Attachment A – Calendar Year 2024 Strategic Plan Highlights

The highlights in the attached document are selected accomplishments. Full status updates and more accomplishments can be viewed at **socostrategicplan.org**

The completion status of the Strategic Plan updates as of January 2025 is:

Status	# of Objectives	Percentage
Completed	21	27%
50% or more completed	40	53%
Less than 50% completed	15	20%
Total	76	100%

ID#	Goal	Objective	Lead Dept	Completion Jan 2025	Highlights
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.	CAO	75%	Over 3,500 attendees to date of webinar series, Your Energy Efficient and Resilient Home. Over 750 full home hardening asseseemnts and 1,900 curbside home hardening assessments completed as of November 2024.
CAR1-2	Goal 1: Continue to invest in wildfire preparedness and resiliency strategies	Objective 2: Expand outreach and education on vegetation management and provide additional resources to land owners to help mitigate fire risk.	APOSD	85%	The Resilient Forests and Watersheds initiative hosted in-person community workshops, webinars, field trips, and direct technical assistance to landowners interested in how to protect their property and better manage their natural resources and improve their wildfire resilience. The County distributed $1 million to nine projects through the Vegetation Management Grant program managed by Ag + Open Space.
CAR1-3	Goal 1: Continue to invest in wildfire preparedness and resiliency strategies	Objective 3: Leverage grant funding to support sustainable vegetation management program.	APOSD	75%	Staff completed Phase 1 of the FEMA funded Hazardous Fuels Reduction Project in October 2024, and submitted materials for Phase 2 implementation which proposes a $5 million project to reduce hazardous fuels on 293 acres in select strategic locations. The Wildfire Adapted Part 1 and Part 2 projects are in the process of completing Phase 1 by early 2025, which will include proposals for $6.5 million in Phase 2 implementation funds across both projects to conduct defensible space and home hardening activities on parcels that apply to the program.
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	20%	Phase I of a comprehensive energy upgrade project on County facilities is to be completed exclusively on the Santa Rosa Veterans Memorial Hall (SRVH) and includes the commissioning of a 110.7-kilowatt Solar Electric System as well as a 220-kilowatt hour Battery Energy Storage System. This effective microgrid is designed to support the SRVH as a heating/cooling center and emergency shelter for the community and adds a key resiliency feature to the facility. Construction began on this collection of energy upgrades at the SRVH in early 2024 and is expected to be fully complete and commissioned by late Q1 2025.
CAR2-2	Goal 2: Invest in the community to enhance resiliency and become carbon neutral by 2030	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.	CAO	100%	Strategic Plan funds of $132,500 were fully expended as of December 2023, but SCEIP continues to promote multi-family retrofit financing and incentive resources. Established partnerships with existing programs continue to promote SCEIP as a valuable resource to the community.

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CAR2-3	Goal 2: Invest in the community to enhance resiliency and become carbon neutral by 2030	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.	CAO	75%	Staff are developing an implementation plan for the funding for Electric Vehicle Infrastructure Training Program (EVITP), which provides certification to Electricians in installing Electric Vehicle Supply Equipment (e.g. charging stations).
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.	SPI	50%	In 2024, the County implemented $28 million in carbon-reducing upgrades across more than 50 buildings. Key projects included: • Transition to LED lighting in 51 buildings. • Installation of low-flow stainless steel toilets in the MADF facility. • Solar arrays added at the Santa Rosa Veterans Hall and the Main Campus parking lots. • Replacement of gas water heaters with heat-pump systems in Veterans buildings in Cloverdale, Petaluma, and Santa Rosa. Additionally, EV auto-charging stations were installed at the Main Campus, further advancing the County's commitment to sustainability.
CAR3-2	Goal 3: Make all County facilities carbon free, zero waste and resilient	Objective 2: Design or retrofit County facilities that promote and maximize telework to decrease greenhouse gas emissions generated by employee commutes.	SPI	60%	In 2024, the County implemented $28 million in carbon-reducing upgrades across more than 50 buildings. Key projects included: • Transition to LED lighting in 51 buildings. • Installation of low-flow stainless steel toilets in the MADF facility. • Solar arrays added at the Santa Rosa Veterans Hall and the Main Campus parking lots. • Replacement of gas water heaters with heat-pump systems in Veterans buildings in Cloverdale, Petaluma, and Santa Rosa. Additionally, EV auto-charging stations were installed at the Main Campus, further advancing the County's commitment to sustainability.
CAR3-3	Goal 3: Make all County facilities carbon free, zero waste and resilient	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.	SPI	50%	Completed Investment Grade Audits in 2024. The Board approved $28M in financing Oct 2024 to implement energy improvements; phase one is underway; phase 2 is in planning.

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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.	SPI	35%	Of the 898 County light duty vehicles, 94 of them have been converted to zero-emissions to date, representing 11%.
CAR4-2	Goal 4: Maximize sustainability and emissions reductions in all County Fleet vehicles	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	80%	Since its inception, 1,803 County employees have logged 263,966 trips into the Online Trip Tracker and saved 1,517.3 metric tons of CO2.
CAR4-3	Goal 4: Maximize sustainability and emissions reductions in all County Fleet vehicles	Objective 3: Upgrade the existing County owned Electric Vehicle charging station infrastructure by 2023.	SPI	100%	Completed prior to CY 2024
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.	Permit Sonoma	10%	The report, *County of Sonoma Carbon Inventory and Sequestration Potential Study* , October 2023 was finalized and accepted by the Board on November 7, 2023. During this report period, Permit Sonoma Natural Resources has prepared *Carbon Sequestration Study Resummary and Reanalysis Tables* (15 April 2024) and performed a detailed review of the report and its implications for General Plan policies. The first phase of the General Plan update process is commencing in September 2024 with an extensive public outreach process over the next 12 months.
CAR5-2	Goal 5: Maximize opportunities for mitigation of climate change and adaptation through land conservation work and land use policies	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.	CAO	75%	Ag + Open Space acquired conservation easements over 4 properties that conserve coastal forest, creeks and riparian habitat, mixed oak woodland and grassland habitats, vernal pools and wetlands, landscape scale habitat protection and wildlife corridors, rich agricultural land, and areas for people to explore and experience nature. These lands add the existing network of over 125,000 acres of conserved lands that are essential for carbon sequestration, climate resilience and adaptation, and to reduce risks of extreme events.
HSC1-1	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) by 2023.	CAO	100%	Completed prior to CY 2024

ID#	Goal	Objective	Lead Dept	Completion Jan 2025	Highlights
HSC1-2	Goal 1: Expand integrated system of care to address gaps in services to the County's most vulnerable.	Objective 2: Identify gaps in the Safety Net system of services and identify areas where departments can address those gaps directly, and seek guidance from the Board when additional resources and/or policy direction is needed.	DHS	20%	The ACCESS system was renewed in August 2024 for three years. The addition of cohorts was put on hold pending confirming funding to support this program.
HSC1-3	Goal 1: Expand integrated system of care to address gaps in services to the County's most vulnerable.	Objective 3: Create a "no wrong door" approach where clients who need services across multiple departments and programs are able to access the array of services needed regardless of where they enter the system.	HSD	30%	A new graphic design consultant was engaged to work on the strategy and branding for the Open Doors Campaign.
HSC2-1	Goal 2: Establish equitable and data-driven distribution of services	Objective 1: Safety Net departments will begin tracking data using results-based accountability (RBA) for key programs to establish common outcome measures, such as increased service access and utilization by communities of color, or decreased homelessness and poverty rates across the County.	HSD	65%	In June 2024, Upstream staff completed a survey of demographic data collection within the Human Services Department (HSD) in order to crosswalk race and ethnicity categories across data systems. HSD began to include AR-RBA requirements in all contracts as a matter of regular practice.
HSC2-2	Goal 2: Establish equitable and data-driven distribution of services	Objective 2: Develop and implement dashboard tracking tools to collect data on common outcome measures across Safety Net departments by 2026.	HSD	70%	The Sonoma County Scorecard, which continues to reflect the contract work of the safety net departments, was launched February 9, 2024. In FY 24-25, 62 contracts used either Results-Based Accountability (RBA) or Anti-Racist Results-Based Accountability (AR-RBA).

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HSC2-3	Goal 2: Establish equitable and data-driven distribution of services	Objective 3: Identify and eliminate data gaps for underrepresented groups, and collaborate with the community to implement measures to mitigate the negative impacts caused by the lack of access to services by racial and ethnic groups that are disproportionately under-served by 2026.	OoE	60%	The Office of Equity, in collaboration with Upstream Investments, has delivered 13 Anti-Racist Results Based Accountability trainings and workshops. As of November 2024, Over 230 individuals both county staff and external partners were trained with over 82 training hours (not including preparation time) dedicated to Anti-Racist Results Based Accountability. The Office of Equity (OOE) in partnership with the Department of Emergency Management (DEM) implemented the Universal Disaster Intake Process (UDIP), which includes an extensive demographic data collection initiative (race/ethnicity, language, sexual orientation, gender, disability etc.) and they collaborated with DEM to conduct a UDIP training with 30 community partners. This UDIP form has been translated into 7 different languages, beyond English.
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, increasing density allowance from 354 units to 2,975 units, and partner with developers and the community to break ground on as many sites as possible by 2026.	Permit Sonoma	60%	Staff have completed engagement with local developers and designers, and are developing a draft ordinance in support of development of Objective Design and Development Standards.
HSC3-2	Goal 3: In collaboration with cities, increase affordable housing development near public transportation and easy access to services.	Objective 2: Identify and leverage grant funding sources for permanent supportive and affordable housing development.	DHS	75%	Funding was set aside or allocated in County and Continuum of Care (CoC) Homelessness Housing Assistance and Prevention (HHAP) grant funding for new permanent supportive housing (PSH) in 2024, including $300,000 in CoC HHAP for Dry Creek Rancheria PSH (tribal PSH), and up to $3 million for support of future PSH developments in County HHAP.
HSC3-3	Goal 3: In collaboration with cities, increase affordable housing development near public transportation and easy access to services.	Objective 3: Create incentives for developers to promote affordable housing development in the County.	Permit Sonoma	65%	Staff are developing tools to provide additional data through the Permit Sonoma Housing Portal and expect to start launching these new tools in early 2025.
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 neighboring counties, other agencies, and successful models in other states to identify best practices for preventing and reducing homelessness through various housing options and supportive service models.	DHS	100%	Completed prior to CY 2024

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HSC4-2	Goal 4: Reduce the County's overall homeless population by 10% each year by enhancing services through improved coordination and collaboration.	Objective 2: Partner with cities to build a strategic plan for homeless prevention and housing strategies by 2023.	DHS	100%	Completed prior to CY 2024
HSC4-3	Goal 4: Reduce the County's overall homeless population by 10% each year by enhancing services through improved coordination and collaboration.	Objective 3: Increase investment in programs that treat underlying causes of homelessness, including substance abuse, mental illness, poverty, and lack of affordable housing.	DHS	75%	The Measure O NOFA (notice of funding award) released in October 2024, and the next Homeless Coalition NOFA will be released in late 2024/early 2025 for continued funding of local homelessness services programs.
HSC4-4	Goal 4: Reduce the County's overall homeless population by 10% each year by enhancing services through improved coordination and collaboration.	Objective 4: Create a housing resource tool for Safety Net departments to efficiently assist residents with accessing available housing by 2022.	DHS	50%	The Ending Homelessness Team is developing live data dashboards that will illustrate performance metrics as well as utilization/availability of housing and shelter beds. The *By Names List* is anticipated to be fully implemented in 2025, per the Sonoma County Homeless Coalition.
HSC4-5	Goal 4: Reduce the County's overall homeless population by 10% each year by enhancing services through improved coordination and collaboration.	Objective 5: Continue to collaborate with local partners, including Continuum of Care, to advance planning and policies to address homelessness.	DHS	90%	Coordination among the County, City of Santa Rosa, City of Petaluma, and All Home resulted in the first ever, regional homelessness prevention pilot, *Keep Sonoma Housed*, that began in December 2024.
HSC5-1	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.	SO	100%	Completed prior to CY 2024
HSC5-2	Goal 5: Continue to invest in public safety so that residents and visitors feel safe in our community.	Objective 2: Better integrate services and handoffs within the Safety Net departments.	DHS	80%	From the three-year 2021-2024 County Medical Services Program (CMSP) Local Indigent Care Needs Grant (LICN), staff were able to serve unhoused adults with complex health or behavioral health issues, exiting the county jail, hospitals, or other healthcare settings. During the grant period, the LICN navigator received 1157 referrals for 875 clients.
HSC5-3	Goal 5: Continue to invest in public safety so that residents and visitors feel safe in our community.	Objective 3: Assess and determine the most appropriate community response program to respond to individuals in the community experiencing a psychiatric emergency, including an analysis of whether to expand the Mobile Support Team, and bring a recommendation to the Board of Supervisors by 2023.	DHS	100%	Sonoma County's Mobile Crisis Services implementation plan was approved by DHCS in 2024 and went live June 1, 2024. In 2024, the Department of Health Services Behavioral Health Division (DHS-BHD) established a Crisis Call Center Hotline at 1-800-746-8181 which operates 24/7 and expanded staffing the Mobile Support Team (MST) to provide services, 24/7, to all communities in Sonoma County.

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HSC5-4	Goal 5: Continue to invest in public safety so that residents and visitors feel safe in our community.	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 simultaneously reducing recidivism amongst the supervised offender population.	Probation	100%	Through grant funding in partnership with Sonoma County Superior Court, Probation is participating in a collaborative Court by providing a part-time Probation Officer to coordinate drug testing and conduct firearms possession investigations, as well as staffing the Courtroom during proceedings.
HSC5-5	Goal 5: Continue to invest in public safety so that residents and visitors feel safe in our community.	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.	CAO	100%	The "Before the Movie" advertising campaign, a service that places video ads seen at local movie theaters, featured videos about the Probation Department, IOLERO (Independent Office of Law Enforcement Review and Outreach), the Public Defender's Office and the District Attorney's Office.

SoCo Chat podcast, has had a total of 20,280 views, 333 subscribers, and 1,229 hours listened/viewed for all of the episodes. |
| 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 | 85% | no update |
| OE1-2 | Goal 1: Strengthen operational effectiveness, fiscal reliability, and accountability | 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. | ISD | 100% | The master list was finalized in early 2023 following the implementation team's verification of data collected on existing solutions and future needs with the departments for Master List compilation.
The development of this new web application was completed in May 2024. |
OE1-3	Goal 1: Strengthen operational effectiveness, fiscal reliability, and accountability	Objective 3: Establish expectations and performance measures for customer service for all County departments.	CAO	10%	Staff have begun gathering existing data from departments on current customer service standards and metrics.
OE1-4	Goal 1: Strengthen operational effectiveness, fiscal reliability, and accountability	Objective 4: Streamline routine administrative procedures and workflows and delegate more signature authority to department heads in order to re-direct work force resources to more strategic priorities.	CAO	15%	Public Infrastructure is scheduled to bring an item to the Board of Supervisors in 2025 with a recommendation to increase department head and Purchasing Agent signature authority for service agreements.
OE1-5	Goal 1: Strengthen operational effectiveness, fiscal reliability, and accountability	Objective 5: Align procurement and grant guidelines with strategic priorities and racial equity principles.	CAO	80%	Public Infrastructure has reviewed and updated its procurement policies, which will continue to be refined as needed.
OE1-6	Goal 1: Strengthen operational effectiveness, fiscal reliability, and accountability	Objective 6: Develop training and staffing structures that effectively support disaster services work and emergency operations, particularly for large-scale and ongoing events.	DEM	70%	The Department of Emergency Management (DEM) Training & Exercise team offered 37 DSW/EOC courses in CY2024 and participated in the Department of Health Services Department Operations Center (DOC) functional exercise.

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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	100%	Completed prior to CY 2024
OE2-2	Goal 2: Increase information sharing and transparency and improve County and community engagement	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	100%	Completed
OE2-3	Goal 2: Increase information sharing and transparency and improve County and community engagement	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	35%	no update
OE2-4	Goal 2: Increase information sharing and transparency and improve County and community engagement	Objective 4: Develop a new website that is more customer friendly, community focused, and supports County and community needs by 2022.	CAO	100%	Completed prior to CY 2024
OE2-5	Goal 2: Increase information sharing and transparency and improve County and community engagement	Objective 5: Develop strategies that improve information and knowledge sharing within and between County departments.	CAO	20%	Baseline data from the countywide employee engagement survey, launched in November 2024, will provide a starting point for recommendations on how to better share information across teams
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	50%	The primary achievements in 2024 include launching of the Employee Engagement Survey (see OE-3-2) and holding the second annual Mental Health Matters event for County employees.
OE3-2	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 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	50%	Over the past year, Human Resources selected the Institute for Public Sector Employee Engagement (a division of CPS-HR) to assist with the design, development, implementation, data collection, and analysis of an employee engagement survey. The survey was launched on November 4, 2024, to all permanent part-time and full-time employees. CPS-HR will provide reports at the Department level, as well as organization-wide metrics to inform future strategies.

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OE3-3	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 3: Support employee professional growth and retention by investing in high quality training, development, and leadership programs.	HR	85%	County Human Resources continues to review training course offerings and identify/develop courses for each level, i.e., New Employees; Foundational; Emerging Leader; Executive.
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	100%	Completed prior to CY 2024. Between January - September 2024, the County was awarded $29.6 million in grant funding.
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	100%	As of January 2024, the Core Team was comprised of 47 participants representing 17 County departments and agencies.
RESJ1-2	Goal 1: Foster a County organizational culture that supports the commitment to achieving racial equity.	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	100%	The Core Team training facilitators delivered Racial Equity Training for County Department Heads in October 2023 and rolled out the Countywide Racial Equity Training for County Management beginning in March 2024.
RESJ1-3	Goal 1: Foster a County organizational culture that supports the commitment to achieving racial equity.	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	90%	On May 17, 2024, the Office of Equity and the Core Team Steering Committee, in partnership with the Human Resources department, presented the Racial Equity Action Plan (REAP) to the Board of Supervisors; the REAP was adopted on August 13, 2024.
RESJ1-4	Goal 1: Foster a County organizational culture that supports the commitment to achieving racial equity.	Objective 4: Develop a shared understanding of key racial equity concepts across the County and its leadership.	OoE	90%	The racial equity training team has held monthly 4-hour trainings, both in-person and virtual, for County management from March through November 2024, including additional trainings for specific departments, reaching 300+ County of Sonoma leaders, plus an additional 100+ County of Sonoma staff of all levels. The trainer team facilitated 42 hours of training in 2024.
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	65%	2024 recruitment data indicates that 50% of the County's applicants are Black, Indigenous, and People of Color (BIPOC), which represents a 7% increase over the number of BIPOC applicants in 2020 (43%). The number of Hispanic applicants for County positions has increased 6%, from 22% to 28%, during the last four years. Launched LEAD (Leaders Engaged in Authentic Development), an executive leadership program, in December 2024.

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RESJ2-2	Goal 2: Implement strategies to make the County workforce reflect County demographic across all levels.	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	65%	2024 recruitment data indicates that 50% of the County's applicants are Black, Indigenous, and People of Color (BIPOC), which represents a 7% increase over the number of BIPOC applicants in 2020 (43%). The number of Hispanic applicants for County positions has increased 6%, from 22% to 28%, during the last four years. Launched LEAD (Leaders Engaged in Authentic Development), an executive leadership program, in December 2024.
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	100%	In 2024, the OOE provided technical assistance and recommendations for 16 racial equity analyses for Board items and continued to provide racial equity guidance to County departments.
RESJ3-2	Goal 3: Ensure racial equity throughout all County policy decisions and service delivery.	Objective 2: Establish regular and publicly available reports on racial equity in County policies, programs, and services.	OoE	100%	The way the County has established publicly available reports on racial equity in County policies, programs, and services, is through the racial equity analysis for significant board items process. In 2024, the OOE provided technical assistance and recommendations for 16 racial equity analyses for Board item.
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	100%	On June 10, 2024, the Board of Supervisors accepted the Community Engagement Plan and Informational Brief on Intergovernmental Relations with Native Nations as informational reports for the County. The Board also approved the Office of Equity's proposed Community Engagement toolkit, which provides recommendations on culturally sensitive community engagement practices to be implemented by County Departments, as funding permits.
RESJ4-2	Goal 4: Engage community members and stakeholder groups to develop priorities and to advance racial equity.	Objective 2: Collaborate with community members and stakeholder groups to develop racial equity strategies for County emergency response, economic recovery and resiliency planning efforts.	OoE	70%	Collaborated with the Department of Emergency Management (DEM) to implement the Universal Disaster Intake Process (UDIP), which includes an extensive demographic data collection initiative (e.g., race/ethnicity, language, sexual orientation, gender, disability), and to conduct training with 30 community partners.

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RESJ4-3	Goal 4: Engage community members and stakeholder groups to develop priorities and to advance racial equity.	Objective 3: Begin implementing strategies for regular community engagement to guide racial equity efforts.	OoE	100%	On June 10, 2024, the Board of Supervisors accepted the Community Engagement Plan and Informational Brief on Intergovernmental Relations with Native Nations as informational reports for the County. The Board also approved the Office of Equity's proposed Community Engagement toolkit, which provides recommendations on culturally sensitive community engagement practices to be implemented by County Departments, as funding permits.
RESJ4-4	Goal 4: Engage community members and stakeholder groups to develop priorities and to advance racial equity.	Objective 4: Develop and establish a language access policy for the County of Sonoma by end of 2021.	OoE	100%	The Board adopted the Language Access Policy and Implementation Plan on May 14, 2024, and funding was approved for the Office of Equity to hire a Language Access Coordinator to facilitate implementation.
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.	SPI	50%	Public Infrastructure launched space reconfiguration projects with the Human Services Department, Probation, Registrar of Voters/Clerk Recorder Assessor, Public Infrastructure, Regional Parks, and the Sheriff's Office.
RI1-2	Goal 1: Invest in County buildings and technology to enhance service delivery and improve employee mobility	Objective 2: Adopt design standards for County office improvement projects to maximize opportunities for telework and incorporate revised workstation space standards.	SPI	50%	Public Infrastructure launched space reconfiguration projects with the Human Services Department, Probation, Registrar of Voters/Clerk Recorder Assessor, Public Infrastructure, Regional Parks, and the Sheriff's Office.
RI1-3	Goal 1: Invest in County buildings and technology to enhance service delivery and improve employee mobility	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	93%	Migration of data to Teams and Sharepont Online began in 2024, with an anticipated completion in spring 2025.
RI1-4	Goal 1: Invest in County buildings and technology to enhance service delivery and improve employee mobility	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.	SPI	80%	Public Infrastructure has made progress toward establishing neighborhood-based service centers, including in Cloverdale, Guerneville, Petaluma, and Sonoma Valley.
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.	SPI	80%	The Sheriff's Office and Public Infrastructure collaborated to complete upgrades to the Sonoma Mountain communication site. Another project was initiated at Pine Mountain to make critical repairs to the communication vault and to implement fire mitigation. improvements

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RI2-2	Goal 2: Invest in capital systems to ensure continuity of operations and disaster response.	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.	SPI	50%	Public Infrastructure completed a seismic retrofit and frontage improvements for the Petaluma Veterans Building, enhancing its safety and resilience. Additionally, SPI established emergency-grade Wi-Fi across veterans buildings to support connectivity during critical situations and installed a backup generator at the Cloverdale Veterans Building to ensure reliable power in emergencies.
RI2-3	Goal 2: Invest in capital systems to ensure continuity of operations and disaster response.	Objective 3: Design and build a new, resilient Emergency Operations Center (EOC).	DEM	5%	On July 23rd, 2024, the Board of Supervisors provided direction to pursue options for new office space for the Department of Emergency Management and to prioritize any advantages in acquiring existing office buildings (sale or lease).
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.	SPI	80%	Drainage improvements in the annual paving work under the Pavement Preservation Program included in 2023 PPP, C23101, included replacement of 74 culverts. Work was completed February 2024.
RI3-2	Goal 3: Continue to invest in critical road, bridge, bicycle, and pedestrian infrastructure.	Objective 2: Increase investment by 5% annually on preventive maintenance on all road infrastructure/facilities.	SPI	60%	Public Infrastructure completed over 40 miles of roadside fire fuel reduction in geographically isolated areas.
RI3-3	Goal 3: Continue to invest in critical road, bridge, bicycle, and pedestrian infrastructure.	Objective 3: Invest $5 million by 2024 on new pedestrian and bicycle facilities, and adopt maintenance guidelines on roads to consider bicyclists and pedestrians.	SPI	50%	The Mark West Springs Sidewalk project was completed in early 2024. The Arnold Drive Bike Lane project recently completed the preliminary design and environmental phase, with the approval of a Mitigated Negative Declaration by the Board in October 2024.
RI3-4	Goal 3: Continue to invest in critical road, bridge, bicycle, and pedestrian infrastructure.	Objective 4: Identify and retrofit bridges in County that are at high risk for damage during earthquakes.	SPI	44%	Both Big Sulphur and Big Wohler bridges advanced from preliminary engineering phase to construction in 2024. Monte Rio bridge is in design phase.
RI4-1	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.	EDB	40%	The Sonoma County Economic Development Collaborative was awarded $3 million in American Rescue Plan Act (ARPA) enhance broadband availability and adoption. On December 3, 2024, staff received approval from the Board of Supervisors to allocate $2.35 million of those funds to develop low-level, shovel ready engineering designs for priority project areas, $200,000 towards a time-limited internet subsidy program for residents of select affordable housing sites throughout the County, and the remainder for staffing to support the projects.

ID#	Goal	Objective	Lead Dept	Completion Jan 2025	Highlights
RI4-2	Goal 4: Implement countywide technological solutions to promote resiliency and expand community access.	Objective 2: Leverage existing fiber optic infrastructure and grant opportunities to expand wireless and broadband access across County.	EDB	40%	The Sonoma County Economic Development Collaborative was awarded $3 million in American Rescue Plan Act (ARPA) enhance broadband availability and adoption. On December 3, 2024, staff received approval from the Board of Supervisors to allocate $2.35 million of those funds to develop low-level, shovel ready engineering designs for priority project areas, $200,000 towards a time-limited internet subsidy program for residents of select affordable housing sites throughout the County, and the remainder for staffing to support the projects.
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	70%	Completed a draft recommendations report. Hosted a workshop on improving flood risk management effectiveness and held flood risk informational briefing sessions.
RI5-2	Goal 5: Support, fund, and expand flood protection.	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	20%	A mapping project initiated in late 2024 is expected to be completed in 2026. The information will contribute toward developing a data layer which maps all streams in Sonoma County, from the top of watersheds to the ocean or bay.
RI5-3	Goal 5: Support, fund, and expand flood protection.	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	35%	Sonoma Water has selected a consultant for the work related to the Russian River Operationn & Maintenance (O&M) Manual update. Additional funding was made available to allow the consultant to also perform more in-depth studies to better understand existing and future flood risk and the hydrogeomorphic processes of the Russian River in the Alexander Valley region beyond the footprint of the O&M Manual update.