



SONOMA COUNTY  
FIVE-YEAR  
STRATEGIC PLAN  
**2021–2026**



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## Organizational Excellence

Downloadable status update of all OE objectives

1/26/23

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COUNTY OF  
**SONOMA**

## **Organizational Excellence**

Report Created On: Jan 26, 2023

**Pillar 3**

Organizational Excellence

**Goal 3.1**

Strengthen operational effectiveness, fiscal reliability, and accountability

**Objective 3.1.1**

**OE1-1** - Align the Board of Supervisors' strategic priorities, policy, and operational goals with funding and resources.

### Summary of Objective Implementation Status

The Board allocated \$5 million in one-time funding toward strategic plan priorities during FY 2021-22 and allocated an additional \$5 million, including \$1 million in ongoing funding, was programmed in the FY 2022-23 budget, with the Board expected to select projects to fund in early 2023. This is in addition to other sources targeting specific goals such as climate resiliency. Additionally, strategic plan alignment has been incorporated into all departmental funding requests, including Program Change Requests considered at Budget Hearings as well as off-cycle funding opportunities.

### Key Milestone Update

All milestones are currently on target

<ul style="list-style-type: none"><li>Identify \$5 million of 1x funding for the strategic plan</li></ul>	Completed – July, 2021
<ul style="list-style-type: none"><li>Identify initial strategic plan objective funding needs</li></ul>	Completed - Fall 2021, in conjunction with implementation plans
<ul style="list-style-type: none"><li>Include strategic plan alignment in ARPA funding discussions</li></ul>	Completed - December, 2021
<ul style="list-style-type: none"><li>Revise budget instructions and Program Change Request forms to include strategic plan alignment</li></ul>	Completed - December, 2021
<ul style="list-style-type: none"><li>Distribution of \$5M set aside for strategic plan</li></ul>	Completed - February, 2022
<ul style="list-style-type: none"><li>Inclusion of strategic alignment in all funding decision matrixes</li></ul>	Completed - June, 2022; Ongoing
<ul style="list-style-type: none"><li>Inclusion of strategic plan alignment discussion in budget book</li></ul>	On Target - June 2023; ongoing

In addition, an additional \$5 million, including \$1 million of ongoing funding, was set aside for strategic plan implementation at the FY 2022-23 budget hearings and is targeted for distribution during the winter of 2023.

### Coordination and Partnership Update

The County Administrator's Office, particularly the Operations and Budget team and the Policy Grants and Special Projects team coordinate on incorporating the strategic plan into funding decisions. Because this item relates to County funding of the Board's Strategic priorities, there are not direct partnerships with other entities.

### Community, Equity, and Climate Update

By aligning funding with the Strategic Plan, the values and principles of the plan will be upheld. Equity is a core component of the strategic plan, and as such will be included and considered in all funding decisions. Staff at the CAO work with the Office of Equity to ensure that equity is explicitly considered as part of the evaluation for funding, particularly on areas such as ARPA distribution. The direct implementation of this plan does not have geographic equity or climate impacts, however climate has been considered as it relates to the Strategic plan and specific funding has been allocated toward climate mitigation.

**Funding Narrative**

This item relates to the distribution of county resources and helps direct distribution of those resources. There is no direct cost to the County.

**Objective 3.1.2**

**OE1-2** - 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.

**Summary of Objective Implementation Status**

Successful development of a master list of technologies required the implementation team to:

- (1) Understand the priorities and needs of county departments and (2) identify those priorities requiring supporting technologies.

Status- Complete. The implementation team leveraged the existing annual SB272 data collection process to gather information on existing solutions and to solicit input on future needs for the Master List. SB 272 requires the County to collect and make available to the public all software used by departments or a catalog of enterprise systems which must be published to the County website by July 1 every year. Each year ISD coordinates the SB 272 data collection with all departments. This year, the process included elements necessary to gather information for Master List which included an additional data collection request for technology needs that had not been met or were in the planning phase. The Objective Leads held a meeting with County department contacts to introduce a new data collection template to be used to gather prioritized future software needs of their respective area. This data has been consolidated, normalized, uploaded into a reporting database, and a SSRS report has been created and posted on the intranet. The report is accessible under Tools--> Future Software Needs: Master Technology List: Future Needs Report

- (3) Identify existing systems supporting departmental operations to facilitate best sharing of technology solutions. These needs are already being captured in a variety of ways (e.g., Board priorities, departmental goals and objectives, strategic planning focus groups, strategic planning implementation plans, ARPA funding request submissions), and (4) identify new technology solutions required to enhance internal operational efficiencies and/or service to the community.

Status- In Progress, 90% Complete. As mentioned previously, the team leveraged the existing, annual SB272 process to request additional data collection beyond the SB 272 scope. The process included creation of a new front end web application to facilitate the SB272 data collection effort which greatly reduces the time spent consolidating department responses. The solicitation request was expanded to include any business-oriented software used by the respective departments, which may not have been reported as part of the SB272 process in the past, be included on this year's data collection.

The data on future technology needs as part of this process, was captured and collated manually via excel spreadsheets as the SB272 web application does not include the ability to add future needs information. The implementation team has submitted a Year 2 Strategic Plan Funding Request for the creation of new Master software inventory application that will allow end users to enter and maintain information about future technologies and will link to the SB 272 web application to serve as the official repository of countywide technology solutions.

Remaining Activities to complete include the verification of collected data with the departments and verify if any existing software must be excluded from the Master Inventory list due primarily to security concerns.

- (5) Work with departments to identify available funding sources for implementation of technology solutions, and (6) Develop financial strategies to fund technology improvements.

Status – Not yet started. Once the Master List has been finalized, the next step will be to develop guidelines for fiscal strategies departments can explore to fund future technology improvements.

**Key Milestone Update**

<ul style="list-style-type: none"> <li>Finalize master list metadata and format</li> </ul>	<p>Original milestone date: October 30, 2021</p>	<p>Completed May 2022</p>
<ul style="list-style-type: none"> <li>Meet with Strategic Planning Steering Committees across pillars</li> </ul>	<p>Original milestone date: November 30, 2021</p>	<p>Completed May 2022. Reviewed all Strategic Implementation plans for identified software needs and added to the "Future Software Needs"</p>
<ul style="list-style-type: none"> <li>Meet with ISD for technology feedback</li> </ul>	<p>Original milestone date: November 30, 2021</p>	<p>Completed July 2022. Emailed various ISD departments for input to future software needs.</p>



<ul style="list-style-type: none"> <li>• Survey departments</li> </ul>	Original milestone date: January 30, 2022	Completed August 2022. Accomplished as part of the SB272 data collection process.
<ul style="list-style-type: none"> <li>• Release draft master technology list for review</li> </ul>	Original milestone date: June 30, 2022	Completed November 2022.
<ul style="list-style-type: none"> <li>• Finalize master technology list</li> </ul>	Original milestone date: July 30, 2022	In-Progress. By December 31, 2022
<ul style="list-style-type: none"> <li>• Develop funding strategies</li> </ul>	Original milestone date: October 31, 2022	Not yet started. Activity to begin upon finalization of the master list. Date of completion has been adjusted from October 2022 to February 2023.

**Coordination and Partnership Update**

The Implementation Leads coordinated review of Strategic Plan pillar objective implementation plans with Pillar Coordinators, to identify plans with a technology solution component for inclusion in the master list.

**Community, Equity, and Climate Update**

The data information gathered through the department outreach process identifies technologies that align with pillar objectives or goals, including tools that may facilitate equity in operations and services or reduce the County’s climate footprint. Solutions that support Strategic Plan Objectives will be reflected in the finalized Master List.

**Funding Narrative**

Upon finalization of the Master List, the implementation team will develop guidelines for fiscal strategies that departments can apply to address financing gaps for technology needs. The guidelines will offer different scenarios and approaches departments can undertake, including when to engage ISD to assist with project scoping and pricing estimates.

### **Objective 3.1.3**

**OE1-3** - Establish expectations and performance measures for customer service for all County departments.

#### **Summary of Objective Implementation Status**

Implementation of this goal is currently delayed pending completion of the community satisfaction survey (OE-2.1). Once the survey is complete work will proceed on this objective.

#### **Key Milestone Update**

Project was to begin with completion of the community satisfaction survey (OE-2.1) to receive data to inform the creation of standards and metrics. The original target date to review findings was July 2022; now anticipated in 2023.

#### **Coordination and Partnership Update**

N/A

#### **Community, Equity, and Climate Update**

Awaiting community input from the survey. Equity will be included in development and implementation of standards and metrics.

#### **Funding Narrative**

No additional funding is needed for the initial phase. Staff will consider whether a consultant is needed to assist in development of metrics as well as potential costs around data collection or training. If necessary, staff will look to identify available funding sources.

### Objective 3.1.4

**OE1-4** - Streamline routine administrative procedures and workflows and delegate more signature authority to department heads in order to re-direct workforce resources to more strategic priorities.

#### Summary of Objective Implementation Status

The County Administrator's Office (CAO) conducted an initial review of routine administrative procedures and workflows within the department that could be streamlined. Most of the procedures identified in this review are connected to purchasing. In a related project, the CAO is currently leading a countywide Procurement Assessment (see *Organizational Excellence Objective 3.1.5*). Staff anticipate that the Procurement Assessment will result in recommendations that may change the aforementioned procurement procedures. Therefore, staff recommend waiting until the completion of the Procurement Assessment before moving forward with streamlining these procedures. In the meantime, the CAO is continuing to identify and document routine administrative procedures for potential streamlining.

#### Key Milestone Update

- July 2022 - Establish a 6-month paid internship to have an individual dedicated to the assessment of administrative procedures. UPDATE: Staff submitted a funding request for this internship during Round 1 of the Strategic Plan Funding Cycle. This request was not funded during the competitive funding selection process. CAO staff will work to identify an alternate approach to accomplish this work.
- Fall 2022 - Survey department/agency management to inventory processes and quantify annual resources invested, identify resource intensive workflows, and develop streamlining recommendations. UPDATE: Without the proposed intern, the CAO did not conduct a formal survey. However, CAO staff conducted a smaller scale review of administrative procedures and workflows within the department. Staff will continue to document potential streamlining opportunities, making recommended actions after the completion of the County Procurement Assessment (see *Organizational Excellence Objective 3.1.5*).

#### Coordination and Partnership Update

Not relevant/applicable

#### Community, Equity, and Climate Update

Not relevant/applicable

#### Funding Narrative

Staff submitted a funding request for an internship to support this work during Round 1 of the Strategic Plan Funding Cycle. This request was not funded during the competitive funding selection process. CAO staff will work to identify an alternate approach to accomplish this work.

### Objective 3.1.5

OE1-5 - Align procurement and grant guidelines with strategic priorities and racial equity principles.

#### Summary of Objective Implementation Status

The County is engaging an outside consultant to conduct a comprehensive review of the county's procurement process. On November 8, 2022, the Board approved an Agreement for Procurement Assessment Services with Civic Initiatives LLC.

The end goal of this project is to provide a prioritized list of projects and an associated implementation schedule for Sonoma County to develop procurement and discretionary grant award programs that support the County's strategic goal pillars of Climate Action & Resiliency and Racial Equity & Social Justice. The project list will include best practice recommendations for increasing opportunities for local suppliers, green purchasing, minority and women-owned contracting, and collaborative procurement with local cities and special districts.

#### Key Milestone Update

- Confirm funding for professional services agreement: COMPLETED -- \$250,000 confirmed
- Identify public entities interested in participating: COMPLETED – County Administrator sent email to City Managers in March 2022
- Present RFP to Board of Supervisors for acceptance: COMPLETED – Approved on consent on 11/8/22
- Award Professional Services Agreement: COMPLETED – Notice of intent to award was sent to proposers on 10/25/22; contract awarded to Civic Initiatives
- Facilitate and coordinate with consultant and partner entities: IN PROGRESS – Kick-off meeting anticipated to be scheduled for January 2023
- Collect feedback from community stakeholders: NOT STARTED – Feb-March 2023
- Review and Finalize Consultant report: NOT STARTED – June 2023 (tentative); this date was originally scheduled for February 2022 per the implementation plan, but the date has changed to reflect the overall timeline changes for this project.
- Present Review and Recommendations to the Board of Supervisors: NOT STARTED – July 2023 (tentative); the implementation plan anticipated that this would occur in Spring 2023.

#### Coordination and Partnership Update

The County has preliminarily informed local cities about this effort. The County will solicit further input from cities in the project's discovery phase in February-March 2023 (tentative).

#### Community, Equity, and Climate Update

The Office of Equity participated in the Procurement Assessment consultant selection process and will continue to be a stakeholder in this project, along with the Climate Resiliency County Administrator's Office Division.

#### Funding Narrative

This project is fully funded.

### Objective 3.1.6

**OE1-6** - Develop training and staffing structures that effectively support disaster services work and emergency operations, particularly for large-scale and ongoing events.

#### Summary of Objective Implementation Status

The Emergency Staff Development program includes identification of staff positions/roles, selection of required and suggested initial/sustainment training, and integration with the County's Learning Management System (LMS). This goal implements the Board of Supervisor's directive to utilize up to 1% of all County staff time to ensure that staff are prepared to serve as Disaster Service Workers. The program currently supports delivery and tracking of training for staff assigned to the Emergency Operations Center (EOC) and staff are workign to integrate training and exercise delivery for other disaster roles including departmental staff assigned to Continuity of Operations Plan (COOP) functions, Department Operations Centers (DOCs), mass care & shelter operations, damage assessment, and Local Assistance Center managers.

#### Key Milestone Update

Pilot offerings via Learning Management System (LMS)	Completed
EOC team trainings (Operations, Planning, Logistics)	Completed
EOC software (WebEOC) training for County staff and cities	Completed
Shelter management training for County staff and cities	Completed
Offer DSW Awareness Training Course to all County staff	Completed
Assess and define KSAs for key DSW assignments	In progress
Conduct Earthquake scenario EOC functional exercise	Scheduled January 2023*
Assess training participation	In progress
Develop courses for COOP, LAC, and damage assessment	In progress
Develop multi-year training and exercise calendar	In progress
Revise Emergency Staff Development Program Framework	3Q 2023
Expand training opportunities to cities	1Q 2023

\*The EOC Earthquake functional exercise was postponed until January 2023 in order to support a large earthquake tabletop exercise for local water agencies in December 2022.

#### Coordination and Partnership Update

DEM has begun work with cities and some special districts to develop a common core DSW training and exercise program that will promote unity of effort across the Operational Area as well as realize cost-savings in training program management.

#### Community, Equity, and Climate Update

Staff have begun to integrate key elements of the County's pilot Cultural Competency in Emergency Management course into EOC courses.

#### Funding Narrative

The program is supported via ongoing DEM operating budget and ongoing HR LMS contracted services. DEM has contracted for some development of training courses that benefit from enhanced video presentation. Existing DEM staff are providing program management and oversight.

**Goal 3.2**

Increase information sharing and transparency and improve County and community engagement

**Objective 3.2.1**

**OE2-1** - Conduct a community satisfaction survey to identify baseline expectations.

### **Summary of Objective Implementation Status**

A request for qualifications has been issued in September 2022. Eight proposals were received. These proposals were evaluated to build a list of qualified consultants. The County identified two finalists. On October 18, 2022 Community Survey ad hoc was established to interview the top consultants. As a result of these interviews, the Community Survey Ad Hoc Committee recommended selecting EMC Research. On December 12, 2022, the Board approved the Ad Hoc Committee recommendation and selected EMC Research to prepare and conduct a statistically significant community survey that will gather resident feedback and measure satisfaction with County services, quality of life, and other information to help the County better understand the community's priorities, concerns and needs. EMC Research's scope of work will include: designing the survey questionnaire, executing the survey, and producing and presenting survey results. It is expected that the survey questionnaire design will take place in January and the survey will be administered in February 2023. Survey results will be collected by the end of February and presented to the Board of Supervisors by mid-April 2023. This new timeline differs from the one presented at the February 2022 BOS meeting and was reviewed to ensure that survey implementation does not coincide with distracting events such as: summer break, winter holidays or election season. Staff will work with the Communication Division to implement a marketing plan to promote survey participation.

### **Key Milestone Update**

- Development of the RFP and vendor selection:
  - A request for qualifications was issued in September 2022. Eight proposals were received and have been evaluated. Two highly qualified vendors were identified. EMC Research was selected for this project.
- Design of the survey and sampling plan:
  - Survey design will take place in January 2023.
- The Survey is scheduled to be administered in February 2023, with responses being finalized in March 2023. The delay in the community survey will not significantly impact the timeline outlined for Objective 2-2. However, there is a delay from the original timeline presented to the Board.
- Once available, survey results and learnings will be fully taken into account in the community engagement and outreach strategy as identified by Organizational Excellence Objective 2-2
- Presentation of the survey results
  - Survey results will be presented to the Board of Supervisors early April 2023.

### **Coordination and Partnership Update**

Departments have shared the questionnaires and results of previous surveys conducted on specific topics and services. These results will be reviewed and used to inspire and inform the community survey questionnaire.

### **Community, Equity, and Climate Update**

The Office of Equity reviewed and provided feedback on the community survey RFQ scope. In addition, an Office of Equity staff participated in the statements of qualifications evaluation. The Climate and Resiliency Division provided input on the RFQ scope and timeline. Both entities will have the opportunity to provide additional input on the questionnaire template. In addition, staff in collaboration with EMC Research will apply the racial equity tool to every phase of this project.

### **Funding Narrative**



This objective secured \$150,000 in Year 1 Strategic Plan funding. Staff entered into contract with EMC Research for an all-inclusive Community survey project in the amount of \$40,140. The remaining budget, \$109,860 will be set aside to support the next community surveys which are anticipated to take place in 2025 and 2027.

## Objective 3.2.2

**OE2-2** - Using results from the 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.

### Summary of Objective Implementation Status

This objective is a follow-up to Organizational Excellence objective 2-1, which requires the County to conduct a community satisfaction survey to identify baseline expectations. The community survey will be administered in February 2023. After the survey is completed, the County will review results to understand where the community perceives service gaps and needs. Results will also inform community engagement and outreach strategies and processes for community engagement and collaboration in key areas. The County Administrator's Office has allocated funding to engage consultants as needed for project-specific community engagement activities, and to fund related costs including stipends, translation, interpretation, facilitation, printing, etc.

Additionally, implementation of this objective is directly related to work taking place through implementation of Racial Equity and Social Justice objective 4-1: Establish a process for engagement and collaboration with community members and stakeholder groups, and launch a community engagement strategy with a focus on racial equity. The Board allocated funds for the Office of Equity to engage an outside consultant to develop County community engagement strategies. The project will kick-off in January 2023, in parallel to the community survey. The consultant's report and recommendations are expected to be presented to the Board by March 2024.

### Key Milestone Update

- Identify interim community engagement funding for high priority projects: COMPLETED -- In February 2022, the Board of Supervisors allocated \$300,000 for project-specific community engagement activities.
- In September 2022, Board of Supervisors approved a \$450,000 consultant agreement to work with the county's Office of Equity in developing a community engagement plan: COMPLETED – Consultant work is in progress, with report and recommendations anticipated by March 2024.
- Conduct Community Satisfaction Survey (OE2.1): IN PROGRESS – The survey timeline was delayed and is now anticipated to be administered in February 2023.
- Develop and Launch Community Engagement and Outreach Strategy: NOT YET STARTED – This work will begin following the analysis of the community survey results in 2023.

### Coordination and Partnership Update

The County anticipates building on partnerships with local jurisdictions and community-based partners in the development of the engagement strategy.

### Community, Equity, and Climate Update

The County Administrator's Office is working in Partnership with the Office of Equity to develop the countywide community engagement and outreach strategy.

### Funding Narrative

The County has \$300,000 allocated for this objective, which may be used for project-specific engagement activities or for broader engagement strategy development.

**Objective 3.2.3**

**OE2-3** - Ensure the 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.

**Summary of Objective Implementation Status**

Work is underway to implement Service Area Budgeting, which will more clearly tie the County budget and budget process to major initiatives and services. The FY 2022-23 Adopted budget included an enhanced focus on service areas to tie the information and explanations of changes to the services being provided rather than more abstract budgeting categories. As part of the FY 2023-24 budget process, staff are working with all departments to better refine service areas and tie budgeting to the services being provided. In review of the implementation plan it was determined that development of performance metrics would better wait until after implementation of service areas and to better coincide with OE1-3, the establishment of Customer Service Metrics.

**Key Milestone Update**

<ul style="list-style-type: none"> <li>Launch Service Area Budgeting transition with pilot departments to better understand challenges and opportunities</li> </ul>	October, 2021 - Complete
<ul style="list-style-type: none"> <li>Include service area budgets for initial wave of departments in FY 22-23 Budget Book</li> </ul>	June, 2022 - Complete
<ul style="list-style-type: none"> <li>Begin work with volunteer departments to develop practices for compiling, monitoring, and reporting metrics.</li> </ul>	August 2022 - Rescheduled; anticipated late 2023
<ul style="list-style-type: none"> <li>Survey Departments on metrics that are currently tracked, how they are reported, and how they are used.</li> </ul>	December 2022 - Rescheduled; anticipated late 2023/early 2024
<ul style="list-style-type: none"> <li>Expand Service Area Budgets to all departments and revamp budget narratives around service areas in FY 2023-24 Budget book.</li> </ul>	June, 2023 - On target
<ul style="list-style-type: none"> <li>Develop metrics in conjunction with “early adopter” departments</li> </ul>	June 2023 - Rescheduled; anticipated mid 2024
<ul style="list-style-type: none"> <li>Develop metrics in conjunction with remaining departments</li> </ul>	June 2024 - Rescheduled; anticipated for FY 2025-26 budget
<ul style="list-style-type: none"> <li>Assorted continuous improvement items</li> </ul>	Ongoing - on target

**Coordination and Partnership Update**

N/A

**Community, Equity, and Climate Update**

Creating a more transparent budget benefits all users. The budget is primarily accessed online, so there are not significant geographic barriers to its use. As part of the continuous improvement model, staff will consider additional options to further make the budget accessible, including exploring whether the document should be translated, however as a very long document with relatively low readership, there may be other lower-hanging fruit.

**Funding Narrative**

No additional funding is needed at the current stage of development. As we expand into performance metrics, some resources may be needed.

### Objective 3.2.4

**OE2-4** - Develop a new website that is more customer friendly, community focused, and supports County and community needs by 2022.

#### Summary of Objective Implementation Status

Implementation of the new County website and subsequent microsities utilizing Ingeniux CMS was completed Q1 2022. The new CMS went live in March 2022, followed by intense stabilization period and increased opportunities for end user training. Pending tasks include internal satisfaction survey and website traffic analytics post stabilization and full CMS user training.

#### Key Milestone Update

Milestone	Timeline	Status
· Board Approval	19-Nov-19	Complete
· Project Kickoff	5-Dec-19	Complete
· Website Design	Jan-21	Complete
· Website Build	May-21	Complete
· Migration	Oct-21	Complete
· Training	Oct-21	Complete
· Quality Assurance / Testing	October – December 2021	Complete
· Go Live	Q1 2022	Complete

#### Coordination and Partnership Update

The new website is easier to navigate and has increased accessibility. Feedback received by multiple departments regarding improved navigation. Google translate is currently being utilized to allow content to be translated in multiple languages.

#### Community, Equity, and Climate Update

The public was officially informed of the new website after initial stabilization post go live in April 2022. Starting in April we conducted weekly training sessions with CMS users to highlight features of the website and train on design and content updates.

Google translate is functioning on all the new County sites to ensure access for non-English speakers.

#### Funding Narrative

Project was fully funded, ongoing funding for the product support and maintenance will continue via existing cost allocation and recovery methods used to support County website technologies and staff.

#### Metrics

Pending internal survey and website traffic analytics.

### Objective 3.2.5

**OE2-5** - Develop strategies that improve information and knowledge sharing within and between County departments.

#### Summary of Objective Implementation Status

By improving information and knowledge sharing within and between County departments, the County will increase its capacity for information dissemination, allow for greater transparency of cross-County department and agency activity, and promote organizational learning. The County Administrator's Office is currently piloting a variety of knowledge sharing activities, with the goal of developing strategies that can be shared countywide. These activities include proactive coordination and information-sharing across CAO divisions, every-other-week brown bag lunches to share lessons learned on past or current projects, particularly working more effectively and efficiently to support Board deliberations, supplementing professional development for employee growth by discussing specific topics of professional interest, establishing criteria for peer review and information sharing to improve team effectiveness when an individual is out of the office for vacation or other extended period.

The countywide employee engagement survey is scheduled for 2024 (Organizational Excellence objective 3.2). This survey will include questions about the current levels of internal information and knowledge sharing within and between County departments to determine where there are gaps in sharing and opportunities for improvement. Once this baseline is established, staff will conduct research on best practices and prepare recommendations for strategies to achieve this objective.

#### Key Milestone Update

- The employee engagement survey was originally anticipated to take place in 2022. However, given funding availability and prioritization, the survey will be delayed until 2024. As a result, the following milestones have been adjusted to take place after the survey is conducted.
- Incorporate questions related to information/knowledge sharing in employee engagement survey (OE 3-2): June 2024
- Baseline assessment: 1) data from Employee Engagement Survey, 2) Department Head feedback: September 2024
- Project scoping: compile list of potential strategies: March 2025
- Stakeholder engagement: request feedback on list of strategies: April 2025
- Proposal and funding plan development: December 2025
- Implement new strategies and evaluate results: December 2026

#### Coordination and Partnership Update

This is an internally focused objective with strategies aiming to increase internal information and knowledge sharing. However, during the scoping project staff will consider whether there are opportunities to partner with cities and community partners to share resources related to information and knowledge exchanges.

#### Community, Equity, and Climate Update

As previously stated, staff will look for opportunities to engage the broader community as part of the implementation of this objective. The primary engagement will be with County staff. The strategies for this objective will be designed to maximize employee participation equitably and at all levels of the organization.

#### Funding Narrative

The baseline assessment, project scoping, and stakeholder engagement work will be incorporated within normal budget activities.

Once the knowledge and information sharing strategies have been selected for implementation, additional funding may be needed. The amount will depend on the selected strategies.

**Goal 3.3**

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 3.3.1**

**OE3-1** - Implement programs and identify opportunities to support employee work-life balance and a positive work environment, including a Telework Policy.

#### **Summary of Objective Implementation Status**

The County continues to work to implement programs and identify opportunities to support employee work-life balance and a positive work culture. In May, 2022, the Board of Supervisors approved a Telework Policy.

Human Resources researched telework policies and best practices including reviewing other telework policies adopted by some California counties. Input was received from the County Administrator and Department Heads. HR met and conferred with the County's employee labor organizations and amended the policy based on labor representatives' input.

The Policy is a direct objective that will provide work schedule options to support a positive work environment and work-life balance for many County positions.

HR also plans to conduct an employee engagement survey in 2024 which will solicit additional information from employees that will be used to identify other opportunities to continue to support this objective.

#### **Key Milestone Update**

- Complete Implementation of Countywide Telework Policy – Completed May 5, 2022
- Identify and communicate currently available training curriculum - Workforce Development is currently developing a curriculum and marketing strategy which is targeted for release in June, 2023
- Incorporate questions related to work-life balance and work environment in employee engagement survey (OE 3-2) – Survey postponed to April, 2024 – as a result, all other activities below have been pushed out.
- Begin Evaluating Survey results – July, 2024
- Outreach to outside agencies/jurisdictions – September, 2024
- Establish Working Group to begin reviewing data – December, 2024
- Evaluate data and identify potential options for consideration – June, 2025
- Communicate/Advertise County programs and commitment to work/life balance and positive work culture in recruitment /marketing materials and internally. – September, 2025

#### **Coordination and Partnership Update**

Intersection with Organizational Excellence Objective 3.2 – (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.) This survey will include questions about work life balance and solicit employee suggestions. – Employee survey date moved to June, 2024.

#### **Community, Equity, and Climate Update**

Telework helps to support the County's strategic objective of reducing greenhouse gases.

#### **Funding Narrative**

Funding addressed in Organizational Excellence Objective 3.2.

**Objective 3.3.2**

**OE3-2** - 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.

### Summary of Objective Implementation Status

The employee survey has been postponed 2 years.

### Key Milestone Update

Milestone	Original Date	Updated Date	Status
Survey partner agencies and identify any that have conducted an employee engagement survey	September, 2021		Completed
Identify potential vendors	October, 2021		Completed
Explore coordinating services and vendors with Implementation Leads for OE-2.1, Community Survey	November, 2021	November, 2023	Delayed
Compete for Funding (\$5million)	February, 2022	February, 2024	Delayed
Conduct RFP if needed and Select Vendor	March, 2022	March, 2024	Delayed
Identify and engage stakeholders and labor representatives	March, 2022	March, 2024	Delayed
Develop communications plan	April, 2022	April, 2024	Delayed
Conduct Survey	June, 2022	June, 2024	Delayed
Establish a cross County working group to begin evaluating data	December, 2022	December, 2024	Delayed
Request funding for program implementation as needed	January, 2023	January, 2025	Delayed
Evaluate options, engage appropriate stakeholders	June, 2023	June, 2025	Delayed
Plan, develop and implement new programs/policies as needed	December, 2023	December, 2025	
Conduct subsequent surveys no sooner than every 2 years to assess progress and to inform continued need for program/policy development	ongoing	ongoing	Delayed

### Coordination and Partnership Update

Intersection with OE- 2.1 – Conduct a community satisfaction survey to identify baseline expectations.

Intersection with OE Goal 3, Objective 1 – Implement programs and identify opportunities to support employee work-life balance and a positive work environment, including a Telework Policy.

This internally focused objective will not involve coordination with city/county partners.

**Community, Equity, and Climate Update**

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.

**Funding Narrative**

Funding was not approved in the Year 1 Strategic Plan Funding Request. A request has been made for Year 2 Strategic Plan Funding. If the funding is approved, the schedule will be revised as indicated above.

**Objective 3.3.3**

**OE3-3** - Support employee professional growth and retention by investing in high-quality training, development, and leadership programs.

## Summary of Objective Implementation Status

The Workforce Development Unit of the Human Resources Department is responsible for implementing this major strategy of Organizational Excellence by helping to ensure that the County of Sonoma is an employer of choice with a diverse workforce that reflects our community; sustains a positive work culture that builds engaged and dedicated employees; equips employees to be successful in the performance of their duties and consideration for promotions; and provides exceptional services to its various customers.

Workforce Development is specifically tasked with developing the overall training program for the County's almost 4,000 employees, including curricula and content, communication and marketing, management of training vendors, expanding expertise in Virtual Learning Environments (VLEs), and evaluation of the County's training program with an equity lens. To meet this task, Workforce Development has developed a comprehensive program proposal and is in the process of getting stakeholder input and feedback on the entire program including competencies on which it is based.

The proposed plan includes an entry/middle management "Emerging Leader" program. The objective of this program is to develop supervisory and managerial skills that can be applied immediately to increase effectiveness and engagement. Leadership principles and practices addressing diversity, equity, and inclusion will be incorporated throughout the curriculum through examples, cases, and activities.

All program/course competencies are categorized under these associated Five Values of the County of Sonoma:

1. **EQUITY:** race or ethnicity does not determine outcomes in critical markers of health, well-being, and wealth; process in which the voices and contributions of people of color, low income, and other underrepresented and underserved communities are explicitly valued to identify solutions to achieve that outcome.
2. **EXCELLENCE:** commitment to superior public service by ensuring all processes and operations are necessary, clearly defined, and efficiently designed.
3. **ACCOUNTABILITY:** ownership of actions, being fiscally responsible, and results driven, so that success is aligned with community outcomes.
4. **COLLABORATION:** City partners, community stakeholders, employees, and the public working together to support common values and achieve shared goals.
5. **INNOVATION:** creating an environment for County staff to move projects forward, support new ideas and increased efficiency, and develop solutions that have the greatest public benefit.

The program proposal outlines the recommended programs, competencies, and curricula to effectively fulfil Workforce Development and Strategic Plan objectives. The program recommendations capture the state-of-the-art in talent management education, model practice in public service, and research findings in group work and personal well-being. They also incorporate the expertise, experience, and contributions from a variety of sources to prepare for and meet the challenges that the County of Sonoma faces in the present and near future. Workforce Development will continue to evolve in approaches, material, and scope as the need and circumstances require and allow. The program proposal builds upon previous Workforce Development achievements, as well as directs its resources to additional innovative and timely training methods and content.

Implementation of the proposal will depend upon the use of contracted trainers and presenters that align with the key elements of the Workforce Development objectives. Of special interest will be those consultants who can partner in forming the new comprehensive and customized Supervisory and Manager curriculum for the Emerging Leader Program. Based on the instant employee workforce demographic, there are higher concentrations of diversity at the non-executive level. Additional resources will be specified to improve diversity at all levels of the organization, which will position the County to better serve all segments of our community.

The County's reliance on OD consultants, vendors, and SMEs rests on the stated assurances and documented evidence that their presentation media, training materials, and course contents reflect the best practices in adult education, meet County Workforce Development objectives, and directly relevant to public service, government employees, and organizational leadership.

## Key Milestone Update

- Compete for Funding (\$5million) January/February, 2022 - complete
- 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 and on-going courses for each employment level - January , 2023
- Develop an entry/middle management employee development “academy” - February , 2023
- Review programs annually for effectiveness and update as needed - December , 2023 and on-going

### **Coordination and Partnership Update**

Intersection with Racial Equity and Social Justice (RESJ) Goal 1 – 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. • Coordinate with implementation lead on competencies and identify training for academies as appropriate. Intersection with RESJ Goal 2 - 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. Partnerships with cities - Re-establish the opportunity for cities to access County training programs on a fee basis. .

### **Community, Equity, and Climate Update**

HR will consult with the Office of Equity to ensure we apply an equity lens through the process beginning with the review of competencies. As included above, we will collaborate with cities to re-establish opportunities for cities to access County training programs on a fee basis. On-line training reduces employee travel and Greenhouse Gas Emissions in support of the County’s climate objectives

### **Funding Narrative**

HR received \$50,000 one-time in 21/22, and \$25,000 on-going starting in 22/23. An additional \$25,000 request for ongoing funding for Mid-Manager Training Academy beginning in FY 23/24 has been requested as part of the Year 2 Strategic Plan Funding Request process.

### **Goal 3.4**

Seek out grant funding to enhance programs and improve infrastructure

**Objective 3.4.1**

**OE4-1** - Secure a total of \$60 million in grant funding by 2026 for strategic priorities, including technology tools, climate resiliency, and other capital projects.



### Summary of Objective Implementation Status

Meaningful progress has been made in obtaining grant funding for Strategic Plan objectives. During 2022, the County was awarded \$28.55 million in grant funding for eight projects that align with the Climate Action and Resiliency (CAR), Healthy Safe Communities (HSC), and Resilient Infrastructure (RI) Strategic Plan Pillars. This represents a 48% accomplishment towards the \$60 million goal established for this Objective.

Project	Source	Amount	Award / Receive Date	Department	SP Obj.
Local Agency Technical Assistance Grant	State	499,500	November-2022	Economic Development	RI 4-1
Enhance Broadband Availability and Adoption	Federal	3,000,000	December-2021	Economic Development	RI 4-1
Access Coordinated Care and Empowering Self-Sufficiency	Federal	1,600,000	September-2022	Health Services	HSC 1-2
Project Homekey Round 2 - Multi-family Housing	State	6,300,000	July-2022	Community Development	HSC 3-2
Hazard Mitigation Grants Phase 1 (HMGP)	Federal	1,300,000	May-2021	Permit Sonoma	CAR 1-2
Wildfire Resilient Grants (BRIC)	Federal	5,700,000	December-2022	Permit Sonoma	CAR 1-2
Electric Vehicle Charging Stations	Local	150,000	March - 2022	Public Infrastructure	CAR 4-3
Climate Resilient Land Strategy	Federal	10,000,000	September-2022	County Administrator	CAR 5-2
	Total	28,549,500			

While there has been substantial progress from a dollar-award perspective, there have been some delays in implementing the major activities originally defined in the Objective Implementation Plan. Information to specifically address these delays is reflected below in the key milestone section. To address these delays and to broadly increase attention towards grant-seeking efforts, the County Administrator's office (CAO) has dedicated staff to implement a new County Grant Program (Program). The Program was developed to proactively pursue grant opportunities to enable the County to achieve Strategic Plan objectives, as well as other major priorities benefiting county residents. CAO staff began working in November 2022 to implement a collaborative coordinating structure with key departments to share knowledge, build grant capacity, and create systems to support Program goals. The Program will also deploy data collection methods designed to maximize grant-seeking opportunities, tracking, and performance. The Board of Supervisors will receive regular reporting on progress towards obtaining grant funding.

### Key Milestone Update

The following table reflects the status and timeline of major milestones identified in the Objective Implementation Plan. The delays experienced are not expected to have a negative impact on overall Objective outcomes. Progress on ongoing activities will be reflected in future reporting.

Milestone	Due Date	Status
Develop list of Strategic Plan funding needs	Feb/Mar 2022	In progress
Develop list of shovel ready projects	Ongoing thru 2026	In progress
Identify funding priorities within Legislative Platform	Summer 2022	In progress
Maintain list of funding partnerships	Ongoing thru 2026	Upcoming

Develop funding plans	Ongoing thru 2026	Upcoming
Implement funding plans	Ongoing thru 2026	Upcoming
Track and report funding plan progress	Ongoing thru 2026	Upcoming

**Coordination and Partnership Update**

The Objective Implementation Plan outlined specific intersections with Climate Action and Resiliency 1-3, and Resilient Infrastructure 4-1 and 4-2, the status of which is reflected in the grant summary table attached. The other coordination efforts discussed in the Implementation Plan will be incorporated as a part of the new County Grant Program.

**Community, Equity, and Climate Update**

By aligning funding with the Strategic Plan, the values and principles of the plan will be upheld. Equity is a core component of the strategic plan, and as such will be included and considered in all funding decisions.

A specific example of efforts as it relates to grants is the work being undertaken by Permit Sonoma’s effort to establish an Equity Working Committee (Committee). The Committee was established in December 2022 and is comprised of 20 community members selected to provide diverse perspective, representing communities of color, socio-economic diversity, people with disabilities, and geographic representation. Through a lens of lived experiences, the Committee will help shape policy and grant-seeking efforts relating to environmental justice and risk reduction planning for wildfire and other hazards affecting Sonoma County.

**Funding Narrative**

There is sufficient funding within the CAO’s operational budget to support this Objective.