



SONOMA COUNTY STRATEGIC PLAN

2023 Highlights



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.

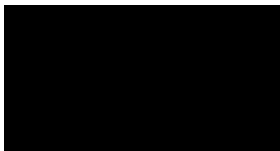
This report highlights some of the accomplishments to date from the Strategic Plan.

Message from the Board

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

The Strategic Plan serves as a compass that guides the work of the Board of Supervisors and more than 4,000 county employees dedicated to serving the public. It creates a pathway to make our county healthy and safe for every resident. It places a priority on addressing racial inequities that diminish our collective well-being and prosperity. It outlines steps to confront climate change. It commits county government to being innovative, effective, engaged and transparent. And it lays out a plan to enhance services to the community by investing in our roads, public buildings and other infrastructure.

While we still have work ahead of us, we are proud to share with you today some of the achievements we've made over the last year. For a complete overview of the County's progress on the Strategic Plan, please see the dashboard on SoCoStrategicPlan.org. We also encourage you to let us know how we're doing by emailing us at BOS@Sonoma-County.org.



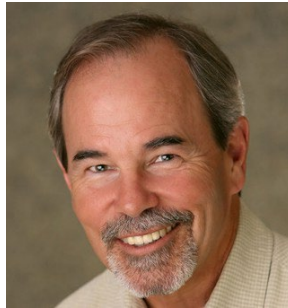
DAVID RABBITT
Board Chair



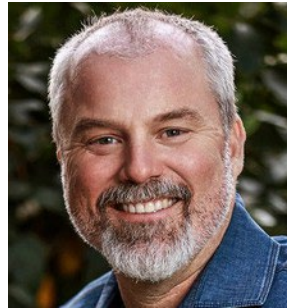
SUSAN GORIN
Supervisor | District 1



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.

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



ORGANIZATIONAL EXCELLENCE

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

- The County conducted a community satisfaction survey in 2023 to better understand the public's concerns and how it interacts with departments. The results will be used to develop new customer service and community engagement strategies.
- The County expanded and improved a program that trains employees to support disaster response in shelters, local assistance centers and the Emergency Operations Center.
- The County secured \$44.1 million in grant funding for strategic priorities, up from \$28.7 million in 2022, including initiatives to deliver mental health services, reduce homelessness and protect the environment.
- More than 900 employees attended virtual classes offered by the County in 2023 to support their mental health and well-being, a new initiative to support work-life balance and a positive work environment.



RACIAL EQUITY AND SOCIAL JUSTICE

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

- The County began displaying race/ethnicity and gender demographics for various levels of management on its Employee Demographic Dashboard, making efforts to advance racial equity more transparent and easier to track.
- The number of County employees who are Black, Indigenous, or people of color (BIPOC) has increased from 28% to 32% of the County's workforce over the past three years; the number of County employees who are Hispanic has increased from 20% to 23%.
- The Board of Supervisors updated the Civil Service Ordinance, removing gender-specific language and adding protected classifications to the anti-discrimination section.
- Last year, 73% of County department and agency leaders completed a new racial equity training program. The results are being used to create a racial equity training program for all County employees.
- The County began requiring a racial equity analysis in 2023 on items coming before the Board of Supervisors that involve significant policy or resource allocation decisions.



HEALTHY AND SAFE COMMUNITIES

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

- In January 2023, the Board of Supervisors adopted a five-year strategic plan to address homelessness. The regional plan, created by the Continuum of Care, outlines three broad goals: invest in more housing and prevention; strengthen supportive services; and operate as one coordinated system.
- The number of County contracts using results-based accountability to measure performance increased from six contracts to 53 contracts.
- The Department of Health Services developed a plan to expand the use of Mobile Crisis Teams, which utilize behavioral health specialists instead of law enforcement officers to respond to people experiencing a mental health crisis.





CLIMATE ACTION AND RESILIENCY

Make Sonoma County carbon neutral by 2030.

- The County's Clean Commute program and Telework Policy avoided at least 602 metric tons of CO₂ emissions by County employees in 2023, the first full year of tracking.
- The County completed a carbon inventory study in 2023. In the coming year, the County will work with partners and stakeholders to understand the feasibility and costs of potential actions that remove carbon from the atmosphere by storing it in plants and soils on natural and working lands.
- Ag + Open Space acquired five conservation easements for 1,127 acres of land in 2023 and purchased the 378-acre Chanslor Ranch property for use as a future park on the coast, providing opportunities for carbon sequestration and other community benefits.
- The Board of Supervisors approved \$3.5 million in upgrades to make the Santa Rosa Veterans Memorial Building more energy efficient and resilient to power outages and climate change.
- More than 1,300 people attended in-person or virtual workshops staged by the County in 2023 to teach people how to make their homes more energy efficient and resilient.



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 2023, the County identified a location for a satellite office in Sonoma.
- The County paved more than 98 miles of roads in 2023, an increase over 48 miles paved in 2022.
- The County strengthened its ability to operate during a disaster by rolling out cloud-based software tools that allow employees to work remotely.
- The County contracted out for tree removal on Lakeville Highway and along 7th Street East in the city of Sonoma, as well as vegetation management on over 100 miles of Class II bicycle lanes.
- The County completed more than 40 miles of roadside fire fuel reduction in geographically isolated areas, an increase over 25 miles cleared in 2022.