

# SANTA ANA POLICE DEPARTMENT STRATEGIC PLAN 2019-2024



**CHIEF DAVID VALENTIN**

*Teamwork*

*Excellence*



*Accountability*

*Making A  
Difference*

**JULY 2019**







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# MESSAGE FROM CHIEF VALENTIN

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I am proud to share with you our **2019-2024 Five-Year Strategic Plan**. This framework is intended to complement and directly support the broader city-wide Strategic Plan. In March 2019, we published our newly revised Community Oriented Policing Philosophy, which reaffirmed the manner in which we deliver policing services, equitably to everyone in our City. This Strategic Plan process also involved revising our Department Mission, Vision and Values. Throughout 2018, our Department engaged in a systematic assessment of community and employee priorities.

Our Strategic Plan builds on the Policing Philosophy, in that it identifies what our community expects us to accomplish. Essentially, the Philosophy spells out “*how*” we will provide police services and the Strategic Plan clearly states “*what*” we will focus on as a Department.

Community-based policing is the bedrock of the manner in which we deliver police services, which successfully dates back to the mid 1970’s in Santa Ana. During feedback sessions facilitated by the Orange County Human Relations Commission, we heard firsthand from you, the residents and stakeholders of our community, on how important continuing to generate and sustain community relations are to our success. We also validated that our community supports traditional policing efforts as well. Our Department prides itself in engaging in constitutionally defensible, dignified and respectful police actions. We will focus on hiring the best possible candidates to fill our sworn and professional staff ranks; reduce response times to emergency calls for service; proactively impact and prevent crime; provide exceptional 21st century training and technology to reduce liability exposure; and most critically, continue to build and sustain community trust through genuine relationship building with the community. Please take the time to review this plan as it clearly states our priorities and goals moving forward.

I am incredibly proud of the men and women of this Department. They are dedicated professionals committed to *Teamwork, Excellence, Accountability* and *Making a Difference* for everyone in our City. Supported by the City Council and City Manager, we will continue our unwavering focus of providing exceptional police services to everyone in Santa Ana.

Sincerely,

A handwritten signature in blue ink, appearing to read 'David Valentin', with a stylized flourish at the end.

**DAVID VALENTIN**  
CHIEF OF POLICE



## EXECUTIVE SUMMARY

The Santa Ana Police Department 2019–2024 Strategic Plan is a statement of intent and purpose. Consistent with the mandates and directives of the City of Santa Ana 5–Year Strategic Plan, the intent of the Police Department’s Strategic Plan is to create a guiding document to help build the envisioned, desired future for the community we serve and the Police Department. Its purpose is to frame the goals, priorities, and objectives, as well as to identify the issues, outcomes and efforts necessary to achieve success for the future.



*Motor Officer Lopez at Dia de Los Niños community event.*

## STRATEGIC PLANNING PROCESS

In June 2018, the Santa Ana Police Department formed the Strategic Plan Committee. In the fall of 2018, community meetings were conducted in partnership with the Orange County Human Relations Commission to assess community policing priorities. Through these sessions, it was evident many residents were concerned over issues of safety and crime rates. Consistent feedback also indicated strong support for the Department by the community. Additionally, Department staff participated in a survey to determine organizational priorities.

## TOP FOUR COMMUNITY PRIORITIES

- Impacting Gang Crime
- Addressing Homelessness and Mental Health
- Prostitution-Related Crime
- Drug Sales and Use

## EMPLOYEE ORGANIZATIONAL PRIORITIES

- Recruitment and Retention
- Training
- City-Wide Crime Suppression Team
- Career Development



*Tactical Dispatchers training with Crisis Negotiation Team.*

# MISSION STATEMENT

The mission of the Santa Ana Police Department is to provide effective police services with integrity, respect, and compassion while fostering strong partnerships with the community we serve.

# VISION

The Santa Ana Police Department is committed to enhancing relationships with the community we serve by leading with transparency and integrity. We will accomplish our vision by using traditional and innovative methods of policing and striving for excellence through training, self-discipline, and leadership.



*Honor Guard in Washington, DC for National Police Memorial.*



*Honor Guard at State Capitol, Sacramento for California Peace Officers Memorial Candlelight Vigil.*

## ***Honoring The Santa Ana Police Department Fallen Four***

Motor Officer Edwin R. Jensen  
03/03/1931

Assistant Team Leader Daniel A. Hale  
11/12/1972

Officer Nelson A. Sasscer  
06/04/1969

Sergeant John A. Aguilar  
06/30/1998



# VALUES



*Traffic Division focuses on Education, Enforcement and Engineering*



*Tradition - Santa Ana PD commemorative badge celebrates the City of Santa Ana's 150th anniversary.*

## TEAMWORK

We are committed to ensuring our entire organization will work with integrity and transparency in addressing the needs of our community.

## EXCELLENCE

We will handle every call for service, investigation, or task to the best of our abilities.

## ACCOUNTABILITY

We are responsible for our words and our actions.

## MAKING A DIFFERENCE

We will remain steadfast in our mission recognizing we stand for all that is good and stand against all that threatens the safety of the community we serve.





# STRATEGIC GOAL 1

## INCREASE THE PUBLIC'S SAFETY

- Reduce and proactively target gang crime
- Implement strategies to address high crime areas
- Implement plan for reducing response times to calls for service
- Continue to address homelessness-related crime led by a comprehensive citywide plan as directed by the City Manager
- Implement directed patrol enforcement initiatives
- Increase traffic education and enforcement
- Expand data driven crime prevention programs



*Santa Ana PD K9 and Bloodhound Unit*



# STRATEGIC GOAL 2

## INCREASE COMMUNITY ENGAGEMENT

- Continue to enhance transparency initiatives
- Expand partnerships with local organizations
- Expand partnerships with neighborhood associations by assigning district-based Police Officers and Police Service Officers
- Involve Communications Personnel in community meetings
- Explore the development of a youth academy
- Create pathways through various youth mentorship programs to motivate future generations to pursue a law enforcement career

*Top - 7th Session of Santa Ana PD Citizen Academy Class - 2019*

*Middle - K9, Motor and PSO's at Cornerstone Resource Community Fair*

*Bottom - Officer Macchiaroli with future Santa Ana PD officer at "Pizza with Police" community event*

# STRATEGIC GOAL 3

## INCREASE OPERATIONAL EXCELLENCE AND EFFICIENCY

- Leverage technology to improve performance
- Continue to establish best practices for Body Worn Camera Program, including audit procedures
- Expand use of digital and social media platforms across all operations
- Research and update case management technologies for the Investigations Bureau
- Publicize crime data on Department website
- Continue to explore next generation 911 technologies (e.g., Text 9-1-1)



*Santa Ana PD successfully launched its Body Worn Camera Program on September 1, 2017; establishing an industry best practice*

- Enhance customer service training for all Department personnel to better serve our diverse community
- Install high-tech security systems to identify and prohibit dangerous contraband from entering the Jail Facility



*Correctional Supervisor Andrade-Villa directs inmate into our 512 bed Type 2 Direct Supervision Jail Facility*



# STRATEGIC GOAL 4

## TRAIN, DEVELOP AND MENTOR PERSONNEL

- Develop a formal mentoring program for new employees
- Re-establish in-house leadership training
- Identify division-specific training needs (Department Training Plan) to limit liability exposure
- Cross-training for Patrol Officers to investigative assignments
- Integrate employees training plan into the employee evaluation process to link the individual, their assignment, and their career goals
- Explore development of Sergeant Field Training Program
- Development of standardized Roll Call Training Program
- Continue to evaluate and test new equipment platforms, to serve as a law enforcement training leader



*Tactical Emergency Casualty Care (TECC) training*



*Field Training Officers participating in de-escalation training*



*Force Options Simulator training*

# STRATEGIC GOAL 5

## RECRUITMENT, BRANDING AND SUCCESSION PLANNING



Recruitment booth at Santa Ana PD Open House event



Officer Rojo at recruitment event in Camp Pendleton at Camp Horno



Recruitment table at community event, with sworn Officers and professional staff

- Fill all Police Officer vacancies
- Continue to fill all professional staff vacancies
- Identify effective, consistent and engaging methods to bolster the Department's social media presence for recruiting new Officers and professional staff
- Attract experienced Police Officer candidates for lateral hire
- Streamline efficiency in hiring process methodologies
- Expand the Explorer and Cadet pathway programs
- Develop and implement formal succession plan
- Brand [www.joinssantaanapd.org](http://www.joinssantaanapd.org)



Recruitment team at United States Army, Fort Irwin National Training Center



Fast Track Testing - physical agility test, pre-background screening and Sergeant oral interview, all in a single day



# SUMMARY



*Santa Ana PD Mounted Unit*

The Santa Ana Police Department 5-Year Strategic Plan was developed by a team of sworn personnel and professional staff who volunteered for this important task of shaping our Department's future in direct support of serving our diverse community. The committee represented a cross-section of the Organization at all levels. As such, all Department personnel have a tremendous stake in the successful implementation of this Strategic Plan to develop a shared vision for our ideal future.

# ACKNOWLEDGEMENTS

## *City of Santa Ana*



Miguel A. Pulido **Mayor**

- Juan Villegas **Mayor Pro Tem** Ward 5
- Vicente Sarmiento **Councilmember** Ward 1
- David Penaloza **Councilmember** Ward 2
- Jose Solorio **Councilmember** Ward 3
- Cecilia Iglesias **Councilmember** Ward 6

Kristine Ridge, **City Manager**

In partnership and collaboration with  
**Orange County Human Relations**



## STRATEGIC PLAN COMMITTEE

- Commander Robert Rodriguez
- Sergeant Sergio Enriquez
- Sergeant Andy Alvarez
- Sergeant Oscar Lizardi
- Sergeant Joe Marty
- Corporal Daniel Alcala
- Corporal Sergio Caro
- Detective Jerry Corona
- Officer Sonia Rojo
- Lead PSD Gabriela Jilek
- CS Claudia Andrade-Villa
- CO Elizabeth Alvare

Graphic Design: Yessenia Aspeitia  
Executive Producer: Chief David Valentin

# LAW ENFORCEMENT CODE OF ETHICS

*As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality, and justice.*

*I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.*

*I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.*

*I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.*

*I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession - **LAW ENFORCEMENT**.*



*First time in over 30 years, on November 1, 2018, the Department conducted a department-wide formal inspection of all sworn members of every rank.*

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