Strategic Plan Funding Request

Department:
General Services/ Permit Sonoma

Implementation Lead:
Jane Elias/John Mack

Project Title:
Continue to invest in wildfire preparedness and resiliency strategies.

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

Strategic Plan Objective:
CAR1-1

Project Summary:

Sonoma County General Services, Energy and Sustainability Division and Permit Sonoma provide educational and community 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. This will be accomplished in collaboration with other County agencies, departments, and community partners.

This request will provide marketing, education and outreach dollars to the Energy and Sustainability Division to promote resources and drive residential property owners to make their homes more durable and resilient towards fire and natural disasters. The Division will work in coordination with Permit Sonoma's efforts towards educating property owners about resiliency strategies around the home and property.

 In addition, the Division partners with the Regional Climate Protection Authority (RCPA) through the Bay Area Regional Energy Network (BayREN) to administer programs and services related to carbon neutrality or switching from fossil fuel sources to electricity. These BayREN programs offer rebates to single-family building owners working to increase their energy efficiency and achieve goals towards carbon neutrality, have participating contractors and provide education and training opportunities.

The goal is for residential property owners to look at their property holistically and learn about the importance of construction hardening improvements to their homes - the various techniques, technologies, and materials available. In addition, what incentives, grants, and financing options are available to retrofit their existing homes with the goal of achieving more resilient buildings and/or carbon neutrality by transitioning to all-electric and renewables.

Project Plan with Timeline:
What are the phases and timing of the proposed project?

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
WF preparedness and resiliency MEO	$ 190,000	$ 75,000	$ 40,000
Total Requests	**$ 190,000**	**$ 75,000**	**$ 40,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 10,000	$ 10,000	$ 10,000
Total Sources	**$200,000**	**$ 85,000**	**$ 50,000**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 104,000	$ 85,000	$ 50,000
One-Time Expenses	$ 96,000	$ 0	$ 0
Total Expenditures	**$ 200,000**	**$ 85,000**	**$ 50,000**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding? If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective.

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

There are additional unfunded costs outside of this funding request for subsequent years FY 22-23 and FY 23-24. These are reflected in the tables above.

Alternative funding sources have been identified, however, are not available at this time. The Division's marketing and education efforts for wildfire safety and resiliency will be scaled back if unfunded by this request.

Currently, the Division will utilize $10,000 of the Sonoma County Energy Independence Program (SCEIP) marketing budget towards this effort. In order to effectively outreach to the entire County this year and next, especially high-risk areas, to provide the necessary resources to achieve this goal, funding will be needed until other funding sources are available through Hazard Mitigation Grants and/or Building Resilient Infrastructure and Communities Grant (BRIC) FEMA grants or other opportunities. It is estimated some of these potential funding opportunities may not be available until Fall 2023.

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

One-time:
- *Marketing materials – design & printing* $ 75,500.00
- *Web/online and social media marketing/community support* $ 10,500.00
- *Development, of online video library/social vid. presence* $ 10,000.00

           Total: **$ 96,000.00**

On-going:
- *Analyze materials and outreach result, including Social media presence – posting, targeted ads, SEO/metrics tracking, analysis* $ 5,000.00
- *Modify/refresh/update marketing campaigns* $10,000.00
- *Reprint/re-order materials* $ 8,000.00
- *Spanish outreach consultant including ad buy* $15,000.00
- *Spanish web/social media outreach* $10,000.00
- *Workshops or events (6) – Property owners* $18,000.00
- *Direct Mail (6) – Property owners* $23,000.00
- *Recording/edit/upload, update of video library, soc. Vid. Pres.* $ 8,000.00
- *Spanish translation of video library* $ 6,000.00

           Total   **$104,000.00**

How does this project support the values and principles identified in the Strategic Plan:

Some questions you may consider addressing:

1. Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.
2. Does your project mitigate or prevent climate change?
3. How does your project distribute services equitably across all regions of Sonoma County?
4. How do you plan to collaborate with community groups, cities or non-profits?
5. Does your project increase the County's accountability, or contribute to excellent and innovative public service?

1. *These efforts will outreach to all communities and sectors of the county. Rebates, grants and financing options are available to all, regardless or credit scores, credit status or income qualifications.*

2. *Yes, numerous improvements like vegetation management, water conservation, water capture, construction hardening with materials that are ignition resistant or combustion resistant, seismic retrofitting or raising structures out of flood water areas will mitigate climate effects due to less infrastructure being affected or destroyed. For carbon neutrality, studies have shown the need to reduce the amount of energy we consume with reductions to operational energy and conversion to carbon neutral buildings has one of the largest positive impacts on the climate over time.*

3. *There will be targeted outreach focused on identified underserved and/or disadvantaged areas.*

4. *Coordination with Permit Sonoma and other county department and agencies that may touch upon various elements involving these topics.*

5. *The County of Sonoma has experienced too many disasters, including the climate crisis. Educating residential property owners to become resilient and retrofit to mitigate climate effects in the built environment.*

Strategic Plan Funding Request

Department:
General Services

Implementation Lead:
Jane Elias/Jonathan Kadlec

Project Title:
Carbon Neutral and Resilient Multifamily Buildings

Strategic Plan Objective:
CAR2-2

Strategic Plan Objective:
Provide $20 million in financing by 2026 that incentivizes property managers and renters to retrofit existing multi-family (MF) housing towards achieving carbon neutral buildings.

Project Summary:
Provide marketing, education and outreach dollars to the Sonoma County Energy Independence Program to promote resources and drive retrofits in the multi-family sector. Through education, incentives and financing for multi-family property owners and managers to retrofit existing multi-family housing with the goal of achieving resilient, carbon neutral buildings. In addition, we look to bridge the gap between owners and tenants and leverage any existing programs with the financing option.

Project Plan with Timeline:
What are the phases and timing of the proposed project?

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Multifamily MEO	$ 62,500	$ 70,000	$ 70,000
Total Requests	**$ 62,500**	**$ 70,000**	**$ 70,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 17,500	$ 10,000	$ 10,000
Total Sources	**$80,000**	**$ 80,000**	**$ 80,000**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 48,000	$ 80,000	$ 80,000
One-Time Expenses	$ 32,000	$ 0	$ 0
Total Expenditures	80,000	$ 80,000	$ 80,000

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding? If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective.

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

There are no unfunded additional costs outside of this funding request.

Alternative funding sources have not been identified. SCEIP marketing and education efforts for multi-family will be scaled back if unfunded by this request and likely a revised goal of less than $20M.

The current Sonoma County Energy Independence Program (SCEIP) marketing budget is $50,000. The current budget has allocated $7,000 for this effort. In addition, Energy and Sustainability Division contracts with the Regional Climate Protection Authority (RCPA) to provide implementation and marketing support for the Bay Area Regional Energy Network (BayREN) multifamily program which will provide an additional $10,000 annually for the next three years towards this effort.

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

One-time:
- *Multifamily housing list development and procurement*   *$2,500.00*
- *Marketing materials – design & printing*   *$17,000.00*
- *Web/online and social media marketing/community support*   *$ 7,500.00*
- *Development, of online video library/social vid. presence*   *$ 5,000.00*
  - *Total:*   ***$32,000.00***

On-going:
- *Analyze materials and outreach result, including Social media presence – posting, targeted ads, SEO/metrics tracking, analysis*   *$5,000.00*
- *Modify/refresh/update marketing campaigns*   *$3,500.00*

- *Reprint materials*   *$1,500.00*
- *Spanish outreach consultant including ad buy*   *$10,000.00*
- *Spanish web/social media outreach*   *$ 8,000.00*
- *Workshops (4) – Owners & property managers*   *$10,000.00*
- *Workshops (4) – Tenants*   *$10,000.00*
- *Direct Mail (6) – Owners & Property Managers*   *$5,500.00*
- *Direct Mail (3) – Tenants*   *$12,500.00*
- *Recording/edit/upload, update of video library, soc. Vid. Pres.*   *$ 8,000.00*
- *Spanish translation of video library*   *$ 6,000.00*

                                                  Total   ***$80,000.00***

How does this project support the values and principles identified in the Strategic Plan:

Some questions you may consider addressing:

1. Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.
2. Does your project mitigate or prevent climate change?
3. How does your project distribute services equitably across all regions of Sonoma County?
4. How do you plan to collaborate with community groups, cities or non-profits?
5. Does your project increase the County's accountability, or contribute to excellent and innovative public service?

1. *We recognize that a large portion of multifamily rental properties are occupied by those with equity, cultural, and financial challenges and may feel that they do not have a voice in energy costs and health concerns related to building performance. Tenants are powerless in pushing landlords to improve their building energy efficiency, water use, etc. They worry about losing their lease or being pushed out if they are too vocal about improvements that are much needed. Often times, they opt to live in conditions that need improving and pay higher utility bills as a result.*
2. *Yes, studies have shown the need to reduce the amount of energy we consume with reductions to operational energy and conversion to carbon neutral buildings has one of the largest positive impacts on the climate over time.*
3. *There will be a concerted effort of the targeted tenant outreach focused on identified underserved and/or disadvantaged areas. However, we also need to consider unintended consequences in the process.*
4. *Our planned outreach includes our current program partners such as RCPA and BayREN, which incorporate all jurisdictions within Sonoma County. Other collaborations include Business Chambers, Community Development Commission and Economic Development Board.*

5. *The County of Sonoma has committed to a goal of enhancing housing equity, resiliency, and becoming carbon neutral by 2030. Multi-family housing is one of the market sectors with a significant energy footprint and energy burden. Thirty-five percent of all households now rent, and more than 60% of all rental housing is in the multi-family sector. However, efficiency measures are far less likely to be installed in multifamily rentals than in any other type of housing, according to the US Department of Energy. Focusing on multifamily housing improvements will further show Sonoma County's commitment to public service.*

Strategic Plan Funding Request

Department:
Climate Action and Resiliency Division

Implementation Lead:
Anna Yip

Project Title:
Zero Waste Audit and Plan

Strategic Plan Objective:
Climate Action and Resiliency 3-1

Project Summary:

Funding from this request will go to a contractor to conduct a complete zero waste audit for all internal County operations and a contractor to create a plan to achieve Zero Waste.

This project aims to provide the County with critical data needed to achieve its waste-related goals and objectives, and will also help minimize the County's greenhouse gas footprint, thus pushing us closer to our carbon neutral goals and objectives as well. While some waste audits have been done in the past for some specific County buildings, this data is old and incomplete. With the ambitious zero waste goals within the County's Strategic Plan, the County's success hinges on acquiring this baseline knowledge. Now that the County has established the Climate Action and Resiliency Division (CARD), there is capacity to oversee a central, methodologically-sound zero waste audit and to oversee the creation of a zero waste plan that can be integrated within other existing sustainability planning documents and efforts.

Additionally, the timing of this opportunity offers the County to prepare for a complete zero waste transition with the move to the new County Government Center (CGC). Of course, the audit and plan would cover all current County operations, including buildings that will remain operational after the new CGC is built. It will also highlight the quick, easy and cost-effective fixes that could be main in the interim before the move happens. But, the main benefit of timing this effort before the move is so that the planning and design for zero waste can be integrated into the greater planning and design for the new CGC. Doing this beforehand will save the County significant time and money after the move, and will allow the County to make progress in existing buildings before the move happens.

CARD would oversee this effort, which is the best fit given the upcoming transition with General Services Division and the Energy and Sustainability Department (ESD). CARD and ESD would work closely with Zero Waste Sonoma and Recology.

Project Plan with Timeline:

February and March 2022: Receive funding; research similar initiatives; create RFPs

March 2022: Open RFPs; begin coordinating with County departments and divisions

May 2022: Enter into contract

August 2022: Complete waste audit and County waste profile

December 2022: Complete Zero Waste Plan

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
GHG inventory and sequestration study	$100,000	$ 0	$ 0
Total Requests	**$ 100,000**	**$ 0**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 100,000	$ 0	$ 0
Total Expenditures	**$ 0**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:

There are no other unfunded costs in addition to this request. There will be staff time required for coordination and outreach, which CARD is equipped to undertake.

The other logical source for funding could be the Climate Resilience Fund, however the information gathered from this work would tie directly to the implementation of the Strategic Plan, thus it seems most logical to source from this fund. If this project did not receive funding, CARD would pursue other outside sources, however this would push the effort back significantly. Additionally, significant work towards CAR objectives would be delayed until this fundamental prerequisite information was gathered.

The data collected from this project will be used to leverage future state and federal funds for climate and waste reduction initiatives.

Narrative Explanation of Estimated Project Costs:

All funding from this request will go to a contract (or contracts, if the inventory and study are done by separate entities). It will all be one-time funding.

How does this project support the values and principles identified in the Strategic Plan:

1. Equity concerns will be considered when creating the County's Zero Waste Plan. A just transition to zero waste is necessary to avoid burdening economically disadvantaged individuals, and this consideration will be integrated into our requirements in the RFP.
2. Yes, waste is a significant contributor to greenhouse gas emissions, as is the production and consumption of plastics and other wastes.
3. The data collected from this project will be beneficial across Sonoma County. The County has facilities in many places across Sonoma County.
4. We will work directly with County divisions, department and agencies to collect data from all County operations. We will work directly with GSD's ESD and Zero Waste Sonoma.
5. Yes, this project will directly increase the County's accountability. It will provide knowledge on the County's waste profile and will create a plan and path to achieving zero waste.

Some questions you may consider addressing:

1. *Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.*
2. *Does your project mitigate or prevent climate change?*
3. *How does your project distribute services equitably across all regions of Sonoma County?*
4. *How do you plan to collaborate with community groups, cities or non-profits?*
5. *Does your project increase the County's accountability, or contribute to excellent and innovative public service?*

Strategic Plan Funding Request

Department:
General Services Department – Fleet Operations

Implementation Lead:
Tony Tsui

Project Title:
EV infrastructure Expansion: Consulting, Education, and Limited Stationary Hardware

Strategic Plan Objective:
Climate Action and Resiliency 4.1 and 4.3

Project Summary:

To maximize sustainability and emissions reductions, the County must move towards replacing carbon producing internal combustion engine (ICE) vehicles with zero-emission electric vehicles (EVs), and facilitate their operations by ultimately upgrading and expanding the EV charging infrastructure at County owned and leased properties.

Without a place to "refuel" (charge) EVs effectively and efficiently, adoption of EVs within the County Fleet and with the public will be severely hindered – bottlenecking EV acceptance as suitable replacements for ICE vehicles until more charging infrastructure is put in place. With the appropriate charging infrastructure implemented to support EVs, the hesitancy to embrace new technology due to range anxiety or charger availability is put at ease. The transition from ICE vehicles to EVs should, therefore, ideally occur simultaneously with the installation of new charging infrastructure. As the County establishes new EV infrastructure and the number of EV models available increase, there should be a natural transition and progression into a more sustainable world.

Project Plan with Timeline:

Funding is only being requested for the **bolded** items in the table.

Major Activities / Projects	Approximate Timelines
GLL: Fleet Electrification Report (Phase I)	Completed April '21
Recruitment Program Manager	February '22
Recruitment Senior Office Assistant	March '22
GLL: Fleet Transition Plan (Phase II)	Spring '22
Employee EV Education Campaign	Spring '22 (Campaign to be on demand)
Portable EV ARC Solar Chargers at Regional Park Locations	Spring '22
Portable EV ARC Solar Chargers Planning & Optimization	Spring '22 and Ongoing (Pending funding availability)
Stationary EV Charger Planning & Optimization	Spring '22 and Ongoing (Pending funding availability)
Maintain EV Infrastructure	Ongoing

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Climate Action and Resiliency Fund (Parent Project - EV Infrastructure Expansion)	$ 2,800,000	$ 0	$ 0
Year 1 Strategic Plan Implementation Fund (Sub-Project - Consulting, Education, and Limited Stationary Hardware)	$ 200,000	$ 0	$ 0
Total Requests	**$3,000,000**	**$ 0**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 200,000	$ 0	$ 0
Total Expenditures	**$200,000**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:

EV infrastructure upgrades and expansion is currently unfunded. The funding obtained in this request will be used to acquire consulting, establish an awareness/education campaign, and purchase a portion of the EV infrastructure hardware. This specific funding source will be utilized as seed money towards the larger EV Infrastructure Expansion project for the County. The overall EV Infrastructure Expansion project requires substantial resources and funding in order to meet the CAR 4.3 deadline set for 2023.

Fleet has and will be actively seeking potential funding opportunities inside and outside of the County to help build and maintain EV infrastructure. Currently, Fleet is awaiting response on this funding requests, the Year 1 Strategic Plan Implementation Fund ($200K) and the Climate Resilience Fund ($2.8M). Grant

funding for EV infrastructure development is a possibility, but requires additional bandwidth to research and apply for these funding sources. General Funds will be requested should Fleet be unsuccessful with the listed funding opportunities.

Narrative Explanation of Estimated Project Costs:

Fleet has already conducted and completed the first phase of a fleet electrification study with an outside vendor, Green Light Labs, to help inform the recommendations in their "Fleet Electrification Report". This report initially evaluates the financial, environmental, and charging infrastructure impacts of electrifying 81 vehicles due for replacement in FY21-22 and provides a high-level overview of electrification potential for the County's entire fleet (CAR 4.1). Pending funding, the next steps will be to conduct and complete a more in depth fleet electrification study with Green Light Labs, and inform a Fleet Transition Plan. This plan will help Fleet Operations determine the optimal time and strategy for implementing EV charging infrastructure (CAR 4.3) and deploying EVs (CAR 4.1). As part of their more in-depth study, Green Light Labs will work with Fleet Operations to develop a campaign to include software tools and workforce EV training to help County employees prepare for the transition to EVs (similar to their campaign for Los Angeles County – see www.electrifyze.la).

Once the Fleet Transition Plan is conducted, completed, and reviewed, implementation of the findings will occur as quickly as possible; along with some gasoline powered vehicles being replaced with EVs or PHEVs during FY21-22 (CAR 4.1). Pending funding, the implementation of EV charging infrastructure (CAR 4.3) will be critical towards accomplishing both objectives (CAR 4.1 and 4.3). Without secured funding to help build out EV infrastructure complimentary to EV acquisitions, the newly acquired vehicles will be very underutilized. All costs in this funding request are one-time expenses.

Approximate use of funding highlighted in table below:

Item	Cost
(One-Time) EV Chargers (Qty 20 x ~$7K per unit)	$150,000
(One-Time) Consulting and EV Awareness/Education Campaign (Green Light Labs)	$50,000
Total	$200,000

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

How does this project support the values and principles identified in the Strategic Plan:

The project entails upgrading and expanding EV charging infrastructure, which directly influences and impacts the County's decision in replacing Fleet ICE vehicles with comparable EVs. Without direct influence (as of yet) on public adoption, the increase in available EV charging infrastructure has the potential to naturally encourage the public to explore EVs as an option.

Green Light Labs will provide a Fleet Transition Plan that will place an equity lens through implementation of EV charging infrastructure and EV vehicle replacements (CAR 4.1 and 4.3). A portion

of the report will inform the placement of EV charging infrastructure (CAR 4.3) based on vehicles due for replacement, domicile locations of those vehicles, energy requirements and capacity of potential charging sites, and the number of ports needed to support charging. The report will also provide potential EV candidates to support each department's usage case to replace their existing vehicle(s) (CAR 4.1). The replacement of County vehicles with EVs (CAR 4.1) will be dependent on the department's replacement schedules each year and their capacity to support them (informed by the department's usage case and existing/potential charging infrastructure). New EV additions to a department's fleet will be handled on a case-by-case basis, but ultimately will be determined on the existing/potential charging infrastructure for that department.

Based on Green Light Lab's Fleet Electrification Report, and under the assumption the County replaces all 81 Internal Combustion Engine (ICE) vehicles due for replacement in FY21-22 with equivalent EVs, the annual GHG reduction would be 320 metric tons of CO2.

	All Replacement Vehicles (81)		
	Existing Fleet	Electric Vehicles	Annual Savings
Annual GHG Reductions (ton CO_2)	500	180	320

Based on this calculation and the projected cost of the project, it is estimated that the cost of decarbonization for FY 21-22 would be $2,800,000 / 320 = $8,750 per year. The cost of decarbonization is expected to decrease significantly after year one and over time as more EVs are adopted (increased GHG reductions) alongside the implementation of EV charging infrastructure, which is also expected to decrease in cost with economies of scale and need. EVs are also expected to be on the road longer and the GHG reductions would be cumulative over the years. With the assumption the average American drives 12,000 miles per year, the life expectancy of an EV battery pack is around 200,000 miles, equating to about 17 years of use. In comparison, a traditional ICE vehicle has a life expectancy around 100,000 miles, which equates to about 8 years of use.

Based on Green Light Lab's Fleet Electrification Report, the following chart is provided to summarize the potential GHG reductions over time and assumes 622 of the 951 County fleet vehicles are replaced with equivalent EVs.

	Year 2021 to 2025	Year 2026 to 2029	Total
Vehicles due for replacement	791	160	951
EV candidates	463	159	622
GHG reductions (metric tons CO2)	6000	7000	13000

The potential negative impacts of the project on communities of color and low-income communities

include providing an infrastructure they cannot readily use, due to being priced out of EV ownership. This issue will be negated over time as manufacturers increase EV production and obtain economies of scale which will drive down the price of EVs. Additionally, by providing public EV charging and charging at no cost within communities of color and low-income communities, combined with local, State, and Federal EV rebates, it incentivizes individuals to convert to EVs and make EVs more affordable for low-income communities. Other potential negative impacts include accessibility and availability of EV Charging stations to communities of color and low-income communities. Accessibility and availability will be addressed by optimizing the locations where these units will be placed, implementing a time limit on the charging stations (to avoid long term parking without charging), and for the County to potentially offer 'fuel cards' for charging at other public charging stations similar to pre-paid cards for using public transportation. The community also engages by actively helping to reduce GHG.

Strategic Plan Funding Request

Department:
County Administrator

Implementation Lead:
Katherine DiPasqua

Project Title:
Clean Commute Incentive Program

Strategic Plan Objective:
Climate Action and Resiliency 4.2

Project Summary:

The Clean Commute Incentive Program will provide monthly subsidies to County employees who use alternate modes of transportation to commute to work, including train, bus, bike and carpool. Based on findings from the 2020 Employee Commute Survey, this program will increase Clean Commute program participation and reduce greenhouse gas emissions.

The Incentive Program is modeled after Marin County's RideGreen Program and will have two options for employees:

1. <u>My Commuter Check Purchases</u>
   The County would match all purchases made through the County's pre-tax commuter benefit platform, My Commuter Check, dollar for dollar up to $40 per month. This includes purchases of SMART passes and Clipper eCash. The My Commuter Check incentive would not be able to be combined with the Bus, Carpool and Bike incentive, even if the monthly match is below $40.

2. <u>Bus, Carpool, and Bike</u>
   The County would provide a $240 taxable incentive for employees who take the bus, carpool, or bike to work at least 60 days within a 6-month reporting period. This incentive would be paid out twice a year for eligible employees, for a maximum of $480 per year. The 60 days can be achieved through a combination of bus, carpool, and biking.

Project Plan with Timeline:

If the incentive program is funded, it can be incorporated into the County's Clean Commute program by Spring 2022. I would first work with Human Resources and Payroll staff to set up any mechanisms needed to administer the incentive, and then I would develop and launch an engagement campaign to educate employees on the program options and how to sign up. I will be using the ridership data from the new online Commute Management Platform to monitor program participation and report on greenhouse gas emission savings.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Strategic Plan Set Aside	$ 25,000	$ 125,000	$ 0
Total Requests	**25,000**	**125,000**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 0	$ 0	$ 0
Total Expenditures	**$ 0**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:

I am requesting $150,000 of funding from the $5 million Strategic Plan Set Aside for employee commute incentives during the initial pilot period for permanent County employees. The length of the pilot period will be dependent on the number of participants in the program, but based on comparable programs, I estimate the pilot period will last between 12 and 18 months. This is a one-time cost, which potentially could turn into an ongoing annual expenditure if the program is successful. There are no impacts to staffing.

The Clean Commute program is funded with General Fund dollars budgeted in the Transportation Fringe Benefit account in Non-Departmental. This account funds the free SCT and Santa Rosa CityBus pass programs and Clean Commute incentives/raffles. This account also pays for the County's portion of the Clean Commute Online Platform annual hosting costs. The remaining portion is funded through a grant from MTC.

Narrative Explanation of Estimated Project Costs:

See project description above. The $150,000 is a one-time cost, however, it may turn into an ongoing cost in FY 2023-24 if the program is successful.

How does this project support the values and principles identified in the Strategic Plan:

The vast majority of County employees drive alone to work. The Clean Commute Incentive Program will help promote the use of alternative modes of transportation, and reduce greenhouse gas emissions. We will be able to track and generate reports showing the greenhouse gas emission reductions through the new Online Commute Management platform.

Strategic Plan Funding Request

Department:
Climate Action and Resiliency Division

Project Title:
Carbon Modeling: Sequestration potential and baseline emissions

Implementation Lead:
Anna Yip

Strategic Plan Objective:
Climate Action and Resiliency 5-1

Project Summary:

Funding from this request will go to a contractor to conduct a complete greenhouse gas inventory for all internal County operations and a contractor to conduct a study of the County's carbon sequestration potential.

This project aims to provide the County with critical data needed to achieve most of its climate-related goals and objectives. While some carbon accounting has been done in the past for the County of Sonoma's internal operations, it is sporadic, methodologically inconsistently, and mostly outdated. With the ambitious Climate Action and Resiliency pillar within the County's Strategic Plan, many goals and objectives hinge on acquiring this baseline knowledge. Now that the County has established the Climate Action and Resiliency Division (CARD), there is capacity to oversee a central, methodologically-sound greenhouse gas (GHG) inventory. Additionally, the Regional Climate Protection Authority (RCPA) will be updating its county-wide GHG inventory in 2022. CARD is already ready to partner with RCPA in this effort and will ensure strong collaboration.

Carbon sequestration plays an integral role in carbon accounting and will be critical in achieving carbon net-neutrality goals. However, the County is lacking a thorough understanding of its potential for sequestration. This baseline study will help inform the County on how to prioritize sequestration efforts and achieve its carbon neutral goals. It will also complement the existing Climate Adaptation Plan from Sonoma Water, the Vital Lands Initiative from Ag + Open Space, RCPA's Climate Mobilization Strategy, and the Natural Systems Adaptation Plan that CARD is currently developing.

As stated above, this project will help the County achieve nearly all of its goals and objectives listed under the CAR pillar. For the sake of this request form, though, the goal and objective that this project will work directly towards reads:

Goal 5: Maximize opportunities for mitigation of climate change and adaptation through land conservation work and land use policies

Objective 1: 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.

The specification to "maximize" in the Goal (i.e., maximize opportunities for climate change mitigation) and Objective (i.e., identify areas that will maximize carbon sequestration) requires the ability to, among other things, 1) rank and compare the effect of policy choices on overall carbon neutrality, 2) identify and rank County landscapes with higher versus lower carbon sequestration potential; and 3) identify landscapes with higher versus lower climate risks based on different County-scaled climate scenarios. To develop science driven policies that have assurance of being effective, a fundamental prerequisite to implementing this objective is a data synthesis and modeling task that will need to be completed to develop County-scaled carbon emissions models with agreed baselines as well as landscape models for carbon sequestration potential.

Project Plan with Timeline:

November & December 2021: Coordinate with RCPA on county-wide GHG inventory (ongoing)

February 2022: Receive funding; research similar initiatives; create RFPs

March 2022: Open RFPs; begin coordinating with County departments and divisions

April 2022: Enter into contract

October 2022: Complete inventory and study

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
GHG inventory and sequestration study	$500,000	$ 0	$ 0
Total Requests	**$ 500,000**	**$ 0**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 500,000	$ 0	$ 0
Total Expenditures	**$ 0**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:

There are no other unfunded costs in addition to this request. There will be staff time required for coordination and outreach, which CARD is equipped to undertake.

The other logical source for funding could be the Climate Resilience Fund, however the information gathered from this work would tie directly to the implementation of the Strategic Plan, thus it seems most logical to source from this fund. If this project did not receive funding, CARD would pursue other outside sources. However, the timing would likely not align with the RCPA's update effort, and the alignment with them would be lost. Additionally, significant work towards CAR objectives would be delayed until this fundamental prerequisite information was gathered.

The data collected from this project will be used to leverage future state and federal funds for climate initiatives. The inventory and sequestration study will inform the County on what areas to focus decarbonization and sequestration efforts on.

Narrative Explanation of Estimated Project Costs:

All funding from this request will go to a contract (or contracts, if the inventory and study are done by separate entities). It will all be one-time funding.

How does this project support the values and principles identified in the Strategic Plan:

1. This project is an integral piece to the County's decarbonization and sequestration efforts. Often times, low-income communities and communities of color face the harshest impacts of pollutions/emissions and climate change.
2. Yes, it does so pretty directly.
3. The data collected from this project will be beneficial across Sonoma County. The County has facilities in many places across Sonoma County, and sequestration potential will be studies across the county's geographic boundaries.
4. We will work directly with County divisions, department and agencies to collect data from all County operations. We will work with the RCPA in collaborating with our methodology to ensure it is consistent with their county-wide effort. We will also work with the City of Santa Rosa, who is also conducting their own GHG inventory within RCPA's regional effort.
5. Yes, this project will directly increase the County's accountability. We cannot fix what we do not fully understand, and trying to decrease emissions at set rates is impossible without knowing the County's complete baseline.

Some questions you may consider addressing:

1. *Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.*
2. *Does your project mitigate or prevent climate change?*
3. *How does your project distribute services equitably across all regions of Sonoma County?*
4. *How do you plan to collaborate with community groups, cities or non-profits?*
5. *Does your project increase the County's accountability, or contribute to excellent and innovative public service?*

Strategic Plan Funding Request

Department:
Lead: Human Services Department
Department of Health Services
Community Development Commission

Implementation Lead:
Angela Struckmann, HSD Director

Project Title:
Strengthening Outreach and In-reach strategies to improve the client experience through no wrong door approach

Strategic Plan Objective:
Healthy and Safe Communities HSC1.3

Project Summary:

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.

Currently, clients, partner agencies and county staff must search for services and programs across multiple county websites and phone numbers to access and or refer clients to the appropriate program or county department. Strategies for this initial phase of the "no wrong door" approach will be to create an inventory of county safety-net services, convene learning community between county programs and community-based organizations to understand access barriers, and strengthen outreach and engagement of safety net services across the county as well as to create and disseminate a coordinated resource guide and interactive training materials and communications plan.

Project Plan with Timeline:

Year	Milestones
2021-2022	Start-up and Assessment Planning • HSD assigns staff lead • Lead establishes cross departmental workgroup • Workgroup will assess program access points including website, social media, phones, resource and referral, outreach collateral, staff trainings related to outreach and engagement • Conduct client focus groups to identify barriers to accessing services • Survey staff (including contracted community-based organization partners) to understand the circumstances when clients are turned away or left with unresolved needs • Create recommendations for action and an evaluation plan

2022-2023	Implementation Plan
	• Engage Staff Development to assist in the creation of training modules to train staff on services offered across Safety Net Departments
	• Develop resource guide with input from program staff, clients and community partners
	• Develop communications plan for staff (internal), clients and contracted community-based organization service providers (external)
	• Gather feedback on the plan from contracted community-based partners, clients and Office of Equity core team
	• Launches communications plan aiming to improve staff and client awareness of No Wrong Door services
	• Evaluate the implementation

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Strategic Plan Funding	$ 125,000	$ 225,000	$ 0
Total Requests	**$125,000**	**$225,000**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 125,000	$ 225,000	$ 0
Total Expenditures	**$125,000**	**$225,000**	**$ 0**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding?

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

The Human Services and Safety-net will use existing staff to lead this project and will leveraged additional planning and evaluation support from the Department's planning, research, evaluation and engagement staff.

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

This project is broken up into two phases: Startup & Assessment and Implementation

2021-2022 Startup and Assessment

Extra-Help Admin Aide to support cross-departmental workgroup and CBO collaboration and support staff training.	*$75,000*
Client engagement consultant	*$50,000*

2022-2023

Extra-Help Admin Aide to support cross-departmental workgroup and CBO collaboration and support staff training.	*$75,000*
Design Firm to develop resource guide, print, web and social media content and printed materials.	*$70,000*
Training consultants to develop interactive training videos, training manuals and content for client outreach.	*$80,000*

How does this project support the values and principles identified in the Strategic Plan:

Some questions you may consider addressing:

1. Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.
2. Does your project mitigate or prevent climate change?
3. How does your project distribute services equitably across all regions of Sonoma County?
4. How do you plan to collaborate with community groups, cities or non-profits?
5. Does your project increase the County's accountability, or contribute to excellent and innovative public service?

This objective aligns and supports other objectives with the Health and Safety Communities goals focused on service integrations, assessing for data gaps and ensuring that services are culturally responsive and available distributed equitably across the county.

A key deliverable of this project is to engage with community-based organization and community groups to assess for service gaps and enhance service delivery as well as direct client engagement to ensure that client voices and experiences are reflected in our service delivery design.

The Safety Net departments will work to ensure that access to information is culturally appropriate and responsive to the needs of the community including language access and insuring that information will be accessible through a variety of mediums and modalities.

By strengthening online access of resources and access to services via-online and through video meetings, we will reduce client drive times and reduce the production of print materials by expanding the use of digital technology when and where appropriate.

.

Strategic Plan Funding Request

Department:
Permit Sonoma

Implementation Lead:
Brian Oh

Project Title:
Rezoning for Housing Initiative

Strategic Plan Objective:
Healthy and Safe Communities 3.1

Project Summary:

By rezoning up to 59 sites for multifamily housing development into the County's upcoming Housing Element update, the County ensures these sites will be analyzed for the increase in density. By investing time and resources in conducting outreach to developers and property owners, the County can ensure we can break ground on as many sites as possible by 2026. Partly due to recent state laws such as SB 9 and SB 35, staff will be creating a set of Objective Design and Development Standards, which will be the primary method of evaluating new residential development. By creating a set of objective criteria to process residential development, Permit Sonoma will be streamlining the development of housing throughout its jurisdiction. By working with the community throughout this process, we will ensure an inclusive engagement practice throughout this process.

Project Plan with Timeline:

- Board adoption of a SB 9 Ordinance, including Objective Design and Development Standards by June 2022
- Rezoning of sites through Board of Supervisors adoption of an EIR by Jan 2023
- Through the outreach process of the Housing Element update, policies and programs will be identified for inclusion in the Housing Element update. These policies and programs will be focused on supporting redevelopment of eligible sites for affordable housing developments
- In addition to rezoning the sites and updating the Housing Element, focused outreach to builders and property owners will need to be done to streamline as many sites as possible by 2026.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Rezoning for Housing Initiative	$ 60000	$ 100000	$ 20000
Total Requests	**$60,000**	**$100,000**	**$20,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 23794	$ 23794	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$23,794**	**$23,794**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 60000	$ 100000	$ 20000
Total Expenditures	**$60,000**	**$100,000**	**$20,000**

Narrative analysis of Funding Sources:

While staff was not successful in including this as a recommended ARPA proposal, staff has submitted a one-time request for $180,000.00. While Permit Sonoma has recently secured $47,588.00 from ABAG to partially fund the county's Housing Element update, staff estimates needing an additional $180,000.00 of consultant work to support staff in completing this work. Planning does not have FTE allocated to support working with developers and the community on specific sites to redevelop as part of the Housing Element update. Allocating funding to support this work would also be done in coordination to achieve HSC Goal 3.3. A certified Housing Element will allow the County to continue to seek State funding for affordable housing, and will contain provisions to make affordable housing development in the County more efficient and cost-effective. Furthermore, housing insecurity, overcrowding, and homelessness were risk factors for COVID-19. Therefore, staff feels all of these proposed activities are eligible for ARPA funds.

This one-time request of funds would fully supplement staff's estimates on total funds needed to complete this work. There are no additional unfunded costs if Permit Sonoma is successful in receiving these strategic plan grant funds.

Narrative Explanation of Estimated Project Costs:

One-time consultant services:

- Create Objective Design and Development Standards for Board adoption
- Analyze feasibility of up to 59 sites for multifamily housing
- Community Outreach
  - Facilitate Housing Advisory Group
  - Work with the public to identify barriers to housing and develop policy and strategy

How does this project support the values and principles identified in the Strategic Plan:

Engaging the public will happen through the update of the County's Housing Element, which will be done in coordination with community-based organizations, service providers, and developers. Any policy updates that get identified by this implementation plan would need to be reflected in this policy update to the County's General Plan (specifically its Housing Element). Success will be measured not just by the amount of engagement, but also on quality and inclusiveness of the approach and plans (e.g., have we included the public in the decision making process, where has the public been able to reflect its needs in the process, etc.). An equity lens through implementation, i.e., process, engagement, etc., will be applied by working with the community to develop the implementation strategy on how best to achieve our goals. Appropriate compensation and value of the community's time. Geographic equity, equity in service access, through implementation will be ensured by implementing an equity prioritization within the 59 sites for staff in implementation of this goal. By identifying sites near public transportation and easy access to services, the project goal includes consideration of climate impacts. Additional consideration can be adopted by creating new climate policies within the Housing Element update.

Strategic Plan Funding Request

Department:
Health Services, Human Services, Community Development Commission

Implementation Lead:
Angela Struckmann, Tina Rivera, Dave Kiff

Project Title:
Strengthening Housing Location Services

Strategic Plan Objective:
Healthy and Safe Communities HSC4.3

Project Summary:

How can the region as a whole best collaborate on finding more existing housing units for persons of low income to rent? Do we have the right people interacting with property owners? At the CDC level, discussions are taking place with the CDC/Housing Authority team, the Santa Rosa Housing Authority team, community-based organizations, and cities about **housing locators**. Housing locators tend to be persons knowledgeable in the real estate industry who are skilled at identifying, educating, recruiting, and maintaining the satisfaction of property owners who rent to persons of low Area Median Income (AMI), who have housing vouchers, and/or who are coming out of homelessness.

The collaboration for the recent Emergency Housing Vouchers (EHVs) program reminded us that we need more available units. Given the status of current discussions, teams are assessing two paths:

(1) If we have the right number of housing locators who have the right skills, then it makes more sense to prioritize a way to regionally communicate better, and/or to develop a regional shared infrastructure; or
(2) if we don't have the right number of housing locators today, how can we get to that point with the right persons and the right skill sets, and then how we will regionally collaborate?

A funding request for $100,000 is proposed to hire a firm or individual to bring partners together to assess these options, to possibly launch a Centralized Housing Location Pilot and to adopt the best path to achieving successful housing location services in the region.

Project Plan with Timeline:

- July – September 2022: Engage SR and SC Housing Authorities, cities, CBOs to determine need.
- October – December 2022: Issue RFP and evaluate responses
- January 2023: Award consultant contract, begin pilot project.
- July 2023: Pilot project complete and centralized housing location program in place for use by HAs, cities, CBOs.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Housing Locator Project	$ 0	$100,000	$ 0
Total Requests	$ 0	$ 100,000	$ 0

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 100,000	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	$ 0	100,000	$ 0

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 0	$ 0	$ 0
Total Expenditures	$ 0	$ 0	$ 0

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding?

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

No unfunded costs in addition to the funding request. The department is not considering alternative funding sources. If funding is not received, the project will continue to be managed with limited existing resources.

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

This project would engage a consultant for up to $100,000 to either coordinate existing housing location services across the County, in cities, and with CBOs into a cohesive regional collaborative housing locator model or would direct the consultant to build up local housing locator services to reach the same model once enough housing location services were in the region.

How does this project support the values and principles identified in the Strategic Plan:
Some questions you may consider addressing:

1. *Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.*
2. *Does your project mitigate or prevent climate change?*
3. *How does your project distribute services equitably across all regions of Sonoma County?*
4. *How do you plan to collaborate with community groups, cities or non-profits?*
5. *Does your project increase the County's accountability, or contribute to excellent and innovative public service?*

This project attempts to continually grow and then maintain the amount of property owners who are willing and able to rent homes, apartments, or other locations to persons coming out of homelessness, persons who have housing vouchers, or persons in the region's rapid rehousing programs (RRH). These clients are individuals and families at the lower end of the socio-economic scale, and in most need of supportive and stable housing.

Strategic Plan Funding Request

Department:

Probation Department

Implementation Lead:

David M. Koch, Chief Probation Officer

Project Title:

Case Management/Behavioral Response System

Strategic Plan Objective:

Healthy & Safe Communities 5.4

Project Summary:

The Probation Department has been identified to lead the County's strategic efforts toward meeting Objective 5.4: "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." Additionally, the Department's 2018-2020 Strategic Plan emphasized its commitment to evidence-based practices (EBPs) and identified goals and strategies related to EPBs, internal capacity and effectiveness, and collaboration with partners and community. The Department has made some progress achieving these goals, but many areas still require focused attention.

The Probation Department's current Case Management System (CMS) was developed more than fifteen years ago. At that time, a well-researched understanding of how to apply evidence-based practices to probation supervision did not yet exist. Additionally, our CMS predates current technologies that would enhance the Probation Department's communication with the individuals it supervises and the Community Based Organizations (CBO's) with which it works.

The Probation Department seeks to implement a Case Management System (CMS) which provides crucial capabilities missing from the current CMS. Several of these missing capabilities were highlighted in the August 18, 2021 "Sonoma County: Adult Community Supervision Process Evaluation" prepared by RDA Consulting.

Some of the high priority additional capabilities needed by Probation are:
1. Behavioral Response System – Behavior Management System (BMS)
   a. The BMS provides specific guidance to officers about the factors to consider in determining the most appropriate responses to behavior. For violations, officers may select from a range of accountability and behavior interventions, based on the severity of the violation and assessed risk of the individual to reoffend. For positive behaviors, officers may select from a range of incentives, based on the magnitude of the behavior. Additionally, the BMS allows for discretionary overrides of an indicated response range in consideration of individualized factors, such as public and victim safety, performance on supervision, and others.

     b. Evidenced-based practice research emphasizes the importance of swift, certain and proportional responses to behavior. A BMS will facilitate Probation's ability to meet this standard.

2. Program Referral Tracking
     a. Probation refers individuals to programs designed to address changeable factors that directly relate to their likelihood to reoffend. In order to evaluate the effectiveness of programs, Probation needs a CMS that records referrals and participation by the individual (e.g., which classes of the program did the individual attend).
     b. A Referral Tracking System can facilitate communication between the Probation Department and program providers using technologies that enable Probation to send the referral directly to the provider's system and allows the provider to send data to CMS regarding participation and program completion.

3. Communication
     a. Probation needs a CMS allowing communication with individuals we supervise via commonly-used methodologies (e.g., text, instant messaging) and incorporating the ability to add new technologies as they are developed.

4. Tracking the Behavior of Individuals Under Supervision
     a. A CMS that enables Probation to track and analyze the degree to which individuals are successful while under our supervision will enable Probation to better evaluate the efficacy of the various methodologies we employ.

In order to address these system deficiencies, an assessment of our Case Management System (CMS) is necessary. Probation and ISD have worked closely on this project plan and the timeline below, and both Departments agree that there are not internal resources available to perform this assessment and scope development. Accomplishing tasks will require hiring a consultant for the bulk of the assessment and procurement development work, with guidance and assistance from ISD staff and Probation's business systems analyst.

Project Plan with Timeline:

Phase 1 – Analysis Stage – This will be accomplished with information gathering, identifying a needs assessment, and providing a list of CMS requirements. An RFP will be issued to hire a consultant. This procurement will be part of phase 1 – 6-9 months

Phase 2 – The consultant, ISD and Probation's systems analyst will develop a Comprehensive Project Scope specification, comprised of the CMS requirements list, a well-defined list of goals and a clear definition of the system environment workflow. – 6-9 months

Phase 3 – System Selection Process – Probation will conduct a procurement (RFP) and evaluate potential solutions using the Comprehensive Project Scope specification. – 3-6 months

Phase 4 – Implementation – 6-12 months from award of contract.

Although the phases are mostly sequential, ISD programming associated with BMS development is likely to overlap between Phase 2 and Phase 3.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Strategic Plan Funding	$ 50,000	$ 250,000	$ 150,000
Total Requests	**$ 50,000**	**$ 250,000**	**$ 150,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 200,000
Total Sources	**$ 0**	**$ 0**	**$ 200,000**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 50,000	$ 250,000	$ 350,000
Total Expenditures	**$ 50,000**	**$ 250,000**	**$ 350,000**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

As described above, this request would address the early phases of this multi-year strategic investment project: Assessment, Scope of Work, and Procurement. A fully developed Implementation Plan and Budget will be provided for the Board's consideration after the initial phases of the project are complete.

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding?

The Board has allocated approximately $200,000 toward an Information Systems Department project to identify and procure (or develop internally) the appropriate solution for the Department's Case Management needs. Originally, this funding was set aside to plan for the eventual replacement of the Juvenile Detention Management System. Similar to the Sheriff's Adult Detention Management System, the Juvenile version runs on an antiquated platform and does not sufficiently meet the operations and data needs of the Juvenile Hall. These project funds will be leveraged along with this Strategic Plan funding to complete a thorough analysis of both Juvenile Detention and Adult/Juvenile Community Services Division needs.

By combining these projects, it may be appropriate to use some portion of the newly allocated SB823 Division of Juvenile Justice Realignment Funds, as well as Juvenile Probation Funds, which focus on an evaluation of funded programs for the implementation of whatever CMS solution is selected. However, Probation anticipates requesting additional General Fund for a portion of the implementation costs.

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

Narrative Explanation of Estimated Project Costs:

- Consultant to perform assessment on Probation's Case Management System - $250,000
- ISD CMS assessment – $105,000
- ISD BMS development - $69,000
- Probation Extra Help (Retiree) - $26,000

We won't know the cost of a new system – either off the shelf, developed by ISD or a hybrid model – until completion of Phases 1, 2 and 3; proposed costs will be revealed in Phase 3. This alerts the BOS to the fact there will be a cost, and ultimately an ask.

How does this project support the values and principles identified in the Strategic Plan:

1. The project provides the Probation Department with information system improvements that will support more equitable operations and performance measurement in all aspects of our public safety mission, including measurement of inequities in our processes and outcomes to inform improvement efforts across the County, but especially in low-income communities and communities of color where inequities abound. As an example, we have to find a path to allow us to record more detail about multiracial or multiethnic identities, and non-binary gender identities. Without this change we will continue to undercount or misrepresent the identities of people who are already experiencing marginalization.

2. This proposal has no foreseeable mitigation or prevention of climate change.

3. All areas of the County are served by Probation, and improving Probation's case management systems allows Probation to better understand trends in service utilization and problem behavior in specific geographic areas of the County.

4. A better system for exchanging referral, intake, progress and exit information between Probation and Community Partners is a high priority. Development of that system will include our community partners to make sure the approach actually helps instead of introducing more administrative burden.

5. Probation is a learning organization, using scientifically proven strategies to continuously improve practices and evaluate our effectiveness in preventing justice system involvement. The improved data collection resulting from this project positions Probation to understand how effectively we are implementing evidence-based practices and the outcomes these practices are producing.

Strategic Plan Funding Request

Department:
Communications Department (CAO)

Implementation Lead:
Paul Gullixson

Project Title:
Engagement and Outreach

Strategic Plan Objective:
Health and Safety Communities 5.5

Project Summary:
Conduct outreach and engagement campaigns 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 through the launching of a County newsletter. The newsletter alongside an all-encompassing marketing campaign will help promote better community understanding of law enforcement/County programs and individuals dedicated to public health and safety.

Project Plan with Timeline:
Implementation will then involve three components including beginning Jan 30, 2022 and concluding Dec 31, 2021:

- A series of monthly public community briefings (Zoom-based for 2021-22) involving representatives of law enforcement, Office of Equity, IOLERO, Communications, etc. focused on community safety with weekly themes ranging from sexual assault to elder abuse to cybersecurity to crisis and safety management, etc.
- The launching of a County newsletter that will help promote better community understanding of law enforcement/County programs and individuals dedicated to public health and safety; and
- The launching of a marketing campaign by the end of 2022 to promote 2-1-1 line with potential for Spanish-language PSAs in particular.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Marketing Campaign for 2-1-1 Line	$40,000	$ 0	$ 0
Newsletter software	$20,000		
Total Requests	**$60,000**	**$ 0**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 0	$ 0	$ 0
Total Expenditures	**$ 0**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding?

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

Narrative Explanation of Estimated Project Costs:

Marketing campaign for 211 versus 911 $40,000

- Digital advertising in English and Spanish = $10,000

- Radio advertising for 2 month in English, 3 months in Spanish (Spanish radio ads are on average, less expensive than English ads so we can stretch money on the Spanish side further) = $20,000

- Print advertising in English and Spanish= $10,000

Newsletter software has an annual cost of $20,000. Beyond year one, funds will be allocated from department revenues to support on-going costs.

How does this project support the values and principles identified in the Strategic Plan:

Public engagement will be the primary objective in achieving the objective of building and strengthening community and law enforcement relationships. This project identifies geographic and culturally responsive partners throughout the county to engage in reaching impacted communities through a variety of platforms including social media, streamed town hall webinars, the launching of the new county newsletter and other engagement tools. The Communications team will be working with stakeholders and trusted community-based organizations groups to ensure public education is achieved with an emphasis on geographic equity.

The project works in collaboration with local jurisdictions, United Way of the Wine Country, and local law enforcement to build and develop a culturally sensitive message delivery system. The Office of Equity will be a key partner throughout this process to provide an equity lens on all collateral materials that are circulated to community members.

Strategic Plan Funding Request

Department:
CAO/HR

Implementation Lead:
Peter Bruland/Carol Allen

Project Title:
Customer Service Standards

Strategic Plan Objective:
OE.1.3 Establish expectations and performance measures for customer service for all county departments.

Project Summary:
Establish expectations and performance measures for customer service for all county departments. Staff will research customer service metrics in other jurisdictions, conduct outreach to departments, review results of Community Satisfaction survey, and work with a consultant to develop customer services metrics and training.

Project Plan with Timeline:

• Review results of community satisfaction survey (OE-2.1) for feedback/results to inform development of customer services standards.	July, 2022
• Survey Departments to identify types of customer interactions, current customer services standards and metrics in use at the department level.	Completed January 2023
• Establish County working group to review data and identify any gaps.	January – July , 2023
• In coordination with County workgroup, research Customer Services Best Practices in other Jurisdictions	August – December , 2023
• Determine scope for engaging services of an outside vendor to establish metrics/standards/goals	December, 2023
• Conduct RFP if needed and Select Vendor	January, 2024 – February 2024
• Work with consultant to develop customer service standards and metrics	March, 2024 – June 2024
• Communicate customer service standards and metrics	July, 2024 – December 2024
• Conduct training on measurement tools and begin tracking data	January, 2025 – March, 2025

• Develop needed ongoing training curriculum	December 2025
• Create process for annual reporting on metrics	December 2025

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Consultant	$ 0	$ 0	$ 50,000
Total Requests	**$ 0**	**$ 0**	**$50,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 0	$ 0	$ 50,000
Total Expenditures	**$ 0**	**$ 0**	**$50,000**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting? None yet identified

Which alternative funding sources has the department considered? None

How would you fund this project if you do not receive this funding? Explore grants.

If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective. N/A

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the

grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously). N/A

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing. The consultant's work to develop County customer service standards and metrics would require $50,000 in one-time funding.

How does this project support the values and principles identified in the Strategic Plan:

Some questions you may consider addressing:

1. Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.
2. Does your project mitigate or prevent climate change?
3. How does your project distribute services equitably across all regions of Sonoma County?
4. How do you plan to collaborate with community groups, cities or non-profits?
5. Does your project increase the County's accountability, or contribute to excellent and innovative public service?

By creating clear standards and consistent metrics for the public, and supporting these metrics through internal training, we will be able to increase effectiveness and accountability of customer service through the County.

Implementation leads will consult with the Office of Equity to establish processes that will apply an equity lens.

As part of the work with departments to identify leads, targeted outreach to users of County services (such as surveys of customers or focus groups) will be used to identify concerns and expectations.

Strategic Plan Funding Request

Department:
General Services/CAO

Project Title:
Streamline Administrative Processes

Strategic Plan Objective:
OE.1.4 Streamline routine administrative procedures and workflows and delegate more

Implementation Lead:
Caroline Judy/Christina Rivera

signature authority to department heads in order to re-direct work force resources to more strategic priorities

Project Summary:
Complete internal survey and focus groups to review routine administrative processes to identify improvements that can assist to strengthen operational effectiveness, fiscal reliability, and accountability

Project Plan with Timeline:
July '22 establish internship | Fall '22 complete assessment | Dec. '22 Board report with finding and recommendations | Spring '23 include reduce resources demand in the recommended budget

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Intern Staffing Cost	$ 0	$ 100,000	$ 0
Total Requests	**$ 0**	**$ 100,000**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 0	$ 100,000	$ 0
Total Expenditures	**$ 0**	**$ 100,000**	**$ 0**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting? None yet identified

Which alternative funding sources has the department considered? None How would you fund this project if you do not receive this funding? Explore grants or assume to repay the GF from savings achieved from implementing efficiencies in future years. If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective. N/A

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously). N/A

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing. Up to $100,000 one-time for salaries and benefits associated with a 1-year paid internship. Request from Strategic Funds will be necessary.

How does this project support the values and principles identified in the Strategic Plan:

Some questions you may consider addressing:

1. Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.
2. Does your project mitigate or prevent climate change?
3. How does your project distribute services equitably across all regions of Sonoma County?
4. How do you plan to collaborate with community groups, cities or non-profits?
5. Does your project increase the County's accountability, or contribute to excellent and innovative public service?

This project will contribute to excellent public service by strengthening operational effectiveness. By identifying process improvements for the County's routine administrative procedures, the County will be able to take actions to streamline resource intense processes, resulting in cost savings.

Strategic Plan Funding Request

Department:
CAO

Implementation Lead:
Christel Querijero/Paul Gullixson

Project Title:
Community Satisfaction Survey

Strategic Plan Objective:
OE.2.1 Conduct a community satisfaction survey to identify baseline expectations.

Project Summary:
Staff will work with a vendor to develop a community survey tool and implementation plan to support the deliverables associated with Organizational Excellence objective 2.2, which requires the development and launch of a community engagement and outreach strategy, by the end of 2022.

Project Plan with Timeline:

• Research Community Survey Best Practices	September 30, 2021
• Identify Potential Vendors	October 30, 2021
• Explore coordinating services and vendors with Implementation Leads for OE-3.2, Employee Engagement Survey Survey	November 30, 2021
• Present to BOS Pillar Liaisons	December 9, 2021
• Conduct RFP if needed and Select Vendor	February/March, 2022
• Identify and engage stakeholders	February/March 2022
• Develop Marketing Plan for Survey	February/March 2022
• Conduct Survey	June 30, 2022
• Estimated Survey Completion Date	June 30, 2022

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Consultant	$ 150,000	$ 0	$ 0
Total Requests	**$150,000**	**$ 0**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 150,000	$ 0	$ 0
Total Expenditures	**$150,000**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting? None yet identified

Which alternative funding sources has the department considered? None How would you fund this project if you do not receive this funding? Explore grants. If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective. N/A

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously). N/A

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing. The full cost for this customized survey will be $150,000, including hiring a consultant(s) with expertise in designing, conducting and analyzing surveys, and conducting outreach. Request from Strategic Funds will be necessary.

How does this project support the values and principles identified in the Strategic Plan:

Some questions you may consider addressing:

1. Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.
2. Does your project mitigate or prevent climate change?
3. How does your project distribute services equitably across all regions of Sonoma County?
4. How do you plan to collaborate with community groups, cities or non-profits?
5. Does your project increase the County's accountability, or contribute to excellent and innovative public service?

This project will contribute to excellent public service by increasing the County's capacity to engage with the community. Outreach will focus on encouraging the entire community, including low-income communities and communities of color, to participate in the survey. The survey will be designed to capture data on community satisfaction in relation to racial and economic equity.

Strategic Plan Funding Request

Department:
CAO

Implementation Lead:
Christel Querijero/Paul Gullixson

Project Title:
Community engagement and outreach strategy

Strategic Plan Objective:
OE.2.2 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.

Project Summary:
Staff will work with community members and a consultant to develop a framework for outreach and engagement. Once the community satisfaction survey is completed (estimated June 30, 2022) the results will be used to develop and launch the community engagement and outreach strategy by December 2022.

Project Plan with Timeline:

• Research Community Engagement Best Practices	September – December, 2021
• Present to BOS Pillar Liaisons	December 9, 2021
• Conduct RFP and Select Consultant for assessment and documentation of current engagement practices	March –May, 2022
• Conduct RFP and Select Consultant for project-specific community engagement	March-May, 2022
• *Conduct OE-2.1 Community Satisfaction Survey*	*June 30, 2022*
• Meetings with County staff to discuss existing strategies	July/August, 2022
• Documentation of existing practices and lessons learned	August, 2022
• Work with stakeholders to develop Community Engagement Outreach Strategy Options	September, 2022
• Community feedback on proposed outreach strategy options	October, 2022
• Present Community Engagement Outreach Options to the BOS	November, 2022
• Incorporate Feedback from Board	November, 2022
• Board Approves Community Engagement and Outreach Strategy	December, 2022

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Consultant	$ 200,000	$ 100,000	$ 0
Total Requests	**$200,000**	**$100,000**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 200,000	$ 100,000	$ 0
Total Expenditures	**$200,000**	**$100,000**	**$ 0**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting? None yet identified

Which alternative funding sources has the department considered? None How would you fund this project if you do not receive this funding? Explore grants. If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective. N/A

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously). N/A

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing. The development and launch of the community engagement and outreach strategy will require $300,000 in one-time funding. Costs include $100,000 for a consultant to 1) facilitate meetings with County staff and document existing outreach

strategies, and 2) support the County in working with the community to develop an engagement and outreach strategy. The budget also includes $200,000 for project-specific community engagement work with consultants. In addition to consultant time, additional costs include stipends and materials for community engagement and focus groups, interpretation and translation costs. Request from Strategic Funds will be necessary.

How does this project support the values and principles identified in the Strategic Plan:
Some questions you may consider addressing:

1. Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.
2. Does your project mitigate or prevent climate change?
3. How does your project distribute services equitably across all regions of Sonoma County?
4. How do you plan to collaborate with community groups, cities or non-profits?
5. Does your project increase the County's accountability, or contribute to excellent and innovative public service?

This project will contribute to excellent public service by increasing the County's capacity to engage with the community. As stated in the objective, the engagement strategy will be inclusive of all underserved populations.

Public engagement will be a central principle in developing the County's community and outreach strategy. The engagement strategy will be partially informed by data from the public via the community satisfaction survey. Additionally, the consultant will be tasked with working with stakeholders and community groups to create the proposed outreach strategy. Examples of engagement strategies beyond the survey may include town halls, focus groups and stakeholder conversations, advisory committees, and citizen committees.

Strategic Plan Funding Request

Department:
Communications Department (CAO)

Implementation Lead:
Christel Querijero and Paul Gullixson

Project Title:
Marketing and outreach

Strategic Plan Objective:
Organizational Excellence 2.2

Project Summary:
Conduct outreach campaigns with communities to build and strengthen avenues for information sharing and transparency. Based on community survey results, develop and implement outreach strategy, ensuring the strategy is inclusive of all underserved populations. Campaign will include paid media advertising including placement in regional print papers, radio and social media channels. Messaging will run on Spanish and English platforms.

Project Plan with Timeline:
Implementation will begin following the Board approval of the Community Engagement and Outreach strategy in December of 2022:

- The launching of a marketing campaign by the beginning of 2023.
- Messaging and content will be based on results of consultant findings
- Platforms will include but not be limited to print media, radio and social media

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Marketing Campaign	$ 0	$ 50,000	$ 0
Total Requests	**0**	**50,000**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 0	$ 50,000	$ 0
Total Expenditures	$ 0	$50,000	$ 0

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting? None yet identified

Which alternative funding sources has the department considered? None How would you fund this project if you do not receive this funding? Explore grants. If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective. N/A

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously). N/A

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

Marketing campaign $50,000

- Digital advertising in English and Spanish = $10,000

- Radio advertising for 2 months in English, 3 months in Spanish = $30,000

- Print advertising in English and Spanish= $10,000

How does this project support the values and principles identified in the Strategic Plan:

Public engagement and outreach will be the primary objective in achieving the objective of building and strengthening a collaborative process that is inclusive of all. This objective, will identify geographic and culturally responsive partners throughout the county to engage in reaching impacted communities through a variety of platforms including social media, streamed town hall webinars and other engagement tools. The Communications team will be working with stakeholders and trusted community-based organizations groups to ensure public education is achieved with an emphasis on geographic equity.

The project works in collaboration with local jurisdictions, United Way of the Wine Country, and community based organizations to build and develop a culturally sensitive message delivery system. The Office of Equity will be a key partner throughout this process to provide an equity lens on all collateral materials that are circulated to community members.

Strategic Plan Funding Request

Department:
Human Resources

Implementation Lead:
Christina Cramer

Project Title:
Employee Engagement Survey

Strategic Plan Objective:
Organizational Excellence 3.2

Project Summary:

This project supports the goal to become an employer of choice with a diverse workforce that reflects our community, and an employer of choice with a positive work culture that builds engaged and developed employees. The project is to 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. Conducting the survey will provide the data needed to evaluate the current workforce and to identify opportunities to make improvements. Without the data, the County will not have the metrics to assess the need for changes, to measure success and to target resources effectively.

Project Plan with Timeline:

• Survey partner agencies and identify any that have conducted an employee engagement survey	September, 2021
• Identify potential vendors	October, 2021
• Explore coordinating services and vendors with Implementation Leads for OE-2.1, Community Survey	November, 2021
• Compete for Funding ($5million)	January/February, 2022
• Conduct RFP if needed and Select Vendor	February/March, 2022
• Identify and engage stakeholders and labor representatives	February/March 2022
• Develop communications plan	April, 2022
• Conduct Survey	June, 2022
• Establish a cross County working group to begin evaluating data	December, 2022
• Evaluate options, engage appropriate stakeholders	January - June, 2023
• Request funding for program implementation as needed	January, 2023 and on-going

• Plan, develop and implement new programs/policies as needed.	April – December 2023 and on-going
• Conduct subsequent surveys no sooner than every 2 years to assess progress and to inform continued need for program/policy development	2024 and on-going

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Employee Engagement Survey	$ 75,000	$ 25,000	$ 50,000
Total Requests	**$ 75,000**	**$ 25,000**	**$ 50,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 50,000
One-Time Expenses	$ 75,000	$ 25,000	$ 0
Total Expenditures	**$ 75,000**	**$ 25,000**	**$ 50,000**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding? If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective.

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

This project is not currently budgeted. Human Resources has not identified any alternative sources of funding for this request.

Human Resources will coordinate with the Implementation Leads on OE 2-1, "Conduct a community satisfaction survey to identify baseline expectations", to determine if efficiencies can be achieved. By coordination of efforts. Separate surveys of different population with different objectives will require two separate survey to be conducted. As a result, the funding requests are being submitted separately.

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

Human Resources will engage with a consultant to create and conduct an employee engagement survey. Human Resources will utilize existing staff to oversee the creation of the survey. No additional allocations are required to complete the project. Once the survey is completed, it is anticipated that the survey will be conducted every two years and the ongoing cost represents a set aside of funds each year to pay for the survey in the second year.

How does this project support the values and principles identified in the Strategic Plan:

This objective is internally focused on County employees. Focus will be on including strategies to maximize employee participation equitably and at all levels of the organization.

Implementation lead will strive for diversity on working group and consult with Office of Equity on questions and process to apply equity lens.

Strategic Plan Funding Request

Department:
Human Resources

Implementation Lead:
Christina Cramer

Project Title:
High Quality Training, Development and Leadership Programs

Strategic Plan Objective:
Organizational Excellence 3.3

Project Summary:

The purpose of this objective is to support the goal to become an employer of choice with a diverse workforce that reflects our community, and an employer of choice with a positive work culture that builds engaged and developed employees. This objective supports employee professional growth and retention by investing in high quality training, development and leadership programs. Current funding limits the programs that can be offered. This funding request is to increase the current funding for training and organizational development consulting services by $50,000 in FY 22/23 and $25,000 in FY 23/24. This additional funding will create capacity to develop high-quality comprehensive customized County training programs for supervisors and mid-managers. These programs will provide needed development opportunities to ensure the County's diverse workforce has the training needed to be successful when competing for County promotional opportunities, thereby increasing diversity at all levels of the organization.

Project Plan with Timeline:

• Compete for Funding ($5million)	January/February, 2022
• Continue the executive leadership program (SoCoHIGHER)	March, 2022 and on-going
• Develop a process for updating competencies for each level of employment.	September, 2022
• Review current training course offerings and identify/develop courses for each employment level.	January, 2023 and on-going
• Develop an entry/middle management employee development "academy".	February, 2023
• Review programs annually for effectiveness and update as needed.	December, 2023 and on-going

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
High Quality Training, Development and Leadership Programs	$ 0	$ 50,000	$ 25,000
Total Requests	$ 0	$ 50,000	$ 25,000

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	$ 0	$ 0	$ 0

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 25,000
One-Time Expenses	$ 0	$ 50,000	$ 0
Total Expenditures	$ 0	$ 50,000	$ 25,000

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding? If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective.

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

This project is not currently budgeted. Human Resources has an existing consultant training budgets as follows but has not identified any alternative sources of funding for this request. This request is differentiated from the programs below in that the project is a new and the additional funding will create capacity to develop high-quality comprehensive customized County training programs for supervisors and mid-managers. Based on the current employee workforce demographic, there are higher concentrations of diversity at the non-executive level staff. The new program will provide

needed development opportunities to ensure the County's diverse workforce has the training needed to be successful when competing for County promotional opportunities, thereby increasing diversity at all levels of the organization.

$65,000 SoCo Higher Executive Leadership training program

$106,000 Workforce Development Key Competencies and Skills, and other foundational and elective class offerings

$20,000 Equity Diversity and Inclusion training consultants.

Narrative Explanation of Estimated Project Costs:

- First year cost of $50,000 will be used to hire consultants to assist in the updating of competencies and design of new preparation for new supervisory and mid-manager academies.
- On-going costs of $25,000 will be used to supplement training budget to be able to provide expanded development opportunities.

How does this project support the values and principles identified in the Strategic Plan:

This project is internally focused on developing employees and supporting a diverse workforce. By supporting the goal to become an employer of choice with a diverse workforce that reflects our community, and an employer of choice with a positive work culture that builds engaged and developed employees, we will better serve our communities of color Countywide.

Engaged, and developed employees will support the goal to contribute to excellent and innovative public service.

Strategic Plan Funding Request

Department:
Office of Equity (OOE)

Implementation Lead:
Melissa Valle

Project Title:
Core Team Support

Strategic Plan Objective:
Racial Equity and Social Justice 1.1

Project Summary:
Provide a concise, executive level summary of the project. Describe need not currently being met by existing programs, and how the proposed project will meet the need.

The Office of Equity (OOE) is leading the development and implementation of the Racial Equity and Social Justice pillar in the County Strategic Plan. In order to continue the work associated with Goal 1 – Objective 1 (Establish an Equity Core Team by mid-2021 to advance equity initiatives across all departments in collaboration with the Office of Equity) additional funding is needed. While the Core Team has already been created, we have learned that in order to keep its 80 members involved and engaged, we need to continue creating spaces for collaboration so that we can facilitate the alignment of equity initiatives across departments. With only 5.2 staff members, the Office does not have the capacity to convene and facilitate sessions outside of the learning program. Currently, we only have one staff member (program manager) partially focused on this work. Additionally, the Office has identified the need for this consultant to assist us in refining and documenting the first Core Team cohort process so that we can make changes in the areas where there could be improvement and create enhanced procedures for engaging the next cohort of Core Team members.

Project Plan with Timeline:
What are the phases and timing of the proposed project?

Month 1 & 2: Engage consultant
Month 3 to 30: Receive consistent support with facilitating and maintaining a functional Equity Core Team.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
OOE Core Team Facilitator/Consultant	$ 80,000	$ 80,000	$ 80,000
Total Requests	**$ 80,000**	**$ 80,000**	**$ 80,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0

State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 80,000	$ 80,000	$ 80,000
Total Expenditures	**$ 80,000**	**$ 80,000**	**$ 80,000**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding?

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

This project is not being paired with a grant and there are no unfunded costs anticipated with this project other than the cost of the consultant. This project would not be funded if this Strategic Plan Funding is not granted.

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

These flat funding requests per year are based on the average rates of anti-racist/DEIB consultants, which rage between 200 to 300 dollars per hour. The OOE considers these costs to be start-up costs to help us lift off the ground, establish and institutionalize the processes and budgeting considerations associated with maintaining a healthy Equity Core Team.

How does this project support the values and principles identified in the Strategic Plan:

Some questions you may consider addressing:

1. *Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.*
2. *Does your project mitigate or prevent climate change?*
3. *How does your project distribute services equitably across all regions of Sonoma County?*
4. *How do you plan to collaborate with community groups, cities or non-profits?*
5. *Does your project increase the County's accountability, or contribute to excellent and innovative public service?*

This project is directly linked to the Racial Equity and Social Justice Strategic Plan Pillar Goal 1/Objective 1 to "establish an Equity Core Team by mid-2021 to advance equity initiatives across all departments in collaboration with the Office of Equity. By facilitating and supporting the alignment of equity initiatives among Core Team members, we will establish more cost-effective and equity-centered collaboration processes across County departments, which in turn will get us closer to the pillar goal to "achieve racial equity in County service provision and ensure a workforce reflective of the community we serve." The alignment and coordination of equity initiatives across departments will help the County have a greater impact and reach among low-income communities and communities of color as well as create clearer paths for external collaboration with cities, the public and CBOs. The support of this project will continue to reflect the Board of Supervisors' commitment to continue to lead the advancement of racial equity and social justice work as a government institution.

Strategic Plan Funding Request

Department:
Human Resources

Implementation Lead:
Spencer Keywood/Victoria Willard, Alegría de la Cruz

Project Title:
Public Facing Employee Demographic Dashboard

Strategic Plan Objective:
Racial Equity & Social Justice 2.1

Project Summary:

In order to institutionalize equity and address impacts, the County must create a framework that centers communities of color in both our program design and delivery processes. Therefore, one of the goals of the Racial Equity and Social Justice pillar is the implementation of strategies to develop a workforce reflect County demographics across all levels. The intent being that a workforce that is more reflective of the community will be more informed and better-positioned to serve the needs of the community. This goal is supported by two objectives assigned to the Human Resources Department:

1) Identifying opportunities to enhance recruitment, hiring, employee development, and promotional process to reflect the value of having the perspectives of people of color represented at all levels in the County workforce; and

2) Implementing countywide strategies to recruit, hire, develop, promote, and retain County employees of color, produce an annual report card assessing progress, and updating strategies as needed

While Human Resources already has launched a number of initiatives to enhance recruitment and hiring processes, and increased diversity, equity, inclusion, and belonging trainings, the department has not yet begun developing a tool/report card which will track the efficacy of these efforts. One way this can be accomplished is through the creation of an Employee Demographic Dashboard.

An Employee Demographic Dashboard is public facing tool that provides point-in-time data of the make-up of the workforce, by race/ethnicity, gender, and age organized and displayed for the organization as a whole and by individual department (as an example). It will provide the County with a baseline for measuring equity, diversity, and inclusion efforts related to recruitment, hiring, and retention, and, over time, can be used to highlight trends in the evolution of the workforce. By having the information accessible to County employees, community partners and the public, it makes the County's efforts to advance racial equity work more transparent and easier to track, thereby providing a way to hold the County accountable in this work. Examples of other organizations which utilize Employee Demographic Dashboards include:

- Marin County: https://www.marincountyhr.org/get-to-know-us/diversity-and-inclusion/equity-dashboard

- Santa Clara County: https://data.sccgov.org/stories/s/The-County-of-Santa-Clara-A-Service-Oriented-Workf/3sty-ddh4
- Los Angeles County: https://data.lacounty.gov/Administration/County-of-Los-Angeles-Employee-Statistics/bxj2-2nsd
- The City of Portland: https://www.portlandoregon.gov/oehr/article/595121
- Oregon Metro: https://www.oregonmetro.gov/regional-leadership/diversity-equity-and-inclusion/equity-dashboard

Project Plan with Timeline:

In order to make the data accessible to the workforce and public as soon as possible, work on the dashboard would be completed in phases. New layers of information would be made available on the website with the completion of each phase.

As currently envisioned, the first phase would display the employee demographics that the County reports annually to the US Equal Employment Opportunity Commission, which includes self-reported race/ethnicity and gender data. The first phase would also include age-related demographic data, which the County collects from employees. The data from all three categories (race/ethnicity, gender, age) would be aggregated and displayed both at the department level and for the organization as a whole. Human Resources anticipates going live with this information on a public-facing webpage through a preliminary version of the dashboard before the end of calendar year 2022.

During future phases of the project, Human Resources would make modifications to the County's Human Resources Information System (HRIS) to collect and house additional self-reported employee demographic data, which may include self-reported gender identity, sexual orientation, veteran status, self-identified disability, and other categories not yet defined. In addition to collecting and reporting on this additional demographic information, Human Resources anticipates dashboard updates will provide additional transparency by allowing data to be reviewed at levels that are more granular. Some examples of what may be reported include:

- Job Class Level – Individual Contributor, Supervisor, Manager, Executive
- Job Category – Using EEO-1 Job Categories
- Employment Status – Full-time, Part-Time
- Pay Scale – Within pre-determined ranges
- New Hires – A lookback of new employees hired within a pre-determined range
- Promotions – A lookback of County employees who promoted within a pre-determined range

Human Resources will continue to assess what other demographics and data points would be most suited for the dashboard throughout the course of the project. Updates will be made to the work plan as

needed. It is anticipated a final, fully functioning version of the dashboard would be completed no later than end of calendar year 2024.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Employee Demographic Dashboard	$ 15,000	$ 35,000	$ 0
Total Requests	$ 15,000	$ 35,000	$ 0

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	$ 0	$ 0	$ 0

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 15,000	$ 35,000	$ 0
Total Expenditures	$ 15,000	$ 35,000	$ 0

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding? If your department has funding sources that are not general fund, please list all fund balance sources that could legally be used to implement this objective.

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

This project is not currently budgeted. $50,000 in ARPA funding was not approved, and HR was instructed to apply for funding through the monies set aside for Strategic Plan initiatives.

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

Human Resources will work with the Information Systems Department to create the dashboard, with input from the Office of Equity. Strategic Plan funding in the amount of $50,000 is being requested for the technology to 1) create the dashboard, 2) increase Human Resources Information System functionality and ability to allow for additional employee demographic data to be collected, and 3) allocate technical staff time for the associated build. Human Resources will utilize existing staff to oversee the creation of the dashboard. No additional allocations or extra-help staff are required to complete the project. Once the dashboard is final and fully functional, it is anticipated that ongoing costs will be minimal and can be absorbed within the Human Resources department budget.

How does this project support the values and principles identified in the Strategic Plan:

Some questions you may consider addressing:

1. Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.
2. Does your project mitigate or prevent climate change?
3. How does your project distribute services equitably across all regions of Sonoma County?
4. How do you plan to collaborate with community groups, cities or non-profits?
5. Does your project increase the County's accountability, or contribute to excellent and innovative public service?

The creation of an Employee Demographic Dashboard is in direct alignment with the Racial Equity and Social Justice Pillar goal of implementing strategies to make the County workforce reflect County demographics across all levels. A publically accessible tool will demonstrate the County's commitment and progress towards to meeting this strategic plan goal.

The dashboard will provide the organization with a baseline for measuring equity, diversity, and inclusion efforts related to recruitment, hiring, and retention. It will also allow for Human Resources and departments to recognize and evaluate trends that occur as the County workforce evolves, and implement further strategies as needed. This information will be invaluable for departments as they measure their own successes working towards the Board's goal of achieving racial equity in the provisioning of County services.

Strategic Plan Funding Request

Department:
Office of Equity (OOE)

Implementation Lead:
Melissa Valle

Project Title:
Core Team Support

Strategic Plan Objective:
Racial Equity and Social Justice 4.1,2,3,4.

Project Summary:
Provide a concise, executive level summary of the project. Describe need not currently being met by existing programs, and how the proposed project will meet the need.

The Office of Equity (OOE) is leading the development and implementation of the Racial Equity and Social Justice pillar in the County Strategic Plan. In order to continue the work associated with all of the objectives associated with Goal 4 to "engage community members and stakeholder groups to develop priorities and to advance racial equity." additional funding is needed. The County of Sonoma does not have a Community Engagement or a Language Access Plan in plan. In order to provide a recommendation to the Board of Supervisors, a community engagement process has to take place to gather input from community members for the creation of these plans. Leading a culturally and linguistically competent engagement process has budgetary impacts which have not yet been funded, including the need to cover stipends, translation, interpretation, facilitation, printing and other costs which may come across in the process. Securing these accommodations is imperative to bring to the table and design solutions with the communities most disconnected and historically disenfranchised from our government systems. We cannot create a community engagement plan without community.

Project Plan with Timeline:
What are the phases and timing of the proposed project?

FY 21-22: Initial planning/needs assessment
FY 22-23: Begin engagement process to co-create community engagement and language access plans.
FY 23-24: Present recommended community engagement and language access plans to the BOS for adoption.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Community Engagement & Language Access Plan Operational Costs	$ 100,000	$ 100,000	$ 100,000
Total Requests	**$ 100,000**	**$ 100,000**	**$ 100,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 100,000	$ 100,000	$ 100,000
Total Expenditures	**$ 100,000**	**$ 100,000**	**$ 100,000**

Narrative analysis of Funding Sources:

Are there any unfunded costs in addition to the funding that you are requesting?

Which alternative funding sources has the department considered? How would you fund this project if you do not receive this funding?

Describe additional funding sources that will be leveraged. If this request is being paired with a grant explain whether these funds can be used if the grant is not awarded; provide details on the status of the grant (i.e. awarded; application pending. If pending, explain the status of the application process and note if funds have been received from this source previously).

The OOE presented a proposal for ARPA funds to increase our capacity to lead this project with the support of a language justice consultant and a community engagement consultant which would help conduct the original need assessment and create an initial plan to engage the community. The request we present through Strategic Plan funding is to cover operational costs associated with providing a culturally and linguistically competent engagement process as mentioned in the project summary. This project would not be funded if this Strategic Plan Funding is not granted.

Narrative Explanation of Estimated Project Costs:

Provide a high-level explanation of the estimated project cost (bulleted list is sufficient). This is an opportunity to elaborate on the "ongoing" and "one-time" expenditures in the table above. Please keep in mind that this one-time funding should not be used for staffing.

SONOMA COUNTY
FIVE-YEAR STRATEGIC PLAN
2021–2026

The chart below only accounts for community engagement needs related to the creation of the Community Engagement Plan. We assume comparable costs for the community engagement process needed for the creation of a Language Access Plan, though we can work to create overlap when possible to generate savings. Therefore, we are estimating a cost of $100,000 per year for both of these community engagement processes. These are all preliminary costs.

Item	Description	Breakdown	Cost	Notes
Interpretation	2 translators for monthly meeting	Translation support for 1.5 hours for 12 meetings @ $500	$6,000.00	
Document translation			$12,000.00	
Facilitation			$5,000.00	
Stipends	Host a total of 10 monthly meetings with a core group of 20 community members. Each member would commit to 2 hours($50 per hour) to help co-create and advance a workplan. 1.5 hour for each meeting and .5 hour for 1-1 monthly check-in meetings. Each member would be paid a total a monthly total $100.	20 members, 12 monthly meetings, being paid @ $100 monthly	$24,000.00	Based on living wage in Sonoma County HERE (Minimum $23 hourly) and report HERE (Recommend $50, given higher cost of living and my breakdown based on the data)
	Transportation to and from meeting	20 members @ $120 each per year	$2,400.00	

Materials for meetings	Equipment for 20 members: Binders (20 @ $5.99 each), pens (1 packet at $7.47ea.), markers (4 packets @ $9.47ea.), large post-it notes (16pads) @ $47.49ea) , baskets (4 packs @ $5, ea), etc.		$700.00	
Food			$3,800.00	
	Total		**$53,900.00**	

How does this project support the values and principles identified in the Strategic Plan:

Some questions you may consider addressing:

1. *Describe how your project advances racial and economic equity and/or reduces or eliminates disparities and improves outcomes for low-income communities and communities of color Countywide.*
2. *Does your project mitigate or prevent climate change?*
3. *How does your project distribute services equitably across all regions of Sonoma County?*
4. *How do you plan to collaborate with community groups, cities or non-profits?*
5. *Does your project increase the County's accountability, or contribute to excellent and innovative public service?*

The Community Engagement and Language Access Plans are at the core of advancing racial equity and leveling disparities for low-income communities. These two plans, which we expect the Board to adopt as policy, will provide clear guidance as to how to adequately engage with linguistically and culturally diverse communities, and other communities historically disconnected from local government. The creation of these plans will also help County departments understand the extent of their responsibilities related to language access and community engagement, including budgetary impacts associated with fulfilling these services. The Community Engagement and Language Access Plans will not only help enhance and make our services more accessible, but will help tear down barriers that prevent historically marginalized communities from participating in civic processes, in which decisions that directly impact their lives are made. Collaborating with communities to hear their recommendations to create a Community Engagement and Language Access plan that takes into consideration and accommodates their needs, will bring Sonoma County to the level of Counties leading on racial equity work such as Santa Clara; San Francisco, King, WA, and will also help increase accountability through the understanding of minimum requirements and citizens' rights.

Strategic Plan Funding Request

Department:
ISD

Implementation Lead:
Ben Toyoda and Dan Fruchey

Project Title:
Technology for teleworking and hybrid meetings

Strategic Plan Objective:
Resilient Infrastructure 1.3

Project Summary:

This project will evaluate the infrastructure needs for departments to have effective meeting technologies for a hybrid workplace and make technological improvements to accommodate hybrid meetings. Staff identified the need for improved hybrid workplace technology as part of the implementation strategies for the Organizational Excellence objective 1.2 (establishing a master list of technology needs) and Resilient Infrastructure objective 1.3 (investing in County buildings and technology to enhance service delivery and improve employee mobility).

Recent increases in employee teleworking trends correspond with a rise in the frequency of hybrid meetings. Hybrid meetings feature at least one group of in-person attendees connecting virtually with other meeting attendees. Following the evaluation of department needs, the County will upgrade priority conference rooms with technology to improve hybrid meetings. Staff anticipate that 20 conference rooms could be improved with $100,000, however the final number of improved conference rooms will depend on the cost of the improvements.

Project Plan with Timeline:

• Compete for Funding ($5 million)	January/February, 2022
• Conduct evaluation and prioritization of department needs	March and April, 2022
• Upgrade hybrid technology in 20 conference rooms	May, 2022 – July 2022

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
High Quality Training, Development and Leadership Programs	$ 100,000	$ 0	$ 0
Total Requests	**$100,000**	**$ 0,000**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$100,000	$ 0	$ 0
Total Expenditures	**$100,000**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:

There are no unfunded costs in addition to the funding that staff is requesting.

Staff also considered the use of the Technology Investment fund balance (Fund 10025) for this work. If we do not receive funding for this project then departments would need to build this into existing budgets.

Narrative Explanation of Estimated Project Costs:

The number of conference rooms that receive improvements will depend on the cost of improvements. There are two factors that will impact the cost of improvements: the existing technology in the conference rooms and the selected improvements. Conference rooms that already have large screens and computers will require less investment than those that do not have this basic technological equipment.

The technological improvements will also factor into the cost. Some conference rooms may have optimal functionality with an Owl Lab unit (equipment that uses AI for video conferencing), while other conference rooms may require an alternate approach. ISD will evaluate each priority conference room and determine an optimal approach based on the space and function of the conference room and cost.

ISD estimates that about 20 conference rooms could be improved for $100,000 total ($5,000 per conference room). This budget allows flexibility to customize equipment depending on the needs for a specific conference room. The budget includes estimates for technological improvements including screens, AI equipment for meetings such as Owl Labs. The budget also includes some cushion for conference rooms that lack basic technological equipment such as computers. The budget will fund the labor from ISD, General Services or contractors to install screens, meeting equipment and ethernet

cables where needed. The project budget does not include upgrades to conference rooms such as furniture or non-technological infrastructure.

The final number of conference rooms will depend on the cost of improvements.

How does this project support the values and principles identified in the Strategic Plan:

This project would strengthen the County's operational effectiveness. Embracing hybrid technology supports the County's goals to maximize telework to decrease greenhouse gas emissions generated by employee commutes. It directly supports the Strategic Plan values of excellence, collaboration, and innovation.

Strategic Plan Funding Request

Department:
General Services

Implementation Lead:
Keith Lew

Project Title:
Mobile Satellite Service Centers

Strategic Plan Objective:
Resilient Infrastructure 1.4

Project Summary:

Resilient Infrastructure Objective 1.4 provides direction to establish satellite service centers in West County, North County, and Sonoma Valley. The County organization has long considered the viability of satellite service centers in more remote areas of the County, and the conversation has become an area of focus as the County pursues a down-town location for the new County Government Center.

With the momentum of the County Government Center, departments have participated in analysis to inform the development of satellite service centers. Numerous departments have provided examples of services that could be offered at satellite service centers, ranging from vital records with the County Clerk Recorder Assessor to start-up business assistance from the Economic Development Department.

Staff anticipates that the most critical and high-demand satellite services will be offered by the Human Services Department, the Department of Health Services and the Department of Child Support Services. The Department of Health Services already offers many of their programs in the field, in clients' homes, or collocated with partners such as Health Clinics. The Human Services Department and the Department of Child Support Services do not currently have mobile or satellite programs.

There are numerous ways to approach satellite services in Sonoma County. This proposal presents three options for the Board's consideration:

1. Mobile Services
2. Property Purchase
3. Lease Agreement

The General Services Department, the Human Services Department, the Department of Child Support Services and the County Administrator's Office recommend that the Board fund the mobile services approach for a three-year pilot project.

Option 1: Mobile Services (Recommended Option)

Project Plan with Timeline:

The mobile services option includes the purchase, outfitting and operation of a large vehicle (similar to a recreational vehicle) that could travel to Sonoma Valley, North and West County, providing services to residents who may otherwise have difficulty accessing services.

County departments including ISD, General Services, Human Services and Child Support Services would work together to develop specifications for the vehicle. GSD Fleet will then procure and arrange for upfit with the required features. The departments will be responsible for providing supplies. Required vehicle specifications may include a vehicle sized for a class B drivers license, Wi-Fi, printing, ADA accessibility for staff and clients, private space to meet with clients, a waiting area, etc.

The Human Services and Child Support Services will determine an optimal schedule to deliver services to the three priority regions identified in Resilient Infrastructure Objective 1.4. The services provided by Human Services and Child Support Services are primarily geared towards Sonoma County residents who are economically disadvantaged. This overlap in mission results in optimal outcomes for location selection, as the departments will focus on locating services in low-income communities. The Real Estate division of General Services will coordinate with land owners to ensure that the County can have regular access to parking.

Departments would work with the County Administrator's Communications Office to advertise the new opportunities to receive services. The departments would coordinate staffing schedules to ensure coverage and services using existing staff. Finally, programs would commence.

General Services estimates that a vehicle could be purchased and modified to provide services within eighteen months to two years of funding approval. Due to COVID lead times to acquire vehicles are unusually long.

Benefits: The mobile option provides enhanced opportunities to reach clients at optimal locations, and allows for services in all three target regions at a fraction of the brick and mortar costs. In addition to holding set hours at locations in each region the vehicle can travel to events – such as school or community events – to reach residents where they are.

This option is a pilot program to inform what kind of satellite service centers are most effective for the County. For instance – we may learn that we reach more new clients while visiting pop-up events or collocating with community based organizations than when we're stationed in one location. This type of data will inform future satellite service center decisions.

Considerations: For the time being, this option would limit the services that the County provides to only Human Services and Child Support Services due to space constraints of the vehicle. However a silver lining may be found in that these two departments can fulfill the additional service with existing staff. Many other departments who could offer satellite services expressed concerns about being able to staff additional facilities with existing staff.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Vehicle purchase	$500,000	$ 0	$ 0
IT/ Security fit out	$75,800	$ 0	$ 0
Class B Licensing (three people)	$21,000	$ 0	$ 0
Services and supplies	50,000	50,000	50,000
Annual fuel and maintenance	$15,000	$15,000	$15,000
Annual Outreach Campaigns	$3,000	$3,000	$3,000
Total Requests	**$664,800**	**$68,000**	**$68,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$68,000	$68,000	$68,000
One-Time Expenses	$596,800	$ 0	$ 0
Total Expenditures	**$664,800**	**$68,000**	**$68,000**

Narrative analysis of Funding Sources:

There are no other identified funding sources. The Department of Child Support Services submitted an ARPA request for a van that is large enough to meet the needs of only the department. Combining mobile services for Human Services and the Department of Child Support Services would create efficiencies for the County and community members.

Narrative Explanation of Estimated Project Costs:

General Services based the cost of a vehicle and the cost to outfit on a similar program in San Mateo County. The vehicle identified by General Services would require special licensing for drivers, although there is an interest in finding a vehicle that does not require a special license.

The ongoing costs for fuel and maintenance was developed based on gas costs, historical maintenance costs at regular intervals and possible repairs. The Services and Supplies cost includes costs such as real estate licensing fees for parking the vehicle, costs for internet services, printing materials including ink, paper and printer maintenance and janitorial services.

The cost for the annual outreach campaigns would cover the cost for printing and distributing flyers with the schedule of services as well as targeted social media advertising.

The total project cost for the three-year pilot is $800,800.

Option 2: Property Purchase

Project Plan with Timeline:

This option proposes to purchase an existing commercial real estate asset in which to deliver services using a hybrid navigation-based and Local Assistance Center model. The General Services Department would identify a property for purchase with this funding. Due to the five million dollar limit on this funding source it is only feasible to purchase one property countywide.

General Services would negotiate and execute the real estate purchase. The Department would coordinate with departments who will provide services to determine office needs and design and outfit the space accordingly.

Departments would work with the County Administrator's Communications Office to advertise the new opportunities to receive services. The departments would coordinate staffing schedules to ensure coverage and services with existing staff. Some departments may need to hire additional staff, which could be paid for through a variety of means, including fees collected at the new service center, general fund, or other sources. In some cases, if additional staff are not hired then existing staff may have to be diverted from existing programs or locations to provide services at the satellite center.

General Services anticipates that real estate could be purchased and improved by the end of 2023.

Benefits: Purchasing property would allow the County to find a location with the space required to house multiple departments providing a range of services.

Considerations: Many departments may need to hire additional staff or divert resources from existing programs in order to staff the satellite service center. The full scope of staffing needs is unknown and may result in program change requests during the next budget year.

The high cost of real estate and resulting purchase of only one property means that for the time being only one community will have access to satellite services. The brick and mortar nature of the service center eliminates opportunities to meet clients at events or neighborhood hot-spots. Currently, there is little data to show how residents would utilize satellite services. Purchasing real estate before operating a pilot program may result in a decision that could be better informed with additional data.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Estimated acquisition, set-up, outreach	$1,912,000	$ 0	$ 0
Services and Supplies	$65,000	$65,000	$65,000
Annual Maintenance and Janitorial	$25,000	$25,000	$25,000
Total Requests	**$2,002,000**	**$90,000**	**$90,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$90,000	$90,000	$90,000
One-Time Expenses	$1,912,000	$ 0	$ 0
Total Expenditures	**$2,002,000**	**$90,000**	**$90,000**

Narrative analysis of Funding Sources:

There are no other identified funding sources. This option was not eligible for ARPA funding. The need for additional sources to fund staffing is unknown.

Narrative Explanation of Estimated Project Costs:

The cost for facility set-up is based on prior experience with acquiring property, designing, space planning, and furniture acquisition. The land acquisition cost is based on market comparables. Services and supplies and annual maintenance and janitorial services costs are calculated using estimated costs for staffing, janitorial, and services and supplies. The cost for the annual outreach campaigns would cover the cost for advertising the new service location.

The total three-year project cost would be $2,182,000.

Option 3: Lease Agreements

Project Plan with Timeline:

This option is similar to purchasing real estate, with the only modification being the leasing of property as opposed to purchase. Leasing real estate would allow departments to deliver services using a hybrid navigation-based and Local Assistance Center model. Due to the five million dollar limit on this funding source it is only feasible to lease one property.

General Services Real Estate would negotiate and execute the lease. The Department would coordinate with departments who will provide services to determine office needs and design and outfit the space accordingly.

Departments would work with the County Administrator's Communications Office to advertise the new opportunities to receive services. The departments would coordinate staffing schedules to ensure coverage and services with existing staff. Some departments may need to hire additional staff, which could be paid for through a variety of means, including fees collected at the new service center, general fund, or other sources. In some cases, if additional staff are not hired then existing staff may have to be diverted from existing programs or locations to provide services at the satellite center.

General Services anticipates that real estate could be leased and improved within twelve months of funding approval.

Benefits: Leasing property would allow the County to find a location with the space required to house multiple departments providing a range of services.

Considerations: Many departments may need to hire additional staff or divert resources from existing programs in order to staff the satellite service center. The full scope of staffing needs is unknown and may result in program change requests during the next budget year.

The cost of leasing property means that, for the time being, only one community will have access to satellite services. The cost for leasing a facility would exceed the cost of purchasing

property after four years of services. The brick and mortar nature of the service center eliminates opportunities to meet clients at events or neighborhood hot-spots. Currently, there is little data to show how residents would utilize satellite services.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Facility set-up	$160,000	$ 0	$ 0
Outreach campaign	$2,000	$ 0	$ 0
Services and supplies	$65,000	$65,000	$65,000
Lease Expense	$432,000	$432,000	$432,000
Total Requests	**$659,000**	**$497,000**	**$497,000**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$497,000	$497,000	$497,000
One-Time Expenses	$162,000	$ 0	$ 0
Total Expenditures	**$659,000**	**$497,000**	**$497,000**

Narrative analysis of Funding Sources:

There are no other identified funding sources. The need for additional sources to fund staffing is unknown.

Narrative Explanation of Estimated Project Costs:

The cost for the leased facility option is based on prior experience with leasing property, designing, space planning and furniture acquisition. The cost for the annual outreach campaigns would cover the cost for advertising the new service location.

The total three-year cost would be $1,653,000.

How does this project support the values and principles identified in the Strategic Plan:

The Satellite/Mobile Office is in alignment with the Strategic Plan's Healthy & Safe Communities Pillar, Racial Equity and Social Justice Pillar and Resilient Infrastructure Pillar. The purpose of the

Satellite Service Center is to provide increased access to safety net programs, while focusing on under-served and under-represented residents.

Strategic Plan Funding Request

Department:
Sheriff's Office – Telecommunications Bureau

Project Title:
Emergency Base Station Radios

Implementation Lead:
Heidi Keith, Sheriff's Chief of Financial & Administrative Services

Strategic Plan Objective:
Resilient Infrastructure 2.1

Project Summary:

Two radio channel repeaters utilized by the County and managed by the Sheriff's Office Telecommunications Bureau (TCOMM) have been in service for over 25 years, are obsolete, and in need of replacement. The cost of continuing to repair these aging radio repeaters has exponentially escalated in recent years. The need for repairs is resulting in increased downtime for this critical equipment. Given the age of the equipment it is likely that parts for needed repairs will be difficult to find or not available.

The project to replace two channels will allow TCOMM to maintain County-wide emergency radio coverage, which is essential to providing emergency response to all communities of Sonoma County. The replacement base station radios will include upgraded technology that will leverage existing and future communications technologies to provide enhanced coverage and capabilities, for at least, the next ten years. In addition, the new equipment will enhance County-wide interoperability for emergency responders and provide additional communications redundancy in the event of equipment failure and/or natural disaster.

Project Plan with Timeline:

Upon funding approval, the anticipated timeframe for completion of this project is approximately six months. This timeframe includes:

- Equipment Purchase – one month
- Equipment Delivery – four months (due to COVID supply chain delays)
- Equipment Programing and Installation – one month

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Base Station Radio 1	$ 178,000	$ 0	$ 0
Base Station Radio 2	$178,000		
Total Requests	**$356,000**	**$ 0**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 356,000	$ 0	$ 0
Total Expenditures	**$ 356,000**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:
There are no unfunded costs in addition to the funding that is being requested.

Grant opportunities have been researched, but with no success in securing funding. This project has been listed in the County's Capital Improvement Plan (CIP), but not funded. The Sheriff's Office and County General Services continually seek to leverage funding and seek public/private and intergovernmental partnerships in all TCOMM projects. We do this by staying connected with the telecommunications community and engaging both private and public telecommunications operators.   If this project does not receive funding, the Sheriff's Office will continue to submit it for funding as part of the County's annual CIP process.

Narrative Explanation of Estimated Project Costs:
This is a one-time capital equipment project and does not include any ongoing expenditures.

How does this project support the values and principles identified in the Strategic Plan:
This project will directly support the County's Resilient Infrastructure Pillar goal of investing in capital systems to ensure continuity of operations and disaster response. Specifically, it will strengthen critical communications infrastructure and interoperability relied upon during disasters.

This equipment to be purchased for this project is climate neutral and provides geographic and service access equity.   A robust and healthy telecommunications network insures we are able to respond to calls for service cross the County to all citizens and visitors regardless of gender,

sexual identity, race, religion, color, creed, etc. This project increases the County's accountability and contributes to excellent and innovative public service by providing the latest technology to emergency responders so that they can service Sonoma County citizens and visitors during times of County-wide and individual emergencies.

Strategic Plan Funding Request FY 2021-22 Instructions

This funding request form must be used to apply for funding from the $5 million set aside by the Board for year one Strategic Plan activities. Funding requests should be limited to activities that will begin in FY 2021-22, but may carryforward into future years. Since this is a limited source of one-time funding, requests for positions are not eligible. Any requests for positions to support Strategic Plan activities should target the FY 2022-23 budget process. Funding may be requested for extra-help staffing for short-term projects that will not result in a request for permanent (ongoing or time-limited) positions. Any funding requests to hire contractors that can be potentially be performed by a county employee must be reviewed by Human Resources before/in conjunction with being submitted to the CAO.

This request form is designed to support individual activities and projects that are tied to a specific Strategic Plan objective. Since it's possible that multiple activities or projects may support an objective, Implementation Leads may combine multiple projects or activities into one request as long as the request can be easily understood since the requests will be included in the Board Packet.

To update the total on the tables, you can select the cell and press **F9** or right click and select **!Update Field**. Please only use this feature for the numeric for the cells.

Please see your Pillar Coordinator with any questions.

Strategic Plan Funding Request

Department:
Sheriff's Office – Telecommunications Bureau

Implementation Lead:
Heidi Keith, Sheriff's Chief of Financial & Administrative Services

Project Title:
Communications Microwave Backhaul Replacement

Strategic Plan Objective:
Resilient Infrastructure 2.1

Project Summary:
Sonoma County's emergency communications network is carried across a microwave backhaul. The microwave backhaul equipment is 25 years old. This project will replace vital elements of the backhaul system with modernized equipment using the most current technology. Replacement of this equipment will significantly reduce the risk of failure of the communications systems located at the County's communication sites. Additionally, the modernization of this system will add redundancy and make the emergency communications infrastructure more resilient.

Project Plan with Timeline:
Upon funding approval, the anticipated timeframe for completion of this project is approximately four months. This timeframe includes:

- Equipment Purchase – one month
- Equipment Delivery – two months
- Equipment Configuration and Installation – one month

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Backhaul Equipment	$ 70,000	$ 0	$ 0
Total Requests	**$70,000**	**$ 0**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 70,000	$ 0	$ 0
Total Expenditures	**$ 70,000**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:

There are no unfunded costs in addition to the funding that is being requested.

Grant opportunities have been researched, but with no success in securing funding. This project has been listed in the County's Capital Improvement Plan (CIP), but not funded. The Sheriff's Office and County General Services continually seek to leverage funding and seek public/private and intergovernmental partnerships in all TCOMM projects. We do this by staying connected with the telecommunications community and engaging both private and public telecommunications operators. If this project does not receive funding, the Sheriff's Office will continue to submit it for funding as part of the County's annual CIP process.

Narrative Explanation of Estimated Project Costs:

This is a one-time capital equipment project and does not include any ongoing expenditures. The estimated cost includes equipment and installation.

How does this project support the values and principles identified in the Strategic Plan:

This project will directly support the County's Resilient Infrastructure Pillar goal of investing in capital systems to ensure continuity of operations and disaster response. Specifically it will strengthen critical communications infrastructure and interoperability relied upon during disasters.

This equipment purchase is climate neutral and provides geographic and service access equity. A robust and healthy telecommunications network insures we are able to respond to calls for service cross the County to all citizens and visitors regardless of gender, sexual identity, race,

religion, color, creed, etc. This project increases the County's accountability and contributes to excellent and innovative public service by providing the latest technology to emergency responders so that they can service Sonoma County citizens and visitors during times of County-wide and individual emergencies.

Strategic Plan Funding Request

Department:
Sheriff's Office – Telecommunications Bureau

Implementation Lead:
Heidi Keith, Sheriff's Chief of Financial & Administrative Services

Project Title:
Communications Network Management System Replacement

Strategic Plan Objective:
Resilient Infrastructure 2.1

Project Summary:

The Sheriff's Telecommunications Bureau (TCOMM) maintains a number of communications sites throughout Sonoma County to insure critical infrastructure is operational in order to support day-to-day and emergency radio communications throughout the County. As these sites are typically located in very remote and austere areas it is a best practice to monitor these sites using a robust network management system which reports on the status of equipment located at each site back to the TCOMM offices at the County complex. Approximately half of the existing systems are beyond their useful life (over 20 years old) and need to be replaced with current technology. Additionally, these older systems are incapable of remote emergency back-up generator fuel monitoring. These generators are crucial in the event of PG&E Public Safety Power Shut-offs or other emergencies that may cut power to the communication sites. This project will replace older systems with new models that provide enhanced monitoring functionality, including remote fuel-monitoring. Over time these new systems may create labor cost savings by preventing unnecessary site visits to inspect for faulty equipment. This project will contribute to hardening the sites against equipment failure.

Project Plan with Timeline:

Upon funding approval, the anticipated timeframe for completion of this project is approximately five and a half months. This timeframe includes:

- Equipment Purchase – one month
- Equipment Delivery – six weeks
- Equipment Configuration and Installation – three months

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
Remote Monitoring Equipment	$ 80,000	$ 0	$ 0
Labor	$56,000		
Total Requests	**$136,000**	**$ 0**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 0	$ 0
Fees/Other	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$ 0**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 136,000	$ 0	$ 0
Total Expenditures	**$ 136,000**	**$ 0**	**$ 0**

Narrative analysis of Funding Sources:

There are no unfunded costs in addition to the funding that is being requested.

Grant opportunities have been researched but with no success in securing funding. This project has been listed in the County's Capital Improvement Plan (CIP), but not funded. The Sheriff's Office and County General Services continually seek to leverage funding and seek public/private and intergovernmental partnerships in all TCOMM projects. We do this by staying connected with the telecommunications community and engaging both private and public telecommunications operators.   If this project does not receive funding, the Sheriff's Office will continue to submit it for funding as part of the County's annual CIP process.

Narrative Explanation of Estimated Project Costs:

This is a one-time capital equipment project and does not include any ongoing expenditures. The labor costs are the estimated amount of overtime required for existing staff to replace the equipment.

How does this project support the values and principles identified in the Strategic Plan:
This project will directly support the County's Resilient Infrastructure Pillar goal of investing in capital systems to ensure continuity of operations and disaster response. Specifically it will strengthen critical communications infrastructure and interoperability relied upon during disasters.

The equipment to be purchased is climate neutral and provides geographic and service access equity. A robust and healthy telecommunications network insures we are able to respond to calls for service cross the County to all citizens and visitors regardless of gender, sexual identity, race, religion, color, creed, etc. This project increases the County's accountability and contributes to excellent and innovative public service by providing the latest technology to emergency responders so that they can service Sonoma County citizens and visitors during times of County-wide and individual emergencies.

Strategic Plan Funding Request

Department:
Permit Sonoma

Implementation Lead:
Permit Sonoma

Project Title:
General Plan 2020 Safety Element Update and Environmental Justice Strategy

Strategic Plan Objective:
Climate Action and Resiliency 5.1, Resilient Infrastructure 5.1, Racial Equity and Social Justice 4.2, Healthy and Safe Communities 2.3

Project Summary:

Background

All jurisdictions in California are required to have Safety and Housing Elements as part of their General Plan. The overarching goal of a safety element is to identify hazards and establish policies to minimize risk. In compliance with State housing element law (Government Code § 65580 et seq), the County is updating its Housing Element for the upcoming eight-year cycle. Government Code § 65302(g) further provides that the next revision of the housing element triggers certain updates to the safety element. The Safety and Housing Elements were last updated in 2014.

Sonoma County has partnered with local cities and special-purpose districts to update the County's 2016 Hazard Mitigation Plan through the preparation of a Multi-Jurisdictional Hazard Mitigation Plan (MJHMP). The Board of Supervisors will consider adoption of the MJHMP on December 7, 2021. The Public Safety Element update will incorporate the adopted MJHMP, and build upon the data and analysis presented therein to develop goals, objectives, and policies to protect the public from hazards.

SB 1000 mandates that cities and counties adopt an environmental justice element or incorporate related goals, policies, and objectives into the existing elements of the General Plan at the time that two or more elements are updated. With the Safety and Housing element updates, the County is required to prepare environmental justice policies.

At the time that the County's updated Housing Element is certified (on or before January 2023), the Safety and Environmental Justice elements must either be adopted or in the preparation process. These projects are significant undertakings with various statutory components. The County has already

initiated some of this work. For example, the MJHMP, as a countywide analysis of hazard risk and mitigation strategy, will serve as a foundation for Safety Element policy development.

Safety Element

Some of the work to prepare an updated Safety Element will be funded by a grant administered by the California Department of Housing and Community Development (HCD), explained further in the Narrative Analysis of Funding Sources. Given the technical complexity of other required components, the most efficient path to comply with State law and respond adequately to the issues is to engage a qualified consultant. The consultant will prepare a climate change vulnerability assessment as required by Senate Bill 379; assist in development of relevant policies and implementation measures to protect the County from climate impacts; and prepare accompanying California Environmental Quality Act (CEQA) documentation for the Safety Element as a whole. The consultant may also assist in coordinating outreach and engagement activities to involve and receive input from stakeholders, including the community at large and residents in vulnerable areas.

Parallel to the above work, Permit Sonoma and the Department of Emergency Management (DEM) will work closely with the same, or a separate, qualified consultant to prepare an analysis of existing County and incorporated city road networks and transportation routes that may be used to support community and sub-regional evacuation of residents and visitors in response to major emergencies and disasters. The primary objective of the evacuation analysis is to meet State requirements for General Plan safety elements under Assembly Bill 747 and Senate Bill 99, adopted in 2019, which mandate the following:

1. Identification of evacuation routes and evaluation of their capacity, safety, and viability under a range of emergency scenarios (AB 747); and
2. Identification of residential developments in hazard areas that do not have at least two emergency evacuation routes (SB 99).

Permit Sonoma anticipates leading a Steering Committee in the evacuation route analysis consisting of staff from Permit Sonoma and DEM, with the Sonoma County Sheriff's Office and local cities as chief stakeholders. The analysis will be incorporated into the Safety Element and utilized to develop policies and programs for effective evacuation planning. The analysis will also support evacuation concepts and strategies detailed in the 2021 Evacuation Annex to the Sonoma County Operational Area Emergency Operations Plan.

Environmental Justice Strategy

The second part of this funding request is for consultant support to prepare an environmental justice element, or policies for integration into existing elements of the General Plan, and accompanying CEQA documentation. After conducting an initial assessment of existing applicable policies in the General Plan, the selected consultant shall identify and map disadvantaged communities, as defined in Government Code § 65302(h)(4)(A). The consultant and the County will then work closely with the public to develop strategies to reduce health risks in those areas through pollution reduction and equitable access to

public facilities, healthy food, safe housing, and physical activity opportunities. Policies should also promote inclusive community engagement in the public decision-making process and prioritize improvements or programs that address the needs of disadvantaged communities.

The consultant shall assist in coordinating outreach and engagement activities to involve and receive input from affected communities throughout the planning process. The Sonoma County Office of Equity, Department of Human Services, and Department of Health Services are anticipated to assist with providing data and input on an engagement strategy that involves all stakeholders.

Project Plan with Timeline:

The planning process for the Safety Element update and environmental justice strategy must be in progress by January 2023 when the updated Housing Element is certified. Anticipating some limited post-adoption work, the estimated term of the two projects is January 2022 through June 2023. The basic phases of the projects are as follows:

1. Data Collection and Existing Conditions Review
2. Analysis and Draft Policy Development
3. Draft Safety Element, EJ Strategy and Environmental Review
4. Adoption of the Safety Element, EJ Strategy

Initial preparation of the Safety Element's climate change vulnerability assessment and evacuation route analysis will be part of phase one, although consultant support will extend to subsequent phases for policy development and environmental review. Consultant support will be utilized during phases one through three of the environmental justice project.

Estimated Funding Source Requests:

Funding Request	FY 21-22	FY 22-23	FY 23-24
General Plan 2020 Safety Element Update and Environmental Justice Element	$ 0	$ 495,000	$ 0
Total Requests	**$ 0**	**$495,000**	**$ 0**

Other Funding Sources Cost Estimates:

Other Funding Sources	FY 21-22	FY 22-23	FY 23-24
General Fund	$ 0	$ 0	$ 0
State/Federal	$ 0	$ 203,600	$ 0
	$ 0	$ 0	$ 0
FEMA Reimbursement	$ 0	$ 0	$ 0
Insurance Reimbursement	$ 0	$ 0	$ 0
Fund Balance (not General Fund)	$ 0	$ 0	$ 0
Total Sources	**$ 0**	**$203,600**	**$ 0**

Expenditure Funding Cost Estimates:

Expenditures	FY 21-22	FY 22-23	FY 23-24
Ongoing Expenses	$ 0	$ 0	$ 0
One-Time Expenses	$ 0	$ 495,000	$ 0
Total Expenditures	**$ 0**	**$495,000**	**$ 0**

Narrative analysis of Funding Sources:

Permit Sonoma has applied for $203,600 in Community Development Block Grant funding from the California Department of Housing and Community Development's (HCD) Mitigation Planning and Public Service Program (CDBG-MIT-PPS) for overall planning, policy development, and outreach processes for the Safety Element update. The grant application was determined eligible by HCD and is pending award. The grant does not require a local match. No alternative funding sources have been secured for the environmental justice project to date.

There are no unfunded costs for the projects in addition to this funding request. If the funding request is not approved, the project scopes would be reduced to exclusively address the minimum required by State law with less funding allocated to outreach and stakeholder coordination. All components of the Safety Element update would be funded by the grant award from HCD, supplemented by the general fund and General Plan Administration fund. Preparation of the environmental justice strategy would be funded entirely by the general fund and General Plan Administration fund.

The funding requested in this proposal would allow Permit Sonoma to leverage resources for a more efficient and coordinated approach to these General Plan updates. Permit Sonoma would have greater capacity for strategic coordination with other County agencies, such as the Sonoma County Regional Climate Protection Authority (RCPA), and community-based organizations to develop policy and implementation measures that are meaningful to the County's diverse population. A thorough and comprehensive climate change vulnerability assessment will also provide key data to inform long-term policy. Since the last update to the Safety Element, experiences of disaster have become more frequent and disadvantaged communities have a harder time recovering. Supplementing our grant resources and

general fund will fast track critical policy and program development to improve the adaptive capacity and resilience of vulnerable communities, and all of Sonoma County.

Narrative Explanation of Estimated Project Costs:

Safety Element

The Strategic Plan funding request for the Safety Element project is specifically for one-time consultant costs for evacuation route and climate adaptation analyses, which are statutorily required components of the Safety Element (Government Code § 65302(g)). An evacuation route analysis, which would involve traffic modeling and significant coordination between County agencies, is estimated to cost $100,000. A thorough climate change vulnerability assessment for a jurisdiction of the County's size is estimated to cost $125,000.

Environmental Justice Element

One-time consultant support costs for preparation of environmental justice policies, including data collection, draft text, public outreach and plan adoption, is estimated to cost $120,000.

CEQA

Public projects are subject to the California Environmental Quality Act (CEQA). At this stage in the projects, staff estimates that one-time consultant support for CEQA documentation for both the Safety Element and environmental justice work will cost $150,000.

How does this project support the values and principles identified in the Strategic Plan:

Planning for Equity and Resiliency

The Strategic Plan acknowledges that the greatest disparities exist along racial and socio-economic lines. Since a core principle of environmental justice is equity, incorporating environmental justice into the General Plan will embed fairness into the County's goals and policies for future physical development in the county. The purpose of an environmental justice element is to address the needs of disadvantaged communities, which can be broadly understood as communities exposed to compounded environmental pollution or other health hazards, and that are experiencing social vulnerabilities such as poverty.

A safety element must evaluate population vulnerabilities to natural and manmade hazards, including climate change. As climate change increases the severity of existing hazards and risks, it will disproportionately impact geographically and economically vulnerable communities. Low-income areas generally have less capacity to prepare for, adapt to, or recover from climate change impacts or other disasters because of fewer resources. The final safety element and environmental strategy will be policy documents with specific strategies to reduce disparities and improve safety and health outcomes for low-income communities and communities of color. The projects combined will address inequities in climate change vulnerability, health outcomes, pollution exposure, public facility access, public improvements, and involvement in public decision-making processes, among others.

Alignment with Strategic Plan Objectives

The County Strategic Plan and General Plan are both broad policy documents that guide County decisions, and can inform one another. The General Plan updates included in this funding request align with or directly advance several Strategic Plan objectives as identified in the table below. While Permit Sonoma is not the lead for all of the listed objectives, the General Plan updates can achieve efficiencies in meeting common County goals: aligning policies across agencies; identifying clear pathways to policy implementation, including lead departments; and promoting partnerships that integrate or synchronize planning initiatives.

SAFETY ELEMENT UPDATE			
Lead	**Pillar**	**Goal**	**Objective**
Permit Sonoma, Sonoma Water, and Ag + Open Space	Climate Action and Resiliency	(5) Maximize opportunities for mitigation of climate change and adaptation through land conservation work and land use policies.	(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	Resilient Infrastructure	(5) Support, fund, and expand flood protection.	(1) Develop partnerships with cities, tribal governments, and private organizations regarding flood protection and sustainability to identify gaps and address climate change impacts.
ENVIRONMENTAL JUSTICE STRATEGY			
Lead	**Pillar**	**Goal**	**Objective**
Office of Equity	Racial Equity and Social Justice	(4) Engage community members and stakeholder groups to develop priorities and to advance racial equity.	(2) Collaborate with community members and stakeholder groups to develop racial equity strategies for County emergency response, economic recovery and resiliency planning efforts.
Department of Health Services, Human Services Department, and Office of Equity	Healthy and Safe Communities	(2) Establish equitable and data-driven distribution of services.	(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.

A safety element is statutorily required to address flood protection and climate change, which support Permit Sonoma's directives in the Strategic Plan. Substantial changes in land use policy are not intended for this initial update to the General Plan; however, updating the Safety Element in part implements the first objective above by providing data on existing and projected climate conditions and vulnerabilities, climate change adaptation and resilience policies, and an avenue to explore mitigation measures, such as carbon sequestration.

The environmental justice strategy will further the above objectives by providing data points and a policy framework to help root equity in public land use and development decision-making. The concurrent update to the Safety Element is also an opportunity to align the County's public safety and equity goals in its recovery and resiliency planning. As the identified leads, the Office of Equity and Departments of Health and Human Services are expected to be close partners in the General Plan updates, in addition to the Department of Emergency Management. While community engagement will seek to hear from people countywide, a focus will be on involving disadvantaged communities in preparation of the environmental justice strategy.

Community Engagement

Engagement activities for both projects will be used to gather data on existing conditions, and receive input on visioning, policy options and priorities to inform the final plan documents. The project budgets include inclusive, transparent, and accessible engagement throughout the term of the projects.

Engagement opportunities will vary between the two projects in order to gather the appropriate input (e.g. community values, technical information) to respond to the diverse aspects covered in each element. For example, the Safety Element update will rely on feedback from incorporated cities on evacuation route planning and the RCPA on regional coordination of climate action and policy. Whereas, the environmental justice strategy will seek to base policy on community knowledge, an understanding of community resources, and partnerships with community organizations. In both cases, the primary engagement goal is to ensure the community's values and ideas are represented in the final documents. Forums for community input may include online surveys, public workshops, stakeholder interviews or focus groups, and informational events.