

# STRATEGIC PLANNING

*June 2023*



# HISTORY OF THE GMS

Initial  
Board  
adoption  
of GMS

1997

2007

Board updated  
GMS and adopted  
new Strategic  
Initiatives

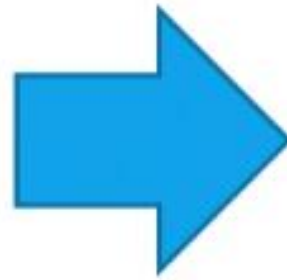
Board Adopts *Live  
Well San Diego*  
vision

2010

2022

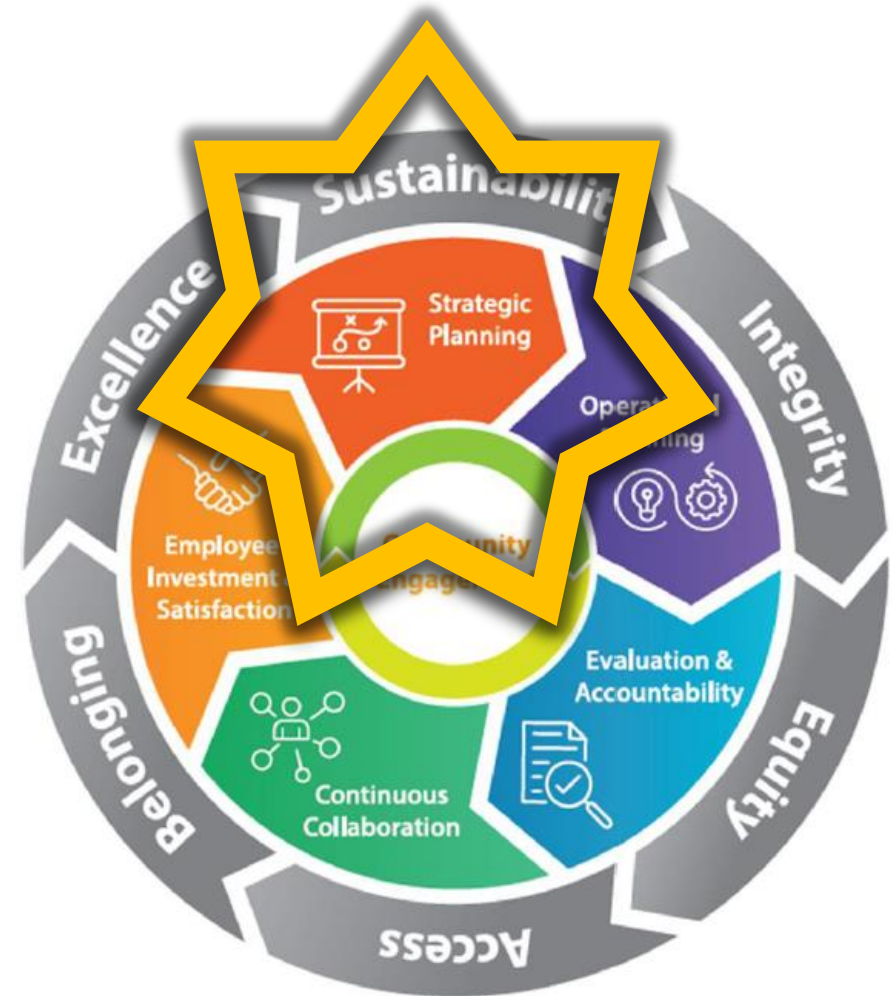
Reimagined GMS,  
Strategic Plan,  
Mission, Vision,  
Values

# REIMAGINING THE GMS



# General Management System

## THE GMS



# 5 COMPONENTS OF THE GMS

- **Strategic Planning** – a five-year plan to detail what we are doing and where we are going for the community and our employees.
- **Operational Planning** – a two-year plan for prioritizing and allocating resources, both financial dollars and staff time
- **Evaluation and Accountability** – consistent, data-driven analysis of programs and services
- **Collaboration** – working together across County departments to serve the community with the most effective, efficient, and accessible services.
- **Employee Investment and Engagement** – working to engage and inspire our workforce, attract and retain talent to our organization, and highlight the meaningful contributions of our County team.

# 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.

##### **Resilience**

- 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 operators by providing support services and excellent customer service to ensure continuity of operations remains at its best.

##### **Transparency and Accountability**

- Maximize program and fiscal integrity through reports, disclosures, and audits.
- Innovate
- 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 translation of information to ensure equitable participation.

#### **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 and environmental justice.

# 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



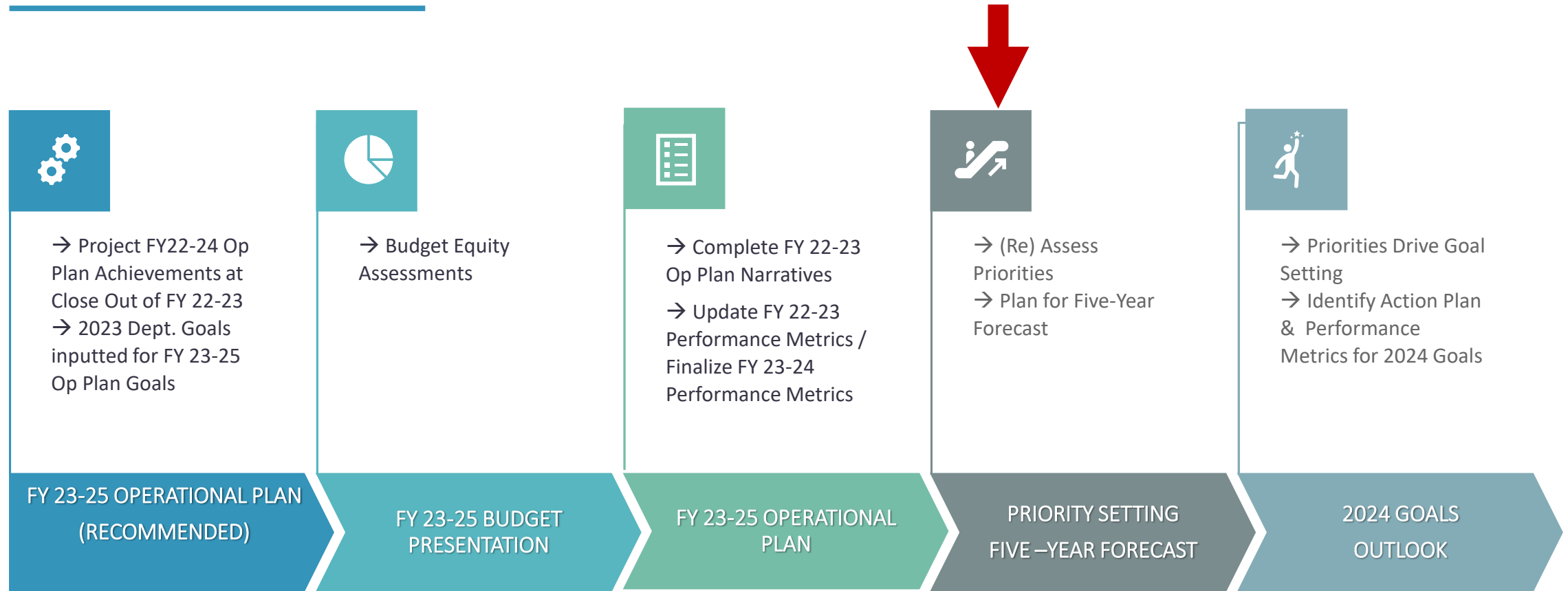
JUSTICE

## Justice

Safety  
Restorative  
Environmental

# 2023 PLANNING TIMELINE

June 2023














Operational Plan Recommendations  
Op Plan Narratives Due 2/22/23

Op Plan/Budget Recommendation to Deliberation to Adoption - June 2023  
May through July 2023

Begin Five Year Forecast September 2023  
Adjustments and final Op Plan achievements updated as part of Adopted



# Our Progress

Strategic Initiative	Department FY 22-23 Op Plan Goal	Status
Sustainability (x2)	Convert a percentage of the Sheriff's fleet to hybrid and hybrid electric vehicles (Short-term & Mid-Term)	
Sustainability	Expand opportunities for virtual delivery of customer service and engagement experiences to reduce vehicle miles traveled by clients/customers (Mid-Term)	
Sustainability	Evaluate and determine additional administrative and office functions that can be conducted with electronic/digital signature or approval to reduce use of paper (Short-term)	
Sustainability	Assess additional programs and work products that would be ideal to convert or expand into an electronic filing system to reduce physical space usage and overall paper usage/waste (Long-term)	
Community	Extend programs and engagement with our underserved and diverse communities	
Community	Tailor the Sheriff's Neighborhood Watch Program (NWP) to the unique needs of each community and enhance participation	
Equity	Enhance tracking for homeless outreach to provide a more comprehensive and equitable outreach approach that can offer wrap-around services	
Equity	Continue to make significant progress towards achieving compliance with the National Commission on Correctional Health Care (NCCHC) standards in pursuit of accreditation	
Justice	Support communities impacted by family violence through proactive outreach, partnering with the District Attorney, and actively referring victims to services	
Justice	Detention facility healthcare will be enhanced by implementing evidence-based, medication assisted treatment for opioid use disorders and working with Behavioral Health Services on effective care coordination for patients returning to the community	
Empower	Recruit and retain diverse representation of sworn and professional personnel that reflects demographics of our region	

# 2023 STRATEGIC PLAN

## SAN DIEGO COUNTY SHERIFF'S DEPARTMENT















We are invested in planning for the future of our department and public safety in San Diego County. Our department's strategic planning encourages proactive and responsible growth in personnel, technology, resource acquisition, and operations. We foster a culture of innovation, empowering our employees to create processes and programs geared towards better serving our communities. We recognize that San Diego County is a community of neighborhoods; each unique and essential. Community engagement is a cornerstone of our approach, and we strive to be considerate and invested in the services we provide. We aim to provide a more individualized approach to public safety and rehabilitation; one that leaves each situation improved after experiencing our services.

Our department is an inclusive, united, and effective team. As a team, we achieve success by clearly articulating priorities and strategies to guide our decision-making with a vision for the future. Our long-term strategies are anchored in prioritizing our people; partnerships and engagement; adaptation and performance management; and information-led policing. We are committed to performance management and setting yearly goals supportive of our mission, vision, and core values.

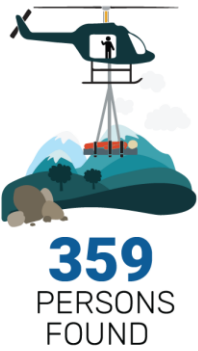
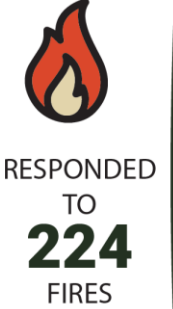
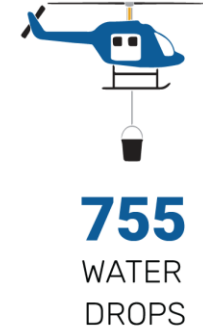
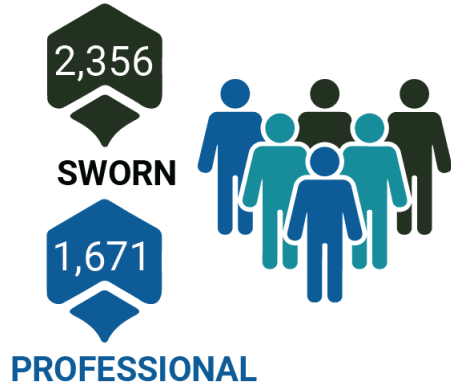
MISSION	VISION	CORE VALUES
 <p>WE PROVIDE THE HIGHEST QUALITY PUBLIC SAFETY SERVICE TO EVERYONE IN SAN DIEGO COUNTY</p>	<ul style="list-style-type: none"> <li>★ We earn the respect and confidence of the public as a professional public safety organization.</li> <li>★ We are innovative, compassionate, and responsive to those we serve and work in partnership with our communities.</li> <li>★ We attract and retain highly competent and diverse employees.</li> </ul>	

## 2023 GOALS

With every change and challenge, we have an opportunity to evolve and adapt. The department's 2023 Goals are guided by three priorities: **STAFFING, JAIL IMPROVEMENTS, AND PUBLIC SAFETY.**

 STAFFING	 JAIL IMPROVEMENTS	 PUBLIC SAFETY
<p>The future of the department relies on our ability to recruit, retain, and develop personnel with skills and good character. Supporting the physical, mental, and emotional health of Sheriff's employees is fundamental to creating safer communities and a strong workforce.</p> <ul style="list-style-type: none"> <li> Recruit and retain diverse representation of sworn and professional personnel</li> <li> Implement the department's Wellness Unit</li> <li> Provide career seminars to current employees to encourage professional growth and provide opportunities for advancement</li> </ul>	<p>We remain steadfast in our commitment to improving conditions in county jails. Our goal is to improve overall health care and treatment for those in our custody, improve rehabilitation opportunities, and reduce recidivism.</p> <ul style="list-style-type: none"> <li> Implement and finalize remaining policies to achieve compliance with the National Commission on Correctional Health Care standards in pursuit of accreditation</li> <li> Expand technology deployment to better enhance services to our incarcerated population</li> <li> Continue progress on infrastructure improvements</li> <li> Establish ADA Compliance unit</li> </ul>	<p>We are a regional coordinator in times of crisis, and our decisions and actions impact every allied agency, every city, and every unincorporated community in San Diego County. We embrace our obligation to be responsive and readily adapt to community needs.</p> <ul style="list-style-type: none"> <li> Expand opportunities for virtual delivery of customer service and engagement experiences</li> <li> Extend programs and outreach with our underserved and diverse communities</li> <li> Continue collaboration with partners to better serve and provide equitable homeless outreach</li> <li> Encourage partnership and participation from all law enforcement and EMS in the "Law Enforcement Leave Behind Program" aimed at providing life saving naloxone into our communities</li> </ul>

# 2022 By the Numbers



NEW EMPLOYEES HIRED



PROFESSIONAL  
STAFF



SWORN

MADE  
13,508  
ARRESTS



125  
ACTIVE  
NEIGHBORHOOD  
WATCH PROGRAM



CLEARED  
9,178  
WARRANTS



PROCESSED  
50,705  
BOOKINGS INTO CUSTODY



CRIME LAB  
COMPLETED  
12,997  
REQUESTS FROM  
REGIONAL PARTNERS



CONDUCTED  
567  
HOMELESS OUTREACH  
OPERATIONS



HOUSED  
448  
INDIVIDUALS AT RISK  
FOR HOMELESSNESS

MADE  
3,078  
CONTACTS WITH  
INDIVIDUALS AT RISK  
FOR HOMELESSNESS



188  
CLEAN-UP  
OPERATIONS  
WITH DEPARTMENT OF  
PUBLIC WORKS





Thank you

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