion of annual strategic review presented to City Council and executive staff	Strategic review requirement added to Department plan	Minimal	Existing Operational Budget	Executive planning sessions	Police Chief/Command Staff	Annual

APPENDIX B—STRATEGIC PLANNING INFORMATION SOURCES

Source Category	Information Source	Purpose
Executive Leadership	Chief of Police Interviews and Executive Leadership Sessions	Identified organizational priorities, strategic vision, and future challenges.
Strategic Planning Process	Strategic Planning Working Group Workshops and Planning Sessions	Developed strategic themes, goals, and implementation priorities.
Employee Input	Department SWOT Survey	Identified organizational strengths, weaknesses, opportunities, and threats.
Employee Input	Department SWOT Workshops and Surveys	Gathered employee perspectives regarding operations, staffing, communication, technology, and service delivery.
Employee Input	Patrol Division Input	Identified operational challenges, workload concerns, and community policing opportunities.
Employee Input	Support Services Division Input	Evaluated support functions, staffing needs, and operational efficiencies.
Employee Input	Communications and Dispatch Input	Assessed communications operations, technology needs, and workload considerations.
Employee Input	Records Unit Input	Identified process improvements and service delivery opportunities.
Community Stakeholders	San Mateo Area Chamber of Commerce	Provided business community perspectives regarding public safety and economic vitality.
Community Stakeholders	Downtown San Mateo Association	Identified downtown safety, visibility, and quality-of-life concerns.
Community Stakeholders	Neighborhood and Homeowners Association Representatives	Provided community perspectives regarding crime, traffic, communication, and police visibility.
City Leadership	City Manager Interview and Executive Leadership Discussions	Ensured alignment with City priorities, fiscal realities, and long-term objectives.
Public Safety Partners	Fire Department Leadership Interview	Identified opportunities for public safety coordination and collaboration.
Community Feedback	Citywide Resident Survey Analysis	Evaluated public perceptions, trust, service satisfaction, and community priorities.
Community Feedback	Police Customer Satisfaction Survey Results	Assessed direct-contact experiences with police services.
Organizational Data	San Mateo Police Department Annual Report	Reviewed crime trends, staffing, workload, technology, and performance metrics.
Organizational Data	Police Department Staffing Needs Assessment	Evaluated staffing levels, workload demands, and organizational capacity.

Source Category	Information Source	Purpose
City Planning Documents	City of San Mateo Strategic Direction and City Council Priorities	Ensured alignment with adopted City goals and policy direction.
City Planning Documents	City of San Mateo Business Plan	Reviewed organizational priorities, infrastructure initiatives, and public safety objectives.
Fiscal Analysis	City of San Mateo Budget and Financial Planning Documents	Evaluated fiscal conditions, resource constraints, and long-term sustainability considerations.
Strategic Plan Development	Strategic Planning Committee Analysis and Facilitation	Synthesized findings into strategic goals, objectives, and implementation strategies.

