Sonoma County
Five-Year Strategic Plan

Draft Strategic Plan
January 26, 2021

Overview

Goal of the Strategic Plan:

➢Inform which policies and projects are prioritized for the next five years.

➢Guide how we align short and long-term objectives with operations and budgets, to demonstrate meaningful progress.

Purpose of Today's Discussion:

➢Review updated Pillar Goals and Objectives

➢Receive feedback prior to final approval on March 2, 2021

Strategic Plan Terminology

Pillars identify the most important strategic priorities for the County to accomplish over the next five years.

The Five Pillars are:

1. Healthy and Safe Communities
2. Organizational Excellence
3. Racial Equity and Social Justice
4. Climate Action and Resiliency
5. Resilient Infrastructure

Goals are the outcomes we want to achieve. The destination. Based on an important idea or desired future.

Objectives are the measure of the progress needed to achieve the goal.

Extensive Engagement Process

Employee Engagement

➢ 12 Focus Groups

➢ 5 Drop-In Open House Sessions

➢ Online Survey

Community Engagement

➢ 10 Community Sessions (English and Spanish)

➢ 16 Community Stakeholder Focus Groups

➢ Session-in-a-Box

➢ Online Surveys (English and Spanish)

Extensive Engagement Process

Lessons Learned

➤ A lot of support from Employees and Community Members on plan materials, and appreciation for being included in the process

➤ Need to implement more effective approaches for engaging Latinx, indigenous-speaking, and other underrepresented populations

    ➤ Improved engagement and outreach strategies part of both Organizational Excellence and Racial Equity and Social Justice Pillars

Common Themes

➤ Need to remove jargon and simplify language

➤ Some goals and objectives are vague and don't make it clear how the County will accomplish them

➤ Need more focus on wildfire prevention and disaster preparedness

Strategic Plan Goals and Objectives

Steering Committee Members:

Healthy and Safe Communities
Angela Struckmann, Human Services Department
Barbie Robinson, Department of Health Services

Racial Equity and Social Justice
Sheba Person-Whitley, Economic Devlop. Board
Alegria De La Cruz, Office of Equity
Kristin Fladseth, Human Services Department

Resilient Infrastructure
Caroline Judy, General Services
Johannes Hoevertsz, Transportation & Public Works

Organizational Excellence
Christina Cramer, Human Resources
Heidi Keith, Sheriff's Office

Climate Action and Resiliency
Jane Elias, General Services
Bill Keene, Ag Preservation + Open Space *(retired)*
Caryl Hart, Ag Preservation + Open Space

Healthy and Safe Communities

Provide quality and equitable housing, health, and human services for all.

Goal 1: Expand integrated system of care to address gaps in services to the County's most vulnerable

Objective 1: Seek legislation to eliminate barriers to data sharing between Safety Net departments by 2023.

Objective 2: Identify service gaps in the Safety Net system of services.

Objective 3: Create a "no wrong door" approach where clients can access array of services regardless of where they enter the system.

Goal 2: Establish equitable and data-driven distribution of services

Objective 1: Safety Net departments will begin tracking data using result-based accountability (RBA) -

Objective 1 Cont: for key programs in each department to establish common outcome measures.

Objective 2: Develop dashboard tracking tools to collect data on common outcome measures across Safety Net departments.

Objective 3: Identify and eliminate gaps for underrepresented groups, and implement measures to mitigate negative impacts.

Goal 3: In collaboration with cities, increase affordable housing development near public transportation and services

Objective 1: : Identify and rezone sites suitable for housing development, and partner with developers and the community to move projects forward.

Objective 2: Identify and leverage funding sources for permanent supportive and affordable housing development.

Objective 3: Create incentives for developers to promote affordable housing development in the County.

Goal 4: Reduce the County's overall homeless population by 10% each year by enhancing services based on coordination and collaboration

Objective 1: Conduct a peer review of successful models to identify best practices for preventing and reducing homelessness through various housing options and supportive service models.

Objective 2: Partner with cities to build a strategic plan for homeless prevention and housing strategies by 2024.

Objective 3: Increase investment in programs that treat underlying causes of homelessness, including substance abuse, mental illness, poverty, and lack of affordable housing.

Objective 4: Create a housing resource tool for Safety Net departments to efficiently assist residents with accessing available housing by 2022.

Goal 5: Continue to invest in public safety so that residents and visitors feel safe in our community

Objective 1: Continue to invest in cultural responsiveness and de-escalation training and techniques for County law enforcement workforce.

Objective 2: Better integrate services and handoffs within the Safety Net departments.

Objective 3: Determine the most appropriate community response program to respond to individuals in the community experiencing a psychiatric emergency, including an analysis of Mobile Support Team.

Objective 4: Expand detention alternatives with the goal of reducing the jail population, from pre-pandemic levels, by 15% at the end of 2022, while reducing recidivism amongst the supervised offender population

Objective 5: Conduct outreach campaign with communities to build and strengthen community and law enforcement relationships, including education on the difference between calling 2-1-1 and 9-1-1.

Healthy and Safe Communities
Provide quality and equitable housing, health, and human services for all.

Major Changes Since August 2020 Version:

➤ Included definitions and explanations for jargon and terminology

➤ Added timelines for completion for many objectives

➤ New objective in Goal 3 to promote affordable housing development

➤ Restructured Goal 4 to more directly address how County will reduce homeless population by 10%, and added new objective to address underlying causes of homelessness

Organizational Excellence

Be an innovative, effective, engaged, and transparent organization focused on quality programs and services.

Goal 1: Strengthen operational effectiveness, fiscal reliability, and accountability

Objective 1: Align the Board of Supervisor's strategic priorities, policy, and operational goals with funding and resources.

Objective 2: Establish list of technology needs that supports service improvements and develop strategies to fund and implement improvements.

Objective 3: Establish expectations and performance measures for customer service.

Objective 4: Streamline admin. procedures and work flows and delegate more signature authority to Department Heads in order to re-direct resources to more strategic priorities.

Objective 5: Align procurement and grant guidelines with strategic priorities and racial equity principles.

Objective 6: Develop training and staffing structures that effectively support disaster service work and emergency operations, particularly for large-scale and ongoing events.

Goal 2: Increase information sharing and transparency and improve County and community engagement

Objective 1: Conduct a community satisfaction survey to identify baseline expectations.

Objective 2: Develop a community engagement strategy, establish a process for engagement and collaboration, and ensure the strategy is inclusive of all underserved populations by the end of 2022

Objective 3: Ensure County budget process and information is understandable and accessible.

Objective 4: Develop a new website that is more customer friendly, community focused, and supports community business needs by 2022.

Objective 5: Develop strategies that improve information and knowledge sharing within and between County departments.

Goal 3: Become an employer of choice with a diverse workforce that reflects our community, and an employer with a positive work culture that results in engaged and developed employees.

Objective 1: Implement programs and opportunities to support employee work-life balance and positive work environment, including a Telework Policy.

Objective 2: Conduct employee engagement survey by March 2022 and develop and implement strategies to address employee feedback.

Objective 3: Support employee professional growth and retention by investing in high quality training, development, and leadership programs.

Goal 4: Seek out grant funding to enhance programs and improve infrastructure

Objective 1: Secure a total of $60 million in grant funding by 2026 for strategic priorities, including technology tools, climate resiliency, and other capital projects.

Organizational Excellence

Be an innovative, effective, engaged, and transparent organization focused on quality programs and services.

Major Changes Since August 2020 Version:

➢ Added timelines for completion for many objectives

➢ New objectives in Goal 1 to:

  ➢ Align procurement and grant guidelines with strategic priorities, including racial equity; and

  ➢ Provide support for disaster service and emergency operation staffing

➢ New objective in Goal 2 to support knowledge and information sharing between County departments

Racial Equity and Social Justice

Achieve racial equity in County service provision and ensure a workforce reflective of the community we serve.

Goal 1: Foster a County organizational culture that supports the commitment to achieving racial equity.

Objective 1: Develop a shared understanding of key racial equity concepts across the County and its leadership.

Objective 2: Conduct a baseline assessment by Dec 2021 of racial equity awareness and understanding among County staff and develop a process to assess progress annually.

Objective 3: Establish an ongoing racial equity learning program for County leadership and staff by Sept 2021.

Objective 4: Establish an Equity Core Team by April 2021 to advance equity initiatives across all departments in collaboration with the Office of Equity.

Goal 2: Implement strategies to make the County workforce reflect County demographic across all levels.

Objective 1: Identify opportunities to enhance recruitment, hiring, employee development, and promotional processes to reflect the value of having the perspectives of people of color represented at all levels in the County workforce.

Objective 2: Implement Countywide strategies to recruit, hire, develop, promote and retain County employees of color, produce annual report card assessing progress, and update strategies as needed.

Goal 3: Ensure racial equity throughout all County policy decisions and service delivery.

Objective 1: Establish a racial equity analysis tool by June 2022 for departments to use for internal decision-making, policy decisions and implementation, and service delivery.

Objective 2: Establish regular and publicly available reports on racial equity in County policies, programs, and services.

Goal 4: Engage key community and internal stakeholders to develop priorities and to advance racial equity.

Objective 1: Develop and launch a community engagement strategy with a focus on racial equity, and establish a process for engagement and collaboration.

Objective 2: Collaborate with community stakeholders to incorporate a racial equity lens into County emergency response, economic recovery and resiliency planning processes.

Objective 3: Begin implementing strategies for regular community engagement to guide racial equity efforts.

Objective 4: Develop and establish a language access policy for the County of Sonoma by June 2021.

Racial Equity and Social Justice

Achieve racial equity in County service provision and ensure a workforce reflective of the community we serve.

Major Changes Since August 2020 Version:

➢ Updated to reflect completed objective to create a new Office of Equity

➢ Added timelines for completion for many objectives

➢ Clarified in Goal 3 that reports on status of racial equity in County policies, programs and services will be made publicly available

➢ New objectives in Goal 4 to develop a language access policy

Climate Action and Resiliency
Make Sonoma County carbon neutral by 2030

Goal 1: Continue to invest in wildfire preparedness and resiliency strategies.

Objective 1: Provide educational resources to the community that promote and facilitate carbon neutral and fire hardening construction for new and existing homes.

Objective 2: Expand outreach and education on vegetation management and provide additional resources to land owners to help mitigate fire risk.

Objective 3: Leverage grant funding to support sustainable vegetation management program.

Goal 2: Invest in the community to enhance disaster resiliency and become carbon neutral by 2030

Objective 1: Support carbon eliminating micro grid technology in communities and energy grid resilience to reduce impact of power loss during power shutdowns and natural disasters (floods, fires, and earthquakes) …

Objective 1 Cont: through education and legislative advocacy, prioritizing critical infrastructure and vulnerable populations

Objective 2: Provide $20M in financing by 2026 that incentivizes property managers and renters to retrofit existing multi-family housing towards achieving carbon neutral buildings.

Objective 3: Partner with educational institutions, trade associations, businesses and non-profit organizations to establish workforce development programs that focus on carbon neutral and resilient building technologies by 2023.

Goal 3: Make all County facilities carbon free, zero waste and resilient

Objective 1: Design or retrofit County facilities to be carbon neutral, zero waste and incorporate resilient construction techniques and materials.

Objective 2: Design or retrofit County facilities that promote and maximize telework to decrease greenhouse gas emissions of employee commute.

Objective 3: Invest in County owned facilities, establishing carbon eliminating micro grid technology and improving energy grid resilience to reduce impact of power loss during power shutdowns and natural disasters, prioritizing critical infrastructure such as command and communications facilities.

Goal 4: Maximize sustainability and emissions reductions in all County Fleet vehicles

Objective 1: Phase out County (owned or leased) gasoline powered light-duty cars, vans, and pickups to achieve a 30% zero-emission vehicle light-duty fleet by 2026.

Objective 2: Invest in the County's employee Clean Commute program to promote use of alternate modes of transportation, including bike and carpool incentives, and last mile solutions connecting bus and train stations to County worksites

Objective 3: Upgrade the existing County owned Electric Vehicle charging station infrastructure by 2023.

Goal 5: Maximize Carbon Sequestration through land conservation work and land use policies

Objective 1: By 2025, update, the County General Plan and other county/special district planning documents to incorporate policy language and identify areas within the County that have the potential to maximize carbon sequestration and provide opportunities for climate change adaptation. The focus will be to increase overall landscape and species resiliency, reduce fire risk and flooding, address sea level rise, and biodiversity loss.

Objective 2: Develop policies to maximize carbon sequestration and minimize loss of natural carbon sinks. Encourage agricultural and open space land management to maximize sequestration. Develop a framework and policies to incentivize collaboration with private and public land owners.

Climate Action and Resiliency
Make Sonoma County carbon neutral by 2030

Major Changes Since August 2020 Version:

➢ Added financial targets and timelines for completion for many objectives

➢ Added new goal and objectives focusing on wildfire and disaster preparedness and supporting vegetation management

➢ Added new objective to establish a workforce development program focusing on carbon neutral and resilient building technologies

➢ Refined objectives in Goal 4 to reduce jargon, clarify focus, and include both public and private landowners

Resilient Infrastructure Enhance all-hazards resiliency for the community by investing in County roads, buildings and property, communications, and flood protection.

Goal 1: Invest in County buildings and technology solutions to enhance service delivery and improve employee mobility.

Objective 1: Design new County Center to be carbon neutral and zero waste; and pursue carbon reduction and zero waste plans for remaining County facilities.

Objective 2: Adopt design standards for County offices to maximize telework and incorporate revised workstation space standards.

Objective 3: Develop technology tools that enhance employee mobility and promote virtual service delivery to reduce County space needs.

Objective 4: Establish neighborhood/regional and satellite service centers in West County, Cloverdale, and Sonoma Valley by 2023 in order to improve access to services.

Goal 2: Invest in capital systems to ensure continuity of operations and disaster response.

Objective 1: Strengthen critical communications infrastructure, interoperability, and information technology tools relied upon during disasters.

Objective 2: Invest in electric power resiliency projects at County facilities, including Veteran's Buildings, used for evacuation sites, warming/cooling centers, or as alternate work facilities for delivery of critical services.

Objective 3: Design and build a new, resilient Emergency Operations Center (EOC).

Goal 3: Continue to invest in critical roads infrastructure.

Objective 1: Continue to maintain road segments, including designated turn outs, increase efforts on vegetation removal and drainage features, and improve pavement conditions in neighborhoods.

Objective 2: Increase investment by 5% annually on preventive maintenance on all road infrastructure/ facilities.

Objective 3: Invest $5M by 2024 on new pedestrian and bicycle facilities, and adopt maintenance guidelines on roads to consider bicyclists and pedestrians.

Objective 4: Identify and retrofit bridges in County that are at high risk for damage during earthquakes.

Goal 4: Implement countywide technological solutions to promote resiliency and expand community access.

Objective 1: Leverage funding and seek grants to expand communications infrastructure within the community to improve equitable access to broadband, wireless, and cell phone services.

Objective 2: Leverage existing fiber optic infrastructure and grant opportunities to expand broadband access across County.

Goal 5: Support, fund, and expand flood protection.

Objective 1: Develop partnerships with cities, tribal governments, and private organizations regarding flood protection and sustainability to identify gaps and address climate change impacts.

Objective 2: Implement land use planning and assessments to address flood protection, including river setbacks and riparian corridors.

Objective 3: Evaluate the feasibility, creation, and/or update of Flood Protection Plans and seek out financing mechanisms to establish protection zones countywide.

Resilient Infrastructure

Enhance all-hazards resiliency for the community by investing in County roads, buildings and property, communications, and flood protection.

Major Changes Since August 2020 Version:

➤ Added financial targets and timelines for completion for many objectives

➤ Clarified that goals and objectives address all hazards, including wildfire, earthquake and flood.

➤ Updated objective in Goal 1 to identify priority locations for satellite service locations (West County, Cloverdale, and Sonoma Valley)

➤ Added objective in Goal 3 to retrofit County bridges that are high risk for damage during earthquakes

Questions?