Sonoma County Five-Year Strategic Planning Update

August 11, 2020

Pillar Goal and Objective Details

1. Healthy and Safe Communities

2. Racial Equity and Social Justice

3. Organizational Excellence

4. Climate Action and Resiliency

5. Resilient Infrastructure

Legend for Intersection with other Pillars:

🏠 Healthy and Safe Communities   🌐 Climate Action and Resiliency

🤝 Racial Equity and Social Justice   🔨 Resilient Infrastructure

🏛 Organizational Excellence

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 (Human Services, Health Services, Community Development Commission, Probation, Child Support and others).
- Objective 2: Identify service gaps in the Safety Net system of services.
- Objective 3: Create a "no wrong door" approach to services to encourage individuals to enter services.
- Objective 4: Increase efforts to better integrate Health Action and Upstream Investments.

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

- Objective 1: Safety Net departments will track results using result-based accountability (RBA) 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 address disproportionate racial and social impacts.

Goal 3: Increase housing development near transportation and services

- Objective 1: Identify two or three County-owned properties for housing options, partnering with developers and the community.
- Objective 2: Create innovative funding sources for housing development.

Goal 4: Reduce homelessness by enhancing services based on coordination and collaboration

- Objective 1: Partner with cities to build a strategic plan for homeless strategies.
- Objective 2: Reduce current homeless population by 10% annually.
- Objective 3: Create a housing resource tool for Safety Net departments to efficiently assist residents with housing.

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

- Objective 1: Focus on cultural competency training and de-escalation training and techniques for County workforce.
- Objective 2: Better integrate services and handoffs within the Safety Net departments.
- Objective 3: Expand the Mobile Support Team to work with law enforcement.
- Objective 4: Explore and expand detention alternatives with the goal of reducing the jail population and reducing recidivism.
- Objective 5: Conduct outreach and engagement 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.

Racial Equity and Social Justice

Achieve racial equity in County service provision and employment opportunities.

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 of racial equity awareness and understanding among County staff and assess progress annually.

- Objective 3: Establish an ongoing racial equity learning program.

- Objective 4: Establish equity-focused work groups to advance equity initiatives across all departments in collaboration with Office of Equity and Equity Officer.

Goal 2: Implement strategies to make County workforce reflect County demographic across all positions. 🏛

- 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: Begin implementing 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: Assure racial equity throughout all County policy decisions and service delivery.

- Objective 1: Establish a Sonoma County Office of Equity and a permanent Equity Officer position.

- Objective 2: Establish a racial equity analysis tool for departments to use for internal decision-making, policy decisions and implementation, and service delivery. 🏠🏛⛏🌍

- Objective 3: Establish regular reporting 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 a community engagement plan 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 economic recovery and resiliency planning.

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

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 policy and operational goals with funding.
- Objective 2: Establish master list of technology needs that support operational/service improvements, establish priority order, and develop fiscal strategies to fund improvements.
- Objective 3: Establish expectations and performance measures for customer service.
- Objective 4: Streamline routine administrative procedures and work flows and delegate more operational authority in order to re-direct workforce resources to more strategic priorities.

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

- Objective 1: Develop a community engagement and outreach strategy that is focused on inclusion and diversity.
- Objective 2: Ensure County budget process and information is understandable and accessible.
- Objective 3: Develop a website that is more customer friendly and community focused.
- Objective 4: Develop a baseline of community expectation and satisfaction, and develop a community relations management strategy.

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 an employee engagement survey, and develop and implement strategies to address employee feedback.
- Objective 3: Continue developing employees and leaders through high-quality and multi-dimensional training and succession planning.

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

- Objective 1: Secure $60 million in grant funding for strategic priorities.

Climate Action and Resiliency
Make Sonoma County carbon neutral by 2030.

Goal 1: Make all County facilities carbon free and zero waste

- Objective 1: Design or retrofit County facilities to be carbon neutral and zero waste.

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

Goal 2: Maximize sustainability and emissions reductions in all County Fleet vehicles

- Objective 1: Any County car, van or truck, leased or owned, will be 100% all-electric by 2030.

- Objective 2: Improve the fuel efficiency of all County Fleet medium and heavy-duty vehicles by 25% by 2030.

- Objective 3: Invest in the County's employee Clean Commute program to allow for the use of County all-electric vehicles at key public transportation hubs to support a 'Last Mile Transit' Program for the County.

- Objective 4: Upgrade the existing County's Electric Vehicle charging station infrastructure by 2023, and expand to new locations by 100% by 2030, prioritizing locations accessible to disadvantaged and hard to reach populations.

Goal 3: Maximize Carbon Sequestration through land conservation work and land use policies

- Objective 1: County General Plan and other county/special district planning documents will incorporate policy language that includes climate actions, resiliency measures and maximizes sequestration on both public and private lands, while mitigating for natural disasters such as fires and floods.

- Objective 2: Develop a carbon sequestration program, where carbon is captured and stored in plants or soils, with an emphasis on maximizing sequestration on working lands and other open space lands by 2030.

Goal 4: Invest in the community to become carbon neutral by 2030

- Objective 1: Develop permit fee reductions for carbon neutral construction for new and existing homes.

- Objective 2: Support microgrid communities/energy grid resilience to eliminate carbon producing alternatives during power shutdowns, prioritizing critical infrastructure and vulnerable populations.

- Objective 3: Provide grants or funding that incentivizes property managers and renters to retrofit existing multi-family housing toward achieving carbon neutral buildings.

Resilient Infrastructure

Enhance services to the community by investing in County facilities and infrastructure; including roads, buildings, 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 office improvement projects to maximize opportunities for telework and incorporate revised workstation space standards

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

- Objective 4: Establish neighborhood/regional and satellite service centers in order to improve access to services.

Goal 2: Invest in capital improvements to ensure resiliency of services and improve disaster preparedness.

- Objective 1: Strengthen critical communications infrastructure and information. technology tools relied upon during disasters to ensure critical services continue.

- Objective 2: Ensure resiliency of electrical power at County facilities used for evacuation sites, warming/cooling centers, or as alternate facilities for delivery of critical services.

- Objective 3: Replace aging and undersized Emergency Operations Center (EOC) to improve disaster preparedness and response.

Goal 3: Continue to invest in critical roads infrastructure.

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

- Objective 2: Increase investment on preventative maintenance on all infrastructure/facilities.

- Objective 3: Seek out funding for critical transit corridors and future transit opportunities.

- Objective 4: Construct new pedestrian and bicycle facilities, where appropriate, and adopt maintenance guidelines on roads to consider bicyclists and pedestrians.

- Objective 5: Develop policies to promote installation and install infrastructure for electrical vehicle charging stations.

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

- Objective 1: Invest in communications infrastructure within the community to improve broadband and internet access.

- 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.