

Strategic Plan Goals and Objectives with Owners

Healthy and Safe Communities

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 (Marissa Montenegro)

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 (Barbie Robinson) and Human Services Department (Angela Struckmann)

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 (Barbie Robinson) and Human Services Department (Angela Struckmann)

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 (Oscar Chavez and Angela Struckmann)

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 (Oscar Chavez and Angela Struckmann)

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 (Barbie Robinson), Human Services Department (Oscar Chavez), and Office of Equity (Alegria De La Cruz)

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 (Brian Oh)

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 (Tina Rivera)

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

Department Lead(s): Community Development Commission (Tina Rivera) and Permit Sonoma (Brian Oh)

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 and Community Development Commission (Barbie Robinson), and Human Services Department (Angela Struckmann)

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

Department Lead(s): Community Development Commission (Tina Rivera)

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 and Community Development Commission (Barbie Robinson) and Human Services Department (Angela Struckmann)

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 (Barbie Robinson)

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 (Tina Rivera)

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 (Jim Naugle)

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 (Barbie Robinson) and Human Services Department (Angela Struckmann)

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 (Barbie Robinson)

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 (David Koch)

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 (Paul Gullixson)

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

Organizational Excellence

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 (Peter Bruland)

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 (Michelle Arellano) and Information Systems

Department (Steve Sorenson and Sherry Bevens)

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

Department Lead(s): County Administrator's Office (Peter Bruland) and Human Resources (Carol Allen)

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 (Christina Rivera) and General Services Department (Caroline Judy)

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

Department Lead(s): County Administrator's Office (Christina Rivera) and General Services Department (Caroline Judy)

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 (Christel Querijero) and Department of Emergency Management (Chris Godley)

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 (Paul Gullixson and Christel Querijero)

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 (Paul Gullixson and Christel Querijero)

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 (Peter Bruland)

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 (Paul Gullixson) and Information Systems Department (Jeff Deffenbaugh and Sherry Bevans)

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

Department Lead(s): County Administrator's Office (Christel Querijero) and Human Resources (Christina Cramer)

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 (Carol Allen)

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 (Ric Giardina)

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

Department Lead(s): Human Resources (Ric Giardina)

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 (Christel Querijero)

Racial Equity and Social Justice

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 (Alegria De La Cruz)

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 (Alegria De La Cruz) and Human Resources (Victoria Willard)

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 (Alegria De La Cruz)

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

Department Lead(s): Office of Equity (Alegria De La Cruz)

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 (Alegria De La Cruz) and Human Resources (Spencer Keyword)

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 (Spencer Keyword)

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 (Alegria De La Cruz)

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

Department Lead(s): Office of Equity (Alegria De La Cruz)

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 (Paul Gullixson and Christel Querijero)

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 (Alegria De La Cruz)

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 (Paul Gullixson and Christel Querijero) and Office of Equity (Alegria De La Cruz)

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

Department Lead(s): Office of Equity (Alegria De La Cruz)

Climate Action and Resiliency

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 (Jane Elias) and Permit Sonoma (John Mack)

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 (Christel Querijero)

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 (Christel Querijero)

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 (Marisa Montenegro) and General Services Department (Jane Elias)

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 (Jane Elias) and Auditor-Controller-Treasurer-Tax Collector (Jonathan Kadlec)

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 (Katie Greaves)

Participants: General Services Department and Economic Development Board

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 (Caroline Judy)

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 (Caroline Judy)

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 (Caroline Judy)

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 (Robert Scott)

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 (Katherine DiPasqua)

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 (Robert Scott)

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 (Tennis Wick), Sonoma Water (Michael Thompson), and Ag + Open Space (Caryl Hart)

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 (Caryl Hart)

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

Resilient Infrastructure

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 (Caroline Judy)

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 (Keith Lew) and Human Resources (Janie Carduff)

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 (Ben Toyoda and Dan Fruchey)

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 (Caroline Judy)

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 (Ben Toyoda and Dan Fruchey), General Services Department (Pamela Asselmeier), Sheriff's Office (Heidi Keith), and Department of Emergency Management (Chris Godley)

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 (Keith Lew)

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

Department Lead(s): General Services Department (Keith Lew) and Department of Emergency Management (Chris Godley)

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 (Johannes Hoeverstsz and Janice Thompson)

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

Department Lead(s): Transportation and Public Works (Johannes Hoeverstsz and Janice Thompson)

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 (Johannes Hoeverstsz and Janice Thompson)

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

Department Lead(s): Transportation and Public Works (Johannes Hoeverstsz and Janice Thompson)

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 (Christel Querijero) and Economic Development Board (Ethan Brown)

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 (Christel Querijero) and Economic Development Board (Ethan Brown)

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 (Alex Rosas)

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 (John Mack and Alex Rosas)

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 (John Mack and Alex Rosas)