

# 2016-2019 Strategic Plan

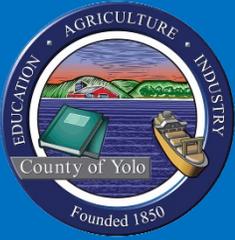
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- Advance innovation
- Collaborate to maximize success
- Engage and empower both our residents and County workforce
- Provide accessible, fiscally sound, dynamic and responsive services
- Strategically align our organization



## Strategic Planning

<p><b>Meaning</b></p> <p><i>A three-year Strategic Plan intended to further the organization's goal</i></p> <p><i>Yolo County's collective thinking and vision of the future.</i></p>	<p><b>Key Concepts</b></p>		
	<p>Makes sense of the Yolo County organization's purpose, resources, actions and ends</p> <p>Identifies a best course of action</p>	<p>Implements a process that:</p> <ul style="list-style-type: none"> <li>• considers Yolo's mandates, current initiatives, capacity, resources and changing environment</li> <li>• establishes measurement and review processes to assess progress</li> <li>• creates a dynamic county-wide, long-term, future-oriented process of evaluation, assessment, decision/policy-making and implementation</li> </ul>	<p>Develops multi-year policy plans that links the present environment with a desired vision of the future, indicating where resources are to be concentrated</p>
	<p><b>Current Organizational Priorities</b></p> <ul style="list-style-type: none"> <li>• Facilities and space planning (Capital Improvement Plan)</li> <li>• Implementation of InforSystem and Talent Development program</li> <li>• Countywide implementation of Yolo Performance and related dashboards</li> <li>• Law &amp; Justice case management system development and implementation</li> <li>• Outreach/education on county programs and services</li> </ul>		<p><b>Tools Required</b></p> <ul style="list-style-type: none"> <li>• Data-driven, evidence-based, innovative practices, i.e. trauma-informed practices, upstream investment</li> <li>• Efficient and effective information technology systems</li> <li>• Effective allocation of resources to services</li> <li>• Collaboration among departments and with partners</li> <li>• Internal departments appropriately staffed to support organization</li> <li>• Engaged County workforce</li> </ul>
	<p><b>2016-2019 Strategic Plan Goals</b></p>		
<p><b>Thriving Residents</b></p>	<p><b>Safe Communities</b></p>	<p><b>Sustainable Environment</b></p>	<p><b>Flourishing Agriculture</b></p>



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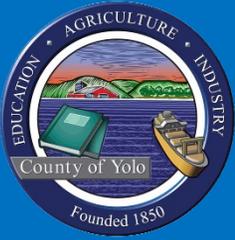
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## Goal: Thriving Residents



<p><b>Meaning</b> (Expanded definition of the Strategic Plan Goal)</p> <p><i>Social, economic and physical environments are created and supported which promote good health and protect vulnerable populations so that community members and future generations have the opportunity to learn and grow to their full potential.</i></p>	<p><b>Key Concepts</b> (Actionable items reflected in the meaning)</p>			
	<p><b>Promote healthy communities:</b> Create and improve physical and social environments and expand community resources that enable residents to make healthy lifestyle choices, decrease their risk of chronic disease and develop to their maximum potential</p>	<p><b>Protect and support vulnerable populations:</b> Protect and support those at risk for physical, emotional or economic harm (including the poor, mentally ill, elderly, homeless, physically disabled, families with children and children at risk for abuse, delinquency or already under jurisdiction of the Court)</p>	<p><b>Protect consumers:</b> Consumers are protected from fraud, public health threats, safety hazards, substandard housing and blighted conditions.</p>	<p><b>Achieve and maintain self-sufficiency:</b> Provide services (including safety net) and opportunities that support wellness and the economic and food security of residents so they can contribute to the stability of themselves, their families, the community and future generations</p>
	<p><b>2016-2019 Priority Focus Areas</b></p> <p style="text-align: center;"><b>Implement Community Health Improvement Plan</b> (Focus Areas: mental health, healthy aging and chronic disease prevention)</p>		<p><b>Strategies for Success</b></p> <ul style="list-style-type: none"> <li>• Mental Health           <ul style="list-style-type: none"> <li>• Improve quality of behavioral health services</li> <li>• Reduce mental health stigma and discrimination</li> <li>• Improve access to behavioral health services</li> </ul> </li> <li>• Chronic Disease Prevention           <ul style="list-style-type: none"> <li>• Increase fruit and vegetable consumption</li> <li>• Decrease consumption of sugar sweetened beverages</li> <li>• Increase physical activity</li> <li>• Increase access to preventive services</li> <li>• Decrease youth access to tobacco</li> <li>• Strengthen the support network for chronic disease prevention and management</li> </ul> </li> <li>• Healthy Aging           <ul style="list-style-type: none"> <li>• Increase access to safe and affordable housing</li> <li>• Improve the information system</li> <li>• Improve access to safe and affordable transportation</li> <li>• Improve access to preventive services, early diagnosis and treatment</li> </ul> </li> </ul>	



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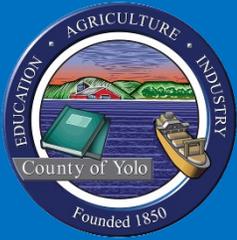
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## Goal: Thriving Residents (Cont.)



Meaning (Expanded definition of the Strategic Plan Goal)	2016-2019 Priority Focus Areas	Strategies for Success
<p><i>Social, economic and physical environments are created and supported which promote good health and protect vulnerable populations so that community members and future generations have the opportunity to learn and grow to their full potential.</i></p>	<p><b>Develop and implement strategies to reduce homelessness *</b></p>	<ul style="list-style-type: none"> <li>• Permanently house people experiencing homelessness</li> <li>• Increase access to income and benefits</li> <li>• Reduce arrests, tickets and law enforcement interactions</li> <li>• Reduce emergency care visits and days in psychiatric hospitalization</li> </ul>
	<p><b>Expand best practices in programs benefitting children *</b></p>	<ul style="list-style-type: none"> <li>• Children of Yolo County are safe, healthy and experience an improved quality of life               <ul style="list-style-type: none"> <li>• Obtain a comprehensive understanding of the Child Welfare Services system and the performance of the Yolo County Child Welfare Services Division</li> <li>• Demonstrate the Continuum of Care through validation of mapped children’s services and programs, analysis of need, and evaluation of opportunities for improvement and expansion, including clearly defined County role and responsibilities within the continuum</li> <li>• Adopt a Board of Supervisors policy or other mechanism ensuring allocation of resources for upstream investments</li> </ul> </li> </ul>
<p>* Cross-over with Safe Communities</p>		



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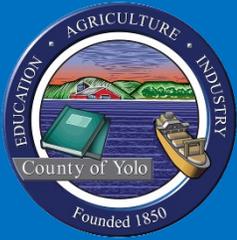
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## Goal: Safe Communities



<p><b>Meaning</b> (Expanded definition of the Strategic Plan Goal)</p> <p><i>Safe communities are maintained through cross-system collaborations that focus on prevention, utilize evidence-based strategies for treatment and intervention, provide legal representation and ensure code enforcement of unsafe conditions.</i></p>	<p><b>Key Concepts</b> (Actionable items reflected in the meaning)</p>			
	<p><b>Ensure safe communities:</b> Hold offenders accountable, restore victims and enforce code requirements to protect residents and visitors from unfair practices and unsafe conditions</p>	<p><b>Emphasize behavior change:</b> Case manage and treat offenders with an emphasis on behavior change, recidivism reduction and regulatory compliance without compromising public safety or contributing to further victimization</p>	<p><b>Employ evidence-based criminal justice practices:</b> Exercise collaboration among criminal justice partners to ensure practices, policies and operating standards that have been proven to effectively reduce crime and an offender's likelihood to reoffend are employed</p>	<p><b>Provide legal representation:</b> Provide quality representation through zealous advocacy that protects the liberty, constitutional rights and livelihood of vulnerable and indigent clients</p>
	<p><b>2016-2019 Priority Focus Areas</b></p>		<p><b>Strategies for Success</b></p>	
	<p><b>Identify and address service delivery and critical infrastructure needs in unincorporated communities **</b> (e.g. flood, sewer, water, broadband, sustainable road strategy)</p>		<ul style="list-style-type: none"> <li>• Improve service delivery and critical infrastructure for unincorporated communities through substantial increases in CSA administration, road maintenance, broadband service and flood protection</li> </ul>	
<p><b>Implement proactive, coordinated code enforcement effort **</b></p>		<ul style="list-style-type: none"> <li>• New Code Enforcement Officers (1-2) hired, trained, and beginning work.</li> <li>• Code Enforcement Task Force members identified, MOUs established, and team fully operational.</li> <li>• Community Outreach and education on new code enforcement efforts completed.</li> <li>• Coalition departments' training sessions implemented and completed, includes Department of Agriculture, Sheriff's Office, Probation, Public Guardian/Public Administrator, Child Welfare Services, and Adult Welfare Services.</li> <li>• Establish Single Point of Contact</li> <li>• Code Enforcement Task Force fully funded through fees and fines, balanced approach to all areas of code.</li> <li>• Code revisions completed and approved</li> </ul>		
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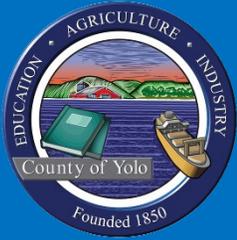


## Goal: Safe Communities (Cont.)



Meaning (Expanded definition of the Strategic Plan Goal)	2016-2019 Priority Focus Areas	Strategies for Success
<p><i>Safe communities are maintained through cross-system collaborations that focus on prevention, utilize evidence-based strategies for treatment and intervention, provide legal representation and ensure code enforcement of unsafe conditions.</i></p>	<p><b>Ensure robust disaster emergency management program *</b></p>	<ul style="list-style-type: none"> <li>• Continue work on the 15 mitigation projects outlined in the Hazard Mitigation Plan</li> <li>• Include new projects for climate change in the 2018 revision of the Multijurisdictional Hazard Mitigation Program</li> <li>• Revise the Hazard Mitigation Plan by 2018 and submit to FEMA for approval</li> <li>• Continue to implement systems, plans &amp; procedures necessary to achieve EMAP Accreditation</li> <li>• Continue to promote the concept of All Hazard preparedness to the public through multiple public outreach methods</li> <li>• Complete the Emergency Support Function restructure of the local Emergency Operations Plans</li> <li>• Train jurisdictional staff in Emergency Management procedures/operations</li> <li>• Focus efforts on economic recovery after events that qualify for State and Federal recovery funds</li> <li>• Advance ability to provide debris management and health &amp; social services recovery post event(s)</li> <li>• Use the response structures built for Emergency Management to respond to disaster, emergency &amp; planned events on a regular basis</li> <li>• Activate local Emergency Operations Centers to coordinate response activities</li> </ul>
	<p><b>Develop coordinated continuum of care ranging from prevention through intensive services *</b></p>	<ul style="list-style-type: none"> <li>• Improve service provision to assist in preventing adults from entering or penetrating deeper into the criminal justice system.</li> <li>• Reduce the number of people with mental illness in the jail system in accordance with the national Stepping Up Initiative.</li> <li>• Increase information sharing and coordination among law and justice departments and service/community providers to improve services, enhance outcomes and reduce duplication of effort.</li> </ul>

\* Cross-over with Thriving Residents goal \*\* Cross-over with all Strategic Plan Goals



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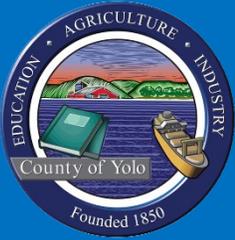
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## Goal: Sustainable Environment



<p><b>Meaning</b> (Expanded definition of the Strategic Plan Goal)</p> <p><i>Efficient utilization of natural resources to provide recreational opportunities and ensure availability for generations to come, protect and improve water quality and quantity, lower greenhouse gas emissions, maximize the use of renewable energy.</i></p>	<p><b>Key Concepts</b> (Actionable items reflected in the meaning)</p>			
	<p><b>Efficiently manage natural and renewable resources:</b> Protect natural areas to maintain open space and habitat for public access with sustainable revenue and maximize material reuse, recycling and resource reclamation</p>	<p><b>Protect open space and provide recreational opportunities:</b> Maintain and enhance existing recreational facilities for residents and facilitate regional tourism</p>	<p><b>Protect and improve water and air quality:</b> Eliminate sources of contamination water, soil and air to ensure protection of public health and the environment, including the Delta, surface and ground water resources</p>	<p><b>Lower green house gas emissions:</b> Restructure and/or incentivize reduction of activities that may contribute to climate change and related impacts</p>
	<p><b>2016-2019 Priority Focus Areas</b></p>		<p><b>Strategies for Success</b></p>	
	<p><b>Ensure water reliability *</b></p>		<ul style="list-style-type: none"> <li>• Implement Groundwater Sustainability Act of 2014 resulting in comprehensive adaptive management of our region's water supply.</li> </ul>	
	<p><b>Identify and implement sustainable parks system model *</b></p>		<ul style="list-style-type: none"> <li>• Achieve an adaptively managed parks system that is physically and financially sustainable</li> </ul>	
<p><b>Update and implement Climate Action Plan **</b></p>		<ul style="list-style-type: none"> <li>• Develop implementation plan for the Climate Action Plan (CAP) with the capability to track its progress</li> <li>• Attain the most significant Greenhouse Gas reducing measure of the CAP: a Community Choice Energy program in Yolo County</li> </ul>		
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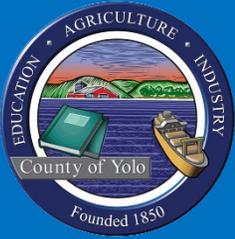
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## Goal: Sustainable Environment (Cont.)



Meaning	2016-2019 Priority Focus Areas	Strategies for Success
<p>(Expanded definition of the Strategic Plan Goal)</p> <p><i>Efficient utilization of natural resources to provide recreational opportunities and ensure availability for generations to come, protect and improve water quality and quantity, lower greenhouse gas emissions, maximize the use of renewable energy.</i></p>	<p><b>Identify countywide waste reduction strategies **</b></p>	<ul style="list-style-type: none"> <li>• Organics program               <ul style="list-style-type: none"> <li>• Collection in densely populated unincorporated areas through existing routes (UCD capstone/Clarksburg pilot)</li> <li>• Pros-cons of onsite processing vs. remaining a transfer station, i.e. contribution to CCA</li> <li>• Anaerobic digestion</li> <li>• Innovation/research opportunities</li> </ul> </li> <li>• Pharmaceutical recovery for proper disposal               <ul style="list-style-type: none"> <li>• Collection options (kiosks, drug take-back programs, DARE)</li> <li>• Education program</li> </ul> </li> <li>• Increased collection of all hazardous materials for proper disposal</li> <li>• Increased collection of recyclables</li> <li>• Contracts               <ul style="list-style-type: none"> <li>• Renewal of long-term, integrated (all waste) contracts with cities</li> <li>• Additional contracts outside Yolo (UCD and other jurisdictions)</li> <li>• Comprehensive review of fees to reflect actual operation and use (reasonable rates &amp; environmentally responsible)</li> <li>• Expansion of reuse facilities (from HHW to other household)</li> </ul> </li> </ul>
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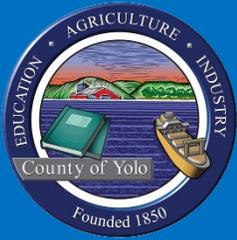
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## Goal: Flourishing Agriculture



<p><b>Meaning</b> (Expanded definition of the Strategic Plan Goal)</p> <p><i>Support a vibrant and resilient agricultural economy that concurrently preserves sufficient farmland to maintain regional food security in perpetuity.</i></p>	<p><b>Key Concepts</b> (Actionable items reflected in the meaning)</p>		
	<p><b>Support economic viability:</b> Prevent foreign pest infestations, provide equity in the marketplace, assist in regulatory processes and set policy to support long-term economic sustainability</p>	<p><b>Maintain and enhance infrastructure:</b> Maintain a transportation and distribution network; provide training and technical support; facilitate access to water, raw and renewable materials, energy; and provide storage facilities and waste and recycling resources for ag</p>	<p><b>Ensure land availability:</b> Preserve and protect agricultural lands for food, fiber and livestock production through mitigation, easements and land use planning</p>
	<p><b>2016-2019 Priority Focus Areas</b></p>		<p><b>Strategies for Success</b></p>
	<p><b>Facilitate connections between growers and buyers</b></p>		<ul style="list-style-type: none"> <li>• Farms can maximize their sales opportunity via access to regional institutional buyers</li> <li>• Events that facilitate the connection between buyers and farmers/ranchers</li> </ul>
	<p><b>Align workforce development efforts with ag and food system employer needs *</b></p>		<ul style="list-style-type: none"> <li>• Trained workforce to meet agriculture and food system needs.</li> <li>• Workforce employed in agriculture and food system jobs that are career-pathing</li> <li>• Workforce system that is continuous, capacity building, and meets employer needs</li> <li>• College and training curriculum established that supports the agriculture and food system workforce needs.</li> </ul>
<p><b>Ag land preservation *</b></p>		<ul style="list-style-type: none"> <li>• Comprehensive agriculture land preservation strategy with clear mitigation measures for projects impacting agriculture</li> </ul>	
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## Goal: Flourishing Agriculture (Cont.)



Meaning	2016-2019 Priority Focus Areas	Strategies for Success
<p>(Expanded definition of the Strategic Plan Goal)</p> <p><i>Support a vibrant and resilient agricultural economy that concurrently preserves sufficient farmland to maintain regional food security in perpetuity.</i></p>	<p><b>Develop strategies, including concierge approach, to nurture new ag/ag tech business</b></p>	<ul style="list-style-type: none"> <li>• Clear and agreed upon quality of service (i.e. deadlines met and comprehensive responses) by all internal county stakeholders</li> <li>• Strong working relationships with city partners and ED entities for coordinated concierge and economic development approach</li> <li>• Funded program to execute economic development priorities (outreach, marketing, Farmbudsman)</li> <li>• New businesses attracted to support our farming enterprises and grow into the future of farming</li> <li>• Supporting the development of food and ag tech start-ups and early stage businesses</li> <li>• Growth of our existing businesses</li> <li>• Clear and proactive policy on desired agri-business</li> <li>• Inventory of resources and related infrastructure needs</li> <li>• Helping outside businesses relocate here as smoothly as possible</li> <li>• Positive reputation amongst business owners due to ease at which new/existing businesses can get County services and support, including assistance with the permitting process</li> </ul>