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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5. Appendix ........................................................................
   A. Strategic Plan Outreach
   B. Consolidated Community Visioning Survey Results
   C. Sample of Community Outreach Comments
   D. Detailed Outreach Comments
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.”
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.
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.

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**

A. Improve customer service by enhancing online services and payment options.

C. Provide ongoing customer service training for county employees.

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

D. 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 and development of new funding sources.

**STRATEGIES**

A. Review and ensure fees charged for services cover actual costs.

E. Examine staffing levels and address pay to ensure appropriate staffing.

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

F. Create professional development initiatives and other departmental training.

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

G. Facilitate the use of interns and other Workforce Development programs.

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

H. 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**

A. Lead a regional collaborative economic development and job creation effort.

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

B. Implement the Lithium workforce and infrastructure plan.

D. Identify and reduce barriers that inhibit economic development.
## Implementation Plans / Department Projects

### IC Draft Strategic Plan 2023

#### Project Tracker

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Strategic Action/Project</th>
<th>Time Frame</th>
<th>Responsible Department</th>
<th>Status/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1H</td>
<td>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).</td>
<td>During FY 23-24</td>
<td>IC Behavioral Health (BHS)</td>
<td></td>
</tr>
<tr>
<td>1B</td>
<td>Increase community participation by 10% by promoting existing advisory committees or venues to provide input or feedback by increasing social media advertising.</td>
<td>Increase community attendance/participation by 10% by end of FY 23-24</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>Consolidate Regional Dispatch Center.</td>
<td>3 to 5 years</td>
<td>IC Fire Department (ICFD)</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>EOC renovation/technology upgrade.</td>
<td>2-3 years</td>
<td>I.C. Office of Emergency Services (OES)</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>Alternate EOC determination/renovation/construction.</td>
<td>3-5 years</td>
<td>OES</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>A multi-faceted approach to combating 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.</td>
<td>1/31/24</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>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.</td>
<td>1/31/24</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>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.</td>
<td>12/1/23</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>ICBHS will work collaboratively with Imperial County leaders and community members to establish a platform where rural areas can develop their own representation groups.</td>
<td>During FY 23-24</td>
<td>IC Behavioral Health (BHS)</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>Establish ongoing communication with CEO’s equity staff. And Support health equity-related efforts of the newly established CEO’s equity office.</td>
<td>During FY 23-24</td>
<td>IC Public Health Department (ICPHD)</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>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.</td>
<td>By June 30, 2028</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td>1A</td>
<td>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.</td>
<td>By June 30, 2028, complete assessment, present findings and identify next steps.</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td>1D</td>
<td>Establish ongoing communication with CEO’s equity staff. Support health equity-related efforts of the possible CEO’s equity office.</td>
<td>During FY 23-24</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td>1C</td>
<td>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.</td>
<td>By June 30, 2028</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td>1I</td>
<td>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.</td>
<td>By June 30, 2028, complete assessment, present findings and identify next steps.</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td>1E</td>
<td>Transition to Voter Centers.</td>
<td></td>
<td>Registrar of Voters (ROV)</td>
<td></td>
</tr>
<tr>
<td>1A</td>
<td>Transition to zero emission vehicles ZEV to fight climate change, reduce carbon emissions.</td>
<td>Beginning January 2024, 50% of new 3/4 ton and higher vehicles required to be ZEV; 1-15 years for remainder of the fleet</td>
<td>Fleet Services</td>
<td></td>
</tr>
<tr>
<td>1B</td>
<td>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.</td>
<td>6 months to 1 year</td>
<td>Fleet Services</td>
<td></td>
</tr>
<tr>
<td>Goal #2: Improve Regional Mobility</td>
<td>Strategy</td>
<td>Strategic Action/Project</td>
<td>Time Frame</td>
<td>Responsible Department</td>
</tr>
<tr>
<td>----------------------------------</td>
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<td>------------------------</td>
</tr>
<tr>
<td>2A</td>
<td>Upgrade and expand the existing road, bridge, and transit infrastructure to accommodate the growing population, commercial activities, and cross-border traffic.</td>
<td>3-5 years</td>
<td>IC Department of Public Works (ICDPW), Planning &amp; Development Services (Planning), CEO, COB</td>
<td></td>
</tr>
<tr>
<td>2A.</td>
<td>Ensure that all modes of transportation within the county are safe, secure, and efficient.</td>
<td>3-5 years</td>
<td>CEO, ICDPW, Planning</td>
<td></td>
</tr>
<tr>
<td>2A.</td>
<td>Through County departments, conduct regular assessments of current road conditions and prioritize repair and maintenance.</td>
<td>Yearly</td>
<td>ICDPW, Planning</td>
<td></td>
</tr>
<tr>
<td>2B</td>
<td>Collaborate with local and regional partners to expand public transit options to serve larger and rural areas of the county.</td>
<td>Ongoing</td>
<td>CEO, ICDPW, Planning, IC Sheriff’s Office (ICSO)</td>
<td></td>
</tr>
<tr>
<td>2A</td>
<td>Collaborate with law enforcement agencies to improve security, especially in areas close to the US-Mexico border.</td>
<td></td>
<td>CEO, ICSO, ICPHD, OES, DA</td>
<td></td>
</tr>
<tr>
<td>2A</td>
<td>Through County departments, develop and promote public safety campaigns to educate residents about road safety and encourage safe driving behaviors.</td>
<td></td>
<td>ICPHD, ICDPWD, ICFD</td>
<td></td>
</tr>
<tr>
<td>2A</td>
<td>Encourage the adoption of sustainable transportation modes and reduce the environmental impact of transportation in the county.</td>
<td></td>
<td>CEO, Fleet, IC Air Pollution Control District (APCD), Planning, ICDPW</td>
<td></td>
</tr>
<tr>
<td>2A</td>
<td>Promote the use of electric and hybrid vehicles by building charging infrastructure.</td>
<td></td>
<td>APCD, ICDPW, Fleet, CEO</td>
<td></td>
</tr>
<tr>
<td>2C</td>
<td>Collaborate with industry partners to encourage the use of sustainable transportation for goods movement and logistics.</td>
<td></td>
<td>CEO, Clerk of the Board (COB), IV Small Business Development Center (SBDC)</td>
<td></td>
</tr>
<tr>
<td>2B</td>
<td>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.</td>
<td></td>
<td>CEO, COB</td>
<td></td>
</tr>
<tr>
<td>2B</td>
<td>Assist federal agencies to advocate for the implementation of advanced technologies for quicker document verification and cargo inspections.</td>
<td></td>
<td>CEO, COB</td>
<td></td>
</tr>
<tr>
<td>2A</td>
<td>Collaborate with Mexican counterparts to share information and jointly improve the border crossing process.</td>
<td></td>
<td>CEO, COB</td>
<td></td>
</tr>
<tr>
<td>2A</td>
<td>Transition to zero emission vehicles ZEV to fight climate change, reduce carbon emissions.</td>
<td>Beginning January 2024, 50% of new 3/4 ton and higher vehicles required to be ZEV; 1-15 years for remainder of the fleet</td>
<td>Fleet Services</td>
<td></td>
</tr>
<tr>
<td>2B</td>
<td>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.</td>
<td>6 months to 1 year</td>
<td>Fleet Services</td>
<td></td>
</tr>
<tr>
<td>2C</td>
<td>Collaborate with local, state, federal, ICTC and non-profit agencies for EV charging stations.</td>
<td>1-3 years</td>
<td>Fleet Services</td>
<td></td>
</tr>
<tr>
<td>2A</td>
<td>Identify and seek State and/or Federal funding to support electric vehicle infrastructure.</td>
<td>Ongoing</td>
<td>Air Pollution Control District</td>
<td></td>
</tr>
</tbody>
</table>
## Goal #3: Improve How Imperial County Serves All Customers

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Strategic Action/Project</th>
<th>Time Frame</th>
<th>Responsible Department</th>
<th>Status/notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3A</td>
<td>Improve customer service by 10% through the implementation of a comprehensive customer service training for all levels of staff (Survey results).</td>
<td>Improve customer service based on surveys of customer satisfaction by 10% by end of FY 23-24</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>Emergency Operations Plan update and maintenance.</td>
<td>1-2 years</td>
<td>OES</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>Regional Local Hazard Mitigation Plan update.</td>
<td>2-3 years</td>
<td>OES</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>Fire services accreditation(CPSD/CFAI).</td>
<td>4-7 years</td>
<td>ICFD</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>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.</td>
<td>1/31/24</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>Imbed a prosecutor into each of the local police stations to streamline the investigation/prosecution process and pool resources for greater efficiency.</td>
<td>12/1/23</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>Hire deputy DAs to fully staff office to achieve prosecutions, accomplish strategic priorities.</td>
<td>1/1/24</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>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.</td>
<td>Dec. 31, 2023</td>
<td>Ag. Com.</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>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.</td>
<td></td>
<td>Probation</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>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.</td>
<td>Jan. 31, 2024</td>
<td>District Attorney (DA)</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>Outreach to schools and general public to educate on dangers of fentanyl and crime.</td>
<td>6/1/24</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>Enhance outreach and public education about IC Agricultural Commissioner’s Programs with coordinated messaging on social media and track user interface. With more material, and more frequent posts can create more community engagement.</td>
<td>Launch 10/31/2023</td>
<td>Agricultural Commissioner (Ag. Com.)</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>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.</td>
<td>By Jun. 30, 2028</td>
<td>ICPHID</td>
<td></td>
</tr>
<tr>
<td>3A</td>
<td>Train Fleet Services staff to maintain ZEV vehicles.</td>
<td>Currently 2 mechanics trained; all will be within 3 years</td>
<td>Fleet Services</td>
<td></td>
</tr>
<tr>
<td>3B</td>
<td>Modernize Fleet Services management programs.</td>
<td>Assessing impact</td>
<td>Fleet Services</td>
<td></td>
</tr>
<tr>
<td>3C</td>
<td>Plan, design and build new Fleet Services facility to maintain the county fleet.</td>
<td>1-10 years</td>
<td>Fleet Services</td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Strategic Action/Project</td>
<td>Time Frame</td>
<td>Responsible Department</td>
<td>Status/Notes</td>
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</tr>
<tr>
<td>4C</td>
<td>Consolidate Regional Dispatch Center.</td>
<td>3-5 years</td>
<td>ICFD</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td>Fire stations renovation/upgrades.</td>
<td>3-5 years</td>
<td>ICFD</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td>Apparatus/vehicle replacement and funding.</td>
<td>1-2 years</td>
<td>ICFD</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td>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.</td>
<td>11/15/23</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>4F</td>
<td>Bring in MCLE certified trainers for monthly brown bag sessions to teach our prosecutors different facets of the job.</td>
<td>12/1/23</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>4F</td>
<td>Implement PRYOR—a library of online courses for staff. To improve morale, enhance customer service, and teach needed computer support skills for office.</td>
<td>11/15/23</td>
<td>DA</td>
<td></td>
</tr>
<tr>
<td>4F</td>
<td>Volunteer in Probation program - internship and mentorship program for students interested in careers in probation.</td>
<td></td>
<td>Probation</td>
<td></td>
</tr>
<tr>
<td>4F</td>
<td>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.</td>
<td>During FY 23-24</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td>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.</td>
<td>During FY 23-24</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>4E</td>
<td>Increase ICBHS’ workforce by 10% by identifying the most effective approach and then creating a campaign to attract individuals into the behavioral health field.</td>
<td>Within 1 year of projects start</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>4A</td>
<td>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 accessible to the community.</td>
<td>By June 30, 2028</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td>4G</td>
<td>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.</td>
<td>Implement comprehensive workforce developing/boarding program by June 30, 2028</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td>4F</td>
<td>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.</td>
<td>Implement comprehensive workforce developing/onboarding program by June 30, 2028</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td>One-stop</td>
<td>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.</td>
<td>By Jun 30, 2028</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td>Responsible Department</td>
<td>By Date</td>
<td>Responsible Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>---------</td>
<td>-----------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BHS</td>
<td></td>
<td>ICPHD</td>
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<tr>
<td>Fire stations renovation/upgrades.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>ICFD</td>
<td></td>
<td>DA</td>
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<tr>
<td>Probation Status/notes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td>By Jun 30, 2028</td>
<td>ICPHD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Onboard interns, fellows, and/or volunteers to the Public Health Department.</td>
<td>By Jun 30, 2028</td>
<td>ICPHD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4G</td>
<td>By Jun 30, 2028</td>
<td>ICPHD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>1-2 years</td>
<td>Fleet Services</td>
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<tr>
<td>4A</td>
<td></td>
<td>4C</td>
<td></td>
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<tr>
<td>Test, train, and implement online Performance Management system by NEOGOV to streamline employee performance reviews.</td>
<td>by end of 2023</td>
<td>Human Resources</td>
<td></td>
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<tr>
<td>4B</td>
<td></td>
<td>4F</td>
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<tr>
<td>Streamline county employment recruitment and selection process with online NEOGOV software. System will shorten recruitment from 14 to 7 days.</td>
<td>in 2024</td>
<td>Human Resources</td>
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<tr>
<td>4B</td>
<td></td>
<td>4G</td>
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<tr>
<td>Improve the process of attracting applicants for hard-to-recruit positions through a program to recruit and hire professional level interns.</td>
<td>Implement in 2024</td>
<td>Human Resources</td>
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<tr>
<td>4G</td>
<td></td>
<td></td>
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<tr>
<td>Consolidate and enhance employee recognition program.</td>
<td>Implement in 2024</td>
<td>Human Resources</td>
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<tr>
<td>Goal #5: Create Jobs, Economic Development</td>
<td>Strategy</td>
<td>Strategic Action/Project</td>
<td>Time Frame</td>
<td>Responsible Department</td>
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<tr>
<td>------------------------------------------</td>
<td>----------</td>
<td>--------------------------</td>
<td>------------</td>
<td>------------------------</td>
</tr>
<tr>
<td><strong>5A</strong></td>
<td>Publish new version of the Crop Report Plus using data from recently released Crop Report 2022.</td>
<td>6/30/23</td>
<td>Ag. Com.</td>
<td>Need to identify funding/software/staffing for project</td>
</tr>
<tr>
<td><strong>6C</strong></td>
<td>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.</td>
<td>Feb. 2024</td>
<td>IC Workforce Development Board (WDB)</td>
<td></td>
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<tr>
<td><strong>5A</strong></td>
<td>Developing a Lithium Valley Workforce Development and Economic Needs Assessment and plan in collaboration with key stakeholders.</td>
<td>5/30/25</td>
<td>WDB</td>
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<tr>
<td><strong>5C</strong></td>
<td>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.</td>
<td>By June 30, 2028</td>
<td>ICPHD</td>
<td></td>
</tr>
<tr>
<td><strong>5A</strong></td>
<td>Collaborate with stakeholders, including local businesses and trade organizations, to identify key areas for investment and development.</td>
<td>Continuous</td>
<td>CEO, COB, SBDC</td>
<td></td>
</tr>
<tr>
<td><strong>5D</strong></td>
<td>Advocate for federal and state funding to improve road and rail links connecting the County to major commercial hubs in Mexico and throughout California.</td>
<td>Continuous</td>
<td>CEO, COB</td>
<td></td>
</tr>
<tr>
<td><strong>5D</strong></td>
<td>Expand and modernize commercial ports of entry to handle a higher volume of goods and reduce bottlenecks.</td>
<td>Continuous</td>
<td>CEO, COB</td>
<td></td>
</tr>
<tr>
<td><strong>5A</strong></td>
<td>Collaborate with industry partners to encourage the use of sustainable transportation for goods movement and logistics.</td>
<td>CEO, COB, SBDC</td>
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<tr>
<td><strong>5C</strong></td>
<td>Collaborate with industry partners to encourage the use of sustainable transportation for goods movement and logistics.</td>
<td>CEO, COB, SBDC</td>
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<tr>
<td><strong>5A</strong></td>
<td>Collaborate with IVSBDC on promotion of services and initiatives to support small businesses and startups.</td>
<td>CEO, SBDC</td>
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<tr>
<td><strong>5B</strong></td>
<td>Continue on Lithium Valley Initiatives pertaining to policy &amp; planning, Specific Plan &amp; PEIR, health impact analysis, workforce &amp; economic development, industry survey, and community education &amp; engagement.</td>
<td>CEO, COB, ICPHD, Planning, ICDPW</td>
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<tr>
<td><strong>5E</strong></td>
<td>Increase ICBS’ workforce by 10% by identifying the most effective approach and then creating a campaign to attract individuals into the behavioral health field.</td>
<td>Within 1 year of project's start</td>
<td>ICBS, HR</td>
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<tr>
<td><strong>5E</strong></td>
<td>Internal restructure of evaluation systems for employee growth and support feedback to staff growth and development.</td>
<td>Within 3 years</td>
<td>Air Pollution Control District</td>
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<tr>
<td><strong>5A</strong></td>
<td>Continue progress on the Local Workforce Development Plan, a Biennial Modification was approved on March 30, 2024.</td>
<td>Through June 30, 2025</td>
<td>ICWDB</td>
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<tr>
<td><strong>5A</strong></td>
<td>Expansion of workforce development and training services for youth and young adults, ages 14-24.</td>
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<td>ICWDB</td>
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<tr>
<td><strong>5D</strong></td>
<td>To increase transitional employment to individuals within the County. ICWDB expected to submit waiver to EDD requesting flexibility in funding allocation.</td>
<td>2024-2025</td>
<td>ICWDB</td>
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<tr>
<td><strong>5A</strong></td>
<td>Increase resource sharing among partners through the WIOA Mandated Partner MOU.</td>
<td>Active through June 30, 2024</td>
<td>ICWDB</td>
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</tbody>
</table>
Appendix
## STRATEGIC PLAN OUTREACH

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

20 | Imperial County Strategic Plan
## STRATEGIC PLAN OUTREACH

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

**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?

Por favor califique todo a continuación en una escala de 1 (menos importante) a 5 (más importante). Agregue comentarios a continuación.

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

**Comments • Comentarios**

---

Appendix: B
Consolidated Community Visioning Survey Results*

**AVERAGES**

<table>
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<td>JOBS AND ECONOMIC DEVELOPMENT</td>
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<td></td>
<td>3.52</td>
</tr>
<tr>
<td>TOURISM</td>
<td></td>
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<td></td>
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<td></td>
<td>3.47</td>
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<tr>
<td>LITHIUM</td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td>3.31</td>
</tr>
</tbody>
</table>

*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
### COMMUNITY RESPONDENT DEMOGRAPHICS

<table>
<thead>
<tr>
<th>Age Ranges</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>6%</td>
</tr>
<tr>
<td>26-35</td>
<td>32%</td>
</tr>
<tr>
<td>36-50</td>
<td>43%</td>
</tr>
<tr>
<td>51-65</td>
<td>13%</td>
</tr>
<tr>
<td>51-65</td>
<td>6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Tenure</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-10</td>
<td>11%</td>
</tr>
<tr>
<td>11-15</td>
<td>6%</td>
</tr>
<tr>
<td>16-20</td>
<td>8%</td>
</tr>
<tr>
<td>20+</td>
<td>75%</td>
</tr>
</tbody>
</table>
Sample of Community Outreach Comments

**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**
- "Cross-border traffic tears up roads."
- "The reason we are getting attention - we have something others want."
- "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."

**Quality of life**
- "We are a family-oriented community."
QUALITY OF LIFE

- Need direct aid services that are accessible for community with an expansion of hours and staff.
- Lack of local services.
- Need post of 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 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 are protective of our Valley; want to partner with other but to direct the change.
- Easy access to commerce on both sides of the border.

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 SURVEY COMMENTS

<table>
<thead>
<tr>
<th>Number</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Agriculture</td>
</tr>
<tr>
<td>2</td>
<td>Raw material/natural resources</td>
</tr>
<tr>
<td>3</td>
<td>Good location, centrally located in middle of 25 million people in surrounding metro areas, Mexico</td>
</tr>
<tr>
<td>4</td>
<td>Really good people, know neighbors &quot;we all talk&quot;</td>
</tr>
<tr>
<td>5</td>
<td>Low cost of water/power</td>
</tr>
<tr>
<td>6</td>
<td>Short commute to all communities, to work</td>
</tr>
<tr>
<td>7</td>
<td>Lower crime rate</td>
</tr>
<tr>
<td>8</td>
<td>Good pace of life</td>
</tr>
<tr>
<td>9</td>
<td>Work-life balance</td>
</tr>
<tr>
<td>10</td>
<td>Labor is available here</td>
</tr>
<tr>
<td>11</td>
<td>Metro areas around Valley are maxed out</td>
</tr>
<tr>
<td>12</td>
<td>Becoming a competitor to Phoenix, logistically</td>
</tr>
<tr>
<td>13</td>
<td>Great potential for the future</td>
</tr>
<tr>
<td>14</td>
<td>Development opportunities</td>
</tr>
<tr>
<td>15</td>
<td>Close to international commerce</td>
</tr>
<tr>
<td>16</td>
<td>Advantage over Olay Mesa, which is maxed out</td>
</tr>
<tr>
<td>17</td>
<td>Mexico labor at the border</td>
</tr>
<tr>
<td>18</td>
<td>Unique size small compared to Mexicali, both good/bad</td>
</tr>
<tr>
<td>19</td>
<td>Fluid border - Mexicali residents work here, cross border traffic brings shopping here</td>
</tr>
<tr>
<td>20</td>
<td>Fed government expanding border crossing</td>
</tr>
<tr>
<td>21</td>
<td>Agriculture - needs protection</td>
</tr>
<tr>
<td>22</td>
<td>Water rights - protect</td>
</tr>
<tr>
<td>23</td>
<td>Adaptable/flexible</td>
</tr>
<tr>
<td>24</td>
<td>Large Agriculture employers</td>
</tr>
<tr>
<td>25</td>
<td>Weather</td>
</tr>
<tr>
<td>26</td>
<td>Low electricity rates</td>
</tr>
<tr>
<td>27</td>
<td>Willing and trainable workforce</td>
</tr>
<tr>
<td>28</td>
<td>Navy Base</td>
</tr>
<tr>
<td>29</td>
<td>1.2 million acres of public land (BLM)</td>
</tr>
<tr>
<td>30</td>
<td>Close-knit community</td>
</tr>
<tr>
<td>31</td>
<td>Resilient, adaptable</td>
</tr>
<tr>
<td>32</td>
<td>Promising economic growth (lithium, water, other minerals); leveraging funding opportunities</td>
</tr>
<tr>
<td>33</td>
<td>Develop resources despite being resource-isolated; figure things out, make them work</td>
</tr>
<tr>
<td>34</td>
<td>Being bi-cultural is double-edged sword</td>
</tr>
<tr>
<td>35</td>
<td>Regional collaboration gives region exposure to higher individuals at state, federal levels</td>
</tr>
<tr>
<td>36</td>
<td>Protective; want to partner but to direct the change</td>
</tr>
<tr>
<td>37</td>
<td>Lower housing costs</td>
</tr>
<tr>
<td>38</td>
<td>Access to education, institutions across the border</td>
</tr>
<tr>
<td>39</td>
<td>Good networking</td>
</tr>
<tr>
<td>40</td>
<td>Headwear</td>
</tr>
<tr>
<td>41</td>
<td>Being in California/red tape</td>
</tr>
<tr>
<td>42</td>
<td>State regulations i.o of 3 most regulated states in the nation</td>
</tr>
<tr>
<td>43</td>
<td>Minimum wage/ but it is cheaper to live here</td>
</tr>
<tr>
<td>44</td>
<td>Roads/infrastructure</td>
</tr>
<tr>
<td>45</td>
<td>Keeping up with technology IC website needs improving</td>
</tr>
<tr>
<td>46</td>
<td>Border crisis/ illegal immigrants</td>
</tr>
<tr>
<td>47</td>
<td>Health care challenges - hospitals</td>
</tr>
<tr>
<td>48</td>
<td>Zero mental health beds available here</td>
</tr>
<tr>
<td>49</td>
<td>Schools need more support - face high percentage of behavior health problems</td>
</tr>
<tr>
<td>50</td>
<td>Schools overcrowded</td>
</tr>
<tr>
<td>51</td>
<td>Salton Sea</td>
</tr>
<tr>
<td>52</td>
<td>Social Equity</td>
</tr>
<tr>
<td>53</td>
<td>State, federal governments don’t pay attention to the needs of the county</td>
</tr>
<tr>
<td>54</td>
<td>Small population</td>
</tr>
<tr>
<td>55</td>
<td>Low voter turnout</td>
</tr>
<tr>
<td>56</td>
<td>Staffing, salaries, retention (employees lost to agencies offering flexible schedules, higher $$)</td>
</tr>
<tr>
<td>57</td>
<td>Recruiting expenses; training costs, then employees move elsewhere</td>
</tr>
<tr>
<td>58</td>
<td>Post-pandemic level of regional communication is inadequate</td>
</tr>
<tr>
<td>59</td>
<td>Politics is an issue</td>
</tr>
<tr>
<td>60</td>
<td>Telecommuting equipment expense, security, quality of work</td>
</tr>
<tr>
<td>61</td>
<td>Fragmented electronic infrastructure; need a coordinated information system</td>
</tr>
<tr>
<td>62</td>
<td>Outgrown space; satellite offices spread out, aren’t healthy for staff, community</td>
</tr>
<tr>
<td>63</td>
<td>Adequate space needed in a centralized area</td>
</tr>
<tr>
<td>64</td>
<td>Affordable housing, for homeless and in general; especially North End</td>
</tr>
<tr>
<td>65</td>
<td>Inequity in funding, with I.C. getting the short stick</td>
</tr>
<tr>
<td>66</td>
<td>Inadequate communication to the community</td>
</tr>
<tr>
<td>67</td>
<td>26 departments (113 programs) doing things differently</td>
</tr>
<tr>
<td>68</td>
<td>Manuals of procedure, SOPs, are hit and miss.</td>
</tr>
<tr>
<td>69</td>
<td>Get message across to state/feds that the county needs help to fix social equity issues</td>
</tr>
<tr>
<td>70</td>
<td>Local messages need to be changed/improved to get state/feds to pay attention to the community's needs</td>
</tr>
<tr>
<td>71</td>
<td>Need appropriate zoning to protect ag/NAF El Centro</td>
</tr>
<tr>
<td>72</td>
<td>Recruit industry to come to the Valley to provide jobs, grow economy</td>
</tr>
<tr>
<td>73</td>
<td>Offer industry incentives, but tie them to making the industries stay</td>
</tr>
<tr>
<td>74</td>
<td>Form a countywide hospital district</td>
</tr>
<tr>
<td>75</td>
<td>Go after Grants</td>
</tr>
<tr>
<td>76</td>
<td>Get more people to vote</td>
</tr>
<tr>
<td>77</td>
<td>Educate voters</td>
</tr>
</tbody>
</table>
Appendix: D

161 County needs growth
162 Need to help people grow their businesses
163 Help people transition home businesses to retail spots
164 USDA will pay up to $75,000 of college for vets who will work, have biz here
165 Need to improve quality of life
166 HR needs to be on board with retention and succession planning
167 New team tasked with strategic planning on department level
168 Centralized training
169 Develop a country super team of grant writer, analyst, liaisons to avoid overlaps
170 Educate community to change mentality on financial literacy, career pathways
171 Plentiful water, good soil
172 Year-round growing
173 Available and productive workforces
174 Climate
175 Affordable electricity
176 Room for growth
177 Fairly central to urban markets/access to customers
178 Nature/outsiders
179 Potential renewable energy
180 Close-knit community/cohesive community
181 Efficient/gravity flow water system
182 Everyone wants our water
183 Minimal representation at state/federal levels
184 California regulations making it hard to do business here
185 Quality of life lacks amenities to attract new businesses or CEOs, upper managers to locate here/and to attract new CEO for ID
186 Need better schools/amenities
187 Weather
188 No healthy restaurants/need more variety and higher end eateries
189 Underdeveloped infrastructure
190 We are opinionated
191 Lack adequate medical care
192 Air quality - dust
193 Salton Sea
194 Zoning issues
195 Education policies don’t match personal philosophies
196 Lack pride in agriculture here, the most prominent industry
197 Ag/ID often clash
198 County, Board of Supervisors ignorant of agricultural industry
199 Not having the Williamson Act a deterrent to preserving agriculture here
200 Lack of knowledge about ag and the GDP of the county
201 Students do not apply for ag internships - they are misguided about ag
202 Lack of educational programs related to ag
203 Kids staying local for college don’t get information/programs that guide them to ag
204 Tried to start a seed breeding program for college students but didn’t get school support - like speaking a different language
205 Need buy-in from SDSU IV and IV for ag
206 Leadership in ag needs to take a bigger role with county, but little time
207 Fuel here is so much more expensive
208 Taxes, worker comp is so expensive
209 So many safety regulations and measures hurt ag and no one cares
210 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
211 State wanted fines from CUPA, difficult to get program fully transferred back to IC
212 Sheriff communications with ag as good as it gets
213 Riverside ag commissioner easier to deal with that IC
214 Planning Dept rules and regs so tough to work with it pushes business to Yuma
215 Sheriff not patrolling ag enough
216 IV Resources Management illegal dumping program a great idea, but not working
217 Need to add mandatory fee onto tires (now voluntary) for an easy fix
218 Since county closted the dumps people are dumping stuff onto farm fields creating a big problem
219 If the waste is not picked up right away more people dump there
220 CUPA, county need to make sure we don’t become the dump for all California
221 Bridges out - every single bridge over the New River in the southwest quadrant of IC is out.
222 Driving around those bridges that are out is costing farming time and expense
223 John Gay is moving in the right direction, but need more done
224 Pot holes on many roads a huge problem
225 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
226 There should be more bike lanes created for recreational facilities
227 County should allow a stormwater basin at Sunbeam lake for parking instead of ticketing people parking on the dirt access road
228 Public Works has budget for payroll but not material for road repairs, why not total over both to get the work done
229 County should try working with ID to better market and lobby to protect our water with the $200 million District has in ag reserves
230 Ag would welcome industry and business diversification
231 There is water for and industry here - if it is kept here

We prefer to transfer water within the county so the region can thrive rather than have it go outside
The county sees lithium as the next big thing, but ignores existing ag
Ag needs 3-phase power lines, but difficult, expensive to get zoning approval from county
Bus service between Calipatria and Calexico limited, but not used much. County could save money by using ubers or vans
Need to open the exit port border crossing earlier to get farm labor to fields
New checkpoint on I-8 to Yuma is an issue, causing delays for ag trucks
County should advocate for ag
Air service out of the Valley needs to improve, tickets aren’t available. Flights should be added
Put a cap on ag-to-solar conversions
Water from fields converted to solar farms should stay in the ag pool, not used for transfer
Beware of other counties working to take advantage of us, our water, resources
Ag community needs to support people, elected who support ag
Too few in ag understand or care about advocacy now here
Need accountability - too many in county government making time till they retire
There needs to be accountability
EU groups in Riverside taking over, impossible to farm now in Orange County
We should annex to Yuma
Too many here don’t understand agriculture
New in the crop report plus done more often and in greater depth so locals and others understand the value of ag here
Workload/staff time
Schedules
Competing interests
Limited funding opportunities that all have to compete for
But when there is a fire/crisis we all work together
Starting to think regionally more
The Valley hates on itself
A lot of competing interests
We are often fighting for crumbs
Starting to work together ID-IC have 20n2 mugs; ID starting to have 20n2 mugs with cities
IC has 20n2 mugs with S.D., Yuma
There is more relationship building happening, making it easier to share
We are starting conversations
2-on-2s more informal, collaborative
Northend is more underserved; that makes it difficult to compete
CalTrans is showing up more
Outside, IC gets treated differently/far too often forgotten
Reason we are getting attention now is we have something others want
At lithium mtg in Calipatria with the Secretary of Energy, local cities, agencies were not united.
Everyone was there with their hands out
Now at big conferences, we all are speaking up w. a. united front
We can unite against SD, SCAG
New initiative, if passed, would eliminate all taxes, could kill the lithium tax. Need to campaign against it
Outside, others are telling our story, not always in our best interest
Those things hurt us collectively
Cities need good policy
Look at Yuma as an example - there all agencies, everyone came together to join ag in fighting an effort to buy land for water rights and transfer
We could learn to be more like Yuma
Good policy lifts everybody
We need to quit worrying about who gets credit
Messaging is important
With lithium people here “say here we go again” that they think nothing is going to change, get better
CalTrans officials working here 33 years see a chance to re-invent things post-pandemic
Reach out to CalTrans - many opportunities
Interpersonal relationships very important with CalTrans, used to know staffs at all cities, county, now not so much
There are more opportunities here post-pandemic
IC one of only regions with population growing
Need water to grow
We need to drive around, look at everything, see where we can collaborate
CalTrans is a great partner w. ICTC
Make sure ICTC has what it needs to support region
ICT has multiple platforms that can be used to reach everyone.
Should have a mg with all ICTC agencies at supervisors chambers to focus on issues where we can work together
Still don’t have votes here to have a voice in state, fed legislatures
County GIS not fully implemented, we need to expand its uses
Implement more robust technology, offer technology training
Our technology is aging out
County has technology silos, one system, or program, doesn’t talk to another
The world is passing us by without better systems
Need better information systems, technology, and training department by department on information systems
Appendix: D

301 The new workforce and older workers view technology differently, and it's creating challenges...

302 Too many roadblocks, need more open conversations

303 We need an electronic payment system and portal for payments to the county, not isolated used by one department or another

304 We need translation services at all public meetings

305 Staggered funding for bridges is highly political

306 With limited resources, need to partner with local agencies for solutions. It's the only way to go...

307 We are working with IDP to put in curvets to reduce complexity and cost of replacing some bridges

308 We are buying a bridge off the shelf speed up replacing bridges

309 Must rely on out-of-the-box thinking, be creative

310 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

311 We need to demand more outside the Valley

312 We should define our priorities and work together to get them

313 Start by establishing baseline of what is acceptable for local agencies

314 We need to demand more to uplift the current metrics

315 We need a CalTrans engineer based in the county because there is so much work going on

316 We need to go after grants, but there must be sustainability

317 We are working with the communities differently

318 Returning employees after COVID has been challenging

319 COVID had a negative effect on people's emotions, it changed relationships

320 Close Knit community, resilient, protective

321 Adapt to situations even when underserved, underfunded. Opp for economic growth, investment,

322 Excellent communications, leverage funding opportunities both within and outside the county

323 Resourceful because we're isolated we have to figure things out to develop our resources to make things work.

324 Work well with other departments to find a solution,

325 Being bi-cultural – sharing border, double edged sword. Public Health has regional connection with S.D., which benefits IC

326 Other tangible assets (I&D and water rights), lithium and critical minerals will be pivotal.

327 We are protective when outside folks want to come in to fix our problems because they think we can't get it together, we say no. They historically have had trouble to get people to talk to us.

328 We want to direct our changes. We'll work with partners, but want to be listened to, respected

329 We have a Foreign Trade Zone

330 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.

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 entities also in the trenches, looking at same issues. Us being part exposes us to other individuals at the state level. I see that as an asset. Doesn't cost. Can access it.

333 Most (behavioral health) doctors assist with their visas have done schooling elsewhere, do residency in U.S. afterward we recruit them and they apply for license.

334 Docs from Mexico can’t practice here can be epidemiologist here. Public health has 2 docs from UAB. Another in health clinic not doing med doc stuff.

336 The people, the community

337 They aspire to go higher, do better

338 People want to feel they are wanted

339 Good schools

340 Community is active, is inviting

341 Family-oriented community

342 Want to make sure Heber gets services it needs

343 Security and safety needs to be addressed

344 1 sheriff’s deputy is not adequate

345 Main roads are not properly maintained

346 There are places the sidewalk is missing or damaged; it sinks over storm drains and is difficult for seniors to use safely

347 Heber is in the county, but needs certain services like a city

348 Communications needs to be improved

349 We need more activities for kids, especially in the summer

350 Want the gym open in the summer for programs for kids

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.

352 Community is safer now, but needs more

353 Want to have sheriff work with us to start a Neighborhood Watch program

354 How does the county assess what the needs of the town are?

355 Traffic is too fast on Dogwood, main routes dangerous for children walking to school

356 Since county closed the dumps people are dumping stuff onto farm fields creating a big problem

357 Communications is a problem. People are confused, they don’t know who does what.

358 The affordable housing project proposed may provide housing, but creates its own problems, like crime

359 What is the county going to do to provide better law enforcement in Heber

360 Wind knocked down a street sign at Fisher & McCabe Roads a month ago, still hanging from one side, when is the county going to fix it?

361 Wondering about future funding for a suggested greenbelt that could include a bike path and a pedestrian walkway

362 What is happening with the Mira Luz Affordable Housing project? And McCabe Road II, we want an update

363 What agency is responsible for street sweeping? When is it scheduled

364 CR&R trash trucks leak oil someones need to fix that. The public utility district, not the county, has the contract

365 Signal light on Dogwood north of Heber is always flashing, when will it be fixed?

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

367 Committee wants an update from ICT on services

368 Interested in the MOU county has with utility district over park maintenance

369 We don’t know who to go to when there is an issue

370 Cost of living

371 Slow pace of life

372 Towns quiet, quaint

373 Perfect location for small ag county, so close to everything, Mexico, AZ, metropolitan areas, etc.

374 We have people from everywhere living here

375 Communities’ have each other’s back – family

376 Everyone supports those in need in times of crisis

378 The culture - there is a lot of community pride - strong sense of pride

379 Friendly rivalry

380 There is so much potential here – natural resources, location to metropolitan areas

381 Potentially critical in terms of climate change

382 We are growing

383 There is a community and unity here because we are often marginalized by others outside the county

384 We’re unique and very resourceful

385 It is a triumphant story

386 Community is welcoming lithium as has not happened before

387 Though left for school, always wanted to come back for the quality of life

388 Outside of Valley nobody was living the life I wanted to live

389 Nothing I found was as fulfilling as what is here though I had to leave for school

390 Family is very important and that is here

391 We have a lot of advantages, off road activities, Glamaris, the desert, fresh air.

392 Like the local economy supports mom and pop shops or people doing business out of homes

393 Not a lot of traffic, streets safe

394 Have a great voice here, even for young people, because we know one another

395 Some local races are decided by just 10, 20 votes

396 Campaigns (for school board, city council) don’t have to cost a lot - can go door-to-door

397 It is easy to speak out at city councils, Board of Supervisors

398 Candidate workshops held by the Election Department, COLAB were very helpful. They made the process of running a campaign seem doable

399 Problem of pride in community is a challenge when cities often cut only for themselves

400 We are in competition mode often going after crumbs

401 We don’t work collectively often enough

402 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

403 Because we are a small population base, we end up on the short end of funding

404 Grants are important, but can’t be #1; we need to focus on developing our resources.

405 We need to focus on developing our natural resources to create sustainability

406 Even with a college education, it is difficult to get a job here

407 Hard for county to get a pool of qualified candidates because of salaries

408 We used to lose good employees to the prisons, now we lose them to private practices

409 Why is voter turnout so low? Do we need to audit the list of registered voters?

410 After 2020 the list was audited and greatly reduced the number returned for changed address or deaths

411 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

412 Why is voter turnout so low? We need a quality pool of candidates

413 Candidate training sessions are a good way to interest people in running for office

414 People do not realize how easy it is to run and how inexpensive it can be

415 Democracy works when everybody plays a part

416 There is a lot of apathy - people just focused on surviving

417 Education needs to push civic engagement

418 Don’t like what’s going on in Calexico and see the same names on the ballot so I don’t vote

419 It is hard for Social Services to recruit and retain good employees because salaries are too low

420 Need Behavioral Health, Social Services and substance use work to together to solve homelessness

421 Unfortunately, each department has a different way of doing things and families are not being helped

422 Border relations/ solitary within Imperial Valley

423 Work Ethic

424 Hope (some pessimism) despite past failures. Do not give up

425 Optimism

426 People here are resilient

427 Agreed

428 Transportation

429 Community relations and civic engagement

430 Housing needs affordable houses

431 Job creation

432 Environmental hazards

433 Need community spaces for recreation

434 Need direct aid services that are accessible for community with an expansion of hours and staff

435 Need post office, P.O. boxes rebuilt in Niland, not have to go to 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
Appendix: D

442 Want more community beautification projects, not just downtown, but parks, schools, businesses
443 Need power grid expansion
444 Want public investment
445 Accountability
446 Transparency
447 Need educational/occupational training investments
448 Want cleaner transportation, beautification of public transit
449 Want more green space, community gardens, bike paths, bike routes to IVC
450 More community events
451 Make election day a public holiday
452 Salton Sea restoration investment in a way that is responsible
453 Thanks for taking the time to address concerns
454 Small, most people know each other - a tight community
455 Easy to get around (The Slabs, Niland)
456 Natural beauty
457 Farming
458 Sense of history
459 Create good leaders of the future by demonstrating good leadership
460 Lead by example
461 We are neighborly
462 Homeliness
463 Need to make service meet what people need
464 Improvements needed - healthcare focus on recreation, ie community pools, fields,
increase internet connectivity and communications for all
466 Public transportation here a terrible waste of money
467 Half of time buses are 90 percent empty
468 There are bus stops, but they are not done for the customers' convenience
469 Need to add riders on transportation advisory committee to understand what is needed
470 Focus on aging population, ability to age in place
471 Immigration and settlement resources
472 Churches are a good way to reach people
473 Leadership throughout the county a concern
474 Leaders need to work to make the right decisions for the community
475 We need leaders who think about more than their fear about not being re-elected.
476 Water
477 Diversity
478 Close to the border
479 Need a new post office in Niland so community doesn't have to go to Calipat for mail
480 Regular bus service to Bombay beach
481 Healthcare/hospital
482 Regional residential water service
483 Internet connectivity
484 Open the library in Niland
485 Want to see a town square, gathering space, park
486 Want a food pantry with fresh food
487 Tourism
488 Rest stops
489 Better community lighting
490 Improved county permitting process
491 Better communications on events
492 More homes built in Northend
493 Vibrant community again, community events, open spaces
494 Beautification
495 New water company for Niland, Calipatria
496 Clean up the Salton Sea
497 Air pollution
498 Need county to pay attention to community's needs, concerns
499 Calexico is close-knit community
500 Raised by the community and want to pay it forward
501 Ag community is a strength
502 Farmworkers are hard-working, resilient despite the climate
503 Social Justice movement here is pretty progressive and could grow
504 Social Justice started in 2020 when county wanted to reopen business despite the public health concerns of pandemic
505 We petitioned the state to stop them.
506 Now the county Public Health Department trying to build a health equity position
507 Democratic participation needs improvement - see who ends up with seats
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 Healthcare is #1 issue in IC
520 Access to health care, quality of health care and mental health are all issues

How county funds are divided is a concern
Should practice participatory budgeting - let the public know the money available and let the public participate in deciding how to divide it up
We want a redistribution of the money from law enforcement to health care opportunities and housing
County should cooperate with other agencies - i.e. Lithium Coalition supported the tax
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
County needs to be less defensive - and show up differently
County has to have hard conversations; it can take criticism and still collaborate
We are missing out on multimillion grant opportunities by not working together
California Climate Investment, Cap & Trade available to collaborative proposals from gov, developers and CBCs
There is money in the governor's office - Affordable Housing and Sustainable Communities (AHSC) that requires collaborative proposals
The county should take the lead
Why are we fighting for crumbs when we can go after big grants
Education is disheartening here - we need better quality of education and benefits offered to teachers
Need new educational opportunities here
SDSU is not coming through - very disheartening
SDSU offers homeland security, but not public health - militarizing opportunity and causing divisions in the community
SDSU's bus service between here and the coast good idea, not really working
Need road lights at Interstate 8 exit and entrance. There are lights on Highway 98, but not on surface street at 8
Evan Howes Highway Bridge closure hurting Ocotillo, want it fixed
Willing to have road around the bridge, but county says its not safe
It is expensive to build a bridge or pave a road.
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
Really important to maintain and protect the aquifer that supplies Ocotillo.
Wells Acquifer was designated by EPA in 1996 and is supposed to be protected.
The county plans set limit on the amount of water permitted developments can draw
Many of the individual wells are in decline not sure why from drought? Or because Blaster City is taking more water
A lot of people here have been hermits and want to be
There are many part-time and seasonal residents here
A lot of us want the freedom that comes from living in the desert
But there is a community cleanup day, it will be April 15
There is an Optimists Club with 33 members
And the community center has a kids space and space for seniors
Community needs better internet. There is no Spectrum, have to use a T-Mobile hotspot or a satellite uplink
We would like space for a computer lab and a wellness center
It would be nice to have IVC classes taught here
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
48 kids from high school live in the Ocotillo, No Mirage areas
There is concern about safety. The Sheriff is at least 1/2 hour away. If there is an issue we call the BLM
Need stop signs in NoMirage
Green cooperation from county Public Works
Community often feels forgotten - so far from everywhere
Sometimes don't know what to believe
There is community clean-up day 2ce a year, but want transfer station available more often in Ocotillo
Want the transfer station available every weekend
Appreciate the Sheriff's Department attending the meetings to get 1st hand information
Building permits cost too much and take too long to get
Building permits ask unreasonable things - like curbs and gutters
Collaboration with law enforcement; bringing awareness of roles both ways
Funding other departments don't have
Address as much needs in Valley as department can afford
Adds programs as needs are identified
Training with various agencies that work with same populations (sheriffs', probation, etc.)
More use of evidence-based practices, models based on age groups
CalAIM requires we all work together, system is transforming; good change but pain in beginning
Shortage of workers; losing trained nurses, MH staff to other agencies
Salaries lower than in other counties
Telehealth, online agencies pay more
Educational opportunities limited locally for mental health workers
Employees prefer to work from home post-pandemic
Grants becoming essential but limited access to grant-writers
Mentored internship program
Address homeless, veterans, dysfunctional families; food, nutrition, other issues
Job results in burnout; pandemic made it worse
Overstaffed and underpaid. Have to pay more
COVID changed everything: increases in substance abuse, alcohol use; overlaps with criminal justice system
Appendix: D

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

905 Adapts to situations, even when underserved/underfunded
906 Natural resources, opportunities for economic growth
907 Leveraging funding opportunities
908 Affordable housing
909 Recruitment, retention challenges (e.g. noncompetitive salaries for clinic and other hard-to-recruit positions; lower pay for skilled/educated professionals; geographic location)
910 Lack of centralized hubs for general/county policies and processes
911 Medically underserved
912 Underfunded
913 Higher rates of certain health conditions and/or diseases (asthma, TB, diabetes, overweight/obesity)
914 Added new division focused on strategic planning
915 Analysis, communications - receipt of $1.5M for workforce
916 Reassigned 85% of staff for 2 years to respond to pandemic
917 Departments work closely together
918 Close-knit community
919 Resilient, adaptive to change
920 Opportunity for growth - lithium
921 Leveraging funding opportunities
922 Resourceful county
923 Funding
924 Retaining employees
925 Safety of building/office
926 Infrastructure
927 Funding
928 Hiring of staff, employee retention
929 Infrastructure
930 New director/department head
931 New grant funding
932 New programs; more clients in need of assistance
933 Promising economic growth due to lithium
934 County does a good job of leveraging funding opportunities to expand services
935 Resilient, close-knit community
936 Excellent job of leveraging resources
937 Excellent intergovernmental relationships between local, county, state, federal
938 During the COVID-19 pandemic, the state issued a public health ER order for entitlement programs
939 Centralized system to streamline processes, both internal within DSS and county
940 Housing needs of those we serve; homeless and affordable housing
941 Workforce and retaining staff
942 Outgrown our existing infrastructure
943 Low number of non-profit organizations with limited capacity to leverage funding available from state or federal government to provide services
944 Binational community - more resources provided; skews the data
945 High unemployment rate; high poverty levels
946 Affordable housing
947 Migrated to new database/case management system across and in collaboration with 58 counties
948 Implemented an electronic system - time study to leverage funding mechanisms
949 Oversight of homeless program; growth from $100K to $20M+
950 Staff, bilateral staff pay issues
951 Location; water access and availability
952 Rich in natural resources
953 State mandates, food and ag code
954 1 of 6 jobs is agriculture; $2.2 billion industry; sole producer of some crops; #6 statewide of others
955 Maintain and recruit staff
956 Partner/communicate with other agencies
957 EJ groups - misinformation outlets
958 Others understanding state mandates
959 Grant writers
960 Request beautification CalTrans, etc.
961 Port of Mexico - restricted hours/lanes
962 IT and training
963 Solar taking out farm ground and jobs
964 Invasive pests
965 Ordinance enforcement
966 Increase in awareness of consumer protection for consumers, business owners alike
967 Electronic forms and inspection capabilities, tools
968 Better time and data tracking from statewide program for ag commissioners
969 Cost of living
970 Border
971 Labor
972 Geographical location
973 Competitive salaries
974 Lack of workforce
975 Flexibility in certain professions
976 Revenue
977 Attraction of business
978 Economic development
979 Beautification
980 Staff is our most valued asset. They are educated, innovative, and motivated to achieve departmental goals
981 Ag industry - 1 of 6 jobs
982 #1 in CA producer of sugar beets, sudan hay, sweet corn, carrots, vegetable seed and alfalfa hay
983 Rich in natural resources - geothermal, solar, wind, lithium
984 Proximity to Mexico - access to major markets with over 22k phytosanitary export certificates issued
985 Water availability
986 Future of water is a serious concern. Local agriculture cannot thrive without water; our community and economy depend upon agriculture
987 Budget constraints and funding due to inflation all-around
988 Budget constraints and funding due to inflation all-around
989 Perception of ag being "bad guy"
990 Invasive agricultural pests constantly threaten crop production. With global travel and transport being commonplace, invasive pests have increased
991 High poverty and unemployment
992 Limited access to healthcare (ECRM issues)
993 Drought and claims to Colorado River rights we hold through IID
994 Homelessness, lack of housing and resources for immigrants
995 Increase of solar farms and the taking out of ag lands
996 Additional resources into Pesticide Use Enforcement Division. To curb concerns and promote safe, effective use of pesticides, more inspections are performed annually
997 Increased enforcement and awareness of consumer protection
998 Better time and data tracking through new statewide program for Ag Commissioners/Sealers
1000 Transportation availability (yet can be improved)
1001 Free resource centers
1002 Assistance programs
1003 Funding for staffing
1004 Funding for department operations
1005 Vehicles to provide programming
1006 Stable staffing
1007 Job security
1008 Livable Wages
1009 Secured funding for early education services countywide
1010 Secured funding for children in autism programs
1011 Secured funding for library renovations
1012 Open land
1013 Great weather
1014 Centrally located between San Diego, Los Angeles, Arizona, Mexico
1015 Geothermal and mineral resources
1016 Close community
1017 Online permitting
1018 Staffing, training, retention
1019 Updated regulations
1020 Outreach
1021 Water, power
1022 Skilled labor
1023 Roads
1024 Diverse economy
1025 Developed code compliance strategies
1026 Survived COVID
1027 Worked on improving permit processing
1028 Worked on improving department communications
1029 Develop potential with lithium and gateway
1030 Small agencies; know counterparts; foster decision-making
1031 Younger workforce is more apt to leverage technology
1032 Infrastructure age and condition
1033 Retention of staff (capacity concerns); COVID burnout
1034 Rate studies for solid waste/sewer districts
1035 Implementing more tech to break down internal silos
1036 Water resource
1037 Health of special districts (i.e. Palo Verde/Seeley/Varanais fire districts)
1038 Binational communication
1039 Access to government agencies/collaboration/local
1040 Collaboration with school district
1041 COVID advances; Zoom/Teams
1042 Ag - lithium development
1043 Water issues in general (countywide)
1044 Air quality issues, binational, traffic in Calexico, north/southbound
1045 Behind on technology
1046 Space for growth
1047 Government collaboration with industry to limit idling/emissions with innovative ways to transport goods
1048 Water issues in general (countywide)
1049 Technology
1050 Funding for the underserved community
1051 Policies between government/focal, state, federal
1052 Collaboration
1053 Training
1054 Communication
1055 Collaboration
1056 Many very dedicated and conscientious employees who want to contribute to making Imperial County a better place to live and work
1057 Desire of many department heads to work together as a team providing service
1058 Strength of employees to speak their minds
1059 Personal knowledge of employees of county history
1060 Continued state requirements to provide more service legislators have no knowledge of
1061 Additional taxes on services where no benefit will be returned
1062 Greater degree of technology without adequate training or equipment
1063 Retention of great employees - more money in other areas
1064 Providing services with where limited in contact with the public
1065 High unemployment and money to pay for services and needed documents
1066 Number of necessary employees to provide required services
1067 Requirements of individual offices to provide employee services that previously were provided by another department
1068 Offering changes in procedure where "we have never done it that way before"
1070 Continued upgrading of retained documents
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