

Strategic Plan 2020 Engagement Results and Environmental Scan



**Yolo County
County Administrators Office
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Executive Summary

Engagement Results

Purpose

The purpose of this report is to provide a summary and analysis of the engagement effort stage of the 2020 Strategic Plan development process. It is the intent that the information and data in this report will help guide the Board of Supervisors and County staff as they move into the plan development stage of the 2020 Strategic Plan.

County Advisory Body and Special District Engagement

Every County advisory body and special district was emailed a voluntary survey for them to complete as a body to share their priority interests for the Board to consider in the development of the 2020 Strategic Plan. The purpose of the survey was capture input from those bodies since they have a significant level of insight regarding the Yolo County community and are subject matter experts in a variety of fields for which they advise the Board of Supervisors. The County received 24 responses from different advisory bodies and special districts. The full summary can be found in the report below, as well as a full breakdown of responses from each body in the appendix. Recurring themes that came up were:

Common Themes from Advisory Body and Special District Engagement	
Agriculture	Food insecurity
Assist special districts	Homelessness
Collaboration and communication	Housing
Concerns over population growth and its effects	Infrastructure & roads
County outreach and services	Maintaining open space & expanding outdoor recreation
Disaster preparedness	Mental health services
Diversity	Reduce regulations on building for water, agriculture, and housing
Economic & business development	Rural internet access
Education & workforce training	UC Davis
Expand transportation options (such as bikes and pathways) & public transit	Water management

Community Engagement

The County sought to gather as much input as possible from the community to ensure all had the opportunity to participate and offer their priority areas of interest in the development of the 2020 Strategic Plan. To this end the County created a survey to determine the interests of the public. This survey was designed by a cross-departmental team of County staff and underwent multiple revisions, incorporating feedback from both line staff and department leaders until the final version was released to the public. The survey format had individuals rank topics to show their top priorities for the 2020 Strategic Plan and also provided some open-ended questions for more detailed responses.

Survey Response by Jurisdiction		
City/County	Number of Responses	Percentage of Responses
Davis	127	26.6%
West Sacramento	71	14.9%
Winters	30	6.3%
Woodland	151	31.7%
Unincorporated County	58	12.1%
Unspecified by Respondent	39	8.1%
Total	476	100%

Top 10 Priorities County Wide (Question 1)	
Priorities	Ranked Scores
Safe and affordable housing	2237
Homelessness	1821
Access to mental health and substance use services	1792
Quality of life for children	1715
Quality and quantity of water	1470
Rural infrastructure and services	1255
Health promotion and disease prevention	1170
Agricultural land preservation	1129
Disaster emergency preparedness	1065
Poverty	1034

Common Themes from County Strengths, Opportunities for Improvement, and Challenges (Questions 2-4)	
Theme	Number of Comments
Top 3 Strengths (Question 2)	
Agriculture	115
Community	66
Rural Character of the County	32
Top 3 Challenges (Question 3)	
Housing	56
Homelessness	55
Difficulties associated with population growth	52
Top 3 Areas for Improvement (Question 4)	
Homelessness	58
Road repair	51
Effective governance	15

Environmental Scan

This environmental scan is meant to provide supplemental context regarding community needs and county wide trends using data from the Community Indicator Dashboard and Yolo 2-1-1. The Community Indicator Dashboard provides the Yolo County Board of Supervisors and the public with indicators that reflect the well-being of the Yolo County community. The dashboard is organized into seven categories: Demographics, Economy, Education, Environment, Health, Housing, and Safety. Yolo 2-1-1 is a free, multi-lingual, confidential phone number and online database that connects Yolo County residents quickly and effectively to local health and human service programs, job support and disaster response information. While many of these trends may be beyond the direct control of the County alone, the information is intended to assist the Board of Supervisors in identifying areas in the community in need of attention and stakeholder collaboration.

Key Findings

The data trends from the Community Indicator Dashboard and Yolo 2-1-1 tell us many things independently, however there are also some overall trends that can be seen in common from both sources. These trends include:

1. **Housing** – The number one need, requested by callers to Yolo 2-1-1 during calendar year 2018 calls, was housing. This appears to correlate to a number of data trends observed in the Community Indicator Dashboard. The Dashboard displayed a significant increase in rent costs since 2009, increased competition for housing as reflected by a decreased housing vacancy rate, and the large number of individuals on the Yolo County Housing Authority public housing wait list. These indicators coupled with the Yolo 2-1-1 requests all point to a significant housing challenge for Yolo County residents.
2. **Food Insecurity** – According to data from the Community Indicator Dashboard, the number of people who are food insecure in Yolo County has decreased since 2013, however in 2016 there were still 29,080 food insecure people (13.4% of the total population in 2016). Yolo 2-1-1 data corroborates this observation, since food assistance was the second highest topic that Yolo County residents called the service about.
3. **Outreach to Linguistic Minorities** – The percentage of residents who speak a language other than English at home has increased steadily in Yolo County since 2010, according to the United States Census Bureau data (as shown on the Community Indicator Dashboard), with the figure being 62.3% of residents in 2017. Additionally, approximately 40.4% who speak a Non-English language in Yolo County report speaking English “less than very well”. However, according to Yolo 2-1-1 call data, over 90% of calls were spoken in English. This means that a significant portion of our County’s linguistic minority community are not utilizing Yolo 2-1-1. While the reason for this is unclear, it could be that the County needs to expand outreach to these minority communities and educate them on the availability of County services such as Yolo 2-1-1.

Purpose and Methodology

In all of its work, Yolo County strives to be innovative, collaborative, fiscally responsible, inclusive of the County's diverse population, strategically aligned and engaged with the community. Consistent with its ongoing commitment to these principles, the Yolo County Board of Supervisors establishes a Strategic Plan as a guiding document to set policies and prioritize resources for the organization in increments of three to five years. The 2016-2019 Strategic Plan is set to end in December 2019. Therefore, county staff has begun the process of developing a 2020 Strategic Plan. The development of the 2020 Strategic Plan is set to occur over the course of 2019 and will occur in three stages: engagement efforts, plan development, and approval.

Purpose

The purpose of this report is to provide a summary and analysis of the engagement effort stage of the 2020 Strategic Plan development process. It is the intent that the information and data in this report will help guide the Board of Supervisors and County staff as they move into the plan development stage of the 2020 Strategic Plan.

Methodology

The methodology utilized for this report includes survey input and data review. From December 21st to March 5th the County gathered input on priority interests from a survey released to County advisory bodies and special districts and a separate survey released to the public. The public survey was released in five languages (including English, Spanish, Russian, Chinese, and Korean). The survey was promoted through two public meetings, eight pop-up booths, and the placement of flyers at County service desks and rural post offices.

The data review, referred to as an environmental scan, helps to provide supplemental data on community needs and county-wide trends. This information was gathered from verified data sources in the County's Community Indicator Dashboard as well as a 2018 data report from Yolo 2-1-1. The Community Indicator Dashboard provides the Yolo County Board of Supervisors and the public with indicators that reflect the well-being of the Yolo County community. The dashboard is organized into seven categories: Demographics, Economy, Education, Environment, Health, Housing, and Safety. Within each category are specific measures that present data from the United States Census Bureau, county and state reports, and various non-profits. Each measure is updated as new data is made available from the corresponding sources. Yolo 2-1-1 is a free, multi-lingual, confidential phone number and online database that connects Yolo County residents quickly and effectively to local health and human service programs, job support and disaster response information.

Engagement Results

County Advisory Body and Special District Engagement

Part of the engagement outreach involved reaching out to Yolo County advisory bodies and special districts to complete a survey. Every County advisory body and special district was emailed a voluntary survey for them to complete as a body to share their priority interests for the Board to consider in the development of the 2020 Strategic Plan. The purpose of the survey was capture input from those bodies since they have a significant level of insight regarding the Yolo County community and are subject matter experts in a variety of fields for which they advise the Board of Supervisors.

The advisory bodies and special districts were asked questions regarding Yolo County’s strengths, areas for improvement, as well as upcoming challenges and suggestions for tackling those challenges. The County received 24 responses from different advisory bodies and special districts. Since each of these bodies are specialized in their field of expertise, the findings were aggregated into a list of pertinent comments, by survey question (starting with survey question two, since question one merely asked for the name of the stakeholder group). All of the questions were open-ended, which allows for the respondents to give as detailed an answer as they saw fit. The full list of responses can be found in the appendix of this report.

Question 2 – What is Yolo County’s greatest strength and how should the County build on this strength?

A brief list of strengths and suggestions mentioned by respondents, in alphabetical order, is as follows:

Advisory Body and Special District Response Summaries for Question 2	
What is Yolo County’s Greatest Strength?	How Should the County Build on This Strength?
Active community	<u>Agriculture</u> <ul style="list-style-type: none"> • Support agriculture by improving the business permitting process. • Pursue policies that support agriculture and preserve agricultural land (E.G. Williamson act, enforce current zoning, encourage urban in-fill/ vertical development, etc.) • Educate more urban residents about the benefits of agriculture. • Support agri-tourism.
Agriculture	
Collaboration	
County advisory committees	<u>Collaboration</u> <ul style="list-style-type: none"> • Foster public/private partnerships. • Work more with Community Based Organizations (CBOs).
County Government & Services	
County library & education	

	<ul style="list-style-type: none"> • Encourage cooperation between commissions and Board committees where goals overlap. • Take advantage of our relationship with UC Davis to develop and attract a qualified workforce to our businesses. • Take advantage of federal funds for different employment assistance and training programs.
Diverse and plentiful water supplies	<u>Community Engagement</u> <ul style="list-style-type: none"> • Conduct outreach to get more volunteers involved with County commissions and projects, as well as receive general feedback and ideas from the public. • Adopt the Youth Empowerment Summit model but for adults.
Diversity	
Environmental stewardship	
Food bank	
Geographical location	
Open space	<u>County Services</u> <ul style="list-style-type: none"> • Get feedback from county service customers. • Reconsider strict regulations. • Coordinate with growers and businesses to get food and resources to the homeless. • Improve access to public lands.
Recreational opportunities	
Rural character	
Small county size	<u>Economic Development</u> <ul style="list-style-type: none"> • Provide tax incentives to bring businesses to Yolo County. • Create an atmosphere to help small businesses.
Small family businesses	<u>Natural Disaster/ Fire</u> <ul style="list-style-type: none"> • Ensure that the fully funded mitigation and yearly increases from the tribe assist with fire suppression.
Transportation opportunities	<u>Population Growth</u> <ul style="list-style-type: none"> • Work with cities to encourage smart population growth within the cities.
UC Davis	<u>Water Management/ Conservation</u> <ul style="list-style-type: none"> • Support water resources association and Yolo County Ground Water Association. • Create surface water storage.
Well qualified and educated workforce	

Question 3 – What is an area that Yolo County could improve on and how should the County do so?

A brief list of areas that the County could improve on and suggestions mentioned by respondents, in alphabetical order, is as follows:

Advisory Body and Special District Response Summaries for Question 3	
What is an Area that Yolo County Could Improve On?	How Should the County Do So?
Agricultural business promotion	<u>Agriculture/ Economic Development</u> <ul style="list-style-type: none"> Invest in education of the local residents and invest long term in agriculture and food related industries. Support small and organic farms. Expand the tax base (E.G. Cannabis, expanding rural broadband, business incentives)
Assist special districts	
Code enforcement Improvement	
Communicate to residents for County services	
Communicate with rural parts of the County (northern and western regions)	<u>Collaboration</u> <ul style="list-style-type: none"> Work with Yolo County Transportation District to expand transit options throughout the County. Work with Caltrans to install signage and secure recreational space grants. Work with other regional jurisdictions to plan for better transportation, including a new bridge between Yolo and Sacramento.
Communicate with special districts and advisory bodies	
Educational opportunities for all residents	
Emergency notification improvement	
Emergency preparedness, especially for vulnerable groups such as older persons	<u>County Services</u> <ul style="list-style-type: none"> Use "People First" language in county materials Give updates to residents regarding Strategic Plan implementation. Increase public awareness campaigns to bring awareness of county services to those who need them. Create additional open space access, with linkages to create a continuum between properties.
Emergency shelters increase	
Housing	
Infrastructure repair	
Internal contracting processes review	
Internet expansion	<u>Education</u> <ul style="list-style-type: none"> Tailor educational programs to the needs of the population being served. Provide more diversified educational opportunities (E.G. preschool and job training).
Public areas and recreational site access	
Marketing Yolo County outside of the region	<u>Emergency Preparedness</u> <ul style="list-style-type: none"> Continue to improve the emergency planning and notification system, taking special care to find vulnerable people such those with disabilities or seniors.
Mental health and homeless services access	<u>Marketing Yolo Brand</u> <ul style="list-style-type: none"> Market how great Yolo is outside of the county (to other states)

	Update the County’s website and social media strategy.
Regulations reduction	<u>Rural Services</u> <ul style="list-style-type: none"> • Improve County government’s presence in the rural north and west ends of the county (E.G. create a newsletter for rural county residents, create an office for Community Services in Madison?). • Implement full Esparto Streetscape plan • Provide grants to rural areas for infrastructure.
Road improvements	<u>Special Districts</u> <ul style="list-style-type: none"> • Reach out to special districts regarding decision making. • Assist special districts with financial requirements. • Use some of the Proposition 172 funding to help Fire Districts.
Transportation expansion	

Question 4 & 5 – Based on your field of interest, what are the greatest challenges Yolo County will face over the next 3 to 5 years? What do you suggest as the best approaches for the County in tackling these challenges?

A brief list of challenges and suggestions mentioned by respondents, in alphabetical order, is as follows:

Advisory Body and Special District Response Summaries for Question 4/5	
What are the Greatest Challenges that Yolo County will Face Over the Next 3 to 5 Years?	What do You Suggest as the Best Approaches for the County in Tackling These Challenges?
Agriculture and open space preservation	<u>Agriculture/ Economic Development</u> <ul style="list-style-type: none"> • Develop the airport by pursuing different avenues of development, such as education (pilot training and marketing for job promotion), facility improvement (storage, firefighting craft), and economic/recreational development (freight transportation, vital parts distribution, agricultural research). • Make regulations looser for starting businesses. • Support agricultural tech development.
Airport development	
Automation	<u>Collaboration</u> <ul style="list-style-type: none"> • Collaborate with faith based communities, cities, and other organizations to address housing issue. • Work more closely with UC Davis. • Collaborate to continue to seek state and federal grant funds.

Cannabis	<u>Child Services</u> <ul style="list-style-type: none"> • Increase focus on reunification and services for foster children. • Identify early childhood needs with Yolo First 5.
Child welfare services	<u>County Services</u> <ul style="list-style-type: none"> • Improve wages for IHSS providers. • Hire more bi-lingual staff. • Increase services for the homeless. • Provide dumpsters to towns to decrease illegal dumping. • Invest in rural areas (New clinic and school in Dunnigan). • Reinstate the bookmobile. • Create a plan for how funds will be spent during the upcoming recession
Climate change	
Crime	
Disaster preparedness	
Diversity and inclusion improvement	
Economic recession	
First responder services demand increase	
Flooding in rural areas	<u>Climate Change</u> <ul style="list-style-type: none"> • Make carbon footprint reduction an organization-wide priority.
Food insecurity	<u>Housing</u> <ul style="list-style-type: none"> • Improve access to housing for farmworkers. • Build some housing outside of city limits. Streamline the permitting process for homebuilding.
Funding for fire truck replacement	
Greenhouse Gas Emissions	
Homelessness	
Housing	<u>Community Outreach</u> <ul style="list-style-type: none"> • Reach out to non-traditional partners and invest in vulnerable populations. Duplicate communication efforts and services.
Illegal dumping	
Internet in rural areas	
Land use planning	<u>Education</u> <ul style="list-style-type: none"> • Distribute some cannabis revenue to schools.
Mental health services	
Natural disasters	<u>Infrastructure</u> <ul style="list-style-type: none"> • Improve rural infrastructure (roads, internet, septic).
Parks and recreation funding	
Population growth	<u>Open Space</u> <ul style="list-style-type: none"> • Create new funding streams for parks (create a new district and tax citizens directly?).
Recruitment and retention of In-Home Supportive Services providers	
Regulations (water)	<u>Population Growth</u> <ul style="list-style-type: none"> • Strategically plan growth to avoid urban sprawl (focus on in-fill development, prevent building within flood and fire risk areas).
Renovating and expanding the Adult Day Health Center	
Rural infrastructure/ roads	
School funding	<u>Public Safety</u> <ul style="list-style-type: none"> • Implement the resident deputy program. • Increase law enforcement dedicated to cannabis.
Skilled labor shortages (Farmworker Overtime Costs)	
State and Federal mandates	

Surface and groundwater management (E.G. Unimpaired flows to the Sacramento River, implementation of the State Groundwater Management Act, Delta Tunnels)	<u>Special Districts</u> <ul style="list-style-type: none"> • Assist Fire Protection Districts with funding issues • Work with Fire Protection Districts to build a department-wide library with training literature and other relevant information. • Make existing Proposition 172 funding available to Fire Protection Districts.
Transportation	
Treatment, health, and housing services demand increase	<u>Water</u> <ul style="list-style-type: none"> • Implement voluntary agreements on water flows. • Collaborate with different jurisdictions regarding water use and conservation. • Allow farmers to build retention ponds.
Unemployment rate increase	
United States Census data collection	

Question 6 – Is there any additional information or suggestions regarding the Strategic Plan that you would like to share?

A brief list of comments provided by respondents, in no particular order, is as follows:

- Carefully plan housing and services for increasing population
- Comprehensively review annually
- Create a long term plan, and attach it to the budget and measurable objectives and actions
- Increase reliance on evidence based practices
- Maintain active outreach with organizations and residents
- Prioritize prevention over reaction
- Put measures to protect wildlife, open spaces, and agriculture
- Strategize – The County cannot solve all problems
- Sync the strategic plan up with the Community Health Needs Assessment

Community Engagement – Online Public Survey and Public Outreach Events

The County sought to gather as much input as possible from the community to ensure all had the opportunity to participate and offer their priority areas of interest in the development of the 2020 Strategic Plan. To this end the County created a survey to determine the interests of the public. This survey was designed by a cross-departmental team of County staff and underwent multiple revisions, incorporating feedback from both line staff and department leaders until the final version was released to the public. The survey format had individuals rank topics to show their top priorities for the 2020 Strategic Plan and also provided some open-ended questions for more detailed responses.

The survey was officially released on January 18, 2019 on the County’s 2020 Strategic Plan webpage and closed on March 5, 2018. The survey was available in five languages and available as an electronic or printable survey handout. It was advertised through a press release and social media postings as well as distributed at

County service desks and rural post offices. In addition to these efforts, the County conducted public outreach through 2 public meetings (Davis and Elkhorn) and by hosting informational booths at 8 local community events throughout the County. These outreach efforts yielded 476 total survey responses. The distribution by survey response type and geographic jurisdiction can be found in the two tables below. Responses from the survey data will be shown below, in a comprehensive total as well as broken down by the various cities and unincorporated Yolo County.

Survey Response Type	
Survey Distribution Medium	Number of Responses
Total Online Survey Responses	386
Total Paper Survey Responses	69
Total Survey Responses from the Public Meetings	21
Total Survey Responses	476

Survey Response by Jurisdiction		
City/County	Number of Responses	Percentage of Responses
Davis	127	26.6%
West Sacramento	71	14.9%
Winters	30	6.3%
Woodland	151	31.7%
Unincorporated County	58	12.1%
Unspecified by Respondent	39	8.1%
Total	476	100%

Comprehensive County-Wide Results

Question 1 – What are your priorities?

For this question, 24 potential priorities were listed for the survey taker, of which they were asked to pick their top ten priorities, and rank them from one (most important) to ten (less important). These votes were then translated into points according to their ranking (with a number 1 ranking assigned 10 points, a number 2 ranking assigned 9 points, and so forth in descending order) and multiplied by the aggregated number of votes in that category to create each category's score.

- For Example: If two people ranked "Safe and Affordable Housing" as their number 1 priority. The score would be Ranking (10 Points) x Number of Voters (2)= Score of 20

Residents were also able to write-in "other" priorities to include in their ranking, if there were other interests they had which were not listed. Below are the results for the top ten scoring priority areas. The full list is available in the Appendix of this report.

Top 10 Priorities County Wide (Question 1)	
Priorities	Ranked Scores
Safe and affordable housing	2237
Homelessness	1821
Access to mental health and substance use services	1792
Quality of life for children	1715
Quality and quantity of water	1470
Rural infrastructure and services	1255
Health promotion and disease prevention	1170
Agricultural land preservation	1129
Disaster emergency preparedness	1065
Poverty	1034

Question 2 – What is Yolo County’s greatest strength and how should the County build on this strength?

This question was an open ended question, which allowed for respondents to give as detailed an answer as they saw fit. Many in-depth answers were given, so for the sake of analysis they are grouped into shared topic areas. The full list of responses can be found in the Appendix of this report. The top ten topic areas mentioned by respondents, and some common suggestions on how the County should build on those strengths, is listed below.

Greatest Strengths by Number of Responses (Question 2)		
Topic Area	Common Suggestions	Number of Responses
Agriculture	<ul style="list-style-type: none"> • Preserve agricultural land and heritage • Teach youth about agriculture and train them for the industry 	115
Community / the people	<ul style="list-style-type: none"> • Utilize our active communities by reaching out for solutions and volunteers • Foster a sense of unity amongst our populace 	66
Rural character of the County	<ul style="list-style-type: none"> • Preserve open spaces and small communities • Focus on strategic growth planning and in-fill the cities 	32
Location of the County	<ul style="list-style-type: none"> • Location between San Francisco and Sacramento provides many opportunities • Yolo County can be a tourist destination 	22
Open space	<ul style="list-style-type: none"> • Parks and natural recreational opportunities should be invested in more • Smart development and preservation of open spaces and natural resources are needed 	17

UC Davis	<ul style="list-style-type: none"> Look at how to increase partnerships with UC Davis, especially regarding agricultural innovation and technology UC Davis should expand assets for the County, such as implementing a medical school and entrepreneurial opportunities. 	17
Diverse communities across the County	<ul style="list-style-type: none"> Reach out and communicate more with the small communities of the County Balance the needs of the cities and the unincorporated towns 	16
Collaborative governance	<ul style="list-style-type: none"> Continue working collaboratively and be an example for other jurisdictions Continue to find new research on collaboration and educate County staff and partners 	14
Diversity (cultural, racial, nationality, gender)	<ul style="list-style-type: none"> Continue to foster diversity in our County institutions Embrace Latino heritage and contributions to our County 	11
County governance / staff	<ul style="list-style-type: none"> We should add more commissions to research more issues Keep in contact with residents and communities 	10

Question 3 – What is the greatest challenge Yolo County will face over the next 3 to 5 years?

This was an open-ended question, which allowed for respondents to give as detailed an answer as they saw fit. Many in-depth answers were given, so for the sake of analysis they are grouped into shared topic areas. The full list of responses can be found in the Appendix of this report. The top ten topic areas mentioned by respondents is listed below.

Greatest Challenges by Number of Responses (Question 3)		
Topic	Common Suggestions	Number of Comments
Housing	<ul style="list-style-type: none"> The County needs to work with the community to find innovative solutions Expand low-income housing with Community Based Organizations 	56
Homelessness	<ul style="list-style-type: none"> Mental health and addiction treatment is desperately needed for the homelessness Find a way to provide housing to the homeless, such as unused governmental buildings or a tiny home village 	55

Difficulties associated with population growth	<ul style="list-style-type: none"> • Manage population growth strategically, and balance the needs of the cities with preservation of the rural character of the County • Keep future infrastructure needs in mind for the growing population 	52
Climate change	<ul style="list-style-type: none"> • Plan for climate change induced disasters and hardships • Invest in technological innovations in housing, waste reduction, energy, and ag to reduce contribution to climate change 	27
Maintaining agricultural land despite pressure for more development	<ul style="list-style-type: none"> • Promote agricultural land preserving policies, such as zoning regulations and the Williamson Act • Develop urban areas in a compact and efficient way to prevent sprawl 	27
Lack of revenue for the County	<ul style="list-style-type: none"> • The County should strategically plan what needs will be in the future and plan for a smaller tax base in the future • Prepare for the next recession by putting good leadership in place and taking a look at what works 	14
Traffic	<ul style="list-style-type: none"> • Listen to constituents and work with them to lessen traffic issues • Work with outside organizations such as Caltrans and SACOG to develop alternative transportation solutions 	12
Crime	<ul style="list-style-type: none"> • Hire more law enforcement across the county • Stricter enforcement of laws 	10
Natural disaster preparedness	<ul style="list-style-type: none"> • Mitigate flooding by working together with farmers and developers to better plan • Work to repair levees 	10
Water Management	<ul style="list-style-type: none"> • Expand water storage and infrastructure • Keep more of our water, don't send as much to Southern California 	9

Question 4 – What is an area that Yolo County could improve on and how should the County do so?

This was an open-ended question, which allowed for respondents to give as detailed an answer as they saw fit. Many in-depth answers were given, so for the sake of analysis they are grouped into shared topic areas. The full list of responses can be found in the Appendix of this report. The top ten topic areas mentioned by respondents is listed below.

Greatest Opportunities for Improvement by Number of Responses (Question 4)

Topic	Common Suggestions	Number of Comments
Homelessness	<ul style="list-style-type: none"> • Clean up community and public areas of the drugs and crime associated with homelessness • Provide housing and services for the homeless and get them off the street 	58
Road repair	<ul style="list-style-type: none"> • Repair roads and fill in potholes, especially in rural areas • Work with law enforcement to enforce traffic laws 	51
Effective governance	<ul style="list-style-type: none"> • Reduce bureaucratic processes and focus on being proactive/ getting things done • Reduce spending to necessary efforts 	15
Community outreach	<ul style="list-style-type: none"> • Communicate more with the rural areas • Work to expand our media and social media presence 	13
Law enforcement	<ul style="list-style-type: none"> • Have more support and retention for police and law enforcement • Increase Sheriff presence in rural communities 	13
Rural development	<ul style="list-style-type: none"> • Attract businesses to the rural communities • Go after partnerships and grants with the state. 	12
Addiction and mental health services	<ul style="list-style-type: none"> • Transportation, housing, and detox services for those who need it • Branch out mental health and addiction services to the rural areas 	11
Economic development	<ul style="list-style-type: none"> • Pursue policies that will attract new businesses – especially in the cities • Look into other options besides agriculture to build the tax and services base 	11
Infrastructure	<ul style="list-style-type: none"> • Look into rural infrastructure grants to fund rural infrastructure • Special attention is needed in rural infrastructure 	11
Alternative transportation	<ul style="list-style-type: none"> • Put in more biking infrastructure, especially between Davis and Woodland • Increase bus and public transit routes to more rural areas 	10

Results by Location

Davis

The chart below shows the top ten priorities of residents of Davis for survey question 1. These scores were generated by a total of 127 respondents, from the Davis public meeting, the Davis pop-up booths, the paper survey, and electronic survey.

Top 10 Priorities for Davis (Question 1)	
Priorities	Ranked Scores
Safe and affordable housing	653
Access to mental health and substance use services	558
Quality of life for children	455
Quality and quantity of water	387
Homelessness	377
Greenhouse gas emission reduction	366
Health promotion and disease prevention	360
Poverty	316
Criminal justice diversion and prevention	309
Disaster emergency preparedness	288

West Sacramento

The chart below shows the top ten priorities of residents of West Sacramento for survey question 1. These scores were generated by a total of 71 respondents, from the public meeting in Elkhorn, the paper survey and online survey.

Top 10 Priorities for West Sacramento (Question 1)	
Priorities	Ranked Scores
Homelessness	341
Quality of life for children	266
Disaster emergency preparedness	255
Safe and affordable housing	252
Quality and quantity of water	229
Access to mental health and substance use services	192
Criminal justice enforcement	180
Agricultural land preservation	163
Rural infrastructure and services	162
Health promotion and disease prevention	155

Winters

The chart below shows the top ten priorities of residents of Winters for survey question 1. These scores were generated by a total of 30 respondents, from the community events in Winters, the paper survey, and online survey.

Top 10 Priorities for Winters (Question 1)	
Priorities	Ranked Scores
Safe and affordable housing	149
Rural infrastructure and services	132
Quality and quantity of water	123
Greenhouse gas emission reduction	119
Access to mental health and substance use services	102
Job growth and skill development in industries other than agriculture	100
Quality of life for children	92
Agricultural land preservation	78
Poverty	77
Disaster emergency preparedness	76

Woodland

The chart below shows the top ten priorities of residents of Woodland for survey question 1. These scores were generated by a total of 151 respondents, from the community event in Woodland, the paper survey, and online survey.

Top 10 Priorities for Woodland (Question 1)	
Priorities	Ranked Scores
Homelessness	818
Safe and affordable housing	741
Access to mental health and substance use services	645
Quality of life for children	539
Quality and quantity of water	449
Criminal justice enforcement	366
Rural infrastructure and services	361
Agricultural land preservation	356
Health promotion and disease prevention	349
Poverty	329

Unincorporated County

The chart below shows the top ten priorities of residents of Unincorporated Yolo County for survey question 1. These scores were generated by a total of 58 respondents, from the community events in the unincorporated parts of Yolo County, the paper survey, and online survey.

Top 10 Priorities for Unincorporated Yolo County (Question 1)	
Priorities	Ranked Scores
Rural infrastructure and services	324
Safe and affordable housing	263
Internet Access	203
Agricultural land preservation	199
Quality of life for children	188
Criminal justice enforcement	151
Quality and quantity of water	149
Disaster emergency preparedness	131
Access to mental health and substance use services	130
New business development in the unincorporated areas	124

Environmental Scan

This environmental scan is meant to provide supplemental context regarding community needs and county wide trends using data from the Community Indicator Dashboard and Yolo 2-1-1. The Community Indicator Dashboard provides the Yolo County Board of Supervisors and the public with indicators that reflect the well-being of the Yolo County community. The dashboard is organized into seven categories: Demographics, Economy, Education, Environment, Health, Housing, and Safety. Within each category are specific measures that present data gathered from the United States Census Bureau, county and state reports, and various non-profits. Each measure is updated as new data is made available from the corresponding sources. Yolo 2-1-1 is a free, multi-lingual, confidential phone number and online database that connects Yolo County residents quickly and effectively to local health and human service programs, job support and disaster response information.

While many of these trends may be beyond the direct control of the County alone, the information is intended to assist the Board of Supervisors in identifying areas in the community in need of attention and stakeholder collaboration. The first section highlights some overall trends identified between the two data sources followed by a more detailed analysis of each source. Additional data visuals and analysis are provided in the Appendix.

Overall Trends

The data trends from the Community Indicator Dashboard and Yolo 2-1-1 tell us many things independently, however there are also some overall trends that can be seen in common from both sources. These trends include:

4. **Housing** – The number one need, requested by callers to Yolo 2-1-1 during calendar year 2018 calls, was housing. This appears to correlate to a number of data trends observed in the Community Indicator Dashboard. The Dashboard displayed a significant increase in rent costs since 2009, increased competition for housing as reflected by a decreased housing vacancy rate, and the large number of individuals on the Yolo County Housing Authority public housing wait list. These indicators coupled with the Yolo 2-1-1 requests all point to a significant housing challenge for Yolo County residents.
5. **Food Insecurity** – According to data from the Community Indicator Dashboard, the number of people who are food insecure in Yolo County has decreased since 2013, however in 2016 there were still 29,080 food insecure people (13.4% of the total population in 2016). Yolo 2-1-1 data corroborates this observation, since food assistance was the second highest topic that Yolo County residents called the service about.
6. **Outreach to Linguistic Minorities** – The percentage of residents who speak a language other than English at home has increased steadily in Yolo County since 2010, according to the United States

Census Bureau data (as shown on the Community Indicator Dashboard), with the figure being 62.3% of residents in 2017. Additionally, approximately 40.4% who speak a Non-English language in Yolo County report speaking English “less than very well”. However, according to Yolo 2-1-1 call data, over 90% of calls were spoken in English. This means that a significant portion of our County’s linguistic minority community are not utilizing Yolo 2-1-1. While the reason for this is unclear, it could be that the County needs to expand outreach to these minority communities and educate them on the availability of County services such as Yolo 2-1-1.

Yolo 2-1-1

The Yolo 2-1-1 2018 Annual Report contains data from all of the calls and information requests made to Yolo 211 during the calendar year. From this report, the following trends were observed:

- I. The majority of calls came from West Sacramento (39%) and Woodland (34%).
- II. Most callers are 30 years old or above (78%), with a heavy skew towards 50 years old and above (41% of the total callers).
- III. An overwhelming amount of calls were placed by English speakers (928 calls) in comparison to Non-English speakers (22 calls).
- IV. Most callers were female (609 callers) in comparison to men (186 callers).
- V. By ethnicity, Caucasian (213 calls) represented the highest number of callers followed by “Other” (192 calls), and Latino (108 calls). The ethnic groups Asian, African American, and Native American had a combined call count of 75.
- VI. The top 5 needs of callers from the cities of Davis, West Sacramento, Winters and Woodland as well as unincorporated Yolo County were all similar. These needs were:
 1. Housing – 595 calls
 2. Food/Meals – 195 calls
 3. Utility Assistance – 184 calls
 4. Mental Health & Addictions – 124 calls
 5. Legal, Consumer, and Public Safety Services – 96 calls

Community Indicator Dashboard

From the dashboard, the following trends can be found:

I. Demographic Indicators

1. There have been population changes in Yolo County, specifically the total population and the population of minors.
 - The total population increased from 206,685 in 2013 to 219,116 in 2017 (displays an increase of 12,431 residents in four years).
 - The total number of minors under 18 in Yolo County has increased from 43,781 in 2012 to 46,228 in 2017 (an increase of 2,447 minors); however the proportion of minors to the total county population has decreased from 22.7% in 2010 to 21.1% in 2017.
2. The languages spoken at home are changing.
 - The percentage of people who speak English at home has reduced from 65.8% in 2010 to 62.3% in 2017; this coincides with an increase in the percentage of people that speak Indo-European or Spanish languages at home.
3. Incomes for Yolo County residents having been increasing.
 - Both per capita income and median household income have risen from 2012 to 2017, with the per capita income rising from \$28,137 to \$30,615 and median household income rising from \$57,260 to \$61,621.

II. Economic Indicators

1. Employment and workforce participation have grown considerably.
 - The labor force has continually climbed from 92,896 in 2013 to 101,425 in 2017.
 - Correspondingly, the unemployment rate has dropped considerably from 12.1% in 2010 to 5% in 2017.
2. Tax revenues for the county and the taxable assessed property value have increased significantly with the improving economy.
 - Total tax revenues for the county have steadily increased from \$46.7 million in 2010 to \$62 million in 2017.
 - Correlated with this growth in the economy and tax revenue collected by the county, the total taxable assessed property value in Yolo County has risen from \$20.5 billion in 2010 to \$26.5 billion in 2017.

III. Educational Indicators

1. School behavior has shown two significant trends, specifically with truancy and suspension rates.
 - Truancy rates increased from 23.6% in 2012 to 30.7% in 2014, but have since remained at approximately 30%.
 - The suspension rate in Yolo County has decreased from 7.2% in 2012 to 4.8% in 2018.
2. The percentage of children enrolled in preschool has decreased.
 - The percentage of children enrolled in preschool in Yolo County has decreased from 58% in 2014 to 53% in 2016.
3. School test scores for mathematics and English have improved.
 - The percentage of students in grades 3-8 and 11 that have “met or exceeded standards” has increased for both mathematics and English language arts & literacy between 2015 and 2018. The mathematics test rate rose from 36% to 40%, and the English language arts & literacy test rate rose from 45% to 49%.

IV. Environmental Indicators

1. Public transit ridership has dropped consistently every year.
 - The public transit ridership for the Yolo County Transportation District has declined from 1.6 rides in 2010 to 1.3 million rides in 2017.
2. Unincorporated Yolo County has continually disposed less waste than the state mandated maximum goal for waste disposal.
 - The State mandated goal for Unincorporated Yolo County’s waste disposal rate is 10.6 Pounds per Person per Day (PPD). Yolo County has maintained a stable rate for waste disposal below the maximum from 2009 to 2016, remaining between 4.3 (2011) and 5.1 (2015).

V. Health Indicators

1. Food insecurity reduced in Yolo County.
 - The total number of people who are food insecure in Yolo County decreased from 32,410 in 2013 to 29,080 in 2016.
2. Teen birth rate has decreased.
 - The teen birth rate went down from 5.5% in 2013 to 2.4% in 2017.
3. The percentage of people with health insurance has increased
 - The percentage of Yolo County residents with health insurance has increase from 86.8% in 2013 to 92.3% in 2017.

4. The premature death rate has changed over time.

- The premature death rate has increased from 4,891 per 100,000 people in 2013 to 5400 per 100,000 in 2018, However it has had an overall decreased from 5,678 per 100,000 people in 2011.

VI. Housing Indicators

1. The homeless count went down, but is once again rising.

- The point-in-time count of homeless individuals in Yolo County has dropped from 491 in 2009 to 459 in 2017.
- The point-in-time homeless count for 2019 has not been publicly released, but according to initial estimates is expected to rise significantly from the 2017 count.

2. Rent has increased.

- The median rent cost has risen from \$1,027 in 2009 to \$1,204 in 2017.

3. The housing vacancy rate has decreased.

- The housing vacancy rate went down from 5.6% in 2010 to 4.5% in 2018.

4. The percentage of people living in “unaffordable” housing has decreased.

- The number of people who are living in unaffordable housing in Yolo County (spending 30% or more of their income on housing) dropped from 30,378 in 2010 to 26,399 in 2017.
- While this number has decreased overall, there are multiple categories included in this figure, including homeowners with mortgages, home owners without mortgages, and renters. Both categories of homeowners (with and without mortgages) that were living in unaffordable housing decreased between 2010 and 2017. The number of people renting unaffordable housing has fluctuated between 2010 (17,978) and 2017 (18,146), with a low of 17,785 (2013) and a high of 21,152 (2012).
- The breakdown of what type of housing that the 26,399 people living in unaffordable housing in 2017 was as follows:
 - Houses with mortgages that spent 30% or higher on housing were 7,033 or 26.6% of the total.
 - Houses without mortgages that spent 30% or higher on housing were 1,220 or 4.6% of the total.
 - Rented housing that spent 30% or higher on housing were 18,146 or 68.7% of the total.

- Since the definition of unaffordable housing is 30% or more of income spent on housing, any residents that fall below that percentage are no longer counted. Despite the increasing cost of rent, the overall economy and income levels have also been increasing steadily, and therefore many people could be paying higher rent costs, but be making relatively slightly more than before.
5. The housing market has shown increase in home values and average time on the market.
 - The median home values have risen considerably from \$372,000 in February 2017 to \$429,000 in December 2018.
 - The median number of days that houses were on the market went from 27 days in February 2017 to 34 days in December 2018.
 6. There are waitlists for public housing.
 - The Yolo County housing assistance wait list data likely has duplicated data due to the potential for families to be on multiple lists. With this in mind, there are 12,124 families listed as waiting for public housing assistance from the Yolo County Housing Authority.

VII. Safety Indicators

1. The Average Daily Population (ADP) in the County Jail has decreased.
 - The average daily incarcerated population in the County Jail has decreased from 446 in 2013 to 387 in 2017.
 - There is a federally mandated cap on the capacity of the Yolo County Jail, and therefore population is kept relatively stable through mandatory releases.
 - This difference in ADP may be related to the increase in the jail population after public safety realignment in 2011 and the subsequent decrease in the population after Proposition 47.
2. Crime rates have changed during criminal justice reforms.
 - Property crimes increased from 5,709 in 2009 to a spike of 6,379 in 2013. They then decreased to 5,597 in 2017.
 - Violent crimes increased from 554 in 2009 to a spike of 804 in 2015. They then decreased to 567 in 2017.
 - These spikes may be related to significant criminal justice reforms, such as public safety realignment in 2011, and proposition 47 in 2014. Despite the spike in the crime rates, for both property and violent crimes, the crime rates have generally remained stable with the most recent numbers in 2017 being slightly above or below the crime numbers in 2009.

3. Substantiated child abuse reports have increased.

- Substantiated child abuse reports have risen from 9 per 1,000 children in 2013 to 12 per 1,000 children in 2017.

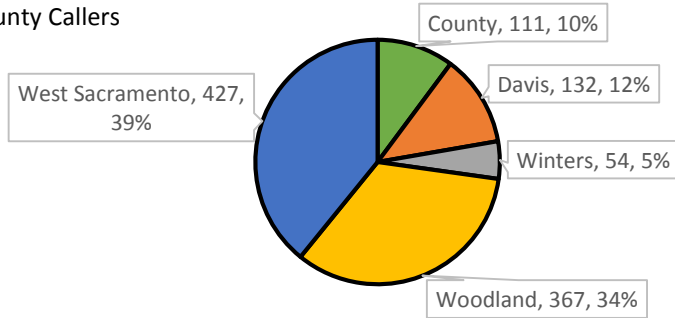
APPENDIX

Appendix A: Yolo 2-1-1 Data Tables

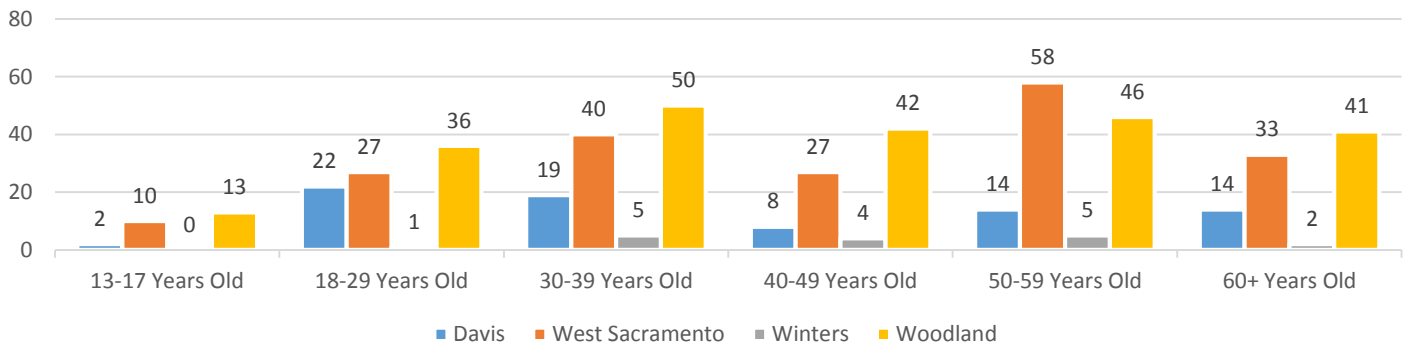
The following data comes from the 2018 Yolo 2-1-1 Annual Report. Pertinent trends for this data can be found above in the “Trends and Findings” section.

Distribution of Yolo 211 Calls

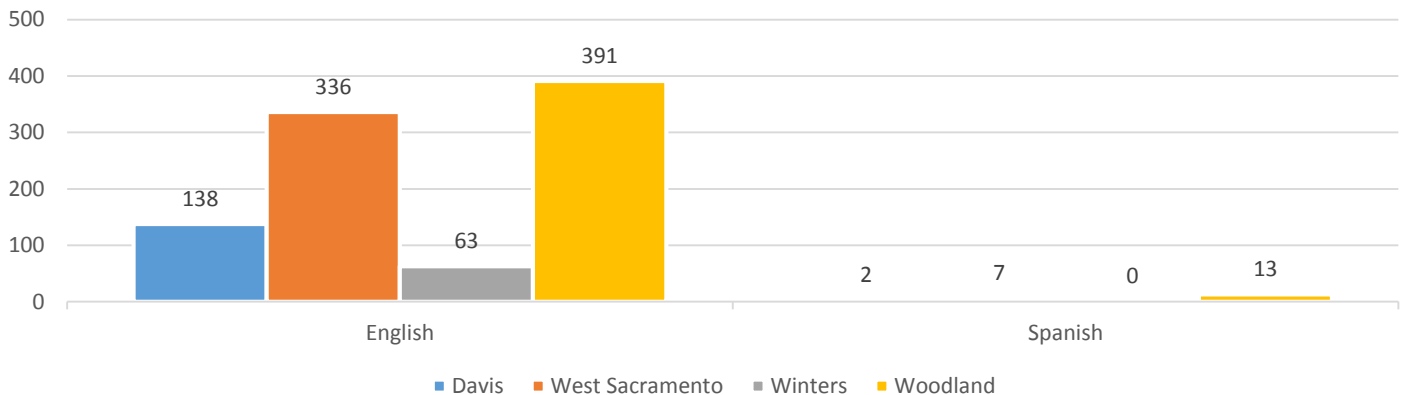
1,091 Unduplicated Yolo County Callers



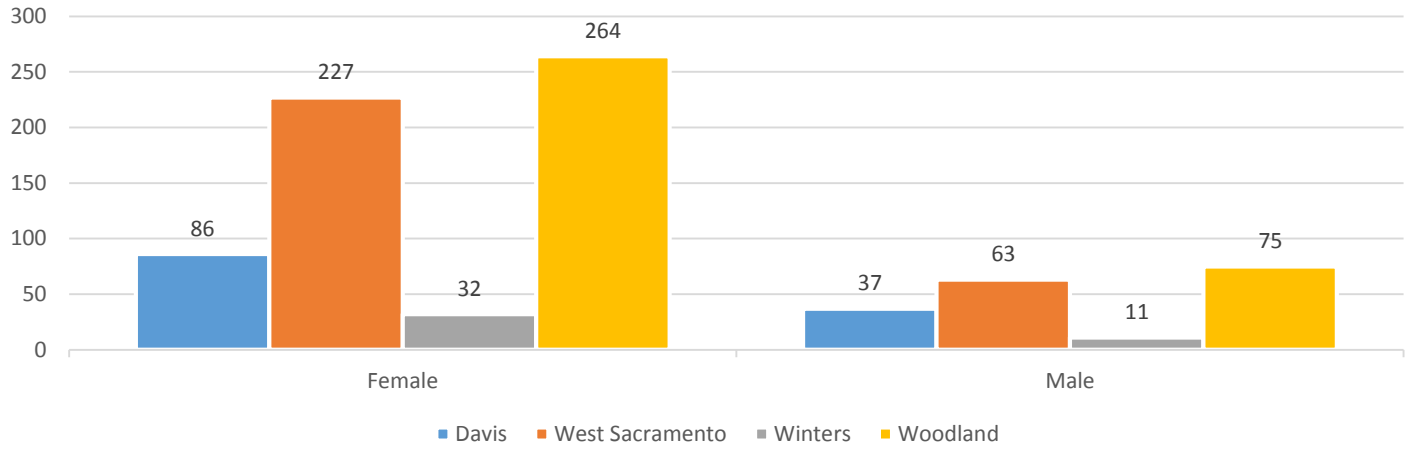
Yolo 211 Caller Age



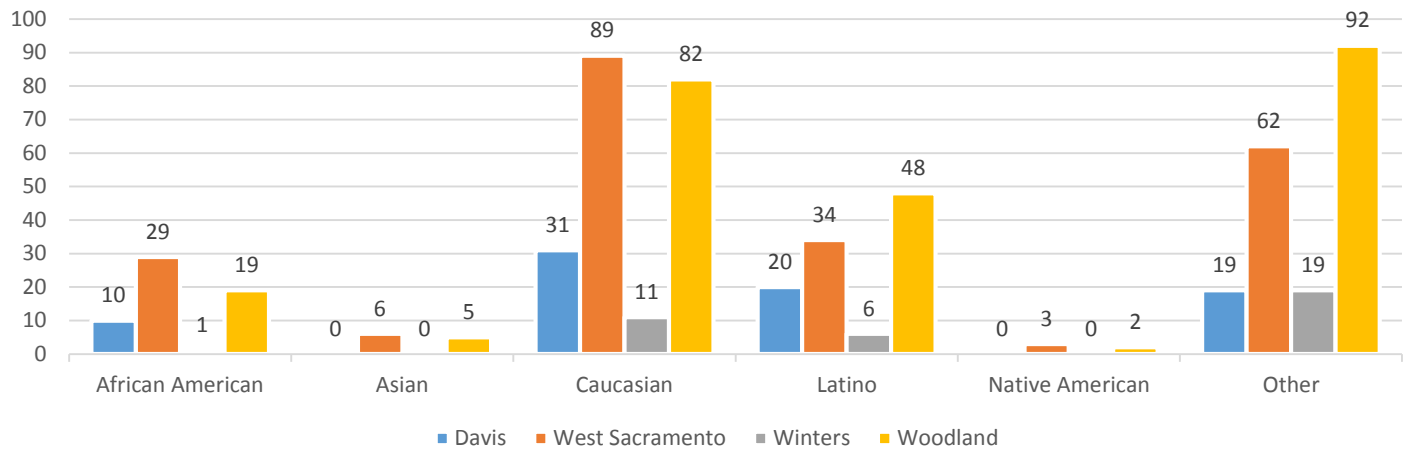
Yolo 211 Caller Language Used



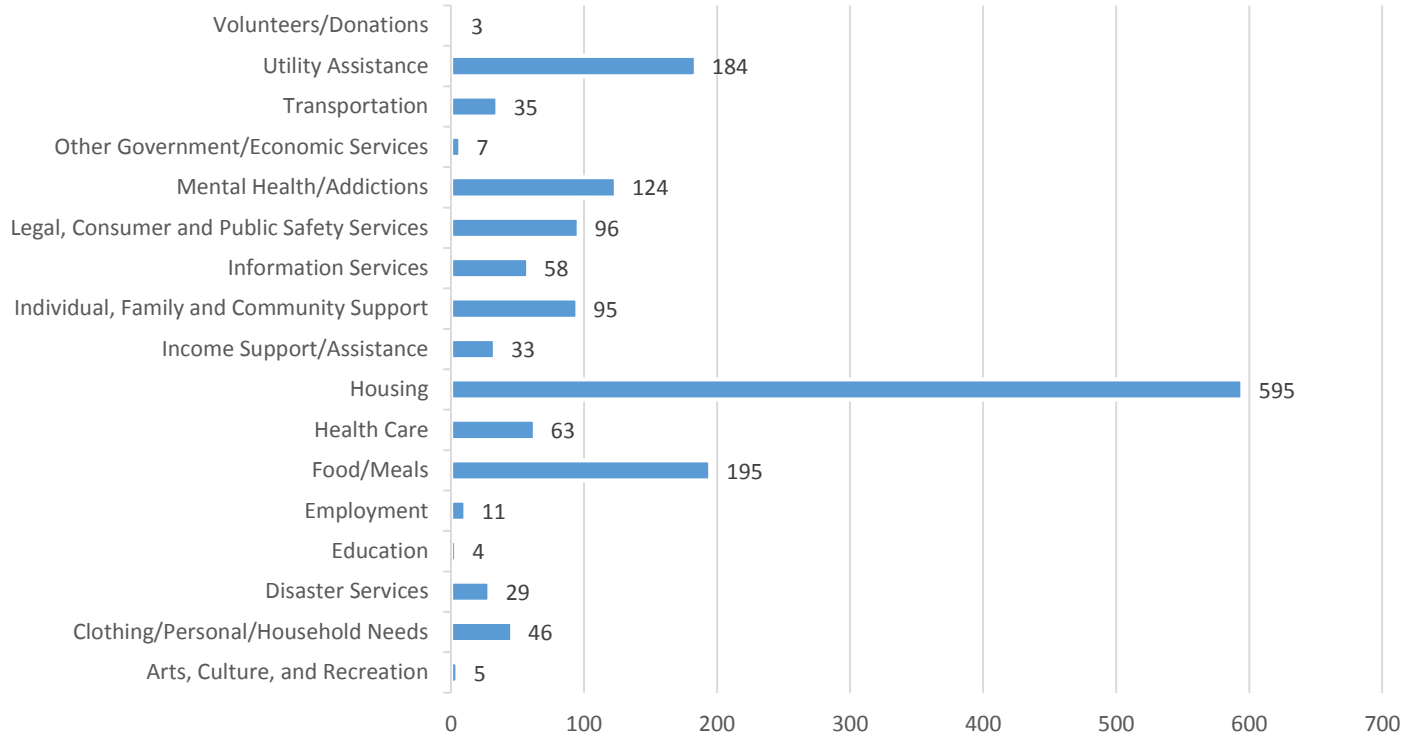
Yolo 211 Caller Gender



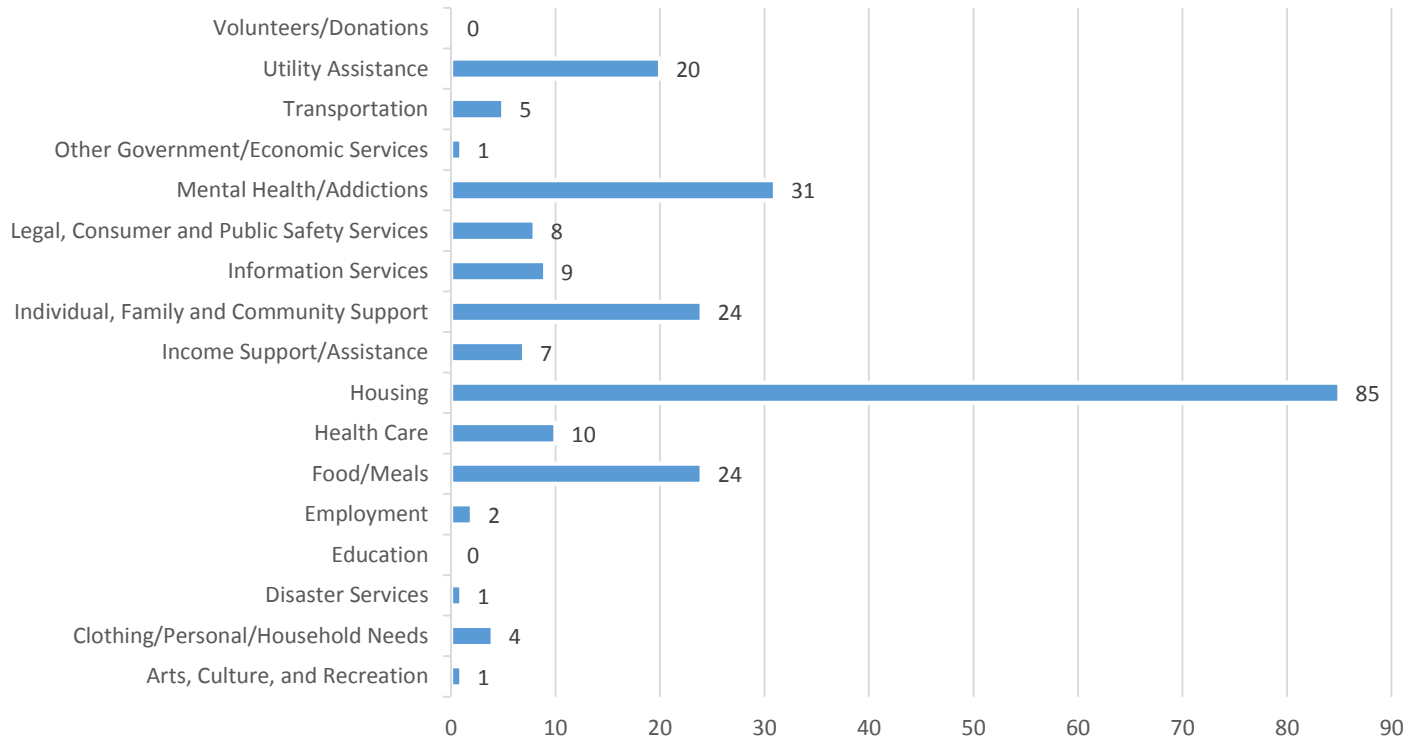
Yolo 211 Caller Ethnicity



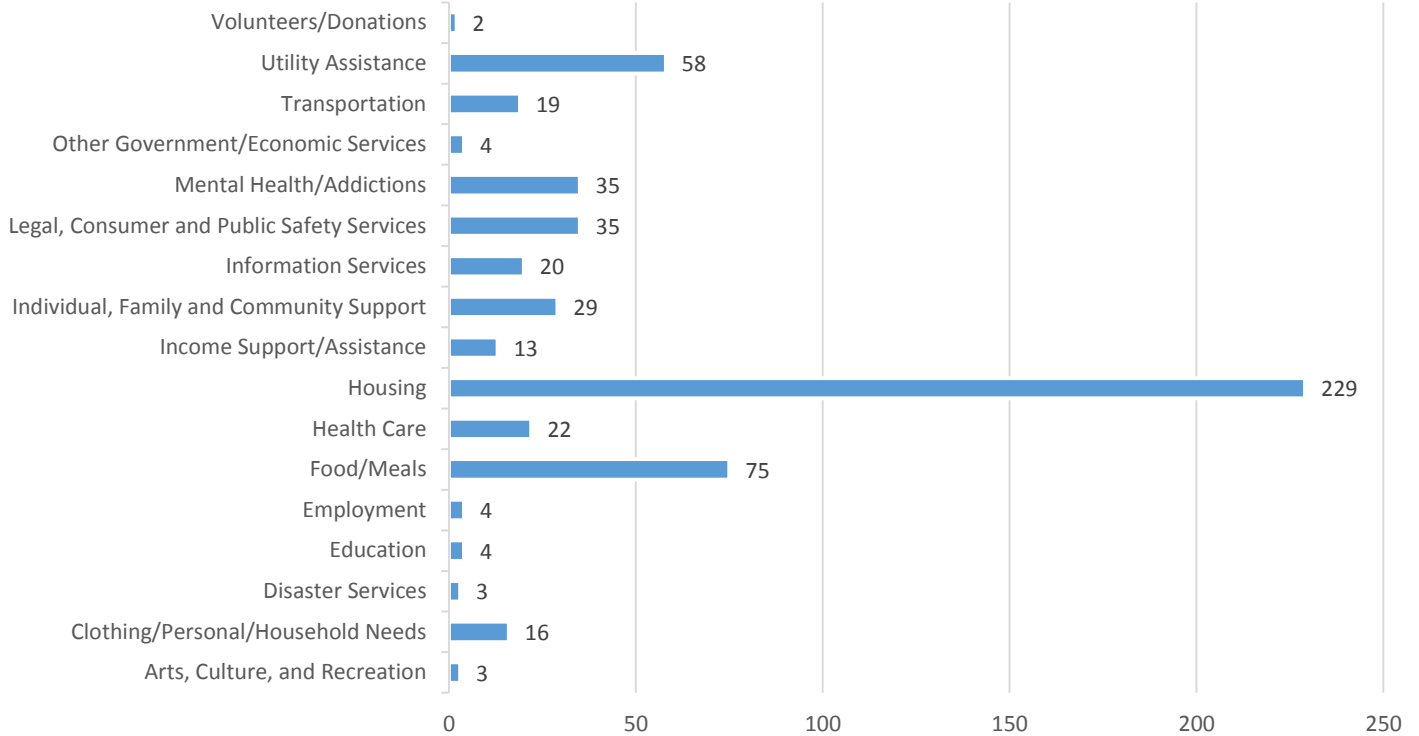
Yolo 211 Caller Needs Categories - Whole County



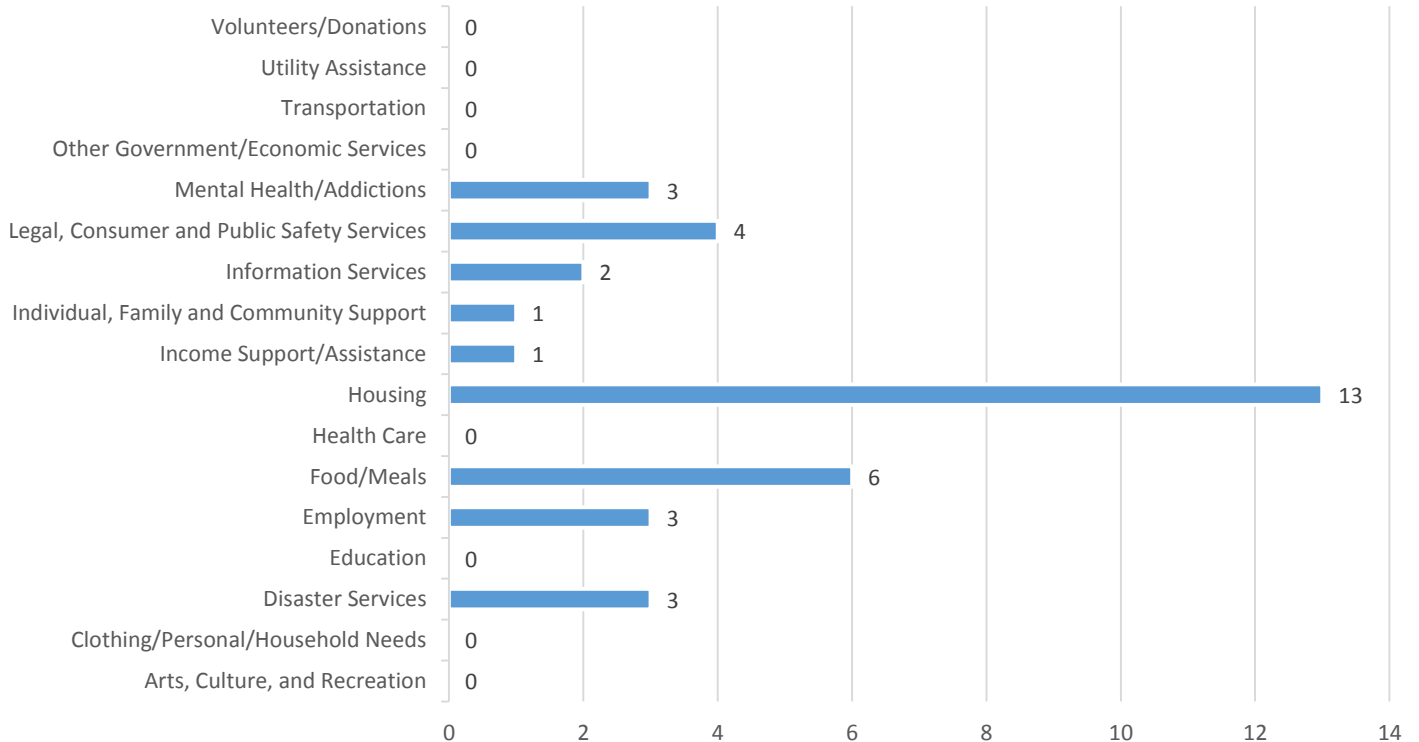
Yolo 211 Caller Needs Categories - City of Davis



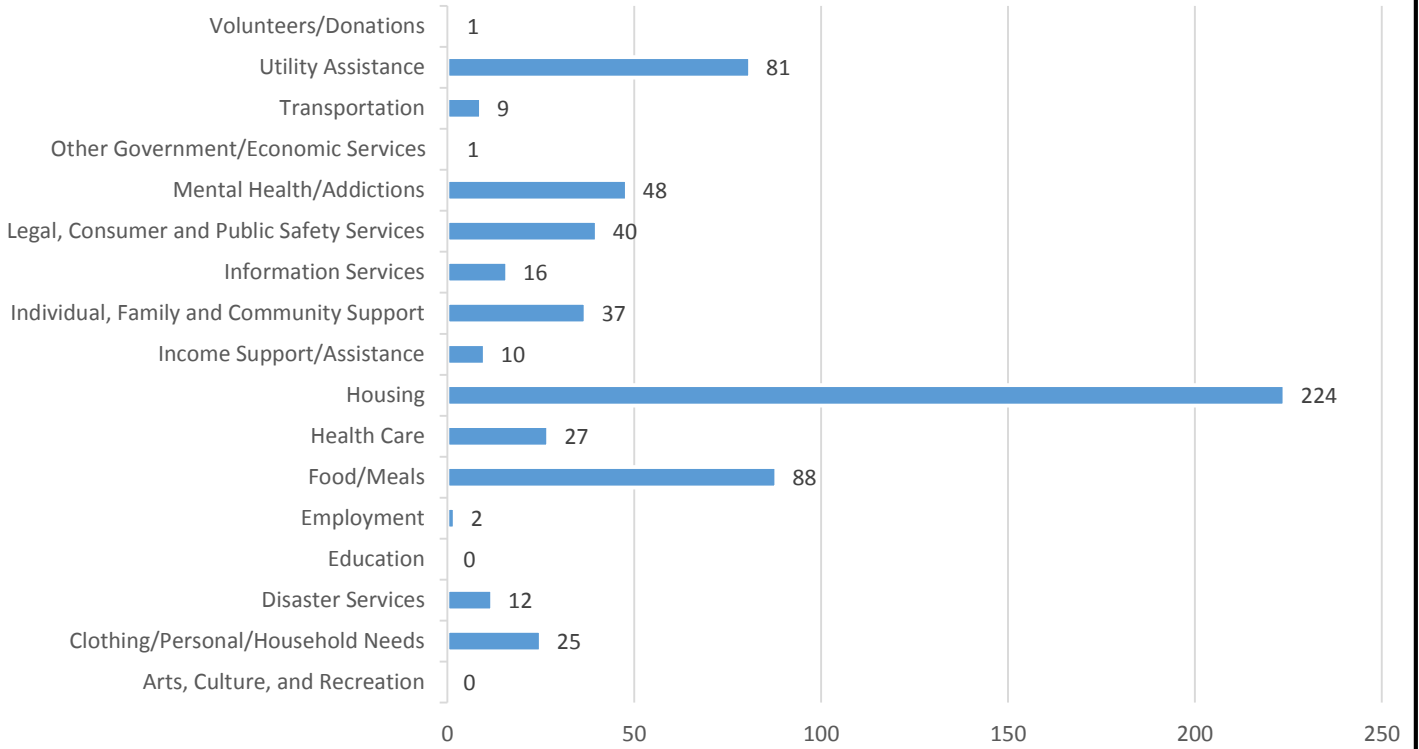
Yolo 211 Caller Needs Categories - City of West Sacramento



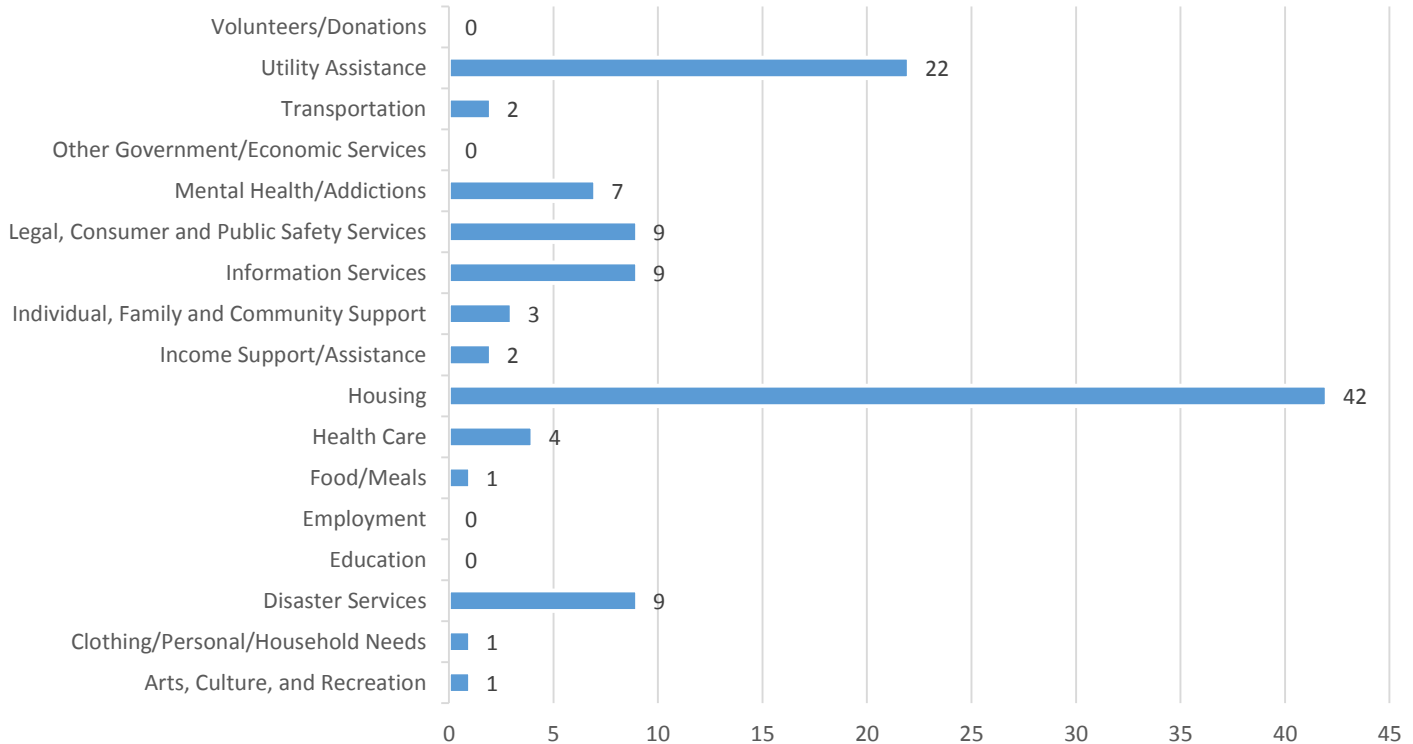
Yolo 211 Caller Needs Categories - City of Winters



Yolo 211 Caller Needs Categories - City of Woodland



Yolo 211 Caller Needs Categories - Unincorporated County

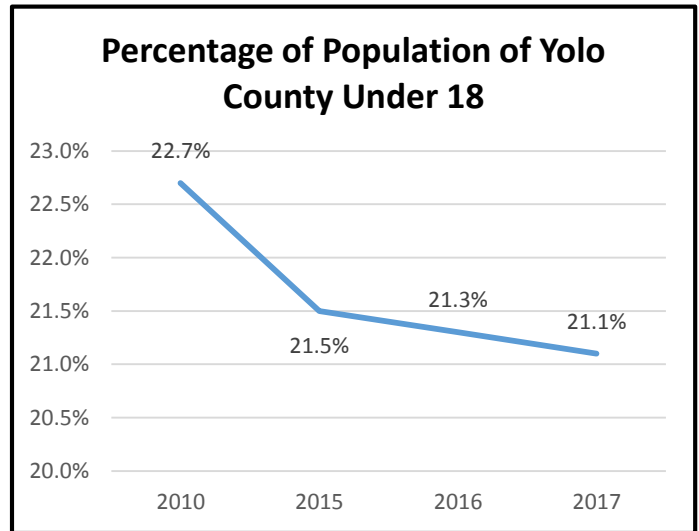
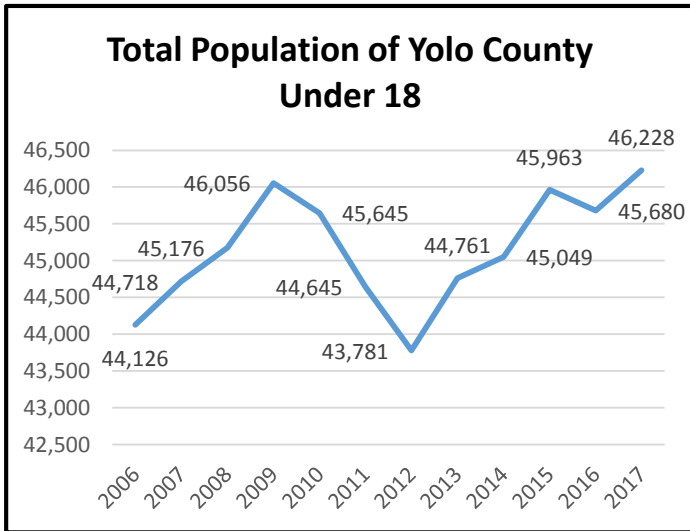
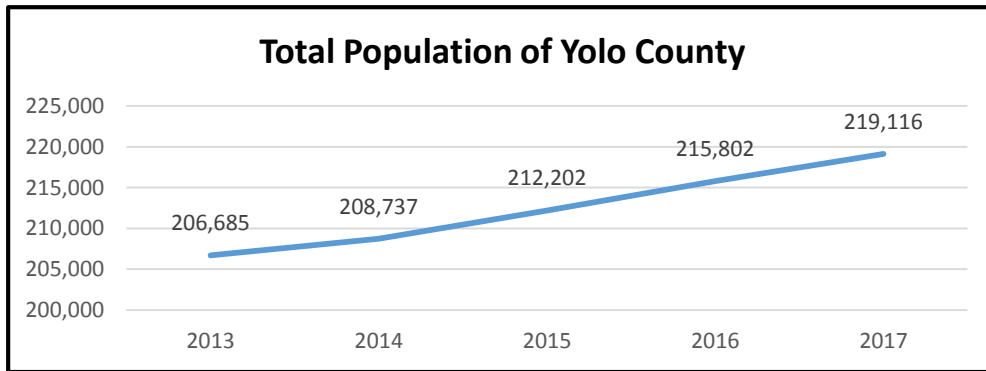


Appendix B: Yolo County Community Indicator Dashboard Data Tables

The following data comes from the Yolo County Community Indicator Dashboard. Pertinent trends for this data can be found above in the “Trends and Findings” section.

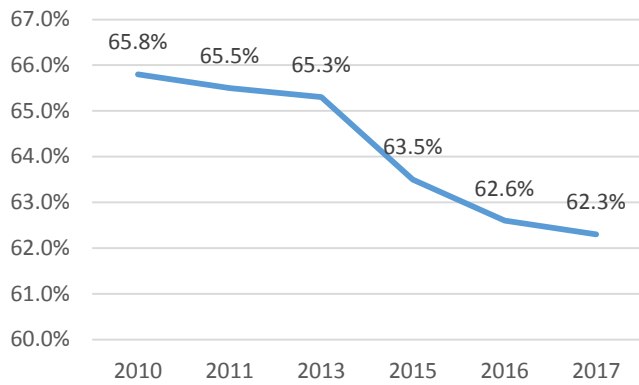
Demographic Indicators

These measures show the demographic composition and other characteristics of Yolo County’s population. The measures take a specific look at the total population and growth rate in Yolo County, as well as gender, age, and race composition of county residents. Additionally, there are measures that will look at the major languages spoken, wealth, and poverty of residents in the county.

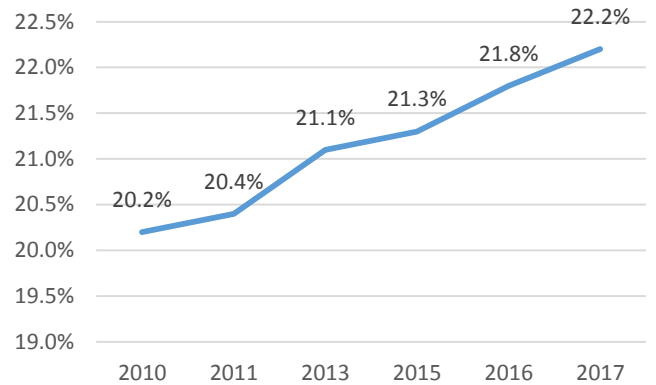


Total Population of Yolo County: US Census Bureau
 Total Population of Yolo County under 18: US Census Bureau
 Percentage of Population of Yolo County under 18: US Census Bureau

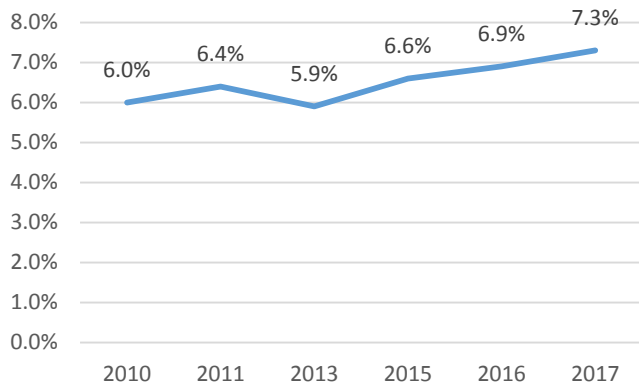
Percentage of English Language Speakers



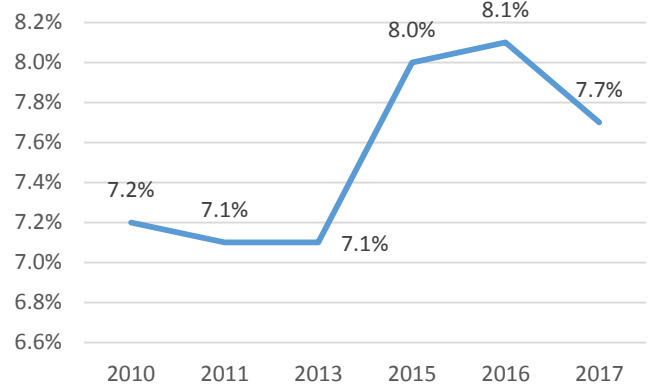
Percentage of Spanish Language Speakers



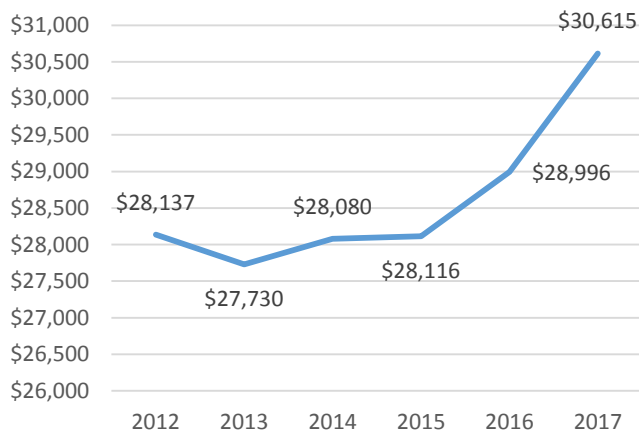
Percentage of Indo-European Language Speakers



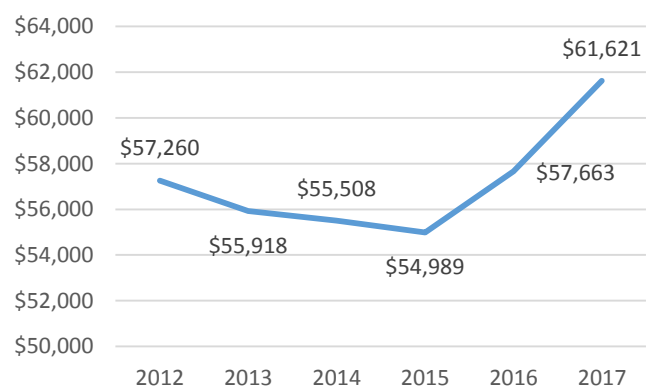
Percentage of Asian Language Speakers



Per Capita Income of Yolo County



Median Household Income of Yolo County

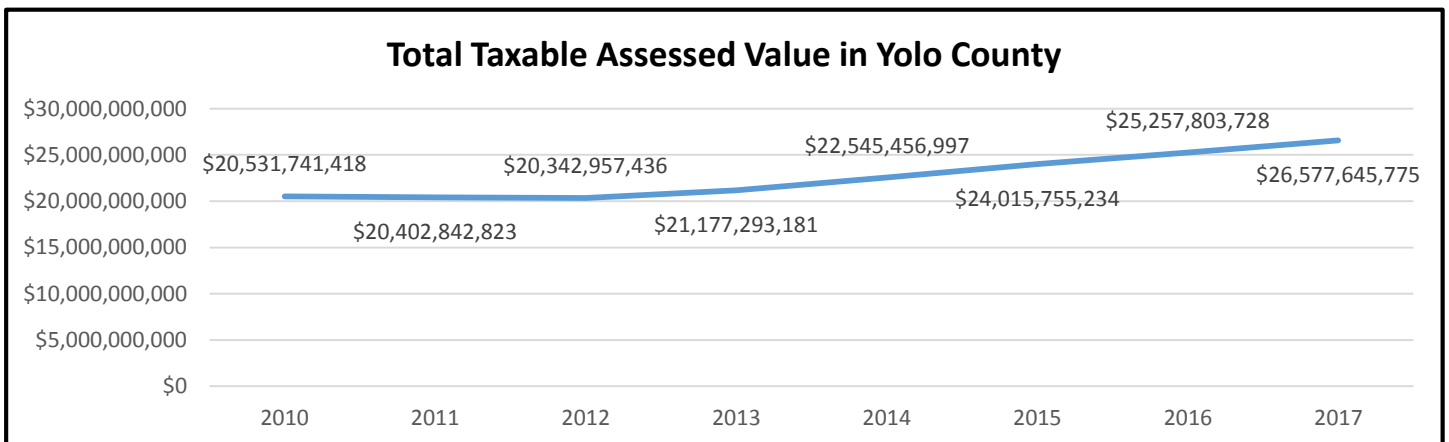
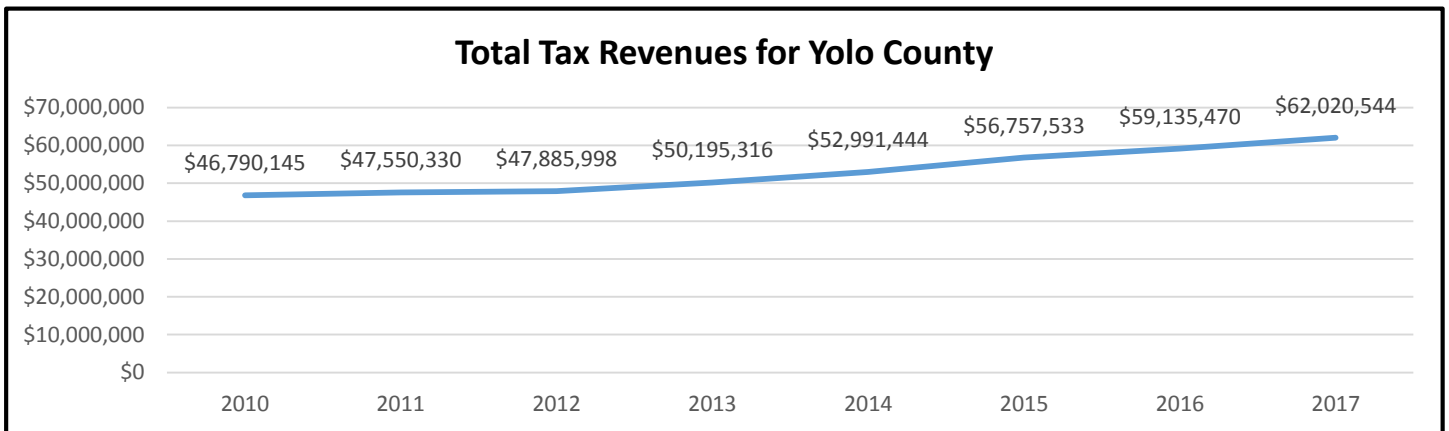
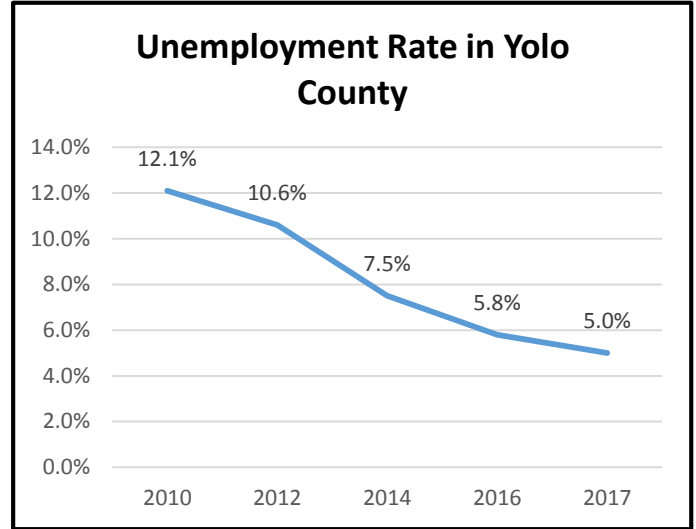
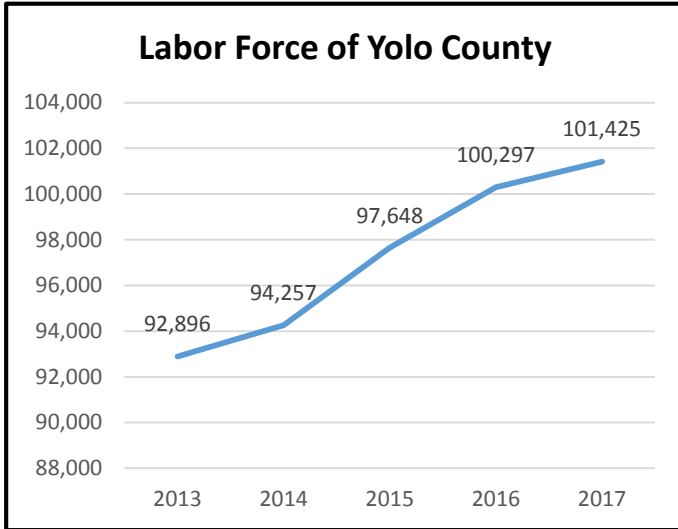


Percentage of English Language Speakers: US Census Bureau
 Percentage of Indo-European Language Speakers: US Census Bureau
 Per Capita Income of Yolo County: US Census Bureau

Percentage of Spanish Language Speakers: US Census Bureau
 Percentage of Asian Language Speakers: US Census Bureau
 Median Household Income of Yolo County: US Census Bureau

Economic Indicators

These measures show important factors related to Yolo County's economy. The measures take a specific look at the labor force, unemployment rate, and agricultural output of the county.



Labor Force of Yolo County: US Bureau of Labor Statistics

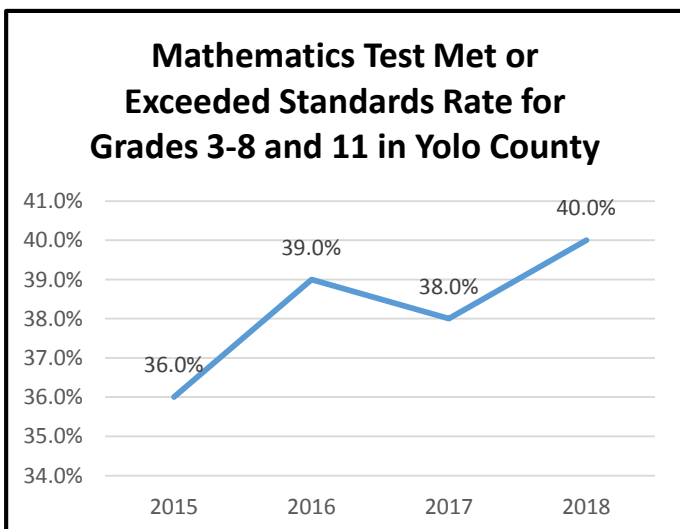
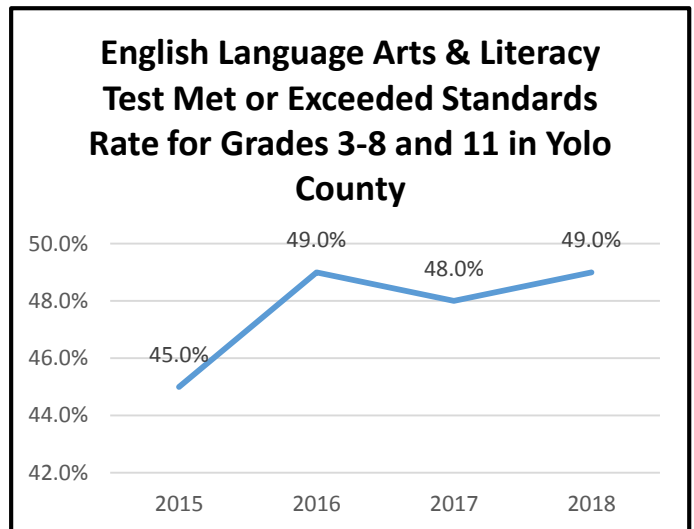
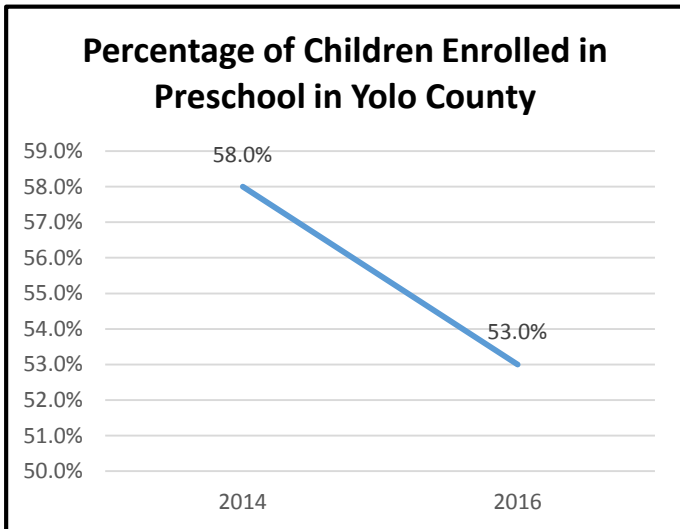
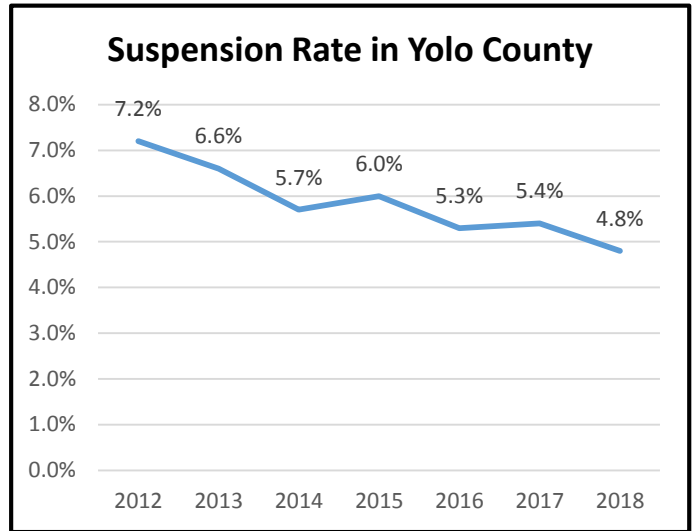
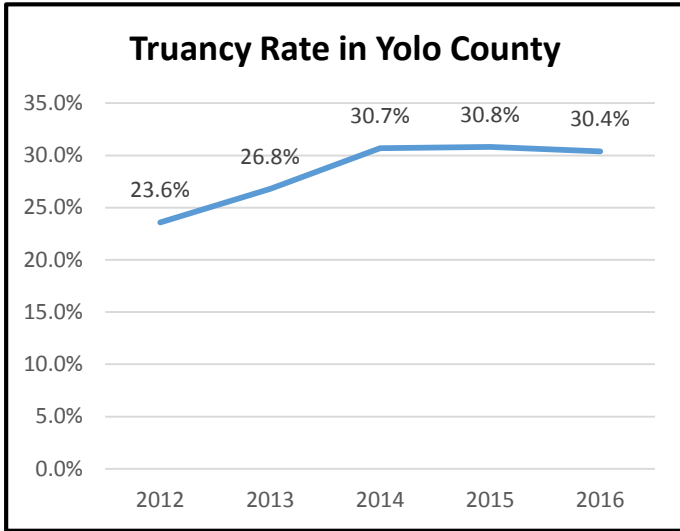
Unemployment Rate in Yolo County: US Bureau of Labor Statistics

Total Tax Revenues for Yolo County: Yolo County Department of Financial Services

Total Taxable Assessed Value in Yolo County: Yolo County Department of Financial Services

Educational Indicators

These measures show factors related to educational performance and opportunity in Yolo County. The measures take a specific look at the educational attainment levels, school attendance, literacy rates, and preschool attendance in the county.



Truancy Rate in Yolo County: California Department of Education

Suspension Rate in Yolo County: California Department of Education

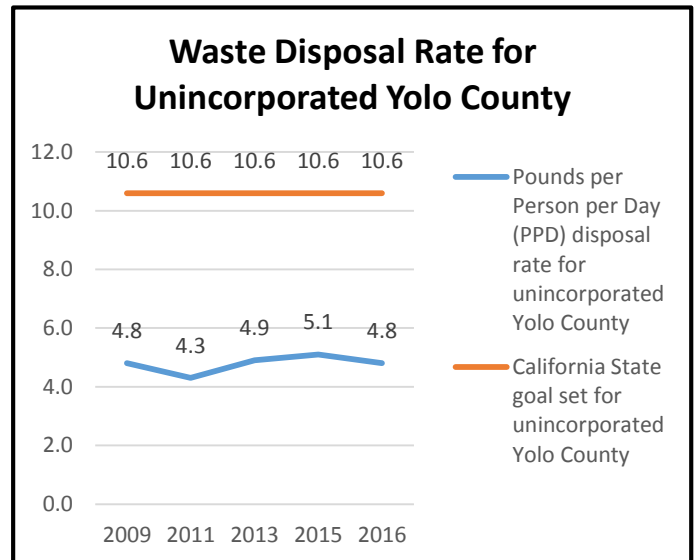
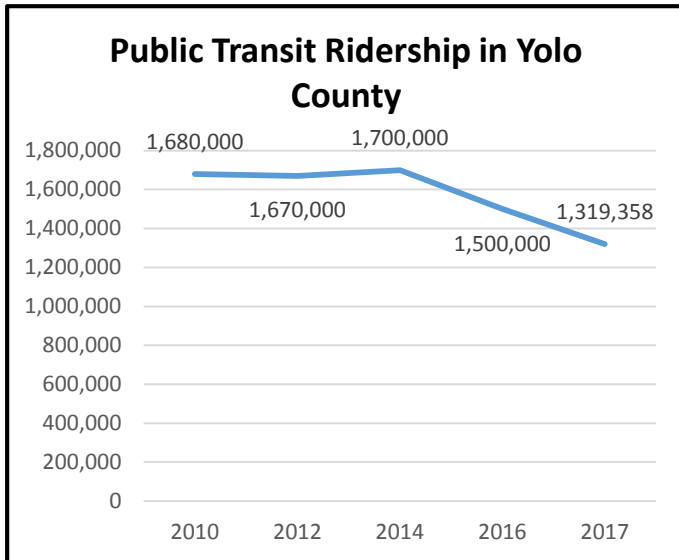
Percentage of Children Enrolled in Preschool in Yolo County: Children Now

English Language Arts & Literacy Test Rate for Grades 3-8 and 11 in Yolo County: California Department of Education

Mathematics Test Rate for Grades 3-8 and 11 in Yolo County: California Department of Education

Environmental Indicators

These measures show important factors that contribute to Yolo County's environmental health. The measures take a specific look at the county's greenhouse gas emissions, public transportation use, waste disposal, and water quality.

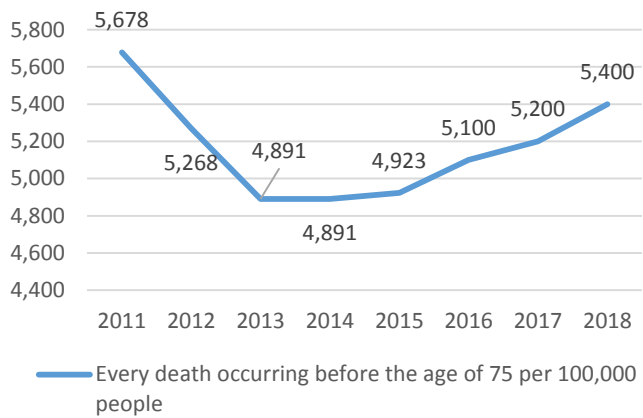


Public Transit Ridership in Yolo County: Yolo County Transit District
Waste Disposal Rate for Unincorporated Yolo County: CalRecycle

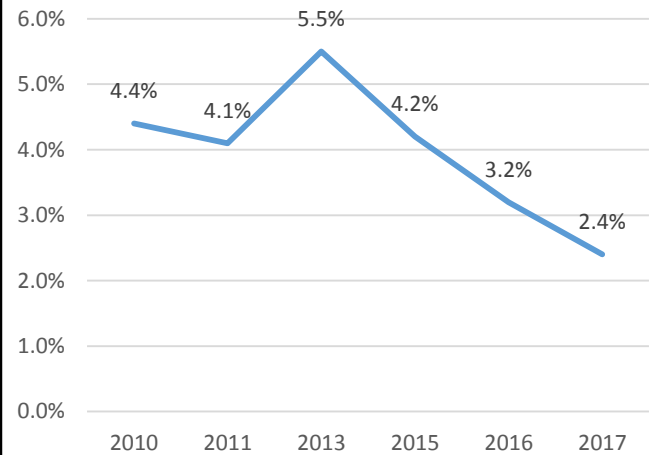
Health Indicators

These measures show key indications as to the health of Yolo County residents. The measures take a specific look at life expectancy, smoking rates, obesity levels, teen birth rates, health insurance coverage, and food security level in the county.

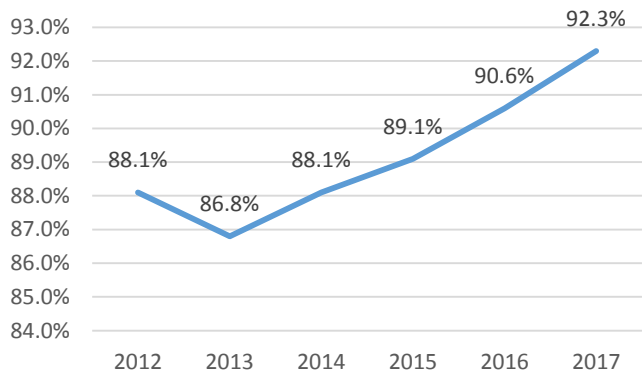
Premature Death Rate in Yolo County



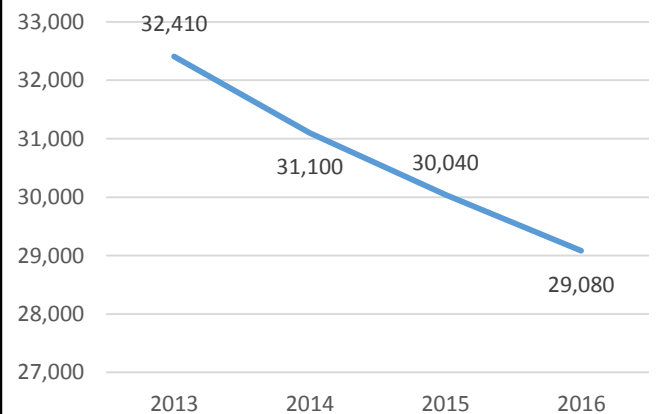
Teen Birth Rate in Yolo County



Percentage of the Population that has Health Insurance in Yolo County



Total Number of People Who are Food Insecure in Yolo County



Premature Death Rate in Yolo County: National Center for Health Statistics

Teen Birth Rate in Yolo County: US Census Bureau

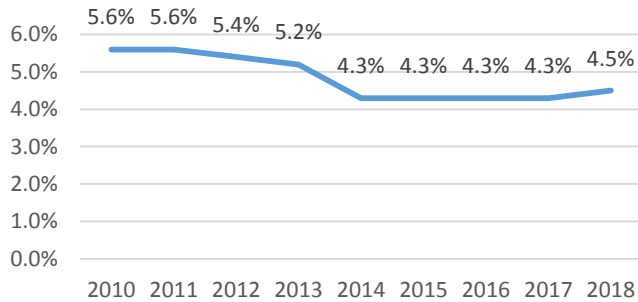
Percentage of the Population that has Health Insurance in Yolo County: US Census Bureau

Total Number of People Who are Food Insecure in Yolo County: Feeding America

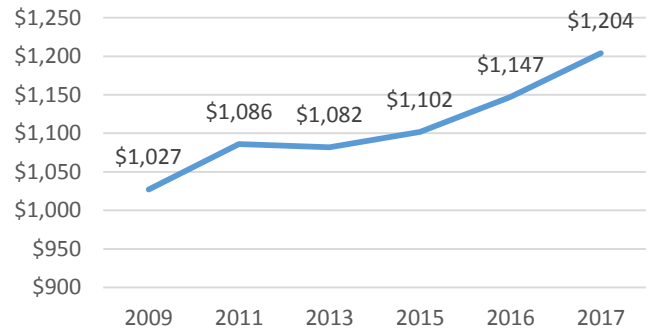
Housing Indicators

These measures show how well the housing market is responding to the needs of Yolo County residents. The measures take a specific look at the housing market, the vacancy rate, housing affordability, and homelessness in the county.

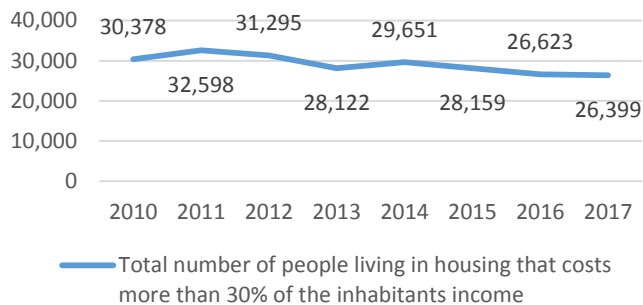
Housing Vacancy Rate in Yolo County



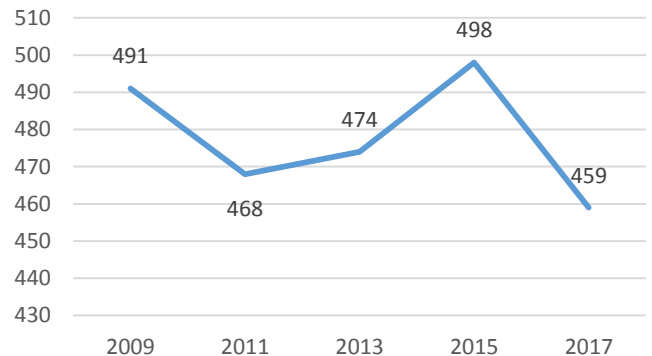
Median Rent Cost in Yolo County



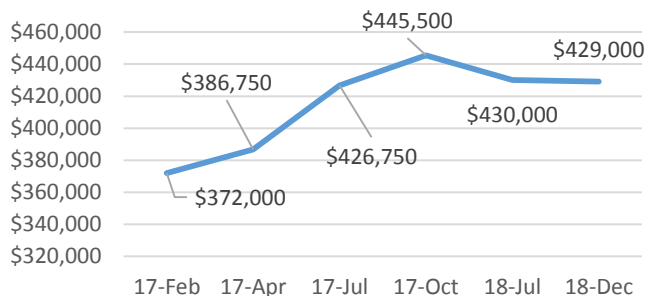
Total Number of People Living in Unaffordable Housing in Yolo County



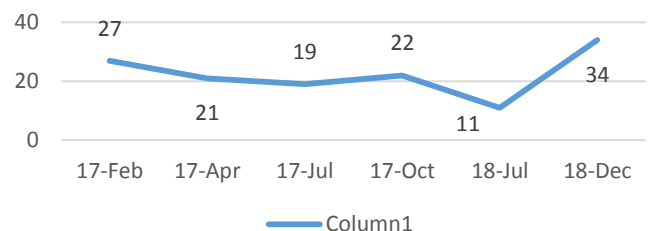
Total Homeless Population in Yolo County



Median Home Values in Yolo County



Median Number of Days that Houses are on the Market in Yolo County



Housing Vacancy Rate in Yolo County: California Department of Finance

Unaffordable Housing in Yolo County: US Census Bureau

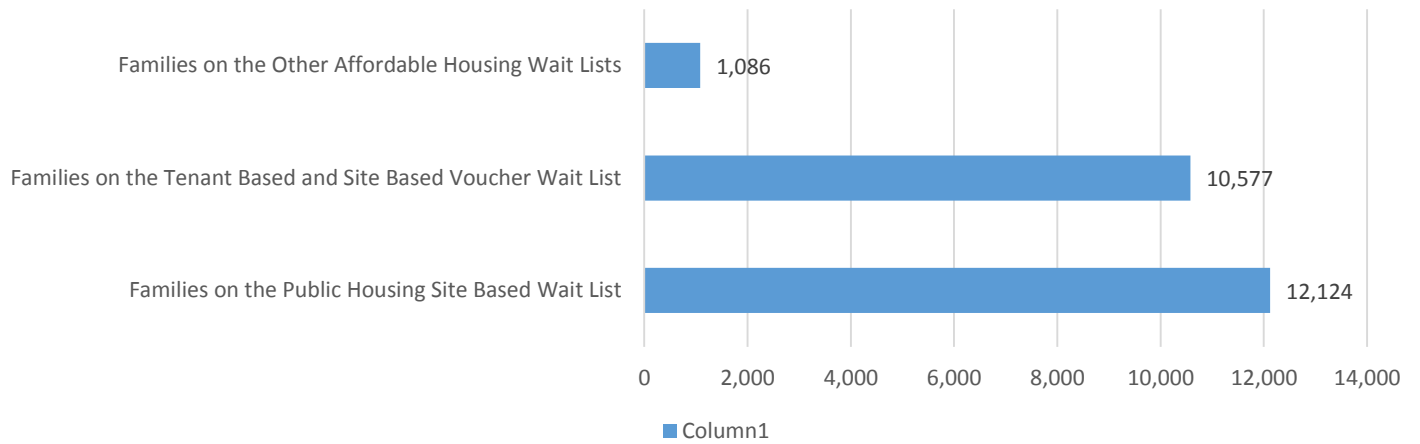
Median Home Values in Yolo County: California Association of Realtors

Median Rent Cost in Yolo County: US Census Bureau

Total Homeless Population in Yolo County: Yolo County Homeless and Poverty Action Coalition

Median Number of Months that Houses are on the Market in Yolo County: California Association of Realtors

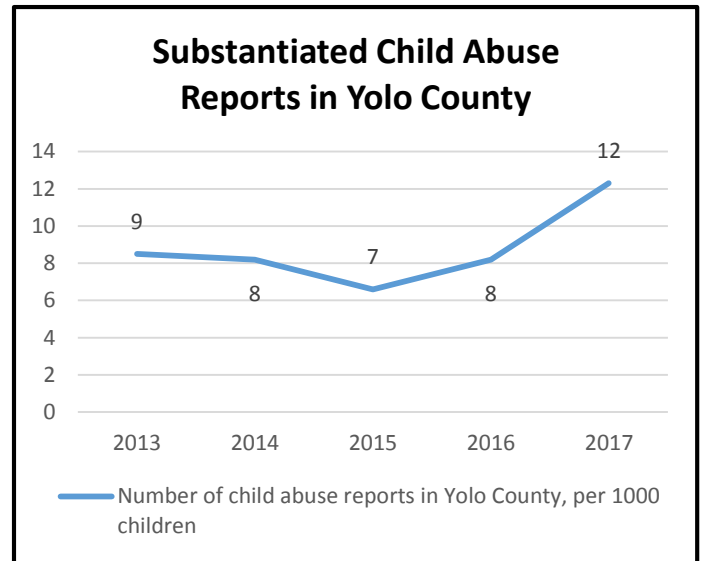
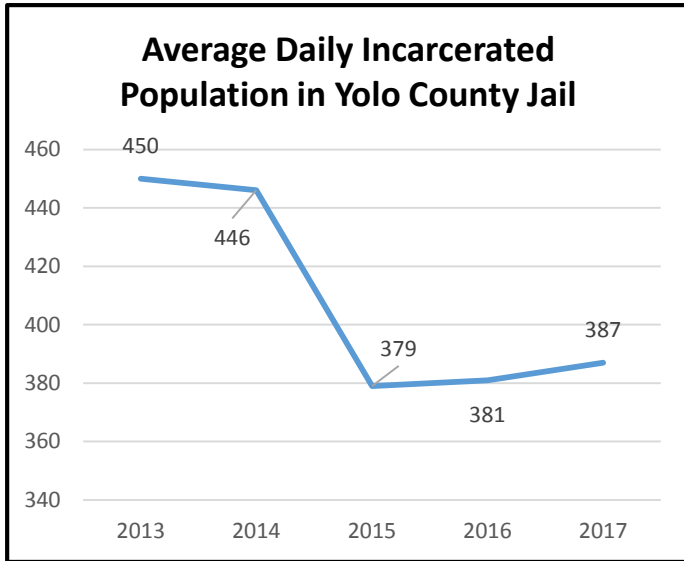
Yolo County Housing Authority Client Housing Wait Lists during December 2018 (Duplicated Between Categories)



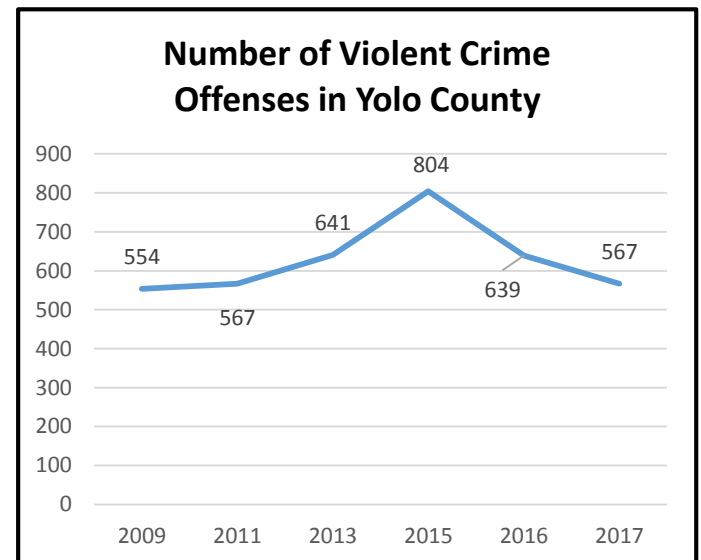
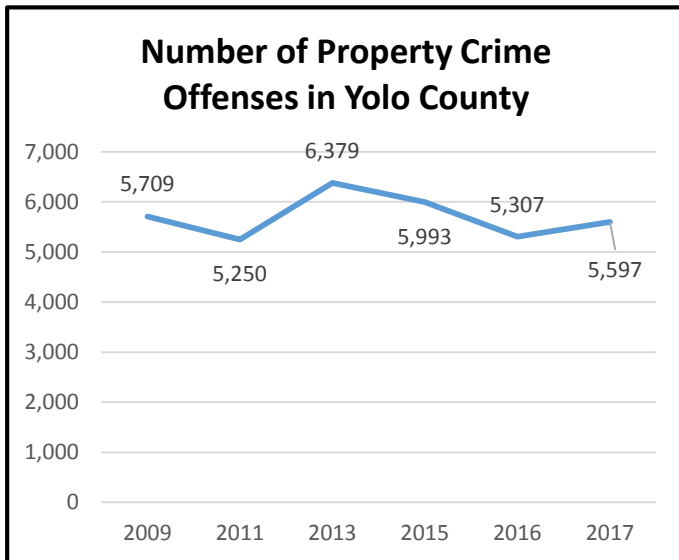
Yolo County Housing Authority Client Housing Wait Lists during December 2018: Yolo County Housing Authority

Safety Indicators

These measures show data related to public safety in Yolo County. The measures take a specific look at the incarcerated population, crime rate, and substantiated abuse reports in the county.



*There is a federally mandated cap on the capacity of the Yolo County Jail, and therefore population is kept relatively stable through mandatory releases.



*Average Daily Incarcerated Population in the Yolo County Jail: Yolo County Sheriff's Office
 Substantiated Child Abuse Reports in Yolo County: University of California at Berkeley
 Number of Property Crime Offenses in Yolo County: Federal Bureau of Investigations
 Number of Violent Crime Offenses in Yolo County: Federal Bureau of Investigations*

Appendix C: Advisory Body and Special District Survey Responses

Question 1: Stakeholder Group	Question 2: What is Yolo County's greatest strength and how should the County build on this strength?	Question 3: What is an area that Yolo County could improve on and how should the County do so?	Question 4: Based on your field of interest, what are the greatest challenges Yolo County will face over the next 3 to 5 years? What do you suggest as the best approaches for the County in tackling these challenges?	Question 5: Outside of your field of interest, what are the greatest challenges you believe Yolo County will face over the next 3 to 5 years? What do you suggest as the best approaches for the County in tackling these challenges?	Question 6: Is there any additional information or suggestions regarding the Strategic Plan that you would like to share?
Dunnigan Water District	<p>Strengths</p> <ul style="list-style-type: none"> Diverse water supply. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Support the Water Resources Association and Yolo GWA. 	<p>Could Improve on</p> <ul style="list-style-type: none"> Northern areas of the County tend to "fall off radar". <p>How Should We Improve</p> <ul style="list-style-type: none"> The County should improve its presence in the Northern areas of the County. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> State Water Resources Control Board proposal for "unimpaired flows" into the Sacramento River will be very damaging to agriculture, municipalities, and water resources in Yolo County; The implementation of the State Groundwater Management Act (SGMA) will be a challenge in the next 3-5 years. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> Voluntary agreements on water flows would be best approach; Supporting GWA would be beneficial. 	<p>N/A</p>	<p>N/A</p>
Community Services Action Board	<p>Strengths</p> <ul style="list-style-type: none"> Food Bank; Agriculture; UC Davis; Commitment to diversity and inclusion; Caring community; County Veteran's Service Officer; Reaching out to Youth who are disconnected (reduce crime, vandalism, etc.). <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Coordination of food and resources to homeless persons, growers, businesses and restaurants donating. 	<p>Could Improve on</p> <ul style="list-style-type: none"> Roads; Not enough emergency shelters; More affordable housing. <p>How Should We Improve N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Housing and homelessness; Child welfare services. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> Collaboration is needed between faith based communities and others, money to address the issues, change housing policies to give incentives building; There is a high rate of foster care, increase focus on reunification, ensure services are in place to support family. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Infrastructure; Land use planning; Room for improvement with diversity and inclusion. <p>Best Approach to Challenge N/A</p>	<p>N/A</p>

**Aviation
Advisory
Committee**

Strengths

- Agriculture;
- Transportation.

How to Build on this Strength

- Development of a well-qualified workforce will help the county in the long run;
- Take advantage of the universities nearby, and the large pool of people in nearby metropolises;
- Attract new industries and businesses.

Could Improve on

- The County has Great assets, ideas, and people.

How Should We Improve

- Create cohesion in county efforts;
- Market to outside the county and state, and furthering education are key;
- Invest long term in agriculture and food manufacturing, distribution, and transportation sectors.

Greatest Challenge

- The airport is set to assist in helping the County in its development, but there are many things that need to be added or enhanced in the next 3 to 5 years.

Best Approach to Challenge

- Storage;
- Pilot training;
- Freight transportation;
- Virtual parts and components distribution;
- Research and development in agricultural uses;
- Firefighting aircraft and maintenance;
- Recreational uses ;
- Promoting aviation as a career path to youth;
- Contributions to the local community;
- Offer more support of organizations.

Greatest Challenge

- Sustainable water management;
- Farmworker overtime compensation laws;
- Automation

Best Approach to Challenge

- Collaboration is necessary to counteract these issues.

- The strategic plan needs to include groups of individuals who can get things done, along with a long term vision and budget necessary to accomplish the strategies.

<p>In-Home Supportive Services (IHSS) Advisory Committee</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Knowledgeable and skilled residents; • The County strives to improve quality of life, health, and safety; • County has community minded and effective populace. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> • Encourage cooperation between commissions and committees on an ad hoc basis where goals and objectives overlap; • Get feedback from county service users; • Conduct outreach to get volunteers for efforts and commissions; • The County should adopt the Youth Empowerment Summit for adults and outreach to other civil groups. 	<p>Could Improve on</p> <ul style="list-style-type: none"> • Broaden input from citizens in the cities and unincorporated county communities. <p>How Should We Improve</p> <ul style="list-style-type: none"> • Use "people First" language in materials; • Give updates to people regarding Strategic Plan implementation; • Work with Yolo Bus to improve transportation both in general and in small rural towns and areas; • Conduct public awareness campaigns to bring awareness to those in need of services and where to find them; • Continue to improve the public emergency planning and notification system. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Recruiting, training and retaining IHSS providers; • Insufficient amount of affordable and accessible housing. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Improve wages for IHSS providers; • Work with the cities to apply for state and federal housing funds; • Work with Yolo County Housing to implement housing solutions. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Balance the need for housing new residents and also preserving the agricultural economy; • Homeless population; • Climate change; • Collecting accurate 2020 census data; • Ensure rural areas and small towns have good internet connection; • Decreasing urban sprawl. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Work with UC Davis and cities to tackle regional issues; • Improve program integration; • Make reduction of carbon footprint a priority across the County organization; • Plan effectively for the census; • Look for policy and funding possibilities to reduce the digital gap; • Plan in order to decrease sprawl. 	<ul style="list-style-type: none"> • Keep the Strategic Plan in the forefront at every opportunity and keep it public; • Measure action fulfillment; Conduct yearly evaluation and receive input; • Keep outreach up; receive annual reports from stakeholder groups.
<p>Esparto Fire Protection District</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Agriculture; • Working with the Yocha Dehe Wintun Nation partnership. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> • Support agriculture and rural communities by improving the permitting process; 	<p>Could Improve on</p> <ul style="list-style-type: none"> • Public works; • Communication with the districts; <p>How Should We Improve</p> <ul style="list-style-type: none"> • Let the districts know when the County makes decisions; 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Increase in population; • Water and flooding in western part of the County; • Increased demand for first responder services. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Allow farmers to build retention ponds; 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Increase in development; • New business development; <p>Best Approach to Challenge</p>	<ul style="list-style-type: none"> • Include as many special districts, residents, and business owners as possible in Strategic Planning process;

	<ul style="list-style-type: none"> Provide fully funded mitigation and yearly increases from the Yocha Dehe Wintun Nation. 	<ul style="list-style-type: none"> Assist districts with financial requirements. 	<ul style="list-style-type: none"> Help fire districts with funding. 	<ul style="list-style-type: none"> Attract business by making it easier to start new businesses 	<ul style="list-style-type: none"> Pass the Prop 90 Base year property tax and disaster relieve base year transfer ordinances.
Capay Valley Vision	<p>Strengths</p> <ul style="list-style-type: none"> Agricultural heritage, soil and climate; Geographic location, proximity to markets, Sacrament and SF Bay; Unique terrain and public lands. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Pursue policies that promote agricultural land; Improve access to public lands. 	<p>Could Improve on</p> <ul style="list-style-type: none"> Devote more attention to western part of Yolo County. <p>How Should We Improve</p> <ul style="list-style-type: none"> Improve communication; Create an office of community services in Esparto/ Capay area. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Cannabis cultivation; Affordable housing; Equity for farm workers; Rural infrastructure; Groundwater demand/protection. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> Improve access to housing and resources for farmworkers; Improve roads, septic, and broadband for rural areas; Improve groundwater and surface water resources. 	N/A	N/A
Esparto Citizens Advisory Committee	<p>Strengths</p> <ul style="list-style-type: none"> Agriculture <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Enforce zoning; Improve policies to resist development; Encourage vertical development. 	<p>Could Improve on</p> <ul style="list-style-type: none"> Road and street repairs; County's relationship with Caltrans; Communication with Esparto area; Code enforcement. <p>How Should We Improve</p> <ul style="list-style-type: none"> Implement full Esparto streetscape plan; Create a newsletter to update Esparto residents. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Cannabis cultivation; Affordable housing; Equity for farm workers; Rural infrastructure (bridges over Lamb Valley Slough). <p>Best Approach to Challenge</p> <p>N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Groundwater quantity and quality; Flood control; Crime prevention. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> Implement the resident deputy program. 	N/A
Parks, Recreation, and Wildlife Advisory Committee	<p>Strengths</p> <ul style="list-style-type: none"> Landscapes; Open space and rural lifestyle; Environmental stewardship; Recreational opportunities. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Keep momentum between private and public partnerships; 	<p>Could Improve on</p> <ul style="list-style-type: none"> Funding sustainability; Additional public lands and increase access to public areas; Increase access to the Sacramento River; Improve countywide signage and maps for 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Helping people reconnect to nature; Sustainable funding stream dedicated to parks. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> Create new funding streams; 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Natural disasters; Housing shortage; Development pressure; Rural development in high fire and flood zones; Cannabis program; 	<ul style="list-style-type: none"> Parks and open spaces benefit every major strategic element in the plan. Long term funding is essential

	<ul style="list-style-type: none"> • Create surface water storage; • Promote and market recreation. 	<p>public access, parks, and recreation</p> <p>How Should We Improve</p> <ul style="list-style-type: none"> • Create additional open space access; • Acquire properties linkages to current properties; • Work with Caltrans to install signage and secure grants. 	<ul style="list-style-type: none"> • Make people aware of park opportunities. 	<ul style="list-style-type: none"> • Homelessness. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Increase emergency preparedness efforts; • Focus on infill development; • Support Williamson Act; • Restrict development in high risk fire and flood areas; • Increase law enforcement dedicated to cannabis; • Increase services for the homeless. 	
Yolo County Library Advisory Board	<p>Strengths</p> <ul style="list-style-type: none"> • Geographic location. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> • Take a responsible approach to population growth and work with cities, UC Davis, and school districts. 	<p>Could Improve on</p> <ul style="list-style-type: none"> • Improve educational opportunities for all residents. <p>How Should We Improve</p> <ul style="list-style-type: none"> • Tailor educational programs to the needs of the population being served; • More education for young children (preschool) and older folks (work training). 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Population growth and demographic changes are a challenge; • Must find a way to welcome and communicate with new residents. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Look at bilingual staffing. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Assisting people experiencing homelessness; • Assisting those with mental health challenges; • Food insecurity; • Increasing access to government services; • Expanding modes of transportation. <p>Best Approach to Challenge</p> <p>N/A</p>	N/A
Dunnigan Fire Protection District	<p>Strengths</p> <ul style="list-style-type: none"> • Mutual aid agreements. <p>How to Build on this Strength</p> <p>N/A</p>	<p>Could Improve on</p> <ul style="list-style-type: none"> • Volunteers for staffing the fire department. <p>How Should We Improve</p> <ul style="list-style-type: none"> • Need funding for staff – Prop 172 funds. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • How to evacuate the Hardwood subdivision in case of a disaster. <p>Best Approach to Challenge</p> <p>N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Funding for equipment and truck replacements. <p>Best Approach to Challenge</p> <p>N/A</p>	N/A

<p>Yolo County Health Council</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Willing participants; • Public engagement; • Diversity of population; • Size of the county; • Collaborative groups; • Health council. <p>How to Build on this Strength N/A</p>	<p>Could Improve on</p> <ul style="list-style-type: none"> • Coordination of care including data sharing and services; • Need to pay better attention to vulnerable groups (undocumented residents, agricultural workers, aging, and teens). <p>How Should We Improve N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Access to services including wrap around housing services and behavioral health services; • Availability of safe and affording housing; • Clear air and water <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Extend outreach to non-traditional partners, increase duplication of services, and make systems easier to navigate; • Invest in prevention for vulnerable populations and increase communication. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • The push to integrate and increase the availability of safe and secure housing; • Promote public-private partnerships to increase housing; • Better coordinate physical and mental health services and prevention. <p>Best Approach to Challenge N/A</p>	<ul style="list-style-type: none"> • Prioritize prevention over reaction; • Align the strategic plan with the Community Health Needs Assessment; • Communicate and coordinate stakeholders to collaborate instead of competing; • Work close with partners to address local issues.
<p>Yolo County Workforce Innovation Board</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Being designated by the Governor and Secretary of the Labor and Workforce Development agency allows for receiving federal and state workforce development funds (which fund services, collaborative partnerships, and innovative workforce strategies). <p>How to Build on this Strength</p> <ul style="list-style-type: none"> • Improve the workforce development system by approving: • 2 year modifications to the local and regional plans; • Local Board Recertification; • WIOA MOU extensions; • Request for Approval to be an Adult and Dislocated Worker Career Services Provider; • FY 2019/20 Allocation of a federal/state revenue contract; • Trade and Economic Transition National Dislocated Worker Grant and federal/regional revenue contract; 	<p>Could Improve on</p> <ul style="list-style-type: none"> • Review the internal contracting process in order to streamline or simplify workforce development revenue and expenditure contract process. <p>How Should We Improve N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Economic recession; • Unemployment rate increase; • Skill/education gap increasing strain on workforce needs. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Maintain our status as a local workforce development area and look for additional state or federal funding. 	<p>N/A</p>	<p>N/A</p>

	<ul style="list-style-type: none"> Prison to Employee and state/regional revenue contract. 				
Yolo County Commission on Aging and Adult Services	<p>Strengths</p> <ul style="list-style-type: none"> Size; Collaboration; Geographic location. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Actively reach out to community partners. 	<p>Could Improve on</p> <ul style="list-style-type: none"> Emergency preparedness, especially for older adults and those with disabilities. <p>How Should We Improve</p> <ul style="list-style-type: none"> Develop a plan for duplicated communication avenues and how to find vulnerable folks (such as seniors). 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> A renovated and expanded Adult Day Health Center; Mental health care, including social isolation, depression, and suicide prevention; Homelessness; Transportation. <p>Best Approach to Challenge N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Food insecurity for seniors. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> The County must coordinate with partners to find grant and other opportunities. 	<ul style="list-style-type: none"> Utilize your citizen volunteers on the Commission.
Davis Joint Unified School District	<p>Strengths</p> <ul style="list-style-type: none"> County-wide library system; County supervisors who understand local educational context; restorative philosophy with the DA's Office; Youth school attendance issues are addressed; Cal Fresh coordination with organizations to serve families. <p>How to Build on this Strength N/A</p>	<p>Could Improve on</p> <ul style="list-style-type: none"> Roads; Mental Health Services; Homeless Services. <p>How Should We Improve N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Adequate school funding (cannabis tax - Davis model?); Rising home prices and lack of availability; Homeless services. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> Distribute some cannabis revenues to schools; Coordinate housing plans with cities; Build housing in DJUSD boundaries outside the city limits. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Infrastructure improvements; Meeting the needs of rural and suburban populations. <p>Best Approach to Challenge N/A</p>	N/A
Waste Advisory	<p>Strengths</p> <ul style="list-style-type: none"> Can pass regulations. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Should ask if regulations are good for constituents, and how to help them. 	<p>Could Improve on</p> <ul style="list-style-type: none"> Less regulation. <p>How Should We Improve N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Having to comply with over regulation mandated by the state. <p>Best Approach to Challenge N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Responding to state regulations regarding water. <p>Best Approach to Challenge N/A</p>	<ul style="list-style-type: none"> The county is not the solution to all problems and shouldn't try to be.

Dunnigan Advisory Committee	<p>Strengths</p> <ul style="list-style-type: none"> • Location. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> • Promote agriculture, technical operations, businesses, tourism, and transportation industries; • Provide tax incentives or other incentives to come to Yolo. 	<p>Could Improve on</p> <ul style="list-style-type: none"> • Promote younger generations to get involved in community; <p>How Should We Improve</p> <ul style="list-style-type: none"> • Improve building application process by not asking for multiple correction submissions. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Illegal dumping; • Expensive housing; • Cannabis smell; • Population increase. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Provide local large dumpster to prevent people from dumping; • Provide affordable housing; • Need a new school in the area; • Local medical clinic; • Cannabis; • Fire hazard clean up. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Homelessness; • More public recreation opportunities needed. <p>Best Approach to Challenge</p>	<ul style="list-style-type: none"> • Need to focus on unincorporated areas.
Citizens for Safe Roads	<p>Strengths</p> <ul style="list-style-type: none"> • People. <p>How to Build on this Strength</p> <p>N/A</p>	<p>Could Improve on</p> <ul style="list-style-type: none"> • Roads. <p>How Should We Improve</p> <p>N/A</p>	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Roads. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Prioritize funding for infrastructure repair. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Fiscal responsibility with county funds <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Set clear and public priorities for funding. 	<p>N/A</p>
Capay Valley Citizens Advisory Committee	<p>Strengths</p> <ul style="list-style-type: none"> • Agricultural character; • Thriving watersheds; • Fertile soils; • Its citizens. <p>How to Build on this Strength</p> <p>N/A</p>	<p>Could Improve on</p> <ul style="list-style-type: none"> • Support agriculture; • Infrastructure. <p>How Should We Improve</p> <ul style="list-style-type: none"> • Support all farming, even small and organic; • Provide grants to rural areas for infrastructure. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Water availability; • Transportation; • Business opportunity; • Law enforcement response times; • Blighted properties; emergency communication; • Internet services; • Lack of evacuation routes for Capay Valley residents; • Cannabis. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Increase density in developed areas; • Improve county roads and transit options; • Reinstatement the resident deputy program; • Reinstatement bookmobile; • Improve communication with rural areas; 	<p>N/A</p>	<ul style="list-style-type: none"> • County roads need much improvement

			<ul style="list-style-type: none"> Finalize and develop measures for the success of the program and allow rural dispensaries. 		
Yolo County Planning Commission	<p>Strengths</p> <ul style="list-style-type: none"> Agriculture; Geographic diversity; UC Davis. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Further relationship with UC Davis and agricultural businesses; Educate city residents about agriculture; Maintain agricultural land with the Williamson Act and zoning. 	<p>Could Improve on</p> <ul style="list-style-type: none"> Educating urban areas about farmland preservation and productivity; Promoting agriculture in schools; Increase tax base for infrastructure improvements; Fine tune cannabis ordinance. <p>How Should We Improve</p> <ul style="list-style-type: none"> Gear policies towards expanding the tax base (E.G. cannabis ordinance, universal internet access, etc.). 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Farm labor shortage; Housing; Climate change. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> Streamline the permitting process for home building. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Conversion of row crops to orchards; Groundwater and resource management; Sustainability plan; Support agricultural technology. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> Support agricultural technological development; Prepare for emergencies. 	<ul style="list-style-type: none"> Adopting the Habitat Conservation plan, put measures to protect wildlife; Continued investment in the library system; Financial stability should be considered and addressed.
Clarksburg General Plan Citizens Advisory Committee	<p>Strengths</p> <ul style="list-style-type: none"> Agriculture; Farming; Family businesses. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Create atmosphere to help small business. 	<p>Could Improve on</p> <ul style="list-style-type: none"> Rural broadband; Signage for dumping; Road maintenance and safety. <p>How Should We Improve</p> <ul style="list-style-type: none"> Provide incentives to companies to expand broadband to rural areas. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Overcoming the digital divide; Homelessness; Farm labor housing; Protecting the delta; Delta tunnels. <p>Best Approach to Challenge</p> <p>N/A</p>	N/A	<ul style="list-style-type: none"> Continue to value and protect small businesses.
Knights Landing Fire Protection District	<p>Strengths</p> <ul style="list-style-type: none"> Community volunteers. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> Regular public outreach and encouraging people to volunteer; Find out what motivates the younger generations. 	<p>Could Improve on</p> <ul style="list-style-type: none"> Traffic congestion. <p>How Should We Improve</p> <ul style="list-style-type: none"> Work with multiple agencies to plan for transportation in the region, and look at building a new bridge 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Meeting continually changing requirements as a volunteer firefight required by the State and Federal certification. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> Coordinate with Yolo County Fire Departments and create a 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> Interagency communications and interactions with the public during emergencies. <p>Best Approach to Challenge</p> <p>N/A</p>	<ul style="list-style-type: none"> Ensure there is affordable housing for the increasing population.

		across the Sacramento River.	department-wide library with training literature.		
Clarksburg Fire Protection District	<p>Strengths</p> <ul style="list-style-type: none"> • Agriculture <p>How to Build on this Strength</p> <ul style="list-style-type: none"> • Protect Williamson Act benefits; • Protect agricultural land use, such as giving farm vehicles priority use during harvests; • Support agri-tourism. 	<p>Could Improve on</p> <ul style="list-style-type: none"> • Fix and repair all county roads up to standard. <p>How Should We Improve</p> <ul style="list-style-type: none"> • Proactively keep districts informed of business. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Funding. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Make available existing avenues of funding for special districts (Prop 172 funding). 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Reduction of volume and complexity of paperwork imposed by agribusiness. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Collaborate with neighbors to find solutions. 	<ul style="list-style-type: none"> • Continue to ensure further improve robust disaster emergency management programs.
Yolo Habitat Conservancy	<p>Strengths</p> <ul style="list-style-type: none"> • Commitment to conserving agriculture and open space. <p>How to Build on this Strength</p> <ul style="list-style-type: none"> • Leverage local funds to get additional grant funding for conservation; • Work with the cities to develop an open space district and raise revenue from residents. 	<p>Could Improve on</p> <ul style="list-style-type: none"> • Public outreach and communication. <p>How Should We Improve</p> <ul style="list-style-type: none"> • Provide financial management assistance to special districts; • Update the County's website and social media strategy. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Greenhouse gas emission reduction and implementation of the climate action plan (due to lack of funding). <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Need to get more staff to effectively implement projects related to greenhouse gas emission reduction. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Recession and funding issues (especially with state-mandated services). <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Create a process for determining how funds will be spent during the next recession. 	<ul style="list-style-type: none"> • Should contain measurable objectives and specific actions that can be achieved; provide regular updates of the plan; • Have plan become integral part of county processes.
First 5 Yolo Children and Families Commission	<p>Strengths</p> <ul style="list-style-type: none"> • Diversity and connectedness of the county; • Inclusivity and collaboration <p>How to Build on this Strength</p> <ul style="list-style-type: none"> • Ensure that multiple perspectives are heard by communicating more with CBOs. 	<p>Could Improve on</p> <ul style="list-style-type: none"> • Strengthen its emphasis on children 0-5 years old and early childhood investment. <p>How Should We Improve</p> <ul style="list-style-type: none"> • Young children should be focused on specifically in the Strategic Plan. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Ability to identify and reach higher-risk children and families early. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Collaborate with Yolo First 5 to identify early childhood needs. 	<p>Greatest Challenge</p> <ul style="list-style-type: none"> • Crossing silos and reaching and working with agencies not within County departments. <p>Best Approach to Challenge</p> <ul style="list-style-type: none"> • Have Board subcommittees and commissions work with CBOs to develop strategies. 	<ul style="list-style-type: none"> • Appreciate the focus on performance measures and supports increasing focus on evidence-based practices.

Appendix D – Public Survey for County Wide Question 1 Responses

Priorities	Priority Ranks (1= Most Important; 10= Less Important)										Total # of Votes
	1	2	3	4	5	6	7	8	9	10	
Access to mental health and substance use services	31	43	47	33	37	25	14	16	12	13	271
Agricultural land preservation	28	17	22	21	16	17	21	16	19	22	199
Code enforcement	4	14	9	7	12	6	6	9	2	4	73
Connections between agricultural businesses and local consumers	1	4	9	9	14	12	10	13	11	7	90
Criminal justice diversion and prevention	9	11	17	15	34	28	21	17	17	14	183
Criminal justice enforcement	21	20	18	14	18	13	13	10	6	11	144
Criminal justice rehabilitation	6	9	3	12	15	10	21	12	12	12	112
Disaster emergency preparedness	18	16	19	22	25	17	17	22	18	28	202
Greenhouse gas emission reduction	23	15	19	12	15	18	15	14	16	12	159
Health promotion and disease prevention	15	19	29	18	40	12	22	18	16	17	206
Healthy aging	10	5	11	18	21	17	18	18	23	14	155
Homelessness	42	57	40	33	25	12	8	16	16	15	264
Internet Access	6	18	12	14	9	17	11	8	13	14	122
Job growth and skill development for agricultural and food system employers	0	3	8	11	12	12	15	13	9	6	89
Job growth and skill development in industries other than agriculture	5	6	11	13	17	8	15	13	18	13	119
New agricultural businesses	1	5	7	8	8	5	8	3	3	11	59
New business development in the unincorporated areas	4	7	6	10	6	10	6	10	6	11	76
Partner to develop new businesses in the cities	5	5	9	7	17	6	9	13	13	12	96
Poverty	7	14	19	25	38	22	19	15	17	18	194
Quality and quantity of water	19	28	33	26	36	26	25	26	21	16	256
Quality of life for children	39	37	27	29	33	30	26	25	16	14	276
Rural infrastructure and services	41	20	20	17	16	20	21	19	15	15	204
Safe and affordable housing	80	52	28	30	41	23	20	19	11	6	310
Waste reduction	2	5	7	15	19	22	16	18	27	22	153
Access to developmental supportive services	0	0	1	0	0	0	0	0	0	0	1
Activities, resources, and locations for 18-25 year olds	1	0	0	0	0	0	0	0	0	0	1

Activities, resources, and locations for teens and kids	0	0	0	0	0	0	0	0	1	1	2
Agricultural pollution	0	0	0	1	1	0	0	0	0	0	2
Air quality	0	0	0	1	0	0	0	0	0	0	1
Alternative transportation	1	0	0	1	0	0	0	0	0	0	2
Animal shelter & control	2	0	0	0	0	1	0	0	0	0	3
Cannabis (Loosen restrictions)	0	0	0	1	0	0	0	0	0	0	1
Cannabis (Must be indoors)	0	1	0	0	0	0	0	0	0	0	1
Celebrating diversity	0	0	0	0	0	1	0	0	0	0	1
Cell phone coverage	0	1	0	0	0	0	0	0	0	0	1
County officials/staff accountability	0	0	0	1	1	1	0	0	0	0	3
County pensions	1	0	0	1	0	0	0	0	0	0	2
Criminal justice enforcement	0	0	0	0	0	0	0	0	0	0	0
Criminal justice reform	0	0	1	0	0	1	0	0	0	0	2
Dark sky enforcement for lighting	0	0	0	0	0	0	0	0	0	1	1
Education	2	2	0	0	1	0	1	1	0	1	8
Education on native tribes in school	0	0	0	0	0	0	0	0	0	1	1
Employee recruitment/retention	1	0	0	0	0	0	0	0	0	0	1
Enforcing immigration law	0	1	1		0	0	0	0	1	1	4
Environment	0	0	1	0	0	1	0	0	0	0	2
Expand multilingual inclusivity	1	0	0	0	0	0	0	0	0	0	1
Family court improvements	0	1	0	0	0	0	0	0	0	0	1
Fiscal stability	0	0	0	0	0	0	0	0	0	0	0
Flood control (1 specific for Madison)	2	2	0	0	1	0	0	0	0	0	5
Food insecurity	0	0	1	0	0	0	0	0	0	0	1
Green new deal	1	0	0	0	0	0	0	0	0	0	1
Gun control	0	0	0	1	0	1	0	0	0	0	2
Health in all policies	0	1	0	0	0	0	0	0	0	0	1
Highway expansion	1	1	0	0	0	0	0	0	0	0	2
Homelessness (job training and housing assistance)	1	2	2	1	0	1	0	0	0	0	7
Improve transportation	3	0	1	0	1	0	0	0	0	2	7
General Infrastructure	1	0	1	0	0	1	0	1	0	0	4

Integration with surrounding counties	2	0	0	0	0	0	0	0	0	0	2
Intergenerational connection	0	0	0	0	0	0	1	0	0	0	1
Job growth	0	0	0	0	1	0	1	0	0	0	2
Loosen regulations (flood zone, agricultural land use)	4	1	1	0	0	0	0	0	0	0	6
Maintaining city growth boundaries	0	0	0	1	1	0	1	0	0	0	3
Mentally ill housing	0	0	1	0	0	0	0	0	0	0	1
Move fairgrounds	0	1	0	0	0	0	0	0	0	0	1
Office of Refugee Resettlement program	2	0	0	0	0	0	0	0	0	0	2
Outdoor recreation opportunities	0	0	0	0	0	0	0	0	0	0	0
Pathways	2	0	0	0	0	0	1	1	0	0	4
Pesticide elimination	0	0	0	0	0	0	0	0	0	0	0
Police use of force reform	0	0	0	1	0	0	0	0	0	0	1
Preschool	0	0	0	0	0	0	1	0	0	0	1
Persevering and educating on Yolo County history	0	0	0	0	0	0	0	0	0	1	1
Quiet zones near residential tracks	0	0	0	0	1	0	0	0	0	0	1
Racism & xenophobia	0	0	0	0	1	0	0	0	0	0	1
Recreational opportunities	0	0	0	0	0	0	0	0	1	0	1
Reduce plastic use	0	0	0	0	1	0	0	0	0	0	1
Reduce substance abuse issue	1	0	0	0	0	0	0	0	0	0	1
Repeal sanctuary status	1	0	0	1	0	0	0	0	0	0	2
Repopulating the Woodland mall	0	0	0	0	0	1	0	0	0	0	1
Roads	1	3	3	1	0	2	0	0	1	2	13
Rural infrastructure and services	0	0	0	1	0	0	0	0	0	0	1
Senior affordable housing	0	0	0	0	0	1	0	0	0	0	1
Small farm support	0	0	0	0	0	0	0	0	0	1	1
Change to SMUD	2	0	0	0	0	0	0	0	0	0	2
Soil health	0	1	0	0	0	0	0	0	0	0	1
Solar power use for agriculture	0	0	0	0	0	0	0	0	0	0	0
Special needs interests	0	0	0	0	0	0	1	0	0	0	1
STEM education	0	0	1	0	0	0	0	0	0	0	1
Stop metering private wells	1	0	0	0	0	0	0	0	0	0	1

Street cleaning	0	0	0	0	0	0	0	0	0	0	0	0
Support and services for foster youth	0	0	1	1	0	0	1	0	0	0	0	3
Sustainable agriculture	0	0	0	0	1	0	0	0	0	0	0	1
The people of Yolo County	1	0	0	0	0	0	0	0	0	0	0	1
Uphold laws of the Constitution	1	0	0	0	0	0	0	0	0	0	0	1
Urban infrastructure	3	1	0	0	1	0	0	0	0	1	0	6
Utility rates	1	1	0	0	0	0	0	0	0	0	0	2
Voting integrity	0	0	0	0	0	0	0	0	0	0	0	0
Wild land / open space protection	0	2	0	0	3	1	0	0	0	0	0	6
Winters recreational opportunities	0	0	0	0	0	0	0	0	0	0	0	0

Appendix E – Public Survey Question 1 Responses by City (County Provided Priorities Only)

Priority Number	Total County	Davis	West Sacramento	Winters	Woodland	Unincorporated Yolo County
1	Safe and affordable housing 2228	Safe and affordable housing 653	Homelessness 341	Safe and affordable housing 149	Homelessness 818	Rural infrastructure and services 324
2	Homelessness 1821	Access to mental health and substance use services 558	Quality of life for children 266	Rural infrastructure and services 132	Safe and affordable housing 741	Safe and affordable housing 263
3	Access to mental health and substance use services 1792	Quality of life for children 455	Disaster emergency preparedness 255	Quality and quantity of water 123	Access to mental health and substance use services 645	Internet Access 203

4	Quality of life for children 1715	Quality and quantity of water 387	Safe and affordable housing 252	Greenhouse gas emission reduction 119	Quality of life for children 539	Agricultural land preservation 199
5	Quality and quantity of water 1470	Homelessness 377	Quality and quantity of water 229	Access to mental health and substance use services 102	Quality and quantity of water 449	Quality of life for children 188
6	Rural infrastructure and services 1251	Greenhouse gas emission reduction 366	Access to mental health and substance use services 192	Job growth and skill development in industries other than agriculture 100	Criminal justice enforcement 366	Criminal justice enforcement 151
7	Health promotion and disease prevention 1170	Health promotion and disease prevention 360	Criminal justice enforcement 180	Quality of life for children 92	Rural infrastructure and services 361	Quality and quantity of water 149
8	Agricultural land preservation 1129	Poverty 316	Agricultural land preservation 163	Agricultural land preservation 78	Agricultural land preservation 356	Disaster emergency preparedness 131
9	Disaster emergency preparedness 1063	Criminal justice diversion and prevention 309	Rural infrastructure and services 162	Poverty 77	Health promotion and disease prevention 349	Access to mental health and substance use services 130

10	Poverty 1034	Disaster emergency preparedness 288	Health promotion and disease prevention 155	Disaster emergency preparedness 76	Poverty 329	New business development in the unincorporated areas 124
11	Criminal justice diversion and prevention 957	Agricultural land preservation 282	Healthy aging 123	Homelessness 73	Criminal justice diversion and prevention 328	Connections between agricultural businesses and local consumers 107
12	Greenhouse gas emission reduction 927	Rural infrastructure and services 230	Internet Access 121	Health promotion and disease prevention 63	Healthy aging 239	Criminal justice diversion and prevention 96
13	Criminal justice enforcement 910	Waste reduction 201	Poverty 120	Healthy aging 60	Disaster emergency preparedness 214	Code enforcement 94
14	Healthy aging 756	Internet Access 191	Criminal justice diversion and prevention 113	Waste reduction 50	Greenhouse gas emission reduction 213	Health promotion and disease prevention 88
15	Internet Access 663	Criminal justice rehabilitation 187	Greenhouse gas emission reduction 110	Internet Access 36	Criminal justice rehabilitation 199	Healthy aging 80

16	Waste reduction 644	Healthy aging 185	Code enforcement 103	Criminal justice enforcement 30	Job growth and skill development in industries other than agriculture 197	Poverty 74
17	Job growth and skill development in industries other than agriculture 573	Job growth and skill development in industries other than agriculture 178	New business development in the unincorporated areas 96	Job growth and skill development for agricultural and food system employers 28	Partner to develop new businesses in the cities 174	Homelessness 73
18	Criminal justice rehabilitation 545	Criminal justice enforcement 119	Waste reduction 96	Code enforcement 25	Waste reduction 167	Waste reduction 64
19	Partner to develop new businesses in the cities 461	Job growth and skill development for agricultural and food system employers 114	Partner to develop new businesses in the cities 88	Criminal justice diversion and prevention 25	Code enforcement 159	Job growth and skill development for agricultural and food system employers 61
20	Code enforcement 448	Connections between agricultural businesses and local consumers 109	Job growth and skill development for agricultural and food system employers 78	New business development in the unincorporated areas 23	Connections between agricultural businesses and local consumers 100	Greenhouse gas emission reduction 50

21	Connections between agricultural businesses and local consumers 433	Partner to develop new businesses in the cities 92	Connections between agricultural businesses and local consumers 68	Connections between agricultural businesses and local consumers 22	Job growth and skill development for agricultural and food system employers 88	New agricultural businesses 48
22	Job growth and skill development for agricultural and food system employers 423	New agricultural businesses 78	Job growth and skill development in industries other than agriculture 63	New agricultural businesses 19	Internet Access 85	Job growth and skill development in industries other than agriculture 45
23	New business development in the unincorporated areas 384	Code enforcement 71	New agricultural businesses 55	Partner to develop new businesses in the cities 8	New agricultural businesses 81	Partner to develop new businesses in the cities 43
24	New agricultural businesses 298	New business development in the unincorporated areas 57	Criminal justice rehabilitation 39	Criminal justice rehabilitation 7	New business development in the unincorporated areas 78	Criminal justice rehabilitation 38

Appendix F – Public Survey for Whole County Question 2 Responses (Ranked by Number of Comments)	
Topic	Number of Comments
Agriculture	115
Community / the people	66
Rural character	32
Location	22
Open space	17
UC Davis	17
Diverse communities across county	16
Collaborative governance	14
Diversity	11
County governance / staff	10
Innovation	7
Educated populace / educational opportunities	6
Natural resources	6
Government accountability	10
Criminal justice system	4
Alternative transportation	3
HHS services	3
Beauty	2
Low cost of living	2
Law enforcement	2
Urban development	2
Cannabis	1
Commitment to social justice	1
Davis	1
Economic growth	1
Emergency services	1
Employment services	1
Fiscal sustainability	1
Quality of life	1
Workforce	1

Appendix G – Public Survey for Whole County Question 3 Responses (Ranked by the Number of Comments)	
Topic	Number of Comments
Housing	66
Homelessness	55
Population growth	52
Climate change	27
Maintaining agricultural land despite pressure for more development	27
Lack of revenue	14
Traffic	12
crime	10
Natural disaster preparedness	10
Water management	9
Infrastructure	8
Poverty	6
Roads	6
Addiction and mental health	5
Economic development	5
Economic inequality	5
Education	5
Agriculture	4
Mental health	4
Accountable governance	3
Brain drain	3
Cannabis	3
Lack of tech development	3
Urban development	3
Alternative transportation options	2
County pensions	2
County revenue	2

Delta tunnels	2
Enforce immigration laws	2
Flood zone regulations	2
Law enforcement	2
School safety	2
Voting process	1
Animal control	1
Child health	1
Community engagement - follow up	1
Criminal justice	1
County governance / staff	1
Collaborative governance	1
Implementing progressive regulations	1
Increased demand for recreation - put more in rural communities	1
State mandates	1
Plastic trash	1
Public health	1
Public safety	1
Racism	1
Regional integration	1
Republicans	1
Revitalization of downtown Davis and parking	1
Services to the vulnerable - overhaul HHSA	1
Strict regulations	1
Treatment housing	1
UC Davis	1
Unemployment	1
Vaccines	1

Appendix H – Public Survey for Whole County Question 4 Responses (Ranked by the Number of Comments)	
Topic	Number of Comments
Homelessness	58
Roads	51
Effective governance	15
Community outreach	13
Law enforcement	13
Rural development	12
Addiction and mental health services	11
Economic development	11
Infrastructure	11
Alternative transportation	10
Education	9
Increase recreational opportunities	9
Natural disaster preparedness - flood control	9
Urban development	8
Difficulties associated with population growth	7
Poverty	7
Traffic	7
Collaborative governance	6
Criminal justice reform	6
Youth development	6
Accountable governance	5
Local community outreach	5
Animal services	4
County marketing	4
Public health	4
Transportation	4
Water management	4
Agriculture	3
Alternative energy	3
City management	3

Climate change	3
Code enforcement	3
Country integration	3
Enforce immigration laws	3
Internet	3
Juvenile detention facility	3
Modernization of county	3
Balance rural and urban needs	2
Court transparency	2
Maintaining agricultural land despite pressure for more development	2
Foster child services	2
Levees	2
Lower taxes	2
Regulations	2
Senior services	2
Cannabis	1
Child care	1
Child protective services effectiveness	1
Citizenship services for undocumented	1
Community	1
County employee training	1
Employment	1
Facilitate recycling and reduce waste	1
Farmworker poverty	1
Health care	1
Improve race relations	1
Income inequality	1
Littering	1
Pathways	1
Racism	1
Regional integration	1
Loosen regulations	1