



YOLO COUNTY
HEALTH AND HUMAN SERVICES AGENCY

2021-22 Annual Update

Nolan Sullivan, Interim HHSA Director



SETTING THE STAGE



March 2020

**EOC
Activation**

- COVID Emergency is declared.
- Non-Essential Staff are sent home.
- Staff are transitioned into core EOC duties.
- Programs are paused.



May 2020

**DOC
Activation**

- Staff are assigned to COC roles.
- Some Non-Essential Staff still home.
- Many programs still paused.
- CARES Act process and programs begin.



July 2020

**CROC
Activation**

- Staff are assigned to DOC.
- Additional pandemic staff begin onboarding.
- CARES Act issuances complete.
- Programs are paused and amended.



December 2020

**HHSA
COVID**

- Continued COVID Operations in branch.
- ARP Process.
- Programs begin to “un-pause”.
- Re-opening lobbies and offices fully with adaptations.
- New Normal.

2020/2021 Key Metrics



Staff with COVID related increases and program growth HHSA currently has **789** Regular, Limited Term and At-Will FTE



Budget this fiscal year's total budget is **\$247,794,224**



Clients an estimated **58,740+** clients were directly serviced through one or more HHSA programs with many more indirectly served.

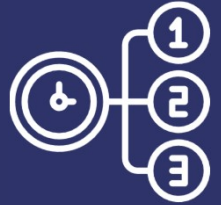


Programs HHSA program inventory includes **63** Programs and **129** Sub-programs department wide.



21/22 Key Accomplishments

- The “COVID Pause”
- Ongoing response to COVID-19 (Delta, Omicron, Boosters)
- Major remote workforce changes and processes
- Re-opening lobbies, programs and services
- Finalized CYF 5-Year System Improvement Plan
- Infor Cloudsuite Migration preparation
- Crisis Now preparation
- K-12 Mental Health Partnership Launch
- Universal Basic Income preparation
- Creation of Yolo HHSA “Team Equity”
- Community Health Needs Assessment 2023-2026
- Project Roomkey



Emerging Issues: Focusing on our workforce and capacity



Retain our existing staff – focusing on key positions with high rates of turnover.



Recruit for increasing vacancies – Yolo HHSA is competitive for key positions in the local job market



Re-energize and **Refresh** our workforce – after two+ years of COVID operation staff are tired



Reconnect our teams with our strategic vision – with COVID taking primary focus, we need to regroup





Emerging Issues: Major Projects



Changes in State and Federal policies and programs:

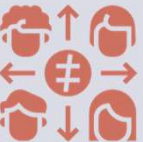
- California Advancing and Innovating Medi-Cal (CalAIM)
- Families First Prevention Services Act (FFPSA)
- Master Plan for Aging
- Single payer healthcare and Medi-Cal Managed Care changes



Significant increase in social services program utilization and difficulty addressing growing caseload needs



- Spend down of Mental Health Services Act (MHSA) fund balance
- New revenues and grants, more administrative requirements building execution capability and staff to handle new workload.



Work to address racial disparities, trauma and disproportionality across systems and sectors



Goals for 22/23

- Recovery, Resiliency and Rebuilding Staff
- Infor Cloudsuite Migration
- Crisis Now
- K-12 Mental Health Partnership
- Jail Based Competency Treatment (JBCT) In-Custody Program
- MHSA Plan Preparation and Budget Realignment
- Public Health 3.0 Rebuilding Year
- Launch Health in All Policies Program (HIAP)
- Wellpath Jail Healthcare RFP
- Ongoing COVID-19 activities
- Universal Basic Income Pilot
- Housing Projects (Pacifico, Possible Woodland Sites and Supporting other county projects).



QUESTIONS?



COUNTY OF YOLO
HEALTH & HUMAN SERVICES AGENCY
GONZALES BUILDING

2021-22

Annual Update

SHERIFF'S OFFICE



MARCH 2022

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Utilized vacant deputy positions to hire and sponsor five recruit trainees to attend the POST academy. Worked with Human Resources to develop a \$5,000 hiring incentive for new deputy and correctional officer positions to increase opportunities of attracting suitable candidates. Researched and identified a recruitment strategy.	X
Mitigated the impacts of COVID-19 on staff and inmates via continuous collaboration with the Yolo County Health Officer and through the purchase of advanced disinfection technology, development of employee and inmate testing procedures, and making vaccines available for both staff and inmates.	X
Contracted with external consultant to conduct a comprehensive jail staffing study. Added ten additional correctional officer positions as a start to increase needed staff.	X
Received funding from CCP for an in-custody program manager and medication assisted treatment program. Begun talks with Woodland Community College on partnership to bring tech and college classes to jail.	X

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Added 2 civilian positions in support of Body Worn Camera project. In the process of acquiring multiple software systems to align with modern technological best practices. Successfully deployed RIPALog app to meet state reporting mandates.	X
Added resident deputy to the northern area of the county. Safely resumed community outreach efforts with respect to the pandemic. Attended neighborhood meetings via Zoom and in-person when appropriate.	X
Struggled to adequately address the growing transient population in the outskirts of the county's cities. Utilized shared mental health clinician to address needs in both the jail and the field.	In Progress
COVID continues to inhibit in-person visitation. Full video visitation implementation is dependent on new Jail Management System which has been delayed until December 2022. Staff has worked with vendor to install a scaled down version of video visitation to temporarily meet inmate needs.	X

Emerging Issues

- ▶ Meeting the mandates of continuously changing federal & state legislation, including National Incident-Based Reporting System (NIBRS) and Racial and Identity Profiling Act (RIPA)
- ▶ Undetermined impact of new county ordinance banning use of off highway vehicles in Cache Creek
- ▶ Impact of increased fentanyl use and overdoses throughout the county

2022-23 Goals & Objectives

- ▶ Take aggressive action to reduce overall vacancy rate
- ▶ Implementation of body worn cameras to increase transparency, community trust and accountability
- ▶ Increase our ability to meet the needs of the transient population
- ▶ Incorporate data-driven decision making across the agency
- ▶ Create a comprehensive employee wellness program
- ▶ Continue to mitigate the impacts of the pandemic

Long Range Goals

- ▶ Incrementally increase jail staffing levels consistent with the recommendations of the jail staffing study
- ▶ Invest in employee development through increased training opportunities
- ▶ Conduct a thorough facility use assessment to include morgue capacity evaluation, animal shelter improvement needs, and current/future staff office spaces
- ▶ Work with county fleet and GSD to develop a plan that will reduce vehicle emissions and fuel costs via fleet electrification and required infrastructure

2021-22

Annual Update

DISTRICT ATTORNEY



MARCH 2022

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives

Complete

Continued work with **MFJ – Commons**. Hosted monthly Town Hall meetings. Used the data to drive policy change.

Completed and ongoing

Expand **Genealogical DNA** Unit.

Ongoing

Expand Vitals Program throughout Yolo County.

Ended project

Diverting 10% of all Felony Cases through Restorative Justice Partnership (formerly Neighborhood Court).

Completed and ongoing

Continued our commitment to address the schools to prison pipeline by hosting our **4th Annual Youth Academy** Virtually.

Ongoing

Implemented a new **Bail Reform Policy** which was drafted in partnership with the Vera Institute.

Completed

2021-22 Accomplishments

Key Initiatives	Complete
Implemented “ Race Blind Charging ” (RBC) program which was created in partnership with the Stanford Computational Lab.	Completed and ongoing
Utilized a new law (“ Prosecutor Initiated Resentencing ”), in partnership with the Public Defender, which allows the DA to recall or modify prison sentences that no longer serve the interests of justice.	Ongoing
Met the goal of hiring a paralegal and attorney for our Conviction & Sentencing Review Unit through state funding.	Completed
Co-hosted with Chan Zuckerberg Initiative a groundbreaking 6-day collaborative race bias training to all DA staff.	Completed
Received grant funding to form an Innovative Prosecution Program and hired a crime analyst with the funding to support the program.	Ongoing

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Collaborated with the Public Defender (and Probation) to request and receive funding from the CCP to start a Mental Health Diversion program for the underserved population who commit crimes driven by their mental illness.	Completed and ongoing
Increased diversity of our Department Staff.	Ongoing
Collaborated with HHSa and the Public Defender to provide support to Yolo County's first Expungement Clinic for individuals working to have their records cleared.	Ongoing
In partnership with HHSa, continued and revamped the Harm Reduction Diversion program for low-level drug offenses that divert individuals to services with HHSa, rather than prosecution.	Ongoing

2022-23 Goals & Objectives

- ▶ Continue using the data acquired from Measures for Justice Portal to drive policy change with a focus on ***reducing disparity in the criminal justice system***
- ▶ Continue expansion of ***Genealogical DNA Unit***
- ▶ ***Retention and hiring staff:*** In partnership with the Public Defender, conduct a ***salary parity study*** using Sacramento, Placer, and Solano counties – counties along the I80 corridor and similarly situated to Yolo
- ▶ Build and Expand the ***Innovative Prosecution Unit***

2022-23 Goals & Objectives

- ▶ Continue **increasing the number of cases diverted into diversion programs** (Suspended Driver's License Program, Harm Reduction program for low level drug offenses, Mental Health Diversion, Mental Health and Courts, Restorative Justice Partnership).
- ▶ In partnership with the Public Defender, secure funding from the Mental Health Services Act **to hire a "navigator" for our specialty courts.**
- ▶ In partnership with the Public Defender, secure funding to pay a **stipend to legal interns to encourage law students of diverse backgrounds to apply.**

Long Range Goals

- ▶ Create a ***division of Diversion & Reentry***
- ▶ Collaborate with justice partners to ***explore racial disparities*** in the criminal justice system in Yolo County and seek solutions

Long Range Goals

- ▶ Collaborate with internal & external stakeholders to **develop balanced criminal justice policies** and procedures
- ▶ Focus on **expanding youth diversion** and outreach programs
- ▶ Explore suggestions solicited from Racial Justice experts to **address racial injustice** by expanding community outreach for enhanced focus on white collar crimes

Emerging Issues

- ▶ *Increasing crime rates*
- ▶ Hiring and retention of staff due to ***non-competitive salaries*** (particularly those with diverse backgrounds)
- ▶ Educating and working with the community to ***maintain and build trust in the criminal justice system***

Emerging Issues

- ▶ Increasing demand in ***Victim Services***
- ▶ ***Space availability*** – current/future employees
- ▶ ***Lack of funding*** to support both traditional prosecution as well as the growing and emerging progressive and innovative programs that are now essential

2021-22

Annual Update

YOLO COUNTY PUBLIC DEFENDER'S OFFICE



MARCH 2022

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Maintained and improved essential operations and services to clients during the pandemic , emphasizing a client-centered focus .	Yes
Implemented Indigent Defense Grant . Hired two Partners for Justice client advocates, augmented training, and created paid internships for individuals unable to work without remuneration. The latter has led to improved diversity of candidates who apply for and accept full-time attorney positions.	Grant ends June 2023
Secured the Public Defense Pilot Program Grant to implement post-conviction laws involving Youthful Offender Parole, the vacatur of illegal convictions that have immigration consequences, and the resentencing of eligible individuals in state prison serving sentences for felony murder or unnecessarily punitive sentences.	Grant ends January 2025

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Participant in the California County Resentencing Pilot Program , a collaboration with the District Attorney's Office, to resentencing eligible individuals serving prison sentences that no longer serve the interest of justice.	Grant ends September 2024
Realigned the Community Corrections Partnership's (CCP) budget through membership on the Ad Hoc Budget Committee. Used CCP funding to launch a new Mental Health Diversion program with the District Attorney's Office, Probation and CommuniCare that increases diversion opportunities for criminally involved adults with mental health issues.	Yes
Partnered with Health and Human Service's Cultural Competence Committee and District Attorney's Office to hold a community Expungement Clinic to clear old conviction records and remove barriers to stability.	Yes

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Racial Justice Committee remains robust. Activities include hosting a screening of <i>Rage of Innocence: A Book Talk</i> ; training sessions with Professor Kristin Henning to effectively redress discrimination within the criminal and juvenile legal systems; and exploring the implications of intra-race legal representation.	Yes
Yolo County Public Defender CARES (Community Assistance Re-Entry Support) , a tax-exempt non-profit organization, is established and operational.	Yes
Launched updated Public Defender records management system through partnership with County IT. Spot modifications/improvements are on-going.	On-going

Emerging Issues

- ▶ **COVID impacts**, to include lack of access to incarcerated clients; denial of due process rights related to repeated jail quarantines and lockdowns; and no established process to communicate with relevant partners.
- ▶ New laws continue to create unfunded mandates for the **Post-Conviction Unit**.
 - ▶ SB 483, which provides for the complete re-sentencing of individuals serving extra prison time due to specified enhancements.
 - ▶ Racial Justice Act prevents a conviction or sentence based on race. Retroactivity amendment is pending.
 - ▶ Re-designation of mandatory sex offender tier registration requirements (SB 145) started July 1, 2021.

2022-23 Goals & Objectives

- ▶ **Attract and retain the most qualified staff** through an employee focused culture that includes competitive pay practices.
 - ▶ Complete a compensation survey of appropriate counties to determine Yolo's competitive position in the labor market.
 - ▶ Sustain the paid intern program once grant funding ends in June 2023 to support students from low socio-economic backgrounds to fairly compete for intern positions.
 - ▶ Conduct employee focus group interviews to gather input on modernizing performance standards and organizational priorities.

2022-23 Goals & Objectives

- ▶ Build **internal technology staffing and resources** to support defense litigation.
- ▶ Expand the **post-conviction unit** to absorb the ever-increasing list of new responsibilities.
- ▶ Explore expanding the scope of the **Adolescent Defense Team** to individuals under the age of 25 to leverage the expertise of attorneys/staff trained in adolescent development principles.
- ▶ Implement an e-solution for **audio/video discovery** that builds upon completed IT upgrades and embedded practices.

Long Range Goals

- ▶ Explore expanding the **Immigration Unit** to provide removal defense services to persons without legal status.
- ▶ Create a **research and training position** to support defense litigation and the intern program.
- ▶ Continue to improve the **diversity of our workforce** to more closely reflect our client base.
- ▶ Through collaboration and litigation, **identify and fix systemic problems that contribute to racial disparities** and harm clients, families and communities.
- ▶ Pursue **essential funding** to reduce workloads and add necessary resources.

Long Range Goals

- ▶ Plan for an **independent county Office of Diversion and Reentry**. The office would:
 - ▶ Assist in the administration and streamlining of current diversion programs.
 - ▶ Develop and implement new programs for persons with serious clinical needs, ranging from jail-based diversion to harm reduction and community-based diversion.
 - ▶ Collaborate with community partners to build capacity around treatment and reentry services.
 - ▶ Establish resources and programs that reduce juveniles' involvement in the criminal legal system.

2021-22 Annual Update

MARCH 2022

Our Vision

Improved lives and safe communities

Our Mission

**Foster behavioral change
to ensure public safety**

Our Values

**Potential for positive change
Safe communities through collaboration
Public service with integrity and respect
Our staff and their development**



PROBATION DEPARTMENT
CHIEF PROBATION OFFICER DAN FRUCHTENICHT



2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Implemented preferred supervision model (adult and juvenile)	√
Continued evaluation of client decision points that may result in racial disparities	√
Ensured operating efficiency of Pre-Trial Unit	√
Pursued grants and innovative solutions to address needs of justice-involved population	√
Funded juvenile caseload social worker in Public Defender's office; shared mental health clinician with Sheriff as co-responder	√
Expanded juvenile diversion and prevention programs*	√
Implemented Diversionary Housing Project*	√*
Implemented Juvenile Justice Realignment Plan	√
Enhanced mentorship and vocational opportunities for youth*	√

*Project nearly implemented as planned; plan restructured for restart in 2022-23

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Completed analysis, made recommendations on future use of JDF related to probation operations*	√
Made recommendation on contracting for detention services and implemented Board direction*	√*
Completed SWOT analysis of QA/CQI processes*	√
Streamlined data entry and enhance audit process	√
Implemented Swift, Certain & Fair grant (sanctions and incentives)	√
Evolved on-boarding, including defining expectations of employees and developing standards manual	√
Strengthened core competencies, ensuring fundamentals are primary and reinforced through on-going training on the basics	√
Encouraged staff and provide opportunities for cross-training, growth	√
Focused employee engagement efforts	√

*Board direction implemented as far as possible until detention contract in place

Emerging Issues

- ▶ Impacts of on-going pandemic on workforce and congregate detention services
- ▶ Contracting for out-of-county detention services and impacts on workforce
- ▶ Juvenile Justice Realignment
- ▶ Legislative changes and unfunded mandates
- ▶ Fluctuation in sales tax and other revenues; rising personnel costs
 - ▶ SB 678 reverting to legislative funding formula

2022-23 Goals & Objectives

- ▶ Holistic Case Management
 - ▶ Ramp up Pre-Trial Services expansion
 - ▶ Implement Diversionary Housing Project
 - ▶ Continue evaluation of probation practices that may result in racial disparities; correct as needed
 - ▶ Evaluate fidelity to new case management models
 - ▶ Identify/enhance educational/vocational development opportunities for youth and adults
- ▶ Robust Out-of-County Detention Services
 - ▶ Execute contract and develop processes for smooth transition
 - ▶ Ensure robust services for youth
 - ▶ Implement expanded transportation program

2022-23 Goals & Objectives

- ▶ Quality Assurance/Continuous Quality Improvement
 - ▶ Further develop metrics and analysis of success to evaluate Probation's impact
 - ▶ Utilize metrics to explain Probation's impact internally and externally
 - ▶ Form data governance committee to refine data collection and prioritize enhancements to Law Suite Database
- ▶ Capable, Supported Workforce
 - ▶ Onboard staff utilizing new Department Manual and checklists
 - ▶ Enhance internal and external storytelling about staff and client successes

Long Range Goals

- ▶ Reduced criminal activity and recidivism through:
 - ▶ Enhanced case management/re-entry of supervised justice-involved youth and adults
 - ▶ Robust Quality Assurance and Continuous Quality Improvement processes
- ▶ Continued efforts to examine and mitigate disproportionate racial/ethnic representation in criminal justice system
- ▶ Comprehensive prevention and rehabilitation programs for youth
 - ▶ Appropriate services for detained youth
 - ▶ Repurpose of funds no longer needed for detention to prevention
- ▶ Strengthened workforce aligned with department Unity of Purpose
 - ▶ Enhanced recruitment/on-boarding/retention
 - ▶ Comprehensive training and cross-pollination of staff
 - ▶ Succession planning



2021-22

Annual Update

DEPARTMENT OF COMMUNITY SERVICES



MARCH 2022

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
6th Cycle Housing Element Update adopted	2021/2022
Formation of Climate Action Commission	2021
Cannabis Land Use Ordinance (CLUO) adoption/implementation	2021/2022
Recognized as one of 31 counties that fulfilled the initial water quality reporting requirements for State Small Water Systems and Domestic Wells (Health and Safety Code).	2021
Identified drought impacts to both domestic wells and irrigation wells by working collaboratively with County OES and the Yolo County Water Resources Association.	2021

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Negotiated and executed a private-public partnership agreement for a state-of-the-art composting facility and construction and demolition facility at YCCL.	2021/2022
Construction of the In-Vessel Digester is nearly complete.	2022
First successful Prop 218 for Clarksburg Lighting District	2022
Awarded a \$3.8 million grant for Wild Wings CSA for a new well, a feasibility study to connect to other water sources and arsenic treatment.	2022
North Davis Meadows water connection project is moving forward.	Summer 2023

Emerging Issues

- ▶ Recruitment and retention of staff to meet goals and directives.
- ▶ Department space needs.
- ▶ Succession planning.
- ▶ Waste flow agreements with the cities of Woodland, Davis, Winters and West Sacramento.

Emerging Issues

- ▶ Landfill groundwater control.
- ▶ Integrated Waste Management Division spends about \$56,000 annually disposing residential single-use batteries.
- ▶ Broadening County Road Crews maintenance techniques to reduce greenhouse gases by recycling existing road material and preserving existing pavement.

2022-23 Goals & Objectives

- ▶ Develop local CEQA Guidelines.
- ▶ Integrate Natural Resources in the Department of Community Services.
- ▶ Update County Underground Storage Tank (UST) Ordinance.
- ▶ Develop a program to recognize the food facilities that have shown exceptional food safety during inspections.
- ▶ Perform a landfill aerial survey and quantify methane emissions to identify changes to reduce methane emissions.
- ▶ Evaluate the feasibility of biogas and landfill gas pipeline injection for transportation use.

2022-23 Goals & Objectives

- ▶ Complete right-of-way acquisition for the CR 98 Bike and Safety Improvement Project and the CR 41 bridge over Cache Creek.
- ▶ Obtain grant funds for the design of the CR 32A Railroad Relocation Project.
- ▶ Update the 2001 Dunnigan Community Plan.
- ▶ Create a Housing Liaison position.
- ▶ Develop and implement a licensing program for the new cannabis use types allowed under the CLUO.
- ▶ Complete Climate Action Plan and begin implementation phase.

Long Range Goals

- ▶ Develop more online training opportunities for Environmental Health regulated businesses.
- ▶ Improve Yolo County's Pavement Condition Index to 60 by 2032 (currently 46).
- ▶ 15-year goal to treat all residential neighborhoods in unincorporated Yolo County.
- ▶ Initiate comprehensive Countywide General Plan Update
 - ▶ Funding is the major barrier
 - ▶ Recommend setting aside General Fund annually to prepare for the costs.
 - ▶ Multi-year project

Long Range Goals

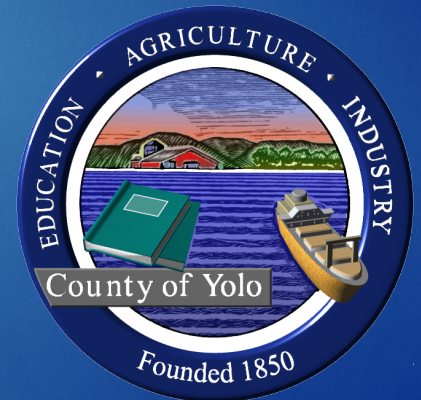
- ▶ Utilize existing unused portions of property at the YCCL through public-private partnerships.
- ▶ Annually conduct customer surveys at both the YCCL and the ECC to better serve the needs of our residents and businesses.
- ▶ Continue to grow the landfill's customer base to ensure fiscal sustainability while reducing costs through streamlining operations.



2021-22

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INNOVATION & TECHNOLOGY SERVICES

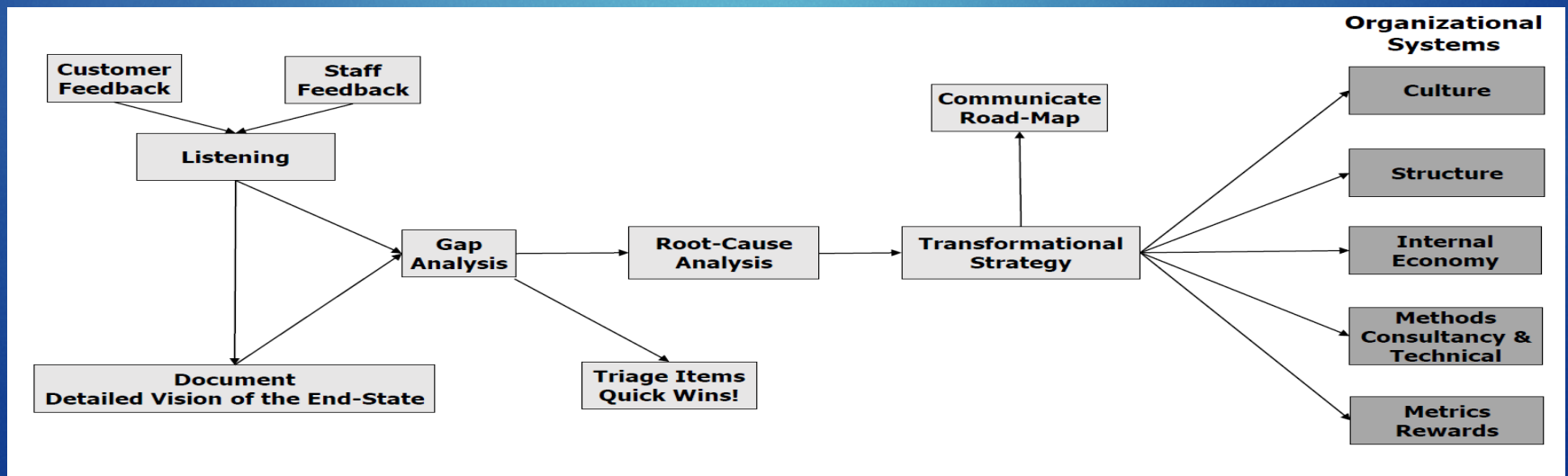


MARCH 2022

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives (Organization Design & Effectiveness Strategy)	Complete
“World Class Roadmap” Initiative	Complete
Vision Statement Development	Complete
Vision Operating Manual Development (24 page document)	Complete
Mission Statement Development	Complete



2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives (Technology & Security)	Complete
Cyber Security Program: - CIS Critical Control Implementation Strategy, Email Hygiene, Penetration Testing	75%
Operations Support: - Hardware Refresh, O365 One Drive / Teams Implementation, 1500+ machines updated to the latest security OS, Regionalization Soft Phone Deployment (CSS)	95%
Enterprise Applications Support: - ITSM Tool (Service Desk & Project Management), Infor Cloudsuite Migration Kick-off, Website Support	Complete (Improvements Ongoing)
Department Systems Support: - CAO Strategic Dashboard, PROB CMS Dashboard, PDE/DA/PROB CMS Enhancements, ILS Migration (LIB), Digitization of Signage and conference rooms (HHSA), Virtual Classroom (HHSA), Relias LMS (HHSA), ESCARS (DAC)	Complete (Improvements Ongoing)
Geographic Information System (GIS) Support: - BOS Redistricting, Homeless PIT Count (Sheltered and Unsheltered), DA 290 Sweep, Recall Election, Indoors	Complete (Improvements Ongoing)
COVID Support: - Dashboards (COVID, LTCF, Vaccine, Active Cases, Sheriff Inmate), Website Updates	Ongoing

Emerging Issues

- ▶ Workload / Staffing / Recruitments (competition)
- ▶ Cybersecurity threats growing exponentially / Funding / Staffing
- ▶ Rapid change of Technology. Maintaining a skilled workforce that can keep pace with technology changes.

2022-23 Goals & Objectives

Organization Design & Effectiveness Strategy

- ▶ **“Road Map” - Structure**

- Lines of business, Domains, Service Catalogs, Walk-throughs

- ▶ **IT Governance Model Development**

- ▶ **IT Management & Policies**

- ▶ **Cyber Security Strategic Plan Development**

- ▶ **County-Wide Broadband Strategic Plan**

- ▶ **Continual Process Improvement Efforts**

- Standardized Program Management Practices, Standardized Service Desk Practices, ITS Newsletter, New Employee Orientation

2022-23 Goals & Objectives

Technology & Security

▶ **Cyber Security Program: CIS Critical Controls Implementation**

- Inventory & Control of Enterprise Assets & Software Assets, Vulnerability Management Program, Security Awareness and Skills Training

▶ **Operations Support:**

- Virtual Cloud Replacement, O365 Enterprise & Mobility Implementation, Server & Software Upgrades, Hardware Replacements, Body Worn Camera's (SHE)

▶ **Enterprise Applications Support:**

- ITSM Improvement & Expansion (HHSA), Infor Cloudsuite Migration (ICM), WFM Upgrade, WFM Time Study Implementation, MHC Migration, Sharepoint Implementation pilot

▶ **Department Systems Support:**

- DA/PROB/PDE CMS Improvements, Clariti Implementation (DCS), Inform Implementation (SHE), Traverse (HHSA), CalSAWS (HHSA), Avatar Expansion (HHSA)

▶ **Geographic Information Systems (GIS) Support:**

- November Election, GIS Imagery Update

Long Range Goals

- ▶ **“World Class Roadmap” Organizational Systems**

 - Structure, Culture, Internal Economy, Methods & Tools, Metrics & Rewards

- ▶ **Efficient and Sustainable IT Governance Model**

- ▶ **IT Strategic Plan**

- ▶ **Standardized Operating Models (COBIT / ITIL)**

- ▶ **Broadband expansion across Yolo County**

- ▶ **Cybersecurity Strategic Plan Implementation**

 - (NCSR Level 5 Maturity)

 - CIS Critical Controls Framework (Crawl)

 - NIST 800.53 Framework (Walk)

 - NIST Cyber Security Framework (Run)



2021-22

Annual Update

OFFICE OF THE COUNTY COUNSEL



MARCH 2022

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Focus resources and attention on Board priorities , including ongoing policy issues, COVID-19 response and ARP funding, and capital projects	Ongoing
Represent County interests in matters involving federal, tribal, state, and other local governments , including anticipated projects and ongoing initiatives	Ongoing
Maintain an adaptive, client-centered approach to Child Welfare system work, including support for training and administrative activities as well as assertive advocacy	Ongoing
Support completion and implementation of the Cannabis Land Use Ordinance and maintain advisory role to County cannabis program	Ongoing
Support Human Resources and other County departments in labor negotiations, personnel matters, and other employee-related legal issues	Ongoing
Effectively represent County in pending litigation and evaluate evolving litigation trends	Ongoing

Emerging Issues

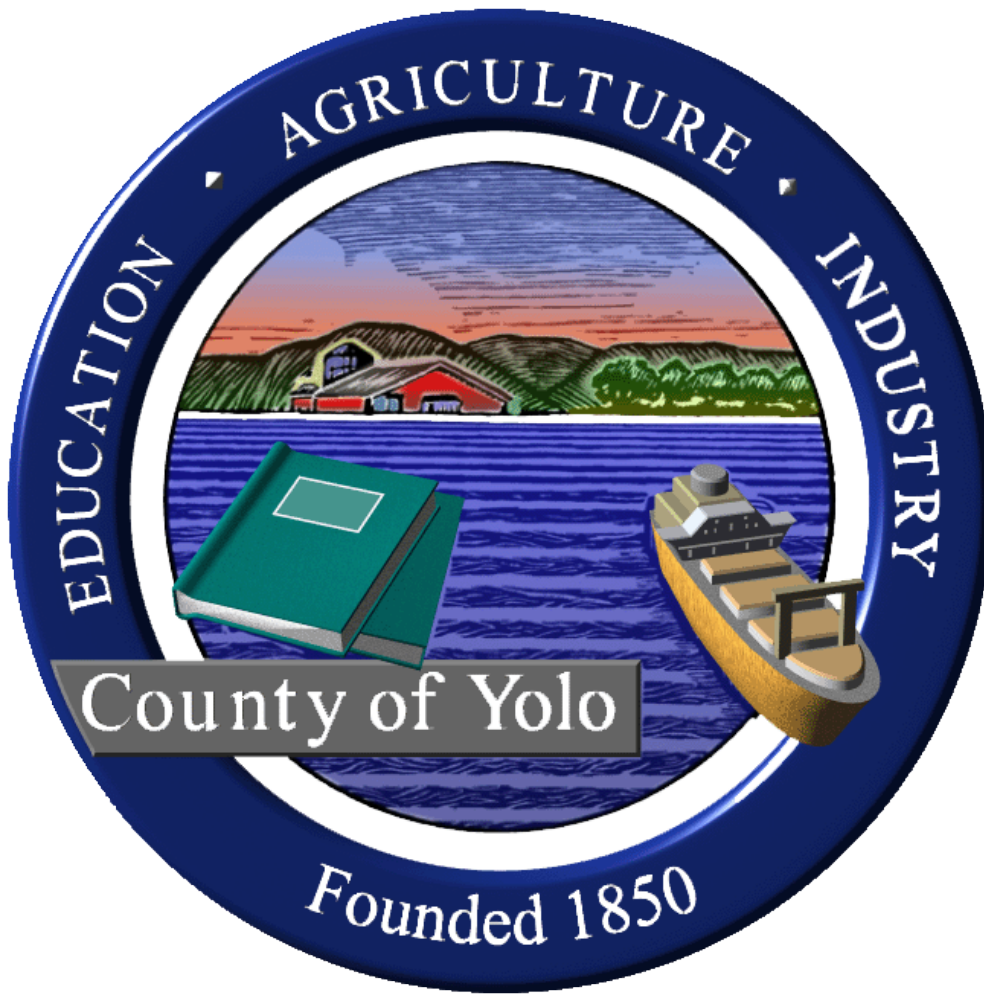
- ▶ Challenges (and workload) of CLUO permitting over the next 12-18 months
- ▶ ARP contracting issues, including recipient familiarity with government contracting requirements, project uncertainties
- ▶ Capital projects (County and rural community facilities) and property acquisition, management, and reuse
- ▶ Land use (CEQA and similar) litigation
- ▶ Collaboration with parents/minors counsel in juvenile dependency matters
- ▶ Increased number and complexity of public records requests

2022-23 Goals & Objectives

- ▶ Support timely, efficient review and permitting of projects pursuant to CLUO
- ▶ Collaborate with CAO and ARP funding recipients to align contract terms with project objectives, risks, and (at times) unique challenges
- ▶ Support pending property acquisitions, capital improvement projects (including landfill), and resolution of challenges in property management
- ▶ Effectively represent County interests in pending land use litigation
- ▶ Increase training and other support for Child Welfare; promote collaborative courtroom environment
- ▶ Effectively manage public records requests

Long Range Goals

- ▶ Collaborate with other departments, Planning Commission and Board to successfully implement CLUO, including permitting for non-cultivation uses
- ▶ Maintain high level of service for County departments and external clients
- ▶ Maintain an adaptive, client-centered approach to Child Welfare system work, including support for training and administration activities as well as assertive advocacy
- ▶ Understand and respond to evolving client needs and Board priorities (including through strategic use of outside counsel)



2021-22 Annual Update

COUNTY
ADMINISTRATOR'S
OFFICE

MARCH 2022

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Develop Tuli Mem Park Improvements Master Plan	Completed
Obtain funding and maintenance endowment for the Knights Landing Community Park	In progress
Increase economic development and rural community supports	In progress
Create an economic development framework for unincorporated Yolo County that identifies business model potential and associated development strategies. *	In Progress
Assess opportunities to maximize the public benefit and operational potential of the Yolo County Airport. *	Completed
Create an agricultural mitigation bank to ensure the continued protection of farmland. *	In Progress

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Work with city partners to increase housing supports for individuals experiencing homelessness	In Progress
Support efforts of the Yolo County Commission on Aging and Adult Services in advancing emergency response readiness for aging adults	Completed
Finalize and begin implementation of a long-term sustainability plan, collaboratively with the Yolo County Fire Chiefs Association. *	In Progress
Reduce flood risk in the unincorporated areas of Yolo County and ensure a balanced water portfolio	In Progress
Develop Knights Landing flood projects	In Progress
Construct Leinberger replacement	This project was transferred to GSD

2021-22 Accomplishments

(*2020-25 Strategic Plan Initiatives identified in 2021-22 Budget)

Key Initiatives	Complete
Evaluate the impacts on poverty and jail population if cash bail is eliminated in Yolo County. *	In Progress
Establish outcomes and best (or innovative) practice alignment in all CCP funded programs. *	In Progress
Develop action plan in collaboration with criminal justice departments to implement changes to reduce racial disparities in the criminal justice system. *	In Progress
Identify and categorize CSD deferred maintenance needs and facilitate solutions by providing technical and grant writing support. *	In Progress
Conduct an upward mobility assessment, partnering with community members and local organizations to identify key findings and recommendations. *	Removed

Emerging Issues

CAO Leadership
Transition

Department Head
Succession Planning

Community Service
Districts Support

Re-energize the
organization

2022-23 Goals & Objectives



Revise County Emergency Operations Plan



Develop new Joint Emergency Management Services Work Plan
Advocate for and implement policies and projects that reduce flood risk and increase flood safety in our communities



Plan for, prepare for, obtain funding for, and respond to ongoing drought conditions



Develop and implement a criminal justice work plan



Facilitate the Yolo Animal Services Planning JPA to support the goals of developing an operational and strategic plan to advance animal services in the county.



Develop an updated MOU with Yolo Housing Authority



Continue to implement and evaluate performance of the ARP expenditure plan

2022-23 Goals & Objectives



Secure funding for a community park in Knights Landing



Provide advice, assistance, and advocacy for unfunded rural infrastructure projects



Develop and implement a county communication plan



Update County Operational Excellence Plan to parallel & support County Strategic Plan including quarterly updates



Effective transition of the Natural Resources Division to the Department of Community Services

Long Range Goals



Work with city partners to increase housing supports for individuals experiencing homelessness



ARP plan implementation & performance evaluation



Increase economic development and rural community supports



Reduce flood risk in the unincorporated areas of Yolo County and ensure a balanced water portfolio



Increase sustainability of rural fire protection services