SONOMA COUNTY
FIVE-YEAR
STRATEGIC PLAN
2021–2026

Implementation Plan
Summary

Introduction

This document lists all the goals and objectives identified in the strategic plan and the lead department and staff. Next to each objective is a summary of the implementation plan and metrics. More information on the implementation plan for each objective is available in the corresponding implementation plan.

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
Climate Action and Resiliency						
CAR1-1	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.	GSD and Permit Sonoma	Jane Elias and John Mack	Sonoma County General Services Energy and Sustainability Division and Permit Sonoma will continue to provide workshops, handouts and other educational and outreach resources for carbon neutral, resiliency and fire hardening construction for new and existing homes for landowners to support them in mitigating climate and fire risk. Funding from potential FEMA grants will likely increase this effort significantly in the years to come.	~ Educational resources & outreach to community ~ Number of people reached
CAR1-2		Objective 2: Expand outreach and education on vegetation management and provide additional resources to land owners to help mitigate fire risk.	Ag + Open Space, Permit Sonoma, UCCE	Misti Arias, John Mack, Stephanie Larson	Sonoma County Ag + Open Space, Permit Sonoma, and UC Cooperative Extension will co-lead an effort to develop and implement an array of well-defined and easily-understood resources and programs for landowners to support them in mitigating fire risk. Funding from potential FEMA grants will likely increase this effort significantly in the years to come.	~ Educational resources & outreach to land owners ~ Number of owners reached.
CAR1-3		Objective 3: Leverage grant funding to support sustainable vegetation management program.	Ag + Open Space, Permit Sonoma, CAO	Misti Arias, John Mack, Christel Querijero	Sonoma County Ag + Open Space, Permit Sonoma, and the CAO will co-lead an effort to leverage grant funding to support sustainable vegetation management programs. Ag + Open Space has hired a Vegetation Management Coordinator that will lead the effort to further leverage county $25 million in PG&E settlement funds identified for veg management to reduce wildfire risks. The Veg Management Coordinator will identify and pursue outside funding consistent with the Center for Law, Energy, & the Environment (CLEE) report.	~ Funds leveraged ~ Dollars
CAR2-1	Goal 2: Invest in the community to enhance resiliency and become carbon neutral by 2030	Objective 1: Support carbon eliminating microgrid technology in communities and energy grid resilience to reduce impact of power loss during power shutdowns and natural disasters (floods, fires, earthquakes) through education and legislative advocacy, prioritizing critical infrastructure and vulnerable populations.	CAO and GSD	Marissa Montenegro and Jane Elias	Energy and Sustainability has joined 2 working groups related to community microgrids (MG) and is working to become familiar with the intricacies that surround MG initiatives and to better understand what is necessary for a MG to happen on a community scale. There may be legislative efforts to support or sponsor legislation and/or comments in regulatory rulemaking or hearings. This would entail identifying legislative asks, drafting legislative language to present to our legislators, and monitoring the legislative process.	~ Education and legislative advocacy (prioritizing critical infrastructure and vulnerable populations)
CAR2-2		Objective 2: Provide $20 million in financing by 2026 that incentivizes property managers and renters to retrofit existing multi-family housing towards achieving carbon neutral buildings.	ACTTC and GSD	Jonathan Kadlec and Jane Elias	This objective will be achieved through outreach efforts, collaboration and leveraging of multiple programs offered through the Energy and Sustainability Division. These programs will offer combined financing, incentives and rebates to property managers or renters for affordable improvements or retrofits. The Division will also look to leverage any other resources related to multi-family improvements.	~ Funding provided for property managers and renters ~ Dollars
CAR2-3		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.	HSD	Katie Greaves	HSD is actively scanning for information about upcoming funding opportunities and is well poised to work collaboratively with members of the Workforce Investment Board representing a myriad of building and trade unions, higher education and the Economic Development Board to put forward funding applications.	~ Workforce development programs developed ~ Funding acquired

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
CAR3-1	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.	GSD	Caroline Judy	All capital improvement projects within County government buildings (whether new construction or renovation) are permitted by Permit Sonoma and must be consistent with sustainable building code requirements. The new County Government Center buildings will incorporate carbon neutral and zero waste designs.	~ Facilities designed or retrofitted for carbon neutrality & zero waste ~ Resilient techniques and materials incorporated into County construction
CAR3-2		Objective 2: Design or retrofit County facilities that promote and maximize telework to decrease greenhouse gas emissions generated by employee commutes.	GSD	Caroline Judy	Space planning and design efforts will support a hybrid workplace, including "workplace engagement" to help guide the design for these new facilities. "Workplace engagement" will identify a range of solutions to match the different on-site/remote patterns of staff, as well as their collaboration and interaction. This process will include employee satisfaction surveys both before, during, and after design to provide benchmarks, confirm accommodation, validate goals, and measure improvements. In conjunction with "workplace engagement", there will be the further refinement of the County's Telework Policies, as necessary.	~ Changes made in County facilities that would promote and maximize telework ~ Number of employees teleworking
CAR3-3		Objective 3: Invest in County owned facilities, establishing carbon eliminating microgrid technology and improving energy grid resilience to reduce the impact of power loss during power shutdowns and natural disasters (floods, fires, earthquakes), prioritizing critical infrastructure such as command and communications facilities.	GSD	Caroline Judy	The major activities, projects, and efforts that GS plans undertake to achieve this objective are: Energy Master Plan, County Campus Microgrid, Los Guilicos Campus Microgrid, New County Government Center, Airport Photovoltaic Canopy project, and Individual Investment Grade Audits under PG&E's Sustainable Solutions Turnkey program	~ Changes made ~ Dollars spent
CAR4-1	Goal 4: Maximize sustainability and emissions reductions in all County Fleet vehicles	Objective 1: Where feasible, 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.	GSD	Robert Scott + Tony Tsui	Fleet Operation's approach to implementation will ultimately maximize sustainability and emissions reductions by moving towards replacing carbon producing fleet vehicles with zero-emission electric vehicles (EVs), and facilitating their operations by upgrading and expanding charging infrastructure.	~ Emissions ~ EV conversion rate
CAR4-2		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.	CAO	Katherine DiPasqua	Based on findings from the 2020 Employee Commute Survey, there are three effective ways we can invest in the County's Clean Commute program: pilot a Clean Commute Incentive Program, improve bus service to County worksites, and improve last mile connections between transit centers and County worksites. A request for funding for the pilot incentive program was submitted, and the other two approaches are being worked on now.	~ Investments made in Clean Commute program ~ Dollars invested ~ Impact of dollars invested in change in VMT
CAR4-3		Objective 3: Upgrade the existing County owned Electric Vehicle charging station infrastructure by 2023.	GSD	Robert Scott + Tony Tsui	Combined with CAR4-1	~ Number of charging stations upgraded ~ Percent of charging stations upgraded
CAR5-1	Goal 5: Maximize opportunities for mitigation of climate change and adaptation 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 of these actions will be to increase overall landscape and species resiliency, reduce the risk of fire and floods, and address sea level rise and biodiversity loss.	Ag + Open Space, Permit Sonoma and Sonoma Water	Misti Arias, John Mack and Michael Thompson	A fundamental prerequisite to implementing this objective is a data synthesis and modeling task to develop County-scaled carbon emissions models with agreed baselines as well as landscape models for carbon sequestration potential. Then, the implementation plan for this objective will require Ag + Open Space, Permit Sonoma, and Sonoma Water to identify and map landscapes that will maximize carbon sequestration opportunities in the County, develop policies to implement the identified sequestration opportunities, develop climate change mitigation policies, and identify opportunities for early implementation of projects that address this objective.	~ Plans/planning documents that incorporate such policy language ~ Baseline GHG inventories
CAR5-2		Objective 2: Develop policies to maximize carbon sequestration and minimize loss of natural carbon sinks including old growth forests, the Laguna de Santa Rosa, and rangelands. Encourage agricultural and open space land management to maximize sequestration. Develop a framework and policies to incentivize collaboration with private and public land owners.	Ag + Open Space	Misti Arias	Using the Vital Lands Initiative as a guiding document, Sonoma County Ag + Open Space will lead an effort to set ambitious and specific targets for the amount and type of lands needed to be conserved to be resilient to climate change. This effort will also include tools and approaches that encourage and incentivize land management practices which maximize sequestration, natural function, and resilience to climate change and extreme events.	~ Policies developed ~ Carbon sequestration ~ Baseline GHG inventories ~ Framework/policies developed for collab with land owners

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
			Healthy and Safe Communities			
HSC1-1	Goal 1: Expand integrated system of care to address gaps in services to the County's most vulnerable.	Objective 1: Eliminate barriers to data sharing	CAO	Marissa Montenegro	Work with impacted departments to determine current barriers to data sharing, and draft legislative language to present to Sonoma County legislators to carry forward.	~ Identification of barriers to data sharing ~ Number of legislative changes proposed ~ Successful passage of legislation
HSC1-2		Objective 2: Identify gaps in services	DHS + HSD	Tina Rivera Angela Struckmann	Gaps in the safety net system of services will be addressed with two key strategies: adding new multi-disciplinary cohorts; and developing new technology solutions to eliminate data and referral gaps across departments.	~ Community survey and needs assessment ~ Translation (newsletter+public meetings) ~ Number of cohorts created ~ Increase in referrals between departments
HSC1-3		Objective 3: Create a "no wrong door" approach	HSD	Angela Struckmann Oscar Chavez Tina Rivera	Raising awareness of available county services and programs to County front line and lobby intake staff by providing training, education and resources to help staffs' understanding of basic eligibility requirements of the most utilized programs across the safety net departments,and support clients in navigating the County's programs and services.	~ Website click tracking to measure quality of clients access to service information ~ Number of program referrals completed across divisions and departments ~ Number of staff completing "no wrong door" trainings about Safety Net programs, ~ Number of client reporting positive outcomes
HSC2-1	Goal 2: Establish equitable and data-driven distribution of services	Objective 1: Tracking data using RBA	HSD	Angela Struckmann Oscar Chavez	RBA will be used for planning, reporting, and monitoring of performance measures of County programs and contracts with plans for complete adoption in the next 3-5 years. RBA will also be utilized to map where the greatest needs are for services, broken out by policy priority, region, Race/Ethnicity and other subgroupings of interest to the extent available.	~ Percentage of contracts over $50K using RBA ~ Number of contracts submitting quarterly data through Apricot on time ~ Percentage of contracts reporting positive progress
HSC2-2		Objective 2: Develop and implement dashboard tracking tools	HSD	Angela Struckmann Oscar Chavez	The safety net departments are in the process of integrating performance measure reporting and monitoring into all contracts with community partners over $50,000. This data is entered into the Clear Impact Scorecard to support departments contracting with CBOs to simplify data collection, standardize reporting, improve contract performance and measure progress over time.	~ Clear Impact Dashboard online publication ~ Timeliness of Dashboard updates ~ Online Dashboard publication by June 2022
HSC2-3		Objective 3: Identify and eliminate data gaps for underrepresented groups	DHS HSD OE	Tina Rivera Oscar Chavez Alegria De La Cruz	Staff will work with the ARPA Equity Work Group to gather and analyze data and to gather and review community input. To identify and eliminate data gaps for underrepresented groups, the Safety Net departments and the Office of Equity will receive specific training to learn to apply an equity + RBA model to track internal and external progress in addressing the needs of underrepresented groups and in advancing racial equity. With the ARPA Equity Work Group, the County will develop and apply a set of specific indicators and metrics to inform county investments.	~ Quantity and quality of community engagement efforts (including through survey) ~ Number of additional demographic categories included in needs assessment, research studies, focus groups, reporting and program design; ~ Number of community engagement events in zip codes identified as containing people experiencing disproportionate burdens to inform of key programs ~ Number of partnerships with CBOs to inform development and design of County services and programs

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
HSC3-1	Goal 3: In collaboration with cities, increase affordable housing development near public transportation and easy access to services.	Objective 1: Rezone 59 unincorporated urban sites suitable for housing development	Permit Sonoma	Brian Oh	Rezoning of sites expected to be completed by March 2022 through Board adoption of an EIR. The rezoning program will be a critical component of the county's Housing Element update that must be certified by the State by Jan 2023. In addition to rezoning the sites and updating the Housing Element, additional outreach will be done to streamline as many sites as possible by 2026.	~ Final adoption of a set of Objective Design and Development Standards by June 2022 ~ Final adoption of a certified Housing Element update by Jan 2023 ~ Number of housing permits approved annually ~ Number of applications submitted by year until 2026
HSC3-2		Objective 2: Leverage grant funding sources for housing development	CDC	Dave Kiff	The CDC will collaborate with partners in cities and the Continuum of Care (CoC) as a region in applying for Sonoma County's share of new State and Federal dollars associated with Permanent Supportive Housing and Affordable Housing, as well as seeking to maximize existing re-authorized sources.	~ State and Federal funds applied to and received versus funds entitled to by need/population ~ Meeting target zero secured funds unused or returned
HSC3-3		Objective 3: Create incentives for developers	CDC Permit Sonoma	Dave Kiff Brian Oh	Establishing a Housing Working Group to support the County's efforts on facilitating affordable housing in the County, and creating an objective Design and Development Standard for multifamily developments.	~ Number of units built before and after policy implementation ~ Reduction in the cost of developing multifamily and affordable housing by reducing permitting timeframes
HSC4-1	Goal 4: Reduce the County's overall homeless population by 10% each year by enhancing services through improved coordination and collaboration.	Objective 1: Conduct a peer review of best practices	HSD DHS	Angela Struckmann, Tina Rivera	Internal teams are putting together homeless and housing inventories, funding inventories, and assessing County/city collaborations for housing options and supportive service models that best meet the needs of Sonoma County's residents.	~ Number of peer reviews and list of best practices identified and selected to inform county projects ~ Number and scale of County projects incorporating peer review recommendations
HSC4-2		Objective 2: Build a strategic plan for homeless prevention and housing	CDC	Dave Kiff	Teams are currently working on the Homelessness Strategic Plan with city, County, and CoC representatives.	~ Completion of the needs assessment by 2/15/2022 ~ Completion of the 2022 HAP by 5/1/2022 and submittal to HUD not later than 6/30/2022 ~ Completion of the 5-Year Strategic Plan by 3/2/2023, with approval by BOS, the CoC Board, and interested city councils by 6/30/2023
HSC4-3		Objective 3: Treat underlying causes of homelessness	HSD, DHS, CDC	Angela Struckmann, Tina Rivera and Dave Kiff	DHS will be utilizing Measure O, Project Homekey and Project Roomkey funds and other grants to expand and implement new programs that treat underlying causes of homelessness, including substance abuse, mental illness, poverty, and lack of affordable housing. Some of these major projects include expansion in the following areas: Residential Care Facilities, Crisis Stabilization Unit, Residential Crisis Services, Inpatient Hospital Services, Mental Health Services at Children's Shelters, etc. CDC will also be leading an effort to strengthen housing location countywide.	~ Increase in access to housing and services to individuals with Severe Mental Illness ~ Number of individuals with SMI provided with access to housing and services; length of stay; rate of recidivism among the housed ~ Expansion in the type and volume of SUD services available within the county
HSC4-4		Objective 4: Create a housing resource tool	HSD,DHS, CDC	Tina Rivera Angela Struckmann	DHS will work with CDC partners to create a tool that tracks in real time the county's shelter beds and temporary & permanent housing availability in one location. Staff are in preliminary discussions with IBM to create this resource.	~ Reduction in time spent to match residents with available housing ~ Increase in the number of people housed thanks to housing identified through this new tool ~ Increased rate of retention and number of people who don't return to homelessness
HSC4-5		Objective 5: Advance planning and policies to address homelessness	CDC	Dave Kiff	The CDC staff and their partners in cities and the CoC will collaborate as a region to advance policies and planning that secure access to housing the the County's unhoused population. This collaboration currently occurs: (1) With cities via the County-City Managers committee; and (2) with cities and CBOs at the CoC board.	~ Consistency in partners check-in (check-in reports; survey results) ~ Meeting the monthly email/update obligation ~ Production of funding and timing document ~ Implementation of meeting calendar: consistency and quality of meetings

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
HSC5-1	Goal 5: Continue to invest in public safety so that residents and visitors feel safe in our community.	Objective 1: Invest in cultural responsiveness and de-escalation	SO	Jim Naugle	This implementation plan focuses on adding or expanding training related to de-escalation and bias (both in content and number of hours), and increasing the use of the Sheriff's Office Force Simulator (Virtra) machine by deputies and expand use to Field Training Officers. It also supports the development of a de-escalation policy.	~ Number of training hours provided for each Deputy Sheriff ~ Adoption of de-escalation policy
HSC5-2		Objective 2: Better integrate services and handoffs	DHS HSD	Tina Rivera and Angela Struckmann	Expand IMDT efforts through: HEART expansion/Covid Emergency Response (CERG), 2) Behavioral Health Diversion Cohort Expansion, and Whole Person Care. Other efforts involve: IMDT data solutions and further developing and implementing data and reporting components of the ACCESS initiative.	~ Increase in the numbers of referrals between programs and departments. ~ Increase in the numbers of referrals resulting in programs enrolment ~ Reduction in utilization of higher-cost emergency services ~ IMDT: increased numbers served/enrolled
HSC5-3		Objective 3: Expand the Mobile Support Team	DHS	Tina Rivera	The County, in collaboration with Cities, are initiating several pilots of new services and modifications to existing programs to expand and improve the availability of mobile mental health/behavioral health response services in Sonoma County.	~ Estimated number of psychiatric events avoided as a result of expanding the Mobile support Team and other response programs adopted
HSC5-4		Objective 4: Expand detention alternatives	Probation	David Koch	Probation seeks to implement a case management system (CMS) which provides crucial capabilities missing from the current CMS. Some of these high priority additional capabilities are adopting a Behavior Management System and a program referral tracking system.	~ Number of satisfactory or unsatisfactory program completions ~ Pretrial reports on number of assessments completed ~ Data on re-offense while on pretrial monitoring (y, n, type); Failure to appear for Court (Y, n, # of times); pretrial monitoring outcome (successful/unsuccessful)
HSC5-5		Objective 5: Strengthen community and law enforcement relationships	CAO	Paul Gullixson	Conduct outreach and engagement campaigns to build and strengthen community and law enforcement relationships through a marketing campaign to promote better understanding of law enforcement/County programs and individuals dedicated to public health and safety, as well as through the launching of a County newsletter.	~ Number of community forums and diversity of formats used (in person, on Zoom and via digital engagement platforms): Number of participants and retention rate for follow up forums ~ Analytics of individuals calling 9-1-1 as well as 2-1-1 ~ Online engagement: Number of unique visitors, engagement of those following live-streamed and recorded community webinars, average viewership for online videos/forums ~ Numbers of those signed up to receive the newsletter + Click-through rate and engagement of those reading newsletter

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
					Organizational Excellence	
OE1-1	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.	CAO	Peter Bruland	Incorporate strategic plan alignment into all funding decisions: $5 million in Strategic Plan funds allocated during budget hearings; Strategic Plan Alignment incorporated into the ARPA departmental funding process.; Future Program Change Requests and Ad Backs will be explicitly evaluated based on alignment with the Strategic Plan; Departments will be encouraged to examine existing funding sources for opportunities to shift resources towards strategic priorities.	~ X Strategic Plan Objective funding plans completed ~ Major funding gaps identified for Phase I (Year 1-2) Strategic Plan initiatives/projects ~ X% of discretionary funds allocated to achieve Strategic Plan goals and objectives allocated for Strategic Plan projects
OE1-2		Objective 2: Establish a master list of technology needs that support operational/service improvements by mid-2022, identify enterprise solutions, and develop fiscal strategies to fund and implement improvements.	CAO/ISD	Michelle Arellano, Steve Sorensen, Sherry Bevens	Implementation leads will Interview ISD management, engage with departments, perform a countywide review of technological needs, and work with departments to identify available funding sources for implementation of technology solutions. They will establish a periodic review process to ensure that the master list remains up to date based on changing priorities and needs.	~ X technology solutions identified in master list ~ X$ identified to fund technology improvements
OE1-3		Objective 3: Establish expectations and performance measures for customer service for all County departments.	CAO/HR	Peter Bruland, Carol Allen	Staff will research customer service metrics in other jurisdictions and identify best practices. They will work with departments to understand customer interactions, existing data collection and metrics. A staff workgroup will discuss standards, data collection, metrics, etc. The County will collect data from the community through the community satisfaction survey (OE2.1). Project outcomes will include the development of customer service metrics, deployment of measurement tools, development of countywide specific standards, and development/enhancement of customer service training curriculum.	~ X% of departments that have adopted new customer service metrics & standards ~ X% of departments meeting or exceeding countywide customer service metric targets
OE1-4		Objective 4: Streamline routine administrative procedures and workflows and delegate more signature authority to department heads in order to redirect workforce resources to more strategic priorities.	CAO/GSD	Christina Rivera, Caroline Judy	The County will establish a 6-month paid internship to have an individual dedicated to the assessment of administrative procedures. They will survey department/agency management to inventory processes and quantify annual resources invested. They will also identify resource intensive workflows. This work will result in the development of recommendations for streamlining and delegating signature measures, which will result in improved use of resources, as well as an augmented fiscal reliability and accountability (transparency).	~ 15% reduction in Departments' resources budgeted in FY 2023-24 for specifically identified resource intense administrative processes
OE1-5		Objective 5: Align procurement and grant guidelines with strategic priorities and racial equity principles.	CAO/GSD	Christina Rivera, Caroline Judy	A consultant will conduct a comprehensive review of Sonoma County's Procurement & Grant Award policies and procedures, which will include living wage compliance, selection criteria, collaboration with cities and other public and educational entities, and develop a local minority and women owned business program.	~ X% implementation of Procurement & Grant Award Redesign Recommendations ~ X% contracting agreements with Women and Minority Owned Businesses ~ 100% of new goods & services contract awards that meet Green Procurement criteria
OE1-6		Objective 6: Develop training and staffing structures that effectively support disaster services work and emergency operations, particularly for large-scale and ongoing events.	DEM/CAO	Christel Querijero, Chris Godley	Complete the design of, and implement, the County's new Emergency Staff Development Program. The comprehensive, targeted, effective, measurable, and sustainable program will prepare County employees and volunteers to serve in a broad range of disaster roles, through individual and collective training – both on-demand and in-person. The program will also integrate tabletop discussion and functional role-playing exercises to reinforce training and provide critical pre-disaster experience.	~ X staff assigned to Disaster Service Worker roles ~ X staff completing initial and sustainment training courses and exercises ~ X staff meeting annual requirement for all County staff to spend at least 1% of their time participating in disaster preparedness efforts

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
OE2-1	Goal 2: Increase information sharing and transparency and improve County and community engagement	Objective 1: Conduct a community satisfaction survey to identify baseline expectations.	CAO	Christel Querijero, Paul Gullixson	Staff will work with a vendor to develop a community survey tool and implementation plan to collect the data needed to inform the County's community engagement work. Staff will implement a marketing plan, including working with community stakeholders, to promote and increase survey participation.	~ X individuals respond to community survey
OE2-2		Objective 2: Using results from survey, develop and launch a community engagement and outreach strategy, establish a process for engagement and collaboration, and ensure the strategy is inclusive of all underserved populations by the end of 2022.	CAO	Christel Querijero, Paul Gullixson	Staff will engage a consultant to facilitate internal meetings to assess current outreach activities and then develop recommendations for an overall County community engagement framework with strategies. Staff plan to engage community partners on the draft framework and strategies developed for their input. The strategy will have an emphasis on achieving equitable participation and access to government services and resources for communities traditionally underserved and communities of color.	~ Launch of Board-approved Community Engagement principles and strategy
OE2-3		Objective 3: Ensure County budget process and information are understandable, accessible, and in a format that enables the public to identify County investments and funding for major initiatives and services.	CAO	Peter Bruland	Staff are developing a Budget Improvement Road Map which will implement Service Area Budgeting, aligned performance metrics, and continuous process improvements.	~ X% implementation of Service Area Budgeting & performance metrics
OE2-4		Objective 4: Develop a new website that is more customer friendly, community focused, and supports County and community needs by 2022.	CAO/ISD	Paul Gullixson, Jeff Deffenbaugh, Sherry Bevens	Development of new county website that simplifies the process of sharing information via the web. Community members will see increased accessibility and improvements in the website's user experience, finding what they need when they need it. Internal county users will find the system easier to navigate and more intuitive, allowing departments to more effectively share information with the public.	~ Launch of new website
OE2-5		Objective 5: Develop strategies that improve information and knowledge sharing within and between County departments.	CAO/HR	Christel Querijero, Christina Cramer	Staff will assess the current levels of internal information and knowledge sharing within and between County departments to determine where there are gaps in sharing and opportunities for improvement. Once this baseline is established, staff will conduct research on best practices and prepare recommendations for strategies to achieve this objective. This research will involve employee and stakeholder engagement, and seeking input on strategies and prioritization. Staff will then develop a project proposal and the accompanying funding plan necessary to implement new strategies.	~ X employees participating in information and knowledge sharing strategies ~ % increase in levels of employee information and knowledge sharing
OE3-1	Goal 3: Become an employer of choice with a diverse workforce that reflects our community, and an employer with a positive work culture that builds engaged and developed employees.	Objective 1: Implement programs and identify opportunities to support employee work-life balance and a positive work environment, including a Telework Policy.	HR	Carol Allen	The County will complete the implementation of Countywide Telework Policy and evaluate its effectiveness one year from implementation. We will include questions about work-life balance and work environment into the Employee Engagement Survey (OE-3-2) and solicit employee suggestions for programs/opportunities. A working group will be established to evaluate, recommend, and develop options for consideration and implementation. Outreach to outside agencies and companies will help identify program gaps and possible programs to evaluate/consider.	~ X% of employee exit survey responses show satisfaction with work-life balance and work culture ~ Annual review of turnover statistics indicates stability or reduction of voluntary resignations year over year. ~ >50% Employee survey respondents: are aware of new and existing programs & are participating in new and existing programs
OE3-2		Objective 2: Conduct an employee engagement survey by mid-2022, and based on survey data, develop and implement strategies to incorporate survey outcomes into future operational planning.	HR	Christina Cramer	The County will work with a vendor to conduct an employee engagement survey. This survey will provide the baseline data needed to assess the current work culture and to identify opportunities for improvement. A cross-county working group will be established to review survey results and develop strategies to address outcomes.	~ X% survey participation
OE3-3		Objective 3: Support employee professional growth and retention by investing in high quality training, development, and leadership programs.	HR	Christina Cramer	Staff engage employees at all levels of the organization in the process of updating core performance competencies for each major level of employment (foundational, supervisory, managerial, executive). Staff will identify/develop additional courses as needed for each County employment level that includes a mix of in-person Instructor Led Training (ILTs), Virtual Class Training (VCTs), and online courses. They will develop an entry/middle management employee development "academy" and continue the executive leadership program (SoCoHIGHER).	~ X employees participating in trainings/programs ~ X% employee survey respondents indicate that they are being supported in their professional growth and given training and development opportunities ~ X% increase in internal promotions
OE4-1	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.	CAO	Christel Querijero	PGSP staff will determine funding needs associated with strategic plan objectives and work with the County's grant consultants to develop a timeline and funding plan to fill these gaps and secure $60 million in grant funding. PGSP staff will support departments/agencies in developing and updating lists of shovel ready projects to take full advantage of funding opportunities that often have quick turnaround. The CAO team will determine alignment between Strategic Plan efforts and the County's Legislative Platform, and they will elevate specific legislative issues/asks that need advocacy. The County will continue developing partnerships for regional funding collaborations.	~ $60M in grants awarded ~ Funding secured for X% of funding needs identified in Implementation Plans for all Strategic Plan objectives

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
				Racial Equity and Social Justice		
RESJ1-1	Goal 1: Foster a County organizational culture that supports the commitment to achieving racial equity.	Objective 1: Establish an Equity Core Team by mid-2021 to advance equity initiatives across all departments in collaboration with the Office of Equity.	OoE	Alegria de la Cruz	The Equity Core Team represents the beginning of operationalizing equity in the County. The Core Team will be a cohort that will receive equity training, form affinity groups, and have the option to receive train-the-trainer training to facilitate further equity learning among County staff and departments.	- # employees/dept on Core Team - # hours spent on Core Team equity work (tracking in payroll) - # or presence of equity workgroup(s) in depts - # trainings delivered by Core Team members - # active initiatives led/supported by Core Team members
RESJ1-2		Objective 2: Invest in an ongoing and continually developing racial equity learning program, including understanding the distinction between institutional, structural, interpersonal, and individual racism, for County leadership and staff by end of 2021.	OoE	Alegria de la Cruz	Develop County Sonoma Race Equity Learning Program with consultant, fully train Equity Core Team, train department heads and supervisors, develop video training for racial equity, and provide departmental support for employee resource groups focusing on racial equity and social justice. Objectives 1-2 and 1-4 are merged into the same implementation plan.	- # Core Team members fully trained (phases 1&2) - # Dept Heads and Supervisors fully trained (phase 1 only) - # of active Employee Resource Groups (ERG) focused on Racial Equity & Social Justice - # employees who have accessed and received the Racial Equity Learning Program through LMS (phase 1 only) - Assessment of effectiveness of training program
RESJ1-3		Objective 3: Conduct a baseline assessment by mid-2022 of racial equity awareness and understanding among County staff and develop a process to assess progress annually.	OoE	Alegria de la Cruz	Assess experiences with racial equity at County of Sonoma through staff and leadership surveys or data/demographic analyses, and work with HR on establishing recruitment metrics.	- # respondents to survey assessment tool - # departments who engage in data/demographic analysis to enable creation of department baselines - # departments committed to tracking progress on racial equity goals - creation of new data sources - regularity of reporting and assessment
RESJ1-4		Objective 4: Develop a shared understanding of key racial equity concepts across the County and its leadership.	OoE	Alegria de la Cruz	Develop County Sonoma Race Equity Learning Program with consultant, fully train Equity Core Team, train department heads and supervisors, develop video training for racial equity, and provide departmental support for employee resource groups focusing on racial equity and social justice.	- # Core Team members fully trained (phases 1&2) - # Dept Heads and Supervisors fully trained (phase 1 only) - # of active Employee Resource Groups (ERG) focused on Racial Equity & Social Justice - # employees who have accessed and received the Racial Equity Learning Program through LMS (phase 1 only) - Assessment of effectiveness of training program
RESJ2-1	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.	HR OoE	Spencer Keywood, Alegria de la Cruz	Work toward increasing the diversity of the County workforce at all levels by increasing advertising and outreach, evaluating recruitment processes, developing tools to mitigate biases during the department selection process, increasing professional development and equity training for County employees, revitalizing the County's internship program, and developing tracking tools to evaluate progress. Objectives 2-1 and 2-2 are merged into the same implementation plan.	- is diversity of the County's workforce increasing
RESJ2-2		Objective 2: Implement countywide strategies to recruit, hire, develop, promote and retain County employees of color, produce an annual report card assessing progress, and update strategies as needed.	HR OoE	Spencer Keywood, Alegria de la Cruz	Work toward increasing the diversity of the County workforce at all levels by increasing advertising and outreach, evaluating recruitment processes, developing tools to mitigate biases during the department selection process, increase professional development and equity training for County employees, revitalize the County's internship program, and develop tracking tools to evaluate progress. Objectives 2-1 and 2-2 are merged into the same implementation plan.	- is diversity of the County's workforce increasing

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
RESJ3-1	Goal 3: Ensure racial equity throughout all County policy decisions and service delivery.	Objective 1: Establish a racial equity analysis tool by 2022 for departments to use for internal decision-making, policy decisions and implementation, and service delivery.	OoE	Alegria de la Cruz	In partnership with the CAO, utilize GARE's racial equity toolbox to evaluate policies or significant Board items. Educate Board on fundamental questions from toolbox. Determine whether customization of the tool is needed once it has been in use for a meaningful length of time.	- how many departments have used the tool - how many Board items have been presented publicly since Nov 2020 that include a race equity analysis - usability of tool
RESJ3-2		Objective 2: Establish regular and publicly available reports on racial equity in County policies, programs, and services.	OoE	Alegria de la Cruz	Working in conjunction with CAO analysts and with departments through their Equity Core Team representatives, establish processes and mechanisms to collect County performance measures on racial equity.	- accountability metrics TBD through HSD Upstream Investments and County's Results-based Accountability process
RESJ4-1	Goal 4: Engage community members and stakeholder groups to develop priorities and to advance racial equity.	Objective 1: Establish a process for engagement and collaboration with community members and stakeholder groups, and launch a community engagement strategy by the end of 2022 with a focus on racial equity.	OoE CAO	Alegria de la Cruz, Paul Gullixson, Christel Querijero	Establish foundational elements of community engagement by establishing a County community engagement work group, outlining a process for engagement starting with emergency response, potentially using an ARPA time-limited position to evaluate County engagement efforts and lessons learned, and by developing a community engagement strategy. Objectives 4-1, 4-2, 4-3 are merged into the same objective because they all involve formalizing foundational elements of community engagement.	(proposed) - metrics related to access to information, media availability to communities - level of engagement underrepresented communities (how to measure TBD) - potentially work with CBO's
RESJ4-2		Objective 2: Collaborate with community members and stakeholder groups to develop racial equity strategies for County emergency response, economic recovery and resilience planning efforts.	OoE CAO	Alegria de la Cruz, Paul Gullixson, Christel Querijero	Establish foundational elements of community engagement by establishing a County community engagement work group, outlining a process for engagement starting with emergency response, potentially using an ARPA time-limited position to evaluate County engagement efforts and lessons learned, and by developing a community engagement strategy. Objectives 4-1, 4-2, 4-3 are merged into the same objective because they all involve formalizing foundational elements of community engagement.	(proposed) - metrics related to access to information, media availability to communities - level of engagement underrepresented communities (how to measure TBD) - potentially work with CBO's
RESJ4-3		Objective 3: Begin implementing strategies for regular community engagement to guide racial equity efforts.	OoE CAO	Alegria de la Cruz, Paul Gullixson, Christel Querijero	Establish foundational elements of community engagement by establishing a County community engagement work group, outlining a process for engagement starting with emergency response, potentially using an ARPA time-limited position to evaluate County engagement efforts and lessons learned, and by developing a community engagement strategy. Objectives 4-1, 4-2, 4-3 are merged into the same objective because they all involve formalizing foundational elements of community engagement.	(proposed) - metrics related to access to information, media availability to communities - level of engagement underrepresented communities (how to measure TBD) - potentially work with CBO's to measure
RESJ4-4		Objective 4: Develop and establish a language access policy for the County of Sonoma by end of 2021.	OoE	Alegria de la Cruz	Use consultant to gather information on the County's non-dominant language speakers, evaluate departmental and agency needs, develop a report on the infrastructure and capacity of the County to implement a language access policy, conduct a policy workshop to Board, and deliver related training to the community.	- funding spent on outside translation and interpretation services - #non-dominant language speakers served in their languages - # trainings delivered to community members and CBO's about new policy

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
				Resilient Infrastructure		
RI1-1	Goal 1: Invest in County buildings and technology to enhance service delivery and improve employee mobility	Objective 1: Design the new County Center to be carbon neutral and zero waste; and pursue carbon reduction and zero waste plans for remaining County facilities.	GSD	Caroline	The New County Government Center project is integrating "triple net-zero" strategies for waste, water and energy. These design goals will be clearly specified for interested Public Private Partnership (P3) respondents when the Request for Qualifications is issued and further refined in the solicitation documents. For existing buildings, the Board has approved the County's participation in PG&E's Sustainable Solutions Turnkey (SST) program which will result in "investment grade" audits of the energy and water use in our existing buildings. A list of recommended projects to improve energy efficiency, provide battery storage, generate renewable energy, reduce water use, and increase resilience with a goal of achieving carbon neutrality in the existing buildings will be brought to the Board for consideration early in 2022.	- Net Zero Energy: Energy saved, measured against baseline use. - Net Zero Water: The amount of water saved from reduced water use in existing county facilities. - Net Zero Waste: Tons of compost diverted from landfills; tons of recycling diverted from landfills.
RI1-2		Objective 2: Adopt design standards for County office improvement projects to maximize opportunities for telework and incorporate revised workstation space standards.	GSD, HR	Keith and Janie	New space utilization standards will be developed as a component of the new County Government Center project. Developing design standards will require the study of varied department processes and workflows to helps departments better utilize their spaces. This process will identify opportunities for efficiencies such as remote work and collaboration. General Services will develop space utilization standards in the preparatory phase of the new County Government Center, in coordination with the County Administrator and Human Resources.	The percentage reduction in the County's current space utilization usage of 275 Sf/person.
RI1-3		Objective 3: Develop and implement technology tools that enhance employees' ability to work remotely and promote virtual service delivery models in order to reduce County facility space needs.	ISD	Ben and Dan	ISD is currently in the process of deploying Microsoft Office 365 for all County of Sonoma employees. Microsoft Office 365 is a cloud hosted environment that will allow employees to work collaboratively anytime, anywhere. Through the remainder of the Five-Year Strategic Plan, ISD will continue to evaluate new technologies and opportunities that enhance employees' ability to work remotely and promote virtual service delivery models in order to reduce County facility space needs.	The number of employees who have converted to Microsoft 365
RI1-4		Objective 4: Establish resilient neighborhood/regional and satellite service centers with access to transportation systems in West County, Cloverdale, and Sonoma Valley, as expressed in the Real Estate Master Plan, by 2023 in order to improve equitable public access to services.	GSD	Caroline	This implementation plan outlines three options of satellite service centers that would provide local services to North, West, and East Sonoma County. The three options for consideration are purchasing property, leasing property, and mobile vans. General Services identifies estimated costs and timelines for each approach.	- Site identification - Open for services
RI2-1	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.	ISD, GSD	Ben and Dan, Pamela, Heidi and Chris	The implementation of this objective is divided into two areas of focus: 1) telecommunications capital assets, and 2) telecommunications and information technology tools. The Sheriff's Office, General Services and ISD collaborate on improvements to capital assets associated with communications infrastructure. The implementation plan identifies numerous capital improvement projects that would improve communications towers, improve energy resilience, replace communications equipment and upgrade the network management system. For technology tools, ISD will continue to move forward with projects that are already in progress with the objective of providing network resilience and high availability during disasters. Over the coming years ISD will continue to evaluate new technology and propose projects to strengthen resilience during disasters.	- Number of new or improved towers and communication sites - Maintain average age not to exceed 10 years of communications and network management equipment - Migrate current data center services to a Cloud based infrastructure to increase resilience
RI2-2		Objective 2: Invest in electric power resilience 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.	GSD	Keith	General Services is currently pursuing multiple electric power resilience projects. The Energy Master Plan is a partnership with PG&E that will identify opportunities to increase clean energy use at existing facilities. The County Campus and Los Guilicos Campus Microgrid will reduce/minimize grid dependence with significantly reduced carbon impacts. The new generator installation program will ensure continued operation of critical facilities with carbon reductions. The Airport Photovoltaic Canopy project will reduce/minimize grid dependence with significantly reduced carbon impacts.	- % reduction in kWh usage and kW demand and utility costs for the existing county campus, the Los Guilicos Campus, and the Airport. - Number of new generators installed at critical facilities
RI2-3		Objective 3: Design and build a new, resilient Emergency Operations Center (EOC).	GSD, DEM	Keith and Chris Godley	The General Services Department in partnership with the Department of Emergency Management will lead design and construction of the new Emergency Coordination Center (ECC). The new name reflects an evolution in the functions that the facility will support including a greater emphasis on community and organizational coordination in response. The ECC is currently proposed as part of the new County Government Center (CGC) Public-Private-Partnership (P3) procurement project embodying a design/build/finance/operate and maintain approach.	- Site selection - Select developer and secure financing - Design and construction

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
RI3-1	Goal 3: Continue to invest in critical road, bridge, bicycle, and pedestrian infrastructure.	Objective 1: Continue to maintain road segments, including designated turnouts where feasible, increase efforts on vegetation removal and drainage features, and improve pavement conditions in neighborhoods.	TPW	Johannes and Janice	TPW will undertake a variety of projects to maintain road segments. The department will add turnouts to roads where feasible and repair pavement damage from fire debris hauling.	- The number of turnouts built - Number of miles of pavement resurfaced
RI3-2		Objective 2: Increase investment by 5% annually on preventive maintenance on all road infrastructure/facilities.	TPW	Johannes and Janice	TPW will increase drainage improvements and vegetation removal preventative maintenance services by 5% annually by developing new partnerships, implementing new programs and undertaking additional projects. TPW will focus on improving drainage facilities and removing vegetation in road right of way. These partnerships, programs and projects include: Community partnerships and providing Job skills training for increased vegetation maintenance; Fire fuel reduction in geographically isolated areas; Fuel reduction in the right of way; Hazardous Tree Removal Program; TPW's Vegetation removal policy; Increase culvert replacements.	Percent increase in annual vegetation removal and drainage improvement preventative maintenance services
RI3-3		Objective 3: Invest $5 million by 2024 on new pedestrian and bicycle facilities, and adopt maintenance guidelines on roads to consider bicyclists and pedestrians.	TPW	Johannes and Janice	TPW has three projects in the design process to meet the objective of investing $5 million by 2024 for new pedestrian and bicycle facilities: Arnold Drive bike lanes, Mark West Springs sidewalk, and the Crocker Road Bridge sidewalk addition. Additional projects, such as new pedestrian beacons, will be included and tracked towards this objective.	- Miles of new bike lanes - Miles of new sidewalk
RI3-4		Objective 4: Identify and retrofit bridges in County that are at high risk for damage during earthquakes.	TPW	Johannes and Janice	TPW has developed a rigorous bridge program to maintain, retrofit and replace bridges. TPW has 16 active bridge replacement or retrofit projects, nine of which will include seismic improvements. TPW is committed to delivering the nine projects with seismic components in the next 5-10 years, as these are existing projects already started. The projects are in various phases such as design, right-of-way and construction.	- Number of seismically improved bridges
RI4-1	Goal 4: Implement countywide technological solutions to promote resilience 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.	CAO, EDB	Christel and Ethan	The implementation of Resilient Infrastructure objectives 4.1 and 4.2 are closely related and share an implementation plan. The plan outlines methodology for staff to work with contract grant researchers and writers to track and apply for competitive broadband. Concurrently, staff is evaluating the optimal organizational structure that will facilitate receiving grant funds and maximizing opportunities for additional revenue, such as a sales tax or zone of benefit. This organization must also be able to deploy, maintain and lease last-mile broadband infrastructure to providers. Staff will provide their analysis to the Board of Supervisors in 2022.	- The amount of grant and other funds awarded - The amount of grant and other funds leveraged - The increase in the number of residents served - The number of miles of additional fiber/conduit
RI4-2		Objective 2: Leverage existing fiber optic infrastructure and grant opportunities to expand wireless and broadband access across County.	CAO, EDB	Christel and Ethan	See 4.1	See 4.1

Obj#	Goal	Objective	Dept	Leads	Summary of implementation plan	Key Metrics
RI5-1	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.	Permit Sonoma	Alex Rosas	Permit Sonoma will bring together public and private organizations to discuss and explore the community's needs for adequate flood protection measures. This type of collaboration would allow the county to receive input from multiple stakeholders, which would then be incorporated into recommendations for decision makers to select action items and prioritize further efforts to support, fund, and expand flood protection measures and policies.	- Establish an advisory group - Compile data and information for flooding impacts and climate change in Sonoma County - Develop recommended actions
RI5-2		Objective 2: Implement land use planning and assessments to address flood protection, including river setbacks and riparian corridors, and make resources available for residents.	Permit Sonoma	John Mack and Alex Rosas	Permit Sonoma will continue to implement the existing Riparian Corridor Ordinance which requires zoning or use permits for most human activity in the currently mapped and regulated riparian corridors in the County. Currently, only larger streams are regulated - representing a fraction of the County's total stream mileage. As part of the General Plan Update, Permit Sonoma will evaluate whether to continue or expand the existing Riparian Corridor Ordinance.	- Develop maps of all streams in Sonoma County with a more accurately defined riparian corridor setback - The increase in the number of stream miles protected and the increase in the acres of riparian corridor protected
RI5-3		Objective 3: Evaluate the feasibility, creation, and/or update of Flood Protection Plans and seek out financing mechanisms to establish protection zones countywide by 2026.	Water Agency	Michael Thompson	Sonoma County contains nine Flood Protection Zones, each encompassing a major watershed. These zones serve as a means of financing the construction and maintenance of flood protection works within Sonoma County. Property-owner support is critical to securing a vote for a benefit assessment. The residents in the Upper Russian River watershed/Alexander Valley (4A) are the only property owners who have indicated interest in pursuing self-taxation to fund flood protection projects. The County of Sonoma and local landowners are jointly funding a study to assess governance options. This vision will help inform Sonoma Water's efforts to develop an updated Operations and Maintenance Manual for maintaining works of improvement constructed by the U.S. Army Corps of Engineers in the Alexander Valley to reduce river channel instability.	- Complete a governance study and develop a draft vision for the Alexander Valley in early 2022 - Completion of an updated Operations and Maintenance manual for the Coyote Valley Dam