

# STRATEGIC PLANNING

February 2024



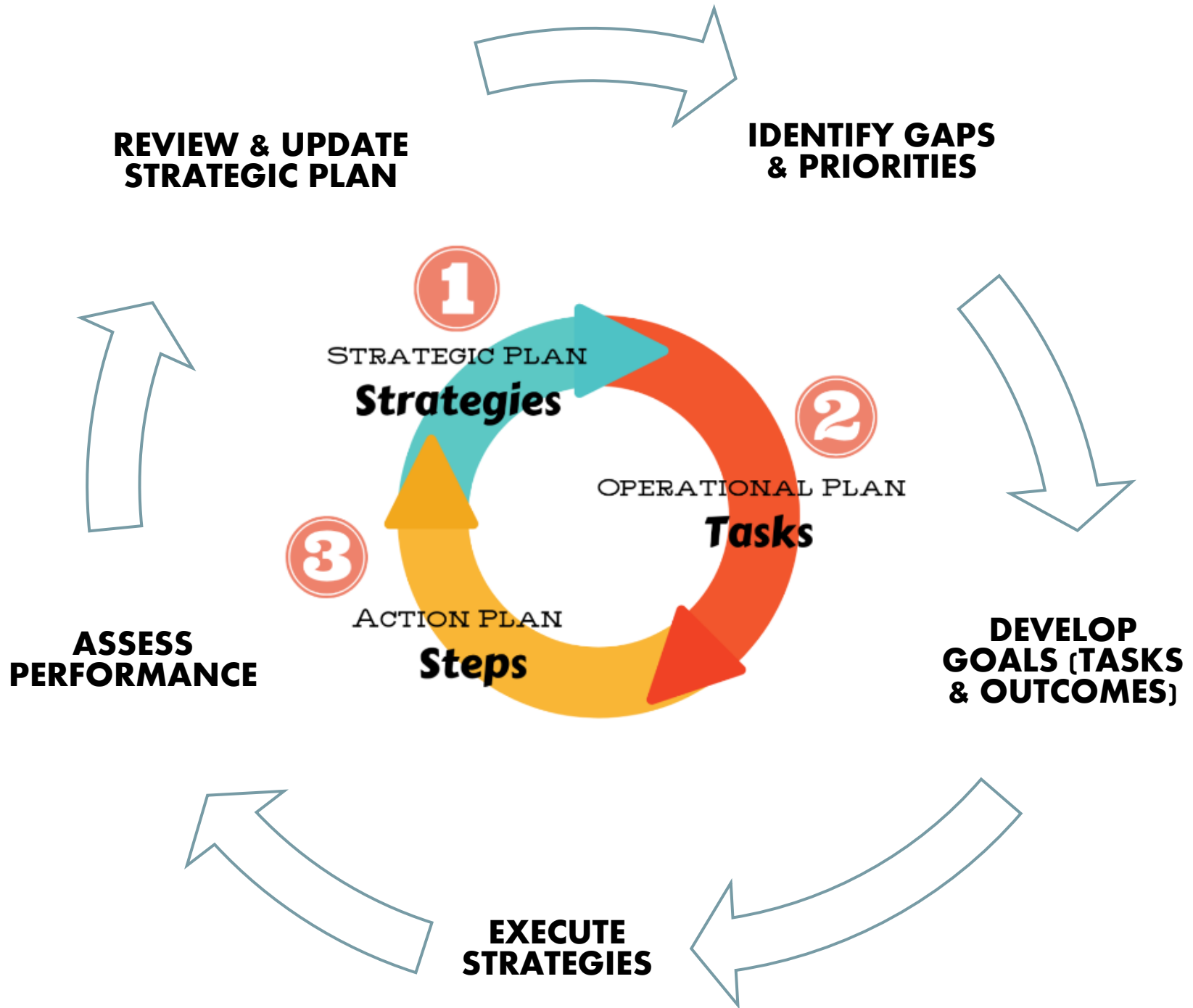
# Strategic Planning

is the process by which leaders of an organization, such as a local government, determine what it intends to be in the future and how it will get there.

“Plans are nothing;  
planning is  
everything.”

- Dwight D. Eisenhower

# Strategic Planning Process



2024	MISSION	VISION	VALUES
<p><b>What it is</b></p>	<p>Reason for organization's existence.</p>	<p>Aspiration of what the organization wants to accomplish; gives individuals a connected sense of purpose.</p>	<p>Operating guidelines for how organizational members behave.</p>
<p><b>San Diego Sheriff's Dept.</b></p>	<p>We provide the highest quality public safety services to everyone in San Diego County.</p>	<p>We are an organization that will lead the nation in providing high quality public safety services by working in partnership with our communities. By investing in our employees and providing our staff the support, training, tools, and equipment they need, we will continue to deliver exceptional customer service while ensuring our employees are provided professional growth opportunities which allow them to thrive and succeed at home and in their career.</p> <p>We recognize the importance of investing in the County's jails. We will be a leader in jail innovation to create and maintain safe facilities. The way we incarcerate people directly impacts public safety. We are an organization that invests in correctional health care, substance use treatment, community reentry, and ongoing improvements that ensure our jails are ADA compliant, with transitional services that deliver the best outcomes for justice involved individuals.</p> <p>We will be at the forefront of implementing technology advancements that enhance customer and employee experience, reduce redundancy, add value and safety, and protect privacy rights.</p>	<p>Honesty Integrity Loyalty Trust Respect Fairness Diversity Compassion</p>
<p><b>Time frame</b></p>	<p>Enduring - Salient</p>	<p>Refreshed and revised as the environment and culture changes (or needs to change)</p>	<p>Enduring, but with specific emphasis depending on societal context</p>
<p><b>Style</b></p>	<p>Legalistic, Purposeful</p>	<p>Inspiring and evocative</p>	<p>Clear and descriptive</p>
<p><b>How it is used</b></p>	<p>States purpose and provides criteria for</p>	<p>Provides the context for strategy and goal setting</p>	<p>Provides the basis for discussion of personal performance and</p>

# VISION

- ★ Providing High Quality Public Safety
- ★ Partnering with Our Communities
- ★ Investing in Our Employees
- ★ Advancing Innovation and Safety in Detentions
- ★ Delivering Exceptional Customer Service
- ★ Implementing Technology Advancements
- ★ Protecting Privacy Rights

# PRIORITIES

## PUBLIC SAFETY

- COMMUNITY PARTNERSHIPS & ENGAGEMENT
- QUALITY OF LIFE

## IMPROVEMENTS IN OUR JAILS

- SAFETY OF STAFF & INCARCERATED PERSONS
- TECHNOLOGY ADVANCEMENTS
- INFRASTRUCTURE UPGRADES/REMODEL

## SHERIFF'S STAFF

- WELLNESS
- RETENTION
- RECRUITMENT



Be thoughtful and **specific** about what you want to focus on.

Pick a goal that is **measurable** so you can continually monitor your progress.

Set yourself up for success by choosing something that is **achievable**.

Be **realistic** when choosing your goal. Think about how it will affect your day-to-day life.

Motivate yourself by setting an end **time** or date. Knowing there's an end in sight will help you focus and push yourself.

# GOALS

1. **EXPLORE** various opportunities for enhanced virtual delivery of services
2. **EXPAND** programs and outreach with our diverse communities
3. **COLLABORATE** with our community partners to broaden and enrich department services
4. **ADVANCE** innovation in practice and technology to enhance the safety and health of incarcerated persons
5. **PURSUE** the recommendations of the Sheriff's Detention Facilities Strategic Plan
6. **PROVIDE** opportunities for career development, personal progress, and engagement for employees
7. **PURSUE** a multitude of approaches to maximize retention and recruitment of sworn and professional personnel



## VISION

- ✓ Providing High Quality Public Safety
- ✓ Partnering with Our Communities
- ✓ Investing in Our Employees
- ✓ Advancing Innovation and Safety in Detentions
- ✓ Delivering Exceptional Customer Service
- ✓ Implementing Technology Advancements
- ✓ Protecting Privacy Rights

## PRIORITIES

### PUBLIC SAFETY

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### SHERIFF'S STAFF

- WELLNESS
- RETENTION
- RECRUITMENT

## GOALS

1. **EXPLORE** VARIOUS OPPORTUNITIES FOR ENHANCED VIRTUAL DELIVERY OF SERVICES
2. **EXPAND** PROGRAMS AND OUTREACH WITH OUR DIVERSE COMMUNITIES
3. **COLLABORATE** WITH OUR COMMUNITY PARTNERS TO BROADEN AND ENRICH DEPARTMENT SERVICES
4. **ADVANCE** INNOVATION IN PRACTICE AND TECHNOLOGY TO ENHANCE THE SAFETY AND HEALTH OF INCARCERATED PERSONS
5. **PURSUE** THE RECOMMENDATIONS OF THE SHERIFF'S DETENTION FACILITIES STRATEGIC PLAN
6. **PROVIDE** OPPORTUNITIES FOR CAREER DEVELOPMENT, PERSONAL PROGRESS, AND ENGAGEMENT FOR EMPLOYEES
7. **PURSUE** A MULTITUDE OF APPROACHES TO MAXIMIZE RETENTION AND RECRUITMENT OF SWORN AND PROFESSIONAL PERSONNEL

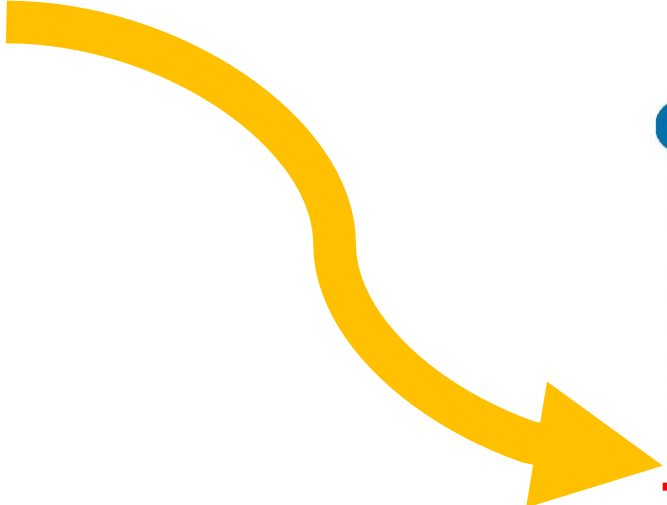
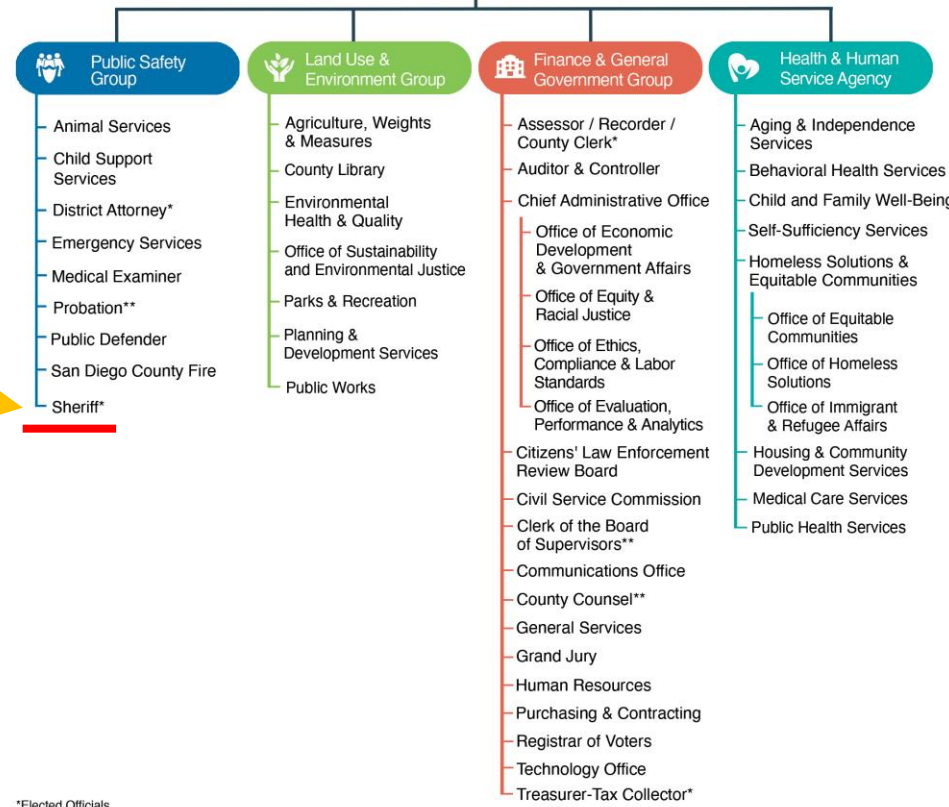


# County of San Diego Organizational Chart

Citizens of San Diego County

Board of Supervisors\*

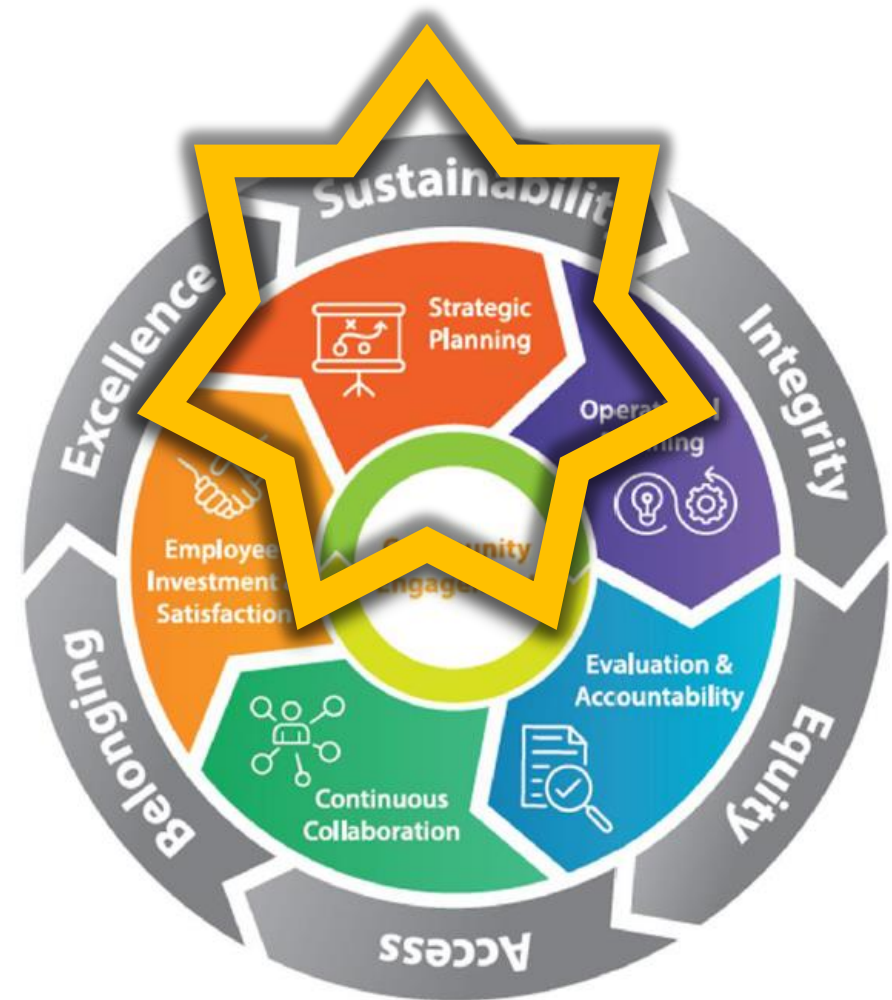
Chief Administrative Officer



\*Elected Officials  
\*\*Reports to the Board of Supervisors

# General Management System

## THE GMS



# HISTORY OF THE GMS

Initial  
Board  
adoption  
of GMS

1997

2007

Board updated  
GMS and adopted  
new Strategic  
Initiatives

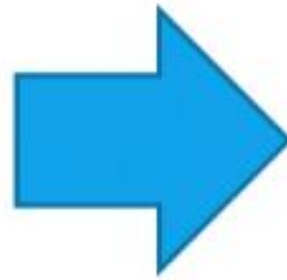
2010

Board Adopts *Live  
Well San Diego*  
vision

2022

Reimagined GMS,  
Strategic Plan,  
Mission, Vision,  
Values

# REIMAGINING THE GMS



# STRATEGIC PLAN

- First step of the GMS
- Defines County culture by embracing specific values that lead into Strategic Initiatives

**STRATEGIC INITIATIVES** provide the framework for the County to set measurable goals. These initiatives are designed to span the entire organization, break down silos, and extend across groups for all departments to see their work contributing to the overall success of the region.

## **SUSTAINABILITY:**

### **Economy**

- Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
- Create policies to reduce and eliminate poverty, promoting economic sustainability for all.

### **Climate**

- Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.

### **Environment**

- Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
- Cultivate a natural environment for residents, visitors and future generations to enjoy.

### **Resiliency**

- Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.

## **EQUITY:**

### **Health**

- Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
- Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.

### **Housing**

- Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.

### **Economic Opportunity**

- Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
- Advance opportunities for economic growth and development to all individuals and the community.

## **EMPOWER:**

### **Workforce**

- Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.

### **Transparency and Accountability**

- Maintain program and fiscal integrity through reports, disclosures, and audits.

### **Innovation**

- Foster new ideas and the implementation of proven best practices to achieve organizational excellence.

## **COMMUNITY:**

### **Engagement**

- Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.

### **Safety**

- Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.

### **Quality of Life**

- Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.

### **Communications**

- Create proactive communication that is accessible and transparent.
- Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.

### **Partnership**

- Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

## **JUSTICE:**

### **Safety**

- Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
- Focus efforts to reduce disparities and disproportionality across the justice system.

### **Restorative**

- Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.

### **Environmental**

- Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.



[WWW.SANDIEGOCOUNTY.GOV](http://WWW.SANDIEGOCOUNTY.GOV)

 @countyofsandiego   @sandiegocounty

# STRATEGIC INITIATIVES



SUSTAINABILITY

## Sustainability

Economy  
Climate  
Environment  
Resiliency



EQUITY

## Equity

Health  
Housing  
Economic Opportunity



EMPOWER

## Empower

Workforce  
Transparency and  
Accountability  
Innovation



COMMUNITY

## Community

Engagement  
Safety  
Quality of Life  
Communications  
Partnership

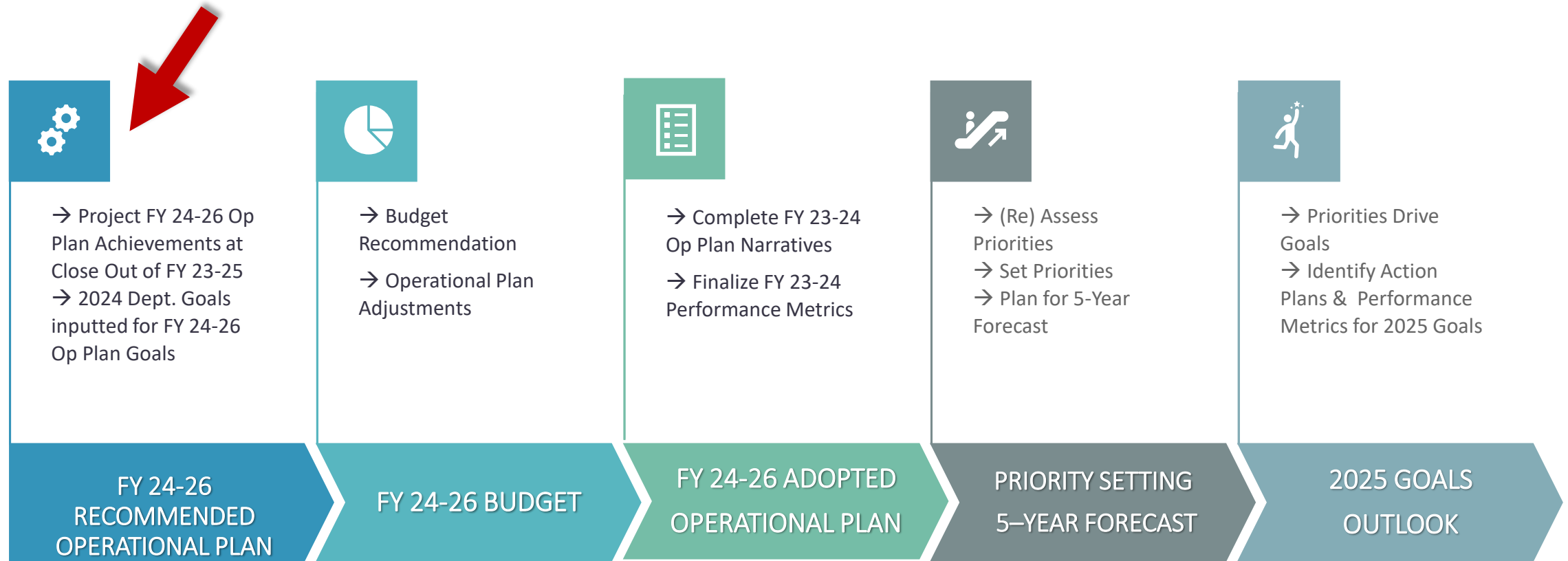


JUSTICE

## Justice

Safety  
Restorative  
Environmental

# 2024 PLANNING TIMELINE



Leadership Retreat  
January through March 2024

Op Plan/Budget Recommendation to Deliberation to Adoption - June 2024  
Budget Presentations  
May through July 2024

Executive Leadership Retreat  
August – December 2024



# 2023 BY THE NUMBERS

 <p><b>4,135</b> FULL TIME EMPLOYEES</p>	 <p><b>2,372</b> SWORN</p>  <p><b>1,763</b> PROFESSIONAL</p>		<p>NEW EMPLOYEES HIRED IN 2023</p>  <p><b>283</b> PROFESSIONAL STAFF</p>  <p><b>231</b> SWORN</p>	<p>SERVING <b>907,913</b> SAN DIEGO COUNTY RESIDENTS</p> 	 <p>CRIME LAB COMPLETED <b>12,639</b> REQUESTS FROM REGIONAL PARTNERS</p>
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<p><b>1,311</b> NARCAN DISTRIBUTED</p> 	<p>CONDUCTED <b>821</b> HOMELESS OUTREACH OPERATIONS</p> 	<p>HOUSED <b>475</b> INDIVIDUALS AT RISK FOR HOMELESSNESS</p> 	<p>MADE <b>4,010</b> CONTACTS WITH INDIVIDUALS AT RISK FOR HOMELESSNESS</p> 	<p>COMPLETED <b>261</b> CLEAN-UP OPERATIONS WITH DEPARTMENT OF PUBLIC WORKS</p> 	<p>PROCESSED <b>50,169</b> BOOKINGS INTO CUSTODY</p> 
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 <p><b>182,096</b> DEPUTY INITIATED ACTIONS</p>	<p><b>24</b> SEARCH AND RESCUE MISSIONS</p> 	<p><b>336,804</b> 9-1-1 CALLS ANSWERED</p> 	<p>RESPONDED TO <b>204,054</b> CALLS FOR SERVICE</p> 	<p><b>30,300</b> COURT DOCUMENTS WERE PROCESSED</p> 	<p>CLEARED <b>9,482</b> WARRANTS</p> 
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<p>REFERRED <b>161</b> JUVENILES TO DIVERSION PROGRAMS</p> 		<p>DELIVERED <b>955</b> WATER DROPS</p> 	<p>RESPONDED TO <b>216</b> FIRES</p> 	<p><b>291</b> PERSONS FOUND</p> 	<p>MADE <b>22,502</b> ARRESTS</p> 
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PROVIDED DAILY CARE TO AN AVERAGE OF

**3,971** INCARCERATED PERSONS



**1,548** PARTICIPANTS IN ALTERNATIVE CUSTODY PROGRAMS

PROVIDED SECURITY TO **204+** SPECIAL EVENTS AT CAC



**8,067** REENTRY INTERVENTIONS





DREAM BIG



*Thank you....*



AIM HIGH



WORK HARD



BE NIMBLE

