



SONOMA COUNTY COMMUNITY DEVELOPMENT COMMISSION

**Three-Year Strategic Plan
August 2019**



OUR HOUSING CRISIS NEEDS A STRATEGY

- Unaffordability
- Overcrowding
- Long commutes
- Sprawl
- Climate change
- Health and well being of seniors, people with disabilities
- Vulnerable families, children and youth
- An insecure safety net
- Educational outcomes
- Income and wealth disparities
- Environmental justice
- Worker recruitment and business retention
- Resilience and preparedness
- Quality of life
- Multiple institutions scrambling but not coordinating
- Fragmentation and duplication in entitling, permitting, financing, developing and incentivizing housing
- Recidivism

Commission as Lead Agency

- Historically “under the radar”
- Rapid change that has stressed the organization
- Internal systems capacity starting to increase
- Supporting the workforce
- Housing voucher wait list change
- Need to build on recent accomplishments



External Influences

- Low-income renters most impacted by fires
- Recognition of historic disparities
- Recovery framework as a driver
- Attention on homelessness
- Increasing State funding
- Urgency of regional collaboration
- Opportunities to use County land



Strategic Anchors

Vision

Homes for all in thriving and inclusive neighborhoods

Mission

Opening doors to permanent housing and opportunity

Values

Stewardship, Cooperation, Ingenuity,
Dignity, & Social Equity

Goal 1:

Foster a Strong Team

- Recruitment, Retention, & Development of Staff
- Timely & Accurate Information for Staff
- Clear & Consistent Program Support



Goal 2:

Build Trust through Proactive Engagement

- Meaningful Engagement with & Input from All Members of the Public
- Creation of Effective Communication Tools
- Support & Equip Employees to Provide Exceptional Service



Goal 3: Create Pathways to Housing and Community Resources

- Continuous Improvement of Service
- Client-Centric Systems of Care
- Development & Capital Investment Pipeline
- Stewardship and New Collaborations



Vision: Homes for all in thriving and inclusive neighborhoods

Mission: Opening doors to permanent housing and opportunity

Values: Stewardship, Cooperation, Ingenuity, Dignity, & Social Equity

Foster a Strong Team

Recruitment, Retention,
& Development of Staff

Timely & Accurate
Information for Staff

Clear & Consistent
Program Support

Strategies by Division



Build Trust through Proactive Engagement

Meaningful Engagement
with & Input from All
Members of the Public

Creation of Effective
Communication Tools

Support & Equip
Employees to Provide
Exceptional Service

Strategies by Division



Create Pathways to Housing and Community Resources

Continuous
Improvement of Service

Client-Centric Systems
of Care

Development & Capital
Investment Pipeline

Stewardship and
New Collaborations

Strategies by Division



Strategic Support



Rental Assistance



Ending Homelessness



Housing & Neighborhood
Investments

A decorative L-shaped graphic on the left side of the slide. It consists of a thick green vertical bar and a thick light gray horizontal bar that extends from the top of the green bar to the right.

RECOMMENDED ACTION

**Accept the Community Development Commission
Three-Year Strategic Plan**