



SONOMA COUNTY STRATEGIC PLAN 2022 Highlights

2022



MISSION STATEMENT

“To enrich the quality of life
in Sonoma County through
superior public services.”

SoCoStrategicPlan.org

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.

This report highlights some of the accomplishments to date from the Strategic Plan.

Message from the Board

The Sonoma County Board of Supervisors is pleased to present highlights from the first year of Sonoma County's five-year Strategic Plan.

The Strategic Plan informs everything we do in our efforts to make Sonoma County a safe and healthy place for all our residents to live, work and thrive. It lays out our aspirations and policies to provide excellent government service every day and to maintain community infrastructure that remains reliable through good and bad times. It reflects our commitment to and prioritization of racial equity and social justice. It identifies policies and projects that ensure Sonoma County is a leader in climate action and the resiliency needed to respond to changes in our environment.

The accomplishments from the first year of the Strategic Plan underscore our mission, values and the principles that guide the daily work of the Board of Supervisors and the more than 4,000 employees who serve the people of Sonoma County. For a complete overview of the County's progress on the Strategic Plan, please see the dashboard on [SoCoStrategicPlan.org](https://www.socostrategicplan.org). Please let us know how you think we're doing at BOS@Sonoma-County.org.



CHRIS COURSEY

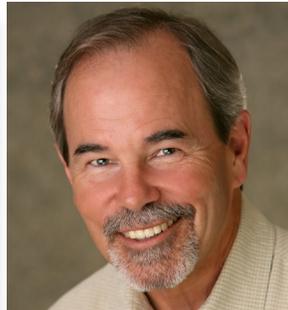
Board Chair



SUSAN GORIN
Supervisor | District 1



DAVID RABBITT
Supervisor | District 2



CHRIS COURSEY
Supervisor | District 3



JAMES GORE
Supervisor | District 4



LYNDA HOPKINS
Supervisor | District 5

Annual Plan Overview

Sonoma County's five-year Strategic Plan provides the context to inform policies and projects in the upcoming years and guide alignment of short and long-term objectives with operations and funding decisions. The Strategic Plan has five pillars, each with multiple goals and objectives to achieve the goal.

The five pillars include:

-  CLIMATE ACTION AND RESILIENCY
-  ORGANIZATIONAL EXCELLENCE
-  RACIAL EQUITY AND SOCIAL JUSTICE
-  HEALTHY AND SAFE COMMUNITIES
-  RESILIENT INFRASTRUCTURE

Core 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:

Equity

Equity is an outcome where there are no discernable differences in critical markers of health, well-being and wealth by race or ethnicity. It is also 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.

Excellence

Excellence is the commitment to superior public service by ensuring all processes and operations are necessary, clearly defined and efficiently designed.

Accountability

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

Collaboration

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

Innovation

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

Climate Action and Resiliency

Make Sonoma County carbon neutral by 2030.

The County has provided more than 30 outreach and educational events to the public on how to mitigate fire risk. The Vegetation Management Grant Program has provided 46 community grants, totaling \$8.3 million treating an estimated 3,100 acres.

The County created the Home Resilience Guide, a digital digest to educate homeowners in English and Spanish on ways to make their homes more energy efficient, resilient and comfortable.

Sonoma Water received County allocations totaling \$510,000 for drought resiliency planning and for drought response and flood control.

From April to December 2022, the County has avoided 405.6 metric tons of CO2 emissions through its Clean Commute Program and Telework Policy. That is equivalent to taking 87.4 gasoline-powered cars off the road for one year, 140 tons of waste recycled instead of landfilled, or the amount of carbon sequestered by 480 acres of U.S. forests in one year.

Organizational Excellence

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

A new County website, [SonomaCounty.CA.gov](https://www.sonomacounty.ca.gov), launched in April 2022, making the County site easier to navigate and more accessible to the public.

The County secured \$28.7 million in grant funding for strategic priorities, including:

- \$3 million to enhance broadband availability and adoption
- \$5.7 million to bolster wildfire resiliency
- \$10 million for a climate resilient land strategy that will provide carbon farming support to farms and ranches in Sonoma and Marin counties



Racial Equity and Social Justice

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

The Board of Supervisors invested \$710,000 in ARPA funding to engage consultants for development of a Language Access Plan and a Community Engagement Plan.

Employees who are Black, Indigenous, or people of color (BIPOC) now account for 31 percent of the County's workforce, up from 28 percent two years ago.

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



The Department of Health Services obtained \$1.6 million in federal funds in September 2022 to advance ACCESS Sonoma, a technology-based solution to identify where more services are needed. The initiative for wraparound government services was expanded to include Transitional Age Youth (ages 16 to 25) and misdemeanor offenders selected from the mental health diversion program.

The County is taking initial but meaningful steps to implement results-based accountability (RBA) principles into its practices. A basic premise of RBA is to begin with the result in mind and work backward toward the means. Over the past year, the County has:

- Utilized RBA practices in 53 County contracts
- Conducted 14 RBA training sessions for 247 people from the County and its community partners
- Begun standardizing data collection for safety net services through a Clear Impact Scorecard

In May 2022, the Board of Supervisors allocated \$39 million in American Rescue Plan Act (ARPA) funds to 24 organizations partnering with 71 subcontractors, based upon the recommendation of a review committee comprised of volunteers from impacted communities.

The County provided critical support for Homekey projects in Guerneville, Healdsburg, Petaluma and Rohnert Park through project-based vouchers from the Housing Authority and Measure O dollars for supportive services.

The state’s Homekey program is an effort to sustain and rapidly expand housing for persons experiencing homelessness or at risk of homelessness. The broader success of all county jurisdictions in securing Homekey funding will have a significant impact on our collective communities.

Homekey-funded projects in Sonoma County

JURISDICTION	FUNDING AMOUNT	TOTAL UNITS
Sonoma County (Guerneville)	\$7.5 M	22
Healdsburg	\$7.0 M	22
Petaluma	\$15.6 M	60
Rohnert Park	\$14.6 M	60
Santa Rosa (Caritas)	\$11.4 M	40
Santa Rosa (St. Vincent de Paul)	\$13.3 M	51

The investment decision made by the Board of Supervisors to allocate \$4 million in ARPA funds to five programs designed to increase interim housing opportunities, create more rental units within existing housing stock, and bolster outreach efforts to prevent homelessness is expected to contribute to a reduction in the County's overall homeless population. Approximately half of the money will be used to support at least 18 months of operations for Community Housing Connectors, a new centralized housing location service. This evidence-based program will increase the number of permanent housing units available to people who are coming out of homelessness or would otherwise be at risk of homelessness.

The Sheriff's Office has implemented new training to place a greater emphasis on de-escalation techniques and bias-based policing.

To improve services to people experiencing a psychiatric emergency, the Board of Supervisors authorized \$2.47 million in grant funding to fund behavioral health mobile crisis teams in the cities of Santa Rosa, Petaluma, Rohnert Park and Cotati, in addition to the Board's previous \$941,887 investment from Measure O funding to cover startup and operational costs for these mobile units.

Resilient Infrastructure

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



In February 2022, the Board of Supervisors approved funding to support more neighborhood-based services. The County acquired the former Bank of America building in Guerneville in December 2022, which will ensure the stability of services in west Sonoma County and create opportunities to expand. Staff is exploring lease negotiations in Sonoma Valley.

The County completed repairs on 48.2 miles of Tier One roads damaged by debris-hauling during recovery from the 2017 wildfires.

Public Infrastructure added drainage improvements to its annual Pavement Preservation Program in 2022, resulting in the replacement of 42 culverts.

Public Infrastructure partnered with community organizations to remove vegetation along 25 miles of emergency egress routes serving 6,000 residents.

Public Infrastructure completed two bridge projects (Boyes Boulevard and Little Wohler) and is acquiring right-of-way to facilitate four other bridge projects (Big Sulphur, Watmaugh, Monte Rio and Big Wohler).

Public Infrastructure began construction in 2022 on a half-mile of new sidewalk on Mark West Springs Road in the Larkfield/Wikiup area.