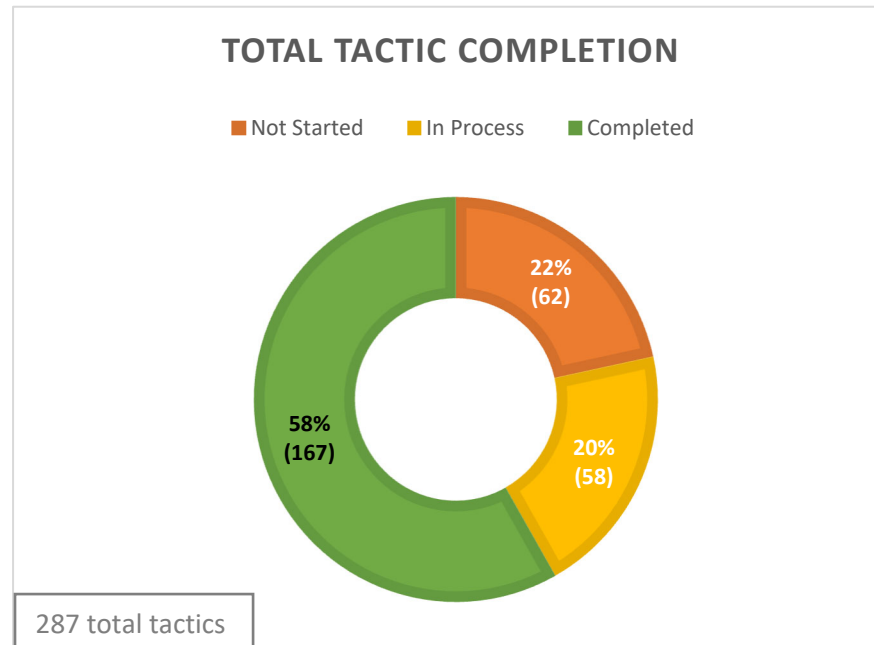


Strategic Plan Update: Tactical Plan Completion Report 2023



Findings-

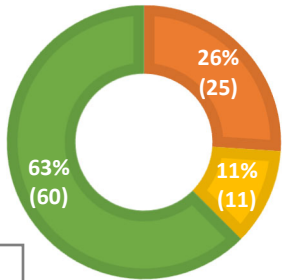
1. 4/5 Strategic Goals have more than 50% tactic completion. Completed and In Progress tactics at 78%.
2. Staff turnover and difficulties transferring responsibilities cited as major barriers to goal completion.
3. Outcome Leads have communicated changes in priorities or updated strategies not represented in existing tactical plan documents.

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THRIVING RESIDENTS

Not Started In Process Completed

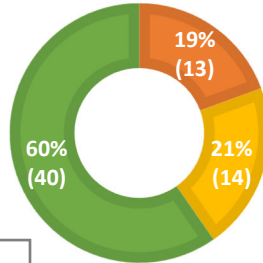


104 total tactics



SAFE COMMUNITIES

Not Started In Process Completed

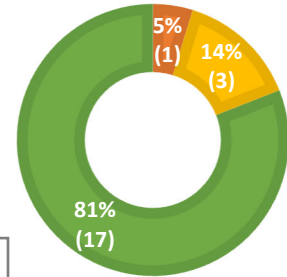


66 total tactics



SUSTAINABLE ENVIRONMENT

Not Started In Process Completed

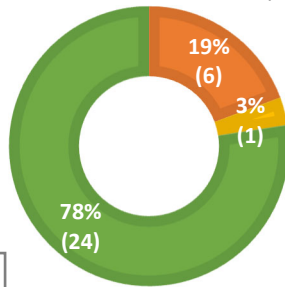


21 total tactics



FLOURISHING AGRICULTURE

Not Started In Process Completed

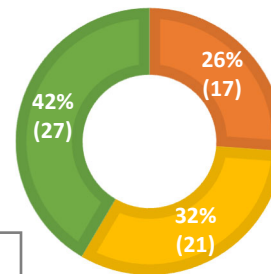


31 total tactics



ROBUST ECONOMY

Not Started In Process Completed



65 total tactics

Findings-

1. Thriving Residents: Most impacted by Covid-19 pandemic. Tactical goals regarding Children and Infectious Disease comprise most of the "Not Started" or "In Process" items.
2. Safe Communities: High completion on Infrastructure & Fire Protection tactical goals.
3. Sustainable Environment and Flourishing Agriculture: High completion.
4. Robust Economy: High completion/progress on tactical goals related to housing and county assets. Lower completion on workforce development and economic/business development tactical goals.

Strategic Plan Update: Tactical Plan Completion Report 2023

County of Yolo Strategic Plan Leadership

Goal	Goal Coordinator	Outcomes & Tactical Plans	Outcome Lead	Department Head
Thriving Residents	Cindy Perez	Health Equity	Brian Vaughn	Nolan Sullivan
		Homelessness	Marisa Green	Nolan Sullivan
		Children	Karleen Jakowski	Nolan Sullivan
		Aging	Kim Britt	Nolan Sullivan
		Behavioral Health	Karleen Jakowski	Nolan Sullivan
		Infectious Disease	Aimee Sisson	Nolan Sullivan
Safe Communities	John Rowe	Disaster Emergency Preparedness & Resiliency	Kristin Weivoda	Gerardo Pinedo
		Infrastructure	Todd Riddiough	Leslie Lindbo
		Criminal Justice	John Rowe	Gerardo Pinedo
		Fire Protection	Elisa Sabatini	Leslie Lindbo
Sustainable Environment	Cindy Perez	Quality and Quantity of Water	Elisa Sabatini	Leslie Lindbo
		Climate Action and Resilience	Kristen Wraithwall	Leslie Lindbo
Flourishing Agriculture	Cindy Perez	Agricultural Preservation	Charlie Tschudin	Leslie Lindbo
		Agricultural Workforce	Erica Johnson	Nolan Sullivan
		Flood Insurance	Elisa Sabatini	Nolan Sullivan
Robust Economy	Cindy Perez	Housing	JD Trebec	Leslie Lindbo
		Business Development Enterprise	Alex Tengolics	Gerardo Pinedo
		Workforce and Job Development	Erica Johnson	Nolan Sullivan
		County Assets	Mark Bryan	Gerardo Pinedo
		Rural Community Support	Alex Tengolics Elisa Sabatini	Gerardo Pinedo

Strategic Plan Update: Tactical Plan Completion Report 2023



Strategic Goal: Thriving Families

Tactical Plan: Health Equity

Strategy	Tactics	Not Started	In Process	Completed
HEALTH IN ALL POLICIES (HiAP) (1) Establish commitment to Health in all Policies within County and at least two local jurisdictions by June 30, 2021. (2) 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.	Present HiAP approach to at least 2 local jurisdictions			X
	Develop HiAP training curriculum for local jurisdictions			X
	Pilot a Health Impact Review study for an upcoming County policy decision			X
	Establish a County HiAP program within HHS to support local jurisdictions with trainings and technical assistance			X
	Conduct HiAP trainings with County staff and staff from local jurisdictions		X	
	Conduct on-going Health Impact Reviews on future Health-related policy decisions by the Board and other policy decision makers		X	
	Incorporate Health in All Policies language into the County General Plan and the General Plans of at least two jurisdictions		X	
Develop internal and external policies solidifying the County's organizational commitment to inclusion and diversity by June 30, 2022.	Release RFSQ for Consulting Services for Diversity, Equity and Inclusion			X
	Select Vendor from RFSQ Process			X
	Work with selected vendor to craft internal and external policies for Board consideration			X

Strategic Plan Update: Tactical Plan Completion Report 2023

Strategy	Tactics	Not Started	In Process	Completed
Conduct an upward mobility assessment, partnering with community members and local organizations to identify key findings and recommendations, by June 30, 2022.	Apply for Upward Mobility Cohort through the Urban Institute			X
	Evaluate existing data points related to upward mobility and research methods in UBI, poverty, etc.		X	
	Develop a draft upward mobility assessment for Board consideration and approval		X	
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.	Strategize scope and membership required for developing the criminal justice action plan			X
	Engage stakeholders and public members in criminal justice action plan	X		
	Develop a draft criminal justice action plan in tandem with City Police Departments and return to the Board	X		
Modernize public health work towards population focused policy, systems, and environmental (PSE) approaches to community health improvement and focus efforts on low HDI	Evaluate and review existing public health programs to assess population health impacts. Prioritize investments in programs with highest potential health impacts in lowest HDI areas		X The Public Health Branch is currently reviewing all it's programming in anticipation of developing a new	

Strategic Plan Update: Tactical Plan Completion Report 2023

Strategy	Tactics	Not Started	In Process	Completed
<p>communities and populations by June 30, 2022.</p>			<p>strategic plan next year.</p>	
	<p>Design and implement a Public Health Branch staff development and training curriculum to equip staff with skills to implement Health Equity, HiAP, and PSE strategies</p>		<p>X The Public Health Branch received \$450k in funding the CDPH to develop our county public health workforce over the next two years. A curriculum has been designed and will begin being implemented in the next few months.</p>	
	<p>Develop Community Health Branch strategic plan focusing on reducing health disparities through policy, systems, and environmental approaches</p>		<p>X Planning for the development of a new PH strategic plan has begun and is being incorporated with the staff development and training activities funded by CDPH (see previous tactic)</p>	

Strategic Plan Update: Tactical Plan Completion Report 2023

Strategy	Tactics	Not Started	In Process	Completed
	Establish “Place-Based” Health Equity Initiative to promote and implement prevention-oriented programs in West Sac, Woodland, and rural communities.		X	
Achieve Public Health Re-Accreditation by June 30, 2023.	Complete PHAB Accreditation annual reports			X
	Continue improvements on areas of opportunities highlighted in the original accreditation process.			X
	Submit re-accreditation documentation to PHAB		X PH staff are currently working on the materials needed to submit our re-accreditation application to PHAB in December.	
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	Hold “Health In Action” event to release Community Health Needs Assessment (CHNA) 2020-2023 findings to community leaders and stakeholders			X
	Convene community leaders through the “Health Yolo” initiative to develop a Community Health Improvement Plan (CHIP) based on findings of the CHNA. Focus CHIP on both upstream prevention and downstream interventions to reduce health inequities by addressing at least one social determinant of health.		X New CHIP is currently being completed and will be released in	

Strategic Plan Update: Tactical Plan Completion Report 2023

Strategy	Tactics	Not Started	In Process	Completed
health improvement initiative using an ACH by June 30, 2024.			the coming weeks. Staff have already begun planning for re-launch of Health Yolo in early 2024.	
	Implement the CHIP with local stakeholders using the Accountable Communities of Health model	X		



Strategic Goal: Thriving Families

Tactical Plan: Homelessness

Strategy	Tactics	Not Started	In Process	Completed
Examine the current governance structure of the local homeless system and identify options for improved partnership by December 31, 2020.	Review TAC report on homeless governance structure with elected officials and HPAC members			X
	Adopt County governance structure based on TAC recommendations, formalizing Executive Commission on Homelessness, begin to gather data, create by-laws and meeting structure			X
	Adopt a new HPAC governance structure based on TAC recommendations and Governance Ad Hoc Subcommittee recommendations			X
Strengthen the homeless crisis response system by securing new funding sources for	Work with the CoC to apply for new funding sources that are required to flow through the CoC, and maintain existing funding sources, that align with County Plan to Address Homelessness Crisis Response goals and strategies		X	

Strategic Plan Update: Tactical Plan Completion Report 2023

prevention services by June 30, 2024.	Work with the Yolo County Commission to Address Homelessness to apply for new funding sources that are not required to flow through the CoC, and maintain existing funding sources, that align with County Plan to Address Homelessness Crisis Response goals and strategies.		X	
	Coordinate between CoC leadership/governing board and County Commission to align funding and programs to fill in gaps and avoid duplication.		X	
Secure permanent supportive housing units for 70 of the most vulnerable homeless individuals through Woodland Homekey and West Sacramento's No Place Like Home (NPLH) projects in Yolo County by June 30, 2024.	Coordinate project development and supportive services plans with both Woodland's HomeKey and West Sacramento's No Place Like Home projects			X
	Work to help ensure that YCH's competitively awarded Project Based Voucher (PBV) can meet statutory obligations and enter into an AHAP contract for the agreed upon number of units in both projects.			X
	Facilitate coordinated entry process for these 70 units. These units are ongoing for FSP (Full-Service Partnership) clients. There are a total of 61 units.			X
	Develop Full-Service Partnership (FSP) service delivery plan to include these 70 units			X



Goal: Thriving Residents

Tactical Plan: Children

Strategy	Tactics	Not Started	In Process	Completed
1. Increase the availability of evidence-based home visiting	Implementation of ABC Home Visiting Program for Child Welfare			X

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programs to build resiliency for children, youth, and families by June 30, 2022.	Implementation of the In-Home Safety Monitoring Home Visiting program for Child Welfare			X
	Implementation of Road to Resilience: The Child Project home visiting program			X
	Implementation of the Home Visiting Initiative through CalWORKs (Parents as Teachers evidence-based home visiting program)		X	
	Expand the target population of the ABC Home Visiting Program for Child Welfare to include families with a referral to CWS and those at risk of CWS involvement			X
2. Become a trauma informed community through the provision of stakeholder training by June 30, 2022.	Develop a tactical workgroup to design community level tactics related to becoming a trauma informed community	X		
	Agency level tactic development (to include Race, Equity and Inclusion) through HHSA’s Trauma Informed Care Workgroup		X	
	Revise Yolo County’s Child Abuse Reporting document to one that is trauma informed, culturally responsive, and explicitly discusses the impact of bias in reporting.			X
3. Collaborate with Resilient Yolo to develop a countywide strategy with schools and service providers to increase children and youth	Develop a tactical workgroup to design community wide tactics related to increasing resiliency opportunities and youth development	X		
	Complete and submit proposal for Mental Health Student Services Act (MHSSA) grant to develop school based mental health services.			X

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development and resiliency opportunities by June 30, 2023.	Development K-12 school-county partnerships to develop and implement enhanced school based mental health services; infuse youth development and resiliency opportunities within the partnership and throughout the program plan; issue RFPs for contracts with community-based organizations.			X
	Implement K-12 school-county partnership programs for each catchment area of the county (Davis, Esparto/Winters, West Sacramento and Woodland)	X		
4. Pilot universal screenings for Adverse Childhood Experiences (ACEs) and referral to appropriate levels of treatment by June 30, 2024.	Utilize Trauma Informed Care tactical workgroup and K-12 School-County Partnership Steering Committee to develop a pilot for universal ACEs screenings and referrals to appropriate treatment	X		
	Research evidenced based ACEs screening tools based on age, population and developmental needs	X		
	Expand treatment options to address exposure to ACEs through a broad network of school, clinic and school-based service providers	X		
5. Partner with local stakeholders and communities to increase investment in upstream activities for children in vulnerable communities by June 30, 2024.	Specific tactics to be developed by Community Health Branch of HHS	X		
	CAPC 2021 Child Abuse Prevention Month Campaign: <i>Children— The Heart of Yolo</i> website to educate the community about supporting children and families and preventing child abuse and neglect			X
	CAPC Ad Hoc Committee: Promoting Concrete Supports for Families; committee to identify priorities and recommendations for community-wide tactics to increase concrete supports for families			X

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	CAPC Ad Hoc Committee: Child Care and Early Education; committee to identify priorities and recommendations for community-wide tactics to improve access to high quality child care and early education			X
	CAPC Ad Hoc Committee: Supporting Safe, Stable and Nurturing Relationships; committee to identify priorities and recommendations for community-wide tactics to increase support for safe, stable and nurturing parent/caregiver and child relationships		X	
6. Improve concrete supports for Yolo County families by June 30, 2024.	Convene a tactical workgroup to develop community wide tactics to increase financial support for families through an increase of child support received by Yolo County Families.	X		
	CAPC Ad Hoc Committee: Promoting Concrete Supports for Families; committee to identify priorities and recommendations for community-wide tactics to increase concrete supports for families			X
	Pilot Child Allowance-Universal Basic Income (UBI) project for the most vulnerable families in Yolo County.		X	
7. 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	Develop a tactical workgroup to increase and improve recruitment and retention strategies for local Resource Families for children and youth in foster care	X		
	Identify technical support and resources needed to support the work of the tactical group	X		
	Collect data re: local foster care placements, placements needs, and current network of resource families			X

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recruitment and retention strategies by June 30, 2024.	Research effective, promising and evidence-based models of intensive services foster care, resource family recruitment and retention, intensive family finding practices	X		
	Develop and implement plan to increase local services, supports and placements for children and youth with intensive needs and improve recruitment and retention strategies.	X		
	Implementation of the Family Urgent Response System (FURS) which is a county level in-home, in-person response during situations of instability for purposes of preserving the relationship between the caregiver and the child/youth.			X
	Develop and implement the AB2083 Memorandum of Understanding setting forth roles and responsibilities of agencies and other entities that serve children and youth in foster care who have experienced severe trauma.			X



Strategic Goal: Thriving Families

Tactical Plan: Aging

Strategy	Tactics	Not Started	In Progress	Completed
Increase capacity for provision of Chronic Disease Self-Management classes for aging adults in Yolo County through providing 3 train-the-trainer	HHSa will locate one or more CDSM trainers.	X		
	HHSa Adult & Aging Branch will coordinate with identified trainers to develop a calendar of 3 train-the-trainer sessions.	X		

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sessions with community partner organizations by December 31, 2022.				
	HHSA Adult & Aging Branch will coordinate 3 trainer-the trainer sessions with at least 6 community partner organizations.	X		
Support efforts of the Yolo County Commission on Aging and Adult Services in advancing emergency response readiness for aging adults by June 30, 2022.	HHSA Adult & Aging and Service Center Branches will coordinate with Yolo County Office of Emergency Services staff and with the HHSA Department Operations Center staff to implement Board approved Recommendations in the January 28, 2020 “Emergency Preparedness and Evacuation of Older Adults and Persons with Access and Functional Needs” Report.			X
	HHSA Adult & Aging Branch will participate in Recommendation 3 of the Emergency Preparedness Report Recommendations to the Yolo County Commission on Aging and Adult Services, assuring an active participant on the YCCAAS and Yolo Healthy Aging Alliance subcommittee, “to plan a countywide public awareness event (pilot) in regard to disaster preparedness.”			X
	HHSA Adult & Aging Branch will participate in Recommendation 4 of the Emergency Preparedness Report Recommendations to the Yolo County Commission on Aging and Adult Services, to assist in ensuring “IHSS consumers are prioritized as recipients for free “go kits” in preparation for a public disaster.			X
Decrease referral recurrence of aging adults to Adult	Adult Protective Services will develop a definition of referral recurrence, and methodology for tracking it, including timeframe, type of abuse and age ranges of aging adults.			X

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Protective Services in Yolo County by June 30, 2022.	Adult Protective Services will collect baseline referral recurrence data and adjust measures if needed at the end of one quarter.			X
	Adult Protective Services will subsequently collect referral recurrence data on set measures quarterly.			X
	Adult Protective Services will review quarterly data at Multidisciplinary Teams, document suggestions for improving, and consider implementation strategies as needed if referral recurrence is not maintaining or decreasing.			X
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.	Review public dashboard options for presenting data on aging adults living homeless with Riverside County/UC Riverside, and with Sacramento County.			X
	Pilot an internally facing Yolo County dashboard; including monthly data update and randomized review.		X Working with HDIS data currently, but is not sortable. Increasing support of county's HMIS provider to see if this could be built out.	
	Implement changes to dashboard based on pilot.	X		
	Implement a public-facing dashboard reporting on general trends and statistics of aging adults 55 years and older living homeless in Yolo County.	X		

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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.	Send out SSI Mailers to market SSI CalFresh Expansion to Aging Adults.			X
	Create Aging Adults Marketing Plan, Documents and Information to be shared with Community-based organizations providing services to Aging Adults.		X	
Increase opportunities for aging adults to attend Adult Day Health or Adult Day Care by June 30, 2022.	Open Davis Adult Day Care location.			X
	Complete the financing plan for a new Yolo Adult Day Health Center facility.			X
	Complete construction of new Yolo Adult Day Health Center Facility.	X		



Strategic Goal: Thriving Families

Tactical Plan: Behavioral Health

Strategy	Tactics	Not Started	In Process	Completed
Develop options for cross-system communication among criminal justice and behavioral	Hold quarterly or more frequent Multidisciplinary Forensic Team (MDFT) discussions, focused on coordination and cross-system communication associated with high utilizers of emergency systems.			X

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health partners by June 30, 2022.	Develop a Multidisciplinary Task Force to strengthen the Yolo County mental health crisis response system.			X
	Implement Co-responder model pairing local law enforcement to respond collaboratively for behavioral health service-related calls in Woodland, Davis, & West Sacramento as well as County areas covered by the Sheriff’s Department and County Probation.			X
Increase the crisis response capabilities of First Responders through the provision of enhanced crisis response training by June 30, 2022.	Provide comprehensive initial 40-hr Crisis Intervention Training (CIT) certification course for law enforcement officers in jurisdictions throughout Yolo County, who have not already completed the training.			X
	Provide an annual 8-hr CIT follow-up training for all Yolo County law enforcement officers who are already CIT-certified.			X
	Provide a crisis response training for emergency medical and fire First Responders.	X		
Strengthen opportunities for sustainable staffed living settings, such as Board and Care facilities, by June 30, 2022.	Participate in public presentations on the mental health Board and Care (B/C) Facility crisis to raise awareness, and to support legislative and funding interventions.		X	
	Facilitate stability of the existing mental health Adult Residential Facilities in Yolo County through ongoing collaboration with the Save Pine Tree Gardens nonprofit.			X
	Issue Mental Health Services Act (MHSA) Capital Facilities & Technological Needs (CFTN) funding to a non-profit (as allocated in the FY 2017-2020 MHSA Plan) for the purpose of stabilizing or			X

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	expanding mental health Adult Residential Facility bed capacity in Yolo County.			
Increase diversion opportunities for criminally justice involved adults with behavioral health issues by June 30, 2023.	Implement an intervention and diversion pilot for individuals with substance use-related law enforcement contact in the City of Davis.	X		
	Implement the Justice and Mental Health Collaborative (JMHC) expansion of Yolo County’s Mental Health Court program, and Department of State Hospital (DSH) felony incompetent to stand trial (IST) grant program.			X
Implement universal trauma screening for all adults in custody in Yolo County and link high need individuals to services by June 30, 2024.	Initiate Adverse Childhood Experiences (ACEs) screening with individuals who are in custody at Yolo County’s Monroe Detention Center.			X
	Review data from the ACEs screenings and develop a framework for ongoing referral and linkage of individuals in custody to appropriate level of services at exit from custody.	X		
	Develop framework for expanded application of the screening/referral and linkage based on ACEs screenings to the Yolo County adult probation population.		X	<p>ACES screening for persons on probation has expanded to screening through two contracted SUD providers. 101 individuals completed the ACE assessment either as a control or</p>

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			subject, 106 individuals completed the cognitive assessment; 98 of these completed both the ACE and the Cognitive Assessment.	
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Strategic Goal: Thriving Families

Tactical Plan: Infectious Disease

Strategy	Tactics	Not Started	In Progress	Completed
Train at least five community health providers to diagnose and refer persons with tuberculosis in a timely manner by June 30, 2022.	Distribute TB Quick sheet to providers.			X
	Outreach specialist (O.S.) will contact provider offices.			X
	TB grand rounds will be delivered.			X
	Identify providers interested in using test.			X

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Implement rapid syphilis testing and treatment with vulnerable populations by June 30, 2021.	Provide training on use of test.			X
	Distribute test kits.			X
Increase sexually transmitted disease prevention work in local schools by June 30, 2022.	Partner with Healthy Schools Collaborative.			X
	Sex ed in 5 th , 8 th , and 11 th grades by school faculty.	X		
Conduct a County-wide live test of the Emergency Notification System once a year with system tests monthly of the Integrated Public Alert & Warning System	Conduct an annual test of Yolo-Alert			X
	Conduct monthly tests of IPAWS			X
Hold at least one Public Mitigation meeting every year	Conduct annual Public Mitigation meeting			X
Provide a minimum of 30 Social Media preparedness messages each year	Provide Social Media posts to the Yolo PIO for use during events and preparedness campaigns			X
	Post data to County Social Media feeds			X
Release a minimum of 25 online training products for both public and responders by June 30, 2021	Film interviews and B-roll footage			X
	Video editing & online programming			
	Release training			
Have 100% of the Yolo County Board of Supervisors complete the Policy Group training course by June 30, 2021	Create Policy Group training module	X		
	Schedule and conduct training	X		

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Have 80% of the Emergency Operations Center (EOC) staff trained to a Type 4 Level (IS100, IS700, DSW, Intro to EOC, EOC Level 1 & EOC level 2 classes) by June 30, 2023	Conduct training courses (typically in the fall each year)	X		
Place Know Your Zone program into local school curricula by June 30, 2023	Meet with local school districts to propose idea	X	X	
	Design curricula for grade school computer classes that focuses around the "Know Your Zone" app	X		
	Design curricula for grade school geography classes that focuses on identification of emergency routes	X		
	Assist teachers with implementation of program	X		
Achieve emergency management accreditation by December 31, 2024	Attend EMAP Training in Maryland			X
	Purchase EMAP portal membership			X
	Document accreditation standards		X	
	Pay for pre-assessment	X		
	On-site assessment performed by EMAP assessors	X		



Strategic Goal: Safe Communities

Tactical Plan: Disaster Emergency Preparedness

Strategy	Tactics	Not Started	In Progress	Completed
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Hold public meetings locally in rural areas, regarding general emergency preparedness, throughout the County every 3 years (minimum) starting in 2019	Schedule 2 public meetings and/or join already scheduled events west of I-505 prior to July 1 st each year.			X
	Schedule 2 public meetings and/or join already scheduled events east of I-505 prior to November 1 st each year.			X



Strategic Goal: Safe Communities

Tactical Plan: Infrastructure

Strategy	Tactics	Not Started	In Progress	Completed
Establish access for wireless point providers to utilize the tower at the Yolo County Central Landfill by December 31, 2020.	Release RFI to gauge provider interest for tower usage.			X
Apply for Proposition 68 grant funding for <i>qualifying</i> delta, broadband and/or park infrastructure projects through June 30, 2024	Evaluate grant criteria, determine feasibility of application, and apply accordingly.			X
	Apply for Proposition 68 grant funding for the proposed Knights Landing Park Project.			X
	Apply for Proposition 68 grant funding for the proposed Clarksburg Schoolhouse Relocation Project.			X

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	Apply for Proposition 68 grant funding for the Elkhorn Boat Launch Project.			X
	Apply for Proposition 68 Per Capita Program grant funding for countywide park improvements.			X
Identify phasing and components of the Highway 16 Flood Reduction project by December 31, 2020	Consultant (Wood Rodgers) to evaluate several alternative projects for attempting to reduce flooding along Highway 16 between Esparto and Madison and in and around these towns.		X Utilizing a FEMA/CalOES grant for approximately \$200K to supplement this effort.	
Update hydraulic modeling for Madison and Esparto by December 31, 2020	Consultant (Wood Rodgers) completed hydraulic modeling for Madison in the “Town of Madison Flood Mitigation Analysis” dated December 20, 2019.			X
	Consultant (Wood Rodgers) completed hydraulic modeling for the “State Route 16 Flood Mitigation Analysis (Between Town of Esparto, Town of Madison, and Interstate 505)” dated January 17, 2023.			X
Connect the Clarksburg Library to higher speed internet by June 30, 2021	Evaluate Prop 68, CENIC, and other grant and incentive opportunities and apply accordingly.		X The County also remains actively engaged in the	

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			Golden State Connect Authority Strategic Plan process.	
	Engage broadband providers on other partnership opportunities.		X The County also remains actively engaged in the Golden State Connect Authority Strategic Plan process.	
Explore ongoing financing mechanism for road and bridge maintenance by June 30, 2021	Examine previous research of possible supplemental revenue sources for Public Works maintenance projects. Determine which options may still be possibilities for consideration, and update to present values, as needed. Provide updated research to CAO for consideration and direction. (Talk to Vin Cay)	X		
Implement Madison Flood Protection Improvement Plan by June 30, 2023	Consultant (Wood Rodgers) completed hydraulic modeling for Madison in the "Town of Madison Flood Mitigation Analysis" dated December 20, 2019, identifying flood protection improvement projects that			X

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	<p>could be implemented to plan to protect the main portion of town from a 25-year storm event. The following three strategies constitute implementation of Madison Flood Protection Improvement Plan.</p>			
	<p>Project 1: Contractor installed an additional culvert on the Madison Drain at the Tutt Street crossing to help transmit more water through town via the Madison Drain.</p>			X
	<p>Project 2: Contractor installed gunite on the western side of the existing gabion wall on the west side of Tutt Street to make it impermeable and help direct storm water north to the Madison Drain; previously water would seep through the gabion wall and flow east through the interior of Madison.</p>			X
	<p>Project 3: Contractor installed a concrete block wall along the south side of Hurlbut Street to help direct storm water to a culvert at the intersection of County Road 89 and Hurlbut; previously water would flow north through the orchard south of town, across Hurlbut, and into the interior of Madison.</p>			X
	<p>Evaluate the performance of Projects 1-3 above during a significant storm event(s) to determine if these improvement projects achieved the desired level of protection in Madison, or if further flood protection planning/work is needed.</p>		X	



Strategic Goal: Safe Communities

Tactical Plan: Criminal Justice

Strategy	Tactics	Not Started	In Progress	Completed
Complete Results First Initiative by February 29, 2020 (Completed September 1, 2020).	Complete Results First Program Inventory			X
	Complete Results First Resource Cost Analysis			X
	Complete Results First Resource Use Calculation			X
	Present Results First to the Board and at the CCP			X
Prioritize needs in the criminal justice system utilizing updated sequential intercept map by February 29, 2020 (Completed July 7, 2020).	Hold a Sequential Intercept Map (SIM) special meeting to provide input for updating the SIM			X
	Present a revised version of the SIM with priorities to the Board of Supervisors			X

Strategic Plan Update: Tactical Plan Completion Report 2023

Identify opportunities to prevent youth entry into the criminal justice system by September 30, 2021	Approve the Local Innovation Subaccount priority focus for 2019-20 as “evidence-based strategies or programs preventing youth entry into the criminal justice system”			X
	Release RFP for Local Innovation Subaccount			X
	Approve Local Innovation Subaccount project			X
	Implement a Community-based Healing and Prevention Task Force at Cesar Chavez Community School collaboration with Brown Issues.			X
	Identify drivers for the reduction in Probation youth and the tertiary prevention opportunities for that population.			X
	Partner with YGRIP in the development of secondary prevention opportunities for Yolo County youth.	X		
	Partner with the City of Woodland in the development of primary prevention opportunities for Yolo County youth through their Youth Masterplan.	X		
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 July 1, 2021	Establish inventory of available, feasible, evidence-based in-custody programs			X
	Explore opportunities to implement Day Reporting Center programs, educational resources and assessments in new jail facilities			X
Establish outcomes and best (or innovative) practice alignment in all CCP-funded programs by February 28, 2021	Implement zero/outcome-based budgeting for all CCP activities beginning in FY 2021-22			X

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Implement processes for Quality Assurance (QA) and Continuous Quality Improvement (CQI) to assess program fidelity and efficacy by February 28, 2021	Present QA/CQI concepts to the CCP		X	
	Finalize QA/CQI concepts/plan with CCP		X	
	Begin implementing pilot/complete plan for QA/CQI		X	
Expand restorative justice and diversion programs for appropriate offenders by June 30, 2021	Establish enrollment targets in restorative justice programs		X	
	Identify opportunities to add restorative justice interventions and review behavioral health/criminal justice programs		X	
Address needs identified via QA and CQI processes by February 28, 2022 and on-going	Evaluate QA/CQI processes (6 months)		X	
	Evaluate QA/CQI processes (12 months)		X	
	Present changes to QA/CQI processes at CCP/Board and finalize concept		X	
Evaluate the impacts on poverty and jail population if cash bail is eliminated in Yolo County by December 31, 2021.		X		



Strategic Goal: Safe Communities

Tactical Plan: Fire Protection

Strategy	Tactics	Not Started	In Progress	Completed
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Develop and begin implementation of a long term sustainability plan, collaboratively with the Yolo County Fire Chiefs Association, by January 31, 2023.	Conduct initial meeting with Fire Chiefs to share findings and gather input.			X
	Create draft long-term sustainability plan.			X
	Present draft long-term sustainability plan to Board of Supervisors for feedback and direction.			X
	Develop implementation plan.			X



Strategic Goal: Sustainable Environment

Tactical Plan: Quality and Quantity of Water

Strategy	Tactics	Not Started	In Progress	Completed
Work with water purveyors to identify potential new source of water and/or expansion of existing surface water delivery systems by June 30, 2022.	Work with YGSA working group to establish water budgets for each purveyor and each hydrologic basin within Yolo County			X
	Through consensus, establish basin-wide “sustainable yield” that balances water demand with water supply/storage			X
	Identify and implement strategies to increase water supply (through additional storage and/or increased supply)			X
Develop actionable conjunctive use plan that uses flood/storm water for water supply resilience by June 30, 2022 to	Work with YGSA working group to establish water budgets for each purveyor and each hydrologic basin within Yolo County			X

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<p>ensure that all locally developed flood projects provide conjunctive use benefits (i.e. detention, groundwater recharge, or habitat creation).</p>	<p>Seek and obtain funding for development of basin-wide conjunctive use plan (*Obtained \$500,000 from CalOES for development of regional conjunctive use project in Madison/Esparto)</p>			X
	<p>Seek and obtain funding for implementation of projects identified in conjunctive use plan</p>			X
<p>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.</p>	<p>Once water budgets are established, work with Ag Dept and YCFB to develop education and incentive portfolio for voluntary groundwater reliance reduction, including metrics to measure and report on water use reduction</p>		X	
	<p>Work with Ag Dept and YCFB to develop and implement robust education and outreach program for growers/landowners</p>		X	
	<p>Measure and track results of voluntary reduction program</p>	X		
<p>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.</p>	<p>Work with stakeholders, local agencies, and advocacy groups to reduce impacts of new diversions/intakes</p>			X



Strategic Goal: Sustainable Environment

Tactical Plan: Climate Action and Resilience

Strategy	Tactics	Not Started	In Process	Complete
Conduct a critical review of the existing Climate Action Plan, to determine adequacy and feasibility of implementation, by June 30, 2020.	Work with the Climate Action Plan Steering Committee to determine adequacy of CAP.			X
Establish a Climate Action Plan work group, to seek outside funding sources to enhance staff efforts and/or implement programs, by June 30, 2021.	Meet with CAP Working Group (subgroup of Steering Committee).		X	
	Discuss outside funding sources and opportunities to implement programs as reported in Sustainability Plan.			X
Partner with the Yolo Resiliency Collaborative to complete a study with CivicSpark fellows evaluating increased wildfire events by June 30, 2020.	Yolo Resiliency Collaborative hire Civic Spark Fellow.			X
	Engage with CivicSpark Fellow to assist them with data needs.			X
Develop a sustainability plan, based off of the critical review of the Climate Action Plan, and CivicSpark study on weather events and a public engagement effort, to identify additional strategies by December 31, 2020.	Contract with Ascent Environmental (they will review all pertinent County plans and contract includes public engagement).			X
	Connect CivicSpark Study with Ascent.			X
	Conduct public outreach to inform Sustainability Plan			X

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Increase organic waste disposal services and explore conversion technology partnership at the Yolo County Central Landfill by June 30, 2024.	Negotiate and sign an agreement for design, construction of a composting facility at the landfill to increase organic waste disposal services			X
	Start construction and operation of the new composting facility			X
	Explore conversion technology-Release RFI to determine interest and evaluate technology readiness			X



Strategic Goal: Flourishing Agriculture

Tactical Plan: Agricultural Preservation

Strategy	Tactics	Not Started	In Process	Completed
Identify the anticipated number of acres of farmland to be converted non-agricultural use over the next ten years by June 30, 2022.	Identify agricultural land cover type conversion estimates in the Yolo HCP/NCCP			X
	Discuss with Yolo Land Trust and other NGO's			X
	Discuss with Yolo County divisions: Natural Resources, Dept. of Ag, GIS			X
	Analyze general plans to estimate acreage of planned large-scale development projects in the county's four cities and unincorporated areas.			
Conduct outreach to identify landowners willing to sell easements on their property, by June 30, 2022.	Community outreach to identify landowners		X Outreach will occur in winter of 2022 and into spring 2023.	
	Coordinate with Habitat Conservancy to see how they conduct easement acquisition.			X

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	Work with CaC's/NGOs (Farm Bureau)/Yolo Land Trust/ Mining/ Cannabis farmers with remainder agricultural needs			X
Establish an agricultural mitigation bank to ensure the continued protection of farmland by June 30, 2022.	Establish a County-operated agricultural mitigation bank – 'stay ahead'			X
	Coordinate with the cities, so that the bank can also sell credits to city-approved projects.			
	Encourage private property owners to establish agricultural mitigation banks where viable tracts of land exist.			X
	Encourage project applicants to work with Yolo Habitat Conservancy to dedicate land in lieu of paying per acre conversion fees for discretionary projects subject to mitigation requirements.			X
Evaluate strategies to increase voluntary participation in agricultural mitigation banks and conservation easements by June 30, 2022.	Community outreach to identify landowners			X
	Work with CaC's/NGOs (Farm Bureau)/Yolo Land Trust/ Mining/ Cannabis farmers with remainder ag needs			X
	Flat fee mitigation costs			X



Strategic Goal: Flourishing Agriculture Tactical Plan: Workforce

Strategy	Tactics	Not Started	In Process	Completed
Develop and conduct an Agricultural Industry Employer Study with the Yolo Farm Bureau by June 30, 2022.	Develop draft survey for employers in partnership with Yolo Farm Bureau.			X
	Deploy surveys and compile results into comprehensive Agricultural Labor Needs Report.	X		

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	Create list of recommended programs and strategies for BOS for future implementation to serve Agricultural Businesses.	X		
Conduct agricultural industry workforce job fairs and recruitments by October 1, 2022	Identify locations for and schedule two (2) agricultural workforce job fairs.			X
	Implement one job-fair pre-season.			X
	Implement one job-fair post season.			X
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.	Develop draft survey for workers in partnership with Yolo County Public Health and professional research firm.	X		
	Deploy surveys and compile results into comprehensive Agricultural Workforce and Community Needs Report.	X		
	Create list of recommended programs and strategies for BOS for future implementation to serve Agricultural Workforce and Community Needs.	X		
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.	Identify and contract with educational partner to provide Agricultural Certificate Program.			X
	Enroll and graduate a minimum of 20 participants in pilot Agricultural Certificate Program.			X
	Partner with one (1) agricultural employer to sponsor and hire program graduates and follow up with graduates and employer 6 months post hire and 1-year post hire to monitor success of program.			X



Strategic Goal: Flourishing Agriculture

Tactical Plan: Flood Insurance

Strategy	Tactics	Not Started	In Process	Completed
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Complete assessment of current activities and identify areas of improvement to increase FEMA ranking by March 31, 2020.	Create matrix showing all FEMA requirements and associated point values that create CRS score.			X
	Populate matrix (above) with all current County activities to identify whether adequate points are awarded by FEMA.			X
	Identify gaps between current County activities and additional activities that could be undertaken for additional points in CRS rating.			X
Work with County staff to implement activities identified in the assessment from March 2020 through December 2024.	Work with Planning Division to update zoning on publicly held open space parcels within a flood zone to reflect "OS/FW" overlay for additional CRS points	X		
	Explore funding opportunities (FEMA, DWR, other) that would allow for flood-proofing or elevation of structures located within active floodplain			X
	Participate in Agricultural Flood Plain Task Force efforts to modify FEMA regulations and interpretations to benefit agricultural properties located within floodplains.			X
	Track/support legislative efforts (such as HR 3167) to reduce FEMA regulations and requirements on agricultural lands (i.e. calculate flood insurance rates that reflect actual risk – not Y/N calculations)			X



Strategic Goal: Robust Economy

Tactical Plan: Housing

Strategy	Tactics	Not Started	In Progress	Completed
Revise the Zoning Regulations of the Yolo County Code to clarify and simplify development standards, which will better	Review existing regulations, identify any gaps, streamline process, simplify, and draft necessary amendments, seek public input			X

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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.	Identify areas where higher density development is appropriate and identify any barriers, including barriers to mobile home or tiny home parks.			X
	Conduct CEQA analysis and seek necessary approvals to amend zoning code			X
Expedite qualifying development projects and identify potential parcel or infill opportunities for housing in urbanized areas of unincorporated towns by December 31, 2020. [Completed identification in 2020, ongoing support to expedite projects.]	Expedite approvals for larger developments in Esparto		X	
	Identify infill opportunities, regardless of current zoning designation [Cycle 6 Housing Element update]			X
	Identify parcels connected to municipal services that could possibly provide opportunity for housing with a change in zoning designation [Cycle 6 Housing Element update]			X
Identify opportunities for the development of affordable housing projects on unused county property by December 31, 2022.	Identify available county parcels and unused facilities that could become sites for affordable housing projects			X
	Identify federal and state funding opportunities for affordable housing projects and existing building renovations / coordinate with cities where possible		X	
	Identify potential housing developments with non-profit developers (Mercy Housing).		X	
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.	Clarify zoning code to streamline application process and minimize barriers [2020 Zoning Code update]			X
	Develop information booklet in English and Spanish to explain process for permitting of accessory dwelling units and requirements to minimize permit and impact fees.		X	
	Explore ability to offer amnesty for currently existing but unpermitted ADU's; and identify funding resources to bring them into compliance with code requirements			X

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Review onsite sewage disposal ordinance to identify opportunities to reduce barriers for housing developments served by onsite sewage disposal by July 31, 2023	Poll other EH jurisdictions to identify practices that would implement this strategy			X
	Seek funding to secure a qualified consultant to review the ordinance and manual to find opportunities to possibly simplify standards, reduce development costs, allow higher density, and/ or ease restrictions on large shared/ community systems	X		
	Seek necessary approvals to make changes	X		
Identify other barriers (e.g. impact fees, mitigation requirements, development standards, inclusionary housing requirements, etc.) to affordable housing by March 31, 2022.	Review requirements for impact fees and mitigation requirements. Propose changes.		X	
	Meet with industry partners to understand other barriers			X
	Review inclusionary Housing ordinance, gain feedback from YCH on how inclusionary housing ordinance could be used more effectively to reduce barrier to affordable housing			X



Strategic Goal: Flourishing Agriculture

Tactical Plan: Business Development Enterprise

Strategy	Tactics	Not Started	In Progress	Completed
Create an economic development framework for unincorporated Yolo County that identifies business model potential and associated development strategies by December 31, 2022.	Review forthcoming regional Comprehensive Economic Development Strategy drafted by Valley Vision			X
	As feasible, incorporate CEDS findings into an economic development framework for the unincorporated area			X
Identify and cost the improvements and zoning changes necessary to increase the	Review existing freeway frontage zoning along I-505/I-5 interchange for zoning uses incompatible with commercial develop		X The Dunnigan Specific Plan will	

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development potential of freeway commercial corridors by July 31, 2023.			review freeway frontage zoning and related uses including infrastructure needs.	
	Draft proposed zoning changes as necessary; seek necessary approvals and feedback from regulatory bodies to adopt proposed zoning changes		X The Dunnigan Specific Plan will review freeway frontage zoning and related uses including infrastructure needs.	
	Review existing infrastructure needs along I-505/I-5 interchange, identify necessary improvements, costs, and funding strategies to reduce development burden		X The Dunnigan Specific Plan and the County's forthcoming economic development study will analyze this issue	
Amend the County's Right to Farm ordinance to ensure adequate protections for agricultural land by June 30, 2022.	Reviewing existing ordinance, identify any gaps and draft necessary amendments	X		
	Seek necessary approvals to amend ordinance	X		
Develop strategy to market corridors to the development community by June 30, 2022.	Following prior zoning and infrastructure analysis, solicit consultant services to market properties to development community	X		

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	Assess other strategies to ease development burden and attract target industries	X		
Review and revise the County’s regulatory structure in accordance with the economic development framework by June 30, 2024.	Review relevant county development regulations to assess which are discretionary and which are state and/or federally mandated	X		
	Assess public cost/benefit of discretionary regulations, draft proposed recommend changes to discretionary regulations	X		
	Seek approval of recommend changes to discretionary regulations	X		



Strategic Goal: Robust Economy

Tactical Plan: Workforce and Job Development

Strategy	Tactics	Not Started	In Process	Completed
Establish a data collection method and tool to track employment services participant progress by June 30, 2022.	Research and procure employment case management software capable of housing all employment program participant data.		X	
	Create post-employment services survey and follow up protocol to review client progress post intervention at 6 months and 1-year marks.		X	
	Create monthly standardized employment outcome reports and data dashboard.		X	
Expand HHSA employment centers locations, functions and certification under the America’s Job Center of California credential by June 30, 2022.	Remodel and expand Woodland Employment Center.	X		
	Expand employment center satellite options in Davis.		X	
	Implement Universal Referral Tool for One-Stop partners that tracks referrals to, from and outcomes of referrals. Includes associated partner MOUs.	X		
Establish a comprehensive program that creates pathways for workers and	Create core employment case management standards, RBA’s, reports, policies and procedures for all employment center general case management staff.	X		

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businesses in Yolo County, with emphasis on the hardest to serve populations, including people living homeless and justice-involved individuals, by June 30, 2024.	Create justice involved employment case management standards, RBA’s, reports, policies and procedures for all justice involved case management staff. Assign case management staff.	X		
	Create homeless employment case management standards, RBA’s, reports, policies and procedures for all homeless employment case management staff. Assign case management staff.	X		
	Further expansion and partnership if Downtown Streets or similar pre-work readiness programming across the County.	X		



Strategic Goal: Robust Economy

Tactical Plan: County Assets

Strategy	Tactics	Not Started	In Progress	Completed
Assess opportunities to maximize the public benefit and operational potential of the Yolo County Airport by June 30, 2021. [Completed in 2021]	Develop marketing campaign to secure large hangar ground leases to increase personal property tax assessment and fuel sales tax receipts		X Preliminary discussion with a large helicopter commercial operation to build hangar for their Caltrans and PGE contract business	
	Explore return on investment for additional County hangars.		X Exploring feasibility of new hanger construction with a private entity.	

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	Develop recruitment strategy for high tech aviation businesses.		X Attending Future Of Aviation conference to explore regional air mobility for electric airplanes and electric charging infrastructure.	
	Conduct RFI for professional concession agreements.	X		
Explore the establishment of concession agreements to increase recreational service opportunities related to County-owned parks and open spaces by June 30, 2022.	Conduct an RFI for pilot program for recreational concession operators (jet ski, fishing charters, ski lessons) along the Sacramento River corridor from Knights Landing to Clarksburg.	X		
	Develop OHV Plan that leads to concession opportunities when implemented.	X		
	Work with Almond Festival organizers to generate revenue at Esparto parks.			X
Implement operational plan to maximize the public benefit and operational potential of the Yolo County Central Landfill by June 30, 2024	Investigate Economics of Public-Private Partnership for a large-scale floating PV solar system installation on the waster pond at YCCL to provide electricity to local CCA		X Staff anticipates presenting the final agreement to the BOS for approval by the end of the first quarter, 2024. May be challenging to due to current	

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			staffing challenges.	
	Develop RFI for Organic Waste Technology Developers to propose various partnership with County to construct facilities that would increase organic waste throughput from the YCCL and reduce the overall cost of treatment while demonstrating new technologies.		X The necessary permitting documents to revise the landfills Solid Waste Facility Permit (SWFP) have been submitted and an updated permit expanding the CASP facility is expected in January 2024. Construction of the CASP facility expansion by Northern Recycling would be complete in the fall of 2025.	
	Increase production of compost for Ag related business in Yolo County and adjacent Counties			X
	Partner with Sierra Energy to work towards construction of Waste to Energy Demonstration Facility at the YCLL		X	

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	Partner with City of Sacramento on contract leading to installation of CNG fueling station.		<p>X</p> <p>Reviewing all options for landfill and biogas utilization as well as the continued production of electricity at the landfill. Believes the best option is a competitive RFP where developers could propose on any development strategy that would be in the best interest of the County and the environment.</p> <p>Completion by end of 2024.</p>	
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Strategic Goal: Robust Economy

Tactical Plan: Rural Community Support

Strategy	Tactics	Start Date	In Progress	Completed
Identify CSD deferred maintenance needs and Develop a capital improvement investment	Review Municipal Service Reviews and special studies undertaken by the Yolo Local Agency Formation Commission (LAFCO)			X

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plan for each of the unincorporated towns by June 30, 2020.	Review Community Action Plans developed by rural community advisory boards			X
	Review community revitalization studies			X
	Review special district engineer reports in support of fee/assessment modifications			X
	Review any deficiencies documented by local/state regulatory agencies			X
	Review results from 2020 County Strategic Plan community engagement surveys and meetings			X
	Discussions with rural community leaders/advocates			X
Prioritize CSD deferred maintenance needs identified in CIP and facilitate solutions by providing technical and grant writing support by 12/31/2025	Review Municipal Service Reviews and special studies undertaken by the Yolo Local Agency Formation Commission (LAFCO)			X
	Meet with CSD leadership			X
	Develop report to prioritize funding need & options			X
	Provide assistance with funding application submission			X
Review LAFCO’s assessment of the governance and administrative capacity of the Community Service Districts by June 30, 2022.	Consult with LAFCO			X
	Meet with CSD Leadership			X
	Assess county support of budget status, financial reporting & planning	X		
	Develop action plans as need to address any deficiencies			X