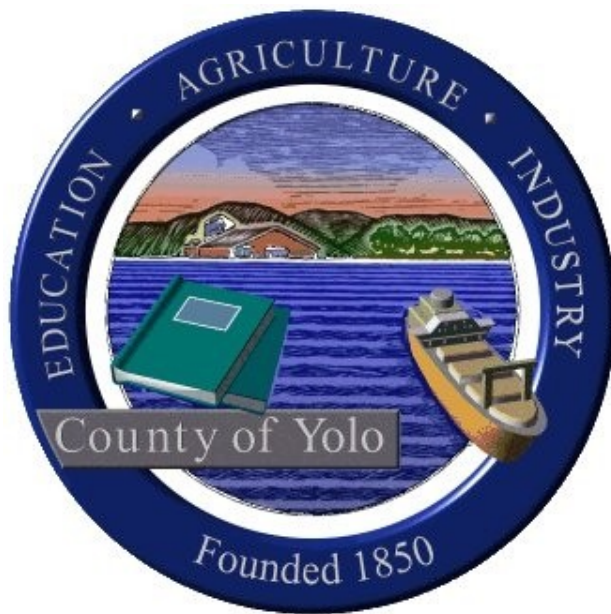


Yolo County Strategic Plan



2007 → 2012 → 2022

May 2007

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Strategic Planning Model for Yolo County

Vision 2022

Desired destination for Yolo County: What we want to become - our preferred future as defined in value-based principles.

Mission

Responsibilities of Yolo County: Signifies the responsibilities of Yolo County: the purposes of county government.

Core Values

How Yolo County should operate: Our core values which are the foundation for our county government - creating a culture of action and accountability. The primary value, as defined in performance, stands to guide behaviors and actions.

Goals 2012

Map to Yolo County's destination: Our road map for five years - how to realize our vision with achievable goals defined through: objectives; intrinsic value to residents; challenges and opportunities.

Action Agenda/Implementation

Route for next year: Actions to implement the plan - a work program for next year with a "to do" list for the County Administrator, Board of Supervisors, department heads and management - to be completed with accountability for the results.

Yolo County Vision 2022

Yolo County 2022 has preserved agriculture^(A) and used open space and natural areas^(B) to separate our distinctive communities^(C).

Yolo County 2022 is a place for healthy living^(D) supported by easy mobility^(E) and a 21st century technology community^(F).

Yolo County 2022 has a strong local economy^(G) and an abundance of water^(H).

A great place to call home!

Principle A – Preserved Agriculture

- Active family farming.
- Region consuming Yolo County food and agricultural products (locally grown and consumed).
- Transportation system for moving products from farm to market.
- Celebrating and valuing the county’s agricultural roots and heritage.
- Support for agricultural business: processors, bio-diesel and ethanol, organic producers, wine making, agritourism, seed companies, range-fed beef.
- Affordable, quality housing for farm workers and new farm families.
- Farming and farmland protected through conservation easements, land use controls and regional collaboration.
- Active marketing of Yolo County agricultural products.

Principle B – Open Space and Natural Areas

- Open space and natural buffers separating cities and residential development.
- More acreage for active and passive parks which are safe and well maintained throughout Yolo County.
- Protection of natural waterways – rivers, creeks, lakes, sloughs; wildlife habitats and other natural resources.
- Residents valuing, demanding and using public open space and parks while respecting private property rights.
- A destination for ecotourism opportunities for boating, kayaking, canoeing, fishing, hunting, hiking, bird watching, etc.
- Easy public access and use of open space and natural areas including convenient parking.
- Recreation locations for alternative activities, i.e. off-road vehicles.

Principle C – Distinctive Communities

- United county with unique, viable and sustainable communities (incorporated and unincorporated) providing choices of housing and lifestyles – urban, university, small town, rural, etc.
 - Strong sense of community – neighbors knowing and helping neighbors, sense of place, celebrating each community’s uniqueness.
 - New developments and infill guided by Yolo County’s Smart Growth* principles.
 - Range of housing types and price choices available within Yolo County.
 - Quality-based infrastructure necessary for daily living.
 - Community gathering places where people come for celebrations, events and personal interaction.
 - Cultural arts amenities and library serving the community.
 - Communities welcome to all – diverse ages, cultures, socio-economic groups.
- * Smart Growth: pedestrian friendly with access to public transportation, density development, maximizing infrastructure capacity and services, use of “green” materials in construction, available services and shopping, sustainable long-term.

Principle D – Healthy Living

- Access to quality healthcare for all, including mental health, dental health, substance abuse, etc.
- Opportunities to have productive lives, including supportive housing, residential board and care, etc.
- Quality short-term and long-term safety net for families and individuals.
- Protective of vulnerable family members – youth, elderly, etc.
- Active public health and wellness for prevention of disease and promotion of personal fitness.
- Striving for individual and family self sufficiency whenever possible.
- Safe and healthy residents with decreased dependence on county programs and services.
- Quality schools and educational programs for life long learning.

Principle E – Easy Mobility

- Quality county roads and bridges – well built and well maintained.
- Bike paths and multi-use trails connecting communities.
- Opportunities for telecommuting.
- Seamless regional transit.
- Active port and waterway travel.
- Support and services for alternative fuel vehicles.

Principle F – 21st Century Technology Community

- Regional mobile connectivity throughout Yolo County.
- Virtual county government and offices with ADA accessibility, customer convenience and accessible to populations with different languages.
- State-of-the-art library serving as a community information center.
- Effective use of technology for emergency services, interoperability communications and information to the field.
- Technology infrastructure to support businesses, governments and residents.
- Technology used to reduce the cost of county government.
- Connected communities with services for all residents and businesses.

Principle G – Strong Local Economy

- New businesses located in targeted areas and consistent with the General Plan.
- Sound economy and tax base for the county.
- Opportunities to start and to grow a business.
- Diverse local economy.
- Strong working relationship with the Rumsey Band of Wintun Indians.
- Appropriate infrastructure to support local businesses.

Based upon:

- Active farmland (traditional) and grape growing.
- Agricultural processing (local and easily accessible to the region) and wine making.
- Biotech and related businesses with field trials.
- Active port for commerce.
- Eco- and agritourism.
- Organic farming.
- UCD and spin-off businesses.

Principle H – Abundance of Water

- Adequate water for agriculture.
- Adequate quality water for residential uses.
- Active water conservation programs.
- Countywide water authority addressing water conservation, flood control and water conveyance, control of water “export.”
- Provision of water for habitat and to replenish aquifer.
- Adequate water supply and storage.
- Effective wastewater treatment and stormwater management.

Yolo County Mission

The mission of Yolo County is to provide responsive county services⁽¹⁾ and to be financially sustainable⁽²⁾. We engage our residents⁽³⁾ and partner with our community⁽⁴⁾.

Principle 1 – Responsive County Services

- Providing services that are mandated.
- Knowing the county’s customers – their needs, expectations and how they may be changing.
- Providing a timely response to a service request.
- Planning resources to provide the best possible services.
- Providing easy access to county services – in person and using technology.
- Evaluating the results and customer satisfaction.
- Developing and maintaining customer-friendly county facilities.

Principle 2 – Financially Sustainable

- Having financial reserves consistent with county policies.
- Having adequate resources to support mandated and defined services and service levels.
- Leveraging county resources through grants and partnerships.
- Providing county services in the most cost-effective manner.
- Expanding the county’s tax base to generate additional revenues to support county services.
- Continually investing and maintaining county facilities, infrastructure and technology.
- Identifying new revenues and revenue-generating activities and services.
- Providing residents with value for their tax dollars and fees.
- Maintaining current bond rating.

Principle 3 – Engage our Residents

- Having residents understanding county government – goals, services and programs.
- Having residents involved in the governance process and participating on boards and commissions.
- Having open public debate on plans, policies and program development.
- Having residents taking and sharing responsibility in service delivery.
- Having employees be ambassadors for Yolo County.
- Effectively using advisory boards, commissions and task forces in their governance process.
- Having county departments reaching out to the community for input and advice.
- Using volunteers in an appropriate manner in service planning and delivery.

Principle 4 – Partnering with our Community

- Building personal relationships with partners and potential partners.
- Identifying areas of mutual interest and concerns.
- Leveraging resources for mutual benefit and the benefit of the county.
- Negotiating with partners on agreements and conflict resolution.
- Working to resolve problems of mutual concern.
- Focusing on common goals and vision.

Yolo County's Core Values

Service
Performance
Integrity
Responsibility
Innovation
Teamwork

These are the values and core beliefs that we in Yolo County strive to achieve every day.

Core Value - Service

- Treating the customer with respect and dignity.
- Striving to return phone calls or e-mail within one business day, acknowledging the contact and outlining next steps.
- Listening to your customer, caring about your customer and having empathy for their needs and concerns.
- Providing a quick, timely response to your customer.
- Taking responsibility for responding to the customer's concern, solving their problem or getting the customer to a person who can.
- Taking time to explain your decisions and actions to the customer, even when the answer is "no."
- Giving customers "good" news by phone or e-mail and "bad" news by phone or in person.

Core Value - Performance

- Developing and expanding your technical competence and knowledge about Yolo County.
- Setting clear performance expectations and standards.
- Giving a 100%+ effort – beyond the minimum.
- Anticipating problems, challenges and opportunities.
- Planning work and daily activities to maximize resources, and then completing the task on time.
- Following through on the task until it is really done.
- Putting your name on the product, taking pride and ownership in your service or product.

Core Value - Integrity

- Following through on your promises and commitments, keeping your word and avoiding making promises that you cannot keep.
- Acting in an ethical and honest manner – above question and beyond reproach.
- Believing in the value and contribution of county government and in serving the public.
- Respecting others as people and respecting their responsibilities.
- Standing up for what is right, reporting wrong-doings when necessary.
- Doing the right thing all the time, even when no one is looking.
- Keeping confidential information confidential, within the law.
- Demonstrating a positive outlook and attitude – a “can do” approach.

Core Value - Responsibility

- Continually looking for ways to improve.
- Taking responsibility for your actions and decisions and the mission of your department.
- Holding self and others accountable for their actions and results.
- Being loyal to the county as an organization.
- Showing up on time, ready to work and with enthusiasm.
- Taking pride in yourself, your equipment and your workspace.
- Being accurate and complete in your tasks, work products, reports and answers to questions.
- Recognizing that how you do the job is as important as getting the job done.

Core Value - Innovation

- Being flexible, open-minded and willing to change.
- Thinking creatively and taking time to be creative.
- Knowing the “best practices” of your field and how they may be applied to Yolo County.
- Taking calculated risks and innovative actions.
- Learning from setbacks and mistakes, identifying ways to improve next time.
- Asking questions and challenging traditions.
- Being proactive and looking for ways to change.

Core Value - Teamwork

- Cooperating and working with others and actively participating on teams.
- Communicating in an open and direct manner.
- Identifying how to help others and providing them opportunities to be successful.
- Resolving conflicts in a timely manner.
- Asking questions, making suggestions and listening to dissenting points of view.
- Involving others appropriately in the planning and decision making process.
- Knowing and supporting the county’s vision, goals, mission, core values, and official county actions.

Yolo County Goals 2012

Financially sustainable county government.

Environmentally sensitive and quality county infrastructure, facilities and technology.

Top quality workforce providing responsive services.

Preservation of agriculture and open spaces with planned development.

Partnering for a successful Yolo County.

Safe and healthy community.

Goal 1 – Financially sustainable county government.

Objectives

- Increase tax base through economic expansion consistent with the General Plan.
- Develop new revenue sources for the county.
- Clear financial arrangements between the county and cities.
- Obtain greater funds from state on mandated services.
- Deliver county services in the most cost-effective manner.

Intrinsic Value to Residents

- Value for your tax dollars and fees.
- County generating revenues to support mandated services.
- Responsible stewardship by the county of your tax dollars.
- Better understanding of county finances.

Challenges and Opportunities

- Protecting the interest of the county at federal, state and international level.
- Relationship with cities.
- Relationship with service districts.
- Cost of doing the daily business of county government.
- Targeted business development with the right businesses in the right locations.
- Forecasting financial future and anticipating key issues that have financial impacts.
- Continuous evaluation of the county's core services and making appropriate adjustments.
- Repositioning the county's businesses, programs and processes to changing economic conditions.
- Ability of the county organization to change and to be flexible.
- Investing financial resources into the county's future.
- Balancing economic expansion with the preservation of agricultural land.
- Increasing residents' understanding of the true cost of doing the business of government.

Policy Actions 2007

- Secure bond money: policy framework with criteria and process for evaluating requests, aggressive lobby efforts for funding – Top Priority
- Economic development action plan and performance measurements: overall economic development and specifically agri- and eco- tourism development – Top Priority
- Development Impact Fees: agreement with cities (parks and roads) – High Priority
- Revenue sharing agreement with cities: approach and collaborative process, policy statement and negotiations with cities, service cost analysis and impact study – High Priority
- Self Help County: designation – High Priority

Administrative Actions 2007

- Rural community service standards: report and policy direction (fire, emergency services, probation, cemetery, library, water, sewer, health services, law enforcement) – High Priority

Goal 2 - Environmentally sensitive and quality county infrastructure, facilities and technology.

Objectives

- Upgrade and improve county buildings.
- Upgrade and maintain county roads, bridges and levees.
- Develop state-of-the-art technology system with upgraded equipment and software and effective interface with other systems.
- Maintain and enhance county vehicles and equipment.
- Expand bike trail system.
- Develop an effective records management and storage system with easy access, retrieval and security.

Intrinsic Value to Residents

- Driving on quality county roads.
- Easy access to county services and programs.
- Customer friendly county facilities.
- Upgraded technology with link to the world.

Challenges and Opportunities

- Old and aging county buildings needing upgrade or renovation.
- Cost of maintaining county buildings.
- Outdated county technology.
- Aging county fleet.
- Responding to potential environmental impacts.
- Inadequate records management and storage.
- Funding for county projects.
- Changing federal and state mandates.
- Interfacing with other local, regional, state and federal agencies.
- Willingness to invest in the future.

Policy Actions 2007

- “Green Policy:” development and actions – High Priority
- Roads Capital Investment Program: policy direction, projects and funding – High Priority
- Capital Investment Program with financial policy and plan – In Progress

Administrative Actions 2007

- Fleet Management Plan: replacement program (over 5 years old) and equipment replacement fund evaluation and funding – High Priority

Priority in Progress 2007

- Capital Investment Program with financial policy and plan.
- New courthouse: comprehensive strategy and plan

Goal 3 – Top quality workforce providing responsive services.

Objectives

- Recruit and select the best workforce for Yolo County.
- Retain, recognize and reward top performers.
- Have competitive compensation for employees.
- Develop a positive, safe work environment for employees.
- Align the county organization with our mission and S-P-I-R-I-T core values.
- Enhance service to our customers.
- Maintain and expand core competencies, including cultural and skill sets, through training and professional development

Intrinsic Value to Residents

- Services delivered by quality employees who really care.
- Confidence in the service response by the county.
- Employees who enjoy public service and are committed to Yolo County.
- Positive response to service requests.

Challenges and Opportunities

- Aging county workforce and the need for succession planning.
- 95% of average percentile compensation policy.
- Labor negotiations.
- New employees entering the workforce with different values and commitment to public service.
- Getting employees on the “bus” (county) going to the defined destination (vision, goals and mission).
- Training county employees and upgrading their skill sets.
- Promotions from within the county’s organization.
- Changing the evaluation culture: honest and accurate performance reviews.
- Integrity of county’s merit system.
- Rising costs of employee and retiree health benefits.
- Recruitment and retention of a diverse county workforce.

Policy Actions 2007

- Compensation policy: review and revision – Top Priority

Administrative Actions 2007

- S-P-I-R-I-T program: aligning the organization with core values and customer service standards: establishment and accountability; code of ethics policy and training; performance evaluation system revision; orientation program (reflecting S-P-I-R-I-T values) – Top Priority
- Management succession: plan and action steps – High Priority

Goal 4 – Preservation of agriculture and open spaces with planned development.

Objectives

- Increase acreage of public open space with funding source.
- Maintain acreage in agriculture.
- Integrate General and Master Plans with Vision 2022 and Goals 2012.
- Have attractive developments designed for health and beauty in the context of the surrounding area.
- Protect and expand control over water source, supply, treatment and distribution.
- Develop an effective system of storm water management and flood protection.
- Increase infrastructure at county parks.

Intrinsic Value to Residents

- Predictable new development – type and location.
- Opportunities for farmers to stay or to attract young farmers.
- Future of farming in Yolo County.
- Protection of property values.
- Opportunities to enjoy open space.

Challenges and Opportunities

- Pressures from the development community.
- Pressures from current residents who desire no growth and those who desire growth.
- Finding the right locations for new developments.
- Balancing growth and preservation of agriculture and open space.
- High cost of land and housing.
- Housing availability and affordability for farm workers and farm families.
- City growth and plans consistent with Yolo County.
- Maintaining access to local food supply.
- Lack of agricultural processing plants with supporting infrastructure.
- Conflicting messages from state government.
- Differing expectation about Yolo County from others in the region.

Policy Actions 2007

- Levee analysis, policy direction, action plan and funding – Top Priority

Administrative Actions 2007

- Agriculture related business retention and attraction: strategy and actions – Top Priority
- Agricultural Mitigation Ordinance: development – Top Priority
- Integrated Regional Water Management Plan: development (including water storage) – High Priority
- Habitat Mitigation Ordinance: report and policy direction – High Priority
- Parks & Resources Department organization: implementation – Top Priority

Priorities in Progress 2007

- Parks and Open Space Master Plan: project prioritization and funding.
- General Plan update
- Conaway Ranch

Goal 5 – Partnering for a successful Yolo County.

Objectives

- Strengthen relations with cities.
- Strengthen relations with University of California, Davis, Yuba Community College District and Los Rios Community College District.
- Strengthen relations with Rumsey Band of Wintun Indians.
- Strengthen relations with community service districts.
- Strengthen relations with school districts.
- Strengthen relations with community-based organizations.
- Strengthen relations with federal, regional, state, county and international agencies and organizations.
- Strengthen residents’ trust and confidence in county government: institutions and officials.
- Increase residents’ understanding of county government and their participation.

Intrinsic Value to Residents

- Knowing about Yolo County’s mission, projects, programs and services.
- County looking out for residents’ interest.
- Opportunities to get involved in county government.
- Local governmental entities working together for your benefit.

Challenges and Opportunities

- Understanding of county government.
- Time requirement for relationship building and partnering.
- Partners with goals and agendas that are different or conflicting.
- Understanding ourselves within the county.
- Finding common ground among partners, rather than differences.
- Working together with partners to solve common problems.
- Mutual respect for each jurisdiction’s responsibilities.
- Unequal resources among partners.
- Working within given revenues.
- Understanding the values of county services.
- Mutual understanding of the impacts of each partner’s decisions and actions on others.
- Leveraging resources through partnerships.

Administrative Actions 2007

- Yolo County Web site: update – Top Priority
- County-cities dialog: strategy and actions – High Priority

Goal 6 – Safe and healthy community.

Objectives

- Promote stable, healthy families and individuals.
- Increase crime prevention activities, strengthen criminal justice system to reduce criminal activity.
- Develop sustainable comprehensive health system with access for everyone.
- Fewer individuals with alcohol and drug abuse problems.
- Develop effective emergency response and recovery with greater preparedness of residents.
- Promote healthier living and illness prevention.

Intrinsic Value to Residents

- People feeling secure any place in Yolo County at any time of day or night.
- Timely response to an emergency call for services.
- Protection of yourself and personal property.
- Residents sharing responsibility for making Yolo County a safe and healthy place to live.
- Opportunities to enhance personal health and fitness.
- Protection from community-acquired diseases.

Challenges and Opportunities

- Politics of fund allocation from the state and federal government.
- Ineffective communication systems among public safety agencies.
- Funding and commitment of partners to build capacity for emergency response and recovery.
- State policies that impact the justice system and court system.
- Engaging residents in prevention/community health and taking greater personal responsibility.
- Rising expectations for county services and the role of the county and funding.
- Lack of comprehensive healthcare for all residents.
- Adequate funding/affordability for prevention/treatment without diminishing current programs.
- Measuring and tracking percentage of repeat offenders.
- Statutory regulations regarding housing programs.
- Effective alternatives to incarceration.
- Shortage of jail beds.
- Collection of fines, fees, child support and restitution.
- Public stigma of county health and human services.
- Incorporating “Health by Design” principle in land use and development planning.
- Health disparity among ethnic and socioeconomic groups.
- Increasing community placement opportunities and services for the mentally ill.
- Getting health partners to work together for community benefit.
- Increasing placements for foster care children within Yolo County.
- Disconnect between funding sources and programs (e.g. VLF funding for health programs).
- Cooperating and collaborating among county agencies (breaking down silos).

Policy Actions 2007

- Corrections reform strategy – Top Priority
- Housing strategy for Yolo County – High Priority

Priorities in Progress 2007

- Yolo Safety Net (indigent healthcare) Group: evaluation and recommendations

Action Agenda 2007

Policy Agenda 2007 Top Priority

- Secure bond money
- Economic development action plan with performance measures
- Compensation policy: review and revision
- Levee analysis and plan with funding
- Corrections reform strategy

Policy Agenda 2007 High Priority

- Development Impact Fees: agreement with cities
 - Self Help County: designation
 - “Green” policy: development
 - Revenue sharing with cities
 - Roads capital investment program
 - Housing strategy for Yolo County
-

Administrative Agenda 2007 Top Priority

- S-P-I-R-I-T program: aligning the organization with core values
- Parks and Resources organization: funding and implementation
- Agriculture-related business retention and attraction: strategy and actions
- Agricultural mitigation ordinance: development
- Web site: update

Administrative Agenda 2007 High Priority

- Rural community service standards report and policy direction
 - Fleet management program
 - Management succession plan
 - Integrated Regional Water Management Plan
 - Habitat Mitigation Ordinance
 - County – Cities dialog
-

Priorities in Progress 2007

- Capital Investment Program with financial policy and plan
- Yolo Safety Net (indigent healthcare) group: effectiveness with recommendations for action
- New courthouse: comprehensive strategy and plan
- Parks and Open Space Master Plan: project prioritization and funding
- General Plan update
- Conaway Ranch