Sonoma County Strategic Priorities

April 4, 2017
Agenda

Background of Priority Development

Strategic Priorities:
- Securing our Safety Net
- Housing for All
- Rebuilding our Infrastructure
- Healthy Watersheds

Ongoing Work
- Refinement of resources and timeline
- Resource and project tracking

Next Steps
# Background

## Forming priority recommendations

- **November 2016**: Department and Agency Head Association work session
- **December 2016**: CAO work session
- **December 2016**: Department and Agency Head Association work session

## Identifying priorities

- **January 2017**: Board of Supervisors off-site work session

## Communicating priorities

- **February 2017**: Department and Agency Head Association work session
- **March 2017**: Department and Agency Head Association work session
- **March 2017**: Staff work session
Strategic Priorities

Securing our Safety Net
Supporting our highest need residents to achieve self-sufficiency, recovery and well-being must be done to end inter-generational poverty and decrease the need for county services.

Housing for All
Balancing our housing market is essential to providing people of all income levels with housing choices and stabilizing the housing market so that individuals, families, and our economy can thrive.

Rebuilding our Infrastructure
Rebuilding our infrastructure, investing in the long-term maintenance of our assets, and supporting communities are critical to creating a resilient, sustainable Sonoma.

Healthy Watersheds
Advancing resource conservation efforts through greater coordination and leveraging resources is central to the well-being of residents, the economy, and our efforts to address climate change.
Securing our Safety Net

Housing for All

Rebuilding our Infrastructure

Healthy Watersheds

Each priority influences and impacts the others
Securing our Safety Net
Securing our Safety Net

**Lead Departments:** Health Services, Human Services, Probation, Child Support Services, Community Development Commission, Public Defender, District Attorney, Sheriff’s Office

**Community Partners:**
- Cities and Towns of Sonoma County
- Hospitals, Health clinics
- Mental health service providers
- Substance-abuse treatment providers
- Social service providers
- Sonoma County residents and businesses
- Health Action and Upstream Investments
- UC Berkeley California Policy Lab and the Harvard Government Performance Lab
- Clients of safety net services
Securing our Safety Net: Vision

To strengthen the safety net system to support our highest need residents to achieve self-sufficiency, recovery and well-being. We are helping clients access and move out of the Safety Net toward self-sufficiency through coordination of three related initiatives: Project 301, Strengthening Behavioral Health services, and Targeting services at the neighborhood level.
Securing our Safety Net: Current Efforts

Behavioral Health Services
Developing the Behavioral Health Campus
Expanding Crisis Stabilization Services
Collaborating on Proposition 47 Grant
Implementing Foster Care Continuum of Care Reform

Neighborhood Services
Opening South County Human Services Department and Behavioral Health Center
Implementing Department of Child Support Services caseload Geographic Information Systems mapping project
Collaborating to develop Transitional Housing Grant
Securing our Safety Net: Selected Projects

- Project 301
- Behavioral Health Services
- Neighborhood Services
Securing our Safety Net: Goals

Improve health, well-being and self-sufficiency outcomes of clients/families

Increase number of people accessing services

Improve referrals, access and sustained engagement of clients for County-provided services

Increase coordination of county services and reduction in duplicate services

Decrease County expenditures per client/family
Securing our Safety Net: Anticipated Outcomes

Client outcomes:
- Secure jobs
- Increased assets and income
- Reduced long-term use of public benefits
- Increased housing stability
- Reduced recidivism

Government outcomes:
- Integrated Services and Client Tracking
- Increased critical needs response and access to services
- Collaborative information sharing
- Expanded service capacity
- Reduced costs and duplicative administration
- Strengthened evaluation of outcomes
# Securing our Safety Net: Timeline and Resources

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Securing our Safety Net

Comments & Questions
Housing for All
Housing for All

**Lead Departments:** Community Development Commission, Permit and Resource Management, General Services, Health Services, Economic Development Board

**Community Partners:**
- Cities and towns throughout the County
- Developers in both the non-profit and for-profit sectors
- Property owners
- Financial institutions
- Non-profit organizations that provide safety net services
- Real estate industry
- Schools and hospitals
- Neighborhood groups
Housing for All: Vision

We envision a Sonoma County where people at all income levels have choices and the housing market is in balance: Where rents and home prices rise at the same pace as wages, and the vacancy rate for rentals is steady at 5%; where the County and its partner jurisdictions facilitate new home construction by the private sector; where we concentrate new development in our urban centers in a manner that creates vibrant mixed-income communities.
Success Stories
Housing for All: Current Efforts

Community Development Commission
Managing redevelopment of Roseland Village

Initiating a redesign of homeless services funding to emphasize “housing first”

Permit Sonoma
Implementing ordinance for accessory dwelling units and junior units

General Services
Developing plans to create housing on select County-owned parcels
Housing for All: Select Projects

Maximize opportunities for housing on owned properties
   Starting with College Avenue, Chanate, Administration Center

Update land use, entitlement regulations and fee structures

Update housing finance programs

Aggressively pursue new capital sources

Create a five-year strategic housing plan to address gaps and target resources
Housing for All: Goals

Create 3,375 new homes countywide for people of all incomes by 2022

Speed the pace of development by reducing the timeline for entitlements and improving flexibility of local funding sources

Reduce incidence of housing instability and homelessness

Raise the credibility of County government as a vital partner in housing creation
Housing for All: Possible Outcomes

The creation of an average of 675 new units per year over the next five years

Vacancy rates for rentals to increase to 3% by 2022 and rental price inflation to slow

The number of homeless individuals and families to drop below 1000 county-wide

The length of time any person or family is not in permanent housing drops
## Housing for All: Timeline and Resources

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**ALL**

| Permit and Resource Management Department | Sonoma County Water Agency | General Services | Community Development Commission | Sonoma County Administrator's Office |
Housing for All

Comments & Questions
Rebuilding our Infrastructure
Rebuilding our Infrastructure

**Lead Departments:** Transportation and Public Works, General Services, County Counsel, and Auditor Controller

**Community Partners:**
- Local Agency Formation Commission
- Cities and Towns of Sonoma County
- Local and Regional Transportation and Transit Agencies
- County residents and businesses
- Climate protection advocacy groups
- Housing advocates
- Resident and business groups in areas such as: Larkfield, the Springs, Guerneville, and others
- Bicycle and pedestrian groups
We are improving County infrastructure for a resilient, sustainable future that serves the needs of our clients and the public. Rebuilding facilities and investing in ongoing maintenance of infrastructure reduces deferred and corrective maintenance liabilities – saving taxpayer dollars – improves the public’s safety, and enhances the use of and access to services.
Rebuilding our Infrastructure: Goals

Securing increased transportation funding to improve and maintain the County’s roads infrastructure

Completing a revitalization of County Government Center campus, maximizing opportunities to build housing, achieve net zero energy use, while meeting existing and future service needs without detracting from service delivery

Creating a Resilient Community Toolbox
Success Stories
Rebuilding our Infrastructure: Current Efforts

Transportation Infrastructure Funding
  Assessment of Pavement Condition and Un-Met Needs

  Evaluation of Pavement Program post storm damage

  Legislative Efforts
Rebuilding our Infrastructure: Selected Projects

**Roads and transportation funding**
- Funding for Maintenance, Preservation and Construction
- Continue Paving Program and Assessment of Pavement Condition
- Continue Prepare an Updated Bridge Report and Un-Met Needs Assessment
- Prepare a County Roads Information Resource Guide
- Continue Legislative Lobbying Efforts
Rebuilding our Infrastructure: Possible Outcomes

**Transportation Funding**
- Increase number of maintenance staff per miles to increase responsiveness to community needs
- Improve trend for pavement condition index, thereby reducing roads deferred maintenance backlog
- Meet bridge investment and replacement benchmarks
- Improve trend towards the percentage replacements completed and/or dollars invested
Rebuilding our Infrastructure: Current Efforts

Rebuilding and revitalizing County Facilities Infrastructure:
  Conceptual design and financing alternatives

  Capital Improvement Plan and budgets for FY 2016-17

  Chanate property sale
Rebuilding our Infrastructure: Selected Projects

Redeveloping county facilities for the future
  Identify land available for housing, retail and office development
  Achieve Net Zero sustainability for County owned property
  Establish a policy and fund facilities maintenance
Rebuilding our Infrastructure: Possible Outcomes

**Rebuilding Facilities for the Future**
- Investment in facilities preventative maintenance at International Facilities

  Management Association standard e.g. $2.82sqft. (currently $1.69) in order to halt the growth of deferred maintenance

  Replace 500,000 sq feet of County Government Center buildings to meet existing and future service delivery needs

  Build 200 units of housing, mixed use office and retail on County Government Center campus

**Community Toolbox**
- Sonoma County unincorporated Communities have received Toolkit and have been trained through a community workshop
# Rebuilding our Infrastructure: Timelines and Resources

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Rebuilding our Infrastructure

Comments & Questions
Healthy Watersheds

Lead Departments: Regional Parks, Agriculture Preservation and Open Space District, Water Agency, Agricultural Commissioner, UC Cooperative Extension, Fire and Emergency Services, Permit Sonoma, County Counsel

Community Partners:
- Sonoma and Goldridge Resource Conservation Districts
- LandPaths, Russian Riverkeeper, Sonoma Ecology Center
- Regional Parks Foundation
- Stewards of the Coast and Redwoods
- Laguna Foundation
- County residents and businesses
- Environmental advocates
- Agriculture organizations
- Conservation organizations
Healthy Watersheds: Vision

We are advancing resource conservation efforts throughout the County by establishing a framework for coordination of existing initiatives and leveraging resources to produce new efforts. Our efforts are aimed at removing water ways from the list of impaired streams, sustainable park funding to allow protection of natural land and connect people to their watersheds, sustainable management of groundwater, and educating the public on the importance of stewardship to the future of our community.
Success Stories
Healthy Watersheds: Current Efforts

Perform inspections of all permitted Cannabis farms in the unincorporated area for compliance with Best Management Practices designed to protect natural resources.

Agricultural Preservation and Open Space District will coordinate work on the Regional Conservation Partnership Program as part of the overall Sonoma County Venture Conservation Initiative.
Healthy Watersheds: Current Efforts

UC Cooperative Extension will coordinate work on water storage and delivery, with county partners, community based organizations, agencies and policy makers to develop markets that invest in conservation and restoration of natural resources (partnering with Water Agency, Ag Commissioner, Agricultural Preservation and Open Space District, Regional Parks & Fire Services)

Implementation of riparian corridor and wetland protections/setbacks preserve the continuity of watersheds, provide migration corridors and habitat connectivity, protect water quality and aquatic habitats and maintain critical groundwater recharge areas.
Healthy Watersheds: Selected Projects

Reorganize departments and agencies into a "Natural Resources" Group

Establish centralized web page for Natural Resources Agencies and Departments

Advance Russian River Sustainability Initiative – River Confluence event
Healthy Watersheds: Selected Projects

Implement Groundwater Management Agencies and Management Plans and ongoing monitoring program provides critical data for sustainable groundwater management and informed decisions on land use proposals.

Implement the Sonoma County Integrated Parks Plan to connect communities with parks and interpret natural resources throughout the county.

Transfer of Agricultural Preservation and Open Space District fee lands to Regional Parks for long-term management and opening to public access.
Healthy Watersheds: Goals

Coordinate the collective efforts of our government agencies, non-profit organizations and other partners to improve conditions of our watershed for humans and the environment.

Collaborate to secure funding that addresses priority threats related to habitat, water supply, water quality, flood control and climate change.

Communicate the natural resource goals, activities and accomplishments of the county to the public through a seamless portal.
Healthy Watersheds: Possible Outcomes

- Adopt Sustainable Groundwater Management Agency Joint Powers Agreement
- Launch a website to aggregate information on Natural Resources in one place
- Implement Sonoma County Venture Conservation
- Secure funding through parks for management of natural resources and public access
- Progress toward delisting impaired watersheds and threatened and endangered species
- Progress toward achieving sustainable groundwater basins by 2041
- Increased funding for Natural Resource management
Healthy Watersheds

Comments & Questions
Ongoing Work: Resources and tracking accomplishments

Finalize resource and timeline assessments
  Priority project recommendation to the Board

Refine outcome measures

Incorporate recommendations in budget

Project tracking and reporting
  CAO owns project monitoring and reporting
  Departments responsible for project implementation
  Incorporate updates with larger resource and policy decisions
Next Steps

Confirm 4 priorities

Department and Agency Head Association and CAO to finalize:
  Resource and timeline recommendations

Project tracking and reporting

Outcome dashboard
Thank You

Comments & Questions