

# 2020-2025 Yolo County Strategic Plan

<b>Thriving Residents</b> Support social, economic and physical environments which promote good health and protect vulnerable populations so that community members and future generations have the opportunity to learn and grow to their full potential.		
Topic	Outcome (& Metric)	Strategies (SMART Objectives: Specific, Measurable, Achievable, Realistic, & Time-Bound)
Health Equity	<p><b>Reduce disparities in health outcomes through upstream prevention by addressing root cause social determinants of health (education, income, neighborhood, and housing).</b></p> <p><i>Metric:</i> Comparison of Human Development Index (HDI) across local communities and population groups</p>	<ul style="list-style-type: none"> <li>• Establish commitment to Health in all Policies within County and at least two local jurisdictions by June 30, 2021.</li> <li>• Develop internal and external policies solidifying the County's organizational commitment to inclusion and diversity by June 30, 2022.</li> <li>• Conduct an upward mobility assessment, partnering with community members and local organizations to identify key findings and recommendations, by June 30, 2022.</li> <li>• Develop action plan in collaboration with criminal justice departments to implement changes to reduce racial disparities in the criminal justice system by June 30, 2022.</li> <li>• Modernize public health work towards population focused policy, systems, and environmental approaches to community health improvement and focus efforts on low HDI communities and populations by June 30, 2022.</li> <li>• Provide Health in all Policies trainings and Health Impact Assessment support to policy makers in the County and at least two local jurisdictions by June 30, 2023.</li> <li>• Achieve Public Health Re-Accreditation by June 30, 2023.</li> <li>• Form a County supported Accountable Community of Health (ACH) initiative, which provides a comprehensive action-oriented model for cross-sector collaboration to address complex health issues and implement at least one health improvement initiative using an ACH by June 30, 2024.</li> </ul>
Homelessness	<p><b>Achieve “functional zero” in homelessness with a demonstrated reduction in people experiencing homelessness countywide.</b> (Functional zero is the point at which the number of individuals experiencing a housing crisis in our community is equal to or fewer than the number of permanent housing units available to them)</p>	<ul style="list-style-type: none"> <li>• Examine the current governance structure of the local homeless system and identify options for improved partnership by December 31, 2020.</li> <li>• Strengthen the homeless crisis response system by securing new funding sources for prevention services by June 30, 2024.</li> </ul>



	<p><i>Metric:</i> # of people experiencing homelessness, minus the # of permanent housing units available in Yolo County</p> <p><i># of people experiencing homelessness on any given night in Yolo County</i></p>	<ul style="list-style-type: none"> <li>Secure permanent supportive housing units for 70 of the most vulnerable homeless individuals in Yolo County by June 30, 2024.</li> </ul>
Children	<p><b>Reduce economic and educational disparities while building resiliency for vulnerable children, youth, and their families.</b></p> <p><i>Metrics:</i> <i>Comparison of Human Development Index (HDI) across local communities and population groups</i></p> <p><i># of Resource Family Homes in Yolo County</i></p> <p><i>% of Yolo County Child Welfare dependents who are placed within the county and the % who are placed within the region</i></p>	<ul style="list-style-type: none"> <li>Increase the availability of evidence-based home visiting programs to build resiliency for children, youth, and families by June 30, 2022.</li> <li>Become a trauma informed community through the provision of stakeholder training by June 30, 2022.</li> <li>Collaborate with Resilient Yolo to develop a countywide strategy with schools and service providers to increase children and youth development and resiliency opportunities by June 30, 2023.</li> <li>Pilot universal screenings for Adverse Childhood Experiences (ACEs) and referral to appropriate levels of treatment by June 30, 2024.</li> <li>Partner with local stakeholders and communities to increase investment in upstream activities for children in vulnerable communities by June 30, 2024.</li> <li>Partner with Foster Family Agencies, local caregivers, and community-based organizations to identify services and supports for families to care for children and youth with intensive needs and improve recruitment and retention strategies by June 30, 2024.</li> <li>Improve concrete supports for Yolo County families by June 30, 2024.</li> </ul>
Aging	<p><b>Reduce economic and health disparities while building resiliency and supportive care for aging residents of Yolo County.</b></p> <p><i>Metric:</i> <i>Comparison of Human Development Index (HDI) across local communities and population groups</i></p>	<ul style="list-style-type: none"> <li>Increase capacity for provision of Chronic Disease Self-Management classes for aging adults in Yolo County through providing 3 train-the-trainer sessions with community partner organizations by December 31, 2022.</li> <li>Support efforts of the Yolo County Commission on Aging and Adult Services in advancing emergency response readiness for aging adults by June 30, 2022.</li> <li>Decrease referral recurrence of aging adults to Adult Protective Services in Yolo County by June 30, 2022.</li> <li>Report general trends and statistics of aging adults 55 years and older living homeless in Yolo County on a public-facing dashboard by June 30, 2023.</li> </ul>

		<ul style="list-style-type: none"> <li>• Strengthen the communication tools associated with regular food support and distribution services available for low-income aging adults in all Yolo County cities and unincorporated areas by June 30, 2024.</li> <li>• Increase opportunities for aging adults to attend Adult Day Health or Adult Day Care by June 30, 2022.</li> </ul>
Behavioral Health	<p><b>Link adults with behavioral health conditions to the appropriate level of services.</b></p> <p><i>Metric:</i>  <i>% increase in locally available staffed living settings, such as Board and Cares, for individuals with behavioral health conditions</i></p> <p><i>% of clients receiving mental health services in custody who have been connected to a behavioral health service within 30 days of release</i></p>	<ul style="list-style-type: none"> <li>• Develop options for cross-system communication among criminal justice and behavioral health partners by June 30, 2022.</li> <li>• Increase the crisis response capabilities of First Responders through the provision of enhanced crisis response training by June 30, 2022.</li> <li>• Strengthen opportunities for sustainable staffed living settings, such as Board and Care facilities, by June 30, 2022.</li> <li>• Increase diversion opportunities for criminally justice involved adults with behavioral health issues by June 30, 2023.</li> <li>• Implement universal trauma screening for all adults in custody in Yolo County and link high need individuals to services by June 30, 2024.</li> </ul>
Infectious Disease	<p><b>Reduce the prevalence and transmission of infectious diseases with an emphasis on sexually transmitted diseases and tuberculosis.</b></p> <p><i>Metrics:</i>  <i># of gonorrhea cases per 100,000 people annually</i>  <i># of chlamydia cases per 100,000 people annually</i>  <i># of syphilis cases per 100,000 people annually</i>  <i># of tuberculosis cases per 100,000 people annually</i></p>	<ul style="list-style-type: none"> <li>• Train at least five community health providers to diagnose and refer persons with tuberculosis in a timely manner by June 30, 2022.</li> <li>• Implement rapid syphilis testing and treatment with vulnerable populations by June 30, 2021.</li> <li>• Increase sexually transmitted disease prevention work in local schools by June 30, 2022.</li> </ul>

## Safe Communities

Protect the public through cross-system collaborations that focus on prevention, utilize evidence based strategies for treatment and intervention, provide legal representation and ensure code enforcement of unsafe conditions

Topic	Outcome ( <i>&amp; Metric</i> )	Strategies (SMART Objectives: Specific, Measurable, Achievable, Realistic, & Time-Bound)
Disaster Emergency Preparedness & Resiliency	<p><b>Increase disaster emergency preparedness and resiliency of the Yolo County community and organization.</b></p> <p><i>Metrics:</i>                      # and % of EOC staff trained to a Type 4 Level                      # of community members that attended a public meeting or class                      # of views and/or interactions on social media videos and posts                      Public Readiness Index Score (#)</p>	<ul style="list-style-type: none"> <li>• Hold public meetings locally in rural areas, regarding general emergency preparedness, throughout the County every 3 years (minimum) starting in 2019.</li> <li>• Conduct a County-wide live test of the Emergency Notification System once a year with system tests monthly of the Integrated Public Alert &amp; Warning System.</li> <li>• Hold at least one Public Mitigation meeting every year.</li> <li>• Provide a minimum of 30 Social Media preparedness messages each year.</li> <li>• Release a minimum of 25 online training products for both public and responders by June 30, 2021.</li> <li>• Have 100% of the Yolo County Board of Supervisors complete the Policy Group training course by December 31, 2022.</li> <li>• Have 80% of the Emergency Operations Center (EOC) staff trained to a Type 4 level (IS100, IS700, DSW, Intro to EOC, EOC level 1 &amp; EOC level 2 classes) by June 30, 2023.</li> <li>• Place Know Your Zone program into local school curricula by June 30, 2023.</li> <li>• Achieve emergency management accreditation by December 31, 2024.</li> </ul>
Infrastructure	<p><b>Enhance infrastructure and reduce flood risk in the unincorporated areas of Yolo County.</b></p> <p><i>Metrics:</i>                      # of unincorporated households served by internet providers connected to Yolo County towers/infrastructure                      # and % of Yolo County Library branches providing high speed internet (at least 25 mbps down) to the public through library computers and available WIFI.                      \$ County and external funding committed to flood protection efforts</p>	<ul style="list-style-type: none"> <li>• Establish access for wireless point providers to utilize the tower at the Yolo County Central Landfill by December 31, 2020.</li> <li>• Apply for Proposition 68 grant funding for qualifying delta, broadband and/or park infrastructure projects through June 30, 2024.</li> <li>• Identify phasing and components of the Highway 16 Flood Reduction project by June 30, 2022.</li> <li>• Update hydraulic modeling for Madison and Esparto by June 30, 2022.</li> <li>• Connect the Clarksburg Library to higher speed internet by June 30, 2022.</li> <li>• Explore ongoing financing mechanism for road and bridge maintenance by June 30, 2022.</li> <li>• Implement Madison Flood Protection Improvement Plan by June 30, 2023.</li> </ul>



	<p><i># of projects in development and # of projects implemented for incremental increased flood protection</i></p> <p><i># of acres and # of residences provided incremental increased flood protection</i></p>	<ul style="list-style-type: none"> <li>• Update roads and bridges O&amp;M plans, identify local match funding sources and prepare shovel-ready projects to leverage incoming regional, state, and federal transportation maintenance projects by December 31, 2022.</li> <li>• Evaluate potential strategies for establishing Yolo County as a self-help county by June 30, 2023.</li> <li>• Recommission county-wide Broadband Stakeholder Task Force to enhance collaboration with partner agencies by June 30, 2022.</li> <li>• Collaborate with Golden State Connect Authority to develop a Yolo County Broadband Strategic Plan that identifies targeted areas for investment by June 30, 2023.</li> <li>• Direct investments and leverage public funds and private/municipal partnerships through December 31, 2025, identifying early opportunities for implementation and focusing on local partnerships.</li> </ul>
Criminal Justice	<p><b>Reduce criminal activity and recidivism.</b></p> <p><i>Metrics:</i></p> <p><i># of property crimes per capita</i></p> <p><i># of violent crimes per capita</i></p> <p><i>% reduction in recidivism (target of 10% reduction) for actively supervised felony probationers in evidence-based programming (includes bookings, charges and convictions)</i></p> <p><i># and % of individuals enrolled in a rehabilitative program that achieved the intended program outcome</i></p>	<ul style="list-style-type: none"> <li>• Complete Results First Initiative by September 1, 2020.</li> <li>• Prioritize needs in the criminal justice system utilizing updated sequential intercept map by July 7, 2020.</li> <li>• Identify strategies that prevent youth entry into the criminal justice system by September 30, 2021.</li> <li>• Determine types of collaborative community-oriented law enforcement solutions and programs based on best practices that will increase citizen engagement by September 30, 2022.</li> <li>• Utilize an evidence-based approach to determine the types of in-custody programming that will decrease recidivism and can be included in the new jail expansion space by December 31, 2022.</li> <li>• Establish outcomes and best (or innovative) practice alignment in all CCP-funded programs by February 28, 2021.</li> <li>• Implement processes for Quality Assurance (QA) and Continuous Quality Improvement (CQI) to assess program fidelity and efficacy by June 30, 2022.</li> <li>• Expand restorative justice and diversion programs for appropriate offenders by June 30, 2022.</li> <li>• Address needs identified via QA and CQI processes by June 30, 2023 and on-going.</li> <li>• Evaluate the impacts on poverty and jail population if cash bail is eliminated in Yolo County July 31, 2022.</li> </ul>
Fire Protection	<p><b>Increase sustainability of rural fire protection services.</b></p> <p><i>Metrics:</i></p> <p><i>TBD (Standards to be established collaboratively with Yolo County Fire Chiefs Association)</i></p>	<ul style="list-style-type: none"> <li>• Develop and begin implementation of a long-term sustainability plan, collaboratively with the Yolo County Fire Chiefs Association, by December 31, 2022.</li> </ul>

## Sustainable Environment

Efficiently utilize natural resources to provide recreational opportunities and ensure availability for generations to come, protect and improve water quality and quantity, lower greenhouse gas emissions, and maximize the use of renewable energy

Topic	Outcome ( <i>&amp; Metric</i> )	Strategies (SMART Objectives: Specific, Measurable, Achievable, Realistic, & Time-Bound)
Quality and Quantity of Water	<p><b>Ensure a balanced water portfolio.</b></p> <p><i>Metric:</i> <i>Use of surface and groundwater does not exceed supply (# of acre feet)</i></p>	<ul style="list-style-type: none"> <li>• Work with water purveyors to identify potential new sources of water and/or expansion of existing surface water delivery systems by June 30, 2022.</li> <li>• Develop actionable conjunctive use plan that uses flood/storm water for water supply resilience by June 30, 2022 to ensure that all locally developed flood projects provide conjunctive use benefits (i.e. detention, groundwater recharge, or habitat creation).</li> <li>• Collaborate with the Agricultural Department and the Yolo County Farm Bureau to identify strategies to voluntarily reduce groundwater usage for new and changing agricultural commodities, by June 30, 2023.</li> <li>• Obtain assurances that any state or federal project(s) based on the rescinded California WaterFix will not cause adverse water quality, quantity, or other environmental impacts within Yolo County by December 31, 2025.</li> </ul>
Climate Action and Resilience	<p><b>Reduce Greenhouse Gas emissions.</b></p> <p><i>Metrics:</i> <i># of metric tons of carbon dioxide emitted</i></p> <p><i>(Additional metrics to be identified in the sustainability plan)</i></p>	<ul style="list-style-type: none"> <li>• Conduct a critical review of the existing Climate Action Plan, to determine adequacy and feasibility of implementation, by June 30, 2020.</li> <li>• Establish a Climate Action Plan work group, to seek outside funding sources to enhance staff efforts and/or implement programs, by June 30, 2021.</li> <li>• Partner with the Yolo Resiliency Collaborative to complete a study with CivicSpark fellows evaluating increased wildfire events by June 30, 2020.</li> <li>• Develop a sustainability plan, based off of the critical review of the Climate Action Plan, Civic Spark studies on weather events and a public engagement effort, to identify additional strategies by December 31, 2020.</li> <li>• Increase organic waste disposal services and explore conversion technology partnership at the Yolo County Central Landfill by June 30, 2024.</li> </ul>



## Flourishing Agriculture

Facilitate a vibrant and resilient agricultural industry that concurrently preserves sufficient farmland to maintain local, state, and national food security in perpetuity.

Topic	Outcome ( <i>&amp; Metric</i> )	Strategies <b>(SMART Objectives: Specific, Measurable, Achievable, Realistic, &amp; Time-Bound)</b>
Agricultural Preservation	<p><b>Increase the preservation of agricultural land.</b></p> <p><i>Metric:</i> <i># of agricultural acres permanently protected</i></p>	<ul style="list-style-type: none"> <li>• Identify the anticipated number of acres of farmland to be impacted over the next ten years by June 30, 2022.</li> <li>• Conduct outreach, to identify landowners willing to sell easements, by June 30, 2022.</li> <li>• Create an agricultural mitigation bank to ensure the continued protection of farmland by June 30, 2022.</li> <li>• Evaluate strategies to increase voluntary participation in agricultural mitigation banks and conservation easements by June 30, 2022.</li> </ul>
Agricultural Workforce	<p><b>Increase stability and supports for agricultural workers and agricultural employers.</b></p> <p><i>Metrics:</i></p> <p><i># of agricultural workers (permanent and seasonal) employed at farms in Yolo County</i></p> <p><i># and % of agricultural workers, reached by the Agricultural Labor Program Coordinator, that were connected to supportive services</i></p> <p><i># and % of agricultural workers in the agricultural sector pathway program that were connected to employers</i></p>	<ul style="list-style-type: none"> <li>• Develop and conduct an Agricultural Industry Employer Study with the Yolo Farm Bureau by June 30, 2022.</li> <li>• Conduct agricultural industry workforce job fairs and recruitments by October 1, 2022.</li> <li>• Complete needs assessment of the agricultural workforce, building off of the 2017 Yolo County Agricultural Labor Report, to identify size of the workforce and target areas for intervention by October 1, 2022.</li> <li>• Develop an agricultural sector pathway program that provides funding, supports and connections to resources to assist both agricultural employees and employers by June 30, 2022.</li> </ul>
Flood Insurance	<p><b>Reduce flood insurance rates for properties within flood zones.</b></p> <p><i>Metric:</i> <i>FEMA Community Rating System Score (Target: From 8 to 6)</i></p>	<ul style="list-style-type: none"> <li>• Complete assessment of current activities and identify areas of improvement to increase FEMA ranking by March 31, 2020.</li> <li>• Work with County staff to implement activities identified in the assessment from March 2020 through December 2024.</li> </ul>



## Robust Economy

Promote a balanced economy that offers job opportunities and ample services for every resident as well as avenues for business growth and development.

Topic	Outcome ( <i>&amp; Metric</i> )	Strategies (SMART Objectives: Specific, Measurable, Achievable, Realistic, & Time-Bound)
Housing	<p><b>Reduce barriers related to the development of affordable housing units.</b></p> <p><i>Metrics:</i></p> <p><i>% increase in affordable housing units</i></p> <p><i># of individuals living in unaffordable housing (more than 30% of income)</i></p> <p><i># increase in accessory dwelling units</i></p>	<ul style="list-style-type: none"> <li>• Revise the Zoning Regulations of the Yolo County Code to clarify and simplify development standards, which will better encourage higher density and accessory residential development in designated growth areas, to assist the County in achieving its goal of providing affordable housing by March 31, 2022.</li> <li>• Expedite qualifying development projects and identify potential parcel or infill opportunities for housing in urbanized areas of unincorporated towns by December 31, 2020.</li> <li>• Identify other barriers (e.g. impact fees, mitigation requirements, development standards, inclusionary housing requirements, etc.) to affordable housing by March 31, 2022.</li> <li>• Identify opportunities for the development of affordable housing projects on unused county property by December 31, 2022.</li> <li>• Streamline the application process for accessory dwelling units (ADU) and explore amnesty opportunities for existing unpermitted ADUs, including junior ADU's in urbanized areas, by July 31, 2023.</li> <li>• Review the onsite sewage disposal ordinance to identify opportunities to reduce barriers for housing developments served by onsite sewage disposal by July 31, 2023.</li> </ul>
Business Development Enterprise	<p><b>Increase commercial development potential in the unincorporated areas.</b></p> <p><i>Metric:</i></p> <p><i>Financial investment (\$) in unincorporated area</i></p> <p><i>Financial investments (\$) in commercial corridor development</i></p> <p><i># of new businesses established</i></p> <p><i>Gross value (\$) of agricultural production</i></p> <p><i>Increase in County sales and property tax revenue (\$)</i></p>	<ul style="list-style-type: none"> <li>• Create an economic development framework for unincorporated Yolo County that identifies business model potential and associated development strategies by December 31, 2022.</li> <li>• Identify and cost the improvements and zoning changes necessary to increase the development potential of freeway commercial corridors by July 31, 2023.</li> <li>• Amend the County's Right to Farm ordinance to ensure adequate protections for agricultural land by June 30, 2022.</li> <li>• Develop strategy to market corridors to the development community by June 30, 2022.</li> <li>• Review and revise the County's regulatory structure in accordance with the economic development framework by June 30, 2024.</li> </ul>



<p>Workforce and Job Development</p>	<p><b>Facilitate successful employment and increase household income amongst participants in employment services with the Yolo County Health and Human Services Agency.</b></p> <p><i>Metrics:</i>  % change in employment status pre and post-employment services intervention for employment services participants</p> <p>% change in household income pre and post-employment services intervention for employment services participants</p>	<ul style="list-style-type: none"> <li>• Establish a data collection method and tool to track employment services participant progress by June 30, 2022.</li> <li>• Expand HHSA employment centers locations, functions and certification under the America’s Job Center of California credential by June 30, 2022.</li> <li>• Establish a comprehensive program that creates pathways for workers and businesses in Yolo County, with emphasis on the hardest to serve populations, including people living homeless and justice-involved individuals, by June 30, 2024.</li> </ul>
<p>County Assets</p>	<p><b>Increase the public benefit and operational potential of county assets.</b></p> <p><i>Metric: Financial investments (\$) in county assets</i></p>	<ul style="list-style-type: none"> <li>• Assess opportunities to maximize the public benefit and operational potential of the Yolo County Airport by June 30, 2021.</li> <li>• Explore the establishment of concession agreements to increase recreational service opportunities related to County-owned parks and open spaces by June 30, 2022.</li> <li>• Implement operational plan to maximize the public benefit and operational potential of the Yolo County Central Landfill by June 30, 2024.</li> </ul>
<p>Rural Community Support</p>	<p><b>Expand rural community support.</b></p> <p><i>Metric: Amount (\$) invested in unincorporated communities</i></p>	<ul style="list-style-type: none"> <li>• Develop a capital improvement investment plan for each of the unincorporated towns by June 30, 2020.</li> <li>• Identify and categorize CSD deferred maintenance needs and facilitate solutions by providing technical and grant writing support by December 21, 2025.</li> <li>• Assess the governance and administrative capacity of Community Service Districts by June 30, 2022.</li> </ul>