

**YOLO COUNTY | 2016
2019**

STRATEGIC PLAN SHOWCASE





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Mission

Making a difference by enhancing the quality of life in our community.

Values Statement

As Yolo County employees, we recognize this is a great place to live and work. We are committed to doing right by others through public service and maintaining the trust of our residents and peers. Together, we will continue to foster a healthy, supportive and professional environment, striving always for excellence.

Core Values

Service, Performance, Integrity, Responsibility, Innovation, and Teamwork

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2016-2019 Strategic Plan

The Strategic Plan Goals and priority focus areas for 2016-2019 are supported by the following guiding principles of Operational Excellence:

- ★ Advance innovation
- ★ Collaborate to maximize success
- ★ Provide accessible, fiscally sound, dynamic and responsive services
- ★ Strategically align our organization
- ★ Engage and empower both our residents and County workforce



Thriving Residents

- ❑ Implement Community Health Improvement Plan
- ❑ Develop and implement strategies to reduce homelessness
- ❑ Expand best practices in programs benefitting children



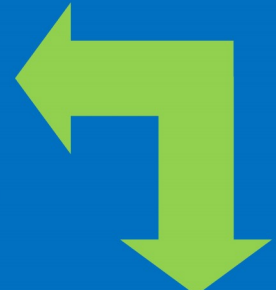
Safe Communities

- ❑ Develop coordinated continuum of care ranging from prevention through intensive services
- ❑ Implement proactive, coordinated code enforcement effort
- ❑ Ensure robust disaster emergency management program
- ❑ Identify and address service delivery and critical infrastructure needs in unincorporated communities



Sustainable Environment

- ❑ Ensure water reliability
- ❑ Identify and implement sustainable parks system model
- ❑ Identify countywide waste reduction strategies
- ❑ Update and implement Climate Action Plan



Flourishing Agriculture

- ❑ Ag land preservation
- ❑ Facilitate connections between growers and buyers
- ❑ Develop strategies, including a concierge approach, to nurture new ag/ag tech businesses
- ❑ Align workforce development efforts with ag and food system employer needs



Organizational Priorities

Tools Required

- Facilities and space planning (Capital Improvement Plan)
- Implementation of InforSystem and Talent Development programs
- Countywide implementation of Yolo Performance and related dashboards
- Law & Justice case management system development and implementation
- Outreach/education on county programs and services

- Data-driven, evidence-based, innovative practices, i.e. trauma-informed practices
- Efficient and effective information technology systems
- Effective allocation of resources to services
- Collaboration among departments and with partners
- Internal departments appropriately staffed to support organization
- Engaged County workforce

Perspectives

from the Board of Supervisors



District 1 - Oscar Villegas

“The Strategic Plan has served as an important compass to initiate many needed activities for the unincorporated areas of the 1st District, particularly in regard to infrastructure, agriculture, and water preservation efforts. As a result in increased traffic along the South River Road impacting the quality and safety of the roads, we were able to install two separate three-way stops signs by the Freeport Bridge and the other near Netherlands Road and add two additional radar speed signs. These measures have been instrumental in maintaining the flow of traffic which previously had been bottlenecked during peak traffic hours and reminds residents and visitors to slow down. In addition, Clarksburg is the gateway to the Delta and has taken major strides in becoming a leader in tourism of its vineyards and wineries. However, the visual appeal of the river was tarnished by abandoned boat vessels, which can pose potentially hazardous conditions to the water and habitat. One example is the St. Joseph’s Vessel, (72.5 ft. former shrimp boat) which was abandoned in West Sacramento and ultimately settled in Stan’s Marina in Clarksburg. Through the efforts of multiple state and local funding agencies, we were successful in the removal and ultimate destruction of this vessel which had plagued our waterways for at least three years.”



District 2 - Don Saylor

“Among the many initiatives between 2016-19, I want to highlight bringing County services closer to the people we serve and implementing the Community Choice Energy program envisioned in our Climate Action Plan. During this period we established service centers in the cities of Winters and Davis to provide access to a wide array of human services never before available in these two District 2 communities. We also stationed Yolo County staff in the Memorial Union on the UC Davis campus so that students can meet with a Yolo County eligibility worker on campus five days a week. I’m thrilled with our progress to reduce our greenhouse gas emissions and offer a clean power option through Valley Clean Energy. This a significant milestone on our journey to climate resilience. I look forward to building on these and other achievements to continue to strengthen our community for the people of Yolo County during the next five year plan period.”



District 3 - Gary Sandy

“The focused efforts of the Strategic Plan have had a profound impact in the 3rd District by providing assistance to those most in need in our community. In great part through community generosity, funding and attention have provided for children’s school supplies, the 4th and Hope shelter, the Gibson House improvements, and Veteran Service needs. Significantly, improvements to child welfare services, with staff implementing processes and team approaches, have changed young lives for the better. In addition, I am greatly pleased with the hard work of staff in responding to emergency and crisis needs. From erecting an emergency evacuation shelter in Woodland to aid the mass evacuation from the failure of the Oroville Dam, to addressing the growing homeless crisis with a temporary shelter to provide added bed space for individuals until more permanent options are established. The efforts to improve the lives of the most vulnerable are a highlight to me of the Strategic Plan achievements and will ultimately benefit our community for the long-term.”



District 4 - Jim Provenza

“Residents of the 4th District are proud to participate in the County’s Early Childhood Intervention and Prevention program, which has helped to advance the Strategic Plan focus area to expand best practices in programs benefitting children. District 4 residents participate as volunteers and board members of the Yolo Crisis Nursery, an important part of this program. The nursery cares for children 0-5 years old, including at-risk infants, when their family is in crisis. Many of these families would otherwise end up in the child welfare system. Located in the 4th District, the program has protected the lives of children throughout Yolo County. Fourth District residents have also participated in and benefit from the many services offered to seniors. Many of the volunteers who support these programs live in the district. Fall prevention, memory and respite care are provided to all county residents but are particularly appreciated by the growing aging population in the 4th District. Yolo County’s efforts to support the mentally ill, immigrants, and those caught up in the criminal justice system are a benefit to all and are supported by the 4th District.”



District 5 - Duane Chamberlain

“I am pleased with the many accomplishments in the 5th District from the 2016-2019 Strategic Plan. Specifically, I am proud of the work in Knights Landing that will drastically impact the quality of life to the residents in the community. We were able to complete many projects in Knights Landing including expanding broadband to every home allowing students and families access to the Internet. We installed self-service CalFresh kiosks in town allowing residents to apply for programs, constructed a new drinking water well in Knights Landing to provide clean water to the community, we secured state funding for flood reduction risk, secured state funding for levee maintenance and repairs in Knights Landing and finally obtained grant funding for planning a community park in Knights Landing. All of these big accomplishments alone should be highlighted, but together these accomplishments raise the quality of life for every single resident every single day.”



Thriving Residents

FOCUS AREA:

Implement Community Health Improvement Plan (CHIP)

A CHIP is a long-term systematic effort and best practice to address public health concerns. It is used in collaboration with community partners to help set priorities, develop policies, define actions, and coordinate resources to have a collective impact in promoting community health.

SIGNIFICANT ACHIEVEMENTS:

- Received national public health accreditation.
- Successfully advocated for state statute to reflect Yolo County's participation in the County Medical Services Program resulting in an additional \$2M in Public Health Realignment funds each year.
- Established Yolo County Health and Human Services Agency satellite offices/service centers in Davis and Winters.
- Published CHIP annual reports.
- Launched online dashboard of community health outcomes.
- Increased CalFresh program participation among students at the University of California, Davis (UC Davis).
- Developed several programs in conjunction with the Healthy Aging Alliance and Yolo County Commission on Aging and Adult Services to keep seniors healthy and out of care facilities, including preventing falls, caregiver education in memory care, assistance to caregivers, and coordination of services.



Health and Human Services staff at the Davis Service Center, located at 600 A Street



The County's public health accreditation plaque



Students receiving free fruits and vegetables at the CalFresh center located at UC Davis



“We have worked very hard in recent years to bring services to every corner of Yolo. We are proud to have opened our very first Service Center location in Davis and expanded services in Winters. This includes a significant food bank distribution in Winters that feeds 80+ residents weekly and connects them to benefits. Clients can now access all of the Service Center programs, that they would have had to drive to Woodland or West Sacramento for, now in Davis and Winters.”

Nolan Sullivan
Service Centers Branch Director

“Yolo County Health and Human Services Agency Application Kiosks were installed in both the Esparto and Knights Landing libraries in November 2018. This has been a great way to help our customers in the rural areas to apply for various benefits, and scan verifications without having to travel to our offices.”

Tanya Provencher
Service Centers Deputy Branch Director

“We are taking a holistic approach to provide on-the-spot assistance and to connect students with other campus resources, including a case manager, for longer-term support. This includes a significant partnership with the County to place the first County CalFresh Worker on a UC Campus in California.”

Leslie Kemp
UC Davis Basic Needs Director

FOCUS AREA:

Develop and implement strategies to reduce homelessness

As the crisis of homelessness grows in California, there are opportunities to engage, evaluate and improve on the strategies and tactics used. By working together and collaborating, Yolo County is helping to provide a systematic and empathetic approach that is more transparent, inclusive, and accountable.

KEY ACHIEVEMENTS:

- Significant growth of more than \$17M in grant funding to address homelessness.
- Increased coordination among local partner agencies in the utilization of the local Homeless Management Information System (HMIS).
- Implemented a coordinated entry tool with homeless program providers.
- Collaborated with local providers to implement or expand several new programs serving people experiencing homelessness, such as Bridge to Health and Housing, Extended Shelter project, Winter Shelter projects, Family Unification program, Bringing Families Home, Proposition 47 Steps 2 Success program, CalWORKS Housing Support program, Extended Hope, I SEE YOU art outreach, and Davis New Pathways.
- Improved system coordination aimed at increasing services and making the system more effective, such as the County Homeless Plan developed in January 2019, mainstreamed voucher support, Homeless Multi-Disciplinary Team meetings, and Homeless Governance Technical Assistance.
- Opened a temporary homeless shelter in partnership with the City of Woodland.



Children at Mercy Housing during a CalWORKS Housing Support program



Jessica Schaefer, 27, smiles in front of her room at the temporary homeless shelter

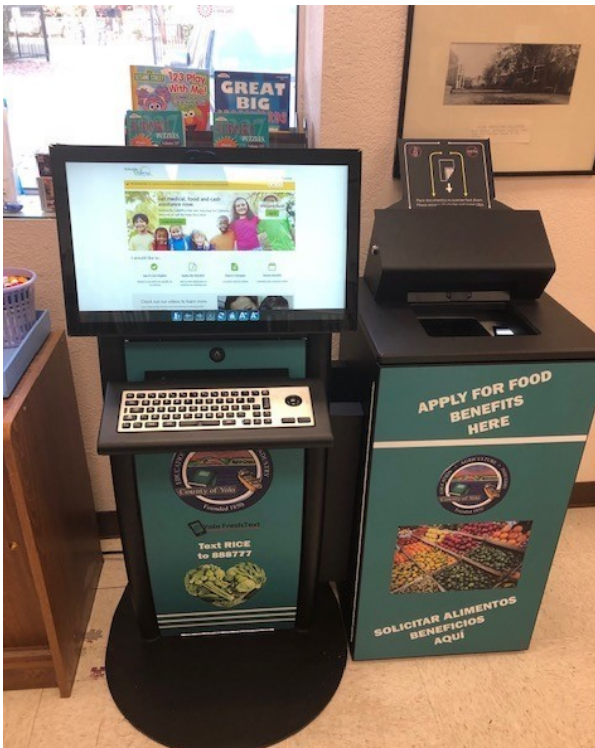
FOCUS AREA:

Expand best practices in programs benefitting children

With the vision of ensuring all children in Yolo County are safe, healthy, well-educated and economically secure, the County continues to work with staff, partners and school districts to provide ongoing care, assistance, intervention, and services that support our youngest residents.

KEY ACHIEVEMENTS:

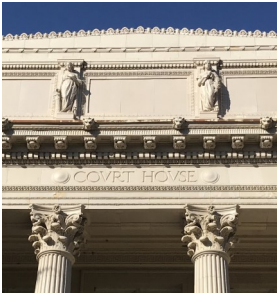
- Yolo County Child Support Services received an Achievement Award from the State of CA Child Support Services Director as one of the top five agencies with the highest increase in distributed collections.
- Established early childhood intervention and program, “Road to Resilience” for children ages 0-5, which provides screening, treatment and intervention for development issues, childhood trauma, and other conditions that may affect a child’s future development.
- Increased participation of eligible children in school meals and CalFresh through greater partnership between school districts and the Yolo County Health and Human Services Agency.
- Created a standing Board Subcommittee to support the strengthening of Child Welfare Services.
- Fully implemented Child and Family Team meetings and Parent Orientations in Child Welfare Services.
- Developed upstream strategies to address child safety, health, education and economic self-sufficiency.



A CalFresh kiosk that allows residents to electronically submit online applications



County staff tabling at UC Davis to share information with students on how to sign up for CalFresh



Safe Communities

FOCUS AREA:

Implement proactive, coordinated code enforcement effort

A comprehensive local program is being used to permit and regulate code requirements while preserving resources and ensuring economic contribution to Yolo County.

SIGNIFICANT ACHIEVEMENTS:

- Developed a code enforcement program for cannabis, including the creation of an interim ordinance, passing a cannabis tax, and hiring cannabis code enforcement officers.
- Hired a building and facilities code enforcement officer.

FOCUS AREA:

Ensure robust disaster emergency management program

The County is contributing to a more robust emergency management program throughout the Yolo Operational Area by including pieces in preparedness, prevention/mitigation, recovery and response.

SIGNIFICANT ACHIEVEMENTS:

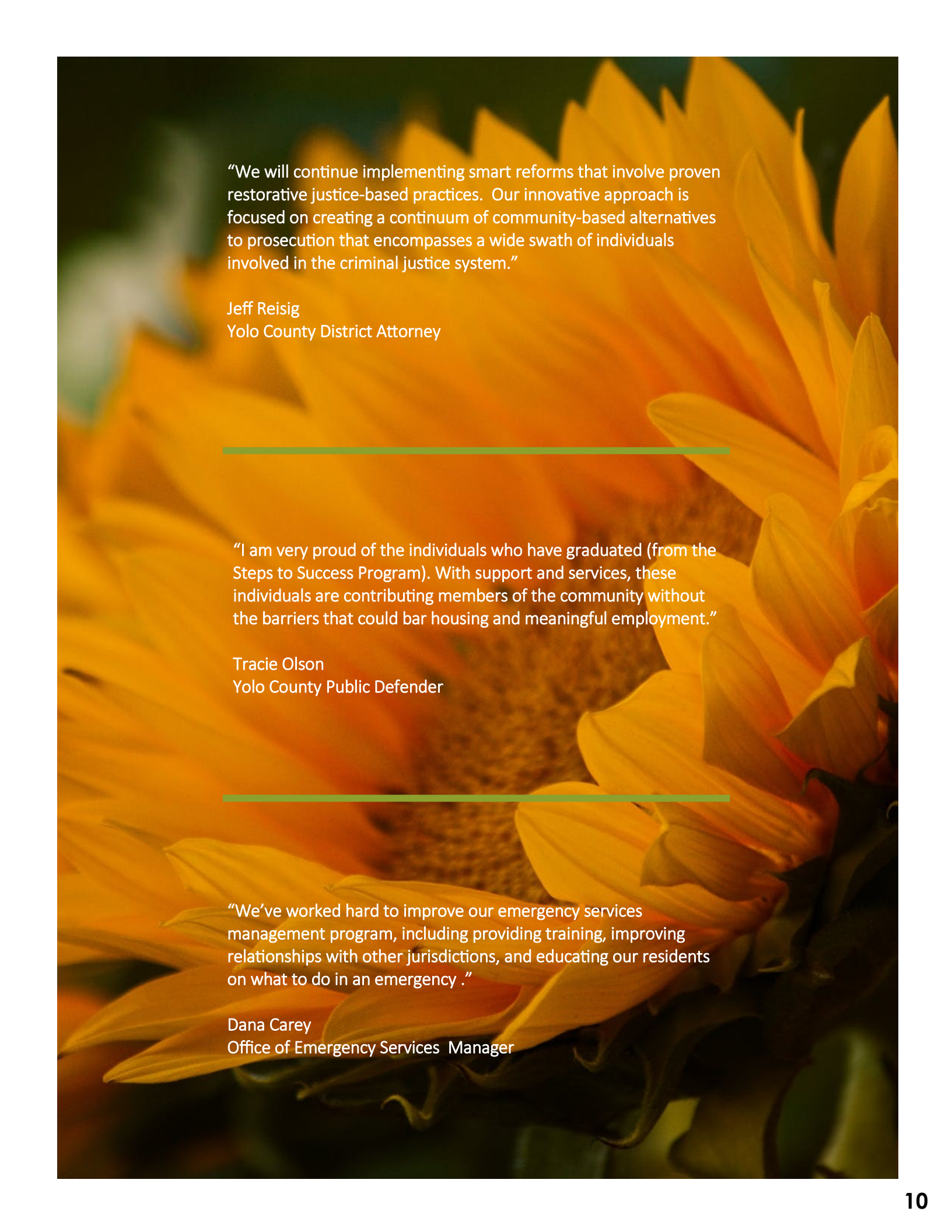
- Developed a Mass Care Sheltering Plan and a Behavioral Crisis Response Plan to address community and first responder needs.
- Expanded partnerships within Yolo County and with regional jurisdictions.
- Standardized and cross-trained staff in Emergency Management processes and procedures.
- Developed Continuity of Operations Plans and a new Hazard Mitigation Plan.
- Responded to several disasters related to flood and fire, including providing mutual aid to other jurisdictions in need.



Yolo County is recognized as a StormReady community in 2019 by the National Weather Service



County staff during an integrated emergency management exercise



“We will continue implementing smart reforms that involve proven restorative justice-based practices. Our innovative approach is focused on creating a continuum of community-based alternatives to prosecution that encompasses a wide swath of individuals involved in the criminal justice system.”

Jeff Reisig
Yolo County District Attorney

“I am very proud of the individuals who have graduated (from the Steps to Success Program). With support and services, these individuals are contributing members of the community without the barriers that could bar housing and meaningful employment.”

Tracie Olson
Yolo County Public Defender

“We’ve worked hard to improve our emergency services management program, including providing training, improving relationships with other jurisdictions, and educating our residents on what to do in an emergency .”

Dana Carey
Office of Emergency Services Manager

FOCUS AREA:

Develop coordinated continuum of care ranging from prevention through intensive services

The County is focused on improving service provision, reducing the number of people with mental illness in the criminal justice system and increasing information sharing and coordination among law and justice departments and service/community providers to enhance outcomes and reduce duplicity of effort.

SIGNIFICANT ACHIEVEMENTS:

- Developed a criminal justice grant writing work group, which successfully acquired more than \$5M in funding.
- Created a local stepping-up program to help divert the mentally ill from the criminal justice system to treatment.
- Identified 51 areas for improvement in the criminal justice continuum and began aligning efforts.
- Increased diversion opportunities by creating Steps to Success and Addiction Intervention Court and by expanding Neighborhood Court and Mental Health Court.
- Increased juvenile diversion opportunities by obtaining grants for the RESTORE program (Redefining Engagement with Services and Treatment Offering Restorative Experience).
- Founded a mental health urgent care center and community crisis response team for those facing a mental health crisis.
- Secured funding to build housing capacity in the behavioral health system for justice-involved Medi-Cal beneficiaries.
- Created a position in the Public Defender’s office to represent Yolo County residents facing deportation.
- Expanded capacity at the Yolo County Jail for programming and services.
- Remodeled the Yolo County Historic Courthouse to be the centralized facility for the Probation Department.



Full circle: Mental Health Court graduate Jesse Tessler gets sworn in as a peer support worker for Yolo County



Grand Opening of the First Responders’ Mental Health Urgent Care in West Sacramento

FOCUS AREA:

Identify and address service delivery and critical infrastructure needs in unincorporated communities

To help residents living in unincorporated communities, this focus area includes enhancing services, community outreach, planning and maintenance.

SIGNIFICANT ACHIEVEMENTS:

- Secured \$1.5M in state funds to complete flood risk reduction studies in Clarksburg, Knights Landing and Yolo.
- Awarded \$3M to repair/rehabilitate a section of Huff's Corner.
- Secured \$3M to replace County Road 40 Low Water Bridge.
- Expanded fiber broadband into Knights Landing and increased broadband connection speed at rural Yolo County libraries.
- Completed multiple project studies relate to water, sewer, and road needs for various County Service Areas (CSA).
- Secured \$400,000 in state funding for enhanced levee maintenance and repairs in CSA-6.
- Conducted 24 projects related to health and safety or economic development in rural communities through the Rural Community Investment Program.
- Developed a rural community infrastructure-funding plan in partnership with Yolo County Housing.
- Funded and implemented FloodSAFE Yolo 2.0 to reduce flood risk in central Yolo County.
- Funded a comprehensive infrastructure assessment for Madison, resulting in a water system replacement project.
- Conducted multiple road rehabilitation and bridge maintenance projects.
- Constructed a new drinking water well in Knights Landing.
- Yolo County Library purchased 80 hotspots with Rural Community Investment funds, for resident use.
- Implemented traffic calming measures in Clarksburg, including a 3-way stop sign and solar radar speed signs.
- Installed license plate reader cameras on the Freeport Bridge and Jefferson Boulevard for stolen vehicles/illegal dumping.
- Coordinated multi-agency funding to remove deserted vessels in the delta that cause waterway hazards and wildlife harm.
- Contributed \$100,000 toward the relocation and restoration of the 1883 Clarksburg Schoolhouse.



\$3M in state funding was secured to replace the Low Water Bridge at County Road 40



Supervisor Villegas surveys an abandoned vessel on the delta before removal



Sustainable Environment

FOCUS AREA:
Identify and implement sustainable parks system model

To help ensure physical and financial sustainability, the County is managing the parks system with adaptable and wide-ranging strategies.

SIGNIFICANT ACHIEVEMENTS:

- Constructed the Tuli Mem Park and Aquatics Center in Esparto.
- Secured \$1.4M in state funding and state/federal permits for major improvements to Knights Landing Boat Launch.
- Conducted parks planning and feasibility studies for a community park in Knights Landing.
- Obtained \$152,310 in grant funding for a potential Off Highway Vehicle park.
- Secured \$107,083 in grant funding for a trail improvement project at Grasslands Regional Park.
- Completed a comprehensive study of the parks system to increase sustainability.
- Developed a Parks Marketing Plan.
- Obtained permission from the State to charge fees at all five Putah Creek Access sites.
- Installed new pay stations at the Elkhorn and Knights Landing boat launches to provide the public more payment options.
- Hosted a free community event at Grasslands Regional Park.



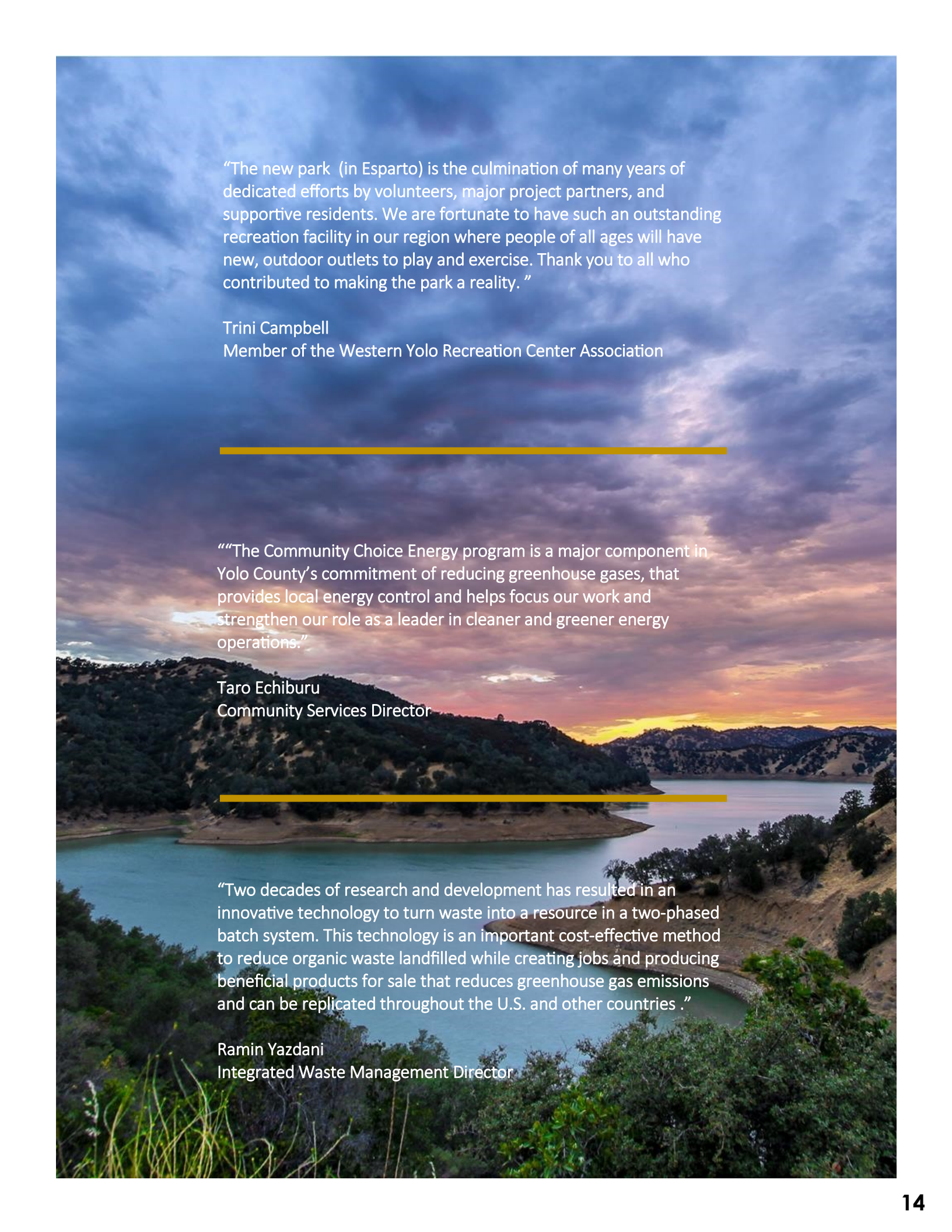
Open House at the Grasslands Regional Park



The eight-lane swimming pool at the Tuli Mem Park and Aquatic Center in Esparto



Pay station at Elkhorn boat launch



“The new park (in Esparto) is the culmination of many years of dedicated efforts by volunteers, major project partners, and supportive residents. We are fortunate to have such an outstanding recreation facility in our region where people of all ages will have new, outdoor outlets to play and exercise. Thank you to all who contributed to making the park a reality. ”

Trini Campbell
Member of the Western Yolo Recreation Center Association

““The Community Choice Energy program is a major component in Yolo County’s commitment of reducing greenhouse gases, that provides local energy control and helps focus our work and strengthen our role as a leader in cleaner and greener energy operations.”

Taro Echiburu
Community Services Director

“Two decades of research and development has resulted in an innovative technology to turn waste into a resource in a two-phased batch system. This technology is an important cost-effective method to reduce organic waste landfilled while creating jobs and producing beneficial products for sale that reduces greenhouse gas emissions and can be replicated throughout the U.S. and other countries .”

Ramin Yazdani
Integrated Waste Management Director

FOCUS AREA:

Ensure water reliability

The region’s water supply is a key resource that many communities, farmers, and businesses rely on and requires local strategies and regional partnerships.

SIGNIFICANT ACHIEVEMENTS:

- Awarded \$1M in grant funding for the development of a Sustainable Groundwater Management Plan.
- Formed the Yolo Ground Water Sustainability Joint Powers Authority.
- Worked collaboratively with nine local agencies and CalTrans to complete groundwater subsidence monitoring.

FOCUS AREA:

Identify countywide waste reduction strategies

With growing populations, how waste is housed and recycled becomes a growing issue. Yolo County is utilizing innovation and teamwork to undertake this task.

SIGNIFICANT ACHIEVEMENTS:

- Constructed an anaerobic composter at the Landfill.
- Established a mattress-recycling program.
- Expanded the reuse program to include non-hazardous materials and the yard waste program to handle food waste.
- Implemented a pharmaceutical collection program.
- Developed an operations plan for the Yolo County Division of Integrated Waste Management.

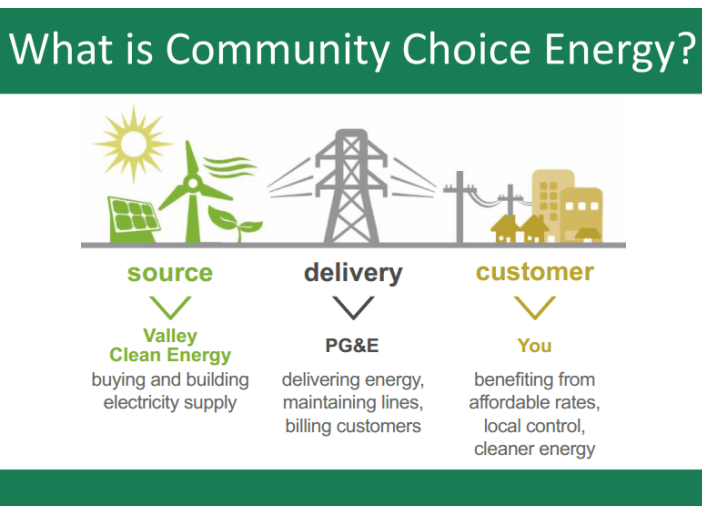
FOCUS AREA:

Update and implement Climate Action Plan

Yolo County is a local leader in climate action, working towards renewable options, lowering greenhouse gas emissions and reinvesting in local infrastructure.

SIGNIFICANT ACHIEVEMENTS:

- Established a Community Choice Energy program, Valley Clean Energy, to purchase electricity under a joint powers agreement for the cities of Woodland, Davis, and unincorporated Yolo County.
- Completed an update to the greenhouse gas inventory.



Anaerobic Composter Grand Opening in October 2019

A description of Community Choice Energy



Flourishing Agriculture

FOCUS AREA:

Develop strategies, including a concierge approach to nurture new ag or ag tech businesses

By providing quality service and creating strong working relationships, new businesses are attracted and existing businesses can grow, creating a positive and agriculturally-rich reputation.

SIGNIFICANT ACHIEVEMENTS:

- Enacted a cannabis gross receipts tax and allocated revenues to address several priority needs.
- Developed a Draft Cannabis Land Use Ordinance and Draft Environmental Impact Report for Board consideration in 2020.
- Conducted a survey of agricultural stakeholders to identify areas of need.
- Explored feasibility of an Agriculture & Food Accelerator Fund.
- Successfully implemented a cannabis cultivation licensing program through an interim ordinance.

FOCUS AREA:

Facilitate connections between growers and buyers

The County is facilitating agribusiness connections by hosting events, maximizing sales opportunities for farmers, and supporting local programs.

SIGNIFICANT ACHIEVEMENTS:

- Held a number of buyer connection days to facilitate business between growers and buyers.
- Supported the Farm to School Program to connect local farms and food distributors with Yolo County school districts.



Almonds are Yolo County's top crop and in 2018 had a gross value of almost \$113M

A cannabis plant in Yolo County

FOCUS AREA:
Ag land preservation

By using an extensive agricultural land preservation strategy the County can mitigate issues and agricultural impacts.

SIGNIFICANT ACHIEVEMENTS:

- Completed a comparative analysis of agricultural land preservation policies among California counties.
- Updated the Agriculture Mitigation and Conservation Program.

FOCUS AREA:
Align workforce development efforts with ag and food system employer needs

The County is engaged in training a workforce that meets the needs of agriculture, food processing, manufacturing and food systems.

SIGNIFICANT ACHIEVEMENTS:

- Assisted two organizations in obtaining entrepreneurship grant funding to grow agricultural business.
- Connected workers with culinary and hospitality training through a county internship trainee program and certification.
- Completed an Agricultural Labor Report to identify the needs of agricultural laborers and determine strategies.
- Developed a Rural Farmworker Outreach Program.
- Partnered with Yolo County Office of Education to create an Agricultural Worker Certification program for agricultural laborers.



“Agriculture is our #1 industry worth over \$675 million in 2018. The county strategic plan seeks to ensure farmers have the workforce and land to continue this trend.”

John Young
Agricultural Commissioner



A Look Ahead

As we look to the future, the County continues to strive towards our organizational vision and mission through the establishment of a comprehensive and impactful strategic plan. After a year-long development effort involving community, staff and Board engagement, the County has developed an outcome-based 2020-2024 Strategic Plan. This plan identifies clear outcomes, metrics, and time-based strategies for each goal in order to more effectively track progress and measure success while increasing data transparency.

Through collaboration with our local and regional partners, the County endeavors to attain five goals:



THRIVING RESIDENTS

Support social, economic, and physical environments which promote good health and protect vulnerable populations so that community members and future generations have the opportunity to learn and grow to their full potential.



SAFE COMMUNITIES

Protect the public through cross-system collaborations that focus on prevention, utilize evidence based strategies for treatment and intervention, provide legal representation, and ensure code enforcement of unsafe conditions.



SUSTAINABLE ENVIRONMENT

Utilize natural resources to provide recreational opportunities and ensure their availability for generations to come, protect and improve water quality and quantity, lower greenhouse gas emissions, and maximize the use of renewable energy.



FLOURISHING AGRICULTURE

Facilitate a vibrant and resilient agricultural industry that concurrently preserves sufficient farmland to maintain local, state, and national food security in perpetuity.



ROBUST ECONOMY

Promote a balanced economy that offers job opportunities and ample services for every resident as well as avenues for business growth and development.



Created December 2019
By Jenny Tan, Communications Coordinator

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