

YOLO COUNTY STRATEGIC PLAN

2020-2024

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2019 BOARD OF SUPERVISORS CHAIR AND VICE CHAIR

What follows are messages from the 2019 Board Chair and Vice Chair, who helped steward development of the 2020-2024 Yolo County Strategic Plan.



On behalf of the Yolo County Board of Supervisors, it is my honor to transmit the 2020-2024 Yolo County Strategic Plan. This document encapsulates our shared focus for the period 2020 through 2024. The 2020 Yolo County Strategic Plan was adopted and approved by the Board of Supervisors on December 17, 2019, culminating a rigorous year-long process.

The Strategic Plan is an essential instrument that enables Yolo County to remain a strategically aligned organization and address our mission of making a difference by enhancing the quality of life for every resident in our community and stewarding the resources of the beautiful place we inhabit. This plan will be used by the Yolo County Board of Supervisors and our county team to align goals and actions, set policies, and prioritize funding and resources. The 2020 plan focuses on five primary goal areas: 1) Thriving Residents; 2) Safe Communities; 3) Sustainable Environment; 4) Flourishing Agriculture; and 5) Robust Economy, which is a new addition to this strategic plan.

Throughout 2019, the county leadership team conducted an extensive, iterative process of community engagement, data assessment, consultation and input from program leaders in every county department, and gathering of framing insights from key partner agencies and policy experts on a variety of critical topics. The Strategic Plan was the focus of ten meetings of the Board of Supervisors from October 2018 through December 2019. Six of those ten sessions were standalone workshops focused solely on the development of the Strategic Plan.

[continued on next page]

Significantly, the 2020-24 Yolo County Strategic Plan was informed by the people of our community and is largely the product of a robust community engagement process conducted from December 2018 through March 2019. We received input from 476 individuals and 24 different advisory bodies and special districts through this process. Structured surveys were provided to every Yolo County advisory body and special district and a second survey for members of the broader public was released on the County website, social media pages, and in local press outlets. Community meetings were conducted in Davis and Elkhorn to encourage interactive participation and promote the use of the survey. Eight “pop-up” booth appearances were conducted at various locations throughout the county and survey forms were available in five languages at every library, rural post office, and Health and Human Services site in the county. The input we received through this process enhances our strategic focus.

A plan is only as good as the effort committed to implementation and monitoring. The 2020-24 Strategic Plan refines and builds on our prior strategic and tactical plans adopted in 2012 and 2016. It is more than a list of goals. The 2020 strategic plan is structured to include goals, desired outcomes, measurable metrics, and specific strategies to advance the outcomes. Our deliberate intention is to increase transparency and effective measurement of progress. In addition to adoption of the 2020-24 plan, on December 17, 2019, the Board also adopted a set of Strategic Plan priorities. This will allow the Board to monitor key areas in 2020 and establish a practice of annual updates to priority areas.

The commitment to digging deep and thinking ahead paved the way for the plan to be comprehensive, inclusive, and strategically aligned with the strengths and needs, as well as the core values, of Yolo County. On behalf of the Yolo County Board of Supervisors, thank you to Carolyn Jhajj and Jill Cook who shepherded this process throughout the year, and all who participated in the development of the 2020 Yolo County Strategic Plan.

In shared service,

Don Saylor

Yolo County Supervisor, District 2

2019 Chair, Yolo County Board of Supervisors



The Yolo County Board of Supervisors has worked, over the past year, to develop the 2020-2024 Strategic Plan. All residents of Yolo County were invited to participate and propose their own contributions to the plan. As a result of incorporating the input of local residents, the plan sets forth a unified perspective for the future of Yolo County based on improving and maintaining a thriving and safe community characterized by a sustainable environment, flourishing agricultural industry, and a robust economy. For the next five years, the Strategic Plan will serve as a guiding document for the Board of Supervisors by providing clear direction for policy decisions and simultaneously aiding in the strategic allocation of County resources.

As we embark on implementation, it is my desire that the Strategic Plan will be a living document that is flexible and adaptable to changing circumstances while maintaining our strategic focus. Progress will be continually evaluated using established metrics and we will work alongside our diverse community partners to ensure success. Through these implementation efforts, it is my aspiration and those of the Board of Supervisors that the 2020-2024 Strategic Plan will establish and nurture positive and sustainable change in our shared and beloved community for years to come.

Sincerely,

Gary Sandy
Yolo County Supervisor, District 3
2019 Vice Chair, Yolo County Board of Supervisors

YOLO COUNTY

OUR MISSION

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

OUR 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.

OUR CORE VALUES

Service **P**erformance **I**ntegrity **R**esponsibility **I**nnovation **T**eamwork

OUR GOALS



Thriving Residents



Safe Communities



Sustainable Environment



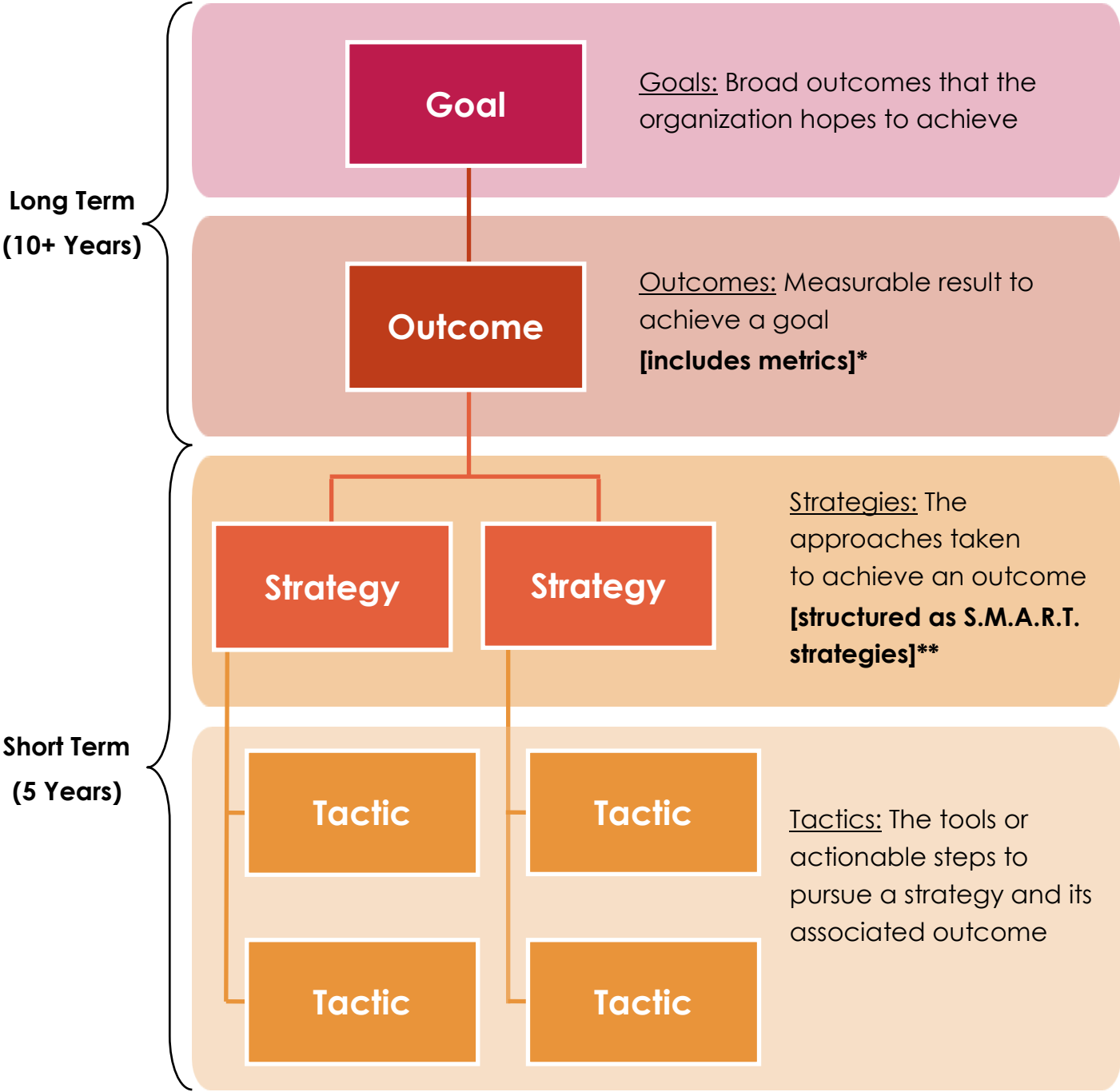
Flourishing Agriculture



Robust Economy

FRAMEWORK

The terminology utilized for the Strategic Plan identifies clear outcomes, metrics and time-based strategies for each goal in order to more effectively track progress and measure success.

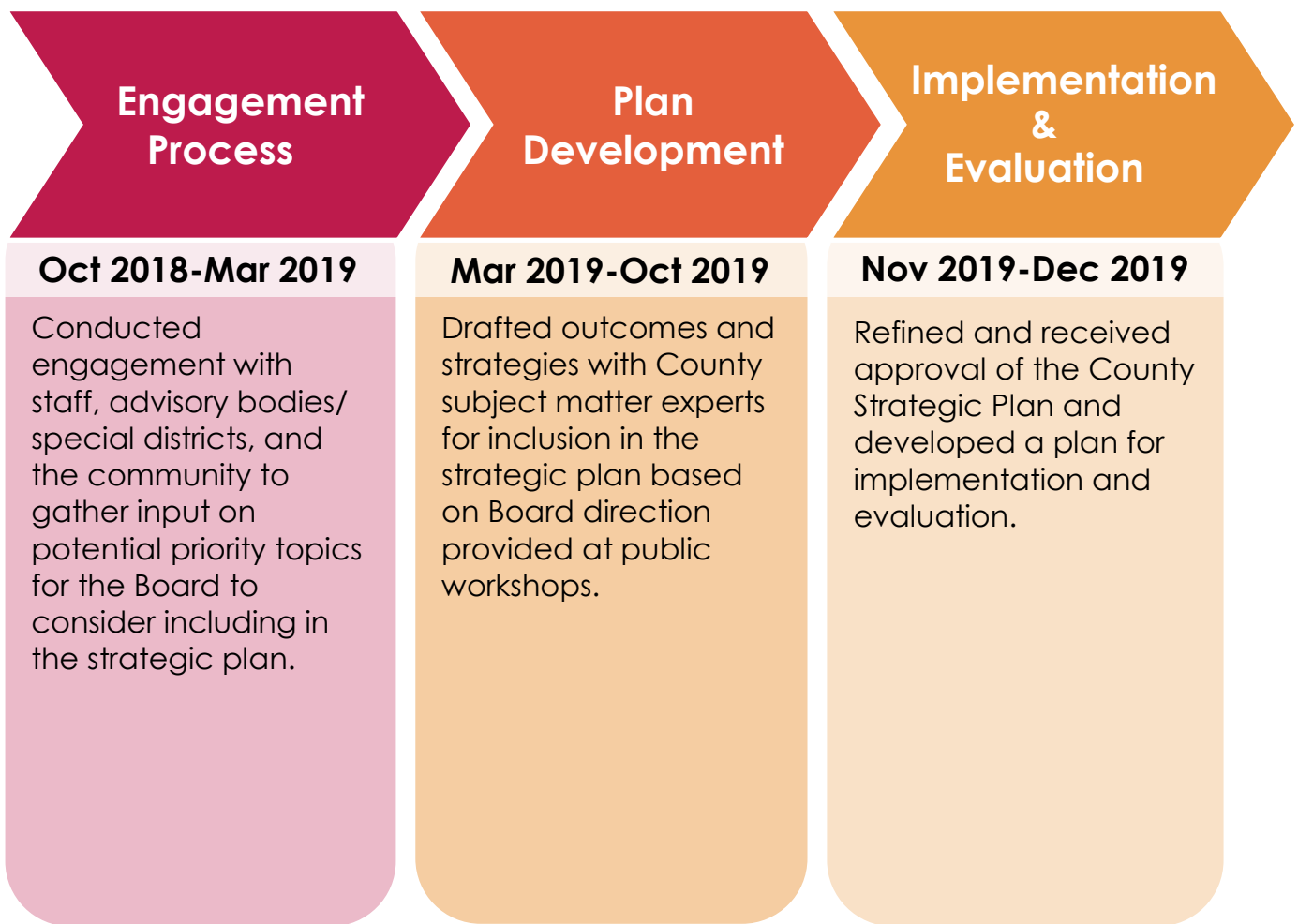


* Standard of measurement

** Specific. Measureable. Attainable. Relevant. Time-Based.

DEVELOPMENT PROCESS

In order to establish the 2020-2024 Yolo County Strategic Plan, the Board of Supervisors embarked on a thorough three phase development process. This occurred over the course of 18 months consisting of engagement efforts, plan development, and implementation and evaluation.



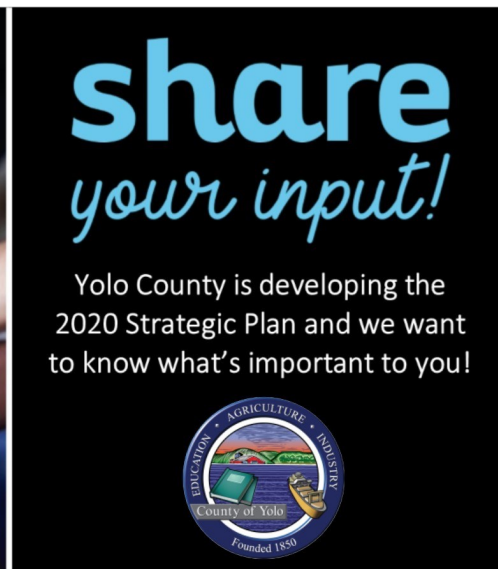
PHASE 1: ENGAGEMENT EFFORTS

METHODS

The first phase of the development process involved engagement efforts where the County sought to engage the input of County departments, County advisory bodies and special districts, and the community. Each department provided a list of anticipated goals and challenges over the next five years. Additionally, a survey was released to County advisory bodies and special districts and a separate survey was released to the public. The surveys provided an opportunity for the advisory bodies/special districts and public to share their priority interests for the Board to consider in the development of the 2020 Strategic Plan.

OUTREACH

Every County advisory body and special district was emailed a voluntary survey to complete as a body. The public survey was released on the County website, social media posts, and in a press release on January 18, 2019. It was also available in five languages. To encourage participation, the survey was promoted through two interactive public meetings (Davis and Elkhorn), eight pop-up booths (Woodland, Davis, Knights Landing, Winters, and Clarksburg), and the placement of flyers at County service centers and rural post offices.

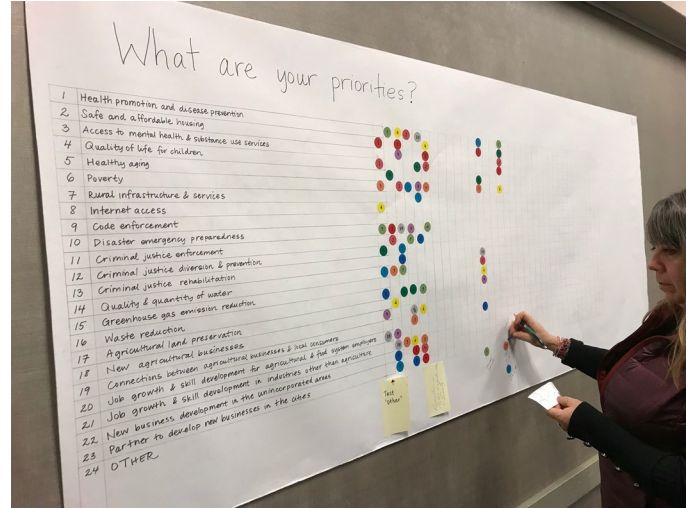


Flyers such as these were placed at local libraries, post offices and County service desks to advertise the public survey.

County staff encourage participation in the public survey at the Davis Farmers Market.



County staff present the strategic plan development process at a meeting of Democracy Winters.



The public ranks their priorities in a public meeting at the Mary L. Stephens Davis Branch Library.

RESULTS

Overall, 24 County advisory bodies/special districts and 476 individuals participated in the outreach. The Yocha Dehe Wintun Nation also provided a letter expressing their priority interests for consideration.

The results of the engagement efforts were compiled and shared at the March 26, 2019 meeting of the Board of Supervisors. This information was utilized by the Board to help establish additional topics to analyze in the next phase of the development process at their strategic plan workshops.

Public Priorities

1. Safe and Affordable Housing
2. Homelessness
3. Access to Mental Health and Substance Use Services
4. Quality of Life for Children
5. Quality and Quantity of Water
6. Rural Infrastructure and Services
7. Health Promotion and Disease Prevention
8. Agricultural Land Preservation
9. Disaster Emergency Preparedness
10. Poverty

Advisory Body/Special Districts: Top Challenges*

- Housing
- Water Management
- Labor Shortage/Skilled Labor
- Population Growth
- Homelessness
- Cannabis Cultivation and its Effects
- Infrastructure

*Displays common responses from responding bodies. Deemed a common response if 5 or more bodies included that topic as a challenge.

PHASE 2: PLAN DEVELOPMENT

The second phase of the 2020 Strategic Plan process was the development of the draft outcomes and strategies. From February 2019 through October 2019, the County utilized Board of Supervisors public workshops to conduct a review of various topics of interest chosen by either Board request or arising from the engagement input received. The Board had a total of six workshops where staff provided in depth presentations on each of the selected topics followed by Board discussion. The purpose of these workshops was to gather Board direction on the County approach to addressing the topics.

Board Strategic Plan Workshop Schedule	
Workshop Date	Discussion Topics
February 5, 2019	<ul style="list-style-type: none"> Behavioral Health Homelessness/Housing
April 16, 2019	<ul style="list-style-type: none"> Aging Children Food Security/Poverty Health in All Policies Health Equity
July 16, 2019	<ul style="list-style-type: none"> Environment Agriculture Economy Infrastructure
July 23, 2019	<ul style="list-style-type: none"> Disaster Emergency Preparedness
August 13, 2019	<ul style="list-style-type: none"> Criminal Justice System (Adults and Juveniles)
October 1, 2019	<ul style="list-style-type: none"> 2016-2019 Strategic Plan Evaluation Review Draft Outcomes and Strategies

Following the Board public workshops, staff worked with County subject matter experts on each of the topics to draft outcomes and strategies for the strategic plan. These drafts were shared with the Board on October 1, 2019 at the annual Board Strategic Planning Session to gather their feedback. Following the meeting, staff further refined the draft outcomes and strategies and then shared them with the Board for additional feedback at their November 19, 2019 meeting.

PHASE 3: IMPLEMENTATION & EVALUATION

The third and final phase of plan development involved approval of the Strategic Plan and preparation for its implementation and future evaluation. The 2020-2024 Yolo County Strategic Plan was approved by the Board of Supervisors on December 17, 2019. In preparation for the official January 2020 start date, County staff prepared a plan for implementation and future evaluation that will occur as follows:

IMPLEMENTATION

Staff will establish leads for each outcome of the strategic plan. These leads will form teams to aid in the development of tactical plans to drive achievement of the outcome and associated strategies. Additionally, each year the Board will identify strategies as priorities for that calendar year.

MARKETING PLAN

To spread awareness regarding the 2020-2024 Strategic Plan, the County will embark on a marketing campaign. This will include a combination of marketing materials, an internal and external webpage, and formal outreach efforts targeted at staff, stakeholders, partner agencies, and the public.

DASHBOARD

Staff will work to develop an online public dashboard that displays metrics associated with the strategic plan to transparently display progress. A team will be formed to evaluate software options and develop the dashboard.

REPORTING AND EVALUATIONS

Staff report templates will be altered to align with the strategic plan outcomes as opposed to just the goals. Additionally, updates on strategic plan progress will be provided to the Board quarterly, including at the annual Board Strategic Planning Session.

2020-2024 STRATEGIC PLAN GOALS



GOAL: 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.

OUTCOME #1: HEALTH EQUITY

Reduce disparities in health outcomes through upstream prevention by addressing root cause social determinants of health (education, income, neighborhood, and housing).

Metric:

- *Comparison of Human Development Index (HDI) across local communities and population groups*

OUTCOME #2: HOMELESSNESS

Achieve “functional zero” in homelessness with a demonstrated reduction in people experiencing homelessness countywide.

[Functional zero is the point at which the number of individuals experiencing a housing crisis in our community is equal to or fewer than the number of permanent housing units available to them]

Metrics:

- *# of permanent housing units available in Yolo County, minus the # of people experiencing homelessness*
- *# of people experiencing homelessness on any given night in Yolo County*

OUTCOME #3: CHILDREN

Reduce economic and educational disparities while building resiliency for vulnerable children, youth, and their families.

Metrics:

- *Comparison of Human Development Index (HDI) across local communities and population groups*
- *Improvement of community and child resiliency using the Child and Youth Resiliency Measure (CYRMs)*
- *# of resource families for children and youth with intensive needs who have experienced maltreatment and have been placed in out of home care in the region*

OUTCOME #4: AGING

Reduce economic and health disparities while building resiliency and supportive care for aging residents of Yolo County.

Metric:

- *Comparison of Human Development Index (HDI) across local communities and population groups*

OUTCOME #5: BEHAVIORAL HEALTH

Outcome: Link adults with behavioral health conditions to the appropriate level of services.

Metrics:

- *% increase in locally available staffed living settings, such as Board and Cares, for individuals with behavioral health conditions*
- *% of adults involved with the criminal justice system who have an identified behavioral health issue and are not receiving an appropriate level of related services*

OUTCOME #6: INFECTIOUS DISEASE

Outcome: Reduce the prevalence and transmission of infectious diseases with an emphasis on sexually transmitted diseases and tuberculosis.

Metrics:

- *# of gonorrhea cases per 100,000 people annually*
- *# of chlamydia cases per 100,000 people annually*
- *# of syphilis cases per 100,000 people annually*
- *# of tuberculosis cases per 100,000 people annually*

GOAL: 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.

OUTCOME #1: DISASTER EMERGENCY PREPAREDNESS & RESILIENCY

Outcome: Increase disaster emergency preparedness and resiliency of the Yolo County community and organization.

Metrics:

- # and % of EOC staff trained to a Type 4 Level
- # of community members that attended a public meeting or class
- # of views and/or interactions on social media videos and posts
- Public Readiness Index Score (#)

OUTCOME #2: INFRASTRUCTURE

Outcome: Enhance infrastructure and reduce flood risk in the unincorporated areas of Yolo County.

Metrics:

- # of unincorporated households served by internet providers connected to Yolo County towers/infrastructure
- # and % of Yolo County Library branches providing high speed internet (at least 25 mbps down) to nearby residents
- Flood protection rating (flood interval years) for the communities in the Yolo Basin

OUTCOME #3: CRIMINAL JUSTICE

Outcome: Reduce criminal activity and recidivism.

Metrics:

- *# of property crimes per capita*
- *# of violent crimes per capita*
- *% reduction in recidivism (target of 10% reduction) for actively supervised felony probationers in evidence-based programming (includes bookings, charges and convictions)*
- *# and % of individuals enrolled in a rehabilitative program that achieved the intended program outcome*

OUTCOME #4: FIRE PROTECTION

Outcome: Increase sustainability of rural fire protection services.

Metrics:

- *TBD (Standards to be determined collaboratively with Yolo County Fire Chiefs Association)*

GOAL: SUSTAINABLE ENVIRONMENT



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

OUTCOME #1: QUALITY AND QUANTITY OF WATER

Outcome: Ensure a balanced water portfolio.

Metric:

- *Use of surface and groundwater does not exceed supply (# of acre feet)*

OUTCOME #2: CLIMATE ACTION AND RESILIENCE

Outcome: Reduce Greenhouse Gas emissions.

Metric:

- *# of metric tons of carbon dioxide emitted*

(Additional metrics to be identified in the sustainability plan)

GOAL: FLOURISHING AGRICULTURE



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

OUTCOME #1: AGRICULTURAL PRESERVATION

Outcome: Increase the preservation of agricultural land.

Metric:

- # of agricultural acres permanently protected

OUTCOME #2: AGRICULTURAL WORKFORCE

Outcome: Increase stability and supports for agricultural workers and agricultural employers.

Metrics:

- # of agricultural workers (permanent and seasonal) employed at farms in Yolo County
- # and % of agricultural workers, reached by the Agricultural Labor Program Coordinator, that were connected to supportive services
- # and % of agricultural workers in the agricultural sector pathway program that were connected to employers

OUTCOME #3: FLOOD INSURANCE

Outcome: Reduce flood insurance rates for properties within flood zones.

Metric:

- FEMA Ranking (Target: From 8 to 6)

GOAL: 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.

OUTCOME #1: HOUSING

Outcome: Reduce barriers related to the development of affordable housing units.

Metrics:

- *% increase in affordable housing units*
- *# of individuals living in unaffordable housing (more than 30% of income)*

OUTCOME #2: BUSINESS DEVELOPMENT ENTERPRISE

Outcome: Increase commercial development potential in the unincorporated areas.

Metrics:

- *Financial investment (\$) in unincorporated area*
- *Financial investment (\$) in commercial corridor development*
- *# of new businesses established*
- *Increase in agricultural sector profits (\$)*
- *Increase in County sales and property tax revenue (\$)*

OUTCOME #3: WORKFORCE AND JOB DEVELOPMENT

Outcome: Facilitate successful employment and increase household income amongst participants in employment services with the Yolo County Health and Human Services Agency.

Metrics:

- *% change in employment status pre and post-employment services intervention for employment services participants*
- *% change in household income pre and post-employment services intervention for employment services participants*

OUTCOME #4: COUNTY ASSETS

Outcome: Increase the public benefit and operational potential of county assets.

Metric:

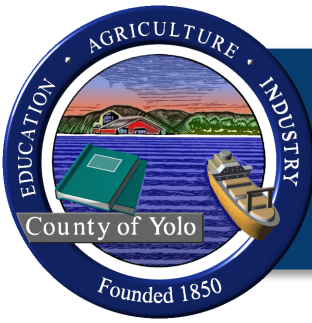
- *Financial investments (\$) in county assets*

OUTCOME #5: RURAL COMMUNITY SUPPORT

Outcome: Expand rural community support.

Metrics:

- *Grant funding (\$) received*



Yolo County Strategic Plan Summary 2020-2024



Mission

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

COUNTY ADMINISTRATOR



"This strategic plan is the guiding document for the County organization. It provides a shared vision for our investment in the community. I'm excited for the future as the Board of Supervisors now shifts to implementing the Strategic Plan action items in the years ahead."

Patrick Blacklock,
Yolo County Administrator



Created January 2020
By Carolyn Jhajj, Senior Management Analyst

www.YoloCounty.org/2020-Strategic-Plan