

2023



IMPERIAL COUNTY STRATEGIC PLAN

Presented by:



Approved December 19, 2023
with amendments

*To all community members,
county Administration and staff
who contributed observations, concerns,
ideas and aspirations to the
County Strategic Planning Process,
we owe a debt of gratitude.*

*The inclusion of diverse perspectives is
crucial to planning the County's future.*



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Executive Summary

What follows is the 2023 Imperial County five-year Strategic Plan. This plan is unique in its design and development to ensure it includes input from the diverse communities and people of Imperial County. The emphasis on community input was a priority set by the Board of Supervisors. This plan includes comments gleaned from a survey and from meetings, events, small group, and individual interviews with more than 900 local residents from various demographic groups, ages, and communities throughout the County. Business and civic groups and regional organizations also participated in the extensive community visioning process. Members of the Board of Supervisors, County administrators, and staff also provided comments and ideas in an extensive schedule of meetings and workshops.

Modified Mission and Vision Statements are included for the Board of Supervisors' consideration. The plan contains goals and strategies. However, the development of robust objectives, including timelines and specifics needed to realize some plans, was limited by County staffing, funding, and other concerns.

❖ Details of issues (i.e., funding, changes in state and federal mandates, aging infrastructure, etc.) impacting the County's current operations and its ability to overcome challenges and realize opportunities are discussed further in a section of this summary labeled "Observations."



Creating mechanisms to overcome these challenges to create a better future for the people of Imperial County is important.

PROCESS:

- ❖ Received input from members of the Board of Supervisors about issues facing the County.
- ❖ Designed an extensive community outreach and information-gathering plan to ensure that the diverse people and communities of Imperial County are at the heart of the Strategic Plan.
- ❖ Developed an Imperial County visioning questionnaire based on 20 key issues identified that was used for meetings with County administrators and staff. A bilingual version of the questionnaire was adapted to gather comments in community and interest group meetings.
- ❖ Held a series of workshops with County department heads and staff to identify concerns and challenges within the County government and those facing the people of the County, as well as suggested changes.
- ❖ Developed a community outreach and information-gathering process that invited dialogue by asking open-ended questions about issues, perceptions, ideas, and proposed changes.
- ❖ Met with County community advisory committees to get their input.
- ❖ Developed a community vision survey that was administered at the California Mid-Winter Fair, at various community, civic, and business group meetings, and on the homepage of the Imperial County website. A total of 123 surveys were collected. (A copy of the survey and a spreadsheet of comments are included in the appendix.)
- ❖ Input from community members was also gathered at meetings held throughout the community that focused on issues such as lithium development, Salton Sea concerns, and proposed geothermal development.
- ❖ Altogether, comments from more than 900 people were captured.
- ❖ Held multiple meetings with County department heads and staff to refine objectives and invite proposed projects for their departments to implement to attain goals of the draft County Strategic Plan.

OBSERVATIONS:

From the start of the process, change and challenge were a constant for Imperial County.

For instance:

- ❖ The potential closure of El Centro Regional Medical Center announced in December 2022 and state legislation to create a single hospital district.
- ❖ Lithium Valley and the permitting of Energy Source lithium extraction facility near the Salton Sea.
- ❖ The drought on the Colorado River that threatens the Imperial Valley's sole water supply.
- ❖ The governor's executive order mandating the end of the sale of combustion engines in the state by 2035, which has a dramatic impact on the County's fleet and charging infrastructure.
- ❖ A governor-proposed plan to divert some of Behavioral Health funds to homeless housing.
- ❖ Two major flooding events hit Imperial County in the space of two weeks, necessitating an all-out emergency services response and disaster declaration.
- ❖ Increasing fragmentation of local media coverage.



These and other changes come as the County administration and local communities continue to reel from employment and social issues exacerbated by the pandemic.

A pervasive sense of burnout and frustration over staffing and funding complicated the County administration process of developing objectives with detailed budgets and timelines.

And in meetings with community groups, there was a frustration over isolation and a skepticism about whether anything would change.

But the one constant in all the meetings held is that the people of Imperial County love their community and they want to see it improve and provide more opportunities.



Recognition of
historic
injustice in
IV

Build trust
w/ community
Distrust btwn
community + government

Describe
Occupational
hazards
workers
lithium

Principles of
environmental
justice need
to be defined

Carve time to

Mission & Vision Statements

Mission Statement

Work collaboratively to sustain fiscal integrity, instill community pride and support continuous improvements to provide high quality, efficient services to residents, businesses and visitors.

Vision Statement

To foster a flourishing economy and facilitate opportunities for residents, workers, and recreational enthusiasts, while honoring the diversity of the population, the distinctive characteristics of the region, and the County agricultural legacy.

OUTCOMES

- ❖ Imperial County will be inclusive, unified and engaged.
- ❖ Imperial County will connect with communities, offering collaboration and leadership to identify solutions to collective concerns and to raise the region's political clout with state and federal governments.
- ❖ Imperial County will foster safe communities.
- ❖ Imperial County will enhance prosperity for all by leading regional economic development, job creation and economic sustainability in coordination with existing local city and community efforts.
- ❖ Imperial County will eliminate existing or perceived barriers to make the county more user friendly.





GOALS & STRATEGIES

1. Leadership, Collaboration and Quality of Life

Lead collaborative efforts to improve quality of life by positioning Imperial County as a county that is friendly to development and job creation as well as improving fiscal vitality and the overall quality of life for all residents and businesses.

STRATEGIES

- A** Create a county economic development and economic enhancement function within the CEO's office to lead a regional collaborative effort to give the county a competitive edge in attracting jobs and economic sustainability.
- B** Enhance county advisory committees.
- C** Put people first by improving county services and efficiency.
- D** Enhance inclusion and equity for all remote areas and disadvantaged communities through a function in the CEO's office.
- E** Support initiatives to encourage civic engagement and voting.
- F** Increase community amenities and appearance, such as parks and public spaces, to improve quality of life.
- G** Celebrate community successes and achievements.
- H** Address physical and mental health initiatives to bolster individual and community resilience.
- I** Establish partnerships with local agencies to speak with a stronger and unified voice regarding regional issues.
- J** Address environmental issues including land, water and air resources to protect public health.

2. Improve Regional Mobility

Advance infrastructure throughout Imperial County by upgrading roads and bridges and expanding all facets of transit, including those arising from economic growth.

STRATEGIES

- A** Promote the utilization of forward-thinking strategies to finance and proactively address road and bridge improvements.
- B** Advocate at the Federal, State, and Local levels for a greater share of state funding for roads, bridges and transit in Imperial County.
- C** Advocate for CalTrans to open an office within Imperial County with decision-making authority to work more closely with the county and cities.

3. Better Customer Service

Put people first by improving county services and technology.

STRATEGIES



Improve customer service by enhancing online services and payment options.



Provide ongoing customer service training for county employees.



Develop one-stop shop permitting and planning services, using online services as much as possible.



Address public safety coverage (Fire and Sheriff) to ensure adequate coverage throughout the Valley.

4. Fiscal Sustainability and Efficiencies

Ensure the County's fiscal sustainability through efficiencies, workforce improvements, development of new funding sources and by empowering departmental leadership.

STRATEGIES



Review and ensure fees charged for services cover actual costs.



Examine staffing levels and address pay to ensure appropriate staffing.



Review all funding sources and explore new potential funding opportunities to determine how best to meet county service needs.



Create professional development initiatives and other departmental training.



Identify and implement necessary efficiency improvements to reduce costs and improve services.



Facilitate the use of interns and other Workforce Development programs.



Review and revise county policies and processes to reduce and eliminate unnecessary bottlenecks.



Streamline recruitment, hiring and employment processes.

5. Jobs & Economic Development

Create jobs and Economic Development to diversify the economy while preserving and enhancing the county's agricultural assets.

STRATEGIES



Lead a regional collaborative economic development and job creation effort.



Establish one-stop services, including enhanced online access, for planning and permitting, including industry expansion.



Implement the Lithium workforce and infrastructure plan.



Identify and reduce barriers that inhibit economic development.

Implementation Plans / Department Projects

IC Draft Strategic Plan 2023 Project Tracker

Goal #1: Improve the quality of life for all in Imperial County through effective leadership and collaboration	Strategy	Strategic Action/Project	Time Frame	Responsible Department	Status/notes
	1H	ICBHS will assign one leadership representative who will actively participate in discussions and activities that will promote collaborative work and advocacy (Related to behavioral health and community).	During FY 23-24	IC Behavioral Health (BHS)	
	1B	Increase community participation by 10% by promoting existing advisory committees or venues to provide input or feedback by increasing social media advertising.	Increase community attendance/participation by 10% by end of FY 23-24	BHS	
	1C	Consolidate Regional Dispatch Center.	3 to 5 years	IC Fire Department (ICFD)	
	1C	EOC renovation/technology upgrade.	2-3 years	I.C. Office of Emergency Services (OES)	
	1C	Alternate EOC determination/renovation/construction.	3-5 years	OES	
	1C	A multi-faceted approach to combatting Fentanyl that involves: 1) A hardline prosecutorial stance on sales cases; 2) Public/School Awareness lectures; 3) Multi-agency collaboration to strategically target and strike specific locales and schools where the problem is identified as increasing.	1/31/24	DA	
	1C	Collaborative Courts Initiative Target appropriate cases with underlying symptomology to address defendants' issues at the root cause (mental health, substance abuse, PTSD, etc.) in order to reduce recidivism and avoid the stigmas associated with punitive criminal justice processes.	1/31/24	DA	
	1C	Gun Violence Reduction Initiative - Bringing in a trainer for countywide training on how to use GVROs; forming a robust review process for all cases involving firearms.	12/1/23	DA	
	1C	ICBHS will work collaboratively with Imperial County leaders and community members to establish a platform where rural areas can develop their own representation groups.	During FY 23-24	BHS	
	1C	Establish ongoing communication with CEO's equity staff. And Support health equity-related efforts of the newly established CEO's equity office.	During FY 23-24	IC Public Health Department (ICPHD)	
	1C	Expand the Public Health Department's health equity program to further address health disparities and advance health equity efforts by: Maintaining health equity-related position(s) within the Public Health Department to ensure long term sustainability of the program; Developing and implementing a health equity plan; and offering training to Department staff on health-equity related topics.	By June 30, 2028	ICPHD	
	1A	Promote water conservation strategies by collaborating with partners, assess the feasibility of banking surface and groundwater as a contingency plan for long-term sustainability for residential, commercial, industrial and agricultural needs.	By June 30, 2028, complete assessment, present findings and identify next steps.	ICPHD	
	1D	Establish ongoing communication with CEO's equity staff. Support health equity-related efforts of the possible CEO's equity office.	During FY 23-24	ICPHD	
	1C	Expand the Public Health Department's health equity program to further address health disparities and advance health equity efforts by: Maintaining health equity-related position(s) within the Public Health Department to ensure long term sustainability of the program; Developing and implementing a health equity plan; and offering training to Department staff on health-equity related topics.	By June 30, 2028	ICPHD	
	1I	Promote water conservation strategies by collaborating with partners, assess the feasibility of banking surface and groundwater as a contingency plan for long-term sustainability for residential, commercial, industrial and agricultural needs.	By June 30, 2028, complete assessment, present findings and identify next steps.	ICPHD	
	1E	Transition to Voter Centers.		Registrar of Voters (ROV)	
	1A	Transition to zero emission vehicles ZEV to fight climate change, reduce carbon emissions.	Beginning January 2024, 50% of new 3/4 ton and higher vehicles required to be ZEV; 1-15 years for remainder of the fleet	Fleet Services	
	1B	Continue work on Program Assessment with consulting firm SiteLogiq, which will plan, design and build to scale EV vehicle and charging network for internal and public use.	6 months to 1 year	Fleet Services	

#2: Improve Regional Mobility

Goal #2: Improve Regional Mobility	Strategy	Strategic Action/Project	Time Frame	Responsible Department	Status/notes
	2A	Upgrade and expand the existing road, bridge, and transit infrastructure to accommodate the growing population, commercial activities, and cross-border traffic.	3-5 years	IC Department of Public Works (ICDPW), Planning & Development Services (Planning), CEO, COB	
	2A.	Ensure that all modes of transportation within the county are safe, secure, and efficient.	3-5 years	CEO, ICDPW, Planning	
	2A.	Through County departments, conduct regular assessments of current road conditions and prioritize repair and maintenance.	Yearly	ICDPW, Planning	
	2B	Collaborate with local and regional partners to expand public transit options to serve larger and rural areas of the county.	Ongoing	CEO, ICDPW, Planning, IC Sheriff's Office (ICSO)	
	2A	Collaborate with law enforcement agencies to improve security, especially in areas close to the US-Mexico border.		CEO, ICSO, ICPHD, OES, DA	
	2A	Through County departments, develop and promote public safety campaigns to educate residents about road safety and encourage safe driving behaviors.		ICPHD, ICDPWD, ICFD	
	2A	Encourage the adoption of sustainable transportation modes and reduce the environmental impact of transportation in the county.		CEO, Fleet, IC Air Pollution Control District (APCD), Planning, ICDPW	
	2A	Promote the use of electric and hybrid vehicles by building charging infrastructure.		APCD, ICDPW, Fleet, CEO	
	2C	Collaborate with industry partners to encourage the use of sustainable transportation for goods movement and logistics.		CEO, Clerk of the Board (COB), IV Small Business Development Center (SBDC)	
	2B	Collaborate with local, State, and Federal partners to reduce waiting times and enhance efficiency at the US-Mexico border crossings for both pedestrians and commercial vehicles.		CEO, COB	
	2B	Assist federal agencies to advocate for the implementation of advanced technologies for quicker document verification and cargo inspections.		CEO, COB	
	2A	Collaborate with Mexican counterparts to share information and jointly improve the border crossing process.		CEO, COB	
	2A	Transition to zero emission vehicles ZEV to fight climate change, reduce carbon emissions.	Beginning January 2024, 50% of new 3/4 ton and higher vehicles required to be ZEV; 1-15 years for remainder of the fleet	Fleet Services	
	2B	Continue work on Program Assessment with consulting firm SiteLogiq, which will plan, design and build to scale EV vehicle and charging network for internal and public use.	6 months to 1 year	Fleet Services	
	2C	Collaborate with local, state, federal, ICTC and non-profit agencies for EV charging stations.	1-3 years	Fleet Services	
	2A	Identify and seek State and/or Federal funding to support electric vehicle infrastructure.	Ongoing	Air Pollution Control District	





Goal #3: Improve How Imperial County Serves All Customers	Strategy	Strategic Action/Project	Time Frame	Responsible Department	Status/notes
	3A	Improve customer service by 10% through the implementation of a comprehensive customer service training for all levels of staff (Survey results).	Improve customer service based on surveys of customer satisfaction by 10% by end of FY 23-24	BHS	
	3C	Emergency Operations Plan update and maintenance.	1-2 years	OES	
	3C	Regional Local Hazard Mitigation Plan update.	2-3 years	OES	
	3C	Fire services accreditation(CPSD/CFAI).	4-7 years	ICFD	
	3C	A multi-faceted approach to combatting Fentanyl that involves 1) a hardline prosecutorial stance on sales cases, 2) Public/School Awareness lectures, 3) Multi-agency collaboration to strategically target and strike specific locales and schools where the problem is identified as increasing.	1/31/24	DA	
	3C	Imbed a prosecutor into each of the local police stations to streamline the investigation/prosecution process and pool resources for greater efficiency.	12/1/23	DA	
	3C	Hire deputy DAs to fully staff office to achieve prosecutions, accomplish strategic priorities.	1/1/24	DA	
	3A	Host pesticide data online such as pesticide permits issued, pesticide use records, and annual registrations for businesses offering specific services related to pesticide use, which are frequently requested of the department.	Dec. 31, 2023	Ag. Com.	
	3C	Project Reach use grant funds to buy a truck and trailer to take probation services serve homeless clients and those living in remote communities, which removes barrier for them to get service and to improve public safety. Partner with other departments to provide other needed services.		Probation	
	3A	Formed a social media and public awareness committee to educate the public on case status, basic laws, public crime awareness, or ongoing links to resources and events that are happening in the community.	Jan. 31, 2024	District Attorney (DA)	
	3A	Outreach to schools and general public to educate on dangers of fentanyl and crime.	6/1/24	DA	
	3A	Enhance outreach and public education about IC Agricultural Commissioner's Programs with coordinated messaging on social media and track user interface. With more more material, and more frequent posts can create more community engagement.	Launch 10/31/2023	Agricultural Commissioner (Ag. Com.)	
	3A	Prioritize and implement technology initiatives that enhance service delivery and increase efficiency. 1. Secure a qualified consultant to conduct a comprehensive analysis of Public Health Department business processes and technological infrastructure and complete a detailed report with actionable recommendations to achieve seamless integration and operational efficiency.	By Jun. 30, 2028	ICPHD	
	3A	Train Fleet Services staff to maintain ZEV vehicles.	Currently 2 mechanics trained; all will be within 3 years	Fleet Services	
	3B	Modernize Fleet Services management programs.	Assessing impact	Fleet Services	
	3C	Plan, design and build new Fleet Services facility to maintain the county fleet.	1-10 years	Fleet Services	

Goal #4: Innovate, Improve Processes through the use of Technology, and Efficiencies to Improve Services While Ensuring the County's Fiscal Sustainability	Strategy	Strategic Action/Project	Time Frame	Responsible Department	Status/notes
	4C	Consolidate Regional Dispatch Center.	3-5 years	ICFD	
	4C	Fire stations renovation/upgrades.	3-5 years	ICFD	
	4C	Apparatus/vehicle replacement and funding.	1-2 years	ICFD	
	4C	Criminal Grand Jury- Increasing efficiency of prison prosecutions by pooling resources into grand jury allotments twice per month. Saves money by handling more cases with fewer resources and while expanding prison grant funding.	11/15/23	DA	
	4F	Bring in MCLE certified trainers for monthly brown bag sessions to teach our prosecutors different facets of the job.	12/1/23	DA	
	4F	Implement PRYOR--a library of online courses for staff. To improve morale, enhance customer service, and teach needed computer support skills for office.	11/15/23	DA	
	4F	Volunteer in Probation program - internship and mentorship program for students interested in careers in probation.		Probation	
	4F	Modernize technology to improve ICBHS staff's knowledge and skills by 20% as it relates to available software associated with their assignment by identifying and implementing needed training.	During FY 23-24	BHS	
	4C	ICBHS will increase provider time spent with patients by 20% by decreasing administrative burden on providers by training staff on Electronic Health Record (EHR) software that simplifies required documentation.	During FY 23-24	BHS	
	4E	Increase ICBHS' workforce by 10% by identifying the most effective approach and then creating a campaign to attract individuals into the behavioral health field.	Within 1 year of project's start	BHS	
	4A	Assess and update Public Health Department fees by conducting regular assessment of existing fees, make updates where needed, train staff about updates, implement communications strategy to make new fees is accessible to the community.	By June 30, 2028	ICPHD	
	4G	Comprehensive workforce development program to include: coordinating professional development programs and activities aimed at recruiting and retaining Public Health Department staff; Support employee attendance at trainings, continuing education activities, conferences, and other events; Coordinate with academic institutions and others to support professional development programs and activities for Public Health Department employees; formalize processes that support the updating of Department-level job descriptions while using Use Public Health Accreditation Board standards and measures to ensure that policies, processes, and corresponding reporting capabilities meet accreditation requirements.	Implement comprehensive workforce developing/onboarding program by June 30, 2028	ICPHD	
	4F	Coordinate training onboarding for Public Health Dept. employees to include: coordinated training, facilitate career pathways that support department's needs; Develop and implement a Public Health Department-specific employee orientation program to ensure all employees are onboarded in a consistent and effective manner; secure appropriate software applications, employee recruitment tools, project management systems, etc., that have integration capabilities to improve efficiency in personnel management.	Implement comprehensive workforce developing/onboarding program by June 30, 2028	ICPHD	
	One-stop	Assess the feasibility of incorporating a County one-stop-shop model at a future Public Health Department facility to streamline and enhance interface between County departments and the public; and based on findings and in coordination with partners, implement a computerized permit tracking system with workflow automation that can track a variety of permit types from different County departments.	By Jun 30, 2028	ICPHD	

	4G	Collaborate with academic institutions and others to make internship, fellowship and/or volunteer opportunities available to individuals interested in public health careers. Convene with academic institutions and others to explore partnership opportunities. Convene with academic institutions and others to explore partnership opportunities.	By Jun 30, 2028	ICPHD	
	4C	Create a formalized process that allows for continuous feedback between intern, fellow, or volunteer and preceptor/supervisor. Ensure onboarding documents are accessible to interns, fellows, and volunteers.	By Jun 30, 2028	ICPHD	
	4G	Onboard interns, fellows, and/or volunteers to the Public Health Department.	By Jun 30, 2028	ICPHD	
	4A	Utilize telematics to manage county vehicle utilization and reduce unproductive miles and harmful carbon emissions. Install GPS in all ICE vehicles for use now and when transition to EV.	1-2 years	Fleet Services	
	4F	Allocate portion of projected lithium revenues to transition transportation sector to ZEV	TBD	Fleet Services	
	4B	Test, train, and implement online Performance Management system by NEOGOV to streamline employee performance reviews.	by end of 2023	Human Resources	
	4B	Streamline county employment recruitment and selection process with online NEOGOV software. System will shorten recruitment from 14 to 7 days.	in 2024	Human Resources	
	4G	Improve the process of attracting applicants for hard-to-recruit positions through a program to recruit and hire professional level interns.	Implement in 2024	Human Resources	
	4G	Consolidate and enhance employee recognition program.	Implement in 2024	Human Resources	



Goal #5: Create Jobs, Economic Development	Strategy	Strategic Action/Project	Time Frame	Responsible Department	Status/notes
	5A	Publish new version of the Crop Report Plus using data from recently released Crop Report 2022.	6/30/23	Ag. Com.	Need to identify funding/software/staffing for project
	5C	ICWDB will use a "Mobile America's Job Center (AJC)" to better serve remote communities throughout the county. The cutting-edge service will be offered in a 38-foot-long coach equipped with an 8-10 person computer lab, with computer access internet access.	Feb./2024	IC Workforce Development Board (WDB)	
	5A	Developing a Lithium Valley Workforce Development and Economic Needs Assessment and plan in collaboration with key stakeholders.	5/30/25	WDB	
	5C	Support the County with the development of one-stop-shop services by assessing the feasibility of incorporating a County one-stop-shop model at a future Public Health Department facility to streamline and enhance interface between County departments and the public.	By June 30, 2028	ICPHD	
	5A	Collaborate with stakeholders, including local businesses and trade organizations, to identify key areas for investment and development.	Continuous	CEO, COB, SBDC	
	5D	Advocate for federal and state funding to improve road and rail links connecting the County to major commercial hubs in Mexico and throughout California.	Continuous	CEO, COB	
	5D	Expand and modernize commercial ports of entry to handle a higher volume of goods and reduce bottlenecks.		CEO, COB	
	5A	Collaborate with industry partners to encourage the use of sustainable transportation for goods movement and logistics.		CEO, COB, SBDC	
	2C	Collaborate with industry partners to encourage the use of sustainable transportation for goods movement and logistics.		CEO, COB, SBDC	
	5A	Collaborate with IVSBDC on promotion of services and initiatives to support small businesses and startups.		CEO, SBDC	
	5B	Continue on Lithium Valley Initiatives pertaining to policy & planning, Specific Plan & PEIR, health impact analysis, workforce & economic development, industry survey, and community education & engagement.		CEO, COB, ICPHD, Planning, ICDPW	
	5E	Increase ICBHS' workforce by 10% by identifying the most effective approach and then creating a campaign to attract individuals into the behavioral health field.	Within 1 year of project's start	ICBHS, HR	
	5E	Internal restructure of evaluation systems for employee growth and support feedback to staff growth and development	Within 3 years	Air Pollution Control District	
	5A	Continue progress on the Local Workforce Development Plan, a Biennial Modification was approved on March 30, 2024.	Though June 30, 2025	ICWDB	
	5A	Expansion of workforce development and training services for youth and young adults, ages 14-24.	Continuous	ICWDB	
	5D	To increase transitional employment to individuals within the County. ICWDB expected to submit waiver to EDD requesting flexibility in funding allocation.	2024-2025	ICWDB	
	5A	Increase resource sharing among partners through the WIOA Mandated Partner MOU.	Active through June 30, 2024	ICWDB	



Appendix

Appendix: A

STRATEGIC PLAN OUTREACH

Visioning Meeting / Group	# of Individuals Contacted	Communities Represented
Dec - Jan <i>Supervisors</i>	5	
Jan 17 <i>IC Departments, Public Safety</i>	18	
<i>IC Departments, Finance, Gen Gov</i>	28	
Jan 19 <i>IC Lithium Specific Plan Workshop, Calipatria High School</i>	125	<i>Various demographics, including North-end communities, electeds, EJ and Social Justice leaders</i>
Jan 23 <i>IC Departments, Land Use, Environment</i>	25	
Jan 25 <i>IC Departments, Health, HR</i>	17	
Jan 30 <i>IC Local Health Authority</i>	14	
Feb 22 <i>IC Transportation Committee</i>	14	<i>Cities, county, IID</i>
Feb 23 <i>Northend Action Council</i>	20	<i>Calipatria, Niland, Bombay Beach, Slabs, Salton Sea communities; EJ and Social Justice representatives, media</i>
March 2 <i>Equity/Social Justice Leader</i>	1	<i>Calexico</i>
March 3-12 <i>CA Mid-Winter Fair Booth (completed surveys counted separate)</i>	120	<i>Various Communities</i>
March 6 <i>Ocotillo Community Advisory Committee</i>	10	<i>Ocotillo Area</i>
March 8 <i>COLAB Strategic Plan Workshop</i>	14	<i>Various Communities</i>
March 10 <i>EC Kiwanis Club</i>	12	<i>El Centro</i>
March 20 <i>Farm Bureau / Veg Growers</i>	11	<i>Various Communities</i>
March 22 <i>ICTC Visioning Session</i>	12	<i>Cities, County, IID</i>
March 27 <i>Heber Community Advisory Committee</i>	4	<i>Heber</i>

STRATEGIC PLAN OUTREACH

Visioning Meeting / Group	# of Individuals Contacted	Communities Represented
March 28 <i>IC Ad Hoc Election Advisory Committee</i>	5	<i>Electeds, EJ, County Staff</i>
April 4 <i>West Shores Community Advisory Committee</i>	75	<i>Salton City, Desert Shores, EJ, Social Justice groups</i>
April 12 <i>IV Regional Chamber of Commerce</i>	10	<i>El Centro, Imperial, Westmorland,</i>
<i>AB 617 Committee, Heber</i>	18	<i>Social, environmental justice, Heber, Calexico and various other areas</i>
April 18 <i>IC Mental Health Advisory Committee</i>	12	<i>Various communities</i>
April 19 <i>ICOE Schools' Superintendents</i>	12	<i>Education</i>
May 1 <i>Los Amigos de la Comunidad</i>	1	<i>Civic engagement, equity, inclusion</i>
May 2 <i>Imperial Valley College Leadership</i>	6	<i>Education</i>
May 3 <i>Imperial Rotary Club</i>	17	<i>Imperial area</i>
May 5-16 <i>Workshop on the Salton Sea Management Plan</i>	75	<i>Various communities including EJ, Social Justice leaders and communities around the Salton Sea</i>
May 22 <i>Brawley Chamber of Commerce</i>		<i>Brawley Area</i>
March 3 - May 16 <i>Community surveys collected at the fair, county website and various group presentations</i>	7 123	
Aug 31 <i>CA Energy Commission Scoping hearing for BHE geothermal plants</i>	100	
Sept 9 <i>Prospective candidates for Public Office at Candidate Training held by COLAB and the IC Registrar of Voters</i>	23	
Week of Sept 18 <i>Representative for Veterans</i>	1	

TOTAL: 935

Imperial County Community Vision Survey

Encuesta De La Visión De La Comunidad Del Condado Imperial

Reliance Public Relations has been retained to assist Imperial County in drafting a 5-year strategic plan that includes community input. How important do you think the following factors are to the future of Imperial County.

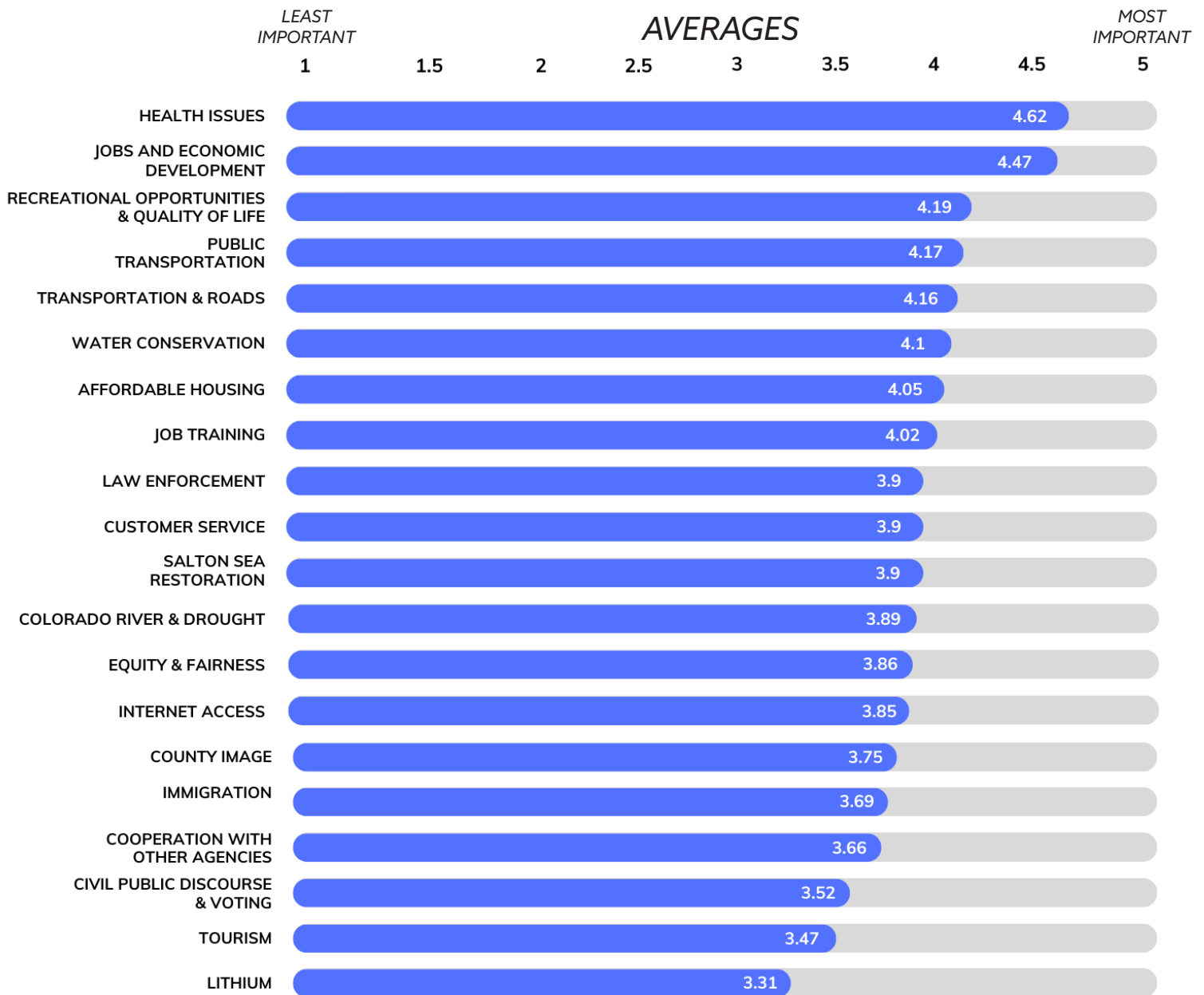
Reliance Public Relations se ha contratado para ayudar al condado de Imperial a redactar un plan estratégico de 5 años que incluye aportes de la comunidad. ¿Qué tan importantes cree que son los siguientes factores para el futuro del Condado de Imperial?

Please rate all below on a scale 1 (least important) to 5 (most important). Add comments below.
Por favor califique todo a continuación en una escala de 1 (menos importante) a 5 (más importante). Agregue comentarios a continuación.

IMPORTANCE • IMPORTANCIA	Least Menos					Most Más
Health Issues/ Healthcare/Hospitals • Problemas de salud/ Atención médica/ Hospitales	1	2	3	4	5	
Lithium Valley, Lithium Development • Valle de Litio, Desarrollo de Litio	1	2	3	4	5	
Jobs/Economic Development • Empleos/Desarrollo Económico	1	2	3	4	5	
Transportation/Roads/Traffic / Transporte/Carreteras/Tráfico	1	2	3	4	5	
Affordable Housing/Homelessness • Vivienda accesible/personas sin hogar	1	2	3	4	5	
Law Enforcement/Public Safety • Cumplimiento de la ley/Seguridad pública	1	2	3	4	5	
Internet Access / Acceso a Internet	1	2	3	4	5	
Civil Public Discourse/Voting • Discurso Público Civil/Votación	1	2	3	4	5	
Job Training • Formación profesional	1	2	3	4	5	
Cooperation With Other Agencies • Cooperación con otras agencias	1	2	3	4	5	
Recreational Opportunities/Quality of Life • Oportunidades Recreativas/Calidad de Vida	1	2	3	4	5	
Tourism • Turismo	1	2	3	4	5	
County Image • Imagen del condado	1	2	3	4	5	
Customer Service at County Offices • Atención al cliente en las oficinas del condado	1	2	3	4	5	
Public Transportation • Transporte público	1	2	3	4	5	
Immigration Issues • Problemas de inmigración	1	2	3	4	5	
Colorado River/Drought • Río Colorado/Sequía	1	2	3	4	5	
Equity/Fairness • Equidad/Justicia	1	2	3	4	5	
Water Conservation • Conservación del agua	1	2	3	4	5	
Salton Sea Restoration • Restauración del mar de Salton	1	2	3	4	5	
Comments • Comentarios						

Appendix: B

Consolidated Community Visioning Survey Results*



**Total Community Visioning Surveys received: 123*

Collected at the California Mid-Winter Fair: 53

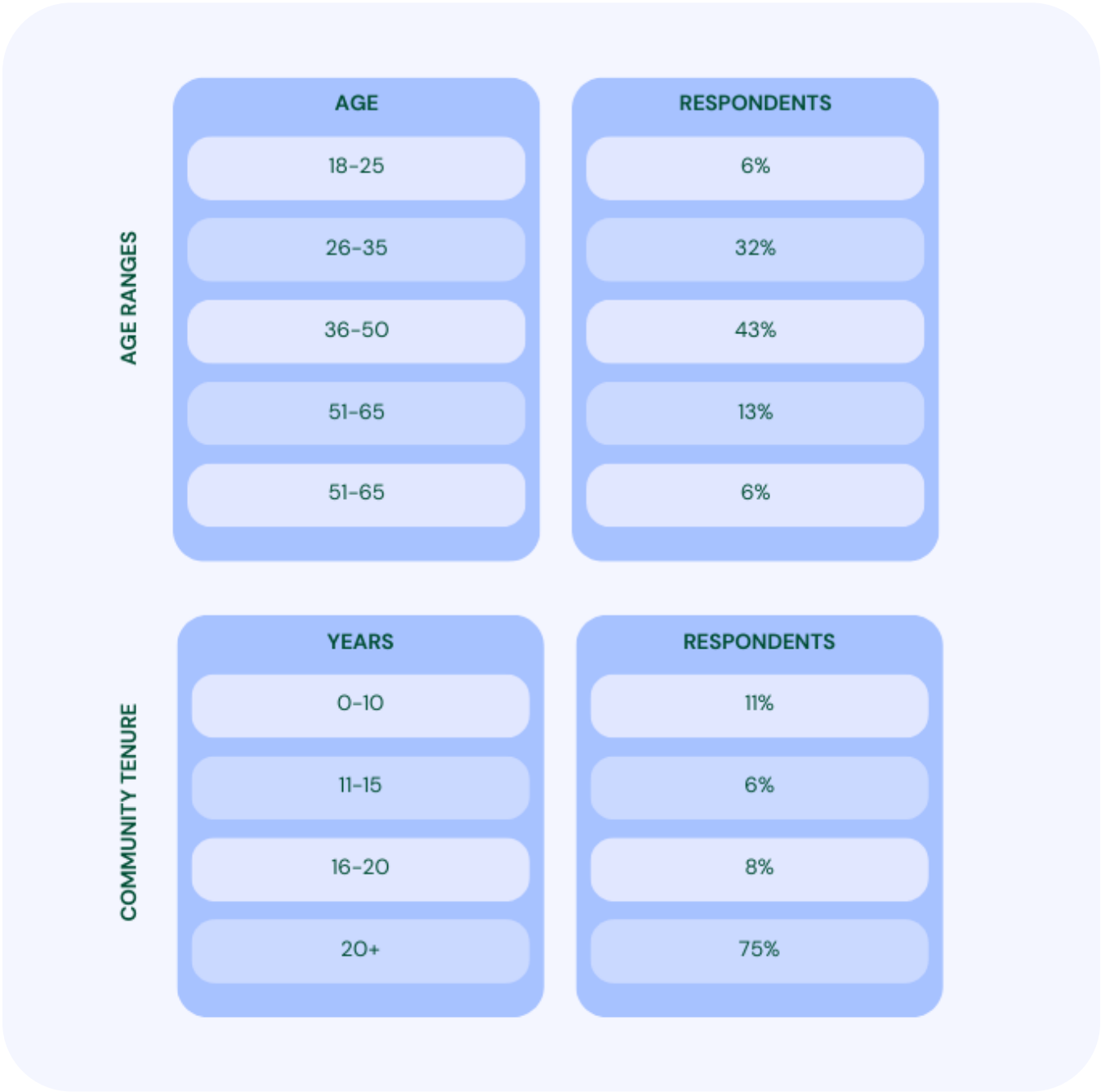
Responses to Online survey posted on the Imperial County Website: 54

Surveys completed at community meetings: 16

Appendix: B

Consolidated Community Visioning Survey Results

COMMUNITY RESPONDENT DEMOGRAPHICS



Sample of Community Outreach Comments

"Community relations and civic engagement."

Challenges

"Cross-border traffic tears up roads."

Changes Needed

"Healthcare - few doctors, patients wait too long."

Changes Needed

"The reason we are getting attention - we have something others want."

Advantages

"We are a family-oriented community."

Quality of life

CHALLENGES

- ❖ "Our technology is aging out."
- ❖ "County has technology silos, one system or program doesn't talk to other."
- ❖ "The world is passing us by without better systems."
- ❖ "Transportation."
- ❖ "Housing - need affordable houses."
- ❖ "Job creation."
- ❖ "Environmental Hazards"
- ❖ "Need community spaces for recreation."

CHANGES NEEDED

- ❖ Lack a unified voice in approaching state/feds, but opportunity to unify advocacy on multiple issues."
- ❖ "Small population - we lack representation."
- ❖ "Public projects don't merge across jurisdiction lines."
- ❖ "We need more collaboration."
- ❖ "Too parochial."
- ❖ "Need to look at greater good."
- ❖ "Attitudes."

Appendix: C

- ❖ "Need direct aid services that are accessible for community with an expansion of hours and staff."
- ❖ "Lack of local services."
- ❖ "Need post office, P.O. Boxes rebuilt in Niland - without having to go into Calipatria for mail."

ADVANTAGES

- ❖ "Quiet towns, quaint".
- ❖ "Perfect location for small ag county, so close to everything - Mexico, AZ, metropolitan areas, etc."
- ❖ "We have people from everywhere living here."
- ❖ "Communities have each other's back - like family."
- ❖ "Everyone supports those in need in times of crisis."
- ❖ "The culture - there is a strong sense of community pride."
- ❖ "Friendly rivalry."
- ❖ "There is so much potential here - natural resources, location to border, metro areas."
- ❖ "Potential, especially with climate change."
- ❖ "We are growing."
- ❖ "There is a community and unity here because we are often marginalized by others outside the county."
- ❖ "We are unique and very resourceful."
- ❖ "Low cost of water & power."
- ❖ "Labor is available."
- ❖ "Metro areas around Valley are maxed out."
- ❖ "Becoming a competitor to Phoenix, logistically."
- ❖ "Great potential for the future."
- ❖ "Development opportunities."
- ❖ "Close to international commerce."
- ❖ "Advantage over Otay Mesa - maxed out."
- ❖ "Mexico labor at the border."
- ❖ "Unique size - small compared to Mexicali."
- ❖ "Fluid border - Mexicali residents work here, crossborder traffic brings shopping here."
- ❖ "We know our neighbors and look out for one another."
- ❖ "We're protective of our Valley; want to partner with other but to direct the change."
- ❖ Easy access to commerce on both sides of the border."

- ❖ "'That will never happen here' attitude".
- ❖ "Delays ... farmworkers can't cross border."
- ❖ "Planning/Building approval process is too slow."
- ❖ "Overdependent on autos"
- ❖ "We look at things the same old way - it's a barrier to improvement and growth."
- ❖ "Skilled workforce and those with higher education often leave rather than stay."
- ❖ "Workforce & Housing are the biggest challenges."
- ❖ "Hospitals are a big issue."
- ❖ "We need to get rid of low-income stigma/mindset."
- ❖ "Many communities are isolated without internet."
- ❖ "We need broadband, so all have access to internet."
- ❖ "How to eliminate stigma and belief that we don't deserve or cannot have anything else."
- ❖ "We need to start with small successes."
- ❖ "Need to build unity and set priorities to address issues."
- ❖ "We look at scarcity, rather than see opportunity - change the lens."

QUALITY OF LIFE

- ❖ "Cost of living."
- ❖ "Slow pace of life."
- ❖ "We have good schools."
- ❖ "People care about one another."
- ❖ "We feel like a family."
- ❖ "Really good people, know neighbors - we all talk".
- ❖ "Short commute to all communities for work".
- ❖ "Lower crime rate."
- ❖ "Good pace of life."
- ❖ "Work-life balance."



ALL COMMUNITY COMMENTS

Number	Comments		
1	Agriculture	80	Need better street/road paving, repair
2	Raw material/natural resources	81	Paving streets improves air quality
3	Good location, centrally located in middle of 25 million people in surrounding metro areas, Mexicali	82	Roads/infrastructure needs and lack of funding opportunity for advocacy
4	Really good people, know neighbors "we all talk"	83	train derailment tanker on curve of Union Pacific Opportunities for advocacy
5	Low cost of water/power	84	Lack a unified voice in approaching state/feds but opportunity to unify advocacy on multiple issues
6	Short commute to all communities, to work	85	Small population means we lack representation
7	Lower crime rate	86	Public project don't merge across jurisdiction lines
8	Good pace of life	87	We need more collaboration
9	Work-life balance	88	Too parochial
10	Labor is available here	89	Need to look at greater good
11	Metro areas around Valley are maxed out	90	Attitudes
12	Becoming a competitor to Phoenix, logistically	91	"That will never happen here" mentality
13	Great potential for the future	92	Crossborder traffic tears up roads
14	Development opportunities	93	Delays mean farmworkers can't cross border
15	Close to international commerce	94	Planning/building approval process too slow
16	Advantage over Otay Mesa, which is maxed out	95	Over Dependent on autos
17	Mexico labor at the border	96	We look at things the same old way -that's a barrier to improvement and growth
18	Unique size small compared to Mexicali, both good/bad	97	Skilled workforce and those with education often leave rather than stay
19	Fluid border - Mexicali residents work here, cross border traffic brings shopping here	98	Workforce/housing the biggest challenges
20	Fed government expanding border crossing	99	Hospitals a big issue
21	Agriculture - needs protection	100	Healthcare too few doctors here and patients have to wait too long
22	Water rights - protect	101	Need jobs, and new industry to create them
23	Adaptable/ flexible	102	Must attract industry
24	Large Agriculture employers	103	Use incentives to attract industry
25	Weather	104	And do a better job of vetting industry
26	Low electricity rates	105	State tax on lithium could kill the industry
27	Willing and trainable workforce	106	We look at scarcity, rather than see opportunity - CHANGE THE LENS
28	Navy Base	107	Need leadership with the right perspective
29	1.2 million acres of public land (BLM)	108	But need to do better vetting for elected leaders -check on criminal backgrounds
30	Close-knit community	109	Issues of Equity and Justice
31	Resilient, adaptable	110	We need vision
32	Promising economic growth (lithium, water, other minerals); leverage funding opportunities	111	Lack engagement with public
33	Develop resources despite being resource-isolated; figure things out, make them work	112	Lack qualified individuals locally - IID has to look outside for a new GM
34	Being bicultural is double-edged sword	113	How to communicate with the public?
35	Regional collaboration gives region exposure to higher individuals at state, federal levels	114	People only show up to complain
36	Protective; want to partner but to direct the change	115	Read "Rants & Raves
37	Lower housing costs	116	Easier to "rent" than to change
38	Access to education, institutions across the border	117	Need a 4-year university
39	Good networking	118	Lack of educational attainment is a huge barrier to growth
40	Heat/weather	119	Send kids south to CETYS for college
41	Being in California/red tape	120	Set up program for educational tourism like medical tourism
42	State regulations -1 of 3 most regulated states in the nation	121	Must increase 1st generation of college graduates
43	Minimum wage/ but it is cheaper to live here	122	In Mexico people do not trust government -85 percent Hispanic here
44	Roads/infrastructure	123	Decrease apathy
46	Keeping up with technology IC website needs improving	124	Have each supervisor embrace one of the strategic plan goals
47	Border crisis/ illegal immigrants	125	We need student housing
48	Health care challenges - hospitals	126	Marketing campaign for branding for
49	Zero mental health beds available here	127	Opportunities for unified advocacy
50	Schools need more support - face high percentage of behavior health problems	128	Need more collaboration
51	Schools overcrowded	129	Reactivate rail to San Diego
52	Salton Sea	130	Develop light rail to connect the cities in the Valley
53	Social Equity	131	Improve services, amenities for the middle class
54	State, federal governments don't pay attention to the needs of the county	132	CETYS an opportunity, send kids there for educations
55	Small population	133	Must attract industry
56	Low voter turnout	134	Use incentives to attract new industry
57	Staffing, salaries, retention (employees lost to agencies offering flexible schedules, higher \$\$)	135	Tax incentives can help attract industry
58	Recruiting expenses; training costs, then employees move elsewhere	136	But must do a better job of vetting industry
59	Post-pandemic level of regional communication is inadequate	137	The state tax on lithium could kill the industry
60	Telecommuting equipment expense, security, quality of work	138	Politics is an issue
61	Fragmented electronic infrastructure; need a coordinated information system	139	Need legislators from the Valley, not from San Diego or Palm Springs
62	Outgrown space; satellite offices spread out, aren't healthy for staff, community	140	Need leadership with the right perspective
63	Adequate space needed in a centralized area	141	We need vision
64	Affordable housing, for homeless and in general; especially North End	142	We need better vetting for elected leaders - check on criminal backgrounds
65	Inequity in funding, with I.C. getting the short stick	143	There is a lack of engagement with the public and elected leaders
66	Inadequate communication to the community	144	Need partnerships
67	26 departments (13 programs) doing things differently	145	Hire a consultant to help us see what we are good at
68	Manuals of procedure, SOPs, are hit and miss.	146	IID working to expand Public Affairs department, outreach
69	Get message across to state/feds that the county needs help to fix social equity issues	147	Mental health help
70	Local messages need to be changed/improved to get state/feds to pay attention to the community's needs	148	County needs to invest in ourselves
71	Need appropriate zoning to protect ag/NAF El Centro	149	Incentives exist with the state i.e.. CIIP, CTR - 75 percent property tax rebate to company for first 15 years
72	Recruit industry to come to the Valley to provide jobs, grow economy	150	Also Enhanced Infrastructure Finance District - which keeps tax in the district for infrastructure
73	Offer industry incentives, but tie them to making the industries stay	151	Need improvement of schools - better compensation/quality of teachers
74	Form a countywide hospital district	152	Need qualified workers/ education
75	Go after Grants	153	Holtville schools great/ teachers commute from Yuma
76	Get more people to vote	154	Have supervisors be champions for roads, hospitals housing
77	Educate voters	155	Have county run as a business
78	Need a more personal approach hold town hall meetings	156	Ag is #1 industry here
79	Show what county accomplished from its previous strategic plan	157	County customer service terrible - permits are lost
		158	County can't keep employees
		159	By far hardest agency to work ...
		160	Public works is buried in projects

Appendix: D

161	County needs growth	234	The county sees lithium as the next big thing, but ignores existing ag
162	Need to help people grow their businesses	235	Ag needs 3-phase power lines, but difficult, expensive to get zoning approval from county
163	Help people transition home businesses to retail spots	236	Bus service between Calipatria and Calexico limited, but not used much. County could save money by using ubers or vans
164	USDA will pay up to \$75,000 of college for vets who will work, have biz here	237	Need to open the east port border crossing earlier to get farm labor to fields
165	Need to improve quality of life	238	New checkpoint on I-8 east to Yuma is an issue, causing delays for ag trucks
166	HR needs to be on board with retention and succession planning	239	County should advocate for ag
167	New team tasked with strategic planning on department level	240	Air service out of the Valley needs to improve, tickets aren't available. Flights should be added
168	Centralized training	241	Put a cap on ag-to-solar conversions
169	Develop a country super team of grant writer, analyst, liaisons to avoid overlaps	242	Water from fields converted to solar farms should stay in the ag pool, not used for transfer
170	Educate community to change mentality on financial literacy, career pathways	243	Beware of other countries working to take advantage of us, our water, resources
172	Plentiful water, good soil	244	Ag community needs to support people, elected who support ag
173	Year-round growing	245	Too few in ag understand or care about advocacy now here
174	Available and productive workforce	246	Need accountability - too many in county government marking time till they retire
175	Climate	247	There needs to be accountability
176	Affordable electricity	248	EJ groups in Riverside taking over, impossible to farm now in Orange County
177	Room for growth	249	We should annex to Yuma
178	Fairly central to urban markets/ access to customers	250	Too many here don't understand agriculture
179	Nature/outdoors	251	We need the crop report plus done more often and in greater depth so locals and others understand the value of ag here
180	Potential renewable energy	252	Workload/staff time
181	Close-knit community/ cohesive community	253	Schedules
182	Efficient/gravity flow water system	254	Competing interests
183	Everyone wants our water	255	Limited funding opportunities that all have to compete for
184	Minimal representation at state/federal levels	256	But when there is a fire/crisis we all work together
185	California regulations making it hard to do business here	257	Starting to think regionally more
186	Quality of life lacks amenities to attract new businesses or CEOs, upper managers to locate here/hard to attract new CEO for IID	258	The Valley hates on itself
187	Need better schools/ amenities	259	A lot of competing interests
188	Weather	260	We are often fighting for crumbs
189	No healthy restaurants/need more variety and higher end eateries	261	Starting to work together IID-IC have 2on2 mtgs; IID starting to have 2on2 mtgs with cities
190	Underdeveloped infrastructure	262	IC has 2on2 mtgs with S.D., Yuma
191	We are opinionated	263	There is more relationship building happening, making it easier to share
192	Lack adequate medical care	264	We are starting conversations
193	Air quality - dust	265	2-on-2s more informal, collaborative
194	Salton Sea	266	Northend is more underserved; that makes it difficult to compete
195	Zoning issues	267	CalTrans is showing up more
196	Education policies don't match personal philosophies	268	Outside, IC gets treated differently/is often forgotten
197	Lack pride in agriculture here, the most prominent industry	269	Reason we are getting attention now is we have something others want
198	Ag/IID often clash	270	At lithium mtg in Calipat with the Secretary of Energy, local cities, agencies were not united. Everyone was there with their hands out
199	County, Board of Supervisors ignorant of agricultural industry	271	Now at big conferences, we all are speaking up w. a united front
200	Not having the Williamson Act a deterrent to preserving agriculture here	272	We can unite against SD, SCAG
201	Lack of knowledge about ag and the GDP of the county	273	New initiative, if passed, would eliminate all taxes, could kill the lithium tax. Need to campaign against it
202	Students do not apply for ag internships - they are misguided about ag	274	Outside, others are telling our story, not always in our best interest
203	Lack of educational programs related to ag	275	Those things hurt us collectively
204	Kids staying local for college don't get information/programs that guide them to ag	276	Cities need good policy
205	Tried to start a seed breeding program for college students but didn't get school support - like speaking a different	277	Look at Yuma as an example - there all agencies, everyone one came together to join ag in fighting an effort to buy land for water rights and transfer
206	Need buy-in from SDSU IV and IVC for ag	278	We could learn to be more like Yuma
207	Leadership in ag needs to take a bigger role with county, but little time	279	Good policy lifts everybody
208	Fuel here is so much more expensive	280	We need to quit worrying about who gets credit
209	Taxes, worker comp is so expensive	281	Messaging is important
210	So many safety regulations and measures hurt ag and no one cares	282	With lithium people here say "here we go again" that they think nothing is going to change, get better
211	CUPA continues to be an issue got rid of use of ammonia for cooling, though better for the environment than freon because of CUPA demands	283	CalTrans officials working here 33 years see a chance to re-invent things post-pandemic
212	State wanted fines from CUPA, difficult to get program fully transferred back to IC	284	Reach out to CalTrans - many opportunities
213	Sheriff communications with ag as good as it gets	285	Interpersonal relationships very important with CalTrans, used to know staffs at all cities, county, now not so much
214	Riverside ag commissioner easier to deal with than IC	286	There are more opportunities here post-pandemic
215	Planning Dept rules and regs so tough to work with it pushes business to Yuma	287	IC one of only regions with population growing
216	Sheriff not patrolling ag enough	288	Need water to grow
217	IV Resources Management illegal dumping program a great idea, but not working	289	We need to drive around, look at everything, see where we can collaborate
218	Need to add mandatory fee onto tires (now voluntary) for an easy fix	290	CalTrans is a great partner w. ICTC
219	Since county closed the dumps people are dumping stuff onto farm fields creating a big problem	291	Make sure ICTC has what it needs to support region
220	If the waste is not picked up right away more people dump there	292	ICT has multiple platforms that can be used to reach everyone.
221	IID, county need to make sure we don't become the dump for all California	293	Should have a mtg with all ICTC agencies at supervisors chambers to focus on issues where we can work together
222	Bridges out - every single bridge over the New River in the southwest quadrant of IC is out.	294	Still don't have votes here to have a voice in state, fed legislatures
223	Driving around those bridges that are out is costing farming time and expense	295	County GIS not fully implemented, we need to expand its uses
224	John Gay is moving in the right direction, but need more done	296	Implement more robust technology, offer technology training
225	Pot holes on many roads a huge problem	297	Our technology is aging out
226	Brawley in the middle of the Valley for agriculture but many of county maintained roads north of there are rarely used. Those roads should be abandoned and turned over to landowners	298	County has technology silos, one system, or program, doesn't talk to another
227	There should be more bike lanes created for recreational facilities	299	The world is passing us by without better systems
228	County should allow a stormwater basin at Sunbeam lake for parking instead of ticketing people parking on the dirt access road	300	Need better information systems, technology, and training department by department on information systems
229	Public Works has budget for payroll but not material for road repairs, why not total over both to get the work done		
230	County should try working with IID to better market and lobby to protect our water with the \$200 million District has in ag reserves		
231	Ag would welcome industry and business diversification		
232	There is water for and industry here - if it is kept here		
233	We prefer to transfer water within the county so the region can thrive rather than have it go outside		

301	The new workforce and older workers view technology differently, and it's creating challenges	368	Interested in the MOU county has with utility district over park maintenance
302	Too many roadblocks, need more open conversations	369	We don't know who to go to when there is an issue
303	We need an electronic payment system and portal for payments to the county, not isolated used by one dept or another	370	Cost of living
304	We need translation services at all public meetings	371	Slow pace of life
305	State/fed funding for bridges is highly political	372	Towns quiet, quaint
306	With limited resources, need to partner with local agencies for solutions. It's the only way to go	373	Perfect location for small ag county, so close to everything, Mexico, AZ, metropolitan areas, etc.
307	We are working with IID to put in culverts to reduce complexity and cost of replacing some bridges	374	We have people from everywhere living here
308	We are buying a bridge off the shelf speed up replacing bridges	375	Communities' have each other's back - like family
309	Have to understand no one else is going to save the county so come up with local solutions	376	Everyone supports those in need in times of crisis
310	Must rely on out-of-the-box thinking, be creative	377	The culture - there is a lot of community pride - strong sense of pride
311	For too long we have settled for second and third best. We have to change the thinking that it's all we can get or that we are less than	378	Friendly rivalry
312	We need to demand more outside the Valley	379	There is so much potential here - natural resources, location to border, metropolitan areas
313	We should define our priorities and work together to get them	380	Potential, especially in time of climate change
314	Start by establishing baseline of what is acceptable for local agencies	381	We are growing
315	We need to demand more to upset the current metrics	382	There is a community and unity here because we are often marginalized by others outside the county
316	We need a CalTrans engineer based in the county because there is so much work going on	383	We're unique and very resourceful
317	We need to go after grants, but there must be sustainability	384	It is a triumphant story
318	We are working with the communities differently	385	Community is welcoming lithium as has not happened before
319	Returning employees after COVID has been challenging	386	Though left for school, always wanted to come back for the quality of life
320	COVID had a negative effect on people's emotions, it changed relationships	387	Outside of Valley nobody was living the life I wanted to live
321	Close Knit community, resilient, protective	388	Nothing I found was as fulfilling as what is here though I had to leave for school
322	Adapt to situations even when underserved, underfunded. Opp for economic growth, investment.	389	Family is very important and that is here
323	Excellent communications, leverage funding opportunities both within and outside the county	390	We have a lot of advantages, off road activities, Glamis, the desert, fresh air.
324	Resourceful because we're isolated we have to figure things out to develop our resources to make things work.	391	Like the local economy supports mom and pop shops or people doing business out of homes
325	Work well with other depts to find a solution.	392	Not a lot of traffic, streets safe
326	Being bicultural – sharing border, double edged sword. Public Health has regional connection with S.D., which benefits IC	393	Have a greater voice here, even for young people, because we know one another
327	Other tangible assets (IID and water rights), lith and critical minerals will be pivotable.	394	Some local races are decided by just 10, 20 votes
328	We are protective when outside folks want to come in to fix our probs because they think we can't get it together, we say no. they historically have had trouble to get people to talk to us.	395	Campaigns (for school board, city council) don't have to cost a lot - can go door-to-door
329	We want to direct our changes. We'll work with partners, but want to be listened to, respected	396	It is easy to speak out at city councils, Board of Supervisors
330	We have a Foreign Trade Zone	397	Candidate workshops held by the Election Department, COLAB were very helpful. They made the process of running a campaign seem doable
331	Cost of housing is lower here than surrounding areas. There are a lot of people who live here and commute to San Diego and riverside counties.	398	Problem of pride in community is a challenge when cities often out only for themselves
332	An asset we don't tap into enough is with counterparts of neighboring counties. See value there of incorporating ideas, concepts. Just our presence has value. Good to talk to other executives also in the trenches, looking at same issues. Us being part exposes us to higher individuals at state and fed levels. I see that as an asset. Doesn't cost. Can access it.	399	We are in competition mode often going after crumbs
334	Most (behavioral health) doctors we assist with their visas have done schooling elsewhere, do residency in U.S.; afterward we recruit them and they apply for calif license.	400	We don't work collectively often enough
335	Docs from Mexico who can't practice here can be epidemiologist here. Public health has 2 docs from UABC. Another in health clinic not doing med doc stuff.	401	Because we share an assembly person, a state senator and a U.S. representative with more urban area we end up on the short end of the stick and always lose out
336	The people, the community	402	Because we are a small population base, we end up on the short end of funding
337	They aspire to go higher, do better	403	Grants are important, but can't be #1; we need to focus on developing our resources.
338	People want to feel they are wanted	404	We need to focus on developing our natural resources to create sustainability
339	Good schools	405	Even with a college education, it is difficult to get a job here
340	Community is active, and is inviting	406	Hard for county to get a pool of qualified candidates because of salaries
341	Family-oriented community	407	We used to lose good employees to the prisons, now we lose them to private practices
342	Want to make sure Heber gets services it needs	408	Why is voter turnout so low? Do we need to audit the list of registered voters?
343	Security and safety needs to be addressed	409	After 2020 the list was audited and greatly reduced the number returned for changed address or deaths
344	1 sheriff's deputy is not adequate	410	Now hiring an election coordinator and hiring two new election technicians to keep the rolls up to date we were able to propose and supervisors agreed to fund them with Solar Public Benefits funding
345	Main roads are not properly maintained	411	Why is voter turnout so low? We need a quality pool of candidates
346	There are places the sidewalk is missing or damaged; it sinks over storm drains and is difficult for seniors to use safely	412	Candidate training sessions are a good way to interest people in running for office
347	Heber is in the county, but needs certain services like a city	413	People do not realize how easy it is to run and how inexpensive it can be
348	Communications needs to be improved	414	Democracy works when everybody plays a part
349	We need more activities for kids, especially in the summer	415	There is a lot of apathy - people just focused on surviving
350	Want the gym open in the summer for programs for kids	416	Education needs to push civic engagement
351	Heber used to be seen as a lawless town in the '80s and '90s. Once a deputy was badly beaten here and it took 45 minutes for law enforcement to respond. He had to medically retire after incident.	417	Don't like what's going on in Calexico and see the same names on the ballot so I don't vote
352	Community is safer now, but needs more	418	It is hard for Social Services to recruit and retain good employees because salaries are too low
353	Want to have sheriff work with us to start a Neighborhood Watch program	419	Need Behavioral Health, Social Services and substance use to work together to solve homelessness
354	How does the county assess what the needs of the town are?	420	Unfortunately, each department has a different way of doing things and families are not being helped
355	Traffic is too fast on Dogwood, main routes dangerous for children walking to school	421	Border relations/ solitary within Imperial Valley
356	Since county closed the dumps people are dumping stuff onto farm fields creating a big problem	422	Work Ethic
357	Communications is a problem. People are confused, they don't know who does what.	423	Hope (some pessimism) despite past failures. Do not give up
358	The affordable housing project proposed may provide housing, but creates its own problems, like crime	424	Optimism
359	What is the county going to do to provide better law enforcement in Heber	425	People here are resilient
360	Wind knocked down a street sign at Fister & McCabe Roads a month ago, still hanging from one side, when is the county going to fix it?	426	Agriculture
361	Wondering about future funding for a suggested greenbelt that could include a bike path and a pedestrian walkway	427	Transportation
362	What is happening with the Mira Luz Affordable Housing project? And McCabe Road II, we want a update	428	Community relations and civic engagement
363	What agency is responsible for street sweeping? When is it scheduled	429	Housing- need affordable houses
364	CR&R trash trucks leak oil someone needs to fix that. The public utility district, not the county, has the contract	430	job creation
365	Signal light on Dogwood north of Heber is always flashing, when will it be fixed?	431	Environmental hazards
366	Need an ordinance requiring tree trimming to keep branches from growing over the roadways. It is becoming a hazard the county needs to trim them or take trees down	432	Need community spaces for recreation
367	Committee wants an update from ICTC on services	433	Need direct aid services that are accessible for community with an expansion of hours and staff
		434	Lack of local services
		435	Need post office, P.O. boxes rebuilt in Niland, not have to go into Calipatria for mail
		436	No Greyhound bus services anymore
		437	Limited public transit - Bombay Beach has bus service 1 day a week
		438	Need a place to hold concerts, for people to get together
		439	People don't know that benefits are available
		440	Make sure information reaches all audiences
		441	Need translation services for non-English speakers
		442	Want more community beautification projects, not just downtown, but parks, schools, businesses
		443	Need power grid expansion
		444	Want public investment

Appendix: D

445	Accountability	523	We want a redistribution of the money from law enforcement to health care opportunities and housing
446	Transparency	524	County should cooperate with other agencies - i.e. Lithium Coalition supported the tax
447	Need educational/occupational training investments	525	Want to see more cooperation with county and agencies and nonprofits - like making \$1 million in community benefits funds available to community gaps filling the gaps in service
448	Want cleaner transportation, beautification of public transit	526	County needs to be less defensive - and show up differently
449	Want more green space, community gardens, bike paths, bike routes to IVC	527	County has to have hard conversations; it can take criticism and still collaborate
450	More community events	528	We are missing out on multimillion grant opportunities by not working together
451	Make election day a public holiday	529	California Climate Investment, Cap & Trade available to collaborative proposals from gov, developers and CBOs
452	Salton Sea restoration investment in a way that is responsible	530	There is money in the governor's office - Affordable Housing and Sustainable Communities (AHSC) that requires collaborative proposals
453	Thanks for taking the time to address concerns	531	The county should take the lead
454	Small, most people know each other- a tight community	532	Why are we fighting for crumbs when we can go after big grants
455	Easy to get around (The Slabs, Niland)	533	Education is disheartening here - we need better quality of education and benefits offered to teachers
456	Natural beauty	534	Need new educational opportunities here
457	Farming	535	SDSU is not coming through - very disheartening
458	Sense of history	536	SDSU offers homeland security, but not public health - militarizing opportunity and causing divisions in the community
459	Create good leaders of the future by demonstrating good leadership	537	SDSU's bus service between here and the coast good idea, not really working
460	Lead by example	538	Need road lights at Interstate 8 exit and entrance. There are lights on Highway 98, but not on surface street at 8
461	We are neighborly	539	Evan Hewes Highway Bridge closure hurting Ocotillo, want it fixed
462	Homelessness	540	Willing to have road around the bridge, but county says its not safe
463	Need to make service meet what people need	541	It is expensive to build a bridge or pave a road.
464	Improvements needed - healthcare focus on recreation, ie community pools, fields,	542	Want the community center in the heart of Ocotillo maintain and expanded. It was left to the town, but not sure who owns it or maintains it.Different from the center at the county park
465	Increase internet connectivity and communications for all	543	Really important to maintain and protect the aquifer that supplies Ocotillo . The Ocotillo-Coyote Wells Aquifer was designated by EPA in 1996 and is supposed to be protected.
466	Public transportation here a terrible waste of money	544	The county plans set limit on the amount of water permitted developments can draw
467	Half of time buses are 90 percent empty	545	Many of the individual wells are in decline not sure why- from draught? Or because Plaster City is taking more water
468	There are bus stops, but they are not done for the customers' convenience	546	A lot of people here have been hermits and want to be
469	Need to add riders on transportation advisory committee to understand what is needed	547	There are many part-time and seasonal residents here
470	Focus on aging population, ability to age in place	548	A lot of us want the freedom that comes from living in the desert
471	Immigration and settlement resources	549	But there is a community cleanup day, it will be April 15
472	Churches are a good way to reach people	550	There is an Optimists Club with 33 members
473	Leadership throughout the county a concern	551	And the community center has a kids space and space for seniors
474	Leaders need to work to make the right decisions for the community	552	Community needs better internet. There is no Spectrum, have to use a T-Mobile hotspot or a satellite uplink
475	We need leaders who think about more than their fear about not being re-elected.	553	We would like space for a computer lab and a wellness center
476	Water	554	It would be nice to have IVC classes taught here
477	Diversity	555	If we want a big hairy audacious goal for community it would be to have a sheriffs substation here with extra rooms for a kids' activity space and space for a community pantry with local produce available at reasonable prices
478	Close to the border	556	48 kids from infant to high school live in the Ocotillo, No Mirage areas
479	Need a new post office in Niland so community doesn't have to go to Calipat for mail	557	There is concern about safety. The Sheriff is at least 1/2 hour away. If there is an issue we call the BLM
480	Regular bus service to Bombay beach	558	Need stop signs in NoMirage
481	Healthcare/hospital	559	Good cooperation from from county Public Works
482	Regional residential water service	560	Community often feels forgotten - so far from everywhere
483	Internet connectivity	561	Sometimes don't know what to believe
484	Open the library in Niland	562	There is community clean-up day 2ce a year, but want transfer station available more often in Ocotillo
485	Want to see a town square, gathering space, park	563	Want the transfer station available every weekend
486	Want a food pantry with fresh food	564	Appreciate the Sheriff's Department attending the meetings to get 1st hand information
487	Tourism	565	Building permits cost too much and take too long to get
488	Rest stops	566	Building permits ask unreasonable things - like curbs and gutters
489	Better community lighting	567	Collaboration with law enforcement; bringing awareness of roles both ways
490	Improved county permitting process	568	Funding other departments don't have
491	Better communications on events	569	Address as much needs in Valley as department can afford
492	More homes built in Northend	570	Adds programs as needs are identified
493	Vibrant community again, community events, open spaces	571	Training with various agencies that work with same populations (sheriffs, probation, etc.)
494	Beautification	572	More use of evidence-based practices,models based on age groups
495	New water company for Niland, Calipatria	573	CalAIM requires we all work together; system is transforming; good change but pain in beginning
496	Clean up the Salton Sea	574	Shortage of workers; losing trained nurses, MH staff to other agencies
497	Air pollution	575	Salaries lower than in other counties
498	Need county to pay attention to community's needs, concerns	576	Telehealth, online agencies pay more
499	Calexico is close-knit community	577	Educational opportunities limited locally for mental health workers
500	Raised by the community and want to pay it forward	578	Employees prefer to work from home post-pandemic
501	Ag community is a strength	579	Grants becoming essential but limited access to grant-writers
502	Farmworkers are hard-working, resilient despite the climate	580	Mentored internship program
503	Social Justice movement here is pretty progressive and could grow	581	Address homeless, veterans, dysfunctional families; food, nutrition, other issues
504	Social Justice started in 2020 when county wanted to reopen business despite the public health concerns of pandemic	582	Job results in burnout; pandemic made it worse
505	We petitioned the state to stop them.	583	Overstaffed and underpaid. Have to pay more
506	Now the county Public Health Department trying to build a health equity position	584	COVID changed everything: increases in substance abuse, alcohol use; overlaps with criminal justice system
507	Democratic participation needs improvement - see who ends up with seats	585	West Shores communities look terrible trash, graffiti,abandoned buildings has a terrible reputation
508	We are working to build candidates		
509	Election Department has room for growth; it should have more data available online		
510	County throughout needs to make more robust information available to the public online		
511	Everything needs to be available electronically and be transparent		
512	County should do more outreach and education		
513	People don't vote or participate in meetings because there is a trust issue. It's called "civic trauma", after repeated harm by the system, citizens get tired of trying. Generations lose hope and give up.		
514	County needs to provide interpretation available at all meetings		
515	96 percent of Calexico residents feel excluded because of language		
516	People want to be heard		
517	County is trying to reach out on lithium and public health is receptive to outreach		
518	It is important that evaluation of needs be based on data		
519	Health care is #1 issue in IC		
520	Access to health care, quality of health care and mental health are all issues		
521	How county funds are divided is a concern		
522	Should practice participatory budgeting -let the public know the money available and let the public participate in deciding how to divide it up		

586	Imperial County has 2,500 miles of roads, same as Riverside, San Diego and San Bernadino counties. But because the state funding formula benefits the more urban counties. They get \$100 million a year for roads, we get only \$20 million -IC Public Works	654	It's true the county does not have technical expertise to make some things happen
587	The only way to do more road work here is to change the state formula	655	There is lots of money available for broadband but need with grant writing
588	Salton Sea communities make up 20 percent of road miles in Imperial County - IC Public Works	656	How get news, info? Spend most of my time
589	10 percent of the county roads budget is planned for the West Shores Communities in 2024, based	657	Start with something simple
590	Why aren't the roads near the school the priority? Why didn't all residents have a say in picking the roads to prioritize?	658	Need to hold state and feds accountable for the Salton Sea
591	The Salton Sea drops more than 1 foot a year	659	Everyone concerned about clean air
592	The state and federal governments have no intention to save the Sea	660	All need dedicated technical support
593	Till we have a plan to restore the Salton Sea and action taken to clean the air, we are doomed.	661	Everything is moving, changing technology wise
594	IVC Aspen Award/Team	662	Issues of safety
595	Collaboration of K-12 entities and intersectionality of institutions	663	broadband concrms growing, constantly changing
596	Strong workforce and adult education outside Imperial Valley resources	664	Discord, disconnect between county, cities creates difficulties, it is unlike other communities
597	Partnership with ICOE and counties that helps build the infrastructure	665	Too much internal politics
598	When looking at counties same demographic as us/ we do equally as well if not better - a sense of	666	Big communications gap within county, obetween agencies
599	Remote work - people want to stay home	667	Health care a major issue. Its a mess and needs a regional approach
600	Employer retention - people choose job that is flexible (work from home)	668	ICOE has authority over the schools; county should have stepped in with health care
601	Chronic absenteeism due to easy access of materials from home	669	The Board of Supervisors is pretty good, they are accessible, easy to reach
602	Attendance post-COVID - students stay home due to any symptoms that are COVID related	670	Broadband concrms growing, constantly changing, needs county involvement
603	Psychological mental needs of students/parents - revamp services to provide for students who	671	County used to meet regularly with the Border Link group, but stopped coming
604	Social emotional learning/psychological adjustments ICOE should provide but limited resources	672	Connecting the whole Valley with broadband is going to take the county and broader involvement
605	Utilize programs ex: Behavioral Health Services - meet needs of students/parents in expedited process/resources/outreach to more rural communities & flexibility	673	County stepped up with COVID, did a good job
606	Capacity issues (not enough personnel/ students transportation to receive services)	674	It brought together resources all over the Valley, created a communications hub for all agencies
607	Learning loss is significant/ learning recovery (estimate maybe decade) efforts that needs to take	675	But that ended after COVID
608	Movement for community schools - folding in social supports into the schools, make sure coordination with County, more community supports and County reforming itself	676	Even the very helpful monthly emergency services meetings went away- they had been very helpful, not just for emergencies, but to keep everyone connected
609	Education leaders - extension of all these multiple agencies, we were held accountable for our community, extension of these agencies address psychological but social emotional impact as adults/teachers not only students, not only instruction or assessment, learning recovery -more than	677	There is a need for professional development for all the groups
610	Schools - community asset/resource for other areas	678	We really need more regular communication between governmental agencies
611	Transportation for students - referrals can not be completely fulfilled if there is no transportation	679	Changes at IVC post COVID - more adult learners are coming back to enhance job skills
612	Adult Ed programs - we need closer relationships with county transportation services - Adult	680	Adult learners - and traditional learners - now are more purpose driven - they like campus life, but want it to mean something i.e. be beneficial for the environment, the community
613	Programs for voter engagement	681	There has been a slow, but steady growth in students needing food and housing support
614	App on phone--voting	682	The county partnered with IVC to start the first student housing project
615	Having events held at highschool - ex: Rock the Vote (outside agencies host these events -	683	More collaboration is needed between the staff of the county and other agencies
616	Voting education--Start earlier in middle schools - find things that matter to kids and nurture it/ start	684	IVTA and Broadlink have been instrumental in getting the region where it is in terms of broadband
617	Voting education--Partner with County and schools	685	The county used to attend IVTA meetings and be engaged but isn't anymore
618	Education of voting - want responsible voters and the importance of it - research and understand	686	A lot more fiber will be needed for the broadband that will be needed to support lithium development but it will take a lot of collaboration to get there.
619	We are small, agency is large - look at internships for all departments - mental health, fire, law	687	There is a lot of conversation about money available for broadband, but it will take a lot of work to go after it
620	Not enough/few opportunities for internships	688	IVC didn't get acknowledged by county for winning the Aspen Award and being named the best community college in the nation
621	IVC internship/apprenticeship/job shadowing are slim	689	Maybe it is a misplaced priority to not realize IVC winning the award
622	Internships -- Reach down to highschool levels	690	People don't seem to recognize the significance of IVC, the community really, coming together to become the best
623	K-12 lots of parent involvement when it comes to fun activities- but help with creative planning - we do not have that proactivity	691	Water resource is a strength and a potential loss in the nexr few years
624	Capital advisors (lobbying group for IC up in Sacramento) - let us know about Assembly bills and we tell them our concerns so we can lobby or look into/ every Superintendents meeting	692	Development of lithium and the gateway projects are potential strengths but that future is balanced by potential that we won't have enough water.
625	Potential partnerships with industry outside community - we should do it internally for education (colleges like IVC)	693	If we can't develop, it will affect county and city
626	Higher education networks - discussions about industry needs are and have High Schools prepare students for those needs	694	Ag industry is single-largest private employer, supplying food, fiber to nation; secure water supply
627	Communication with IVC and setting those pathways	695	Centrally located between major metropolitan centers
628	County be mindful of routes to school/traffic congestion for drop offs and pickups with deteriorated roads - make it easier for small districts	696	360 days of sunshine
629	Speed up process - to get things done (infrastructure)	697	Homegrown leaders that have region at best interest
630	All of us as public agencies - need collaboration and think collectively for issues	698	Median age population; average age is 32.5, younger than most areas
631	Does K-12 have seat in Imperial County Transportation - no representatives	699	Funding
632	Need for charging stations - in Imperial Valley general and school lots utilizing sponsored grants/funded legislative mandates	700	Understaffed; no enticement for upward mobility
633	Need for electrical school buses	701	Misinformation surrounding election process
634	Communities like Niland need broadband, they are isolated	702	Transition into Vote Centers before 2024 Primary Election with no funding opportunities
635	Billions of dollars are available for broadband expansion	703	Lack of proper security for employees or ballot processing
636	We need to get rid of low-income stigma, mindset	704	Lack of educated workforce to encourage industry relocation
637	Many isolated w/o internet	705	"Selling" ourselves to outside world. People outside of Imperial Valley do not know what we have to offer
638	We need broadband	706	Lack of representation from federal and state elected officials. Shared with other reasons. Only WE truly represent the best interests of Imperial County
639	How to eliminate stigma, belief that don't deserve or cannot have anything else	707	Limited county budget
640	How to change mindset?	708	Too many businesses relocating to Yuma, other areas to avoid regulaition, taxes, etc.
641	Start with small successes	709	Streamlined processes; greatly reduced amount of overtime spent in past 2 elections
642	Need to build unity and set priorities need to ID issues	710	Changed billing process to outside agencies resulting in greater revenue for the department
643	A round table of all cities, schools, county to select those issues that all will advocate for	711	Proposed to fund Election Coordinator position, add two Election Technician positions
644	Want better health care	712	Manager with 32 years of knowledge retired Jan. 3
645	All want economic development and jobs	713	Staff shortage, adjusting to new supervisor
646	Need to find issues we have common	714	Medical facilities, hospitals, doctors
647	We need healthy dialogue	716	Lithium - where are these jobs?
648	Why doesn't community get involved?	717	Are we really training people for jobs that are available? Are we at least training people for jobs that exist somewhere if they do not materialize here?
649	Self doubts, frustration, we create our own barriers	718	New lithium plant; environmental, economic impact
650	People don't believe they are listened to	719	Water storage
651	People think involvements will change anything	720	immigrant issues
652	To change we need small wins so people see success	721	Bilingual, diverse community
653	Why people don't vote? People have the mindset that nothing will change	722	Border county
		723	Lithium Valley
		724	Zoom meeting participation access
		725	No funding for translation services
		726	Short staff
		727	Transition to paperless
		728	Underpaid employees; employee retention

Appendix: D

728	Underpaid employees; employee retention	817	Hospital in economic turmoil
729	Lack of funds	818	Water conservation
730	Hospital issue	819	Job opportunities/diversity
731	Homeless issue; immigrant issue	820	Restructuring staffing; added analyst
732	Telecommuting during COVID	821	Browning out one station; making centralized for (new?) hire
733	Employee retention	822	Fostering an environment of appreciation, celebration, successes, allowing for professional growth opportunities; flexibility
734	Zoom access	823	Agriculture
735	Diversity	824	Lithium/potential for economic development
736	Tourism	825	Diversity
737	Flexibility	826	Future recession could affect collections and detrimentally affect families that depend on child
738	Staffing	827	Immigration issues: migrants could end up homeless or in danger; county and cities must provide resources to assist
739	Budget constraints	828	FEM Final Rule requires need for more employees and funding from the state
740	Its lack of customer service to departments within the county	829	Future recession which could lead to unemployment
741	Customer service countywide	830	Migrants could end up homeless or in danger
742	Funding is the biggest challenge	831	Salton Sea restoration
743	Access to hard-working people	832	COVID pandemic forced us to learn to work 100% remotely
744	Poor intra-department processes	833	20% of our office retired within last 5 years so we have had multiple recruitments and new hires
745	Poor, outdated information systems	834	Our allocation has increast substantially, allowing us to become/stay fully staffed
746	Legacy infrastructure failure, rate increasing with time	835	Close community
747	Recession will impact funding of capital refresh cycle	836	Potential for growth
748	30-year-old job descriptions holding back finding qualified candidates	837	Low cost of living
749	Unable to attract talent due to poor compensation	838	Communication
750	Over 30 years of technical debt	839	Retaining and recruiting attorneys
751	Very poor community means; poor tax base	840	Training staff
752	Ransomware event April 2019 - major technology refresh with security being the focus. Continues to be a major drain on limited IT resources.	841	Funds
753	The people; resourceful community, willingness to help others	842	Rising crime with insufficient staff
754	Proximity to another country and state	843	Reaching out to entire community
755	Agriculture	844	Finances
756	Renewable Energy	845	Health
757	Understaffed; more projects and not enough staff	846	Recruiting, retaining DA staff
758	Need more analysts	847	Rising crime with insufficient DA staff
759	Employees facing burnout	848	Lack of peace officers
760	County lack of grant-writing experience	849	Spirit of assisting others
761	Limited physical space	850	Informal arrangement
762	Unfunded or not enough funding for mandated programs	851	Lack of competitiveness re: hiring/retention
763	Uninformed electorate	852	Overly complicated public works projects, unnecessary delays
764	Lack of compassion and understanding people's limitations	854	Refocusing juvenile services to prevention mode
765	Fear of change, development	855	Revamping armed officer protocols
766	Change in leadership (3 CEOs in last 5 years)	856	Creation of pre-trial services
767	Office reorganization (in progress)	857	Natural resources
768	Turnover; loss of institutional knowledge	858	Values/social relations/people
769	Hard workers	859	Short-staffed
770	Disciplined	860	Hiring/recruitment/retention
771	Used to following routines/systems/processes	861	Financial hardship
772	Same staffing levels as 20 years ago, with 1,000 more employees	862	Weather
773	Not feeling appreciated (perceived as key punchers instead of decision makers)	863	New data management system
774	Obsolete/outdated	864	Telecommuting
775	Low morale	865	Network, community, teamwork, resiliency
776	Auditor controller retiring	866	Lithium, land, water
777	Health issues (stress, anxiety attacks, high pressure from missed deadlines)	867	4 borders; Mexicali, universities across the border
778	Implement new funding sources	868	Medical community
779	New government mandates without funding	869	Leverage funds
780	3 department heads in 5 years	870	FTZ
781	Major players filling new positions; several retirements after 30+ years	871	Community Workforce Development is a joke
782	Several people with less than 2 years in position	872	There needs to be more accountability, feedback
783	Upward mobility, opportunity, cross training, variety in job description	873	Manpower
784	Cost of living, slower pace, ease of commute	874	Infrastructure; adequate space (equity)
785	Staffing - attrition without expedited backfill; not enough allocations	875	Technology
786	Funding - addressing internal needs without funding prohibits ability to answer problems	876	Educational opportunities
787	Resources for mental health, homeless, drug treatment	877	Public transit
788	Antiquated infrastructure prohibits growth; IT unwilling to assist in growth and only in self-	878	Border
789	Fleet availability, costs to update	879	Non-uniformity in regions
790	Old building; costs to improve outgrowth	880	No consideration
791	Lack of ongoing resources for mental health/behavioral health	881	Census track numbers are incorrect
792	Resources for drug treatment programs	882	Low-income generational mentalities
793	IT infrastructure	883	Incorporated 2 new divisions to workforce
794	Working more with less	884	Procured and received approval for mobile unit
795	Outreach has elevated to our communities	885	In process to open a stand-alone business center
796	Recruitment, retention	886	Lithium/water
797	Funding	887	Close-knit
798	Legislations	888	Collaborative relationships with county agencies
799	Immigration issues	889	Broad array of services for community
800	Economy	890	Location - employee options from Mexicali, San Diego, Indio
801	Lithium	891	Hiring and retention
802	Expansion of the Northend-call for services	892	Salaries
803	Services needed to be provided	893	Educational institutions - not producing enough professionals
804	Closer participation in rural schools-focused on security, education, safety	894	Affordable housing
805	Leadership	895	Public transportation
806	Agriculture	896	Data exchange
807	Mineral Resources	897	Lack of resources for patients with higher level of care/needs
808	Cooperation with other agencies	898	Hospitalization, placements for conservatees, SUD treatment
809	Hospitals	899	Influx of "other" residents getting services in I.C.
810	Staffing allocations due to coverage of Salton Community Services District	900	Standardizes processes
811	Competitive wages	901	Implementation of CalAIM-Medi-Cal reform
812	Inflation	902	New electronic health record
813	Mental wellness	903	Implementation/Enhanced Crisis Continuum of Care
814	Changing technology	904	Close-knit, resilient community; protective community
815	High unemployment - potential cyberterrorism		
816	Competitive wages		

905	Adapts to situations, even when underserved/underfunded	987	Budget constraints and funding due to inflation all-around
906	Natural resources, opportunities for economic growth	988	Maintaining staff
907	Leveraging funding opportunities	989	Perception of ag being "bad guy"
908	Overall inadequate infrastructure (buildings, manpower, electronic systems to meet needs of Public Health Dept. and community)	990	Invasive agricultural pests constantly threaten crop production. With global travel and transport being commonplace, invasive pests have increased
909	Recruitment, retention challenges (e.g. noncompetitive salaries for clinic and other hard-to-recruit positions; lower pool of skilled/educated professionals; geographic location)	991	High poverty and unemployment
910	Lack of centralized hubs for general/county policies and processes	992	Limited access to healthcare (ECRMC issues)
911	Medically underserved	993	Drought and claims to Colorado River rights we hold through IID
912	Underfunded	994	Homelessness, lack of housing and resources for immigrants
913	Higher rates of certain health conditions and/or diseases (asthma, TB, diabetes, overweight/obesity)	995	Increase of solar farms and the taking out of ag lands
914	Added new division focused on strategic planning	997	Additional resources into Pesticide Use Enforcement division. To curb concerns and promote safe, effective use of pesticides, more inspections are performed annually
915	Analysis, communications - receipt of \$1.5M for workforce	998	Increased enforcement and awareness of consumer protection
916	Reassigned 85% of staff for 2 years to respond to pandemic	999	Better time and data tracking through new statewide program for Ag Commissioners/Sealers
917	Departments work closely together	1000	Transportation availability (yet can be improved)
918	Close-knit community	1001	Free resource centers
919	Resilient, adaptive to change	1002	Assistance programs
920	Opportunity for growth - lithium	1003	Funding for staffing
921	Leveraging funding opportunities	1004	Funding for department operations
922	Resourceful county	1005	Vehicles to provide programming
923	Funding	1006	Stable staffing
924	Retaining employees	1007	Job security
925	Safety of building/office	1008	Livable Wages
926	Infrastructure	1009	Secured funding for early education services countywide
927	Funding	1010	Secured funding for children in autism programs
928	Hiring of staff, employee retention	1011	Secured funding for library renovations
929	Infrastructure	1012	Open land
930	New director/department head	1013	Great weather
931	New grant funding	1014	Centrally located between San Diego, Los Angeles, Arizona, Mexico
932	New programs; more clients in need of assistance	1015	Geothermal and mineral resources
933	Promising economic growth due to lithium	1016	Close community
934	County does a good job of leveraging funding opportunities to expand services	1017	Online permitting
935	Resilient, close-knit community	1018	Staffing, training, retention
936	Excellent job of leveraging resources	1019	Updating regulations
937	Excellent intergovernmental relationships between local, county government	1020	Outreach
938	During the COVID-19 pandemic, the state issued a public health ER order for entitlement programs	1021	Water, power
939	Centralized system to streamline processes, both internal within DSS and county	1022	Skilled labor
940	Housing needs of those we serve; homeless and affordable housing	1023	Roads
941	Workforce and retaining staff	1024	Diverse economy
942	Outgrown our existing infrastructure	1025	Developed code compliance strategies
943	Low number of non-profit organizations with limited capacity to leverage funding available from state or federal government to provide services	1026	Survived COVID
944	Binational community - more resources provided; skews the data	1027	Worked on improving permit processing
945	High unemployment rate; high poverty levels	1028	Worked on improving department communications
946	Affordable housing	1029	Develop potential with lithium and gateway
947	Migrated to new database/case management system across and in collaboration with 58 counties	1030	Small agencies; know counterparts; foster decision-making
948	Implemented an electronic system - time study to leverage funding mechanisms	1031	Younger workforce is more apt to leverage technology
949	Oversight of homeless program; growth from \$100K to \$20M+ dollars	1032	Infrastructure age and condition
950	Staff; bilingual staff pay issues	1033	Retention of staff (capacity concerns); COVID burnout
951	Location; water access and availability	1034	Rate studies for solid waste/sewer districts
952	Rich in natural resources	1035	Implementing more tech to break down internal silos
953	State mandates, food and ag code	1036	Water resource
954	1 of 6 jobs is agriculture; \$2.2 billion industry; sole producer of some crops; #6 statewide of others	1037	Health of special districts (i.e. Palo Verde/Seeley/various fire districts)
955	Maintain and recruit staff	1038	Binational communication
956	Partner/communicate with other agencies	1039	Access to government agencies/collaboration/local
957	EJ groups - misinformation outlets	1040	Collaboration with school district
958	Others understanding state mandates	1041	COVID advances; Zoom/Teams
959	Grant writers	1042	Ag - lithium development
960	Request beautification CalTrans, etc.	1043	Water issues in general (countywide)
961	Port of Mexicali - restricted hours/lanes	1044	Air quality issues, binational; traffic in Calexico, north/southbound
962	IT and training	1045	Behind on technology
963	Solar taking out farm ground and jobs	1046	Space for growth
964	Invasive pests	1047	Government collaboration with industry to limit idling/emissions with innovative ways to transport goods
965	Ordinance enforcement	1048	Water issues in general (countywide)
966	Increase in awareness of consumer protection for consumers, business owners alike	1049	Technology
967	Electronic forms and inspection capabilities, tools	1050	Funding for the underserved community
968	Better time and data tracking from statewide program for ag commissioners	1051	Policies between government/local, state, federal
969	Cost of living	1052	Collaboration
970	Border	1053	Training
971	Labor	1054	Communication
972	Geographical location	1055	Collaboration
973	Competitive salaries	1056	Many very dedicated and conscientious employees who want to contribute to making Imperial County a better place to live and work
974	Lack of workforce	1057	Desire of many department heads to work together as a team providing service
975	Flexibility in certain professions	1058	Strength of employees to speak their minds
976	Revenue	1059	Personal knowledge of employees of county history
977	Attraction of business	1060	Continued state requirements to provide more service legislators have no knowledge of
978	Economic development	1061	Additional taxes on services where no benefit will be returned
979	Beautification	1062	Greater degree of technology without adequate training or equipment
980	Staff is our most valued asset. They are educated, innovative, and motivated to achieve departmental goals	1063	Retention of great employees - more money in other areas
981	Ag industry - 1 of 6 jobs	1064	Providing services where limited in contact with the public
982	#1 in CA producer of sugarbeets, sudan hay, sweet corn, carrots, vegetable seed and alfalfa hay	1065	High unemployment and money to pay for services and needed documents
983	Rich in natural resources - geothermal, solar, wind, lithium	1066	Number of necessary employees to provide required services
984	Proximity to Mexico - access to major markets with over 22k phytosanitary export certificates issued	1067	Requirements of individual offices to provide employee services that previously were provided by another department
985	Water availability	1068	Offering changes in procedure where "we have never done it that way before"
986	Future of water is a serious concern. Local agriculture cannot thrive without water; our community and economy depend upon agriculture		

Appendix: D

1070	Continued upgrading of retained documents
1071	Electronic recording
1072	Cross training of all employees; increased level of training
1073	Improve customer service
1074	Need to focus on improving infrastructure, roads
1075	Issues of inequity or the perception of inequity
1076	Find ways to reward good performers, too often bad apples get same rewards
1077	Need to focus on women's issues
1078	Applicants give up waiting for a county job, go elsewhere
1079	Takes too long to fill county jobs
1080	Address environmental/health concerns
1081	Find ways to improve how we motivate staff
1082	Start a whistle blower program for county employees to report improprieties
1083	Implement tight fiscal controls for the county because of state fiscal problems.
1084	There is a lot of job training, but few jobs for the trained to work in.
1085	Let's remember that the Valley doesn't lack talent it is the lack of opportunities. Let's work more together to help keep our community here and present, lets activate the community. Let's help prepare the community for it's own rights!
1086	A lot of board members have been farmers. Save the sea they say. But nothing has been done - nothing once their pockets are full - boom they are on another board nonsense. This lithium thing will probably be the same.
1087	Lack of housing stock solutions
1088	Mental health, drug addiction
1089	Clearly these are all important issues. I would like to add, there should be a review of what County employees are paid, and lower positions should be fairly compensated.
1090	Please consider better lighting in neighborhoods and parks to ensure public safety.
1091	Drought and water conservation to maintain supply for the futures of Imperial County AND Mexicali is the most extra super important issue for this area. Jobs and security somewhere below that
1092	Safety and security not social justice issues are what people care about
1093	Problem is a lot of these problems are very complicated water should look into the biggest water spenders rather than try to stop regular people. Jobs should look more into increasing high paying jobs rather than just more jobs that are all minimum wage. Healthcare should look into methods to stop corruption and I do not think that county can help there. The Salton sea restoration while
1094	Adding my specific concern about homelessness and county efforts to help in this area.
1095	We need more and better pay law enforcement.

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