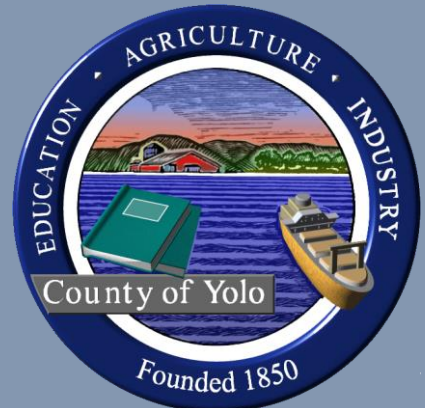


For Fiscal Years Ending:
2024- 2028

County of Yolo

Strategic Plan



FY 2024- 2028 STRATEGIC PLAN

Presented to the Board of Supervisors

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INTRODUCTION TO YOLO COUNTY

OUR MISSION

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

OUR 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 our residents and peers. Together, we will continue to foster a healthy, supportive, and professional environment, striving always for excellence.

OUR CORE VALUES

Service Performance Integrity Responsibility Innovation Teamwork

OUR PILLARS





Thriving Residents

To provide a healthy, safe, and inclusive place to live, work, and visit.

Collaborative Community

To foster cross-system engagement that bridges gaps, advances public safety, takes preventative measures, and enhances community protection.

Sustainable Environment

To build a resilient, equitable, and carbon-negative future that efficiently utilizes natural resources.

Flourishing Agriculture

To uphold a vibrant agricultural industry while supporting future economic opportunities for the public.

Robust Economy

To promote a growing economy, smart development, and be good stewards of county assets to increase public benefit.

Operational Excellence

To champion a quality workforce that strengthens efficient, accessible, and fiscally responsible County operations to provide excellent service.



THRIVING RESIDENTS

To provide a healthy, safe, and inclusive place to live, work, and visit.

- Engage community members and conduct outreach opportunities.
- Expand culturally and linguistically responsive services.
- Reduce disparities and enhance quality of life by improving access to essential services for our most vulnerable constituents.



COLLABORATIVE COMMUNITY

To foster cross-system engagement that bridges gaps, advances public safety, and enhances community protection.

- Establishing prevention and intervention programs that address systemic inequities and root causes.
- Seek outside funding sources and maximize relationships with stakeholders.



SUSTAINABLE ENVIRONMENT

To build a resilient, equitable, and carbon-negative future that efficiently uses natural resources.

- Achieve net-negative emissions by 2030.
- Execute and collaboratively support Climate Action Plan initiatives.
- Preserve natural resources by effectively managing water and ensuring fire sustainability practices.



FLOURISHING AGRICULTURE

To enhance a vibrant agricultural industry while supporting future economic opportunities for the public.

- Uphold longstanding commitment to agricultural use and open space.
- Support education initiatives and provide direct services to agricultural industry community members.



ROBUST ECONOMY

To promote a growing economy, smart development, and be good stewards of County assets to increase public benefit.

- Address deferred maintenance and enhance County facilities.
- Enhance economic development and economic resilience.
- Review revenue enhancement needs and major development proposals.
- Allocate funding to address critical infrastructure and public service needs.



OPERATIONAL EXCELLENCE

To champion a quality workforce that strengthens efficient, accessible, and fiscally responsible County operations to provide excellent services.

- Support a strong and positive work environment that retains a high-quality workforce and provides employee development and engagement.
- Support the implementation of new technologies to improve work processes.
- Internal programs and functions are adequately funded and (sustainable).



STRATEGIC PLAN REVIEW SCHEDULE

Every four years, Yolo County will conduct a new Strategic Planning cycle in which the entirety of the Plan will be open to new improvements and restructure.

In 2028, this Strategic Plan will be reviewed and a full report of accomplishments, challenges, history of revisions, and scope of progress will be provided.

Every fiscal year, the Strategic Plan will be revisited by County leadership for an annual progress report. In so doing, the Strategic Plan will connect to the annual budget review schedule. This will provide flexibility to make additions, interventions, and reprioritizations to the Strategic Plan per budget allocations. Thus, the County can provide a nimble response to changes in the community.

STRATEGIES

Our initiatives are interconnected, collaborative, and connect to other plans across the County. Each County department considers measurable strategies and action steps that span across more than one pillar. Each County department intentionally select strategies and action steps that connect to other plans under their leadership. In addition, County departments indicate common or cross-departmental goals to demonstrate our aligned, concerted efforts.

*Strategies optionally provided by departments administered by elected department heads (District Attorney, Sheriff, Assessor-Clerk-Recorder-Elections) are for informational purposes only and are not subject to Board approval.

STRATEGIC ACTION PLAN

(S.A.P.)

The Strategic Action Plan (SAP) is a culmination of each County department's Strategic Plan's goals and action steps towards completion.

The departments identify, delegate, and make progress on the goals and action steps across all six Pillars.

The Common Department(s) row includes County departments who contribute to the work to demonstrate how departments work collaboratively to accomplish the goals.

The County Plan Alignment row asks for alignment to another current plan to be recognized and linked for reference if applicable.

The Status column utilizes the following labels to communicate the state of progress and development towards goal completion.

- **Ongoing** A continuous, perpetual cycle of maintenance work.
- **Completed** Fully finished action steps and deliverables.
- **Pending** Near completion, awaiting final motion.
- **In Progress** Action has been taken to move towards completion.
- **Delayed** Halted from progress, postponed until further notice.
- **Not Started** Action will be delegated to initiate the work.

**Shared Strategy Flag- Indicates a strategy adopted by more than one department with separate action steps that is cross-referenced in the Strategic Action Plan.*

**Goal Bank Items- A goal proposed for large scale adoption.*

STRATEGIC ACTION PLAN

DEPARTMENT: COUNTY ADMINISTRATOR’S OFFICE

Strategy #1 Lead(s): Berenice Espitia and Mark Bryan	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITIES
	ROBUST ECONOMY
To distribute American Rescue Program funds to provide direct financial relief, enhance economic development, and boost equitable economic recovery for Yolo County residents through 2026.	
Action Steps:	Status:
1. Work with district offices to expend community funds.	In Progress
2. Work with existing vendors/staff to make sure allocation funds are expended.	Not Started
3. Administer the close out of ARP program pursuant to Board direction.	Not Started
Common Department(s): HHSA, Library	
County Plan Alignment:	

Strategy #2 Lead(s): Alexander Tengolics and Cindy Perez	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITIES
	ROBUST ECONOMY
	OPERATIONAL EXCELLENCE
To monitor grants, funding streams, and allocations including those within the Infrastructure Investment and Jobs Act, and the Inflation Reduction Act, and proactively applying to such grant opportunities to best ensure the County receives a fair share of funding to address critical infrastructure and public service needs, particularly in disadvantaged communities.	
Action Steps:	Status:
1. Engage with grant consultant to aggressively pursue opportunities.	Not Started
2. Proactively engage on state budget issues to protect county revenue streams and prevent cost shifting and/or unfunded mandates from the state.	Not Started
Common Department(s): Community Services	
County Plan Alignment: 2024 Intergovernmental Advocacy Policy, Legislative Platform	

Strategy #3 Lead(s): Cindy Perez and Alexander Tengolics	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITIES
	OPERATIONAL EXCELLENCE
To scale high quality, cost-efficient Animal Services for Yolo County residents in collaboration with local agencies and city governments through 2024-28. <i>*Shared Strategy- Community Services Dept., Strategy #7, pg. 24</i>	
Action Steps:	Status:
1. Assist with transition of Animal Services to DCS.	In Progress
2. Work with JPA to explore potential shared governance model.	In Progress
Common Department(s): Sheriff’s Department, Community Services	
County Plan Alignment:	

Strategy #4 Lead(s): Alexander Tengolics and Mark Bryan	COLLABORATIVE COMMUNITIES
	OPERATIONAL EXCELLENCE
Reinvigorate a spirit of internal operational excellence through inquiry and interdepartmental collaboration in Yolo County government through 2024-28.	
Action Steps:	Status:
1. Develop a multiyear fiscal forecast to best inform Board deliberation on budgetary manners.	Not Started
2. Work with HR to develop succession, staff retention, and senior leadership development initiatives.	Not Started
3. Work with internal service departments to determine necessary resources to best support County operations.	Not Started
4. Develop an integrated process for prioritizing solutions for deferred/extraordinary building maintenance by addressing unmet needs, space planning, and repurposing County-owned property, while judiciously pursuing real estate acquisition opportunities in alignment with the CIP.	Not Started
Common Department(s): Human Resources, Financial Services, Community Services, General Services	
County Plan Alignment: Capital Improvement Plan, Legislative Advocacy Platform	

Strategy #5	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITIES
	OPERATIONAL EXCELLENCE
Lead(s): Cindy Perez and Berenice Espitia	
To work collaboratively with Board ad hoc subcommittees and standing committees to address emerging issues impacting Yolo County residents through 2024-28.	
Action Steps:	Status:
1. Coordinate an aging adult summit in collaboration with local agencies and city governments to consolidate efforts, network, identify gaps in services and expand services across the County in 2024.	Not Started
2. Continue efforts, including Prop 218 assessment processes, to increase sustainable funding for fire protection districts.	Not Started
3. Review project adoption procedures for the Capital Improvement Plan and collaborate with the Board, the CCI, and the CIC to outline an improved CIP management process.	Not Started
Common Department(s): HHSA, Financial Services, Community Services, General Services	
County Plan Alignment: Capital Improvement Plan	

Strategy #6	FLOURISHING AGRICULTURE
	OPERATIONAL EXCELLENCE
	ROBUST ECONOMY
Lead(s): Alexander Tengolics	
To review existing land use policies relative to revenue enhancement needs and present options to the Board of Supervisors reflective of Yolo County’s longstanding commitment to agricultural use and open space through 2024-28.	
Action Steps:	Status:
1. Review general plan in conjunction with community services for future economic and development opportunities.	Not Started
2. Work collaboratively with cities to review major development proposals requiring annexations.	Not Started
Common Department(s): Community Services	
County Plan Alignment:	

STRATEGIC ACTION PLAN

DEPARTMENT: AGRICULTURE, WEIGHTS & MEASURES

Strategy #1	FLOURISHING AGRICULTURE
	SUSTAINABLE ENVIRONMENT
Lead(s):	
Establish a new K-9 Unit for Pest Detection Program.	
Action Steps:	Status:
1. Establish classification and budget for program and necessary approvals.	Not Started
2. Establish protocols to meet program goals.	Not Started
3. Within 6 months of program approval, initiate recruitment, hire staff, designate space, and obtain necessary equipment & supplies.	Not Started
4. Collaborate and coordinate with surrounding counties to support pest prevention activities.	Not Started
Common Department(s): Sheriff's Department	
County Plan Alignment:	

Strategy #2	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	OPERATIONAL EXCELLENCE
	SUSTAINABLE ENVIRONMENT
Lead(s):	
Establish Electric Vehicle Charging Station Supply Equipment (EVSE) Inspection Program to protect customers.	
Action Steps:	Status:
1. Determine impact base on regulatory and program requirements on industry.	Not Started
2. Calculate and project revenue for the program.	Not Started
3. Obtain testing equipment.	Not Started
4. Determine staff workload hours, assess additional staff needed, and project future growth.	Not Started
Common Department(s): Community Services, Innovation and Technology, General Services	
County Plan Alignment:	

Strategy #3 Lead(s):	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	FLOURISHING AGRICULTURE
	SUSTAINABLE ENVIRONMENT
Conduct pesticide safety outreach & education to Agricultural Industry and local community at large.	
Action Steps:	Status:
1. Determine existing agricultural issues relating to Ag industries and public	Not Started
2. Create educational material which brings attention to issue and provides a safer solution.	Not Started
3. Convey current Ag practices and existing laws and regulations to help bring awareness to community members.	Not Started
Common Department(s):	
County Plan Alignment:	

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STRATEGIC ACTION PLAN

DEPARTMENT: ASSESSOR/CLERK-RECORDER/ELECTIONS

Strategy #1	THRIVING RESIDENTS
	OPERATIONAL EXCELLENCE
Lead(s):	
Create and share customer service questionnaires to Yolo County constituents to solicit feedback to improve services and ensure public inclusivity by 2025.	
Action Steps:	Status:
1. Develop a list of questions for Yolo County constituents.	
2. Create QR code access for the questionnaire.	
3. Translate questionnaire to Spanish for inclusivity.	
Common Department(s):	
County Plan Alignment:	

Strategy #2	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	OPERATIONAL EXCELLENCE
Lead(s):	
Yolo County will coordinate at least quarterly County Road Show pop ups at various community events and locations in 2024/25 to bridge transportation gaps for YC residents in partnership with county departments.	
<i>*Shared Strategy- Child Support Services Dept., Strategy #5, pg. 18</i>	
Action Steps:	Status:
Offer ACE Services, such as: marriage ceremonies, voter registration, and assessor staff available for property related questions.	
Marriages (5)	
Register (50+) voters	
Assessor (participate)	
Common Department(s):	
County Plan Alignment:	

Strategy #3 Lead(s):	SUSTAINABLE ENVIRONMENT
	COLLABORATIVE COMMUNITY
	FLOURISHING AGRICULTURE
	OPERATIONAL EXCELLENCE
Increase efficiency of county partnership through technology.	
<i>*Shared Strategy- Child Support Services Dept., Strategy #2, pg. 16</i>	
Action Steps:	Status:
1. Create new avenues for a streamlined online submission of annual production forms for agricultural property owners to the Assessor for their participation in the Williamson Act program in 2025.	
2. Increase the number of agent relationships with document submission companies by 50% to expand e-recording and reduce paper in-take.	
3. Partner with vendor to identify additional document submission companies.	
4. Educate government document submitters on the process to become an electronic submitter.	
5. Develop a frequently asked questions (FAQ) sheet and simplified how-to on how to become an electronic submitter.	
Common Department(s): Innovation & Technology Dept.	
County Plan Alignment:	

Strategy #4 Lead(s):	SUSTAINABLE ENVIRONMENT
	COLLABORATIVE COMMUNITY
	OPERATIONAL EXCELLENCE
Enhance StrengthFinders based professional development for ACE staff, to improve employee engagement in 2024/25.	
Action Steps:	Status:
1. Form active Strength Committee.	
2. Develop and provide two (2) Strength-based workshops.	
3. Coordinate with County Strength coaches.	
Common Department(s):	

STRATEGIC ACTION PLAN

DEPARTMENT: CHILD SUPPORT SERVICES

Strategy #1	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
Lead(s):	
Decrease the number of people living in poverty in Yolo County by (X)%.	
Action Steps:	Status:
1. For those families receiving child support, increase the reliability and percentage received of court ordered support.	
2. Support agricultural workers by connecting them to local resources, housing, and financial supports, including child support.	
3. Distribute government owed child support arrears to parents who previously received public assistance.	
Common Department(s):	
County Plan Alignment:	

Strategy #2	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	OPERATIONAL EXCELLENCE
	SUSTAINABLE ENVIRONMENT
Lead(s):	
Increase efficiency of county partnership through technology.	
<i>*Shared Strategy- Assessor/Clerk-Recorder/Elections Dept., Strategy #3, pg. 15</i>	
Action Steps:	Status:
1. Increase the type and volume of child support documents e-filed with the Yolo Superior Court by 5% within the fiscal year.	
2. Increase type of child support documents e-filed by 5% within the next year by adding to the types and amount of documents that we e-file.	
3. Begin e-serving filed child support court documents on parties by July 1, 2025	
Common Department(s):	
County Plan Alignment:	

Strategy #3 Lead(s):	ROBUST ECONOMY
	COLLABORATIVE COMMUNITY
Support local employers through education and reducing non mandated requirements.	
Action Steps:	Status:
1. Conduct local outreach educating employers about Income Withholding Orders (IWO), National Medical Support Notices (NMSN), and affordability of health insurance provisions.	
Common Department(s):	
County Plan Alignment:	

Strategy #4 Goal Lead:	THRIVING RESIDENTS
	ROBUST ECONOMY
	OPERATIONAL EXCELLENCE
Reduce government debt held by Yolo County constituents.	
Action Steps:	Status:
1. Reduce or eliminate government owed child support debt for eligible Yolo County obligors.	
2. Reduce or eliminate government owed child support debt for eligible Yolo County obligors.	
3. Hold quarterly child support presentations/Q&A opportunities.	
Common Department(s):	
County Plan Alignment:	

Strategy #5 Lead(s):	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
Yolo County will coordinate at least quarterly County Road Show pop ups at various community events and locations in 2024/25 to bridge transportation gaps for YC residents in partnership with county departments.	
<i>*Shared Strategy- Assessor/Clerk-Recorder/Elections, Strategy #2, pg. 14</i>	
Action Steps:	Status:
1. Ensure the Yolo County service delivery system is multilingual and multi-cultural.	Not Started
2. Yolo County will coordinate at least quarterly County Road Show pop ups at various community events and locations.	Not Started
Common Department(s):	
County Plan Alignment:	

Strategy #6 Lead(s):	THRIVING RESIDENTS
	OPERATIONAL EXCELLENCE
Evaluate and improve cross departmental processes that result in efficiencies or enhanced service delivery.	
<i>*Goal Bank (item #1)- CAO, Financial Services, Human Resources</i>	
Action Steps:	Status:
1. Reinstate regular financial training on countywide processes.	Not Started
2. Modernize and update Yolo County job descriptions.	Not Started
Common Department(s): County Administrator’s Office, Financial Services, Human Resources	
County Plan Alignment:	

STRATEGIC ACTION PLAN

DEPARTMENT: COMMUNITY SERVICES

Strategy #1	COLLABORATIVE COMMUNITY
	SUSTAINABLE ENVIRONMENT
Lead(s): Kristen Wraithwall	
Achieve net-negative emissions by 2030.	
Action Steps:	Status:
1. Add 3 additional Sustainability Division staff members to support implementation of the Climate Action and Adaptation Plan and associated programs efforts	Not Started
2. Identify Phase 1 and 2 Priorities to achieve emissions reductions from 2024-2027 and 2027-2030.	In Progress
3. Adopt 2030 Climate Action and Adaptation Plan (est. September 2024)	Not Started
4. Identify and apply for 1-3 grant applications to advance Phase 1 Priorities in FY24-25.	Not Started
5. Form a “Green Team” that meets regularly to track progress towards Phase 1 and 2 priorities; provide bi-annual updates to the Board on CAAP Implementation and Green Team progress.	In Progress
6. Complete Inventory and Feasibility Study to Remove Fossil Fuels from County Operations (in partnership with the Department of General Services)	In Progress
7. Complete ZEV Action Plan and Internal Fleet Transition Study in partnership with external partners (Cities, UC Davis, Yocha Dehe, YTD), Department of General Services, Public Works Division, and Fleet Team.	In Progress
8. Launch Electrification Retrofit Rebate Outreach Program in Partnership in partnership with Valley Clean Energy.	In Progress
9. By 2027, develop Yolo County Regional Resilience Collaborative, in partnership with Cities, UC Davis, Yocha Dehe, NGO partners, etc. to accelerate the funding and implementation of climate resilience projects in Yolo County.	Not Started
10. Identify and secure ongoing funding strategies to partially or completely fund Climate Sustainability	In Progress
Common Department(s): <u>All</u>	
County Plan Alignment: Climate Action and Adaptation Plan	

Strategy #2 Lead(s): Elisa Sabatini, April Meneghetti	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	SUSTAINABLE ENVIRONMENT
Ensure the effective, sustainable management of water resources in partnership with local agencies and stakeholders.	
Action Steps:	Status:
1. Coordinate with the Yolo County Flood Control and Water Conservation District and other local agencies, including the Woodland-Davis Clean Water Agency, to define and effectively advocate for local interests in the Bay-Delta Plan update.	In progress
2. By July 2026 update County Code well permit and construction standards	Not started
3. By October 31, 2024, conduct a study to determine the feasibility of expanding services provided by Cal-Am Dunnigan to consolidate Dunnigan domestic well users	In progress
4. By October 31, 2024, conduct a study to determine the feasibility of consolidating community services districts and county service areas to increase efficiencies, ensure adequate water supply and distribution, and enhance system operations	In progress
5. Complete major CSA capital projects including: 6. North Davis Meadows CSA: Water connection project, which will connect the North Davis Meadows residents to the City of Davis’s water system. The grant funding and low-cost State Revolving Fund loan agreement was completed in January 2024 and the project is expected to go out to bid in Spring 2024. 7. Wild Wings CSA: Pintail well arsenic treatment system and Wood Duck pump station improvements to increase water supply reliability and meet water system permit requirements.	In progress
8. Develop feasibility study and identify possible funding sources to construct a redundant wastewater treatment plant to meet State discharge permit compliance issues for the Wild Wings CSA’s wastewater treatment plant.	Not started
Common Department(s): General Services, Community Services, County Counsel	
County Plan Alignment: Capital Improvement Plan	

Strategy #3 Lead(s): Elisa Sabatini	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	SUSTAINABLE ENVIRONMENT
Reduce flood risk to rural communities and infrastructure	
Action Steps:	Status:
1. Collaborate and advocate for conjunctive use projects that reduce flood risk and ensure groundwater recharge	In progress
2. By June 2025, conduct hydrologic and hydraulic (H&H) study for valley floor area of the unincorporated County and identify feasible measures to reduce flood risk	Not started
3. By December 2024, complete 60% design of the Madison, Esparto, State Rt 16 flood risk reduction project	In progress
4. By November 2024, construct the Knights Landing Stormwater Improvement project	In progress
Common Department(s): General Services, Community Services, County Counsel	
County Plan Alignment: Capital Improvement Plan	

Strategy #4 Lead(s): Sabrina Snyder	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	SUSTAINABLE ENVIRONMENT
Preserve agricultural lands threatened by conversion of habitat, flood inundation, development, and other uses or circumstances.	
Action Steps:	Status:
1. By December 31, 2024, update the funding strategy chapter in the Yolo Bypass Drainage and Water Infrastructure Improvement Study by identifying grant opportunities and other actionable strategies to advance implementation of projects identified in the Study.	Ongoing
2. Pursue early engagement and participate in project planning, environmental review, and permitting for habitat restoration projects in the Yolo Bypass and other areas of the County—including (during 2024/25) Nigiri 2.0, Tides End, and China Bend—to ensure the preservation of agricultural uses or effective mitigation for the conversion of farmland consistent with the <i>Yolo County Agricultural Conservation Priority Plan</i> and the <i>Yolo County Agricultural Conservation and Mitigation Program</i> .	Ongoing

<p>3. Continue active County participation in multi-agency initiatives with a nexus to agricultural sustainability—including efforts to increase the flood conveyance capacity of the Yolo Bypass, modify water supply and drainage infrastructure, and increase habitat quality and quantity—including but not limited to the Yolo Bypass/Cache Slough Partnership and the U.S. Army Corps of Engineers Comprehensive Study and Locally Supported Plan Alternative Development Projects.</p>	<p>Ongoing</p>
<p>4. Continuously work to improve public outreach and education to the agricultural community and other local stakeholders on programs and projects with a potential impact on agriculture.</p>	<p>Ongoing</p>
<p>Common Department(s): Community Services, County Counsel</p>	
<p>County Plan Alignment: General Plan, Yolo County Agricultural Conservation Priority Plan, Yolo County Agricultural Conservation and Mitigation Program, Cache Creek Area Plan</p>	

<p>Strategy #5</p> <p>Lead(s): Stephanie Cormier, Leslie Lindbo</p>	<p>THRIVING RESIDENTS</p>
	<p>ROBUST ECONOMY</p>
<p>Identify and remove barriers to affordable housing as part of the Comprehensive General Plan Update</p>	
<p>Action Steps:</p>	<p>Status:</p>
<p>1. Seek funding for comprehensive General Plan Update, including setting aside general funds annually in a reserve account for purpose of future comprehensive update</p>	<p>Not started</p>
<p>2. Identify existing land use policies that result in barriers to affordable housing, including within areas of identified growth boundaries</p>	<p>Not started</p>
<p>3. In collaboration with the Agricultural Commissioner and other stakeholders, review policies and consider opportunities to promote generational housing for farming families that do not result in remainder parcels incapable of agricultural production.</p>	<p>Not started</p>
<p>4. Conduct robust public outreach and Board of Supervisors workshops</p>	<p>Not started</p>
<p>5. Update Zoning Codes to support goal after policy changes are adopted in the updated General Plan in support of removing barriers to affordable housing.</p>	<p>Not Started</p>
<p>Common Department(s): County Counsel, Agriculture, Weights & Measures, General Services</p>	
<p>County Plan Alignment: General Plan</p>	

Strategy #6 Lead(s): Todd Riddiough, Leslie Lindbo	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	ROBUST ECONOMY
	OPERATIONAL EXCELLENCE
By December 2025 increase capacity to improve responsiveness to road maintenance requests by increasing the number of roads crew employees.	
Action Steps:	Status:
1. Identify funding source for additional staffing	In progress
2. Request position allocations as part of 2024/2025 requested budget	Not started
3. Onboard and train new staff.	Not started
4. Seek Board direction relative to “self-help county” tax initiative to fund roads improvements	Not started
Common Department(s):	
County Plan Alignment: General Plan, Capital Improvement Plan	

Strategy #7 Lead(s): Leslie Lindbo, Stephanie Amato, Alexander Tengolics, Cindy Perez	COLLABORATIVE COMMUNITY
To deliver high quality, cost-effective Animal Services for Yolo County residents in collaboration with local agencies and city governments.	
<p style="text-align: center;"><i>*Shared Strategy- County Administrator’s Dept., Strategy #3, pg. 10</i></p>	
Action Steps:	Status:
1. By June 2024, identify location, and create plans for space needs using existing county owned buildings	In Progress
2. By Dec 2026, update current Animal Services facility and grounds to improve indoor housing for dogs in shelter care; and create a welcoming and safe space for the community to come for redemptions, adoptions or surrender services.	Not started
3. By Dec 2027, expand Animal Services facilities by adding a modular on vacant land adjacent to current facility, to provide a community adoption center, training area and house community Veterinary Services.	Not started
4. By June 2025, complete a SWOT analysis and animal services program plan to engage stakeholders, maximize partnerships and other relationships; and identify and prioritize goals.	Not started
5. By Dec 2024 expand capacity to conduct spay and neuter services by leveraging partnerships and/ or increasing human resources.	In progress

6. By Dec 2024, implement a robust social media engagement effort to engage the community, seek funding, increase spay, neuter, vaccination, and licensing rates, educate the public, and improve outcomes for the animals in shelter care.	In Progress
7. By July 2024, fully transition Animal Services to the Department of Community Services	In progress
8. Complete program specific policies and procedures to support efficient and compliant operations by December 2024.	Not started
9. By December 2024, integrate software programs, code enforcement procedures, and document management system within department of community services.	In progress
Common Department(s): County Administrator's Office, General Services	
County Plan Alignment:	

Strategy #8	SUSTAINABLE ENVIRONMENT
Lead(s):	
Expand the compost facility at the landfill by 12/31/25 to continue enhancing our Greenhouse Gas Reduction efforts and have the capacity to implement the various program requirements of SB 1383.	
Action Steps:	Status:
1. Apply for CalRecycle GHG grant funds to expand compost facility and secure funding.	Completed
2. Update Yolo County Solid Waste Facility Permit to include the expansion of the compost facility.	Completed
3. Work with Northern Recycling to construct expansion.	In progress
4. Secure new organics waste flow agreements to make expansion financially viable.	In progress
5. Explore option of moving organics waste from current location of Anaerobic Composting Cells (up top) to Covered Aerated Static Pile Composting Cells (down below) to ensure operational efficiency of staffing and equipment by being in one location.	Not started
6. Secure long term contractual partnership with the Yolo Food Bank to send all self-hauled packaged organic waste to Depackager then to compost facility to divert away from disposal area. (Waste flow to expanded compost facility)	In progress
7. Secure long term contractual long-term partnership with Esparto Countryside Church to maintain Edible Food Recovery program with Esparto Valley Market (Yolo County's only Tier 1 Generator) to ensure edible food makes it into the hands of those that are food insecure instead of into the landfill. (Waste flow to expanded compost facility)	Not started
8. Ensure all multi-family apartment complexes and migrant farm housing locations in Yolo County have implemented an organics food waste diversion program. (Waste flow to expanded compost facility)	In progress

<p>9. Establish Contamination Minimalization Education and Outreach campaign for Yolo County residents and businesses to ensure we are continually reducing the amount of plastic waste being thrown into the organics, thus creating a healthier end compost product for agriculture.</p>	<p>In progress</p>
<p>10. Establish a procurement program which allows for year-round free compost for all Yolo County residents and new Fee Waiver program for unincorporated schools, non-profits, etc. to obtain free compost for school gardens and other similar projects to close the loop on the organics waste process.</p>	<p>In progress</p>
<p>Common Department(s):</p>	
<p>County Plan Alignment:</p>	

DRAFT

STRATEGIC ACTION PLAN

DEPARTMENT: COUNTY COUNSEL

Strategy #1	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	SUSTAINABLE ENVIRONMENT
Lead(s):	
Collaborate with local agencies and stakeholders to ensure the effective, sustainable management of water resources.	
Action Steps:	Status:
Coordinate with the Yolo County Flood Control and Water Conservation District and other local agencies, including the Woodland-Davis Clean Water Agency, to define and effectively advocate for local interests in the Bay-Delta Plan update.	
Collaborate and advocate for conjunctive use projects that reduce flood risk and ensure groundwater recharge	
Conduct hydrologic and hydraulic (H&H) study for valley floor area of the unincorporated County and identify feasible measures to reduce flood risk (by 06/30/2025)	
Complete 60% design of the Madison, Esparto, State Route 16 flood risk reduction project (by 12/31/24)	
Construct the Knights Landing Stormwater Improvement project (by 11/1/2024)	
Ensure rural communities and residents have access to safe drinking water	
Update County Code for well permit and construction standards (by XX/XX/XX)	
Conduct feasibility study for consolidation of Dunnigan domestic well users via expansion of services provided by Cal-AM Dunnigan (by 10/31/24)	
Complete major CSA capital projects including: <ul style="list-style-type: none"> • North Davis Meadows CSA: Water connection project, which will connect the North Davis Meadows residents to the City of Davis’s water system. The grant funding and low-cost State Revolving Fund loan agreement was 	

<p>completed in January 2024 and the project is expected to go out to bid in Spring 2024.</p> <ul style="list-style-type: none"> • Wild Wings CSA: Pintail well arsenic treatment system and Wood Duck pump station improvements to increase water supply reliability and meet water system permit requirements. 	
Wastewater system redundancy improvement project redundancy to meet State discharge permit compliance issues for the Wild Wings CSA’s wastewater treatment plant.	
Common Department(s): General Services, Community Services	
County Plan Alignment: Capital Improvement Plan	

Strategy #2	COLLABORATIVE COMMUNITY
	FLOURISHING AGRICULTURE
Lead(s):	
To the greatest feasible extent, preserve agricultural sustainability on lands subject to conversion to habitat, flood protection, and other uses that serve regional or statewide objectives.	
Action Steps:	Status:
By December 31, 2024, update the funding strategy chapter in the Yolo Bypass Drainage and Water Infrastructure Improvement Study by identifying grant opportunities and other actionable strategies to advance implementation of projects identified in the Study.	
Pursue early engagement and participate in project planning, environmental review, and permitting for habitat restoration projects in the Yolo Bypass and other areas of the County—including (during 2024/25) Nigiri 2.0, Tides End, and China Bend—to ensure the preservation of agricultural uses or effective mitigation for the conversion of farmland consistent with the <i>Yolo County Agricultural Conservation Priority Plan</i> and the <i>Yolo County Agricultural Conservation and Mitigation Program</i> .	
Continue active County participation in multi-agency initiatives with a nexus to agricultural sustainability—including efforts to increase the flood conveyance capacity of the Yolo Bypass, modify water supply and drainage infrastructure, and increase habitat quality and quantity—including but not limited to the Yolo Bypass/Cache Slough Partnership and the U.S. Army Corps of Engineers Comprehensive Study and Locally Supported Plan Alternative Development Projects.	
Continuously work to improve public outreach and education to the agricultural community and other local stakeholders on programs and projects with a potential impact on agriculture.	
Common Department(s): Community Services, Agriculture	
County Plan Alignment: Yolo County Agricultural Conservation Priority Plan	

STRATEGIC ACTION PLAN

DEPARTMENT: DISTRICT ATTORNEY

Strategy #1	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
Lead(s):	
Increase DEI in District Attorney's Office.	
Action Steps:	Status:
1. Identify schools with diverse student body to recruit from.	
2. Create more personal job recruitment media that displays DEI in DA's office and its benefits to the community.	
3. Assemble job interview panels that reflect DEI.	
4. Attend job recruitment fairs.	
Common Department(s):	
County Plan Alignment:	

Strategy #2	THRIVING RESIDENTS
	OPERATIONAL EXCELLENCE
Lead(s):	
Ensure access to services for victims of crimes including post-conviction.	
Action Steps:	Status:
1. Add additional VS advocates to handle post-conviction work.	
2. Create specialization within advocates to be able to serve community	
3. Ensure funding for CBO's that provide services that the DA's office is unable to provide.	
Common Department(s):	
County Plan Alignment:	

Strategy #3 Lead(s):	THRIVING RESIDENTS
Increase in county board and care facilities for individuals accepted into alternative sentencing programs.	
Action Steps:	Status:
Identify current room and board facilities.	
Consider whether room and board facilities can expand to board and care facilities.	
Identify funding sources to implement board and care facilities for Yolo County residents who are participating in alternative courts.	
Common Department(s): HHSA, General Services	
County Plan Alignment:	

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STRATEGIC ACTION PLAN

DEPARTMENT: FINANCIAL SERVICES

Strategy #1	OPERATIONAL EXCELLENCE
Lead(s):	
All County departments have a high degree of fiscal competency and awareness. <i>Goal Bank Item #3- Human Resources</i>	
Action Steps:	Status:
1. Develop adequate Infor training in order to support different job functions (functional training).	
2. Develop and implement a comprehensive financial training program (developmental training).	
3. Develop a financial certification program for financial officers.	
Common Department(s): Human Resources	
County Plan Alignment:	

Strategy #2	OPERATIONAL EXCELLENCE
Lead(s):	
Core programs and functions are adequately funded and sustainable. <i>Goal Bank Item #4- All Departments</i>	
Action Steps:	Status:
1. Ensure adequate internal training plans are in place for all functions.	
2. Develop and implement succession plans for critical positions.	
3. Ensure adequate documentation of operating policies and procedures.	
4. Identify and remediate resource constraints and singular points of failure.	
Common Department(s):	
County Plan Alignment:	

Strategy #3 Lead(s):	OPERATIONAL EXCELLENCE
Yolo County is an employer of choice, and departments can attract and retain a high-quality workforce.	
Action Steps:	Status:
1. Partner with regional universities to develop a public finance internship program.	
2. Coordinate with labor organizations to develop more tools for retention of high performers.	
3. Revamp approach to employee performance evaluation.	
4. Implement technological improvements to facilitate remote work.	
Common Department(s): Human Resources	
County Plan Alignment:	

Strategy #4 Lead(s):	OPERATIONAL EXCELLENCE
Business processes are efficient and responsive to department needs.	
Action Steps:	Status:
1. Survey department staff to identify pain points in system functionality and/or business processes.	
2. Implement improvements in financial reporting capabilities.	
3. Identify and implement a solution for employee cost allocation.	
4. Improve fiscal management and control of Capital Improvement Program.	
Common Department(s):	
County Plan Alignment: Capital Improvement Plan	

STRATEGIC ACTION PLAN

DEPARTMENT: GENERAL SERVICES

Strategy #1 Lead(s):	THRIVING RESIDENTS
Construct new county facilities to improve the lives of County residents.	
Action Steps:	Status:
1. Construct a new community park in Knights Landing.	
2. Construct a second branch library in Davis.	
Common Department(s):	
County Plan Alignment: Capital Improvement Plan	

Strategy #2 Lead(s):	SUSTAINABLE ENVIRONMENT
Implement the County’s Action and Adaptation Plan through strategic improvements of county infrastructure.	
Action Steps:	Status:
1. Review the County’s energy use and develop solutions for incorporating more distributed generation by creating an County Energy Manager position.	
2. Implement electric vehicle charging infrastructure for county-owned fleet.	
Common Department(s):	
County Plan Alignment: Climate Action & Adaptation Plan	

Strategy #3 Lead(s):	SUSTAINABLE ENVIRONMENT
Use County owned lands to support biodiversity and carbon sequestration efforts	
Action Steps:	Status:
1. Improve biodiversity within County open space parks by investing in County staff to enhance biodiversity and forge strategic partnerships with allied non-profit groups.	
2. Improve biodiversity on County facilities grounds through new California native plantings.	
Common Department(s):	
County Plan Alignment: Climate Action & Adaptation Plan	

Goal #4 Lead(s):	ROBUST ECONOMY
Continue development of the Yolo County Airport to support the local economy and develop new revenue.	
Action Steps:	Status:
1. Attract new aircraft owners to base aircraft at the Airport.	
2. Develop additional infrastructure improvements for a more appealing and safer Airport.	
Common Department(s):	
County Plan Alignment: Airport Capital Improvement Plan	

Strategy #5		OPERATIONAL EXCELLENCE
Lead(s):		
Protect and enhance county facilities.		
Action Steps:		Status:
1. Develop preventative maintenance plans for major building systems.		
2. Implement a new and modern computerized maintenance management system.		
Common Department(s):		
County Plan Alignment:		

Strategy #6		OPERATIONAL EXCELLENCE
Lead(s):		
Continuously improve the County's Procurement process.		
Action Steps:		Status:
1. Implement the best practices to obtain the National Procurement Institute's Achievement of Excellence in Procurement Award.		
Common Department(s):		
County Plan Alignment:		

STRATEGIC ACTION PLAN

DEPARTMENT: HEALTH & HUMAN SERVICES AGENCY

Strategy #1	THRIVING RESIDENTS
Lead(s):	COLLABORATIVE COMMUNITY
Create a comprehensive behavioral health (BH) Crisis Continuum of Care by 2027.	
Action Steps:	Status:
1. Implement a fully operational 24/7 High-Tech Call Center by June 30, 2025, to provide Yolo County residents in Behavioral Health crisis “someone to talk to”, providing crisis intervention capabilities and quality coordination of Crisis care in real-time.	In Process
2. Implement a fully operational, 24/7 Mobile Crisis Response Team by January 1, 2025, to provide Yolo County residents in Behavioral Health crisis “someone to respond”, providing timely mobile crisis to individuals in their home, workplace, or any other community-based location.	In Process
3. Fully execute a contract for dedicated crisis receiving chairs at a regional Behavioral Health Crisis Receiving and Stabilization Center by June 30, 2024, to provide Yolo County residents in Behavioral Health crisis “a place to go”, ensuring geographical access for specific areas of the Yolo County community.	In Process
4. Provide semi-annual Crisis Intervention Team (CIT) training to Yolo County first responders, including 40-hour initial courses and 8-hour follow-up courses.	In Process
5. Implement a fully operational, local Crisis Receiving and Stabilization Center by January 1, 2026, to provide Yolo County residents in Behavioral Health crisis “a place to go”, providing short term (under 24 hours) observation and crisis stabilization services in a home-like environment to reduce unnecessary hospitalization and/or incarceration.	In Process
6. Expand the Co-Responder model to ensure Behavioral Health clinician response with law enforcement to Behavioral Health-related law enforcement calls for service, throughout Yolo County, seven days per week, by June 30, 2026.	In Process
7. Implement changes to LPS Conservatorship criteria enacted by Senate Bill 43 by January 1, 2026. (Pieces of this fit under Crisis and forensics; action steps will include local tools, resources, and training re: 5150 criteria and analysis of Public Guardian capacity and staffing as well as tools, resources, and training for punchline guardian team and other partners such as law enforcement, hospital systems, etc.)	Not Started

8. Implement the Community Assistance Recovery and Empowerment (CARE) Act by December 2025 by providing a broad range of necessary services, (including short-term stabilization medications, wellness and recovery supports, and connection to other social services such as housing) to people with schizophrenia spectrum or other psychotic disorders who meet specific criteria to prevent more restrictive conservatorships or incarceration.	Not Started
Common Department(s): General Services	
County Plan Alignment: Capital Improvement Plan	

Strategy #2 Lead(s):	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	OPERATIONAL EXCELLENCE
Strengthen the Yolo County Homeless Continuum of Care and achieve functional zero by 2027.	
Action Steps:	Status:
1. Expand new partnerships and reinforce existing integrated efforts with the Homeless non-profit sector and city partners.	In Progress
2. Utilize new housing partnerships to expand inventory to increase affordable, permanent, and supportive housing for adults and families.	In Progress
3. Facilitate an intercept mapping process for the homeless system.	Not Started
4. Improve care coordination between primary care, behavioral health, and homeless & housing services (e.g., Enhanced Care Management and Community Supports) through the creation and enhancements of multi-Disciplinary teams in each major city and one county unincorporated grouping.	In Progress
5. Collaborate with local partners to open a family shelter accessible to CalWORKs families towards the goal of attaining functional zero.	In Progress
6. Increase supports and resources for CalWORKs families facing housing instability.	In Progress
Common Department(s):	
County Plan Alignment:	

Strategy #3	THRIVING RESIDENTS
	OPERATIONAL EXCELLENCE
Lead(s):	
Provide timely and accessible services in county eligibility programs by meeting timeliness compliance standards in CalWORKs, CalFresh, Medi-Cal, and General Assistance by June 2027.	
Action Steps:	Status:
1. Evaluate the eligibility workload and make recommendations on staffing needs.	In Process
2. Revamp the recruitment process for eligibility staff to fill positions quickly and minimize vacancies.	Not Started
3. Restructure the onboarding process for eligibility staff to decrease the amount of time for staff to transition from training to casework.	Not Started
4. Assess and streamline County eligibility processes and operations at all customer service junctions.	Not Started
5. Implement Quality Control case reviews.	In Process
6. Refine CalSAWS reports and data dashboards for program performance and service delivery.	In Process
Common Department(s):	
County Plan Alignment:	

Strategy #4	THRIVING RESIDENTS
	OPERATIONAL EXCELLENCE
Lead(s):	
Modernize the Public Health Branch workforce and structure to better address current health priorities in the community by implementing branch-focused initiatives by 2025.	
Action Steps:	Status:
1. Implement the branch’s CDPH Career Ladder grant training plan for public health staff.	
2. Update the Public Health Branch’s mission, vision, and values.	
3. Develop new Public Health Strategic Plan outlining path forward for the branch and its programs.	
4. Stabilize the branch’s staffing structure and (if needed) reorganize programs based on new Public Health strategic plan.	
5. Achieve Public Health Advisory Board (PHAB) re-accreditation.	
6. Complete the branch’s “Project Refresh” office space modernization project.	

7. Improve worker conditions resulting in higher staff scores on HHSA’s annual Healthy Work Survey.	
Common Department(s):	
County Plan Alignment: Public Health Strategic Plan	

Strategy #5	THRIVING RESIDENTS
	OPERATIONAL EXCELLENCE
Lead(s):	
Reduce disparity in at least one significant health outcome by investing upstream in prevention and addressing at least one root cause social determinant of health by 2025(e.g. education, income, neighborhood, and housing).	
Action Steps:	Status:
1. Complete the triennial county-wide Public Health Community Needs Assessment (CHA).	
2. Complete the Public Health Community Health Improvement Plan (CHIP).	
3. Complete the county’s first Farmworker Healthy Survey assessing the health and wellbeing of local agricultural workers.	
4. Develop intervention plan to address the findings of the Farmworker Health Survey.	
5. Relaunch the Health Yolo 2.0 cross-sector collaborative focusing on implementation of primary prevention interventions addressing social determinants of health.	
6. Integrate the Yolo County Office of Education’s Roadmap to the Future initiative with Healthy Yolo 2.0 collaborative.	
7. Develop performance measures to track Healthy Yolo progress and outcomes.	
Common Department(s):	
County Plan Alignment: Public Health Strategic Plan	

Strategy #6	THRIVING RESIDENTS
	OPERATIONAL EXCELLENCE
Lead(s):	
Continue to reduce Yolo County’s Foster Care population by reinforcing Yolo County’s Children’s Welfare Team and Children’s Safety net staffing, training and workforce supports by 2028.	
Action Steps:	Status:
1. Maintaining > 10% Vacancy Rate Amongst Child Welfare Social Workers.	

2. Ensure all CYF staff receive Integrated Core Practice Model Training.	
3. Continuing to reduce entries into Foster Care through enhanced prevention, community supports, family resources and programs.	
4. Improve Ability to Provide Case Management for CCS Clients.	
5. Explore alternate funding models for CCS through ECM, Cal-AIM, and grants.	
6. Develop a Comprehensive Continuum of SUD Services for children.	
7. Improve Children’s Branches Score on Healthy Work Survey.	
8. Complete of Yolo Basic Income Pilot and ongoing conduction of long-term study, fundraising and ongoing partnerships through UC Davis.	
Common Department(s): Child Support Services	
County Plan Alignment: Public Health Strategic Plan	

Strategy #7	THRIVING RESIDENTS
	OPERATIONAL EXCELLENCE
Lead(s):	
Enhance Emergency Medical Services and Emergency Preparedness in Yolo County by 2028.	
Action Steps:	Status:
Implement a countywide unified Emergency Medical Dispatch protocol by January 31 st , 2025.	
Collaborate with first-responder partners to implement a tiered emergency medical response system in Yolo County by December 31 st , 2025.	
Establish a plan for the sustainable delivery of countywide evidence-based Emergency Medical Services into the future by December 31 st , 2028.	
Conduct annual emergency response exercise with Healthcare Preparedness Coalition members by June 30 th of each year.	
Update emergency response/preparedness plans for Medical/Health and Mass Care & Shelter by December 31 st , 2026.	
Common Department(s): County Administrator’s Office	
County Plan Alignment:	

Strategy #8	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
Lead(s):	
Improve health outcomes for justice-involved individuals in Yolo County by the end of 2027.	
Action Steps:	Status:
1. Establish and maintain partnerships with at least 3 service providers to provide post-release support, with at least 60% of individuals enrolled in Medi-Cal and establishing access to healthcare services, to include medical and behavioral health services, withing three months of release.	
2. Establish a Jail Multi-Disciplinary Quality Management team to include members from Yolo County Sheriff's Department; Health and Human Services Agency (including Public Heath Behavioral Health, and jail medical provider) to meet quarterly to address emerging issues and recommend areas of improvement related to quality of care.	
3. Complete annual jail inspections, to include medical and behavioral health reviews, with zero deficiencies.	
4. Enhance coordinated re-entry planning for Yolo County residents transitioning from in-custody to community-based BH treatment services by 2026.	
5. Establish and maintain partnerships with at least 3 service providers to provide post-release support, with at least 60% of individuals enrolled in Medi-Cal and establishing access to healthcare services, to include medical and behavioral health services, withing three months of release.	
Common Department(s): Sheriff's Department	
County Plan Alignment:	

Strategy #9	THRIVING RESIDENTS
	FLOURISHING AGRICULTURE
	OPERATIONAL EXCELLENCE
Lead(s):	
Provide direct services to Yolo County Farmworkers through the Ag Coordinator program initiative and establish a dashboard that provides deliverables of services to the underserved population by 2025.	
Action Steps:	Status:
1. Define and expand ongoing program expectations for the Ag Coordinator.	In Process
2. Identify gap services for individuals in the Ag community.	In Process

3. Ensure Ag community is connected to and enrolled in CalFresh and Medi-Cal programs.	In Process
4. Provide Ag Coordinator with HSSA Staff to assist with eligibility, enrollment, and employment services.	Not Started
5. Assist with immigration issues by referring to partner agencies to access Immigration Lawyers for assistance. 6. Provide Educational Services to Ag Community through workshops, resource fairs, and referral to community college & Vocational training programs.	Not Started
Common Department(s):	
County Plan Alignment:	

Strategies #10-13	SUSTAINABLE ENVIRONMENT
	OPERATIONAL EXCELLENCE
Lead(s):	
<p>10. Develop Green Job Pathways through Yolo Employment Services Teams.</p> <p>11. To support food recovery efforts in Yolo County to reduce green house gases, landfill waste and increase food access for Yolo County residents.</p> <p>12. Continue to modernize office technology to reduce printing, paper filing and postal mail where possible.</p> <p>13. Continue to work towards a green vehicle fleet and charging infrastructure for County vehicles.</p> <p style="text-align: center;"><i>*Action Step development required</i></p> <p style="text-align: center;"><i>*Goal Bank- (Items #5-8) Community Services, Innovation & Technology</i></p>	
Common Department(s):	
County Plan Alignment:	

STRATEGIC ACTION PLAN

DEPARTMENT: HUMAN RESOURCES

Strategy #1 Lead(s):	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
Create HR relationships with local academia by December 2024.	
Action Steps:	Status:
1. Establish connections for continued education of our staff.	
2. Enroll up to 10 staff in leadership academy programs.	
3. Attend job fairs at universities and colleges to showcase Yolo County as an employer of choice.	
Common Department(s):	
County Plan Alignment:	

Strategy #2 Lead(s):	OPERATIONAL EXCELLENCE
Increase outreach to departments and HR generalists to standardize HR operations by June 2025.	
Action Steps:	Status:
1. Schedule bi-monthly meetings with HR generalist to discuss relevant and on going matters in their departments.	
2. Establish standing meetings with departments' leadership teams to support their on going HR needs.	
3. Create department-specific HR classes for succession and career growth opportunities.	
4. Cross-train and expose HR generalists to County HR operations.	
Common Department(s):	
County Plan Alignment:	

Strategy #3		OPERATIONAL EXCELLENCE
Lead(s):		
Review and Revise policies and procedures in HR and Risk by December 2025.		
Action Steps:		Status:
1. Perform a comprehensive review of all HR/Risk policies and procedures.		
2. Catalog critical P/P and begin the revision of the same in collaboration with County Counsel and where applicable, the various unions and associations in the County.		
3. Publish and train employees on revised policies and procedures.		
Common Department(s):		
County Plan Alignment:		

Strategy #4		OPERATIONAL EXCELLENCE
Lead(s):		
Risk and Safety Training Campaign with the goal to reduce occupational injuries by December 2025.		
Action Steps:		Status:
1. Reactivate Safety Committee.		
2. Work with our third-party worker compensation administrator to analyze current open claims and map out a return-to-work strategy for those individuals, where possible.		
3. Partner with YCPARMIA to deliver relevant training to staff on a coordinated and regular basis, in order to reduce number of occupational injury claims.		
Common Department(s): All		
County Plan Alignment:		

STRATEGIC ACTION PLAN

DEPARTMENT: INNOVATION AND TECHNOLOGY SERVICES

Strategy #1	THRIVING RESIDENTS
Lead(s):	
Champion and support Broadband expansion throughout Yolo County to create a more connected, inclusive, and prosperous community that can fully leverage the benefits of the digital era.	
Action Steps:	Status:
1. Support Broadband expansion through supporting the implementation of the Yolo County Broadband planning and feasibility study.	
2. Support local, State and Federal grant efforts.	
3. Advocate to local ISP providers for continued Broadband investment.	
4. Support advocacy at the local, State and Federal levels for rural broadband funding and expansion.	
Common Department(s):	
County Plan Alignment:	

Strategy #2	OPERATIONAL EXCELLENCE
Lead(s):	
Build a World-class Information Technology Program that seeks to leverage technology as an enabler for efficient government and enhanced public services to the community.	
Action Steps:	Status:
1. Implement an efficient and sustainable IT Governance Model.	
2. Enhance Business Relationship Management practices to foster better partnerships.	
3. Redevelop the Information Technology Policies.	
Common Department(s):	
County Plan Alignment:	

Strategy #3 Lead(s):	OPERATIONAL EXCELLENCE
Identify technological opportunities that directly align with and contribute to the strategic objectives of the County.	
Action Steps:	Status:
1. Deploy modern enterprise tools that improve county department services.	
2. Deploy modern enterprise tools the improve county department efficiencies.	
3. Deploy modern enterprise tools that support and enable data-drive decision making.	
4. Support and enhance county departmental systems.	
Common Department(s):	
County Plan Alignment:	

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STRATEGIC ACTION PLAN

DEPARTMENT: LIBRARY

Strategy #1 Lead(s): Archives and Records	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
Connect residents to our diverse culture and history by preserving and making the Yolo County Archives (YCA) and Historical Collection (YCHC) records and objects available online and throughout the county so that students, teachers, and community members have more equitable access to their history.	
Action Steps:	Status:
1. Digitize half of the YCHC collection and continue to digitize YCA records that are fragile, of high research value, or support other county initiatives, goals, and projects, and make them available online through the YCA and YCHC’s website.	In Progress
2. Develop content for teachers, students, and families to support 3 rd grade social studies curriculum and primary source literacy.	In Progress
3. Display historic objects in Yolo County Library branches and other public spaces throughout the county.	In Progress
4. Perform an audit of the Yolo County Archives (YCA) and Historical Collection (YCHC) facilities and collections and create an updated emergency preparedness and disaster plan to ensure the continued preservation and protection of Yolo County's historic records and objects.	In Progress
5. Apply for "Ready or Not" Cultural Heritage Disaster Preparedness Project through the State Library for consultants to provide a free report that includes recommendations for mitigating risks, taking emergency preparedness actions, and completing a disaster plan on both collections.	In Progress
6. Complete emergency and disaster preparedness plan for YCA and YCHC.	Not Started
7. Evaluate the Gibson House furnace for maintenance or replacement to protect the mansion and YCHC against fire.	Not Started
Common Department(s): General Services Department - Parks	
County Plan Alignment: Library Goals and Strategies (Goals 1 – 6) and Yolo County Library Strategic Priorities 2022 - 2027 (Priority 5)	

Strategy #2 Lead(s): Library Leadership Team	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	OPERATIONAL EXCELLENCE
Offer programs and services that strengthen community connections.	
Action Steps:	Status:
1. Offer programs and services that reflect and celebrate our diverse languages, cultures, identities and history.	In Progress
2. Recruit community members, including English Conversation Group participants, to provide input on collection acquisitions and programming.	In Progress
3. Launch a bookmobile to visit rural and underserved communities in Yolo County, providing library services including books, WiFi, and programming.	In Progress
4. Continue improving materials and collections to be more diverse and reflect our communities.	In Progress
5. Build interdepartmental partnerships to expand services to underserved populations, especially in rural areas.	In Progress
6. Provide tweens and teens with opportunities that provide job-readiness skills through youth advisory, volunteering, and mentoring programs.	In Progress
7. Provide opportunities for community members to develop connections with each other in a safe space through shared learning experiences in regular, ongoing programs such as book clubs, stay-and-play events, maker-centered activities, and conversation groups.	In Progress
Common Department(s): Probation, Elections	
County Plan Alignment: Library Goals and Strategies (Goal 10) and Yolo County Library Strategic Priorities 2022-2027 (Priority 3)	

Strategy #3 Lead(s): Library Leadership Team	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
Ensure residents read and thrive.	
Action Steps:	Status:
1. Improve our patron browsing experience by reconfiguring the picture book collection to make it easier for customers to find what they are looking for.	In Progress

2. Distribute free books to build home libraries through Pop-up Summer Lunch programs, the Summer Reading Program, Día de los Niños/Día de los Libros events, ESL classes, and literacy programs.	In Progress
3. Promote reading through offering diverse collections, displays, reading lists, heritage month celebrations, reading recommendation services, author talks, and research and learning platforms on our website.	In Progress
4. Improve literacy, mitigate children’s learning loss, and foster grade-level reading by providing a robust Summer Reading Program with incentives for completion of reading goals.	In Progress
5. Provide a wide array of library resources and programs for parents and caregivers so more children read at grade level. Promote school readiness for TK, Pre-K, and K by offering storytimes, curated learning kits, and professionally vetted educational technology.	In Progress
6. Collaborate with Yolo County Housing and other community groups to provide needed Early Literacy services, books, and programs at Davis and Madison migrant centers.	In Progress
7. Continue to expand Student Success, providing all students in a School District with a Yolo County Library card.	In Progress
Common Department(s): Housing	
County Plan Alignment: Library Goals and Strategies (Goals 8) and Yolo County Library Strategic Priorities 2022-2027 (Priority 1)	

Strategy #4	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
Lead(s): Library Leadership Team	
Help lifelong learners succeed.	
Action Steps:	Status:
1. Improve access to technology by providing one-on-one technology help, hosting iPhone and	In Progress
2. Android phone trainings and providing free Wi-Fi in rural communities at bookmobile stops.	
3. Collaborate with local agencies to provide ESL classes in underserved and rural communities.	In Progress
4. Provide services and resources to historically marginalized groups through an equity lens with an emphasis on culturally-responsive services and supports.	In Progress

5. Provide a safe space for community members.	In Progress
Common Department(s):	
County Plan Alignment: Library Goals and Strategies (Goal 10) and Yolo County Library Strategic Priorities 2022-2027 (Priority 2)	

Strategy #5	OPERATIONAL EXCELLENCE
Lead(s): Archives and Records	
Records Center – Increase collaboration with Yolo County departments.	
Action Steps:	Status:
1. Complete records retention schedules for at least two County departments.	In Progress
2. Work on updating the County-wide retention schedule in partnership with other County departments.	In Progress
Common Department(s):	
County Plan Alignment: Library Goals and Strategies (Goal 7) and Yolo County Library Strategic Priorities 2022-2027 (Priority 2)	

Strategy #6	THRIVING RESIDENTS
Lead(s): Library Leadership Team	COLLABORATIVE COMMUNITY
Improve ability of library staff to respond to safety issues and critical incidents	
Action Steps:	Status:
1. Provide community members with a safe space during inclement weather	In Progress
2. Partner with other departments to provide mental health and other services to our unhoused patrons	In Progress
3. Conduct safety audits at all branches/units	Not Started
4. Provide staff training on mental health and critical incident responses	Not Started
Common Department(s): Health and Human Services Agency, Sheriff’s Office, Office of Emergency Services	
County Plan Alignment: Yolo County Library Strategic Priorities 2022-2027 (Priority 3)	

STRATEGIC ACTION PLAN

DEPARTMENT: PROBATION

Strategy #1	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
Lead(s):	
Create/enhance vocational training and growth (life skills) development services and opportunities for Transitional Aged Youth (18 to 24-year-olds) population.	
Action Steps:	Status:
1. Develop paid internship and educational (i.e., paid to attend WCC) opportunities in County departments with a pipeline to County employment to support recruitment efforts and the value of public service.	
2. Partner with Yolo County Housing for affordable congregate housing with life skill training opportunities, i.e., Rent Ready program.	
3. Develop opportunities with stipend for Probation youth/TAY based on a Work Program model.	
Common Department(s):	
County Plan Alignment: Probation Department Strategic Plan; Comprehensive Multi-Agency Juvenile Justice Plan	

Strategy #2	THRIVING RESIDENTS
	COLLABORATIVE COMMUNITY
	OPERATIONAL EXCELLENCE
Goal Lead:	
Improve outcomes for individuals with behavioral health issues who interact with the justice system through enhanced utilization of data and increased information sharing and coordination among law enforcement and behavioral health partners.	
Action Steps:	Status:
1. Research other agencies' data sharing agreements and platforms.	
2. Develop metrics and common methods to measure success.	
3. Revisit Yolo County Behavioral Health and Justice Data Strategy framework for supporting technical issues in merging client data across agencies and identifying potential data usages to support decision-making and improve outcomes.	
4. Identify best system design approach for Yolo County.	

5. Develop integrated justice and behavioral health data sharing platform.	
6. Use shared data to identify and develop strategies to mitigate racial disparities.	
Common Department(s):	
County Plan Alignment: CCP Strategic Plan; Comprehensive Multi-Agency Juvenile Justice Plan; County Self-Assessment	

Strategy #3	OPERATIONAL EXCELLENCE
Lead(s):	
Strengthen workforce through Countywide implementation of quarterly coaching sessions embedded into the annual performance evaluation process. <i>Goal Bank- (Item #9) Human Resources</i>	
Action Steps:	Status:
1. Introduce department leadership to the concept of coaching and the value added to workforce development efforts, progressive discipline, etc.	
2. Develop training program, templates and structure for each department’s leadership to regularly meet and evaluate the efficacy of their program and make course corrections where needed.	
3. Train department managers and supervisors on coaching sessions process and how it is embedded in annual performance evaluation.	
4. Formally adopt quarterly coaching session as part of the annual performance review process.	
Common Department(s):	
County Plan Alignment: Probation Department Strategic Plan; YES Team Initiative	

STRATEGIC ACTION PLAN

DEPARTMENT: PUBLIC DEFENDER

Strategy #1	THRIVING RESIDENTS
Lead(s):	
Uphold the guarantees of the 6th Amendment to the United States Constitution by providing high quality legal representation that complies with practice and ethics standards for indigent defense.	
Action Steps:	Status:
1. Incorporate industry-accepted case weights into the office’s case management system.	
2. Review staffing levels against accepted workload study requirements.	
3. Educate stakeholders as to legal and ethical obligations owed clients regarding effective representation.	
4. Make recommendations on staffing and operational improvements for all core units.	
5. Pursue internal and external funding opportunities to add necessary resources.	
6. Advocate at the state level for new grant programs or other funding opportunities and legislation to address outstanding indigent defense needs.	
Common Department(s):	
County Plan Alignment: Public Defender’s Office: Department Strategic Plan 2024-2025	

Strategy #2	THRIVING RESIDENTS
Lead(s):	COLLABORATIVE COMMUNITY
Reduce racial disparities in the criminal legal system by establishing a Young Adult court to transition youth to healthy adulthood.	
Action Steps:	Status:
Identify and collaborate with community partners and county staff.	
Help research and compile best practices to develop Young Adult Court standards and procedures.	
Provide input as to guidelines, participant contracts, partner agreements, and referral process.	
Educate internal staff about program.	
Launch the program and begin the referral process.	
Provide effective legal representation to participants.	

Common Department(s):
County Plan Alignment:

Strategy #3	OPERATIONAL EXCELLENCE
Lead(s):	
Build talent acquisition strategies to develop an external pipeline of skilled, diverse, and committed individuals interested in working in indigent defense.	
Action Steps:	Status:
Forge relationships with local schools and professional organizations.	
Host educational and recruitment opportunities for potential candidates.	
Increase competitiveness by securing funding for paid internships.	
Educate internal staff about program.	
Strengthen internal training and mentoring programs for interns.	
Common Department(s):	
County Plan Alignment:	

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STRATEGIC ACTION PLAN

DEPARTMENT: SHERIFF-CORONER/PUBLIC-ADMINISTRATOR

Strategy #1	COLLABORATIVE COMMUNITY
	OPERATIONAL EXCELLENCE
Lead(s):	
Increase retention and recruitment of employees.	
<i>Goal Bank- (Item #10) Human Resources</i>	
Action Steps:	Status:
1. Ensure staff can see how their work is connected to a greater purpose.	
2. Make decisions that support a healthy work/life balance and that will foster a healthy work environment.	
3. Make investments to enable our employees to reach their full potential.	
4. Ensure staff are fairly compensated.	
Common Department(s):	
County Plan Alignment:	

Strategy #2	COLLABORATIVE COMMUNITY
	OPERATIONAL EXCELLENCE
Lead(s):	
Deliver Innovative Technological Solutions.	
<i>Goal Bank- (Item #11) Innovation & Technology</i>	
Action Steps:	Status:
1. Increase IT staffing to match best practices of employee to IT staff ratio.	
2. Audit and evaluate all IT security protocols against both mandated and industry best practices requirement.	
Common Department(s):	
County Plan Alignment:	

Strategy #3 Lead(s):	THRIVING RESIDENTS
Expand reentry efforts for offenders entering our communities from in-custody.	
Action Steps:	Status:
1. Increase in-custody jail programming opportunities for offenders.	
2. Ensure programs are culturally and linguistically responsive.	
Common Department(s):	
County Plan Alignment:	

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APPENDIX A: CROSS-DEPT, SHARED STRATEGIES

**Shared Strategy Flag- Indicates a strategy adopted by more than one department, each with separate action steps, that is cross-referenced in the Strategic Action Plan.*

Cross-Dept, Shared Strategies	Departments & Page Reference
To scale high quality, cost-efficient Animal Services for Yolo County residents in collaboration with local agencies and city governments through 2024-28.	CAO, Strategy #3, pg. 10 CSD, Strategy #7, pg. 24
Increase efficiency of county partnership through technology.	ACE, Strategy #3, pg. 15 CSS, Strategy #2, pg. 16
Yolo County will coordinate at least quarterly County Road Show pop ups at various community events and locations in 2024/25 to bridge transportation gaps for YC residents in partnership with county departments.	ACE, Strategy #2, pg.14 CSS, Strategy #5, pg.18

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GOAL BANK

***Goal Bank Items-** A goal proposed for large scale adoption.

WILL BE REMOVED IN THE FINAL DRAFT ONCE WE PROCESS THESE ITEMS

IF MORE THAN ONE DEPT ADOPTS, WILL BE CONVERTED TO A GREEN, SHARED GOAL FLAG

Items	Opportunity for adoption
<p>Item #1- Evaluate and improve cross-departmental processes that result in efficiencies or enhanced service delivery.</p> <ul style="list-style-type: none"> • Action Step- Reinstate regular financial training on countywide processes. • Action Step- Modernize and update Yolo County job descriptions. <p><i>CSS, Goal #6, Pg. 20</i></p>	<p>County Administrator’s Office Financial Services Human Resources</p>
<p>Item #2- Identify and remove barriers to affordable housing in identified growth areas as part of the General Plan update.</p> <ul style="list-style-type: none"> • Action Step- As part of a comprehensive General Plan update, identify and remove barriers to affordable housing in identified growth areas. • Action Step- Update Zoning Codes to support goal after policy changes are adopted in the updated General Plan in support of removing barriers to affordable housing. <p><i>CSD, Goal #3, Pg. 22</i></p>	<p>County Administrator’s Office</p>
<p>Item #3- All County departments have a high degree of fiscal competency and awareness.</p> <ul style="list-style-type: none"> • Action Step- Develop adequate Infor training in order to support different job functions (functional training). • Action Step- Develop and implement a comprehensive financial training program (developmental training). • Action Step- Develop a financial certification program for financial officers. <p><i>DFS, Goal #1, Pg. 30</i></p>	<p>Human Resources</p>

<p>Item #4- Core programs and functions are adequately funded and sustainable.</p> <ul style="list-style-type: none"> • Action Step- Ensure adequate internal training plans are in place for all functions. • Action Step- Develop and implement succession plans for critical positions. • Action Step- Ensure adequate documentation of operating policies and procedures. • Action Step- Identify and remediate resource constraints and singular points of failure. <p><i>DFS, Goal #2, Pg. 30</i></p>	<p>All County Departments</p>
<p>Item #5- Develop Green Job Pathways through Yolo Employment Services Teams.</p> <p>Item #6- To support food recovery efforts in Yolo County to reduce greenhouse gases, landfill waste and increase food access for Yolo County residents.</p> <p>Item #7- Continue to modernize office technology to reduce printing, paper filing and postal mail where possible.</p> <p>Item #8- Continue to work towards a green vehicle fleet and charging infrastructure for County vehicles.</p> <p>*Action Step development required</p> <p><i>HHSa, Goals #10-13, Pg. 40</i></p>	<p>HHSa Human Resources Community Services</p>
<p>Item #9- Strengthen workforce through Countywide implementation of quarterly coaching sessions embedded into the annual performance evaluation process.</p> <ul style="list-style-type: none"> • Action Step: Introduce department leadership to the concept of coaching and the value added to workforce development efforts, progressive discipline, etc. • Action Step: Develop training program, templates and structure for each department’s leadership to 	<p>Human Resources</p>

<p>regularly meet and evaluate the efficacy of their program and make course corrections where needed.</p> <ul style="list-style-type: none"> • Action Step: Train department managers and supervisors on coaching sessions process and how it is embedded in annual performance evaluation. • Action Step: Train department managers and supervisors on coaching sessions process and how it is embedded in annual performance evaluation. <p><i>Probation, Goal #3, Pg. 51</i></p>	
<p>Item #10- Increase retention and recruitment of employees.</p> <ul style="list-style-type: none"> • Action Step: Ensure staff can see how their work is connected to a greater purpose. • Action Step: Make decisions that support a healthy work/life balance and that will foster a healthy work environment. • Action Step: Make investments to enable our employees to reach their full potential. • Action Step: Ensure staff are fairly compensated. <p><i>Sheriff's Department, Goal #1, Pg. 54</i></p>	<p>Human Resources</p>
<p>Item #11- Deliver Innovative Technological Solutions.</p> <ul style="list-style-type: none"> • Action Step: Increase IT staffing to match best practices of employee to IT staff ratio. • Action Step: Audit and evaluate all IT security protocols against both mandated and industry best practices requirement. <p><i>Sheriff's Department, Goal #2, Pg. 54</i></p>	

Additional Items for Consideration

**Action step development required*

INFORMATION TECHNOLOGY

- Create and implement system for keeping inventory of HHS IT equipment (**Will HHS or IT complete this?**)
- Create process for budgeting, ordering, and issuing HHS IT equipment replacements (**Will HHS or IT complete this?**)
- Remodel IT server rooms in Bauer and Gonzales to accommodate equipment storage for HHS (**HHS to complete**)
- Replacement of all aging HHS copiers (**IT to complete**)
- Implement use of new cellular phone issuance and tracking system (**IT to complete**)
- Implement staffing shifts for HHS dedicated positions (**IT to complete**)
- Fortify existing or change to new HHS Electronic Health Record (**IT/ HHS to partner**)

FISCAL

- Enhance reporting capabilities - branch and program level data in Infor (**HHS to complete**)
- Enhance reporting capabilities – revenue realization and spend down data in Infor (**HHS to complete**)
- Document and enhance budget creation, monitoring and reporting process (**HHS to complete**)
- Increase transparency in HHS budgeting, fiscal processes, and funding sources for DFS through cross training and education (**DFS/ HHS to partner**)
- Track budgets/ spending by strategic plan priorities (**DFS to complete**)

BUILDING SERVICES

- Completion of HHS Project Refresh initiatives (**GSD to complete**)
- Enhance on-site building services support- routine monitoring of building condition (**HHS to complete**)
- Enhance on-site building services support- dedicated maintenance staff (**GSD to complete**)
- Create sustainable plan for the West Sacramento campus, including renovations and on-site tenants (**GSD to complete**)

HUMAN RESOURCES

- Ensure all HHS staff are appropriately classified and compensated for their roles through completion of classification studies/ revisions (**HR/ HHS to partner**)
- Strategically fill vacancies (**HHS to complete**)

- Annual administration of Healthy Workforce survey and implementation of Healthy Workforce Initiatives **(HHS to complete)**
- Develop programs that address systemic inequity, including racial inequities, among our workforce **(HHS to complete)**

CONTRACTS

- Implement full range of functionality in Cobblestone contract management system **(HHS to complete)**
- Assess Agencywide contract monitoring needs and deficiencies and develop a plan to address **(HHS to complete)**

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