



Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 1: Advance innovation

<p>Meaning (expanded definition of goal)</p> <p><i>To push for, or introduce, something new that will improve outcomes and top-quality service delivery</i></p>	<p>Key Concepts (Actionable items reflected in meaning)</p>			
	<p>Continuous quality improvement</p> <p>An organization can better serve if it is willing to continuously evaluate and improve its services and organizational processes</p>	<p>Core competency standards</p> <p>Defining the desired staff skills and building the organization around them is the best way to achieve goals</p>	<p>Partnerships</p> <p>Internal and external partnerships and teams bring new perspectives and ideas to problem solving</p>	<p>Improve technology and tools</p> <p>Up to date, data-driven systems and equipment are imperative for staff productivity, service delivery and outcome measurement</p>
	<p>Objectives (SMART-based outcomes that advance the goals and can be achieved in the next three years)</p>			
	<p>A. Customer satisfaction is improved by analyzing and altering work flow to maximize effectiveness and efficiency</p> <p>B. The organization embraces change to serve our customers more effectively</p>	<p>C. Staff skills are more concretely aligned with organization's business needs</p>	<p>D. An inventory of potential sharing opportunities and partners within the region is developed and maintained</p> <p>E. Participation in professional organizations in every discipline is commonplace</p>	<p>F. Organizational responsiveness and effectiveness is improved through better communication and mobility</p> <p>G. More services are available online both internally and externally</p> <p>H. Desktop computers, major systems software and network hardware is kept up to date</p> <p>I. Fiscal information is readily accessible through dashboard reporting countywide</p> <p>J. Human resource information management capabilities are more effective, available and intuitive</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. Customer satisfaction is improved by analyzing and altering work flow to maximize effectiveness and efficiency</p> <ul style="list-style-type: none"> • Develop standard approach for work flow improvement (complete) • Create training program for staff on improvement process (2015-16) • Ensure all future labor agreements contain consistent language that promotes change and flexibility (complete) • Inventory business processes to analyze (complete) • Implement annual employment and customer satisfaction survey to create organizational report card. (2015-16) 	<ul style="list-style-type: none"> • Cost savings (staff time and hard dollars) realized as a result of streamlining service delivery processes • Customer satisfaction is measured and improves as a result of improved work flows 	<p>County Administration Human Resources</p>
<p>B. The organization embraces change to serve our customers more effectively</p> <ul style="list-style-type: none"> • Adopt a change management model that provides a standard approach for how we implement and communicate major organizational changes (complete) • Establish standard process for staff to recommend and participate in the development of new ideas (complete) • Explore and incorporate best practices and stay abreast of recent research in every discipline (complete) 	<ul style="list-style-type: none"> • New ideas implemented result in savings or an outcome such as reduced recidivism, increased revenue, decreased County cost, etc. 	<p>County Administration Human Resources</p>
<p>C. Staff skills are more concretely aligned with organization’s business needs</p> <ul style="list-style-type: none"> • Identify and define core competencies at all organizational levels (complete) 	<ul style="list-style-type: none"> • Employee evaluations at ‘meets’ or ‘exceeds’ standards based on core competencies 	<p>Human Resources</p>
<p>D. An inventory of potential sharing opportunities and partners within the region is developed and maintained</p> <ul style="list-style-type: none"> • Convene internal team, working with LAFCo, to identify shared services/resources/equipment across departments/organizations (complete) • Develop model for shared resources and make recommendations for further exploration (complete) 	<ul style="list-style-type: none"> • New partnerships created result in increased revenue or decreased staff time/costs 	<p>County Administration Shared Resources Team LAFCo</p>
<p>E. Participation in professional organizations in every discipline is commonplace</p> <ul style="list-style-type: none"> • Identify appropriate organizations and budget for associated fees (ongoing) • Encourage staff to join in existing forums/groups (complete) • Identify gaps where participation does not exist (complete) • Propose solutions to fill identified gaps with ‘wiki’ style collaboration tools or new user groups (complete) 	<ul style="list-style-type: none"> • New ideas/best practices considered/implemented as a result of increased staff participating in professional organizations • New ideas submitted into Continuous Quality Improvement suggestion process 	<p>County Administration Human Resources</p>

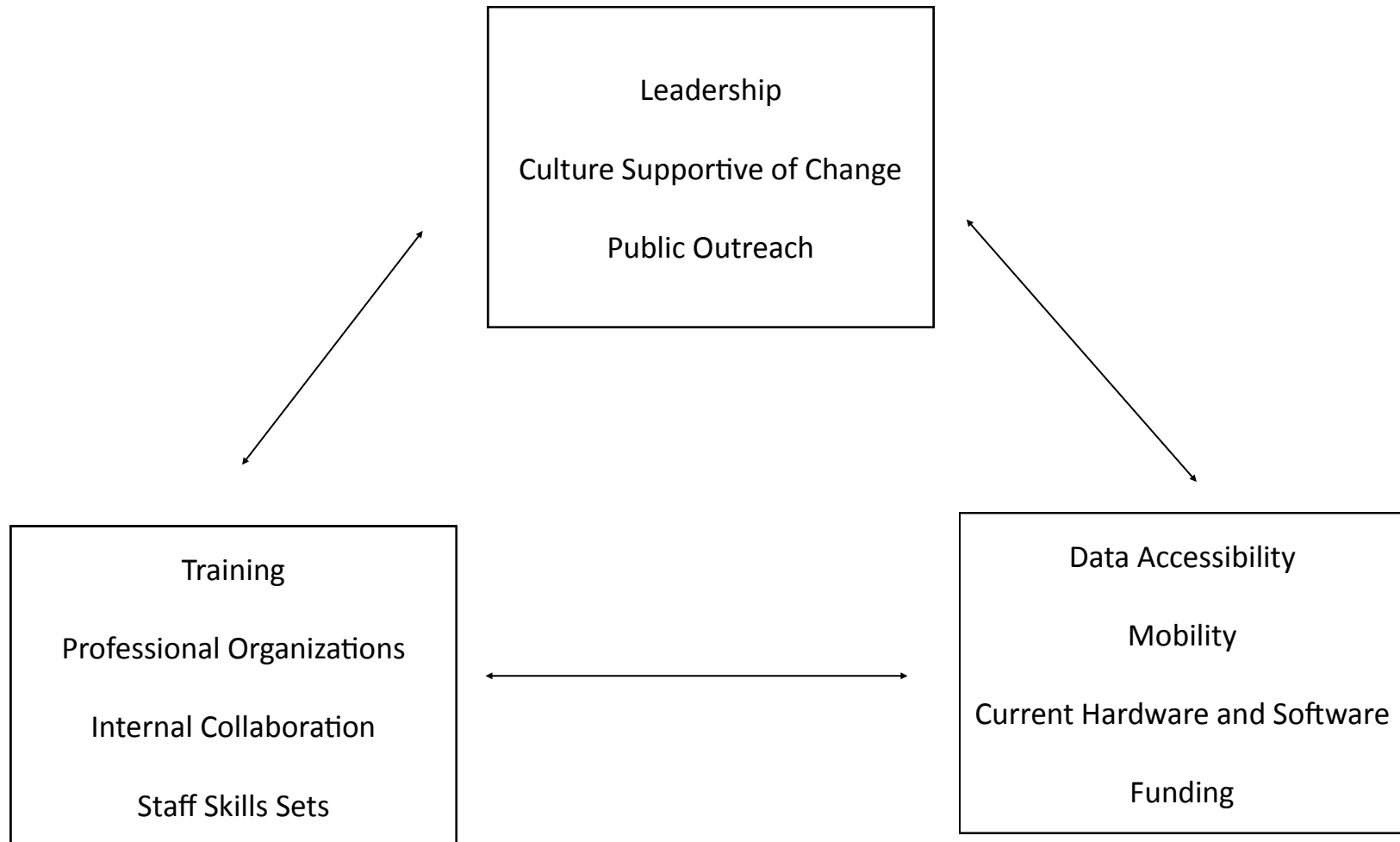
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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>F. Organizational responsiveness and effectiveness is improved through better communication and mobility</p> <ul style="list-style-type: none"> • Replace antiquated voicemail system with unified messaging system (complete) • Develop Mobile Computing Standards (complete) • Create/deploy internal collaboration tools where staff can share information across departments (complete) 	<ul style="list-style-type: none"> • Increased staff collaborating internally, using new tools for collaboration (i.e. cloud and information sharing services, etc.) 	<p>Information Technology</p>
<p>G. More services are available online both internally and externally</p> <ul style="list-style-type: none"> • Identify self-service as a priority in the IT Strategic Plan (complete) • Inventory existing self-service opportunities in Yolo (complete) • Compare inventory to other counties and municipalities to develop new self-service priorities (complete) • Prioritize and recommend future self-service opportunities (complete) • Participate in regional efforts to enhance broadband deploying and adoption in underserved areas (complete) • Provide self-service opportunities to access Yolo County Archive information through digital means (2015-16) • Develop digital preservation plan for Yolo County records (2015-16) • Develop Paperless Court Document Submission portal (2014-15) 	<ul style="list-style-type: none"> • New self-service projects implemented • Savings in staff time or costs as a result of new self-service initiatives, i.e. online bill pay for fees and fines, completed 	<p>Information Technology</p>
<p>H. Desktop computers, major software systems and network hardware is kept up to date</p> <ul style="list-style-type: none"> • Develop funding model and ongoing replacement plan to ensure standards are maintained (complete) • Develop hardware standards for PCs, servers, networking hardware, etc. (complete) • Develop software lifecycle plan for all major systems (2015-16) 	<ul style="list-style-type: none"> • Reduction in old hardware and software (i.e. PCs less than 4 years old) results in increased productivity 	<p>Information Technology</p>
<p>I. Fiscal information is readily accessible through dashboard reporting countywide</p> <ul style="list-style-type: none"> • Create Fiscal Needs Team (complete) • Identify gaps in current financial system needs (complete) • Provide recommendations to Board on solutions (complete) 	<ul style="list-style-type: none"> • All fiscal needs identified in gap analysis met, including budget forecasting and management reporting 	<p>Auditor-Controller</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>J. Human resource information management capabilities are more effective, available and intuitive</p> <ul style="list-style-type: none">• Create cross-sectional team to examine human resource information management needs (complete)• Develop business requirements for system (complete)• Provide recommendations to Board on solutions (complete)• Develop project plan for implementation (complete)	<ul style="list-style-type: none">• HRIS needs identified in gap analysis met through implementation of selected system and procedures	Human Resources

Key Concepts: Advance innovation





Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 2: Champion job creation and economic opportunities

<p>Meaning (expanded definition of goal)</p> <p><i>A balanced, thriving economy that offers a job opportunity for every citizen who wants to work, ample services, and up-to-date infrastructure and technology for long term sustainability.</i></p>	<p>Key Concepts (Actionable items reflected in meaning)</p>				
	<p>Create quality jobs that are right for Yolo and that fit our residents</p> <p>Attract industries and jobs that support our strengths of agriculture, research and services</p>	<p>Support job growth, housing and community balance throughout the county</p> <p>Seek a healthy balance between regional workforce, employers concentrated in cities and development in the county</p>	<p>Improve local quality of life and track trends as measures of success</p> <p>Understanding our economy and improving our services allow us to adapt quickly to opportunities and threats</p>	<p>Business climate that makes it easier for business to succeed</p> <p>Encouraging investment locally is critical. Regulations should protect public health, safety and the environment without impeding job creation</p>	<p>Promote the benefits of doing business in Yolo County</p> <p>Job creation and job growth are driven primarily by our small businesses</p>
	<p>Objectives (SMART-based outcomes that advance the goals and can be achieved in the next three years)</p>				
<p>A. Zoning and incentives friendly to expanding the food value chain</p> <p>B. Technology commercialization significantly smoother</p> <p>C. Integrated workforce development programs fully matched to employers' needs and workers' skillset</p>	<p>D. Airport hangar square footage and annual operations increased 10%</p> <p>E. Development and infrastructure at designated General Plan locales</p>	<p>F. County economic, social, environmental and fiscal dashboard created to monitor business climate</p> <p>G. Measurable progress toward downtown revitalization in Esparto, Clarksburg, Knights Landing and Madison</p>	<p>H. Permit and regulatory staff dedicated to customer satisfaction and understanding customer needs</p> <p>I. Permit, regulatory and development services staff committed to ensuring efficient, cost effective, fair and transparent process for applicant and general public</p> <p>J. Adequate, quality and affordable housing programs for low income residents</p>	<p>K. Business attraction and retention processes that bring revenue and include city partners</p> <p>L. Expanded tourism in unincorporated Yolo County</p>	

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. Zoning and incentives friendly to expanding the food value chain</p> <ul style="list-style-type: none"> • Adopt agricultural zoning ordinance (complete) • Adopt Clarksburg Ag zone overlay (complete) • Assess feasibility of creating an agricultural benefit assessment district in Clarksburg or Esparto (complete) • Work with Tribe and growers to enhance sustainable development in the Capay Valley (complete and ongoing) 	<ul style="list-style-type: none"> • New flexible Ag zoning and other zoning ordinances adopted • Clarksburg zoning overlay adopted 	<p>Planning & Public Works, Agriculture Economic Development CDBG</p>
<p>B. Technology commercialization significantly smoother</p> <ul style="list-style-type: none"> • Promote Seed Central (complete and ongoing) • Complete planning for housing/technology park at Nishi (complete and ongoing) • Full County engagement and participation in Food U-Hub creation (complete and ongoing) 	<ul style="list-style-type: none"> • One window tech transfer conduit with UCD designated • One seed company expansion or recruitment per year, or company using UCD technology 	<p>County Administration SACTO Economic Development Agriculture Planning & Public Works Board of Supervisors</p>
<p>C. Integrated workforce development programs fully matched to employers' needs and workers' skill sets</p> <ul style="list-style-type: none"> • Reduce unemployment countywide by working with multiple partners (complete and ongoing) • Detailed study of training needs for employers (complete) • Establish agricultural curricula at Woodland College to train seed technicians (complete and ongoing) 	<ul style="list-style-type: none"> • WIB Board members active regionally, including union apprenticeship programs • Study of training needs and recommendations completed • Clear universal understanding of all relevant career paths in Yolo County 	<p>WIB Executive Committee DESS One-Stop WIB Board Economic Development Library</p>
<p>D. Airport hangar square footage and annual operations increased 10%</p> <ul style="list-style-type: none"> • Keep all plans and maintenance needs up to date (complete and ongoing) • Improve airport runway, taxiways and facilities using FAA funds (complete and ongoing) • Help Davis Flight Support, Woodland Aviation, Prestar and other commercial users expand (complete and ongoing) • Recruit new private planes to airport as their home base (complete and ongoing) • Recruit new commercial development to airport (complete and ongoing) • Balance and sustain airport budget, including evaluating the Port as operations manager (complete) 	<ul style="list-style-type: none"> • Takeoff and landing counts by aircraft type increase every year • Annual net increase of planes based there • Annual net increase in commercial activity 	<p>County Administration General Services Private Users Business Owners</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>E. Development and infrastructure at designated General Plan locales</p> <ul style="list-style-type: none"> • Build infrastructure at I-505 & Hwy 16 in Madison (2015-16) • Support completion of Dunnigan Specific Plan (2015-16) • Recruit industrial and highway commercial along I-5, I-80, & I-505 (complete and ongoing) • Expand Spreckels industrial site (zoning complete) • Expand Old Sugar Mill industrial and visitor services (complete and ongoing) • Develop additional 50 acres of industrial zoning in Clarksburg (2015-16) • Solarize appropriate county lands for energy sustainability (complete) • Begin Elkhorn Specific Plan Gateway development planning (2015-16) • Through Regional Flood Management Plan, explore options for 100 year flood protection for small communities (i.e. Clarksburg, Knights Landing, Yolo) (2016-17) • Work collaboratively with city partners to develop an action plan to study economic benefits and feasibility or rail relocation (including removal of trestle within the Bypass) (2014-15) 	<ul style="list-style-type: none"> • Encouragement and possible loan/grant participation in infrastructure projects at desired locations. • Dunnigan Specific Plan completed • One new industrial or commercial project per year 	<p>County Administration Economic Development Planning & Public Works Facilities Services Library Communities Developers</p>
<p>F. County economic, social, environmental and fiscal dashboard created to monitor business climate</p> <ul style="list-style-type: none"> • Determine number and type of indicators to track — economic, demographic, social, environmental, fiscal, performance measures (2015-16) • Establish online dashboard and assign ongoing tracking responsibilities (2015-16) • Annual report to Board on dashboard indicators and trends (2016-17) 	<ul style="list-style-type: none"> • Dashboard established and maintained with timely updates • Data is used to improve decision-making by staff and Board 	<p>County Administration Information Technology Planning & Public Works Employment & Social Services</p>
<p>G. Measurable progress toward downtown revitalization in Esparto, Clarksburg, Knights Landing and Madison</p> <ul style="list-style-type: none"> • Complete Esparto Brownfields assessment work (complete) • Help establish Esparto value added food hub (zone?) (complete and ongoing) • Clarksburg downtown commercial development plan (2016-17) • Knights Landing downtown commercial development plan (2015-16) 	<ul style="list-style-type: none"> • Brownfield grant completed and business recruitment continues in Esparto • Clarksburg downtown revitalization plan completed 	<p>Economic Development CDBG Planning & Public Works Community Leaders</p>

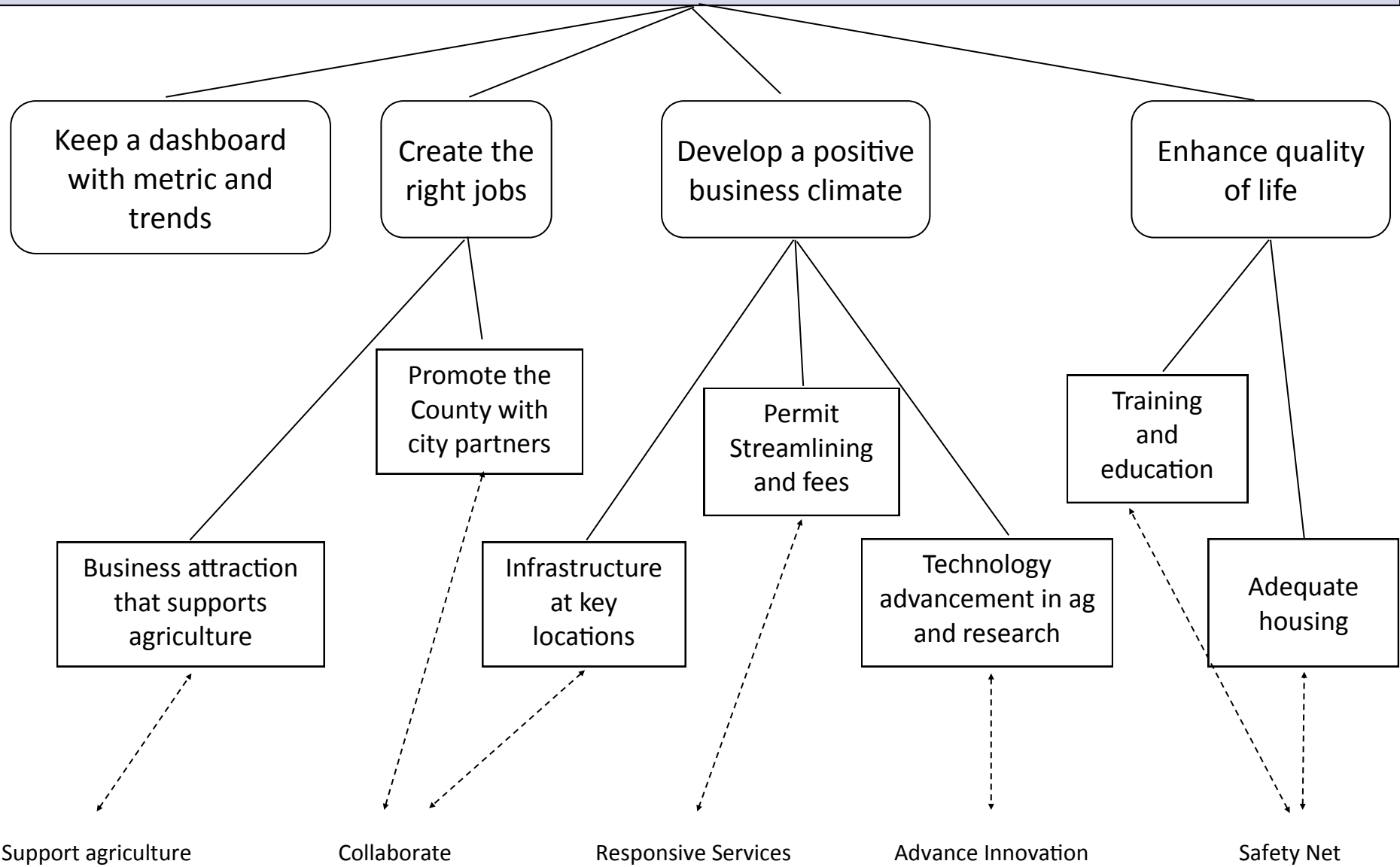
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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>H. Permit and regulatory staff dedicated to customer satisfaction and understanding customer needs</p> <ul style="list-style-type: none"> Permit and regulatory staff provide customer and industry outreach to evaluate customer satisfaction and program delivery (2015-16) Program improvements are made as a result of outreach efforts (complete) Take advocacy positions when legislation affects our regulatory or permit programs and our ability to serve business constituents (complete and ongoing) Restore dedicated staff position of code enforcement (2014-15) Create a new position of Rural City Manager for direct interaction with unincorporated communities (complete) 	<ul style="list-style-type: none"> Customer satisfaction surveys conducted bi-annually with comparable data 	<p>County Administration Economic Development Planning & Public Works Environmental Health</p>
<p>I. Permit, regulatory, and development services staff are committed to ensuring an efficient, cost effective, fair, and transparent process for both the applicant and the general public</p> <ul style="list-style-type: none"> Cost based fees are developed using time/task studies and other relevant cost data (complete) 	<ul style="list-style-type: none"> Inspection/Fee working group continues to explore and implement opportunities in planning, building, food safety, hazmat, agriculture and other compliance areas Fees for development projects are transparent to the customer with an online fee calculator Cost based fees are developed using time/task studies 	<p>County Administration</p>
<p>J. Adequate, quality and affordable housing programs for low-income residents</p> <ul style="list-style-type: none"> Maintain adequate revolving funding in First-time homebuyer and rehab programs (complete and ongoing) Assist affordable housing projects in unincorporated areas (complete and ongoing) Integrate with Yolo County Housing, DESS, cities, other agencies to evaluate and meet safety net housing, employment and service needs (complete and ongoing) Use CDBG, HOME and other grants to meet our prioritized needs (complete and ongoing) 	<ul style="list-style-type: none"> Mercy project completed and occupied Annual meeting among all county jurisdictions and the Yolo Housing Authority to ensure effective and cooperative housing efforts 	<p>CDBG County Administration</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>K. Business attraction and retention processes that bring revenue and include city partners</p> <ul style="list-style-type: none"> • Identify capacity of each partner to collaborate (complete) • Develop cooperative procedures for attracting new business (complete and ongoing) • Implement cooperative process (complete) 	<ul style="list-style-type: none"> • Improved collaborative business attraction • Business groups actively participate in recruitment process; • Possible membership in new county-wide economic development organization 	<p>County Administration Economic Development Cities</p>
<p>L. Expanded tourism in unincorporated Yolo County</p> <ul style="list-style-type: none"> • Collaborate with YCVB to promote all venues (complete and ongoing) • Work with new and existing venue owners to expand their capacity to serve visitors (complete and ongoing) • Support YoloArts in the development of a Public Arts Master Plan (ongoing) 	<ul style="list-style-type: none"> • Complete catalog of attractions in unincorporated Yolo County • Increasing visitor counts • Help one visitor venue establish or expand per year 	<p>Yolo County Visitors Bureau Economic Development County Administration Library</p>

Key Concepts: Champion job creation and economic opportunities





Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 3: Collaborate to maximize success

<p>Meaning (expanded definition of goal)</p> <p><i>Yolo County works with internal and external partners to maximize success for all residents through shared vision and collaborative service development</i></p>	<p>Key Concepts (Actionable items reflected in meaning)</p>			
	<p>Collaborative and cooperative service development</p> <p>County and community partners share responsibility, accountability and risk, and agreed upon definitions of success through non-competitive, supportive relationships</p>	<p>Shared vision and mutual benefit</p> <p>Partners share common goals to create a strong Yolo County, pooling broad resources for mutual benefit</p>	<p>Sustainability and long-term effectiveness</p> <p>A culture of collaboration is valued and fostered at all levels. Collaborative programs are evaluated on an ongoing basis to maintain benefit to all partners.</p>	<p>Fiscally and structurally feasible</p> <p>Shared services are jointly funded and mutual aid capacity is developed among participating partners with efficient and innovative outcomes. Programs acknowledge fiscal and organizational challenges.</p>
	<p>Objectives (SMART-based outcomes that advance the goals and can be achieved in the next three years)</p>			
<p>A. Programs and policies for collaboration efforts throughout the county, including recommendations for internal and external partners and evaluation audits</p>	<p>B. Platform of tools to encourage shared services and criteria to seek and foster partnerships</p> <p>C. Internal and external operating clearinghouse to identify and administer collaborative projects and shared service opportunities</p>	<p>D. County cultural shift to stimulate participation includes comprehensive training, leadership support, recognition of existing programs and legislative and funding for current and future efforts</p>	<p>E. Shared service priorities and agreements between County, cities, special districts and other support agencies to formalize relationships through LAFCo</p> <p>F. Joint funding obtained to support collaborative priorities</p>	

Goal 3: Collaborate to maximize success

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. Programs and policies for collaboration efforts throughout the county, including recommendations for internal and external partners and evaluation audits (divide into internal/external organizations and compare/combine resources)</p> <p><u>Internal</u></p> <ul style="list-style-type: none"> • Identify key informants and advocates within each department and develop Collaboration Team of invested staff across classifications and levels (complete) • Collaboration Team identifies opportunity inventory, implementation plan and audit/evaluation policy changes (complete) • Recommend methods to improve internal collaborative efforts through formal procedural and policy enhancements (complete) • Institute regular channels of communication with LAFCo as champion of external collaboration efforts to determine most effective means to identify potential partners (complete) 	<ul style="list-style-type: none"> • Established collaboration model enables formal organic process for sharing information, ideas and services across jurisdictional lines through broadened role of shared service agreements—all have a voice and support for strengthening partnerships at all levels at a single entry point 	<p>County Administration LAFCo Information Technology Department Heads</p>
<p>B. Platform of tools to encourage shared services and criteria to seek and foster partnerships</p> <ul style="list-style-type: none"> • Identify necessary tools to foster collaboration success, i.e. intra-service, MOU and other agreements, communications plan, implementation strategies, etc. to serve as models and templates for future service development opportunities and best practices (complete) • Use existing tools developed for departments and LAFCo-provided agreements between cities and other respective agencies (complete) • Establish Collaborative Central platform for ease of access and regular updating, and provide training for tools (2014-15) 	<ul style="list-style-type: none"> • Collaboration Central created to develop clearinghouse tools and training to foster cross-jurisdictional use of information and possibilities to share and expand services • Staff at all levels are actively engaged in community development 	<p>County Administration Information Technology LAFCo Department Heads</p>

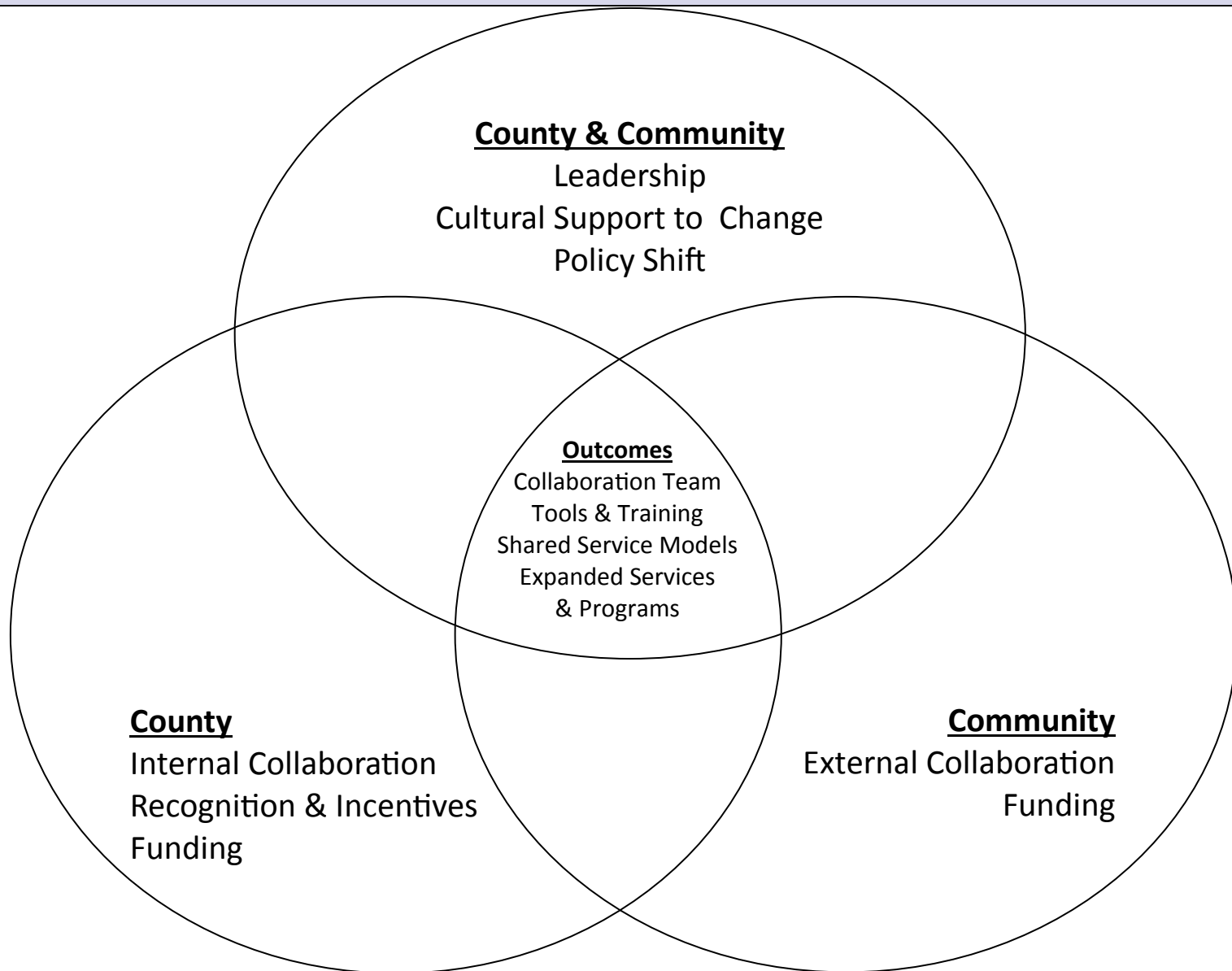
Goal 3: Collaborate to maximize success

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>C. Internal and external operating clearinghouse to identify and administer collaborative projects and shared service opportunities</p> <ul style="list-style-type: none"> Identify platform and budget to support technology (2015-16) Collaboration Team identifies information to include in clearinghouse, i.e. integration with other planning efforts, workflow priorities, maintenance, update and sustainability responsibilities and access considerations (complete) Provide clearinghouse software on shared resource website (2015-16) Promote clearinghouse to cities and County departments and identify key contacts to populate data (2015-16) Consider addition of school districts and community groups after evaluation of performance (2015-16) 	<ul style="list-style-type: none"> Clearinghouse use will result in savings of 20% or more in staff time and service delivery per program Community/County collaboration will use return on investment and evaluative measures to articulate value of service 	<p>LAFCo Information Technology County Administration Collaboration Team</p>
<p>D. County cultural shift to stimulate participation includes comprehensive training, leadership support, recognition of existing programs and legislative and funding for current and future efforts</p> <ul style="list-style-type: none"> Collaboration Team, LAFCo and key department heads will work with Human Resources to develop training program (including capacity building) and messaging to encourage and recognize value of collaboration (complete) County demonstrates value of collaboration through establishment of recognition program for most innovative collaborative effort (complete) County Administrator identifies legislative recommendations to create, reward or amplify collaboration efforts and related policy development (complete and ongoing) Develop a collaborative approach with other youth serving organizations (Yolo Youth Development Coalition) to foster safety and supports for positive youth experiences and engagement (complete and ongoing) 	<ul style="list-style-type: none"> Collaboration becomes valued leadership skill integrated into performance appraisal and evaluation language Collaboration integrated in budget process with performance measure 	<p>County Administration LAFCo Human Resources County Counsel</p>
<p>E. Shared service priorities and agreements between County, cities, special districts and other support agencies to formalize relationships through LAFCo</p> <ul style="list-style-type: none"> Additional support from Collaboration Team for research, analysis and sustainability measures may be required and integrated in process (complete and ongoing) 	<ul style="list-style-type: none"> Shared service agreements extended to include special districts, Yocha Dehe, UC Davis, Yolo County Office of Education, school districts, nonprofits and others as part of a common practice 	<p>County Administration LAFCo Collaboration Team</p>

Goal 3: Collaborate to maximize success

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>F. Joint funding obtained to support collaborative priorities</p> <ul style="list-style-type: none"> • Library will conduct additional research on possible private and public grants and alternative funding sources to provide staff support, training and recognition of collaboration efforts (complete and ongoing) • Grant seeking integrated as shared service with internal and external partners (complete and ongoing) • Collaboration Team will work with County Administrator staff to identify best implementation team for integration of successful proposals with evaluation measures (complete) 	<ul style="list-style-type: none"> • Shared services to include collaborative grant seeking and fundraising efforts • Streamlined services to foster cooperative development and efforts to minimize duplication 	<p>County Administration Library LAFCo Collaboration Team</p>

Key Concepts: Collaborate to maximize success





Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 4: Enhance and sustain the safety net

<p>Meaning (expanded definition of goal)</p> <p><i>The County seeks to promote healthy living, protect vulnerable populations and assure a community able to achieve and maintain self sufficiency.</i></p>	<p>Key Concepts (Actionable items reflected in meaning)</p>		
	<p>Promote healthy communities</p> <p>Continuously creating and improving physical and social environments, and expanding community resources that enable residents to make healthy lifestyle choices, decrease their risk of chronic disease and develop to their maximum potential</p>	<p>Protect vulnerable populations</p> <p>Ensure that those who are unable to protect themselves are protected from harm (includes: the mentally ill, elderly and families with children)</p>	<p>Achieving/maintaining self-sufficiency</p> <p>Healthy people are able to contribute to the economic stability of themselves, their family and the community</p>
	<p>Objectives (SMART-based outcomes that advance the goals and can be achieved in the next three years)</p>		
	<p>A. Expanded access to health care services with focus on both treatment and prevention for all members of the community</p> <p>B. Assured a healthy and safe environment</p> <p>C. Provided programs and services that promote healthy behaviors</p> <p>D. Strengthened families</p>	<p>E. Trained public and private agency staff to recognize signs of abuse, mental illness and trauma to reduce stigma and encourage support</p> <p>F. Identified and informed community of services available to the vulnerable populations</p> <p>G. Identified gaps in services for under-served and un-served populations</p> <p>H. Developed and sought competent provider partnerships to ensure quality community services</p>	<p>I. Developed forum for non-profit providers and for-profit business community to partner efforts to employ those with challenges</p> <p>J. Promoted GED and job readiness skills training</p> <p>K. Created a stronger, more literate community</p> <p>L. Promoted use of a Housing First best practices model in County efforts to address homelessness</p>

Goal 4: Enhance and sustain the safety net

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. Expanded access to health care services with focus on both treatment and prevention for all members of the community</p> <ul style="list-style-type: none"> • Conduct a comprehensive community health assessment (complete) • Increase health and behavioral care coverage for low-income residents (complete) • Enhance and expand the provider network (complete) 	<ul style="list-style-type: none"> • Identification of health needs and gaps in service • Decreased health care costs • Decreased Emergency Room utilization • Decreased burden of chronic disease • Enhanced quality of life 	<p>Health Employment & Social Services Alcohol, Drug & Mental Health</p>
<p>B. Assured a healthy and safe environment</p> <ul style="list-style-type: none"> • Enhance disease surveillance and investigation capacity (complete) • Offer community education and resources in the area of child safety (complete and ongoing) • County planning, development, and environmental health services policies consider community and individual health (complete) • Expand community education and outreach on resources and services available for seniors (2015-16) 	<ul style="list-style-type: none"> • Decreased mortality and morbidity • Increased life expectancy • Senior Services Fair • Permit services, regulatory programs and development services customer satisfaction surveys will measure and address public health as a major area of quality services • County planning policies support active lifestyle, community walkability, avoidance of food deserts, air quality, water quality, etc. 	<p>Health Employment & Social Services Alcohol, Drug & Mental Health District Attorney Probation Sheriff Planning and Public Works Ag Department</p>
<p>C. Provided programs and services that promote healthy behaviors</p> <ul style="list-style-type: none"> • Seek funding to plan and develop a community garden to support nutrition education and promote physical activity (complete) • Enhance child oral health services (complete) • Expand youth tobacco prevention services (complete) • Increase outreach and education of behavioral health services for seniors (complete and ongoing) 	<ul style="list-style-type: none"> • Decreased overweight and obesity rates • Decreased smoking rates among adolescents • Decreased psychiatric inpatient utilization • Increased utilization of Senior Peer Counseling services 	<p>Alcohol, Drug & Mental Health Employment & Social Services Health Agriculture</p>
<p>D. Strengthened families</p> <ul style="list-style-type: none"> • Expand access to high quality nursing home visitation programs (complete) • Increase food security for low income families (complete) • Effectively increase CalFresh participation in a sustainable way (complete and ongoing) • Support countywide Children’s Movement (2015-16) • Support community organizations that help families and work to prevent child abuse (2015-16) 	<ul style="list-style-type: none"> • Decreased infant mortality and morbidity • Decreased child abuse and neglect • Improved access to nutritious foods • Improve health and well-being of Yolo kids as revealed through changes in indicators assessed in the Yolo Children’s Status Report 	<p>Alcohol, Drug & Mental Health Employment & Social Services Health Agriculture</p>

Goal 4: Enhance and sustain the safety net

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>E. Trained public and private agency staff to recognize signs of abuse, mental illness and trauma to reduce stigma and encourage support</p> <ul style="list-style-type: none"> • Provide Crisis Intervention Team training for first responders to recognize behaviors and triggers of mental illness (complete) • Provide Mental Health First Aid Training to departments and community-based organizations (complete) • Provide Adult Protective Services (APS) to eligible vulnerable populations using integrated case management system (complete) • Coordinate efficient, effective APS program strategic planning with community partners through the Multi-Disciplinary Team process (complete) • Provide a Safety Organized Practice service delivery system in Child Welfare Services (CWS) to include evidenced-based models which enhance and strengthen families and reduce foster care placements (complete) • Implement a Vertical Model in CWS to maintain continuity of child welfare support for families and improve permanency outcomes (complete) 	<ul style="list-style-type: none"> • Decreased law enforcement involved shootings of those with mental illness • Decreased stigmatizing of those with mental illness and emotional disturbance • Reduce foster care placements • Continuity of child welfare support for families and improved permanency outcomes 	<p>Alcohol, Drug & Mental Health Employment & Social Services Health Probation</p>

Goal 4: Enhance and sustain the safety net

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>F. Identified and informed community of services available to vulnerable populations</p> <ul style="list-style-type: none"> • Annually prompt departments and local providers to update their program lists (complete) • Provide updated program lists with community organizations for 211 program and First 5 Yolo's listing (complete and ongoing) • Inform departments, local providers and other community organizations of 211 program (complete) • Finalize and periodically update an Adult Referral form (complete) • Conduct outreach activities to the public and community organizations about the CalFresh program and the various ways to apply for it (complete and ongoing) <ul style="list-style-type: none"> • Provide benefits, CalWIN and CalFresh training to CBOs (complete and ongoing) • Place PCs in various locations such as the WIC office to provide CalFresh online application access (complete) • Coordinate regional CalFresh advertising with Sacramento and Placer counties (complete and ongoing) • Identify current Medi-Cal recipients who appear income eligible for CalFresh and send application packets (complete and ongoing) • Attend functions that attract residents, i.e. Senior Resource Fair, County Fair, Tomato Festival, Backpack for Kids (complete and ongoing) • Work with Food Connect group on outreach activities (complete and ongoing) • Outreach and educate seniors on CalFresh program (complete and ongoing) 	<ul style="list-style-type: none"> • Increased utilization of community services • Increased CalFresh participation by 20% each year • Utilization of referral form • Increased senior participation with CalFresh and Food Connect program 	<p>Alcohol, Drug & Mental Health Employment & Social Services Health Probation</p>

Goal 4: Enhance and sustain the safety net

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>G. Identified gaps in services for under-served and un-served populations</p> <ul style="list-style-type: none"> • Utilize the various partnership work groups and survey the consumers to identify and prioritize service delivery for the applicable populations (complete) • Include service gaps for Seniors in the MHSA Stakeholder Planning Process (complete) • Through 211 Yolo, provide resource and referral for underserved parents of children of all ages (2015-16) • Support the Aging Commission and the Health Aging Alliance in the development of a strategic plan for improving the delivery of services to aging and dependent adults. (2015-16) 	<ul style="list-style-type: none"> • Increased services for those previously un-served • Prioritization of services will be identified, and included in recommendation to the Board 	<p>Alcohol, Drug & Mental Health Employment & Social Services Health, Probation</p>
<p>H. Developed and sought competent provider partnerships to ensure quality community services</p> <ul style="list-style-type: none"> • Ensure contracts for services include performance outcomes that demonstrate consumer/patient improvement or stability/quality of life measures (complete) • Require all applicants/bidders' RFPs to explain how they will measure their performance and demonstrate consumer/patient improvement or stability and quality of life measures (complete) • Expand eligibility assistance to small communities similar to program at Winters Library (complete) 	<ul style="list-style-type: none"> • Decreased consumer homelessness • Decreased psychiatric inpatient utilization • Decreased consumer law violations 	<p>Alcohol, Drug & Mental Health Employment & Social Services Health Probation</p>
<p>I. Developed forum for non-profit providers and for-profit business community to partner efforts to employ those with challenges</p> <ul style="list-style-type: none"> • Provide forum/training for business community to address stigma and learn to welcome and employ those with mental illness or physical challenges (complete an ongoing) • Provide job training for those with physical or emotional challenges in partnership with the business community (complete and ongoing) • Provide job readiness trainings for the criminal justice population in partnership with the business community (complete and ongoing) 	<ul style="list-style-type: none"> • Commitment of employment consideration by local businesses for those successfully completing training programs • Increased consumer employment 	<p>County Office of Education Health Employment & Social Services Alcohol, Drug & Mental Health Probation Sheriff</p>

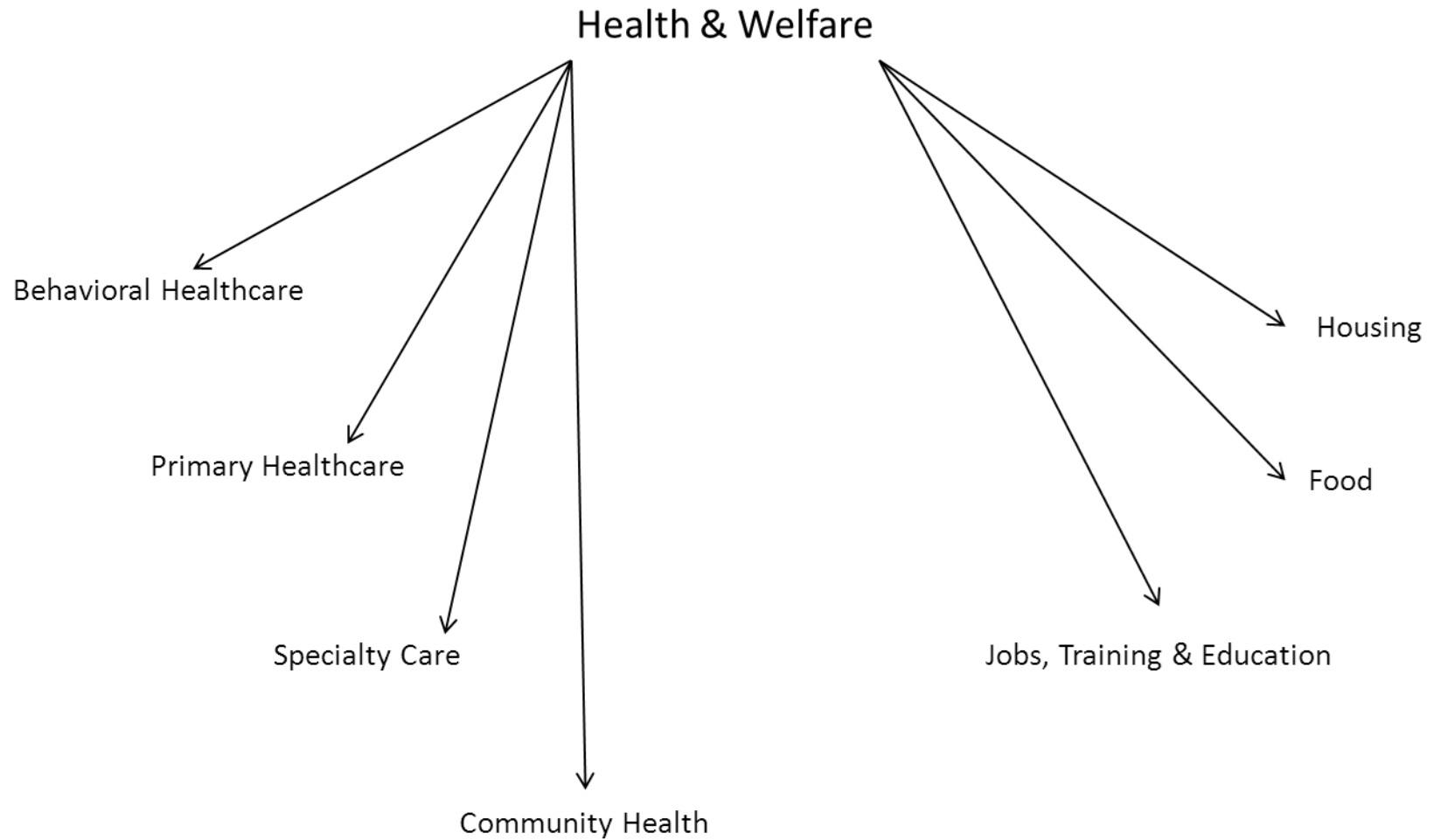
Goal 4: Enhance and sustain the safety net

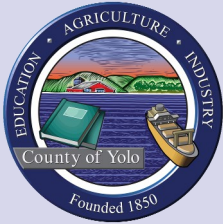
Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>J. Promoted GED and job readiness skills training</p> <ul style="list-style-type: none"> • Develop platform to regularly publicize schedule for GED training and testing (complete and ongoing) • Encourage mental health adult consumers who have not graduated from high school to access GED training and testing, as cognitively able (complete) • Promote opportunities to attend a GED training and testing program to all probationers who have not graduated from high school (complete) • Develop work experience/internship commitments with individual businesses through the work done with the business community (complete) • Continue outreach activities to public and community organizations about the job-readiness services available at One Stop Employment Centers (complete and ongoing) • Provide Job Readiness workshops to assist with resume writing and interview skills (complete and ongoing) • Increase marketing of Virtual One Stop system, which allows customers to access some OneStop services online (complete) • Improve online access to local jobs, career resources and tools for job applications (complete) • Establish satellite one-stop job centers in Davis and Esparto library branches as a pilot project to expand access to job resources (complete) 	<ul style="list-style-type: none"> • Increased consumer internship placements and employment 	<p>County Office of Education Health Employment & Social Services Alcohol, Drug & Mental Health Probation Sheriff Library</p>
<p>K. Created a stronger, more literate community</p> <ul style="list-style-type: none"> • Support school readiness by developing early literacy programs for families and service providers (complete an ongoing) • Develop adult and family literacy programs addressing the needs of high-need/at-risk, residents, probationers, and the AB109 population (complete) • Create spaces for the community to engage in independent learning (complete and ongoing) 	<ul style="list-style-type: none"> • Literacy is a component of the transition services offered to the probation population • 80% of Kindergarten and pre-schools indicate that Early Literacy is a part of their program • Yolo County communities hold multiple classes promoting independent learning on a variety of topics 	<p>Library Employment & Social Services Health Alcohol, Drug & Mental Health Sheriff Probation Yolo County Office of Ed</p>

Goal 4: Enhance and sustain the safety net

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>L. Promoted use of a Housing First best practices model in County efforts to address homelessness</p> <ul style="list-style-type: none"> • Conduct an assessment of community's compliance with HUD funding mandates (complete) • Pilot Housing First model in Yolo community using the West Sacramento Bridge to Housing Pilot Project (complete) • Develop and implement uniform outcome measures for County-funded housing or homeless contracts (2015-16) • Identify and develop financial resources to support and sustain our approach to address homelessness (2015-16) 	<ul style="list-style-type: none"> • Increased compliance with HUD funding mandates • Improved HUD grant application scores • Consistent use of outcome measures informed by best practices for all County-funded housing or homeless programs • Increased use of Housing First best practices in County-funded housing & homeless programs 	<p>County Administrator's Office Employment & Social Services Health Services</p>

Key Concepts: Enhance and sustain the safety net





Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 5: Preserve and ensure safe and crime free communities

<p>Meaning (expanded definition of goal)</p> <p><i>Yolo County seeks to collaboratively promote and enhance safe and crime free communities through well-informed offender case management, bringing about an appropriate blending of criminal justice supervision and evidence-based treatment strategies that maintain, but then improve, public safety</i></p>	<p>Key Concepts (Actionable items reflected in meaning)</p>			
	<p>Safe communities</p> <p>Uphold the law through strategies that hold offenders accountable, restore victims and ensure a safe environment for all residents and visitors</p>	<p>Offender case management</p> <p>Offenders will be case managed and treated with an emphasis on behavior change and recidivism reduction</p>	<p>Evidence-based criminal justice practices</p> <p>Ensure that criminal justice partners are employing practices, policies and operating standards that have been proven to effectively reduce crime and an offender's likelihood to reoffend</p>	<p>Collaboration across agencies</p> <p>Create sustainable partnerships with internal and external stakeholders to systemically manage, leverage and maximize community resources and develop innovative</p>
	<p>Objectives (SMART-based outcomes that advance the goals and can be achieved in the next three years)</p>			
	<p>A. Frontline crime control agencies are appropriately supported</p> <p>B. Preserved the dignity of victims by meeting their immediate and long-term needs created by crime</p>	<p>C. All high risk offenders are needs -assessed and have an implemented criminogenic needs-driven case plan</p> <p>D. A full menu of graduated sanctions, incentives and services exist and are effectively utilized</p> <p>E. Offenders have seamless access to services that meet their legal and social support needs</p> <p>F. Jail staff infrastructure allows for the housing of inmates in a safe, secure manner, while facilitating participation in appropriate rehabilitation services</p>	<p>G. Improved employees knowledge and skills through continuing professional development</p> <p>H. A plan for continuous criminal justice system improvement is in place and followed by all affected agencies</p>	<p>I. Created and implemented a virtual single data management system that collects and updates information from justice related partners</p> <p>J. Implemented electronic document solutions to efficiently manage information</p> <p>K. Local partnerships created and enhanced so that both the County and the community have a robust understanding of and connection to one another</p> <p>L. The Community Corrections Partnership (CCP) has been sustained and continues to drive system changes</p>

Goal 5: Preserve and ensure safe and crime free communities

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. Frontline crime control agencies are appropriately supported</p> <ul style="list-style-type: none"> • Reduce response times to Priority 1 and 2 calls to industry standards (2015-16) • Create a permanent, full-time Ag Task Force to investigate and assist in the prosecution of Ag crimes (complete) • Implement a plan for multi-band radios for inner-operability and purchase additional surveillance equipment (for tracking of hay bales and wearable cameras that deter actions) for the Ag task force unit (complete) • Add staff for Patrol and Detention to help facilitate ongoing growth of AB109 participants, in particular to assist with the monitoring of individuals on home custody or electronic monitoring and probationers (2015-16) • Provide 24/7 on-call response to front line law enforcement inquiries regarding offender status (PRCS and Pretrial) (complete) • Ensure County High Tech Forensic Crime Unit utilizes cutting edge technology and is staffed with FTE certified forensic investigators (2015-16) • Support Specialized and Vertical Units to protect children, elderly and mentally ill (complete and ongoing) • Establish Public Corruption Unit and provide quarterly training to elected and appointed officials (2015-16) 	<ul style="list-style-type: none"> • Response time reduced by 10% every year for three years • Reduction in property loss for ag industry • Two Deputy Sheriff's hired for Ag Task Force • Purchase of tracking equipment for frontline officers to communicate with all law enforcement agencies • Increases in detection of contraband and arrest of individuals by 20% • Decreased use of overtime by Probation Staff and an increased of shared responsibility to enhance public safety (Probation and Sheriff) • Reduced investigative delay in cases requiring high-tech services • Increased conviction rates in cases with digital evidence • Improved specialization and conviction rates for cases in this category • Improved compliance rates on Form 700; reduced violations and complaints 	<p>District Attorney Sheriff Probation</p>
<p>B. Preserved the dignity of victims by meeting their immediate and long-term needs created by crime</p> <ul style="list-style-type: none"> • Provide comprehensive Victim Services for all victims in all felony cases (complete) • Provide full-time agency staffing at the Family Justice Center and expand its collaboration with criminal justice partners in every county LEA (2014-15) • Guarantee appropriate victim restitution is sought and collected in every criminal case, including from AB109 inmates housed in local jail (complete and ongoing) • Recognize victims' constitutional rights and reduce pre-trial delay for victims (complete) • Expand Neighborhood Court , Mental Health Court , Veteran's Courts implement other Restorative Justice programs countywide (2015-16) 	<ul style="list-style-type: none"> • Increased victim satisfaction • Reduced locations for victims to visit • Improved family safety and criminal case resolutions • Increased victim restitution in AB 109 cases • Reduced recidivism through alternative programs 	<p>District Attorney</p>

Goal 5: Preserve and ensure safe and crime free communities

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>C. All high risk offenders are needs-assessed and have an implemented criminogenic needs-driven case plan</p> <ul style="list-style-type: none"> • All high risk offenders are identified, needs assessed and have a monitored and dynamic case plan (~500 moderate-risk offenders to be supervised at ratios of 1:50; will require 10 Deputy Probation Officers + vehicles) (complete) • Offender case plans are fully implemented (complete) • Transition to Ohio Suite of assessment tools (complete) 	<ul style="list-style-type: none"> • Capacity to supervise moderate-risk population established • Decreased violation behaviors by moderate-risk population • Increased number of offender assessments, case plans and appropriate referrals for service (including moderate-risk population) • Recognized and validated evidence-based assessment tool adopted and implemented 	<p>Probation Sheriff</p>

Goal 5: Preserve and ensure safe and crime free communities

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>D. A full menu of graduated sanctions, incentives and services exist and are effectively utilized</p> <ul style="list-style-type: none"> • Inventory existing community-based services available to offenders and identify gaps (2015-16) • Effectively utilize full menu of graduated sanctions, incentives and services and track data (2015-16) • Triage treatment services with fidelity to the risk principle (complete and ongoing) • Implement Positive Youth Justice Initiative (PYJI), designed to create opportunities for youth by filling gaps that currently exist in the areas of education, vocation, pro-social activities, Positive Youth Development, Trauma Informed Care as a system, WRAP service delivery and health (complete and ongoing) • Support Day Reporting Center needs for out-of-custody programming, to include securing a location that allows for growth of programs (cross reference 5F2) (complete) • Adult and Juvenile Review Boards address minor violation behavior, avoiding costly court intervention (complete) • Maintain and expand Mental Health Court; implement other specialty courts (e.g., Veterans Court) as needed (complete and ongoing) 	<ul style="list-style-type: none"> • Increased number of available sanctions, incentives, and services. Reduce reliance on jail and state prison as sanctions. • Continued look at expanded services through DRC and community providers • Increased compliance with supervision terms and conditions through effective case management • Decreased reliance on jail beds as it relates to sanctions • Completion of training for update sanctions / incentives • Reduced recidivism and violations through appropriate Tx dosage based on risk level (High vs. Moderate-risk) and need • Increased access to alternative funding streams (e.g. Affordable Care Act) to reduce local expenditures • Increased positive alternatives for youth • Increased DRC capacity and programming; to include West Sacramento and a permanent location in Woodland • Increased alternative sanctions for adults and juveniles • Reduced justice partner expenditures related to court appearances • Decreased recidivism, hospitalization and legal intervention for Mental Health Court clients • Reduced incarceration of Mental Health Court eligible offenders • Increased use of alternatives to custody for Mental Health clients, including dual diagnosis placements • Lowered levels of police contact and new offenses / violations 	<p>Alcohol, Drug & Mental Health Community Corrections Partnership Courts District Attorney Probation Public Defender</p>

Goal 5: Preserve and ensure safe and crime free communities

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>E. Offenders have seamless access to services that meet their legal and social support needs</p> <ul style="list-style-type: none"> • Provide zealous legal representation by maintaining necessary staffing levels, including staffing parity with related agencies (e.g., see 5A2) (complete and ongoing) • Offer offenders comprehensive legal representation, social work support and advocacy via Public Defender staff from multiple disciplines (complete and ongoing) • Maintain and then expand Records Mitigation Clinic to ensure re-entry post-conviction legal services available to ex-offenders (complete and ongoing) 	<ul style="list-style-type: none"> • Increased quality and efficiency of legal services delivered to offenders • Better case dispositions and/or life outcomes for offenders • Increased number of offenders referred to and enrolled in appropriate services • Increased access to benefits/programs • Decreased staff time required to complete intake and application processes for multiple benefits/programs • Increased number of motions filed and granted 	<p>Public Defender</p>

Goal 5: Preserve and ensure safe and crime free communities

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>F. Jail staff infrastructure allows for the housing of inmates in a safe, secure manner, while facilitating participation in appropriate rehabilitation services</p> <ul style="list-style-type: none"> • Inventory existing services available to incarcerated offenders and identify gaps (2015-16) • Support Day Reporting Center needs for in-custody programming to include securing a location that allows for growth of programs (complete) • Develop and effectuate multi-disciplinary re-entry plans for incarcerated non-supervised offenders (complete) • Add staff for Patrol and Detention to help facilitate ongoing growth of AB109 participants, in particular to assist with the monitoring of individuals on home custody or electronic monitoring and probationers (2015-16) • Secure County match costs for Juvenile Detention Facility (JDF) construction project to address visiting, treatment, gymnasium space (\$4.7M grant awarded 2009) (complete) • Enhance officer safety through added telecommunications support via new repeater. (complete) 	<ul style="list-style-type: none"> • SB 1022 grant awarded, allowing construction of new kitchen with enhanced classroom, Mental Health wing with 24 dedicated beds, and new Day Reporting Center • Enhanced Day Reporting Center service delivery through site expansion to both West Sacramento and Woodland • Increased number of offenders referred to and enrolled in appropriate services • Better life outcomes for offenders • Jail overcrowding safely alleviated when appropriate • Assessment tool implemented and utilized to assist with re-entry • Reduced costly returns to custody by the offender population • Increases in detection of contraband and arrest of individuals by 20% • Increased program alternatives for youth, Juvenile Detention Facility and community • Decreased out-of-home placement costs for the County as a result of local program options • Increased safety for officers and juveniles in Juvenile Detention Facility through enhanced technology and improved communications • Reduced Significant Incident Report • Improved response time 	<p>Community Corrections Partnership Probation Public Defender Sheriff</p>

Goal 5: Preserve and ensure safe and crime free communities

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>G. Improved employee knowledge and skills through continuing professional development</p> <ul style="list-style-type: none"> Expand training beyond State mandates; develop interdisciplinary skill sets (complete and ongoing) Coordinate staff training of different agencies to ensure evidence based practices are followed (complete) 	<ul style="list-style-type: none"> Increased knowledge, skills and abilities of all partnerships within law enforcement agencies with new and innovative training opportunities Reduction in lawsuits, claims and citizen complaints by 10% Increased training by 20% Implemented best practices Updated evidence-based programs identified and implemented 	<p>District Attorney Probation Public Defender Sheriff</p>
<p>H. A plan for continuous criminal justice system improvement is in place and followed by all affected agencies</p> <ul style="list-style-type: none"> Regularly assess CCP strategies for effectiveness (complete) Regularly assess correctional interventions for effectiveness (complete) Data on service delivery and effectiveness is available and regularly reported to inform decision-making (complete) Analyze and fix systemic problems that interfere with the goal of sustained recidivism reduction (complete and ongoing) Hire a crime analyst to evaluate the deployment of resources to proactively address crime and to track offender statistics (see 5I3) (2016-17) Adhere to agreed upon replacement plan for vehicles, in-car cameras, mobile data terminals and preliminary alcohol screening units (complete) 	<ul style="list-style-type: none"> Continued independent auditing of Community Corrections Partnership interventions and strategies funded by Realignment Regularly updated Realignment Dashboard Case Management System for Probation implemented and integrated for dashboard reporting Programs in response to findings from JRI Reports implemented Legislative solutions identified and obtained to obstacles in effective justice-involved programming Monitoring of real-time data to identify crime trends and statistics Reduction in repair costs for vehicles by 15 Vehicle replacement plan established Effectively working with Purchasing, Fleet and County Admin staff 	<p>Community Corrections Partnership Sheriff Planning & Public Works</p>

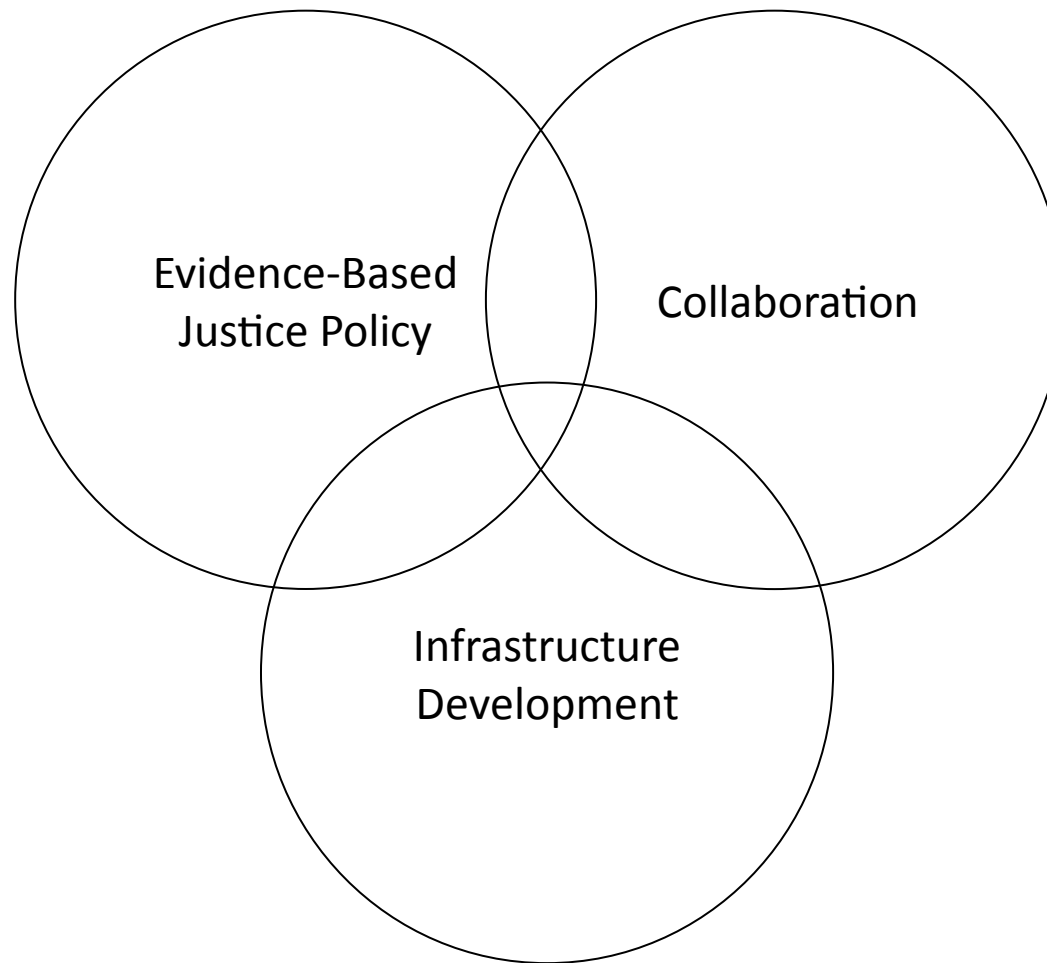
Goal 5: Preserve and ensure safe and crime free communities

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>I. Created and implemented a virtual single data management system that collects and updates information from justice related partners</p> <ul style="list-style-type: none"> • Collaboratively develop a database platform that allows offender information sharing across all agencies (2017-18) • Evaluate the necessity and feasibility of replacing the Sheriff's Office Tiburon system (2015-16) • Develop and maintain a publicly-available data dashboard which reports crime and offender statistics, as well as recidivism rates and other relevant AB 109 impacts (2015-16) • Implement a full service scheduling software which allows the Sheriff Department to not only track shifts but also training, skill sets and certifications, and to deploy appropriate personnel (2015-16) • Develop case management system that interfaces with existing automated systems utilized by criminal justice partners; Year-1 costs supported by Probation/Realignment (~\$150-200K) (2014-15) 	<ul style="list-style-type: none"> • Integrated case management system implemented to better serve the offender population and support data sharing related to public safety efforts • CRAM agreement supported • Transition committee/team established to evaluate current and future needs of the Sheriff's jail operations and determine which system will replace Tiburon • Dashboard established and maintained with timely updates with data used to improve decision-making • Other Sheriff's systems evaluated to determine available options that enhance information sharing between all law enforcement agencies • One solutions tool to track people in the system • Users Group established to evaluate feasibility of replacement for current manual scheduling system • Approved case management system implemented • Reporting autogenerated from system for State/Federal/local and internal needs 	<p>Community Corrections Partnership Criminal Records Access Management (CRAM) Team Information Technology Probation Sheriff</p>
<p>J. Implemented electronic document solutions to efficiently manage information</p> <ul style="list-style-type: none"> • Digitize archived records of justice related partners (ongoing) • Develop, implement and improve upon digital case management systems for all criminal justice agencies (2017-18) 	<ul style="list-style-type: none"> • Decreased cost of archiving records; increased efficiency of record retrieval process • Increased public/educational awareness around law enforcement roles and programming • Increased efficiency of case management systems and record sharing activities • Increased information sharing through CRAM agreement 	<p>District Attorney Probation Public Defender Sheriff</p>

Goal 5: Preserve and ensure safe and crime free communities

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>K. Local partnerships created and enhanced so that both the County and the community have a robust understanding of and connection to one another</p> <ul style="list-style-type: none"> • Engage in sustained public education campaign in local schools to increase awareness of legal rights and related topics (2017-18) • Encourage employees of justice-related partner agencies to increase civic engagement activities (complete and ongoing) • Leverage talent from local educational institutions to enhance the delivery of necessary and beneficial services in a cost-effective and mutually beneficial manner (complete and ongoing) 	<ul style="list-style-type: none"> • Increased public/educational awareness around law and justice partners' roles and programming • Increased trust among community and county • Increased competency of services without increasing cost to County • Enhanced skill sets of those mentored 	<p>District Attorney Probation Public Defender Sheriff</p>
<p>L. The Community Corrections Partnership (CCP) has been sustained and continues to drive system changes</p> <ul style="list-style-type: none"> • Continues to evaluate programs and strategies in the criminal justice system and make recommendations to the Board of Supervisors at least annually (complete and ongoing) 	<ul style="list-style-type: none"> • Continued independent auditing of Community Corrections Partnership interventions and strategies funded by Realignment 	<p>Community Corrections Partnership</p>

Key Concepts: Preserve and ensure safe and crime free communities





Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 6: Preserve and support agriculture

<p>Meaning (expanded definition of goal)</p> <p><i>Encourage a vibrant and resilient agricultural economy that concurrently preserves sufficient farmland to maintain regional food security in perpetuity.</i></p>	<p>Key Concepts (Actionable items reflected in meaning)</p>			
	<p>Economic viability</p> <p>Assist in regulatory processes, identifying local and new markets and siting local processing facilities</p>	<p>Maintain and enhance infrastructure</p> <p>Provide transportation and distribution modes, research, training and technical support, and access to water, raw materials and storage</p>	<p>Land availability</p> <p>Preserve agricultural lands through mitigation, easements and land reserved for food and fiber production</p>	<p>Local economic benefit</p> <p>Realize economic benefits with local jobs, tax revenue and increase in local GDP</p>
	<p>Objectives (SMART-based outcomes that advance the goals and can be achieved in the next three years)</p>			
<p>A. Farmbudsman position created to assist farmers and ranchers with the permitting process</p> <p>B. Effective Farm-to-School program created to bring fresh, locally grown/produced food to school meals and provide farm education programs</p>	<p>C. Refrigeration and consolidation unit sited reducing truck trips to small farms with partial loads</p> <p>D. Legislative priorities to mitigate FEMA flood and Bay Delta Conservation Plan impacts to Yolo County</p>	<p>E. Study conducted to determine whether a higher mitigation ratio for loss of agricultural land is warranted</p>	<p>F. Note: this objective related to I-505 site and zoning Ag Commercial has removed as no partner agencies looking at alternative sites</p> <p>G. Create an agricultural marketing program to promote agricultural tourism and direct marketing, and to implement General Plan action items related to agriculture</p>	

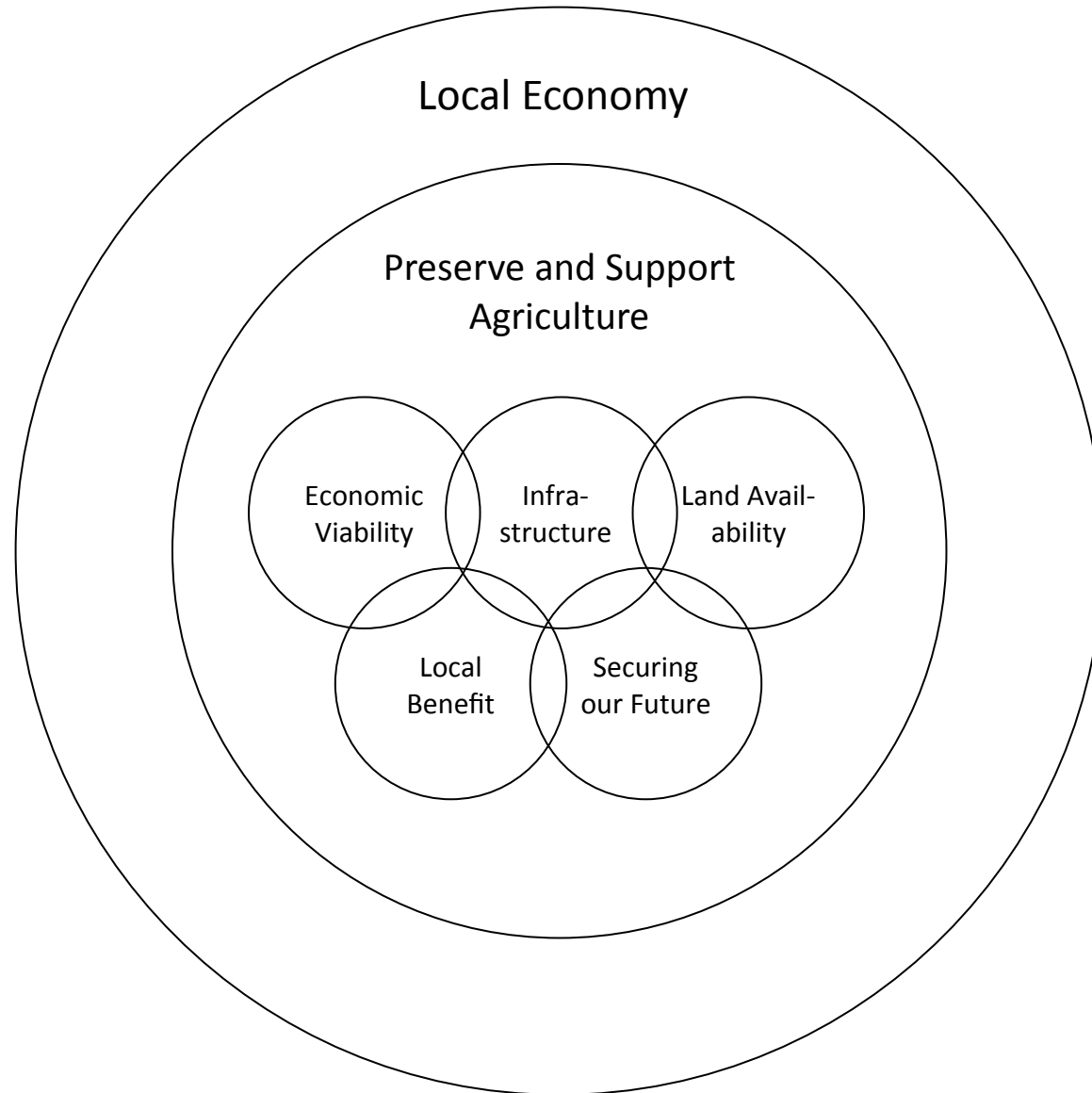
Goal 6: Preserve and support agriculture

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. Farmbudsman position created to assist farmers and ranchers with the permitting process</p> <ul style="list-style-type: none"> • Develop position description with Solano County (complete) • Develop shared services agreement with Solano County (complete) • Explore alternative funding models (complete) • Seek and secure funding for the position (complete) • Implement (complete) • Evaluate (2016-17) 	<ul style="list-style-type: none"> • Economic benefit of the position outweighs the cost of the position <ul style="list-style-type: none"> • Project approvals increased by 20% • 500 new jobs added • 5 new processors added 	<p>County Administration Economic Development Agriculture Planning & Public Works Health</p>
<p>B. Effective Farm-to-School program created to bring fresh, locally grown/produced food to school meals and provide farm education programs</p> <ul style="list-style-type: none"> • Develop a strategic plan and budget (complete) • Host a stakeholders meeting (complete) • Develop a task force (complete) • Seek partnerships and align mission and values (complete and ongoing) • Seek funding (complete) • Implement program (complete) • Evaluate effectiveness (complete) 	<ul style="list-style-type: none"> • Program mission aligned with the goals of project partners • Program implemented in all 5 public school districts • Each school districts increased local procurement to greater than 25% 	<p>Agriculture County Administration Economic Development Health</p>
<p>C. Refrigeration and consolidation unit sited reducing truck trips to small farms with partial loads</p> <ul style="list-style-type: none"> • Work with UC Davis and the Yolo Ag and Food Systems Alliance to analyze project feasibility (complete) • Conduct feasibility study to determine if the Yolo County Food Bank can act as an aggregation facility (complete) • Encourage private party implementation study results (complete) 	<ul style="list-style-type: none"> • Yolo County Aggregation Facility in operation 	<p>Agriculture CAO Economic Development Planning & Public Works</p>

Goal 6: Preserve and support agriculture

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>D. Legislative priorities to mitigate FEMA flood and Bay Delta Conservation Plan impacts to Yolo County</p> <ul style="list-style-type: none"> Secure changes to the Bay Delta Conservation Plan Yolo Bypass Conservation Measure and other proposed environmental stewardship projects to avoid/minimize impacts on agriculture, flood protection and terrestrial species habitat, including migrating waterfowl, as well as secure full mitigation for any unavoidable impacts (complete and ongoing) Seek modifications to the National Flood Insurance Program reauthorization bill to protect both rural areas and incorporated cities (2017-18) Seek modifications to Federal Emergency Management Agency standards for non-residential structures (2017-18) Research creation of an ag and economic development fund (complete) 	<ul style="list-style-type: none"> Yolo County maintains control over local land use decisions Economic Development opportunities increase in rural areas Fremont Weir and the Yolo Bypass are not widened and farming operations are not impacted 	<p>County Administration Intergovernmental Relations Natural Resources Agriculture</p>
<p>E. Study conducted to determine whether a higher mitigation ratio for loss of agricultural land is warranted</p> <ul style="list-style-type: none"> Fund study (complete) Develop scope of work (complete) Send out RFP (complete) Award RFP (complete) Evaluate and Implement findings (2015-16) 	<ul style="list-style-type: none"> More Ag land preserved through permanent easements Agricultural production increased 	<p>County Administrator County Counsel Agriculture</p>
<p>F. Objective removed</p>		
<p>G. Create an agricultural marketing program to promote agricultural tourism and direct marketing, and to implement General Plan action items related to agriculture</p> <ul style="list-style-type: none"> Develop a position description and determine if this function can be combined with the farmbudsmen function (complete) Hire position (complete) Implement program (complete) Evaluate (2017-18) 	<ul style="list-style-type: none"> Required Ag related General Plan Action items would be prioritized and implemented in a timely manner. Local Preference, Promotion of the use of local foods and products from Yolo County to strengthen the local economy improve health and connect residents with the agricultural community. 	<p>Agriculture Planning & Public Works County Administrator</p>

Key Concepts: Preserve and support agriculture





Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 7: Protect open space and the environment

<p>Meaning (expanded definition of goal)</p> <p><i>Efficient utilization of resources to provide recreational opportunities for county residents, improve water quality, lower greenhouse gas emissions, and ensure that natural resources are available for future generations.</i></p>	<p>Key Concepts (Actionable items reflected in meaning)</p>			
	<p>Efficiently manage natural resources and open space for future generations</p> <p>Protect natural areas to maintain open space and habitat for public access with sustainable revenue to cover expenses</p>	<p>Expand recreational opportunities</p> <p>Maintain existing and develop new recreational facilities for residents and facilitate regional tourism</p>	<p>Improve water quality resources in the county</p> <p>Reduce sources of surface and ground water contamination to improve public health/environment</p>	<p>Lower green house gas emissions</p> <p>Reduce the impacts of climate change to minimize impacts for drought, floods and crop yield decline</p>
	<p>Objectives (SMART-based outcomes that advance the goals and can be achieved in the next three years)</p>			
	<p>A. Aligned County regulations to support goals and established formal green space buffers between cities and towns</p> <p>B. Pursued public/private partnerships to preserve habitat. Established local benefit districts for new or existing community parks</p>	<p>C. Identified future park needs and potential locations and enhanced multiple public uses within open space corridors</p> <p>D. Expanded the system of bicycle and pedestrian trails to connect parks to existing nearby trail systems</p>	<p>E. Protected surface/ground water supplies from pollution and reduced impacts of toxic substances on riparian species</p> <p>F. Improved access to quality municipal water and sewer supplies and systems for rural housing and unincorporated communities</p>	<p>G. Created incentives and regulations to help reduce greenhouse gases and the detrimental impacts caused by climate change</p> <p>H. Developed County regulations that promote alternative energy generation facilities and uses</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. Aligned County regulations to support goals and established formal green space buffers between cities and towns</p> <ul style="list-style-type: none"> • Prepare and adopt County’s Zoning Code to update/streamline existing land use regulations (complete) • Establish a series of formal agreements or conservation easements in strategic locations between the cities (2014-15) • Develop cooperative agreements with local conservation and State agencies to provide effective mechanisms for land preservation (2015-16) 	<ul style="list-style-type: none"> • Open space between cities protected by formal agreements or conservation easements increased by 100 acres (2015) • Lands resulting from mining reclamation projects incorporated (2015) 	<p>Planning & Public Works County Administration Natural Resources</p>
<p>B. Pursued public/private partnerships to preserve habitat. Established local benefit districts for new or existing community parks</p> <ul style="list-style-type: none"> • Amend the FSA fee to adopt a park impact fee to ensure new development pays for the cost of new parks (2014-15) • Develop a Parkland Dedication ordinance requiring subdivisions outside the city limits to build a community park or pay in-lieu fees for future park improvements and acquisitions (complete and ongoing) • Establish new or expand existing special districts (CSAs) to fund and maintain local parks within their zones of benefit (complete) 	<ul style="list-style-type: none"> • Countywide Open Space and Recreational Parks Trust Fund similar to other counties and towns established (2015) 	<p>Parks Planning & Public Works Natural Resources</p>
<p>C. Identified future park needs and potential locations and enhanced multiple public uses within open space corridors</p> <ul style="list-style-type: none"> • Conduct park facilities study to determine future needs and ongoing maintenance costs (2015-16) • Update Parks Master Plan (2015-16) • Amend FSA fees and apply for grants to fund new parks/maintenance (2015-16) • Consider regional park district with other counties to fund parks/maintenance (2015-16) • Develop Cache Creek Parkway Plan (2014-15) 	<ul style="list-style-type: none"> • Parks Master Plan update, funding for new parks/maintenance and Cache Creek Parkway Plan enhance recreational opportunities in existing parks and the development of at least 25 acres of new parks 	<p>Parks County Administration Natural Resources</p>

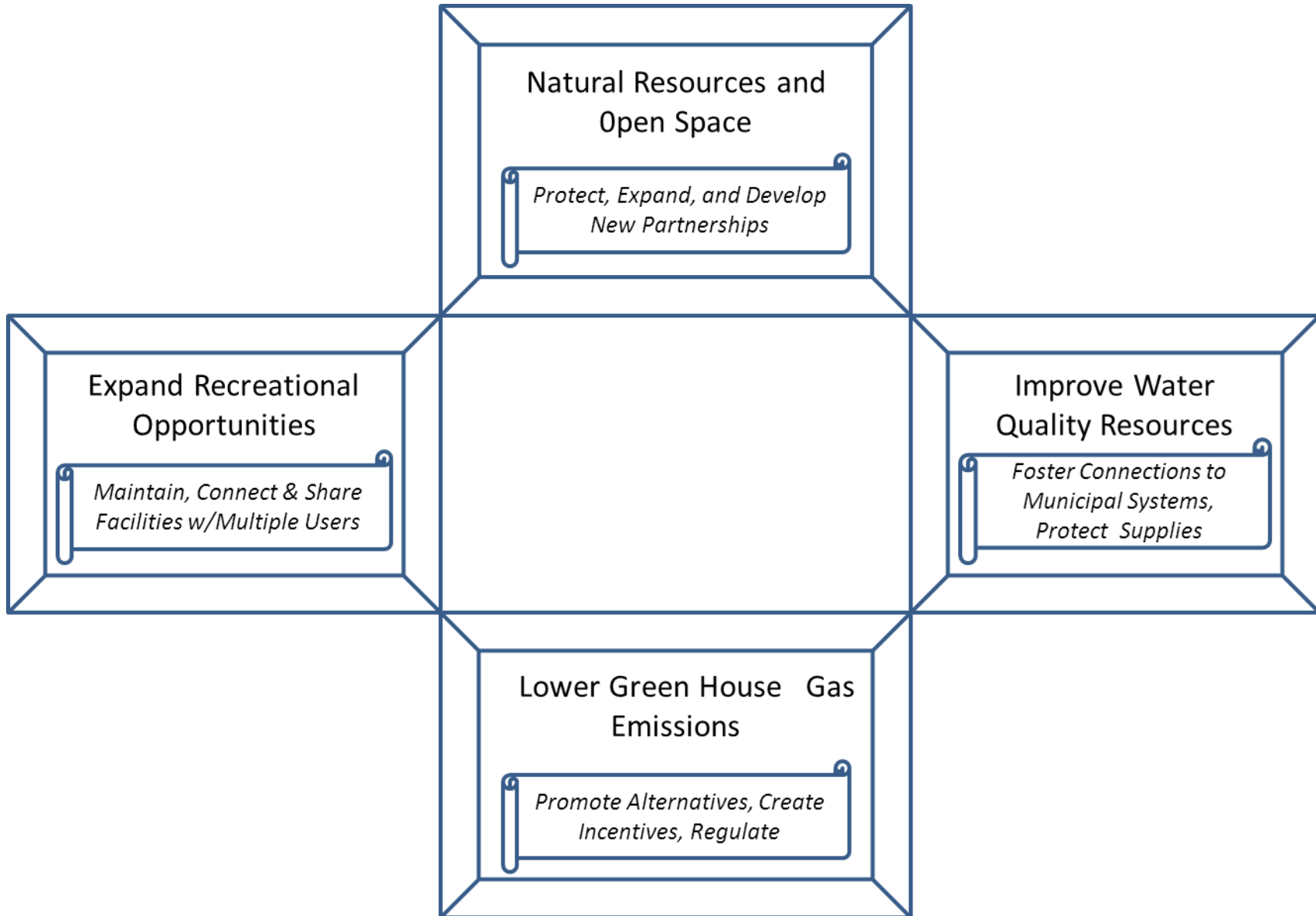
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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>D. Expanded the system of pedestrian and bicycle trails to connect parks to existing nearby trail systems</p> <ul style="list-style-type: none"> Identify potential park trail links to adjacent trails on adjoining property, roadway and off-road bicycle lanes or points of interest (2015-16) Update Bicycle Master Plan (complete) Update Parks brochure and website to show additional trails or existing trail links (complete) Identify potential funds for new trail acquisition and construction (2015-16) Identify potential funding mechanisms for trails maintenance (2014-15) 	<ul style="list-style-type: none"> Park trail links, Bicycle Master Plan, outreach materials and funding for new trails/ maintenance enhance existing trails for pedestrians and bicycles 	<p>Parks Planning & Public Works</p>
<p>E. Protected surface/ground water supplies from pollution and reduced impacts of toxic substances on riparian species</p> <ul style="list-style-type: none"> Adopt new County standards for septic systems that help reduce nitrate or other pollutant levels (2016-17) Work with local, state and federal partners to address impacts to the county associated with Cache Creek, Yolo Bypass and the Delta (2014-15) Encourage landowners to participate in programs to restore degraded creek resources by removing exotic species, fencing barriers to protect stream banks and establishing native riparian vegetation (Feb 2015-16) 	<ul style="list-style-type: none"> Reduced sources of surface and ground water contamination improve public health/ environment 	<p>Environmental Health Public Health Natural Resources Agriculture Planning & Public Works</p>
<p>F. Improved access to quality municipal water supplies for rural housing and unincorporated communities</p> <ul style="list-style-type: none"> Facilitate connection for communities of Westucky, Binning Farms and North Davis Meadows to municipal water systems and potable water sources for the County public park facilities (complete) Support Woodland/Davis (JPA) surface water system project and construction of infrastructure for future connectivity (complete) 	<ul style="list-style-type: none"> Assistance in extended or enhanced water system infrastructure addresses failing small community systems 	<p>Environmental Health Planning & Public Works County Administration Agriculture</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>G. Created incentives and regulations to help reduce greenhouse gases and the detrimental impacts caused by climate change</p> <ul style="list-style-type: none"> • Update Multi-Hazard Emergency Mitigation Plan to provide a more effective response to fires, floods and disasters (complete) • Update Integrated Water Resources Management Plan to provide a more effective response to the impacts of climate change (complete) • Work collaboratively with other jurisdictions to reduce greenhouse gas emissions, i.e. efforts such as Community Choice Aggregation (complete) • Implement AB32 provisions as it relates to handling of solid waste, recycling programs and county “green” procurement policies (complete) 	<ul style="list-style-type: none"> • Reduced greenhouse gas emissions • Revised and updated Westside IRWMP integrating recent regional district requirements • Savings from County’s climate change initiatives 	<p>County Administration Planning & Public Works Natural Resources General Services</p>
<p>H. Developed County regulations that promote alternative energy generation facilities and uses</p> <ul style="list-style-type: none"> • Establish Community Choice Aggregation program, or an equivalent operating structure (2015-16) • Develop County regulatory framework that would foster and fiscally support and attract new investment in facilities that serve to augment the local power grid (complete) • Develop incentive programs to update existing less efficient structures to incorporate more efficient and ‘green’ construction materials (2014-15) • Expand County’s current solar, wind turbine and methane gas conversion programs at county facilities (complete) 	<ul style="list-style-type: none"> • New alternative energy generation facilities in the county • Savings from alternative energy projects 	<p>County Administration Planning & Public Works General Services</p>

Key Concepts: Protect open space and the environment





Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 8: Provide fiscally sound, dynamic and responsive services

Meaning
(expanded definition of goal)

County employees are enthusiastically engaged in providing the services that customers need, in a financially responsible manner.

Key Concepts (Actionable items reflected in meaning)

Fiscally sound services

Services provided financially sustainable

Dynamic services

Services adapted to changing conditions while remaining consistent with best practices

Responsive services

Empowered and valued employees proactively serve customers

Objectives (Described as outcomes)

- A. The cost of providing current and future services is recognized and fully recovered or funded with reliable revenue sources
- B. Operating resources and assets are organized in such a way as to optimize their performance
- C. The management structure reinforces fiscal accountability, provides transparency and supports performance-based management

- D. Service outcomes measured and shared with other agencies to ensure coordinated progress toward achieving County strategic goals
- E. The ability and readiness to continue services and adapt is maintained through regular assessment and mitigation of short-term threats and long-term trends
- F. The types, levels and quality of services are periodically evaluated and realigned to address long-term needs and conform with best practices

- G. The value of County services is regularly monitored, maintained and communicated to customers and the public
- H. Employees are empowered and valued
- I. Employees proactively work to find solutions for customers
- J. A One-Stop-Shop Customer Service Center is created to establish a centralized customer service center for permitting, development projects and related regulatory services

Goal 8: Provide fiscally sound, dynamic and responsive services

Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. The cost of providing current and future services is recognized and fully recovered or funded with reliable revenue sources</p> <ul style="list-style-type: none"> • Develop procedures/guidelines to ensure correct costs of providing services are calculated and used in decision-making, rate setting and financial planning (2014-15) • Develop revenue strategy to increase revenue sources and maximize collection in concert with economic development and shared services effort (2015-16) • Project costs and revenues over ten-year horizon based on financial environment analysis and devise strategies to address financing gaps (2015-16) • Update and implement financial policies to support financial sustainability (complete) • Assess and restructure financial management to support financial sustainability using the GFOA Financial Management Model (complete) • Develop a method for the County to recover pension and OPEB costs from external funding sources (2014-15) • Develop a modern tax-sharing model to guide revenue sharing with the County's incorporated cities for future service costs associated with annexations. (2014-15) 	<ul style="list-style-type: none"> • There is no deficit in the County annual baseline budget 	<p>Auditor County Administration Departments</p>
<p>B. Operating resources and assets are organized in such a way as to optimize their performance</p> <ul style="list-style-type: none"> • Develop capital improvement plan to ensure that infrastructure is optimally maintained (2014-15) • Develop succession plans for key functions to minimize disruptions following separation and retirement (2014-15) • Assess performance of core information systems that support financial accountability and sustainability and plan to upgrade to maintain high performance (complete) • Develop long-term human resources plan to ensure that positions are staffed with qualified personnel (2014-15) • Develop training plan requirement for positions to keep staff knowledge and skills up to date (complete and ongoing) • Explore ways to engage finance staff in support of operational decision making (complete) 	<ul style="list-style-type: none"> • The capital improvement plan is maintained and up to date • Users of core County information systems are satisfied • County employees feel engaged 	<p>General Services County Administration Human Resources Department Auditor Information Technology</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>C. The management structure reinforces fiscal accountability, provides transparency and supports performance-based management</p> <ul style="list-style-type: none"> Update and implement policies to support fiscal accountability (budget and financial reporting, auditing & accountability) and performance-based management (complete) Assess and modify management practices to support countywide fiscal accountability and performance-based management (2014) 	<ul style="list-style-type: none"> Independent audits of the County yield no major audit findings Performance measures indicate progress toward goals according to the Tactical Plan 	<p>Auditor County Administration</p>
<p>D. Service outcomes are measured and shared with other agencies to ensure coordinated progress toward achieving County strategic goals</p> <ul style="list-style-type: none"> Implement performance measurement tiers 1-4 countywide to measure value of county services (2015-16) Develop guidelines to measure outcomes regularly to ensure they are consistent with County Strategic Plan (complete) 	<ul style="list-style-type: none"> The effectiveness of all major services is assessed by performance measures that are based on outcomes 	<p>County Administration County departments</p>
<p>E. The ability and readiness to continue services and adapt is maintained through regular assessment and mitigation of short-term threats and long-term trends</p> <ul style="list-style-type: none"> Identify major countywide trends in customer needs and operating environment and develop strategies to adapt (2015-16) 	<ul style="list-style-type: none"> All County departments update their long-term operating plans annually 	<p>County Administration County departments</p>
<p>F. The types, levels and quality of services are periodically evaluated and realigned to address long-term needs and conform with best practices</p> <ul style="list-style-type: none"> Require departments to review type and level of services at least triennially and realign them to ensure optimal mix consistent with long-term needs (2015-16) 	<ul style="list-style-type: none"> Services provided by key departments are adjusted periodically to reflect long-term plans 	<p>County Administration Key operating departments</p>
<p>G. The value of county services is regularly monitored, maintained and communicated to customers and the public</p> <ul style="list-style-type: none"> Adopt standards for financial services (complete) Define Public Value and integrate into the County's strategic plan (2015-16) 	<ul style="list-style-type: none"> Value of key County services is regularly assessed and communicated to stakeholders 	<p>Board of Supervisors County Administration Auditor</p>
<p>H. Employees are empowered and valued</p> <ul style="list-style-type: none"> Modify County Values to recognize the value and importance of employees in achieving strategic goals (complete) Institute employee satisfaction as a goal in every county department (2013-14) Develop avenues to engage employees (individually and in group) in the creation of goals and values (complete) 	<ul style="list-style-type: none"> Employee satisfaction as evidenced by survey 	<p>County Administration Human Resources</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>I. Employees proactively work to find solutions for customers</p> <ul style="list-style-type: none"> Employee core competencies include customer service (complete) Create pathways for employees to become empowered to serve customers with minimum red tape and by involving the customers (complete) 	<ul style="list-style-type: none"> Customer satisfaction surveys show positive feedback Key operating departments conduct customer outreach to better understand customer needs and pre and post surveys show improved satisfaction. Customer outreach and customer satisfaction training is offered to county employees Employees are trained to understand and implement proactive solutions for customers 	<p>County Administration Key operating departments Human Resources</p>
<p>J. A One-Stop-Shop Customer Service Center is created to establish a centralized customer service center for permitting, development projects and related regulatory services</p> <ul style="list-style-type: none"> Integration of Environmental Health in Planning and Public Works operations to implement One Stop model (complete) 	<ul style="list-style-type: none"> Environmental Health is combined with the Department of Planning and Public Works to create a One-Stop-Shop for improved coordination and customer service, single point of contact, reduction of duplicative efforts and greater consumer confidence 	<p>Environmental Health Planning & Public Works</p>

Key Concepts: Provide fiscally sound, dynamic and responsive services

