

# Attachment E

## Feedback Summary- 2024-2028 Strategic Plan

Feedback Received	Recommended Changes	Considerations
<p><b>2/14 – Email submission</b></p> <p>“This is a confusing document and very overwhelming. It is not clear as to what the direction of the County is or what is most important.”</p>		<p>Addressed: pg. 5 with County Goals attached to Pillars, and Executive Summary formatting applied for clarity.</p>
<p><b>3/12- Email submission</b></p> <p>“It would be helpful if in the future, the SAP provided information for how staff can submit suggestions for Strategies or Action Steps for consideration for future plans. Connecting with each program overseeing a strategy to offer ways staff support could potentially contribute to achievement of the defined strategy...”</p>		<p>An ongoing comment box could be considered on the County website for constituents to submit recommendations for future SAP strategies.</p>
<p><b>3/26- Comment Card</b></p> <p>“I appreciate land use that prioritizes creating downtown living or anything that reduces car dependence”</p>		<p>Addressed: pg. 11, pg. 13</p> <ul style="list-style-type: none"> <li>• <b>Sustainable Environment Pillar-</b> “Achieve net-negative emissions by 2030.” “Preserve natural resources by effectively managing water and land use.</li> <li>• <b>County Goal-</b> “Review Revenue enhancement needs and major development proposals.”</li> </ul>
<p><b>3/26- Comment Card</b></p> <p>“It is important to consider affordable supportive housing, we need it very much”</p>		<p>Addressed: pg. 14 (Robust Economy)</p> <ul style="list-style-type: none"> <li>• Robust Economy Strategy- “Identify and remove barriers to <b>affordable housing</b> as part of the Comprehensive General Plan update.” (Community Services Dept.)</li> </ul>

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<p><b>3/26- Comment Card</b></p> <p>“EV Chargers, County Courthouse, Development in Knights Landing”</p>		<p>These topics are found in the Capital Improvement Plan.</p>
<p><b>3/26- Comment Card</b></p> <p>“We need AI strategies and tactics”</p>		<p>Addressed: pg. 15, (Operational Excellence) “Support the implementation of new technologies to improve work processes”</p>
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<p><b>4/4 – First 5 Yolo, Outreach</b>  <b>Gina Daleiden</b>  <b>First 5 Yolo County</b></p> <p>I think the most essential comment centers around the absence of any mention of First 5 Yolo as the County’s arm for children prenatal to five and their families. Much as the departments run by elected officials are mentioned and voluntarily contribute, there perhaps should be a space to include, briefly, First 5 Yolo efforts on behalf of the County? Another option might be a simple mention of F5Y strategic goals on behalf of the County and a notation such as the one for Yolo County Office of Education.</p> <p><u>Phone Call Follow up:</u>          Perhaps incorporate a connection, link, reference to First 5 Strategic Plan or verbiage in the Executive Summary pages.</p>	<ol style="list-style-type: none"> <li><b>Children + Youth not being present could be accounted for by implementing First 5 Yolo’s verbiage found in the First 5 Yolo Strategic Plan, “Assist our community to raise children who are healthy, safe, and ready to learn” as a bullet in Thriving Residents related County Goals. (pg 4).</b></li> <li><b>Provide a list of all County Plans for reference as an appendix or in Executive Summary to be inclusive of the breadth of work across the organization.</b></li> <li><b>Change Collaborative Community Pillar to say, “takes early preventative measures...” and “Establishing prevention and early intervention programs that address systemic inequities and root causes in public safety issues.” Early, which matches more closely to language provided in the First 5 Yolo Strategic Plan.</b></li> </ol>	<ol style="list-style-type: none"> <li>The current Pillars and County Goals are written to be broad specifically so that we achieve inclusivity of community members and County departments’ work.</li> <li>Thriving Residents has existing language that is open to including issues that impact children:              “Reduce disparities and enhance quality of life by improving access to essential services for our most vulnerable constituents.”              “Engage community members with outreach and educational opportunities” (pg. 4).</li> <li>Collaborative Community has inclusive language that is open to including issues that impact children:              “Establishing prevention and intervention programs that address systemic inequities...”</li> </ol>

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<p><b>4/11- Health Council Presentation, in-person</b></p> <p><b>Notes:</b></p> <ol style="list-style-type: none"> <li>1. Coherent Strategy Missing</li> <li>2. Children + Youth are not present; we need outcomes and prevention services for youth.</li> <li>3. Yolo 2-1-1 needs to be included in strategies</li> <li>4. On Executive Summary pages with Department strategies, it's confusing to know who does what.</li> <li>5. Desire to know the history of prior Strategic Plans and the process for reflection, assessment, and celebration. Desire to know if our past investments are working.</li> <li>6. <b>Q:</b> What is the process of who makes decisions and how money gets allocated? How does the budget connect to the Strategic Plan?  <b>A:</b> The Board of Supervisors makes decisions for allocating spending. The budget makes a connection to the new Strategic Plan because both are brought forth on a fiscal year basis for to the Board for redirection and strategic implementation.</li> <li>7. Metrics are missing. "Improve health outcomes for justice-involved individuals in Yolo County by the end of 2027."</li> <li>8. Under Operational Excellence pillar, there is room to provide "systems navigation" language.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Children + Youth not being present could be accounted for by implementing First 5 Yolo's verbiage found in the First 5 Yolo Strategic Plan, "Assist our community to raise children who are healthy, safe, and ready to learn" as a bullet in Thriving Residents related County Goals. (pg 4).</b></li> </ol>	<ol style="list-style-type: none"> <li>1. 2-1-1 will be part of our work with the Aging Adult Summit and Aging Ad Hoc as mentioned in CAO strategy #5 (pg. 20).</li> <li>2. Departments are listed as holders of the Strategy. In effect, the named Department/Department Head would be the person of contact with regards to information on a particular strategy.</li> <li>3. Metrics and progress assessment using existing Yolo Performance Components could be a requirement fulfilled at the annual BOS update. Progress management would take place in the CAO.</li> <li>4. "Accessible" over "Systems Navigation" may be a more comprehensive term for the public.</li> </ol>
<p align="center">Feedback Received</p>	<p align="center">Recommended Changes</p>	<p align="center">Considerations</p>
<p><b>4/11- Email Submission</b>  <b>Site Visitor Name:</b> Valerie Olson  <b>Site Visitor Email:</b>  <a href="mailto:olsonmac@wavecable.com">olsonmac@wavecable.com</a></p>		<ol style="list-style-type: none"> <li>1. This aligns with "Thriving Residents" pillar: "Reduce disparities and enhance quality of life by improving</li> </ol>

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I was pleased that Brian's presentation of the county strategic plan included the elderly that was otherwise omitted from the handout we received. While some steps outline in the handout could include older adults such as improvement intended in communications (1.) many older adults still rely on landlines, many for medical reasons such as ease of use with arthritic conditions and that needs to be included when determining action steps as part of an enhanced digital footprint. One could argue that older adults should be considered an historically marginalized group and included in that action item. For example, food insecurity impacts many older people because they are poor but do not qualify for MediCal and the balance is either buying food or taking care of out-of-pocket long-term care expenses. Meals on Wheels does not have the funding to service all in this group. Incidentally, the recent "Food Access Survey Report" did not do a breakdown by age which might have been enlightening. A third point, a decent percentage of the homeless are older people who are homeless by virtue of medical bankruptcy, which generally means long term care bankruptcy. I give these examples to encourage more attention to the older population in strategic planning. As we talk to each other, and yes I am part of the older group talking to others, we often refer to ourselves as the "invisible generation" in contrast to the great generation, the silent generation, or baby boomers. My final point, (2.) little was said about data to assess progress for annual reports. I look forward to seeing data to support good service and gaps in service for the annual report.

access to essential services for our most vulnerable constituents.”

2. Metrics and progress assessment using existing Yolo Performance Components could be a requirement fulfilled at the annual BOS update. Progress management can take place in the CAO.
3. The CAO's strategy regarding the Aging Adult summit and Ad Hoc on Aging shows a priority and further investigation into the issues that impact the population targeted in this provided feedback.
4. A strategy written by IT Dept to include communications improvement and landline access can be provided in the next annual update.

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<p><b>4/12, IHSS Presentation, in-person</b></p> <p><b>Notes:</b></p> <ul style="list-style-type: none"> <li>• CAO/Strategy #5: Can expand all older adult priorities to include people with disabilities. The gaps in services usually overlap.</li> <li>• Please do not use “aging” use “older adult”</li> <li>• <b>Q:</b> Who does the work? It’s unclear. <b>A:</b> The department proposing the strategy oversees its completion.</li> <li>• Write out the acronyms so that it can be readily understood by all people.</li> <li>• HHS/Strategy #10: <ul style="list-style-type: none"> <li>○ replace “senior” with “older adult”.</li> <li>○ Please use people first language, disabled populations – populations with disabilities.</li> <li>○ ECM = Enhanced Care Management</li> <li>○ To coordinate a council that involves local older adult and disability services providers for residents who are older adults and people with disabilities.</li> </ul> </li> <li>• <b>Q:</b> Does bi-annual mean twice a year or every two years?</li> </ul>	<ol style="list-style-type: none"> <li><b>1. All references to “aging” will be changed to “older adult”</b></li> <li><b>1. People first language across all department strategies (i.e. justice-involved individuals would be changed to “individuals who are justice-involved” or “Disabled populations” to “populations with disabilities”).</b></li> <li><b>2. All acronyms will be written out for clarity. (i.e. JPA = Joint Powers Authority).</b></li> </ol>	<ul style="list-style-type: none"> <li>• The point to add disability services to the Aging Issues Summit will be brought to the Ad Hoc on Aging committee staff and can be managed there.</li> </ul>

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<p><b>A:</b> Every two years.</p> <ul style="list-style-type: none"> <li><b>Q:</b> How will the state of aging and disability report be used? We don't want to create reports for the sake of making reports.</li> </ul> <p><b>A:</b> The report will provide a status update to the Board of Supervisors and serve as an update to the Strategic Plan department strategies.</p> <ul style="list-style-type: none"> <li><b>Q:</b> Who is involved in the disability portion of the Strategic Plan?</li> </ul> <p><b>A:</b> Area 4 has funding associated with disability support services. A comprehensive report is completed for aging, veterans, persons with disabilities.</p>		
Feedback Received	Recommended Changes	Considerations
<p><b>4/22, Climate Action Commission, in-person</b></p> <p><b>Notes:</b></p> <ol style="list-style-type: none"> <li>For Operational Excellence Pillar: there is missing opportunity to discuss green jobs, or how existing jobs can be greener.</li> <li>Q- How can we confront the conflict/tension between the Robust Economy pillar and the Sustainable Environment pillar?</li> <li>“Enhancing economic development and economic resilience” under Robust Economy will inevitably conflict with Sustainable Environment’s County Goals.</li> <li>Perhaps provide a matrix with all the pillars and show how it conflicts with Sustainable Environment.</li> </ol>		<ol style="list-style-type: none"> <li>Operational Excellence should stay using general language so that it stays more inclusive. Propositions for “green jobs” strategies at the department level can be made in the future.</li> <li>Tensions between pillars can be discussed on a strategy-by-strategy basis at the Board level.</li> <li>Departments’ progress of the goals will already be assessed by County Administrator and Board of Supervisors on an annual basis using an existing performance review protocol.</li> <li>Metrics and progress assessment using existing Yolo Performance Components could</li> </ol>

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<p>5. It would be great to see a summary of all climate strategies found in one place.</p> <p>6. End of the Year, create a department score card based on climate goals found currently in the Strategic Plan.</p> <p>7. Remove fire service sustainability County Goal from Sustainable Environment pillar. “Provide support for fire service sustainability to prevent wildfire risk.</p> <p>8. <b>Q:</b> How can we show how the strategies will benefit the masses. For example- “Build more EV charging stations”, how will this benefit the community? Missing connection here to constituents.</p> <p><b>A:</b> During the Strategic Plan implementation, this can be presented educationally to the public as well as in HR onboarding.</p> <p>9. Monitoring grants- We don’t have a grant writer; it’d be great if there was a way to share opportunities for applying to grants we qualify for.</p> <p>10. <b>Q:</b> What would be the measurable impact on the environment? How do we measure success?</p> <p><b>A:</b> More research and consultation with experts can occur to measure impact on the environment when we review strategies during annual updates.</p> <p>11. Electricity rates are going up, has to do with contracts we sign.</p>		<p>be a requirement fulfilled at the annual BOS update. Progress management would take place in the CAO.</p> <p>5. DEI Manager could draft strategies for the Strategic Plan in next year’s update.</p> <p>6. The Climate Action and Adaptation Plan (CAAP) is linked to the Strategic Plan so that constituents can reference the County’s climate goals.</p> <p>7. The Sustainable Environment pillar/County goals all summarize the County’s priorities with environmental issues.</p> <p>8. The missing connection between the strategy and its community benefit can be revisited in annual review discussions for consideration.</p> <p>9. County staff view wild-fires as a major contributor to CO2 emissions and part of building a resilient future that requires a County Goal under the Sustainable Environment pillar specifically.</p> <p>10. DEI in Operational Excellence can be revisited with DEI Manager, and a new Strategy can be provided in the next annual update.</p>
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<p>How does it fit into our Strategic Plan?</p> <p><b>12.</b> Operational Excellence pillar should include diversity, staff P.D., language services, disability access. DEI in Operational Excellence.</p>		
Feedback Received	Recommended Changes	Considerations
<p><b>Aging Commission 5/1</b></p> <ol style="list-style-type: none"> <li>1. HHSA Strategy #10 edits, step #2 feels duplicative. Implies that the Aging Alliance, Aging &amp; Disability Resources, and Commission of Aging will be replaced instead of supported. Important to support existing resources before creating new ones.</li> <li>2. Include HHSA Strategy #10, “Reinforce the senior safety net.” Disability should be named sooner.             <ol style="list-style-type: none"> <li>a. Also, disability is not only the aging population. Aging services usually have an age requirement, and folks below the aging requirement also deserve disability services.</li> </ol> </li> <li>3. ADRCs/Action Step #4/ Feels like we’re reinventing the wheel.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Change, “To create a local aging and disabled coordinating council that involves local aging and disability services providers, non-profits and local leaders to align resources, coordinate operations and monitor the overall quality of life for aging and disabled populations.” Pg. 43, to say, “Provide staff support and analyze the existing structure of services for older adults and adults with disabilities, recommending upgrades and additional resources from across the county.</b></li> <li>2. <b>People first language across all department strategies (i.e. justice-involved individuals would be changed to “individuals who are justice-involved”).</b></li> <li>3. <b>“Older adults and adults with disabilities” language</b></li> </ol>	<ul style="list-style-type: none"> <li>• Children’s disability services team exists in HHSA.</li> </ul>

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<p>4. Triple 4 is expanding to include persons with disabilities, veterans, and adult services.</p> <p>5. People first language is missing here. This needs to change throughout the document.</p> <p>6. Adult + Disability services are only mentioned once in the executive summary. Animal services are mentioned more times. Also, Adult + Disability is conflated. (Include Aging and Disability can be frontloaded in executive summary 4 more times)</p> <p>7. Discussion around Aging Adult + Disability specific services. (Work together to support existing services and identify various leads)</p> <p>8. Transportation cannot end at the County line. Transportation strategies should focus on aging adults.</p> <p>9. Mental Health and Behavioral Health feel conflated. Unclear. Should be Behavioral Health.</p> <p>10. Appendix B with all acronyms, glossary of terms, descriptions of departments, commissions, etc.</p>	<p><b>will replace “aging and disabled populations/communities”.</b></p> <p><b>4. Change Mental Health mentions to Behavioral Health.</b></p> <p><b>5. Include new HHS action step for Strategy #10- “Engage Yolo Regional Transit and elevate concerns around senior and disability transportation issues.</b></p> <p><b>6. Create Appendix B in Strategic Plan with an Index including all Department descriptions, acronyms, and Advisory Bodies listed.</b></p> <p><b>7. Newly written CAO strategy to support an older adult and adult with disability summit that aims to consolidate and expand access to services.</b></p> <p><b>8. Older adults, adults with disabilities, and vulnerable constituent support mentions outnumber Animal Services mentions in the Executive Summary.</b></p>	
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