



# STRATEGIC PLANNING

## SONOMA COUNTY FIVE-YEAR STRATEGIC PLAN

2021-2026



## Table of Contents

Introduction .....	2
Mission, Values, and Guiding Principles .....	2
Strategic Plan Goals and Objectives .....	3
Healthy and Safe Communities Pillar.....	5
Organizational Excellence Pillar .....	9
Racial Equity and Social Justice Pillar .....	12
Climate Action and Resiliency Pillar.....	15
Resilient Infrastructure Pillar .....	18
Appendix A: Acknowledgements.....	21
Appendix B: Alignment with Other County Initiatives.....	22
Appendix C: Employee and Community Engagement Findings.....	(See Attachment 2 of Board Item)

## Introduction

Sonoma County's Five-Year Strategic Plan will provide the context to inform policies and projects that are prioritized for the next five years. The plan will guide how we align short and long-term objectives with operations and budgets, so our actions reflect a clear sense of purpose and demonstrate meaningful progress.

Each objective in the Strategic Plan has been assigned lead, co-lead, and participating departments. It will be up to those departments to identify the Implementation Plan required to achieve each objective. The goal is to achieve each objective by the end of 2026. However, the timeline for implementation will vary based on many factors, including the complexity of the objective, partner and community input, workforce capacity and availability, budget availability, and effective coordination with County partners. Implementation plans will be reviewed regularly to assess their success in meeting the milestones set out in the objectives, and will be embedded within department work plans and budgets, as appropriate.

## Mission, Values, and Guiding Principles

### Mission

A Mission is a formal summary of the aims and values of an organization. Sonoma County's mission statement is ***"To enrich the quality of life in Sonoma County through superior public services."***

### Values

Values represent the core beliefs that an organization wishes to foster through its actions and in pursuit of its Mission. They shape the County's culture and inform the priorities and strategies we choose. The County's five core values are:

1. Equity  
Equity is an outcome whereby you can't tell the difference in critical markers of health, well-being, and wealth by race or ethnicity, and a process whereby we explicitly value the voices and contributions of people of color, low income, and other underrepresented and underserved communities who identify solutions to achieve that outcome.
2. Excellence  
Excellence is the commitment to superior public service by ensuring all processes and operations are necessary, clearly defined, and efficiently designed.

3. Accountability

Accountability is taking ownership of our actions being fiscally responsible and results driven, so that our success is aligned with community outcomes.

4. Collaboration

Collaboration is ensuring that the right people are being included in the discussion, from City partners, community stakeholders, employees and the public, so that we can work together to support common values and vision to achieve shared goals.

5. Innovation

Innovation in County operations is creating an environment for County staff to move projects forward, supporting new ideas and increased efficiency, and developing solutions that have the greatest public benefit.

### Guiding Principles

Guiding principles are the overarching philosophies that are applied to each of the Strategic Plan’s five pillars. Along with our values, these principles will influence how the County makes decisions, sets policies, allocates resources, implements strategies and measures results.

- Geographic Equity

Access to services should be equitably distributed across the County.

- Leveraging Funds

By using innovative funding strategies and leveraging grants, the County can advance its strategic priorities without impacting baseline service provision.

- Partnerships with Cities and Community Stakeholders

Collaboration with local jurisdictions and community stakeholders is essential in advancing countywide strategic priorities. Working together, we serve the community better.

## Strategic Plan Goals and Objectives

The following sections outline the goals and objectives for each of the five Strategic Plan pillars. Each section also includes an explanation for why that pillar was selected as one of the County’s strategic priorities. For each objective, the County department or agency that will be responsible for implementing the objective to achieve the overall goal is identified.



**Goals** are the outcomes we want to achieve. The destination. Based on an important idea or desired future. **Objectives** are the measure of the progress needed to achieve the goal. **Implementation Plans** are the steps necessary to turn strategies into actions in order to achieve the broader goals and objectives.

**Intersections**

Several Strategic Plan goals and objectives have intersections with other pillars or goals in other County initiatives. Intersections are noted with the following symbols:

Strategic Plan Pillars

	Healthy and Safe Communities Pillar		Resilient Infrastructure
	Racial Equity and Social Justice Pillar		Climate Action and Resiliency
	Organizational Excellence Pillar		

Other County Initiatives (see **Appendix B** for more details)

	Economic Recovery Action Plan
	Recovery and Resiliency Framework

## Healthy and Safe Communities Pillar

Provide equitable access to quality housing, health, and human services for all.

### Why is Healthy and Safe Communities a Strategic Plan Pillar?

Sonoma County's collective well-being and prosperity are impacted by ensuring that Sonoma County provides quality and equitable housing and public safety services, as well as health and human services for all.

### Integrating Sonoma County's System of Care

Historically, the services provided by the County of Sonoma have been disparate and siloed. In April 2017, the Board of Supervisors prioritized strengthening the County's Safety Net System, which identifies the most vulnerable residents and develops coordinated strategies to improve their well-being, self-sufficiency, and recovery. Under the ACCESS initiative, Sonoma County's Safety Net departments, including Department of Health Services, Human Services Department, Community Development Commission, Child Support, Public Defender, District Attorney, Probation, Sheriff's Office, and community-based organizations, are actively working to integrate services to ensure that community members of Sonoma County receive coordinated care, no matter how the individual enters the Safety Net System. More information about ACCESS can be found at: <http://sonomacounty.ca.gov/CAO/Projects/ACCESS-Sonoma/>.

## Healthy and Safe Communities Goals and Objectives

### Goal 1: Expand integrated system of care to address gaps in services to the County's most vulnerable.

Objective 1: Seek legislation to eliminate barriers to data sharing between Safety Net departments (Human Services, Health Services, Community Development Commission, Probation, Child Support and others) by 2023.

*Department Lead: County Administrator's Office*

*Participants: Safety Net Departments*

Objective 2: Identify gaps in the Safety Net system of services and identify areas where departments can address those gaps directly, and seek guidance from the Board when additional resources and/or policy direction is needed.



*Department Lead(s): Department of Health Services and Human Services Department*

*Participants: Safety Net Departments*

Objective 3: Create a “no wrong door” approach where clients who need services across multiple departments and programs are able to access the array of services needed regardless of where they enter the system.



*Department Lead(s): Department of Health Services and Human Services Department*  
*Participants: Safety Net Departments*

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

Objective 1: Safety Net departments will begin tracking data using results-based accountability (RBA) for key programs to establish common outcome measures, such as increased service access and utilization by communities of color, or decreased homelessness and poverty rates across the County.



*Department Lead: Human Services Department*  
*Participants: Safety Net Departments and County Administrator’s Office*

Objective 2: Develop and implement dashboard tracking tools to collect data on common outcome measures across Safety Net departments by 2026

*Department Lead: Human Services Department*  
*Participants: Safety Net Departments and Information Systems Department*

Objective 3: Identify and eliminate data gaps for underrepresented groups, and collaborate with the community to implement measures to mitigate the negative impacts caused by the lack of access to services by racial and ethnic groups that are disproportionately under-served by 2026.



*Department Lead(s): Department of Health Services, Human Services Department, and Office of Equity*

## **Goal 3: In collaboration with cities, increase affordable housing development near public transportation and easy access to services.**

Objective 1: Rezone 59 unincorporated urban sites suitable for housing development, increasing density allowance from 354 units to 2,975 units, and partner with developers and the community to break ground on as many sites as possible by 2026.



*Department Lead(s): Permit Sonoma*  
*Participants: Community Development Commission and County Administrator’s Office*

Objective 2: Identify and leverage grant funding sources for permanent supportive and affordable housing development.

*Department Lead(s): Community Development Commission*

Objective 3: Create incentives for developers to promote affordable housing development in the County.



*Department Lead(s): Community Development Commission and Permit Sonoma*

**Goal 4: Reduce the County’s overall homeless population by 10% each year by enhancing services through improved coordination and collaboration.**

Objective 1: Conduct a peer review of neighboring counties, other agencies, and successful models in other states to identify best practices for preventing and reducing homelessness through various housing options and supportive service models.

*Department Lead(s): Department of Health Services, Human Services Department, and Community Development Commission*

Objective 2: Partner with cities to build a strategic plan for homeless prevention and housing strategies by 2023.

*Department Lead(s): Community Development Commission*

Objective 3: Increase investment in programs that treat underlying causes of homelessness, including substance abuse, mental illness, poverty, and lack of affordable housing.

*Department Lead(s): Department of Health Services, Human Services Department, and Community Development Commission*

*Participants: County Administrator’s Office*

Objective 4: Create a housing resource tool for Safety Net departments to efficiently assist residents with accessing available housing by 2022.

*Department Lead(s): Department of Health Services and Human Services Department*

*Participants: Safety Net Departments*

Objective 5: Continue to collaborate with local partners, including Continuum of Care, to advance planning and policies to address homelessness.

*Department Lead(s): Community Development Commission*

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

Objective 1: Continue to invest in cultural responsiveness and de-escalation training and techniques for County law enforcement workforce.

*Department Lead(s): Sheriff’s Office*

*Participants: Human Resources, Office of Equity, IOLERO*

**Objective 2: Better integrate services and handoffs within the Safety Net departments.**

*Department Lead(s): Department of Health Services and Human Services Department*

*Participants: Safety Net Departments*

**Objective 3: Assess and determine the most appropriate community response program to respond to individuals in the community experiencing a psychiatric emergency, including an analysis of whether to expand the Mobile Support Team, and bring a recommendation to the Board of Supervisors by 2023.**

*Department Lead(s): Department of Health Services*

*Participants: Human Resources, Office of Equity, Sheriff's Office, IOLERO, and Behavioral Health*

**Objective 4: Expand detention alternatives with the goal of reducing the jail population, from pre-pandemic levels, by 15% at the end of 2022, while simultaneously reducing recidivism amongst the supervised offender population.**

*Department Lead(s): Probation*

*Participants: Sheriff's Office, Public Defender, and District Attorney*

**Objective 5: Conduct outreach and engagement campaign with communities to build and strengthen community and law enforcement relationships, including education on the difference between calling 2-1-1 and 9-1-1.**

*Department Lead(s): County Administrator's Office*

*Participants: Department of Health Services, Human Services Department, Sheriff's Office, and IOLERO*

## Organizational Excellence Pillar

Be an innovative, effective, engaged, and transparent organization focused on quality programs and services

### **Why is Organizational Excellence a Strategic Plan Pillar?**

The County of Sonoma, with its 27 departments and 4,000+ employees, provides hundreds of services to the community. These services protect, preserve, support, and enhance the well-being of Sonoma County, its residents, and visitors. Examples range from supportive services to our most vulnerable residents, administering elections, providing the open space for recreation, preserving and improving our roadways, ensuring environmental protections and sound planning, protecting the safety of our residents, upholding justice, and responding and recovering in times of disaster and emergencies.

### **Why Focus on Organizational Excellence?**

In order to serve Sonoma County residents and fulfill State and Federal mandates, the County organization must perform at its best. It must be efficient and effective, while being fiscally responsible and accountable. Fiscal operations must be sound and transparent. Technology and processes must maximize efficiencies and service delivery. Employees must be engaged and have job satisfaction so they are inspired to provide excellent service. The County's workforce should reflect the County's demographic makeup so we can best meet the needs of our diverse community. Revenues and funding streams should be leveraged as much as possible. Communication and engagement with Sonoma County residents should result in services that meet the needs of our residents.

## Organizational Excellence Goals

### **Goal 1: Strengthen operational effectiveness, fiscal reliability, and accountability**

Objective 1: Align the Board of Supervisor's strategic priorities, policy, and operational goals with funding and resources.

*Department Lead(s): County Administrator's Office*

Objective 2: Establish a master list of technology needs that support operational/service improvements by mid-2022, identify enterprise solutions, and develop fiscal strategies to fund and implement improvements.

*Department Lead(s): County Administrator's Office and Information Systems Department*



Objective 3: Establish expectations and performance measures for customer service for all County departments.

*Department Lead(s): County Administrator's Office and Human Resources*

*Participants: All County Departments*

Objective 4: Streamline routine administrative procedures and workflows and delegate more signature authority to department heads in order to re-direct work force resources to more strategic priorities.

*Department Lead(s): County Administrator's Office and General Services Department*

Objective 5: Align procurement and grant guidelines with strategic priorities and racial equity principles.



*Department Lead(s): County Administrator's Office and General Services Department*

Objective 6: Develop training and staffing structures that effectively support disaster services work and emergency operations, particularly for large-scale and ongoing events.



*Department Lead(s): County Administrator's Office and Department of Emergency Management*

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

Objective 1: Conduct a community satisfaction survey to identify baseline expectations.

*Department Lead(s): County Administrator's Office*

Objective 2: Using results from survey, develop and launch a community engagement and outreach strategy, establish a process for engagement and collaboration, and ensure the strategy is inclusive of all underserved populations by the end of 2022.



*Department Lead(s): County Administrator's Office*

*Participants: Office of Equity*

Objective 3: Ensure County budget process and information are understandable, accessible, and in a format that enables the public to identify County investments and funding for major initiatives and services.

*Department Lead(s): County Administrator's Office*

Objective 4: Develop a new website that is more customer friendly, community focused, and supports County and community needs by 2022.

*Department Lead(s): County Administrator's Office and Information Systems Department*

Objective 5: Develop strategies that improve information and knowledge sharing within and between County departments.

*Department Lead(s): County Administrator's Office and Human Resources*

*Participants: Information Systems Department*

**Goal 3: Become an employer of choice with a diverse workforce that reflects our community, and an employer with a positive work culture that builds engaged and developed employees.**

Objective 1: Implement programs and identify opportunities to support employee work-life balance and a positive work environment, including a Telework Policy.



*Department Lead(s): Human Resources*

Objective 2: Conduct an employee engagement survey by mid-2022, and based on survey data, develop and implement strategies to incorporate survey outcomes into future operational planning.



*Department Lead(s): Human Resources*

Objective 3: Support employee professional growth and retention by investing in high quality training, development, and leadership programs.



*Department Lead(s): Human Resources*

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

Objective 1: Secure a total of \$60 million in grant funding by 2026 for strategic priorities, including technology tools, climate resiliency, and other capital projects.

*Department Lead(s): County Administrator's Office*

## Racial Equity and Social Justice Pillar

Achieve racial equity in County service provision and ensure a workforce reflective of the community we serve

### **Why is Racial Equity a Strategic Plan Pillar?**

Sonoma County's collective well-being and prosperity are impacted by significant racial inequities. By focusing on racial equity and social justice in the Strategic Plan, the Board of Supervisors can begin to institutionalize equity and address disparate impacts on people of color both internally as an organization and in the community.

### **Why Start with Racial Equity?**

Data shows that the greatest disparities occur along racial and socio-economic lines. If Sonoma County wants to start closing those gaps, we have to start there. Research and best practices nationally show that successful equity programs begin with explicitly seeing and addressing race, and recognizing our government's role in unseating inequities. This allows us to develop a framework, with which we center communities of color in our program design and delivery, and improve outcomes for everyone in the community.

## Racial Equity and Social Justice Goals

### **Goal 1: Foster a County organizational culture that supports the commitment to achieving racial equity.**

Objective 1: Establish an Equity Core Team by mid-2021 to advance equity initiatives across all departments in collaboration with the Office of Equity.

*Department Lead(s): Office of Equity*

Objective 2: Invest in an ongoing and continually developing racial equity learning program, including understanding the distinction between institutional, structural, interpersonal, and individual racism, for County leadership and staff by end of 2021.

*Department Lead(s): Office of Equity and Human Resources*

Objective 3: Conduct a baseline assessment by mid-2022 of racial equity awareness and understanding among County staff and develop a process to assess progress annually.

*Department Lead(s): Office of Equity*

Objective 4: Develop a shared understanding of key racial equity concepts across the County and its leadership.

*Department Lead(s): Office of Equity*

**Goal 2: Implement strategies to make the County workforce reflect County demographic across all levels.**

Objective 1: Identify opportunities to enhance recruitment, hiring, employee development, and promotional processes to reflect the value of having the perspectives of people of color represented at all levels in the County workforce.



*Department Lead(s): Office of Equity and Human Resources*

Objective 2: Implement countywide strategies to recruit, hire, develop, promote and retain County employees of color, produce an annual report card assessing progress, and update strategies as needed.



*Department Lead(s): Human Resources*

**Goal 3: Ensure racial equity throughout all County policy decisions and service delivery.**

Objective 1: Establish a racial equity analysis tool by 2022 for departments to use for internal decision-making, policy decisions and implementation, and service delivery.



*Department Lead(s): Office of Equity*

Objective 2: Establish regular and publicly available reports on racial equity in County policies, programs, and services.



*Department Lead(s): Office of Equity*

**Goal 4: Engage community members and stakeholder groups to develop priorities and to advance racial equity.**

Objective 1: Establish a process for engagement and collaboration with community members and stakeholder groups, and launch a community engagement strategy by the end of 2022 with a focus on racial equity..



*Department Lead(s): County Administrator's Office*

*Participants: Office of Equity*

Objective 2: Collaborate with community members and stakeholder groups to develop racial equity strategies for County emergency response, economic recovery and resiliency planning efforts.



*Department Lead(s): Office of Equity*

*Participants: County Administrator's Office, Economic Development Board, and Department of Emergency Management*

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

*Department Lead(s): County Administrator's Office and Office of Equity*

Objective 4: Develop and establish a language access policy for the County of Sonoma by end of 2021.

*Department Lead(s): Office of Equity*

## Climate Action and Resiliency Pillar

Make Sonoma County carbon neutral by 2030

### Why is Climate Action and Resiliency a Strategic Plan Pillar?

Sonoma County, the nation and the world's collective social, economic and environmental well-being are impacted by significant climate change events. Providing a focus on climate action and resiliency in the Strategic Plan, the Board of Supervisors can mobilize countywide efforts towards mitigating and preventing climate change. In parallel with preparedness, adaptation and resiliency, the organization and the community will survive and thrive.

### Why Focus on Climate Action and Resiliency?

With the devastating health and economic consequences of climate change growing here and elsewhere, Sonoma County must act urgently. Guided by science, and in concert with the state, national and international communities, we can ensure a livable climate for today's youth and future generations. Since 2013, the County has experienced severe droughts, devastating fires, continued floods and hotter temperatures year over year. Each of these unprecedented events is a reminder of the immediate impacts of climate change. Only by working to prevent and mitigate climate change will avert the worst impacts of the climate emergency and build a stronger, healthier, fairer, and more resilient Sonoma community for everyone.

## Climate Action and Resiliency Goals

### Goal 1: Continue to invest in wildfire preparedness and resiliency strategies

Objective 1: Provide educational resources to the community that promote and facilitate carbon neutral and fire hardening construction for new and existing homes.



*Department Lead(s): General Services Department and Permit Sonoma*

Objective 2: Expand outreach and education on vegetation management and provide additional resources to land owners to help mitigate fire risk.



*Department Lead(s): County Administrator's Office*

*Participants: Sonoma Water and UC Cooperative Extension*

Objective 3: Leverage grant funding to support sustainable vegetation management program.



*Department Lead(s): County Administrator's Office*

*Participants: Ag + Open Space, Permit Sonoma, Sonoma Water, and Department of Emergency Management*

## Goal 2: Invest in the community to enhance resiliency and become carbon neutral by 2030

Objective 1: Support carbon eliminating microgrid technology in communities and energy grid resilience to reduce impact of power loss during power shutdowns and natural disasters (floods, fires, earthquakes) through education and legislative advocacy, prioritizing critical infrastructure and vulnerable populations.



*Department Lead(s): County Administrator's Office and General Services Department*

Objective 2: Provide \$20 million in financing by 2026 that incentivizes property managers and renters to retrofit existing multi-family housing towards achieving carbon neutral buildings.

*Department Lead(s): General Services and Auditor-Controller-Treasurer-Tax Collector*

Objective 3: Partner with educational institutions, trade associations, businesses and non-profit organizations to establish workforce development programs that focus on carbon neutral and resilient building technologies by 2023.

*Department Lead(s): Human Services Department*

*Participants: Economic Development Board and General Services Department*

## Goal 3: Make all County facilities carbon free, zero waste and resilient

Objective 1: Design or retrofit County facilities to be carbon neutral, zero waste and incorporate resilient construction techniques and materials.



*Department Lead(s): General Services Department*

Objective 2: Design or retrofit County facilities that promote and maximize telework to decrease greenhouse gas emissions generated by employee commutes.



*Department Lead(s): General Services Department*

Objective 3: Invest in County owned facilities, establishing carbon eliminating microgrid technology and improving energy grid resilience to reduce the impact of power loss during power shutdowns and natural disasters (floods, fires, earthquakes), prioritizing critical infrastructure such as command and communications facilities.



*Department Lead(s): General Services Department*

## Goal 4: Maximize sustainability and emissions reductions in all County Fleet vehicles

Objective 1: Where feasible, phase out County (owned or leased) gasoline powered light-duty cars, vans, and pickups to achieve a 30% zero-emission vehicle light-duty fleet by 2026.



*Department Lead(s): General Services Department*

Objective 2: Invest in the County’s employee Clean Commute program to promote use of alternate modes of transportation, including bike and carpool incentives, and last mile solutions connecting bus and train stations to County worksites.

*Department Lead(s): County Administrator’s Office*

*Participants: General Services Department and Human Resources*

Objective 3: Upgrade the existing County owned Electric Vehicle charging station infrastructure by 2023.



*Department Lead(s): General Services Department*

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

Objective 1: By 2025, update the County General Plan and other county/special district planning documents to incorporate policy language and identify areas within the County that have the potential to maximize carbon sequestration and provide opportunities for climate change adaptation. The focus of these actions will be to increase overall landscape and species resiliency, reduce the risk of fire and floods, and address sea level rise and biodiversity loss.

*Department Lead(s): Permit Sonoma, Sonoma Water, and Ag + Open Space*

Objective 2: Develop policies to maximize carbon sequestration and minimize loss of natural carbon sinks including old growth forests, the Laguna de Santa Rosa, and rangelands. Encourage agricultural and open space land management to maximize sequestration. Develop a framework and policies to incentivize collaboration with private and public land owners.

*Department Lead(s): Ag + Open Space*

*Participants: Agricultural Commissioner, Weights and Measures and UC Cooperative Extension*

## Resilient Infrastructure Pillar

Enhance community resilience to fire and other hazards by investing in County facilities and infrastructure, including roads, buildings and property, communications, and flood protection.

### What is Resiliency?

Community, infrastructure, and related systems' capacity to mitigate, adapt, or positively respond to all hazards (including wildfire, flooding, earthquake, and cyber security), and to transform in ways that restore, maintain and improve essential functions.

### Why is Resilient Infrastructure a Strategic Plan Pillar?

Some of Sonoma County's existing roads, bridges, communications networks, and public buildings were not designed to modern standards capable of withstanding the impacts of fires, floods, seismic and Public Safety Power Shutoff events. Our aging infrastructure requires rehabilitation, replacement, and ongoing investments to enhance services to the community. Creating resilient infrastructure is an investment in the future of Sonoma County and critical to ensuring a healthy economic foundation for the community. Through this Strategic Plan pillar, the Board of Supervisors can mobilize countywide efforts towards preparation, mitigation and prevention of community impacts caused by emergencies and natural disasters.

## Resilient Infrastructure Goals

### Goal 1: Invest in County buildings and technology to enhance service delivery and improve employee mobility

Objective 1: Design the new County Center to be carbon neutral and zero waste; and pursue carbon reduction and zero waste plans for remaining County facilities.



*Department Lead(s): General Services Department*

Objective 2: Adopt design standards for County office improvement projects to maximize opportunities for telework and incorporate revised workstation space standards.

*Department Lead(s): General Services Department and Human Resources*

Objective 3: Develop and implement technology tools that enhance employees' ability to work remotely and promote virtual service delivery models in order to reduce County facility space needs.



*Department Lead(s): Information Services Department*

*Participants: General Services Department*

Objective 4: Establish resilient neighborhood/regional and satellite service centers with access to transportation systems in West County, Cloverdale, and Sonoma Valley, as expressed in the Real Estate Master Plan, by 2023 in order to improve equitable public access to services.



*Department Lead(s): General Services Department*

*Participants: Information Services Department*

**Goal 2: Invest in capital systems to ensure continuity of operations and disaster response.**

Objective 1: Strengthen critical communications infrastructure, interoperability, and information technology tools relied upon during disasters.



*Department Lead(s): Information Services Department, General Services Department, Sheriff's Office, and Department of Emergency Management*

Objective 2: Invest in electric power resiliency projects at County facilities, including Veteran's Buildings, used for evacuation sites, warming/cooling centers, or as alternate work facilities for delivery of critical services.

*Department Lead(s): General Services Department*

Objective 3: Design and build a new, resilient Emergency Operations Center (EOC).



*Department Lead(s): General Services Department and Department of Emergency Management*

**Goal 3: Continue to invest in critical road, bridge, bicycle, and pedestrian infrastructure.**

Objective 1: Continue to maintain road segments, including designated turnouts where feasible, increase efforts on vegetation removal and drainage features, and improve pavement conditions in neighborhoods.

*Department Lead(s): Transportation and Public Works*

Objective 2: Increase investment by 5% annually on preventive maintenance on all road infrastructure/facilities.

*Department Lead(s): Transportation and Public Works*

Objective 3: Invest \$5 million by 2024 on new pedestrian and bicycle facilities, and adopt maintenance guidelines on roads to consider bicyclists and pedestrians.



*Department Lead(s): Transportation and Public Works*

Objective 4: Identify and retrofit bridges in County that are at high risk for damage during earthquakes.

*Department Lead(s): Transportation and Public Works*

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

Objective 1: Leverage funding and seek grants to expand communications infrastructure within the community to improve equitable access to broadband, wireless, and cell phone services.



*Department Lead(s): County Administrator's Office and Economic Development Board*

Objective 2: Leverage existing fiber optic infrastructure and grant opportunities to expand wireless and broadband access across County.



*Department Lead(s): County Administrator's Office and Economic Development Board*

**Goal 5: Support, fund, and expand flood protection.**

Objective 1: Develop partnerships with cities, tribal governments, and private organizations regarding flood protection and sustainability to identify gaps and address climate change impacts.



*Department Lead(s): Permit Sonoma*

Objective 2: Implement land use planning and assessments to address flood protection, including river setbacks and riparian corridors, and make resources available for residents.

*Department Lead(s): Permit Sonoma*

Objective 3: Evaluate the feasibility, creation, and/or update of Flood Protection Plans and seek out financing mechanisms to establish protection zones countywide by 2026.

*Department Lead(s): Permit Sonoma*

**For more information about the Strategic Plan, please visit:**

[www.sonomacounty.ca.gov/Strategic-Plan](http://www.sonomacounty.ca.gov/Strategic-Plan)

## Appendix A Acknowledgments

Over 1,700 people participated in the Strategic Planning process through online surveys, focus groups, virtual open house sessions, community meetings, letters and emails. We have been inspired by the hundreds of County employees, community members, and our city and community partners who have helped shape the goals and objectives, and we dedicate ourselves through this Strategic Plan to deliver superior public service and a shared vision for the next five years in Sonoma County.

The list below represents the organizations that attended a Focus Group or submitted input in writing. For a full list of community organizations that were invited to participate in a Strategic Plan Focus Group, please see **Appendix C** (Attachment 2 of March 2, 2021 Board Item).

City of Cloverdale	City of Cotati
Town of Windsor	City of Rohnert Park
City of Santa Rosa	City of Sonoma
City of Petaluma	CAP Sonoma
HALTER Project	Redwood Community Health Coalition
CA Indian Museum and Cultural Center	Rebuilding Our Community Sonoma County
Community Organizations Active in Disaster	Windsor Chamber of Commerce
Catholic Charities	Bodega Bay Chamber of Commerce
United Way	Waves of Compassion
Russian River Municipal Advisory Committee	Santa Rosa Chamber of Commerce
Coastal Municipal Advisory Committee	Sonoma County Farm Bureau
North Valley Municipal Advisory Committee	Graton Day Labor
Springs Municipal Advisory Committee	Service Employees Intl. Union, Local 1021
Sonoma Valley Citizen Advisory Committee	North Bay Jobs with Justice
Sonoma County Office of Education	North Bay Labor Council
Sonoma County School Districts	Engineers and Scientists of CA Local 20
Coastal Seniors	Sonoma County Conservation Action
Senior Advocacy Services	Daily Acts
West County Community Services	Gold Ridge Resource Conservation District
Sebastopol Senior Center	Petaluma Bounty
Council on Aging	Food for Thought Food Bank
Legal Aid of Sonoma County	Forest Unlimited
Sunrise Movement Sonoma County	

## Appendix B

### Alignment with Other County Initiatives

#### **Economic Recovery Action Plan**

In November 2020, the Board of Supervisors adopted the Sonoma County Economic Recovery Action Plan to support economic and community resiliency and recovery from COVID-19 and natural disasters. Developed by the Economic Development Board and County Administrator's Office using a whole community approach and feedback from over 500 community members, the Economic Recovery Action Plan includes thirteen key strategies. These short to long-term economic strategies focus on: Business Recovery, Workforce Recovery, Community Recovery. Many of the thirteen key strategies identified in the Economic Recovery Action Plan are reflected in the Strategic Plan, including retaining and attracting Sonoma County's workforce, ensuring safety net services are available to the County's most vulnerable populations, expanding broadband access infrastructure, and addressing climate and energy impacts.



Strategic Plan goals and objectives that intersect with the Economic Recovery Action will be denoted with this symbol. For more information about the Action Plan, please visit: <http://sonomaedb.org/Business-Assistance/Coronavirus/Recovery/>

#### **Recovery and Resiliency Framework**

In December 2018, the Board of Supervisors approved the Recovery and Resiliency Framework to serve as a vision and approach for how Sonoma County will recover and emerge more resilient from the October 2017 wildfires. The Framework draws from the structure, functions, roles, and principles in the Federal Emergency Management Agency's National Disaster Recovery Framework and focuses on five key strategic areas: Community Preparedness and Infrastructure, Housing, Economy, Safety Net Services, and Natural Resources. The Strategic Plan is in line with many goals identified in the Recovery and Resiliency Framework, including creation of housing for all income levels and exploring County-owned properties for housing development, enhanced safety net capacity and collaboration, and maintaining healthy and productive natural resources in the County.



Strategic Plan goals and objectives that intersect with the Recovery and Resiliency Framework will be denoted with this symbol. For more information about the, please visit: <https://sonomacounty.ca.gov/Office-of-Recovery-and-Resiliency/Recovery-Framework/>

#### **Other County Plans**

In addition to the Strategic Plan, County staff are currently developing two other long-range planning documents. The County General Plan is a master policy document that provides the general framework for all zoning and land use decisions within a community. It includes maps

that show where agricultural, residential, commercial and other land uses will be located, and a series of policies that guide future decisions about growth, development and conservation of resources. Currently Permit Sonoma is undergoing a multi-year process to update its General Plan. The Steering Committee has coordinated Permit Sonoma in the development of the Strategic Plan goals and objectives to ensure that there is alignment with the upcoming General Plan.

Also under development is the Sonoma Water Climate Adaptation Plan. Sonoma Water is creating a forward-looking climate adaptation plan to serve as a roadmap for its assessment of climate risks and potential adaptation strategies related to its water supply, sanitation, and flood control infrastructure and operations. To ensure alignment between the two plans, Sonoma Water participated in the development of the Resilient Infrastructure Pillar goals and objectives, specifically Goal 5, which supports, funds, and expands flood protection.