



Photo of San Benito County landscape taken by Rene Rodriguez

# STRATEGIC PLAN

COUNTY OF SAN BENITO

2024 / 2028

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# Message from the Board



The Board proudly presents the County of San Benito 2024-2028 Strategic Plan, a roadmap to guide us toward a more prosperous future. This plan is the culmination of extensive collaboration and input from stakeholders, County department heads, and county personnel, reflecting our shared vision and aspirations for our community. We revised our strategic plan to include action items, adding SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals, and assigning leads to an agency/department.

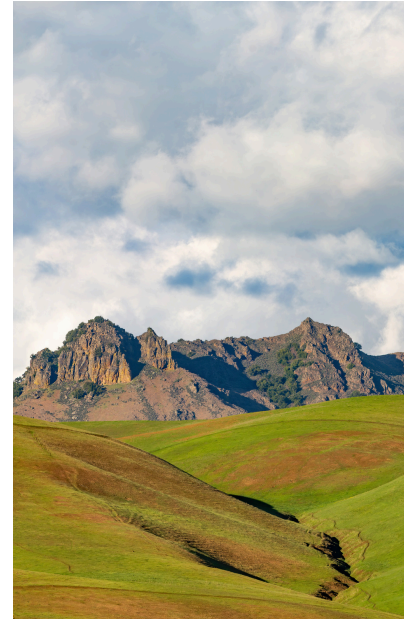
Ensuring alignment between our goals, resources, and budgeting is critical to the success of our strategic plan. Every decision and resource allocated must be in harmony with our overarching goals and objectives. This alignment will enable us to maximize our impact and achieve meaningful outcomes for all community members.

Together, we are stronger; through communication and collaboration we can build a community that thrives and prospers. Thank you for your ongoing support and commitment to our community's success.



Photo of County Board of Supervisors 2024 taken by Rosemerry Dere

# Our History



Photos of San Benito County landscape taken by Rene Rodriguez

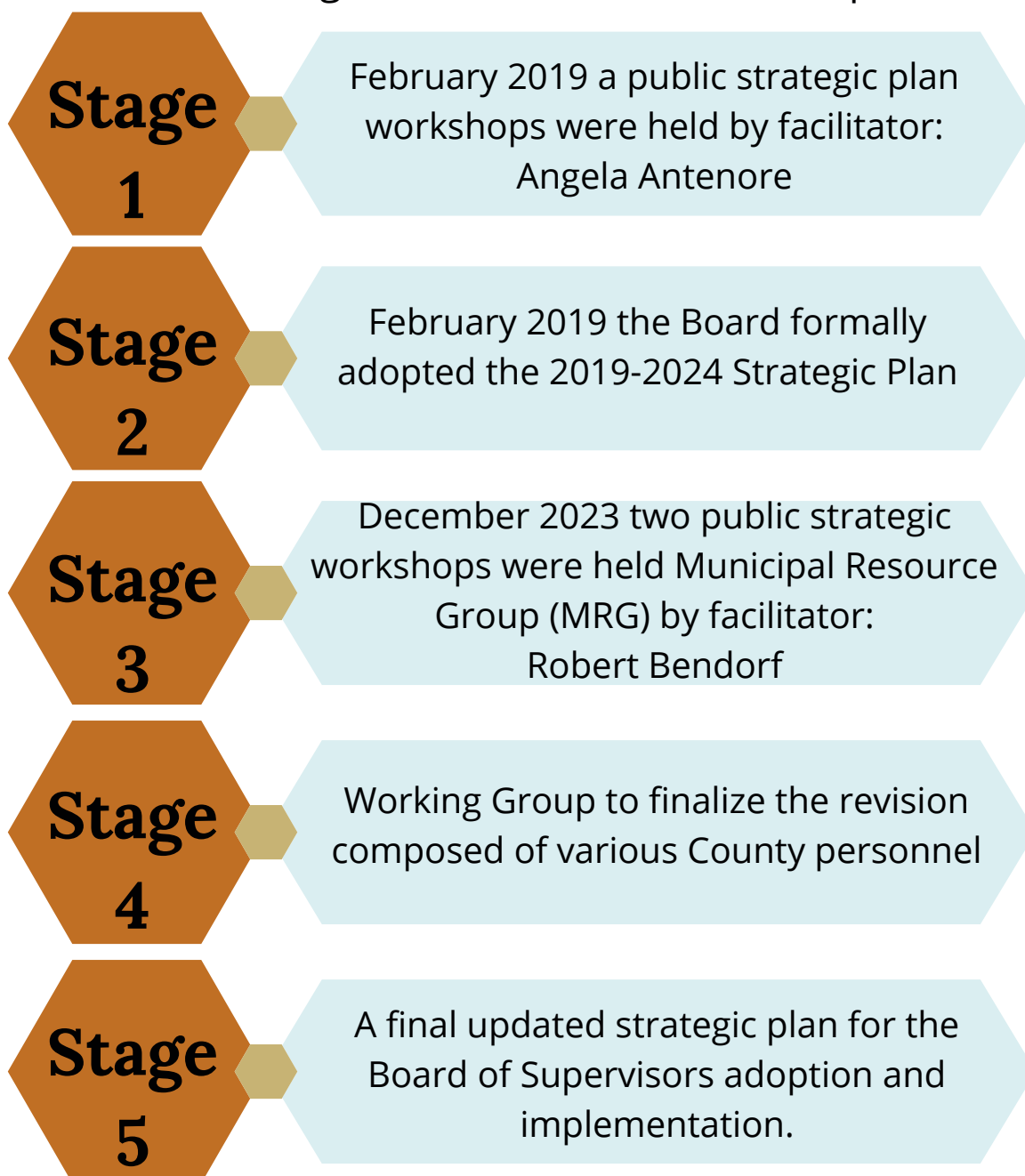
The County of San Benito is nestled in the central coast region of California and holds a rich and diverse history. From the indigenous tribes who first inhabited its rugged landscapes to the Spanish missionaries who established missions, such as the iconic Old Mission San Juan Bautista, the county's past is steeped in cultural heritage.

The County of San Benito, a total area of 1,390 square miles, was founded from a section of Monterey on February 12, 1874. Sections of Merced and Fresno were later reassigned to San Benito County due to the community growth of New Idria. New Idria was a prominent mining district in San Benito County, California, known for its mercury mines that fueled the region's economy during the mid to late 19th century. As the county evolved, its agricultural roots flourished, with vineyards, orchards, and ranches shaping its economy and landscape. Today, San Benito County stands as a testament to the resilience of its communities and the enduring legacy of its history, inviting visitors to explore its picturesque vistas, historic landmarks, and vibrant culture.



# Process and Overview

The County's Strategic Plan was developed through a multistage process with input from a variety of stakeholders, including the Board of Supervisors, Department Heads, management team, staff, and the public.



# Vision, Mission, Value, Focus Areas

## Vision

Continually improve the quality of public services through innovation and leadership.

## Mission

We provide responsive and accountable services that prioritize public safety, equality, and economic vibrancy.

## Values

Collaboration  
Our Employees

Community  
Opportunity

Trust  
Respect

## Focus Areas





# Executive Summary & Focus Areas

## Operational Development & Excellence



- Staffing
- Customer Service
- Organizational Leadership
- Organizational Culture

## Planning for Sustainable Growth



- Economy
- Housing
- Infrastructure
- Environment

## Technology



- External to the Community
- internal to the County
- Innovation
- Security

## Community Engagement



- Cross-Jurisdictional Relationships
- Communication
- Public-Private Partnerships

## Healthy & Safe Communities



- Promote Healthy Choices
- Local Justice
- Community Support
- Recreation/Leisure

# Operational Development & Excellence



- **STAFFING** - Attract, grow, and retain a diverse, engaged, high-performing County workforce that reflects our mission and strives for excellence.
- **CUSTOMER SERVICE** - Provide equitable access to efficient, effective, compassionate, and culturally responsive services for our community and visitors.
- **LEADERSHIP** - Instill proactive strategies to empower future leaders while motivating individuals through engagement and development.
- **ORGANIZATIONAL CULTURE** - Nurture an organizational culture that embraces equality, opportunity, collaboration, and open communication where all people are valued.

## Operational Development & Excellence

STRATEGY	ACTION ITEM	LEAD	TIME FRAME
Enhance customer service by developing an in-house, countywide customer training program for all employees of our organization.	Conduct due diligence and gather information necessary to create the program.	Human Resources	Summer / Fall 2024
	Finalize the training program for consideration of approval by the Board of Supervisors, followed by implementation.	Human Resources	Fall / Winter 2024
Employee Service Recognition	Create a county service award program to highlight our individual employees' years of service milestones.	Human Resources County Department Liaisons	Spring 2024





STRATEGY	ACTION ITEM	LEAD	TIME FRAME
Develop a comprehensive, multi-faceted recruitment plan for future employees of San Benito County.	Form an internal working group to collaborate with the Deputy CAO for Human Resources.	All Departments Human Resources	Spring 2024
	Present findings and recommendations to the Board of Supervisors for consideration, which will include, but not be limited to, the development of a marketing program, a job fair and attendance at others, a work plan to partner with local colleges and high schools, and organizational intern program	All Departments Human Resources	Summer / Fall 2024 (set internal milestones for different elements)
	Prepare and conduct a San Benito County resident survey of professional skills and/or interest in working for San Benito County.	Human Resources	January 2025
In-house development opportunities for employees.	Create a comprehensive professional development training program for all employees, enhancing leadership and succession planning for our organization.	Human Resources County Administration County Department Heads	Summer 2024
Create a workforce excellence working group to provide suggestions and ideas for improvement in employee morale and culture.	Assemble representatives from county department liaisons	County Administration	Spring / Summer 2024

# Planning for Sustainable Growth



- **ECONOMY** – Promote activity that fosters economic growth while sustaining the natural environment and social values.
- **HOUSING** – Provide affordable options to our diverse community, remove barriers, and promote healthy growth.
- **INFRASTRUCTURE** – Create sustainable patterns of development by engaging the community through advancing and preserving social, economic, and ecological processes.
- **ENVIRONMENT** – Reduce our environmental impact by supporting and strengthening efforts for clean air and water to our community while focusing on conservation, renewable energy, recycling, and reuse.

## Planning for Sustainable Growth

STRATEGY	ACTION ITEM	LEAD	TIME FRAME
Prioritize and Commit to improving/repairing county roads	Develop a road improvement plan for Board of Supervisors consideration to increase the county's Pavement Condition Index, with alternatives, that explores creative financing options, within existing and future resources, analyze development impact fee levels	Public Works County Administration	Summer 2024
Complete General Plan Amendment	Specific and associated areas of interest include zoning amendments as necessary and updating the agriculture preservation ordinance	Planning and Building Services	End of 2025
Tourism	Promote tourism marketing by identifying funding sources, both existing and new	County Administration	Summer 2024
Increase the inventory of multi-use / affordable housing such as apartments and condominiums	Present to the Board of Supervisors a collaborative plan to construct affordable and workforce housing that involves the county and stakeholders based on current circumstances and current / future needs	Planning and Building Services County Administration	Fall 2025



# Technology



- **EXTERNAL IN THE COMMUNITY** - Enhance access to our technologically-driven world by being a leader in innovation, transparency, and accountability.
- **INTERNAL TO THE COUNTY** - Commit to maximizing the effective and efficient use of evolving technology to deliver exemplary public services.
- **INNOVATION** - Incorporate smart technologies into our infrastructure to improve our citizen's quality of life, health, safety, and economic prosperity.
- **SECURITY** - Use best practices to enhance information security, maintain compliance, ensure confidentiality, protect information integrity, and guarantee availability.

## Technology

STRATEGY	ACTION ITEM	LEAD	TIME FRAME
Achieve being a paperless organization	Develop a countywide records management and document control system, with outcomes of all current and future relevant documents being imaged and indexed in a digital format(s)	County Administration Clerk of the Board	Winter 2025
Innovation through Technology	Develop a committee of department representatives to create a robust multi-year plan to deploy the use of technology to improve efficiency and effectiveness of county operations	Information Technology County Administration County Departments	Fall Winter 2024
Enhance Employee and Public safety at facilities	Explore options to implement in or around county facilities that would minimize safety risks to our employees, members of the public and capital assets.	Information Technology County Administration Sheriff's Office Department Heads	Process to begin and be completed by the end of FY 2024-2025
Explore Artificial Intelligence (AI) for potential use in local government	Assess and research functionality of AI with the goal of achieving efficiencies of redundant tasks, development of policies and analytical work.	Information Technology & Department Heads	Ongoing, beginning in CY 2024
	Finalize policies for Board of Supervisors consideration	County Counsel	Summer 2024

# Community Engagement



- **PUBLIC-PRIVATE PARTNERSHIPS** – Leverage public-private partnerships to serve the community's interest by providing better services and operational efficiency.
- **COMMUNICATION** – Exchange complete, accurate, and timely information with the entire community through open channels of communication.
- **CROSS-JURISDICTIONAL RELATIONSHIPS** – Foster partnerships that promote regional success by expanding and enhancing the quality of services that maximize the use of limited resources.

## Community Engagement



STRATEGY	ACTION ITEM	LEAD	TIME FRAME
Improve public communication and messaging	Develop a diverse and ongoing communication plan that enhances community partnerships and produces fact-based information on topics of public interest communicated through numerous media tools	Public Information Officer County Administration Board of Supervisors	Summer 2024



# Healthy & Safe Communities

- **PROMOTE HEALTHY CHOICES** – Support a safe and healthy community that nurtures the body and mind across all ages and social conditions.
- **LOCAL JUSTICE** – Increase public safety through practices, partnerships, and transformative opportunities that respect victims and reduce recidivism.
- **COMMUNITY SUPPORT** – Improve factors that influence health, including social and economic opportunities, healthy behaviors, clinical care, and the physical environment.
- **RECREATION/LEISURE** – Plan, build, and maintain safe and accessible parks, open spaces, and outdoor activities to enhance the quality of life for residents and visitors.

## Healthy & Safe Communities

STRATEGY	ACTION ITEM	LEAD	TIME FRAME
Park Connectivity	Coordinate a plan to be delivered to the Board of Supervisors that connects County Historical Parks – Tres Pinos, Sunnyside Park, Riverview Regional Park, and Brigantino Park to San Juan Bautista	Public Works	Concept Report to the BOS – Spring 2025
Achieve operational stabilization of Hazel Hawkins Hospital	Work with community partners and identified stakeholders to develop sound solutions for a sustainable local hospital	County Administration	Winter 2028
Aggressively Address the Opioid Crisis	<ul style="list-style-type: none"> <li>• Increase public awareness of fentanyl/opioids, and other related drugs.</li> <li>• Create a bilingual public awareness campaign.</li> <li>• Public awareness campaign on how to obtain proper tools, (Narcan) for overdose incidents and how to properly intervene.</li> </ul>	Behavioral Health Public Health Budget Office Auditor's Office Sheriff's Office Public Information Officer County Counsel	Summer 2024