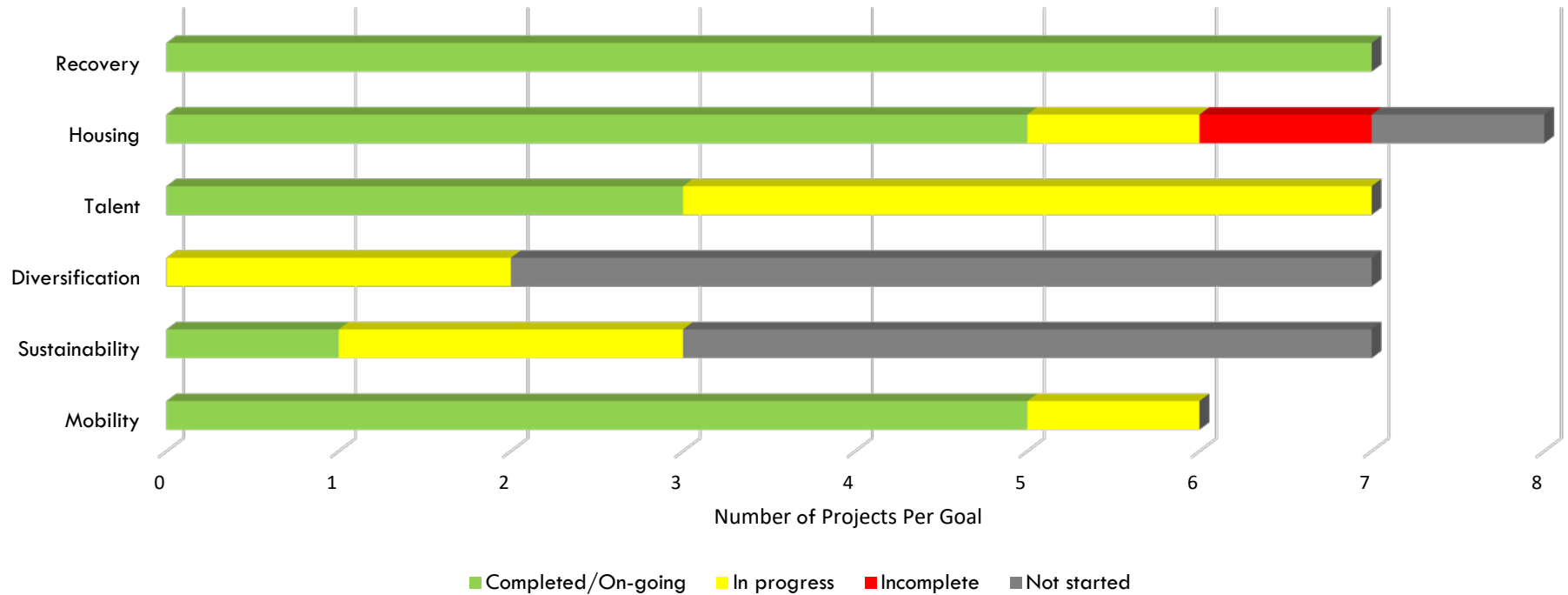


Strategic Sonoma Scorecard

February 2019

Progress to Date



\$21 Million in Small Business *recovery loan funds* disbursed

About 6,000 *housing units* in the pipeline across the nine cities and county

Two million pounds of *debris* cleared

An average of 12,000 gallons of fuel per year saved by the County Fleet's *alternate fuels program*

Introduction

Strategic Sonoma is a five-year economic development strategic action plan for Sonoma County. *Strategic Sonoma* was commissioned by the Sonoma County Economic Development Board (EDB) in partnership with the Sonoma County Workforce Investment Board and Santa Rosa Junior College, and approved by the Sonoma County Board of Supervisors on July 10, 2018. The plan includes three parts: (1) a Competitive Assessment, providing extensive data and benchmarking analysis, (2) a Target Cluster Analysis, identifying key industries in Sonoma County, and (3) an Action Plan, outlining strategic goals and specific projects to address Sonoma County's strategic priorities and create a more resilient, vibrant economy. Utilizing a collaborative framework, the Action Plan includes a discussion on implementation, suggests partner organizations to be involved with each goal, and offers metrics to track progress and provide accountability. The full plan can be read at www.strategicsonoma.com.

As the plan moves from development into the implementation phase, Inclusive Economic Development continues to be a primary theme. Through the planning process, the planning team spoke directly to nearly 200 individuals representing more than 140 organizations from across the county. As we work our way through the five-year action plan, the *Strategic Sonoma* team will provide progress updates and opportunities for feedback and collaboration.

Since the plan's approval in July, progress has been made in all six priority areas of the action plan, with many projects ahead of schedule:

- In the priority area of **Recovery**, every single action item recommended by *Strategic Sonoma* has been accomplished.
- In **Housing**, the Santa Rosa Metro Chamber has launched the recommended Employer Housing Council and the County and Cities continue to explore short-term housing solutions and make progress on updating policies to expedite the development of new housing options.
- In **Talent**, employers and educators are building partnerships and new programs to address the county's workforce challenges.
- In **Diversification**, manufacturing and tech companies have come together to explore forming a Manufacturing and Tech Alliance to address issues of common concern to strengthen manufacturing and tech as a major cluster in the Sonoma County economy.
- In **Sustainability**, cities are working to create incentives to encourage green building practices and the county is continuing to convert government fleets to electric vehicles.
- In **Mobility**, the cities and county are collaborating with regional planning agencies to leverage regional networks and resources, as well as update their own plans to increase Last Mile solutions and affordable options.

This progress report does its best to capture a high level view of what is being accomplished with respect to the recommended projects in the *Strategic Sonoma* Action Plan. It is by no means a complete representation of all the work that all non-profits, private companies, educational institutions, and government entities are engaged in throughout Sonoma County. We recognize that it is impossible to include everyone, so this report mainly consists of self-reported progress and progress made by partners we are directly working with.

Selected Project Details

February 2019

GOAL	DEFINED PROJECT	PROJECT TEAM	STATUS	PROJECT DETAILS
Recovery	Assist local businesses with capital programs and assistance.	EDB, City of Santa Rosa, SBDC	On-going	EDB is in the second stage of 2nd \$1 million grant application for revolving loan fund.
Recovery	Align recovery efforts and organizations.	Sonoma County ORR, City of Santa Rosa, Sonoma County Community Foundation	On-going	County and Santa Rosa efforts are aligned through focus leads; have presence on TACs/recovery orgs. Community Foundation's OneSonoma project identifies common goals and efforts through systems mapping.
Recovery	Develop an online portal that provides real time tracking of recovery progress.	County of Sonoma, City of Santa Rosa	Completed	The County of Sonoma and the City of Santa have developed online portals and update regularly.
Housing	Establish a permanent Sonoma County Employer Housing Council.	Santa Rosa Metro Chamber, Employers, Financial Institutions, SSU, SRJC, Building Experts	Completed	The Employer Housing Council, which includes 15 major Sonoma County employers, will convene to advance progress toward the County's housing goals (30,000 housing units by 2025), provide a forum for employers to share information, assist jurisdictions in removing barriers to development, and assist housing projects to financially get off the ground.
Housing	Explore solutions for short-term workforce housing.	EDB, County of Sonoma, Cities, Employers	On-going	County and Cities updated ADU, RV rules. 22 tiny homes have been built.
Housing	Engage in a campaign to vote yes to the proposed housing bond.	City of Santa Rosa, Santa Rosa Metro Chamber, Green Belt Alliance	Incomplete	The \$124 million Santa Rosa housing bond, Measure N, received 62% of the vote, falling short of the required two-thirds majority.
Housing	Update public policies to expedite the development of new housing options.	County of Sonoma, Cities, CDC	On-going	County and City of Santa Rosa formed a Renewal Enterprise District to address barriers, use land assets strategically, and target new capital sources. City of Santa Rosa is implementing a Downtown High-Density Residential Incentive Program, reviewing potential city property, has two Federal Opportunity Zones, and is express permitting downtown infill.
Housing	Inventory priority sites for new housing development.	County of Sonoma, Cities, CDC	On-going	Request to the public for housing sites yielded 50+ responses, with the potential to create about 2,000 units.
Talent	Establish a Talent Alignment Council	EDB, WIB, SRJC, SSU, Empire College, Employers	Completed	8 employers and 3 educational institutions have formed a Talent Alignment Council to create career pathways programs and align curriculum with workforce needs.
Talent	Establish a construction skills training center.	EDB, SRJC, CTE Foundation, North Coast Builders Exchange, Labor, Employers	In progress	Second stage of \$10 million grant application to build a center that would train 750 construction workers per year.
Talent	Develop industry sector partnerships around Sonoma County's target clusters.	EDB, WIB, Employers, Industry Groups	In progress	EDB and the Sonoma County Hospitality Association are launching a new Hospitality Apprenticeship Program. The Talent Alignment Council might explore more industry specific partnerships.
Talent	Expand the WIB's Dislocated and Incumbent Worker Training programs.	WIB, EDB	On-going	WIB received \$3.2 million to expand program to assist dislocated workers with re-employment services and job training.
Diversification	Create a Manufacturing and Tech Alliance.	EDB, WIB, Manufacturing and Tech Employers	In progress	Partners came together on Jan. 16 to explore establishing a Manufacturing and Tech Alliance, will continue to meet.
Diversification	Facilitate a gap analysis of commercial real estate in Sonoma County.	EDB, Cities	In progress	EDB is creating a "gap analysis" of commercial real estate absorption in Sonoma County.
Sustainability	Continue efforts to convert all government fleets to electric vehicles.	County of Sonoma, Cities	On-going	29% of County fleet is electric or hybrid, saving 181K gallons of fuel and reducing CO2 emission by 1,615 metric tons since 2002.
Mobility	Support Access Sonoma Broadband's efforts to close the digital divide.	Access Sonoma Broadband, EDB, County of Sonoma, Cities	On-going	Access Sonoma Broadband is working with County to adopt "dig once" policies, applying for USDA grant to bring high-speed broadband to 500+ residents and 70+ businesses in Dry Creek.
Implementation	Form Strategic Sonoma Executive Committee	EDB	Completed	EDB board formed as the Strategic Sonoma Executive Committee.

Project Timeline & Implementation

February 2019

GOAL	DEFINED PROJECT	PROJECT TEAM	SCORECARD METRICS	START	END	STATUS
Recovery	Complete debris removal and address environmental health and safety.	Sonoma County Office of Recovery & Resiliency (ORR), City of Santa Rosa	Debris Cleared	2018	2018	Complete or On-going
Recovery	Implement capital improvement plans.	Sonoma County ORR, City of Santa Rosa	Infrastructure Investment, CIP Progress	2018	2020	In progress
Recovery	Assist local businesses with capital programs and assistance.	EDB, City of Santa Rosa, SBDC	Value of SBA Loans, Value of HUD Loans	2018	2019	In progress
Recovery	Establish a Marketing Task Force.	EDB, Sonoma County Tourism, Visitors Bureaus	Visitor Traffic, Retail Spending	2018	2018	Complete or On-going
Recovery	Align recovery efforts and organizations.	Sonoma County ORR, City of Santa Rosa, Non-Profits	-	2018	Ongoing	In progress
Recovery	Develop an online portal that provides real time tracking of recovery progress.	County of Sonoma, City of Santa Rosa	Debris Cleared, Number of Rebuilt Homes, Infrastructure Fixed	2018	2018	Complete or On-going
Recovery	Develop an active communication plan around fire recovery.	Sonoma County ORR, Cities, "Rebuild" Groups, Non-Profits	All Recovery Metrics	2018	2018	Complete or On-going
Housing	Establish a permanent Sonoma County Employer Housing Council.	Santa Rosa Metro Chamber, Employers, Financial Institutions, SSU, SRJC, Building Experts	Building Permits, Housing Units Created, Retained Working Age Residents, Population Density	2018	2018	Complete or On-going
Housing	Explore solutions for short-term workforce housing.	Employer Housing Council, EDB, CDC, County of Sonoma, Cities, Non-Profits	Short-Term Housing Units Established	2018	2018	Complete or On-going
Housing	Engage in a campaign to vote yes to the proposed housing bond.	CDC, EDB, Burbank Housing, City of Santa Rosa	Housing Bond Approval & Ongoing Allocation of Funds	2018	2018	Incomplete
Housing	Establish a "25K by 2025" communications campaign.	Employer Housing Council, EDB, County of Sonoma, CDC, Burbank Housing, Cities	Building Permits, Housing Units Created, Retained Working Age Residents, Population Density	2018	2018	In progress
Housing	Inventory priority sites for new housing development.	CDC, County of Sonoma, Cities, Employer Housing Council	Number of Sites & Acreage, Mapping	2018	2019	In progress
Talent	Establish a Talent Alignment Council.	Sonoma County WIB, EDB, SSU, SRJC, Empire College, Employers, CTE Foundation	Post-Secondary Enrollment, Post-Secondary Awards, Labor Force Participation	2018	2018	Complete or On-going
Talent	Establish a construction skills training center.	EDB, SRJC, CTE Foundation, North Coast Builders Exchange, Labor, Employers	Participation Numbers, Degrees Awarded	2018	2019	In progress
Diversification	Create Sonoma County AgTech Innovation and Manufacturing Alliance initiatives.	EDB, WIB, Employers	Businesses Engaged, Target Cluster Employment, County Average Wage, Exports, Capital Investment	2018	2018	In progress
Sustainability	Develop incentives that encourage environmentally-sustainable building practices.	Sonoma Clean Power, RCP, Cities	County Adoption, City Adoption	2018	2019	In progress
Implementation	Form Strategic Sonoma Executive Committee.	EDB	-	2018	2018	Complete or On-going
Implementation	Review annual performance, create scorecard, and refresh Strategic Sonoma as needed.	EDB	-	2018	2018	Complete or On-going

Complete or On-going	Complete or On-going
In progress	In progress
Incomplete	Incomplete
Not started	Not started

Project Timeline & Implementation

February 2019

GOAL	DEFINED PROJECT	PROJECT TEAM	SCORECARD METRICS	START	END	STATUS
Housing	Lobby the State of California to ease state regulatory burdens.	Office of Recovery & Resiliency, Rebuild North Bay, Local Chambers & Trade Groups	-	2019	Ongoing	
Housing	Establish an advisory group that can guide others through development processes.	Employer Housing Council, Office of Recovery & Resiliency, CDC, City of Santa Rosa	Participation Numbers, Average Time for Plan Approval & Construction	2019	2019	
Housing	Update public policies to expedite the development of new housing options.	County of Sonoma, Cities, CDC	Number of City & County Agencies Engaged in Process	2019	2020	
Talent	Create a Sonoma County Cooperative Education Program.	EDB, CTE Foundation, SRJC, SSU	Student Participation & Success	2019	2019	
Talent	Develop industry sector partnerships around Sonoma County's target clusters.	Sonoma County WIB, EDB, Non-Profits, Industry Groups	Partnerships Created, Career Maps Established, post-Secondary Enrollment, Post-Secondary Awards	2019	2019	
Talent	Expand the WIB's Dislocated and Incumbent Worker Training programs.	Sonoma County WIB & EDB	Workers Engaged Through Programs, Labor Force Participation	2019	2020	
Talent	Expand scholarship offerings and provide support programs for students.	CTE Foundation, Community Foundation, SRJC, SSU, SCOE, EDB, Private Employers, Non-Profits	Scholarships Awarded, Support Programs Created, Education Attainment Disparities, Student Testing, High School Graduation, Students, Qualifying for Free Lunch	2019	Ongoing	
Talent	Engage retirees as volunteer mentors, educators, and career coaches.	EDB, CTE Foundation, Non-Profits	Programs Created, Retirees Engaged, Businesses Assisted	2019	Ongoing	
Diversification	Develop an annual, county-wide Business Retention & Expansion report.	EDB, Cities, Chambers	BRE Visits, Survey Results, Trend Monitoring, County Average Wage, Capital Investment, Sales	2019	2019	
Diversification	Explore a revolving loan fund focused on specific strategic objectives.	EDB, Cities, Chambers, Non-Profits	Loan Amounts, Businesses Assisted, Woman- & Minority-Owned Businesses	2019	2021	
Diversification	Proactively market the availability of existing financial resources.	EDB, SBDC, Cities, and Chambers	Loan Amounts, Businesses Assisted, Woman- & Minority-Owned Businesses	2019	Ongoing	
Sustainability	Explore developing a public crowdfunding platform for sustainable businesses.	EDB, Sonoma Clean Power, Water Agency	Platform Establishment, Funds Raised, Businesses Assisted, Environmental-Business Employment	2019	2020	
Sustainability	Support the "25K by 2025" communications campaign by engaging environmental organizations to proactively engage, listen, and educate the public.	EDB, CDC, Sonoma Clean Power	Open-Space Preservation, Water Quality, Population Density, Transit-Oriented Development Square Footage	2019	Ongoing	
Sustainability	Continue efforts to convert all government fleets to electric vehicles.	County of Sonoma, Cities, Sonoma Clean Power	Greenhouse Gas Emissions, Electric Vehicle Adoption, Electric Charging Stations Constructed	2019	Ongoing	
Mobility	Support Access Sonoma Broadband's efforts to close the digital divide.	Access Sonoma Broadband, EDB, County of Sonoma, Cities	Share of County Residents with Access to Broadband	2019	Ongoing	
Mobility	Collaborate with the regional planning organizations to ensure Sonoma County is leveraging regional transportation networks and resources.	Sonoma County Transportation Agency, Cities, Chambers	Population Served by Public Transit, Public Transit Ridership	2019	Ongoing	
Implementation	Review annual performance, create scorecard, and refresh Strategic Sonoma as needed.	EDB	-	2019	2019	

Project Timeline & Implementation

February 2019

GOAL	DEFINED PROJECT	PROJECT TEAM	SCORECARD METRICS	START	END	STATUS
Diversification	Explore feasibility of a R&D center for applied technologies in target clusters.	EDB, SSU	University R&D Expenditures	2020	2022	
Diversification	Facilitate a gap analysis of commercial real estate in Sonoma County.	EDB, Cities	Commercial Real Estate Statistics	2020	2021	
Diversification	Prepare businesses for the future through topics such as adoption of new technologies, utilization of eCommerce tools to sell products online, and upskilling of existing workers to increase productivity.	EDB, NBLC, Chambers, Cities, Alliance, SBDC, SCORE, etc.	Training Statistics, eCommerce Sales, Exports	2020	Ongoing	
Sustainability	Meet with research universities to explore opportunities for local field research.	EDB, RCPA, SCTA, Sustainable North Bay	University R&D Expenditures	2020	2022	
Sustainability	Begin planning to host a global conference focused on green technologies, practices, and services.	Sustainable North Bay, SSU, RCPA, Sonoma Clean Power, Water Agency	Conference Attendees	2020	2022	
Sustainability	Work with local employers to develop incentive programs to reduce vehicle usage.	Sonoma Clean Power, RCPA, SCTB, Cities, Chambers, Alliance	Commute Times, Public Transit Ridership, Greenhouse Gas Emissions	2020	2021	
Mobility	Continue to review and update comprehensive transportation plans and exploring creative Last Mile solutions.	SCTA, SMART Board of Directors, Cities	Commute Times, Population Served by Public Transit, Public Transit Ridership, Hike/Bike Trail Mileage, Transit-Oriented Development Square Footage, Infrastructure Capital Investment	2020	Ongoing	
Mobility	Work with private employers, non-profits, & educators to establish shuttle services.	SCTA, SMART, Cities, Chambers, Non-Profits, Private Employers	Shuttle Service Ridership	2020	2021	
Mobility	Explore public-private partnerships to create affordable transportation solutions.	SCTA, Cities, Chambers, Private Employers	Commute Times, Public Transit Ridership	2020	Ongoing	
Mobility	Ensure transportation and capital improvement plans include efforts to make transit stops safer and more attractive.	SCTA, County of Sonoma, Cities	Infrastructure Capital Investment, Public Transit Ridership	2020	Ongoing	
Implementation	Review annual performance, create scorecard, and refresh Strategic Sonoma as needed.	EDB	-	2020	2020	
GOAL	DEFINED PROJECT	PROJECT TEAM	SCORECARD METRICS	START	END	STATUS
Implementation	Review annual performance, create scorecard, and refresh Strategic Sonoma as needed.	EDB	-	2021	2021	
GOAL	DEFINED PROJECT	PROJECT TEAM	SCORECARD METRICS	START	END	STATUS
Implementation	Review annual performance, create scorecard, and refresh Strategic Sonoma as needed.	EDB	-	2022	2022	

Self-Reported Partners

This is a list of community organizations that have reported activity related to these *Strategic Sonoma* projects. We recognize that there are many organizations working on these projects or similar projects who might not be listed below. If you know of any organizations that should be listed here, please let us know. Please note that all surveyed data contained in this report is based on the information self-reported by respondents, which was not factually verified by the EDB.

Access Sonoma Broadband
Bodega Bay Area Chamber
Burbank Housing
Ceres Community Project
City of Cotati
City of Cloverdale
City of Healdsburg
City of Rohnert Park
City of Santa Rosa
City of Sebastopol
City of Sonoma
Community Alliance with Family Farmers
Cotati Chamber of Commerce
County of Sonoma
CTE Foundation
Empire College
Farmers Guild
La Luz Center
Napa/Sonoma Small Business Development Center

Santa Rosa Junior College
Santa Rosa Metro Chamber
Sebastopol Chamber of Commerce
Sonoma County Community Foundation
Sonoma County Economic Development Board
Sonoma County Family YMCA
Sonoma County Lodging Association
Sonoma County Office of Education
Sonoma County Office of Resiliency and Recovery
Sonoma County Tourism
Sonoma County Water Agency
Sonoma County Workforce Investment Board
Sonoma State University
Town of Windsor
United Way of the Wine Country
Visit Santa Rosa
West County Health Centers
Windsor Chamber