2021 Comprehensive Economic Development Strategy

Prepared for:

SONOMA MENDOCINO
Economic Development District

Prepared by:

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The Economics of Land Use

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1. Background and Executive Summary

Sonoma and Mendocino counties share a common reputation for spectacular natural assets, with ample open space, parks, recreational and leisure opportunities that make them statewide and national destinations. Tourism, agriculture, forestry, and manufacturing are primary drivers of the regional economy, along with strong industry-level employment in health care and retail trade. While the counties are rich in natural and tourism assets and resources, challenges must be addressed to ensure vitality and livability for generations to come. Issues such as slowing net in-migration, aging populations, a shrinking labor force, and limited housing affordability, along with climate disasters (fires, drought floods) and the enduring pandemic, are all creating a compelling need for thoughtful and forward-thinking strategic economic resiliency planning and action.

Background

THE SONOMA-MENDOCINO ECONOMIC DEVELOPMENT DISTRICT (SMEDD) is a two-county partnership, created to engage in regional economic development planning in the Sonoma-Mendocino region. Created through a joint powers agreement in 2015, SMEDD has the opportunity to advocate for, incubate, and support policies, programs, and projects where joint planning can accomplish more for the region's development than either county's independent efforts. The District is responsible for overseeing completion and implementation of the Sonoma-Mendocino Comprehensive Economic Development Strategy (CEDS).

What is a CEDS?

A CEDS is a federally-required regional economic development plan that must be completed in order to become eligible for various funding programs under the Economic Development Administration (EDA), an agency within the U.S. Department of Commerce. Inclusion in a CEDS should not be viewed solely as a mechanism for qualifying for federal funding. It should serve as a roadmap for regional economic development in general—linking, leveraging, and aligning local assets and stakeholders to achieve regional goals.

The requirements of the CEDS include:

1. **Summary Background:** A summary background of the economic conditions of the region.

2. **SWOT Analysis:** An in-depth analysis of regional strengths, weaknesses, opportunities and threats.

3. **Strategic Direction and Priority Project Action Plan:** The strategic direction and Priority Project action plan should build on findings from the SWOT analysis and incorporate/integrate elements from other regional plans. The Priority Project action plan should also identify the stakeholder responsible for implementation, timetables, and opportunities for the integrated use of other local, state, and federal funds.

4. **Evaluation Framework:** Performance measures used to evaluate the organization's implementation of the CEDS and impact on the regional economy.

EPS has aligned the content of this CEDS with the requirements of the U.S. Economic Development Administration's (EDA) Comprehensive Economic Development Strategy Guidelines. The CEDS serves to support locally-based, regionally-driven economic development planning processes and allow organizations to leverage EDA assistance under its Public Works and Economic Adjustment Assistance programs.

2021 CEDS Themes

Early in the CEDS process, the Steering Committee identified four key themes that would anchor the 2021 CEDS, each of which is described below. Additionally, the equity implications of each theme are considered, so that the resulting Priority Projects are structured to create opportunities to improve access to resources and improve outcomes for the region's Black, Latino, Hispanic, and Indigenous populations.

1. **Livability**

    Livability is a broad and multi-faceted term that gets at those qualities that make a place special and desirable and support the day-to-day needs and social wellness of residents and employees. Livability considerations include the following: the availability and affordability of housing; the availability and quality of employment opportunities; transportation options; access to healthcare, school, childcare, and services; recreation and entertainment opportunities; and shopping options. Livability factors tend to be key drivers of resident and business location decisions.

2. **Business and Industry Support**

    Identifying emerging industries and supporting businesses is a core component of economic development that affects every aspect of life in a region. Healthy industries support businesses and thriving businesses hire and pay employees. Well-paid employees can afford housing and can put energy into other aspects of community life.

3. **Environmental Resiliency**

    Sonoma and Mendocino counties' exceptional natural resources are one of the region's primary strengths. Recent wildfires and the current drought may be just the beginning as have made all recognize the region's vulnerability as it grapples with climate change and associated vulnerabilities. Environmental resilience is a critical and persistent theme that the region must prioritize through continued support of sustainable infrastructure initiatives for multifold benefits. Those benefits could include cost savings (responding to crisis after crisis after-the-fact is costly) as well as the furtherance of economic development objectives, including support of the emerging Green and Blue economies and jobs.

4. **Technology, Digital Literacy, and Connectivity**

    One in 10 households in Sonoma County do not have reliable Internet, and in Mendocino County, that statistic increases to nearly one in five households without reliable Internet. Of even greater concern is that lack of Internet, particularly Broadband Internet, and technology access tends to track with income, making high speed broadband an equity issue that has to

be addressed. This issue is not just about access, it is also about digital literacy and assuring that schools are teaching computer skills and businesses have the resources they require to compete in our digital economy.

Process and Structure of Report

This CEDS describes six Priority Projects that SMEDD will advance in the next five-year period. Project ideas related to the four preceding themes emerged from the SWOT Analysis, the Economic Assessment, and extensive community and stakeholder input. Throughout the process the ideas were refined based on feedback from the Steering Committee, applying "prioritization" criteria. Each component of the process is summarized below and provided in full in the subsequent chapters and appendices. Chapter 2 provides the SWOT Analysis; Chapter 3 presents the Economic Context; Chapter 4 describes the Community Outreach; Chapter 5 focuses on the Strategic Direction and Priority Project Action Plan; and Chapter 6 culminates with detailed descriptions of each of the six SMEDD Priority Project.

Local Community Projects are an important part of the CEDS and are included in detail in **Appendix A**. **Appendix B** provides the full community survey results. **Appendix C** summarizes the input received from the Community Meetings using the Padlet platform, and **Appendix D** offers appreciation and acknowledgment to all who contributed to this process and final document.

SWOT Assessment

A holistic understanding of the internal and external factors affecting economic development in the County is important for informing the strategic direction and priorities for related programs, resources, and advocacy. The strengths, weaknesses, opportunities,

and threats (SWOT) analyses were compiled using published reports and data from the background and economic context work. Chapter 2 seeks to organize information related to the region's economic situation in a way that leads to and supports identification of salient economic development considerations and contributed to the development of potential projects.

Economic Context

Five categories of indicators are used to inform the regional economic assessment, which is used to develop the strategies discussed later in this Implementation Plan. The categories are Demographics; Housing; Employment, Wages, and Productivity; Workforce Preparedness; and Environment and Climate. The Demographics category was added for foundational context. Where appropriate, indicators are compiled and compared across both counties to offer frames of reference for the range of information. The data from each indicator is distilled down to the following conclusions:

- **Demographics:** Social infrastructure (e.g., childcare, senior services, internet access, etc.) is needed to retain young, growing families and support an aging population.

- **Housing:** To retain and grow the region's workforce, regional initiatives and projects should look to support increased housing production at targeted income levels in jobs-accessible locations.

- **Employment, Wages, and Productivity:** Both counties have a high proportion of relatively low-paying jobs, some of which represent the counties' fastest growing occupations. Upskilling workers and supporting nascent industries to diversify the economy and improve resiliency should be top priorities across the region.

- **Workforce Preparedness:** Increased educational support is needed at the high school and immediate post-high school year levels to ensure young adults are adequately

prepared for employer-desired qualifications, particularly in the higher-paying health and medical fields and skilled trade positions.

- **Environment and Climate:** The region must prioritize and continue to support sustainable infrastructure initiatives for multifold benefits including public health improvement along with cost savings and further economic development of emerging industries and jobs.

Community Outreach

The CEDS was guided by a Steering Committee, consisting of three SMEDD Board Members, three Sonoma County Economic Development Board staff, and one Mendocino Economic Development & Financing Corporation staff person. Mendocino County was additionally represented by Marie Jones of Marie Jones Consulting who served a dual staff and advisory role throughout the process.

It is important for projects in the CEDS to reflect the interests and priorities of the community and equitably meet the needs of underserved populations. Multiple channels of community outreach were employed to identify top issues of concern to residents and employees of Sonoma and Mendocino counties and to solicit ideas and community feedback for projects.

Community outreach included five focus groups, a community-wide survey, one-on-one interviews, extensive outreach to local jurisdictions, and two community meetings.

- **Focus groups:** Four themed focus groups were convened with subject matter experts in both counties to develop an initial set of project ideas. A special focus group on equity helped the Steering Committee determine how projects could meet the needs of the region's underserved communities.

- **Community Survey:** A digital survey seeking project ideas and feedback was distributed widely online to residents and employees,

receiving 330 responses. The survey was distributed in both English and Spanish through multiple channels.

- **Community Meetings:** Two virtual community meetings were organized and held online via Zoom webinar. The first Community Meetings were facilitated in English with simultaneous, live Spanish translation. The second Community Meeting was facilitated in Spanish. Both meetings were also streamed via Facebook Live. The Community Meetings sought to both share prior input and data and solicit feedback, using a real-time interactive platform called Padlet, which allowed participants to respond to proposed project ideas and offer their own.

- **One-on-One Interviews:** The project team also contacted community leaders and industry experts for direct interviews. The interviews served the dual purpose of supplementing the other forms of community outreach and identifying local community projects.

- **Specific Project Identification through Outreach:** The Sonoma County Economic Development Board (EDB) and Marie Jones Consulting worked with Sonoma County, Mendocino County, cities, unincorporated communities, special districts and tribes to identify and develop projects for future EDA and other federal funding for inclusion in the CEDS (see **Appendix D**). This work identified a wide array of important infrastructure projects including water resiliency projects, climate change adaptation and mitigation projects, and sector specific economic development projects. The project descriptions include a rough estimate of cost, timing, potential project partners and the key outcomes of the efforts. These projects ultimately will be undertaken by the project sponsors and SMEDD's role is purely to include them in the CEDS so that the projects are eligible for future EDA and other federal funding.

The feedback across these multiple channels not only helped initially to identify major concerns and project ideas but also to understand the popularity or feasibility of the proposed projects and find resources and examples of best practices. The feedback helped the Steering Committee refine the list of Priority Projects that SMEDD will support in the next five years.

Project Identification and Prioritization Process

Based on review and consideration of existing studies conducted for Sonoma and Mendocino counties, the prior CEDS, the Economic Context data and analysis, the SWOT analysis, and significant community outreach, several potential projects related to the preceding themes emerged for the Steering Committee's consideration.

To better focus SMEDD's energy in the coming years, the Steering Committee determined that it was very important to be focused and effective and, therefore, had an initial goal of focusing on just a few projects, while building internal capacity and expertise. A range of criteria was used to refine the list of potential projects. A project idea advanced from "potential" to "priority" if it met the following criteria:

☐ The Project is of benefit to both counties.

☐ The Project represents the community's priorities.

☐ The Project is fundable.

☐ The Project advances identified racial, gender, and economic equity objectives.

☐ The Project is actionable during the next five years given SMEDD's capacity and would benefit from the limited resources that SMEDD can contribute to the advancement of an agenda around project implementation.

Applying the criteria above, six Priority Projects to be advanced by SMEDD in the coming five years ended up rising to the top. The six SMEDD Priority Projects relate to workforce housing, childcare, development of the talent pipeline, water management and drought resiliency, industry and economic diversification, and internet/broadband access services.

Action and Implementation Plan

To guide effective implementation of the SMEDD Priority Projects, a detailed work plan will need to be created to guide SMEDD's workflow in the coming years. Indeed, the first task for each project is to formulate such a work plan. The CEDS provides a general list of actions for each Priority Project given a realistic assessment of SMEDD's current capacity to implement the projects.

SMEDD Capacity

Established in 2015, SMEDD is a relatively new district with no dedicated funding and with very limited staffing (1.5 grant-funded positions). Supplemental staff support is largely provided to SMEDD from the Sonoma County Economic Development Board and Mendocino's Economic Development & Financing Corporation. While there is tremendous potential for SMEDD to mature into a more powerful voice for the region, the SMEDD Priority Projects within this CEDS reflect SMEDD's current capacity while leaving the door open for SMEDD to expand staffing and resources. In this context, the Steering Committee indicated that SMEDD is well-positioned to **advocate**, **collaborate**, and **facilitate** to advance SMEDD's Priority Projects. While not intended to constrain SMEDD's future role, below are initial ideas for how SMEDD may approach the Priority Projects.

To **Advocate** for projects or policies means that SMEDD may:

- Act as representative voice for the two-county region by advancing local and regional policy discussions in support of the selected priority project goals.

To **collaborate** on projects and policies means that SMEDD may:

- Identify and build connections and partnerships, convene stakeholders, and encourage collaborations between agencies, partners, and/or the EDA.

To **facilitate** on projects and policies means that SMEDD may:

- Engage in research that supports forward momentum on Priority Projects.

- Collect, track, and share relevant information and resources with partners and the public; serve as a clearinghouse for best practices and regional examples within each priority area.

- Identify and post funding opportunities, including EDA and state grant funding. As staff resources allow, SMEDD may help write and submit grant applications.

- Administer regular surveys to track community priorities and gauge community awareness of SMEDD projects and progress.

- Provide quarterly reporting on the progress of each Priority Project

Implementation Specifics

To guide implementation of the Priority Projects and track progress, the Priority Project descriptions (Chapter 6) provide the next level of detail to support implementation and seek to answer the following questions for each of the six Priority Projects:

- Ongoing vs. One-time: Does the strategy need to be implemented and evaluated each year on an ongoing basis, or does it have a discrete start and end?

- Stakeholders/Partners: Are there stakeholders or partners who are already contributing work in this space and who may be a resource to SMEDD? Are there partners or entities who can take the lead to help implement the work? Are there components of the strategy that could be more effectively/efficiently assigned to stakeholders or partners? The list of stakeholders/partners is not an exhaustive list nor does it represent a commitment on behalf of the agencies and organizations listed.

- SMEDD Board/Staff Commitment: Can this work be accomplished within existing SMEDD staffing resources? Is more support necessary – whether on a temporary contract basis or full time?

- Anticipated Costs/ Resources Needed: Are there implementation costs associated with achieving the Project? Is it a one-time cost, or a recurring cost?

- Funding Sources: What specific entities provide funding for this type of work? Are there applicable grants that should be pursued?

- Evaluation Metrics: How will SMEDD measure progress towards accomplishing the Priority Projects?

With this information, the Priority Projects will serve as a framework and toolkit to help SMEDD accomplish its economic development objectives on behalf of Sonoma and Mendocino counties.

Local Community Projects

In addition to the Priority Projects detailed in this CEDS that will guide SMEDD's work in the next five years, **Appendix A** includes ongoing and planned economic development projects from Sonoma County, Mendocino County, cities, unincorporated communities, special districts, and tribes throughout the region. These local community projects were identified through one-on-one interviews and extensive outreach by Marie Jones of Marie Jones Consulting and Bradley Johnson and Ethan Brown of Sonoma County EDB.

These projects are a crucial part of the CEDS in that they reflect local needs and priorities. They reflect a wide array of important infrastructure projects including water resiliency projects, climate change adaptation and mitigation projects, and sector specific economic development projects. The project descriptions include a rough estimate of cost, timing, potential project partners and the key outcomes of the efforts.

SMEDD does not apply for funding for these projects; rather, local jurisdictions and agencies will apply independently and may reference the CEDS as a resource to show how these projects meet and advance regional economic development goals. These projects ultimately will be pursued and implemented by the project sponsors and SMEDD's role is purely to include them in the CEDS so that the projects are eligible for future for federal and state grant funding, especially from EDA

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2. SWOT Analysis

A holistic understanding of the internal and external factors that speak to the region's unique assets and competitive positioning and that affect economic development in the two-county region is important for informing the strategic direction and priorities identified in the CEDS.

As defined by the U.S. Economic Development Administration (EDA), SWOT analysis elements are commonly understood in the following terms:

- **Strengths** are a region's relative competitive advantages (e.g., scenic beauty, tourism activity, robust industry supply chains and clusters, transportation networks, specialized workforce skills, higher education levels, collaboration among stakeholders) and often are internal in nature;

- **Weaknesses** are a region's relative competitive disadvantages (e.g., high housing costs, workforce shortages), also often internal in nature;

- **Opportunities** are chances or occasions for regional improvement or progress (e.g., expansion of a biosciences research lab in the region), often external in nature; and

- **Threats** are chances or occasions for negative impacts on the region or regional decline (e.g., catastrophic fires and droughts), also often are external in nature.

The strengths, weaknesses, opportunities, and threats (SWOT) analysis, prepared by Marie Jones Consulting and SMEDD Staff, was informed by prior economic development work and published reports (e.g., the 2016 SMEDD CEDS, the 2011-2016 Sonoma County CEDS, Mendocino County's Move 2030, and the 2020 Sonoma County Economic Recovery Action Plan), data from the background and economic context work, and input from the community through the focus groups and interviews of the CEDS project. This chapter seeks to organize information related to the region's economic situation in a way that leads to and supports identification of salient economic development considerations.

Strengths

Location

- Mendocino and Sonoma counties boast scenic beauty and an attractive climate to residents, growers, and visitors.

- Strategic location near San Francisco and the Bay Area.

- The region's rural character is natural, peaceful, and uncrowded.

Quality of Life and Amenities

- Desirable quality of life for families and retired people.

- Attractions and activities: wineries, coastal and mountain recreation, parks, arts, and events.

- Access to significant outdoor recreation resources.

- High community cohesion and interaction in our "small town" and rural communities.

- Ethos of self-reliance and community support of community members.

- Relatively strong non-profit and government partners with many non-profits focused on providing social services.

- Low crime in some areas.

- Large and active environmental community – constantly striving to be more sustainable through public and private investments.

- Access to post-secondary education – Mendocino College, Santa Rosa Junior College, Sonoma State University, Empire College, trade-sponsored educational programs, and other educational institutions offer affordable degrees in a wide variety of fields.

- Sonoma County has a strong and growing creative arts community – with supportive institutions, multiple performing arts venues, and many individual artists (example: Santa Rosa's ordinance- 2% of business development revenues fund art projects).

- Residents take pride in their communities. Following the fires and pandemic people came together from across the county to provide assistance and shelter.

- Relatively well-educated with moderate to high shares of residents with some college or an associate's degree and bachelor's degrees and higher.

Business

- Sonoma Clean Power/CCA provides electric service to both counties, placing zero/low-carbon energy sources on the grid, reducing emissions from the power sector.

- High demand for healthy lifestyle-related businesses.

- Growing remote-worker base.

- Some niche, tech/manufacturing and support programs in Sonoma and Mendocino counties.

- Many certified B Corporations.

- Local chambers of commerce, West Business Development Center, Sonoma and Mendocino County Tourism Bureaus, and local tourism organizations have tremendous networks, connecting local businesses, providing supportive resources, and marketing the counties externally and internally.

- Larger employers:
  - Sonoma Clean Power, Sonoma Mountain Village, and generally strong recognition and commitment to sustainability.
  - Kaiser Permanente
  - Adventist Health
  - Buddhist community
  - Schools from K – post-secondary
  - Wine and beer industries.
  - Native American gaming industry which attracts money from outside the region.
  - Ukiah-based Family Medicine Residency Program, UC Davis sponsor.
  - Innovative and high-end grocery (Harvest Ukiah coop, Oliver's Market, Pacific Market, Whole foods, etc.)
  - A wide variety of lodging and hospitality venues

Weaknesses

Quality of Life

- COVID-19 created significant public health and economic losses, including:
  ° Loss of lives
  ° Loss of jobs disproportionately impacting low-wage and service industries
  ° Small businesses closures
  ° Evictions
  ° Increasing levels of remote work underscore the importance of strengthening broadband infrastructure

- Lack of housing availability and the high cost of housing. Many businesses cannot recruit new employees because they cannot find a place to live.

- Low wages relative to cost of living.

- Overall cost of living is high in Mendocino and Sonoma counties relative to the state, nation, and most benchmarks.

- Inconsistent access to quality, affordable childcare and health care.

- Rural areas lack sufficient population to support basic retail, services and employment opportunities (especially in rural towns).

- Low population density overall (even in larger cities) may be a limiting factor in growth of cultural districts and support of creative businesses.

- Unhoused people and associated impacts on residential and business sectors.

- Rural areas lack access to sufficient broadband and digital infrastructure.

- Rural areas have a lack of access to public transportation.

- Electricity in the region is competitive within California but significantly more expensive for residential, commercial, and industrial users than neighboring western states.

Economy and Business

- Economy is not sufficiently diversified - it may be too dependent on tourism, agriculture and extraction industries. This results in larger downturns and economic insecurity when these sectors are hit by recession.

- Many of our rural communities lack basic business services (banks, retailers, medical, grocery) and have restrictive zoning which limits economic development.

- Inadequate workforce (availability, work readiness and skill level) to meet industry/business needs.

- Inadequate or lack of broadband availability, especially in rural areas.

- Cost of transportation for goods is high, especially to the coast. In some cases, goods cannot be transported to rural and coastal areas.

- Entrepreneurs can be somewhat unsophisticated in how they view their business, market and technology use.
  ° Many business owners are not tech-comfortable, much less, tech-savvy. The majority have limited computer/tech capabilities.
  ° Many small business owners have limited business skills, especially in areas of finance, management, human resources and marketing.

- Our region has a relatively shallow entrepreneurial ecosystem: many of the qualities of the economy that create an entrepreneurial powerhouse in the Silicon Valley are missing within both counties.

- Shallow labor market and high housing costs – recruits worry when they consider what they will do if the first job does not work out, and some express concern about job opportunities for their spouse, etc.

- Awareness of existing economic development partners and programs is inadequate but improving.

- Corporate income tax rates in California are the highest of all Western states, making the region less appealing for many business sectors.

Climate Change

- Due to climate change, communities and businesses are susceptible to increased fire danger and smoke damage - and the consequential impacts: a heightened sense of insecurity, life-safety concerns, business and life disruptions, health risks, access to electricity during "red flag" events, increased insurance costs, and overall community desirability.

- Some of these factors are increasing housing costs and creating economic opportunities on the coast, as people migrate to the coast to avoid inland climate risks.

- The last several years of drought, particularly in 2020 and 2021, are resulting in crises within the region, affecting businesses, residents, the tourism economy and making the region more susceptible to wildfires.

Culture

- Sacrifices required for high-growth entrepreneurship are not well understood by the community or aspiring entrepreneurs. Most new businesses are lifestyle in nature.

- Communities are resistant to change (e.g., attitudes toward new housing development and density even when recognizing affordability challenge).

- Lack of marketing the region and sharing its economic development story contributes to low awareness among tech entrepreneurs and investors in the Bay Area and nationally.

- Lack of peer group interaction for professionals in their 30s.

- Insufficient large, institutional donor support for the arts.

- There is a common perception that there are not enough cultural and social amenities to retain and attract younger, single residents.

Education

- Not all schools are performing at the national average.

- Insufficient career and technical education (CTE) for K-12.

- Many young people are not exposed to tech/coding at an early enough age. As a consequence, young people who might be perfectly good coders/tech (especially girls and people of color) are type-cast out of a very promising career.

- The share of students in PreK-12 schools is relatively low, and, due to demographic changes, the total number of students is declining faster than any benchmarks.

Demographics

- Declining population numbers in recent years.

- Aging population and declining professional class.

- The largest age cohort is residents over 65 years old, and this group is growing more rapidly than any other.

- Many people are retiring to our communities which is driving up the cost of housing and the need for services.

- Equity issues need to be addressed throughout the district.

Government

- The permitting and regulatory processes in county and municipality governments are seen as overly burdensome, time consuming, and costly.

- California Coastal Commission's restrictions on land use limit the development potential in coastal communities.

- In the past, there has been a perception that the municipalities and county do not always work together in a collaborative manner to address persistent concerns.

Opportunities

Housing

- A growing focus on sustainable housing and diverse housing types (e.g., tiny homes, ADUs, cluster housing, affordable housing), as well as local laws that allow for more flexibility in design and construction of sustainable homes like Mendocino County's Class K Construction Standards, create opportunities for more housing.

- Accessory dwelling units (ADU's, "granny" or "alley" flats) are now permitted by right and many communities also provide free second unit designs. This will increase housing supply and density.

- Higher-density housing development and other "re-imagining" of downtowns as higher density communities is underway due to State mandates.

- Streamlining permitting and development processes would allow the real estate market to become more responsive to demand. Lobbying to address overly burdensome elements of the California Environmental Quality Act (CEQA) could be a major game changer.

- Continuing to be on the cutting edge of environmentally sustainable growth and investment will elevate the Sonoma and Mendocino regional brand.

Quality of Life, Community and Serving "Creatives"

- Efforts to attract and support creatives to our region by populating public spaces with public art, creating beautiful downtown creative spaces that include multi-purpose artist workspace, retail space and artist residency programs.

- Various new recreational facilities such as the Fort Bragg Coastal Trail, Findley Center, Park and Recreation District upgrades, CV Starr Aquatic Center, various rails to trails projects.

- Some areas have significant artists clusters, and research shows that artist colonization of a community results in economic growth and transformation. Physical venues are important, including music, theater, fine and industrial arts.

- Creating new and expanding existing transportation options will help better connect residents to education, employment, healthcare, and more. Expanding and coordinating connections to the SMART rail could better connect workers, residents and freight from both counties.

- Expanding the 101 would help businesses better connect with the rest of the Bay Area.

- The need to attract more diverse residents and workforce is an opportunity.

Climate Change Mitigation

- Anticipate and proactively plan to mitigate threats, prevent future disasters, and protect the environment.

- Watershed restoration and protection will be critical to a sustainable economy and environment in the future.

- Aggressively promote and aid vegetation management programs in high fire threat areas.

Agriculture

- Cannabis related tourism – appellation contrôlée style branding and management to appeal to a discerning, higher-end market.

- Develop a specialized cannabis training program modeled after the Wine Business Institute at Sonoma State University.

- Mendocino and Sonoma Counties' large agricultural communities could be better connected to local and regional consumers. As a major agricultural center near one of the largest metropolitan areas in the US (the Bay Area), the counties are well positioned to be a leader in regional farm-to-market and locally grown food.

Education

- Our young people often move away due to a lack of job opportunities in the district. We need solutions that connect and prepare youth for the work world.

- Instruction and education opportunities at post-secondary institutions build on internship programs with business.

- Community colleges located in both counties could coordinate and co- manage post-secondary education and training aligned to the hiring needs of industry.

- Sonoma State University and community colleges could be better integrated with local employers and students through proactive workforce partnerships.

- Establish and promote Career and Technical Education (CTE) programs by leveraging and emulating the successes of organizations such as the Sonoma County CTE Foundation.

Economic Development Organizations

- Economic Development organizations could be technically more advanced and improve the use of the latest technologies to streamline and improve services.

- In this time of an economic recovery, new start-ups will form and others will need assistance to become successful.

- Many community members would support growth of the restorative business sector, which has the potential to be a major job generator for our community and to diversify our economy.

- There are many state and federal programs that support renewable energy generation and storage, but most people are not aware of them.

- Nascent sustainable manufacturing (example: Solectrac is the leading electric tractor manufacturer and based in the region).

- There are currently large populations of residents in the region that are not currently working. These potential workers present an immediate source of labor pool expansion, if provided with the resources and pathways to reenter the workforce.

- By focusing on economic inclusion, the two counties have the ability to raise up many residents who are currently being left behind in terms of education, housing, employment, and incomes. This will also help foster the next generation of county leaders.

- Better connecting local entrepreneurs with the rest of the Bay Area could provide additional startup capital and other innovation resources.

- As eCommerce disrupts traditional retail systems, it presents opportunities for redevelopment of retail properties and for makers, growers, wineries, and craftspeople to sell products online to a global market.

Threats

Business

- E-commerce from larger out of area businesses.

- Job displacement resulting from automation of low-wage, low-skill jobs that are prevalent in the region.

- Absentee landlords do not maintain buildings in some central business districts, resulting in higher vacancy rates and inadequately maintained buildings and storefronts.

- Impact of rising costs and other economic pressures on small hospitals with emergency rooms, especially in non-urbanized areas of the region.

- As the region focuses on creating necessary housing and business opportunities, agricultural and natural areas must also be protected. Nature is at the heart of what makes this region special. The potential threat of growth on the natural environment can be reduced by focusing new growth on targeted corridors, redeveloping existing properties, targeting denser development in urban cores, prioritizing TODs, and other intentionally sustainable strategies.

- A lack of broadband access in some areas of the region threatens the ability of businesses to grow and for residents to participate in the global economy.

- Changing federal immigration policies are creating significant uncertainty for businesses to access the seasonal international labor market.

- Without creating higher wage jobs and industry sectors, many local workers will continue to earn below a living wage.

Agriculture

- Cannabis legalization may result in large outside corporations displacing small, family-owned enterprises.

- Migration of cannabis producers to lower-cost locations, such as the Central Valley, after legalization.

- Loss of historical fruit production, due to lower cost produce from out of the US and the loss of our ag workforce.

- The potential impacts of cannabis on water availability also remains largely unknown.

- Because of current U.S. labor regulations, opportunities for targeted training in the growing cannabis industry are limited.

Climate Change

- Environmental threats due to climate change abound, including sea level rise, changes in temperature and weather events (heat or precipitation).

  ◦ Impacts of climate change on agriculture – temp and precipitation changes, drought, early and late freezes, etc.

  ◦ Sea level rise risks to many of our harbors.

  ◦ Climate is impacting our forests and fisheries. Reduced fog and rain are impacting redwood forests, significant loss of habitat and warming waters decreasing populations of fish, abalone etc.

  ◦ Water availability issues due to drought and sea level rise (impacts water diversion in rivers on the coast).

- Destructive wildfires are likely to become more frequent/seasonal, and increasingly threaten the built environment.

  ◦ Local air quality is impacted, creating a public health concern.

- While the impacts of natural disasters occur swiftly, it takes years for communities to fully recover.

Housing and Quality of Life

- If the region does not build enough affordable housing and housing units in total, economic growth will slow. Many lower-income residents will be forced to relocate, many who lost homes in the fires will leave, and the county will face even greater labor shortages – especially among critical service workers in healthcare, education, and other areas. Long-term, this could create fiscal and social instability throughout the county, along with numerous other repercussions.

- If persistent permitting and regulatory concerns are not addressed, the cost of development will rise, preventing reinvestment in local communities and driving away many younger families and new businesses.

- Without the attraction and retention of younger workers and families, an aging population could create significant imbalances in the local economy – with rising demand for services and fewer people available to provide them.

- The rising share of homes used for seasonal, recreational, or occasional use takes thousands of housing units off the market when they are in the greatest demand.

- Changing federal immigration policies are creating significant uncertainty for non-citizens and their families, who make up a large share of the regions and California's population.

- The region has inadequate resources and capacity to address peak COVID-19 events and to support recovery

- ° Hospitals are "safely-staffed" but workers are fatigued.

- ° Rural areas of the counties faced initial challenges with availability and distribution of vaccines and COVID tests.

- The resistance to vaccination in some communities has contributed to increased COVID Delta Variant infections and breakthrough cases of persons already vaccinated, slowing the battle against the spread of the pandemic and delaying recovery.

3. Economic Context

There are five categories of economic indicators presented in this chapter, which are used to set an economic context baseline and inform the regional economic assessment. The five categories include: Demographics; Housing; Employment, Wages, and Productivity; Workforce Preparedness; and Environment/Climate. The economic assessment is used to track trends over time (many of the metrics included in this chapter were included in the 2016 CEDS) and to inform the Priority Projects presented in **Chapter 6**. High-level conclusions from the five categories are summarized:

- Demographic: Social infrastructure (e.g., childcare, senior services, internet access, etc.) is needed to retain young, growing families and support an aging population.

- Housing: To retain and grow the region's workforce, regional initiatives and projects should look to support increased housing production at targeted income levels in jobs-accessible locations.

- Employment, Wages, and Productivity: Both counties have a high number of relatively low-paying jobs, some of which represent the counties' fastest growing occupations. Upskilling workers and supporting nascent industries to diversify the economy and improve resiliency should be top priorities across the region.

- Workforce Preparedness: Increased educational support is needed at the high school and immediate post-high school year levels to ensure young adults are adequately prepared for employer-desired qualifications, particularly in the more well-paying health and medical fields. Identify and illuminate career pathways that advance entry-level employees through a career trajectory
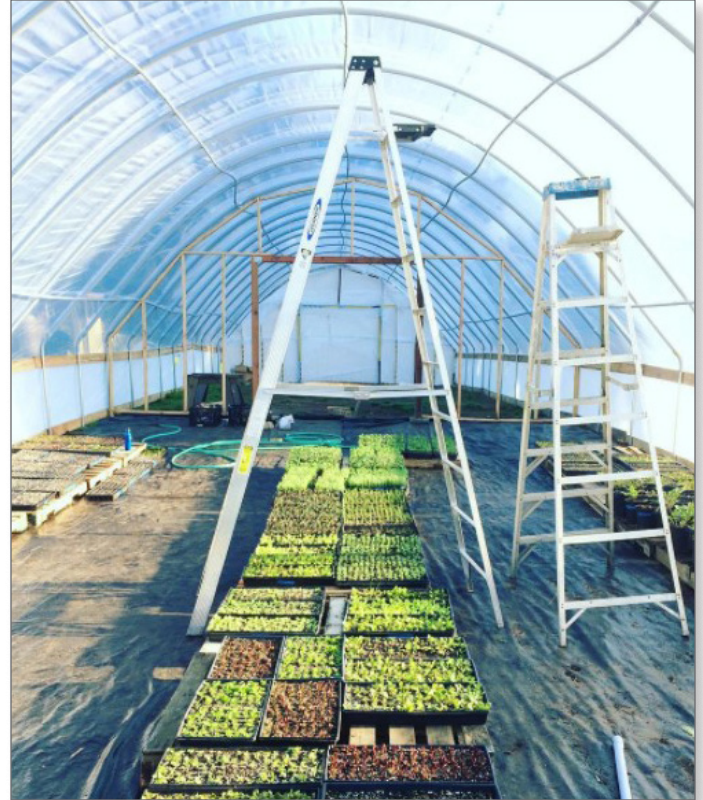
(e.g., prepare a restaurant server to be a restaurant manager or owner).

- Environment/Climate: The region must prioritize and continue to support sustainable infrastructure initiatives for multifold benefits including public health improvement along with cost savings and further economic development of emerging industries and jobs.

While the CEDS takes a regional approach to overall economic development, data indicators are pulled for Sonoma and Mendocino counties separately to better target projects or actions and so that each county can use the data in its own way. Underlying data points and comparisons are discussed in the following sections.

Demographics

The demographic composition of each county is fundamental to understanding the overall economic picture. An analysis of population, households, age distribution, and racial/ethnic composition within the two counties provides a baseline for comparison and insight into region- and generation-specific needs. **Table 1** shows that Sonoma County is 5.5 times as populous as Mendocino, and collectively the region supports over half a million people. In both Mendocino and Sonoma counties, family population is around 75 percent of the total population. Over time, the number of households have grown in each county, but due to the aging population, are predicted to decrease in Mendocino County over the next few years and increase at a slower rate in Sonoma County.

Table 2 and **Figure 1** examine how the populations of Sonoma and Mendocino counties have changed over the last decade. Each county has experienced positive growth overall in the past 10 years, despite declines in population in the last several years, due, in part, to major wildfire events.

Figure 1 highlights how Sonoma's population peaked in 2016 and then began to decrease in 2017. Mendocino County's population began to decline in 2019. These trends can be attributed, at least in part, to the significant fires the region faced around this time period.

Table 2. County Populations over Time

Year	Mendocino County	Sonoma County	Two-County Region
2011	87,681	485,026	572,707
2012	87,780	487,296	575,076
2013	88,101	490,318	578,419
2014	88,512	494,652	583,164
2015	88,847	497,925	586,772
2016	89,009	502,151	591,160
2017	89,243	501,330	590,573
2018	89,455	499,085	588,540
2019	89,310	494,171	583,481
2020	88,615	492,485	581,100
Total % Increase ('11 - '20)	1.07%	1.54%	1.47%

Source: ESRI Business Analyst, 2020 data.

Table 1. Demographics Summary

| Indicator	Mendocino County		Sonoma County		Two-County Region
	#	%	#	%	
Population (2020)					
Total Population	88,615	15.2%	492,485	84.8%	581,100
Household Population	86,843	15.3%	481,564	84.7%	568,407
Household Size	2.46		2.57		2.55
Family Population	65,894	15.1%	369,353	84.9%	435,247
Households					
2000	33,266	16.2%	172,403	83.8%	205,669
2010	34,945	15.8%	185,825	84.2%	220,770
2020	35,356	15.9%	187,233	84.1%	222,589
2025	35,117	15.7%	188,462	84.3%	223,579
Median Age					
2010	41.6		39.8		40.7
2020	43.2		41.1		42.2

Source: ESRI Business Analyst, 2020 data.

Figure 1. County Population Changes Over Time
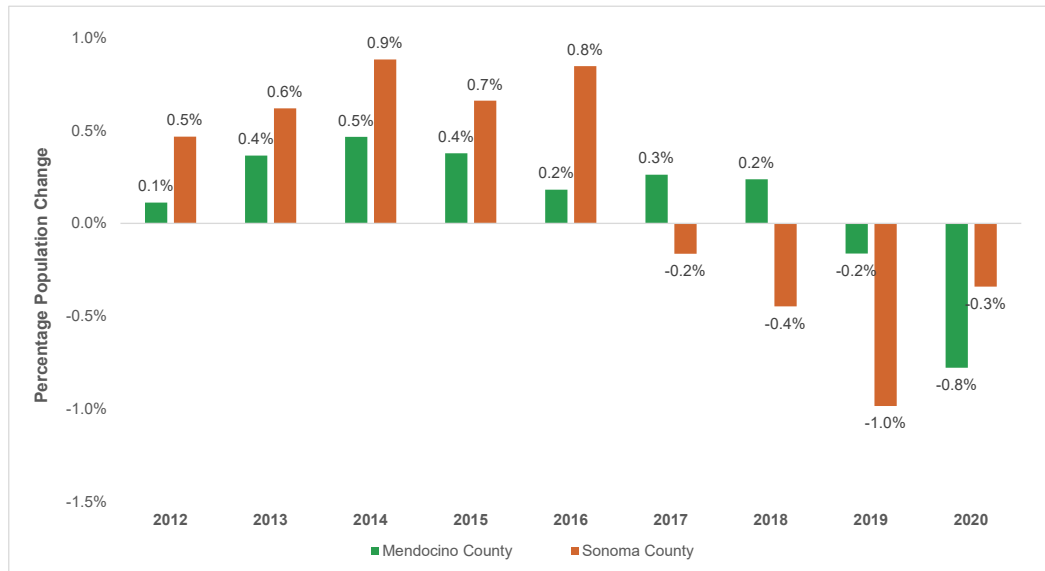
Source: EMSI.

Incorporating a race/ethnicity perspective, **Figure 2** highlights that the most significant changes in Mendocino County since the 2016 CEDS occurred with the increase of Asian (17 percent), Black or African American (11 percent), and American Indian and Alaska Native (9 percent). Sonoma County's largest increases occurred among Two or more races (8 percent), Black or African American (5 percent) and Asian (5 percent). Additionally, Sonoma County saw the largest decrease to their American Indian and Alaska Native population (18

percent), while Mendocino's most significant loss was to the Native Hawaiian and Other Pacific Islander population (11 percent). In terms of ethnicity changes, the Hispanic or Latino population has grown by more than three percentage points in both counties over the decade, and now makes up a quarter of the population in each. While California as a whole has a larger share of Hispanic or Latino population, Sonoma and Mendocino have seen larger proportional growth than the state.

Figure 2. Population % Change by Race/Ethnicity, 2016 to 2019
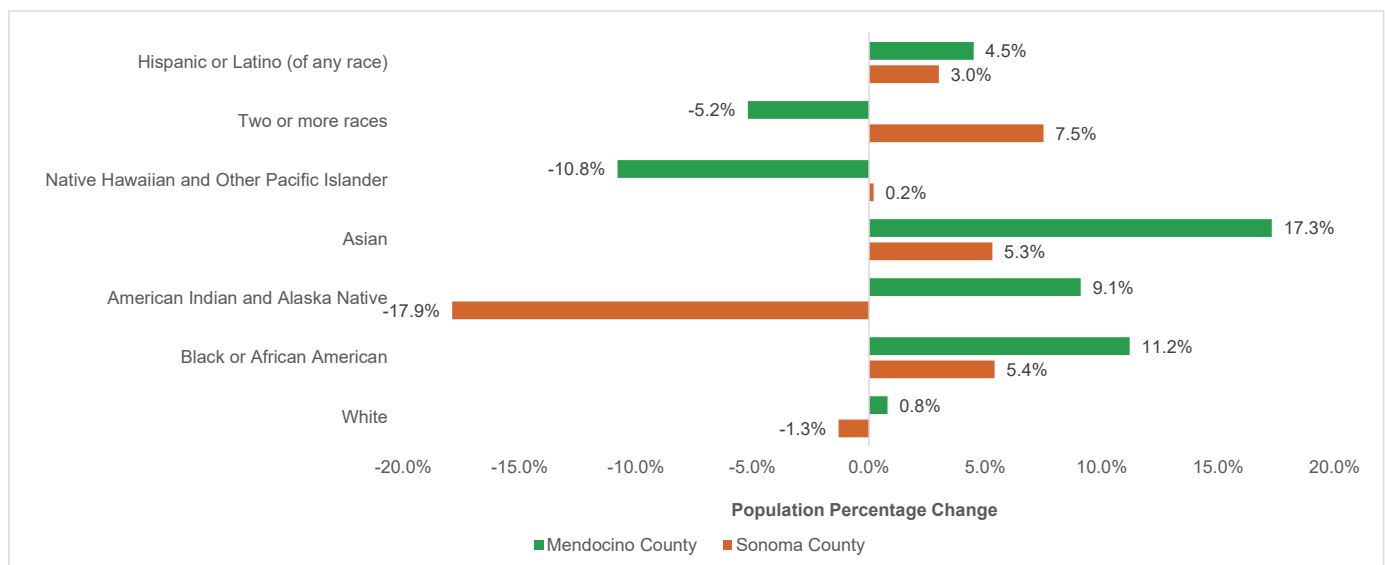
Source: U.S. Census, American Community Survey, 5-Year Estimates, Table DP05.

Looking at total population by generation, **Table 3** and **Figure 3** reveal that both counties' have similar shares of distribution across the six categories. In the region overall, the population skews older, with approximately one third (32 percent in Sonoma County; 35 percent in Mendocino County) categorized as Baby Boomer or Silent & Greatest generations (aged 56 or older). Another commonality is that the Millennial generation follows the Baby Boomer generation in population share, at around 20 percent.

Table 3. Population Summary by Generation

Generations and Ages[1]	Mendocino County		Sonoma County	
	Count	%	Count	%
Alpha (0 to 4)	3,952	4%	20,964	4%
Generation Z (5 to 22)	17,680	20%	101,906	21%
Millennial (23 to 40)	19,488	22%	117,020	24%
Generation X (41 to 56)	16,361	18%	94,690	19%
Baby Boomer (57 to 75)	24,203	27%	120,348	24%
Silent & Greatest (76 and above)	6,931	8%	37,557	8%
Total	**88,615**		**492,485**	

[1] Ages calculated as of 2020.

Source: ESRI Business Analyst, 2020 data.

Figure 3. Generational Compositions by County
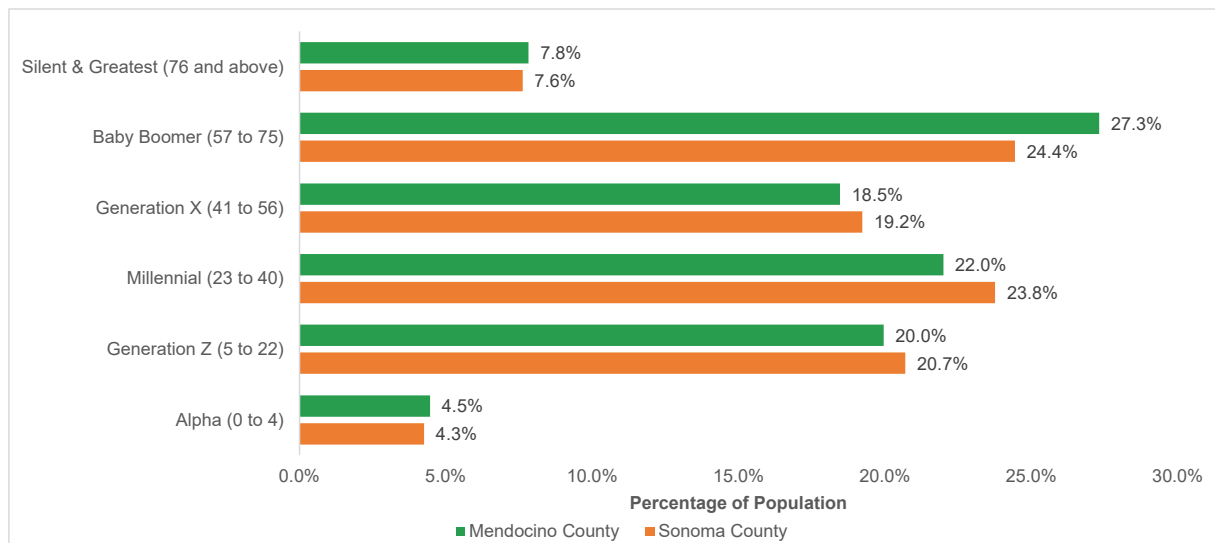
Source: EMSI.

In **Table 4**, income is revealed as a diverging indicator between the two counties, with Sonoma County posting significantly higher incomes across each of the three data points. Additionally, poverty rates in the two counties vary greatly, with Mendocino County's rate of 17.8 percent nearly doubling Sonoma County's rate of 9.2 percent. As a point of comparison, the poverty rate across all of California is 13.4 percent.

Looking at the share of households with no internet access, Mendocino County doubles Sonoma County, while Sonoma County has nearly three times as many households in this category overall. The uninsured population is also higher in Mendocino County (9 percent) compared with Sonoma County (6 percent).
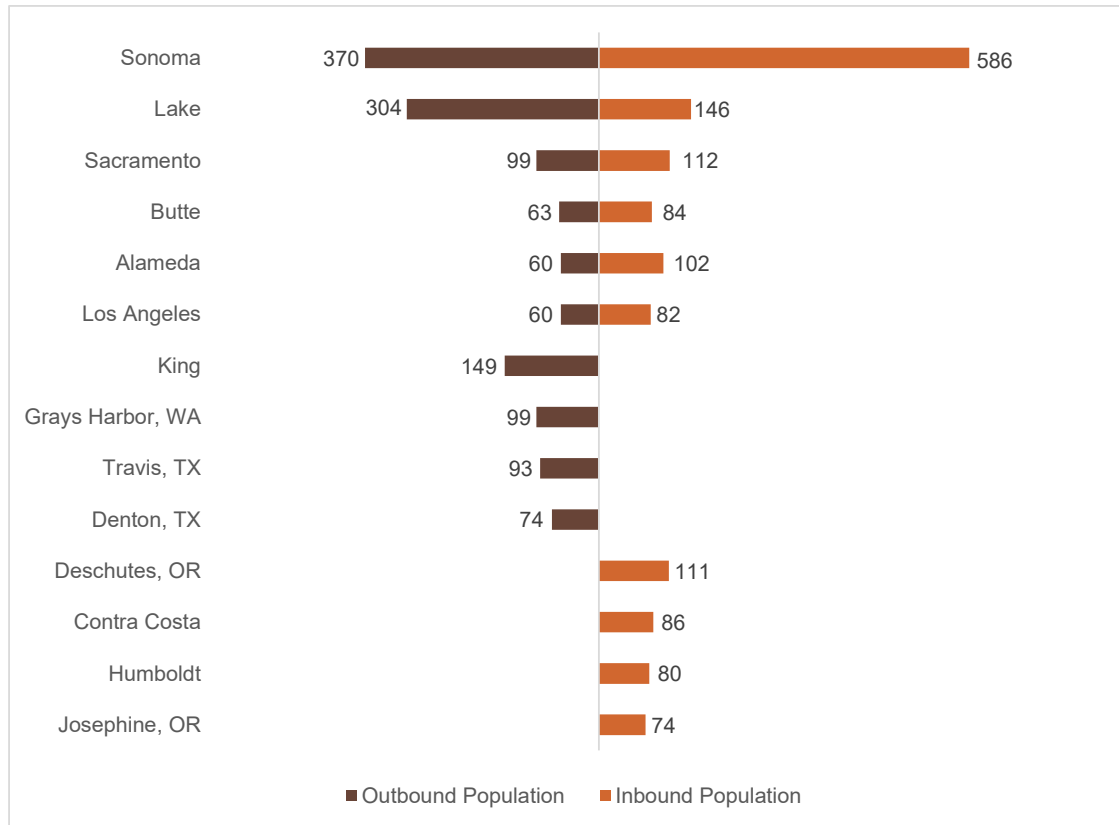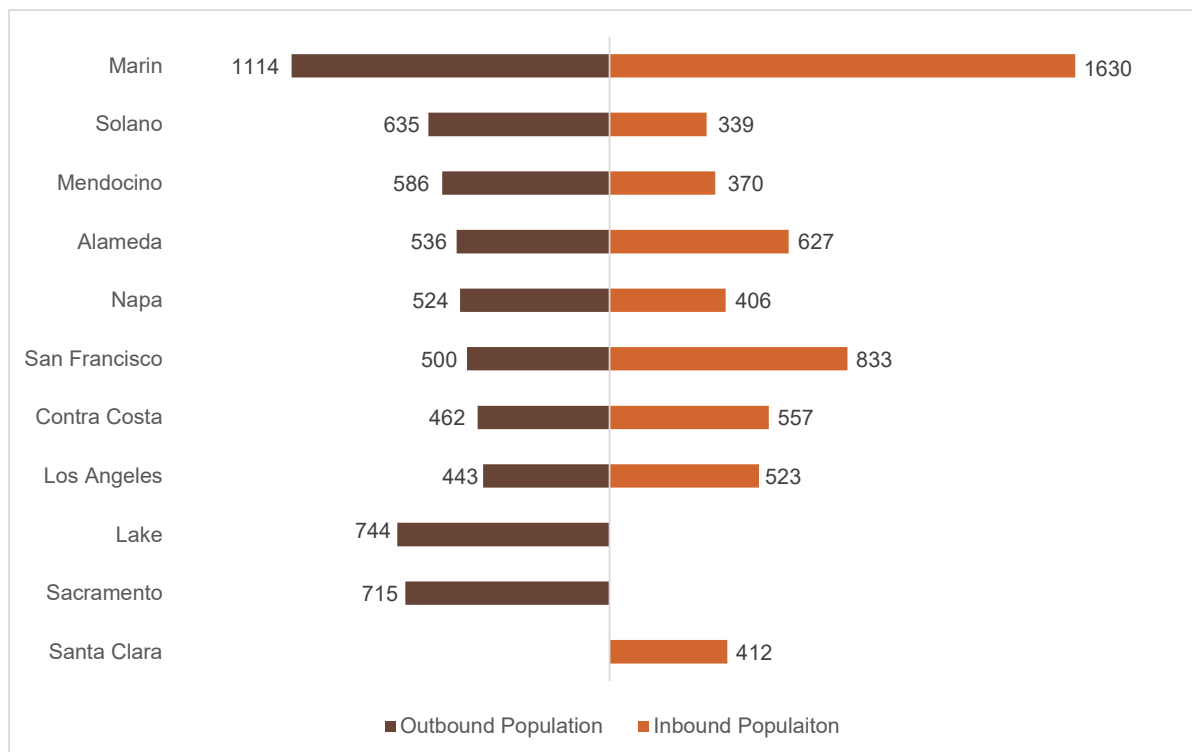
Figure 4 and **Figure 5** examine the flows of migration for each county. In Mendocino, people most commonly move to the county from Sonoma, Lake or Sacramento counties. Two counties in Oregon also contribute to inbound migrations. On the outbound migration side, Sonoma and Lake are again top counties, along with King County, Washington. From a net perspective, Mendocino County gains the most migrations from Sonoma County and loses the most to Lake County.

In Sonoma, people are moving into the county most from southern counties including Marin, San Francisco, and Alameda. People are also commonly moving out of the county to Marin, Lake and Sacramento counties. On a net basis, Sonoma has gained the most in population from Marin County, and parallel to Mendocino County, loses most outbound population to Lake County. While the cause for migration is not revealed with this data, it could be hypothesized that outbound migration from Mendocino County to places like Washington and Texas may be driven by a desire to escape fire threats and higher costs of living. In Sonoma County, because the most significant migration is to nearby counties that also have fire threats and high costs of living (although less high), these factors may be less of a driving force.

Table 4. Income, Internet, and Insurance by County

Indicator	Mendocino County	Sonoma County
Income (2020)		
Per Capita Income	$29,752	$42,408
Median Household (HH) Income	$53,841	$83,165
Average Household Income	$74,477	$111,140
% in Poverty	17.8%	9.2%
Internet Access (2019)		
HHs with No Internet Access		
Count	5,446	14,943
% of Total	16%	8%
No Health Insurance (2019)		
Under 19	911	3,415
19-34	2,519	10,883
35-64	3,884	15,273
65+	99	613
% of Total	9%	6%

Source: ESRI Business Analyst, 2019 and 2020 data; ACS 2019 5-Year Estimates, Table S1701 (Poverty data).

Figure 4. Mendocino County Top Outbound (Above) and Inbound (Below) County Locations

County	Outbound	Inbound
Sonoma	370	586
Lake	304	146
Sacramento	99	112
Butte	63	84
Alameda	60	102
Los Angeles	60	82
King	149	
Grays Harbor, WA	99	
Travis, TX	93	
Denton, TX	74	
Deschutes, OR		111
Contra Costa		86
Humboldt		80
Josephine, OR		74

■Outbound Population ■Inbound Population

Figure 5. Sonoma County Top Outbound (Above) and Inbound (Below) County Locations

County	Outbound	Inbound
Marin	1114	1630
Solano	635	339
Mendocino	586	370
Alameda	536	627
Napa	524	406
San Francisco	500	833
Contra Costa	462	557
Los Angeles	443	523
Lake	744	
Sacramento	715	
Santa Clara		412

■Outbound Population ■Inbound Populaiton

Housing

Housing indicators evaluate inventory, production, and affordability across the two counties. Housing is a crucial economic indicator as it directly affects livability, and through that, workforce availability and retention. Key takeaways from the data include the following insights:

- Both counties are on the less affordable side, with Mendocino County slightly more affordable than Sonoma County.

- Most renters in the region are cost-burdened, and owner households with a mortgage also represent a sizable proportion of the cost-burdened population.

- Affordable housing unit production in Mendocino County has been fairly evenly distributed across income levels over the years, but, more recently, has been dominated by the above moderate-income housing level. In Sonoma, unit production has been significantly less distributed, with above moderate-income housing becoming a larger and larger share of permits over time.

Table 5 highlights that both counties are primarily composed of owner-occupied housing markets, with similar splits between owner and renter tenure. The Housing Affordability Index measures the financial ability of a typical household to purchase an existing home in the area, with 100 representing "an area that on average has sufficient household income to qualify for a loan on a home valued at the median home price".[1] A number above 100 indicates housing is more affordable for the average household while a number below 100 suggest homes are less affordable. The index numbers show that both counties are on the less affordable side, with Mendocino County slightly more affordable than Sonoma County.

Table 5. Housing Units and Costs, 2020/ 2021

Item	Mendocino County	Sonoma County
Housing Tenure		
Owner Occupied	53%	56%
Renter Occupied	33%	34%
Vacant	14%	9%
Housing Costs		
Median Home Value	$389,943	$622,802
Average Home Value	$476,629	$717,396
Housing Affordability Index	79	77
Median Rent		
Studio	$971	$1,462
1 Bedroom	$1,005	$1,658
2 Bedroom	$1,325	$2,179
3 Bedroom	$1,859	$3,084
4 Bedroom	$2,247	$3,553

Source: ESRI Business Analyst 2020 data, California Department of Housing and Urban Development (HUD) 2021 data.

For renter households, median rent numbers can be translated to annual income requirements for affordability. In order not to be cost-burdened, a household should not pay more than 30 to 35 percent of its income towards housing costs. Tripling the median rent numbers reveals that households in Mendocino County would need to be earning at least $34,956 in annual income to afford a studio and at least $80,892 for a four bedroom, without being cost burdened. In Sonoma, these annual income figures would range from $52,623 to $127,908, depending on bedroom count. **Table 6** illustrates actual cost-burdened rates across each county by household type. The table shows that most renters in the region are cost burdened, which translates to 14 percent of total households in Sonoma and Mendocino Counties. More surprisingly, the data also shows that owner households with a mortgage represent a sizable proportion of the cost-burdened population. In Mendocino

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1   Bell, Jennifer. "Housing Affordability Index in the United States." Arcgis.com, July 2019, www.arcgis.com/home/item. html?id=a1263c2dcdf2464bbb7906821038eb2f.

County, this category makes up 12 percent of total households, and in Sonoma County, it accounts for 16 percent.

Figure 6 through **Figure 9**, and **Table 7** look at each county's Regional Housing Needs Allocation, or RHNA, production progress, including all cities and unincorporated areas. According to the Bay Area Association of Governments (ABAG), "as part of RHNA, the California Department of Housing and Community Development, or HCD, determines the total number of new homes the Bay Area needs to build—and how affordable those homes need to be—in order to meet the housing needs of people at all income levels".[2]

Table 6. Cost-Burdened Households by Tenure

Household Type	Mendocino County		Sonoma County	
	Count	% Cost-Burdened[1]	Count	% Cost-Burdened
Renter HH	12,533	54%	69,602	54%
Owner HHs with a Mortgage	10,611	49%	77,955	38%
Owner HHs with No Mortgage	10,000	15%	38,438	15%

[1] Cost-burdened defined as paying more than 30 percent of income towards housing expenses.
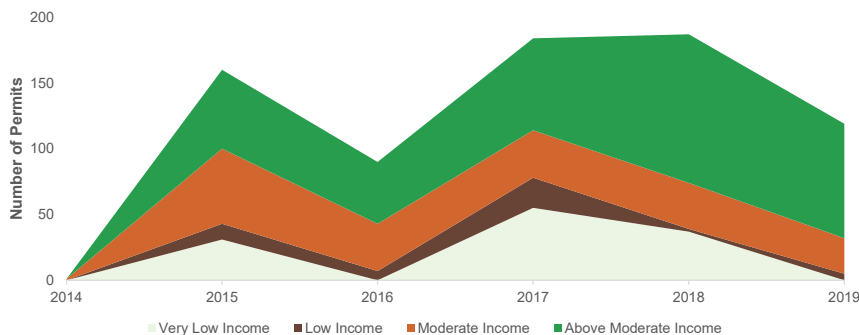
Source: ESRI Business Analyst, 2019 data.

Figure 6. RHNA Cycle Permits by Affordability by Year, Sonoma County
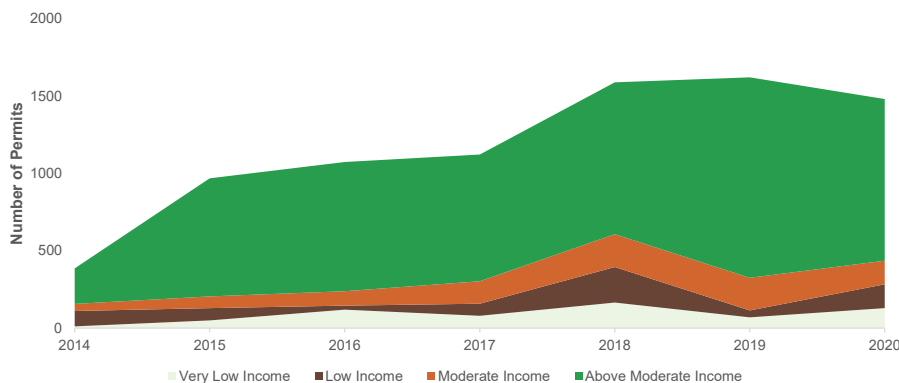
Source: California Housing and Community Development (HCD)

Figure 7. RHNA Cycle Permits by Affordability by Year, Mendocino County
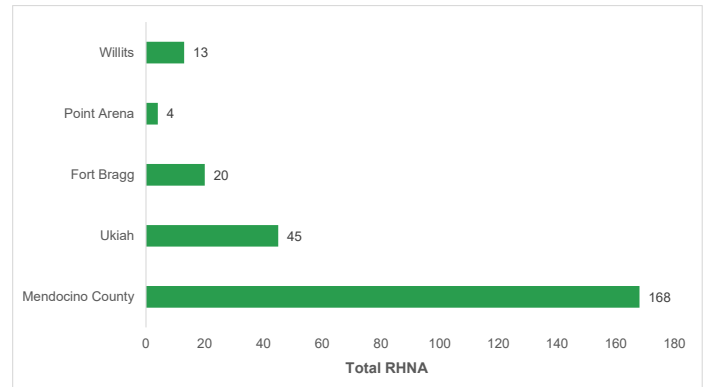

Source: California Housing and Community Development (HCD)

2 "RHNA - Regional Housing Needs Allocation." RHNA - Regional Housing Needs Allocation | Association of Bay Area Governments, 24 May 2021, abag.ca.gov/our-work/housing/rhna-regional-housing-needs-allocation

HCD's data shows that unit production in Mendocino County had been distributed across income levels over the years, but, more recently, has been dominated by the above moderate-income housing level (**Figure 6**). In Sonoma, unit production has been significantly less distributed, with above moderate-income housing becoming a larger and larger share of permits over time (**Figure 7**). In terms of location of unit production, more RHNA units have been produced outside of cities in Mendocino County, while the opposite is true in Sonoma County (**Figure 8** and **Figure 9**). Mendocino County's 5th RHNA cycle ended in June of 2019, and over its five years the county was able to achieve and exceed their production targets for every income category, most significantly within the moderate-income band (**Table 7**). Sonoma County's cycle still has a year and a half to go, and while the county has exceeded its production target at the above moderate-income level, approximately 1,400 permits, or nearly 75 percent, are still needed at the lowest income level.

Figure 8. 5th Cycle Total RHNA Units by Jurisdiction, Mendocino County

Source: California Housing and Community Development (HCD)

Figure 9. 5th Cycle Total RHNA Units by Jurisdiction, Sonoma County
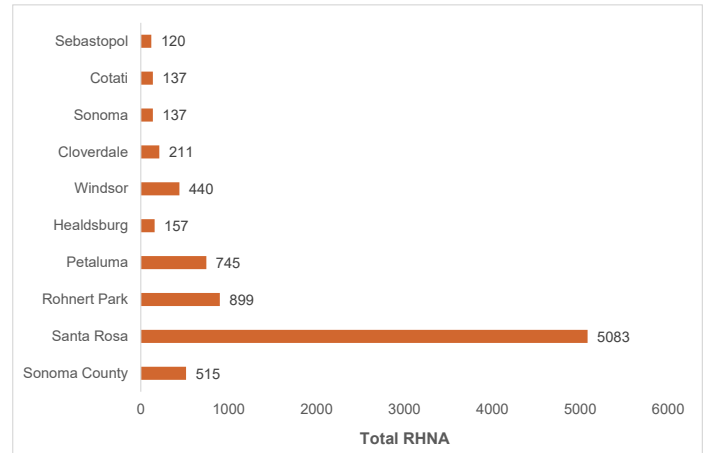
Source: California Housing and Community Development (HCD)

**Table 7. RHNA Cycle Progress (cities and unincorporated areas combined)**

	Mendocino County			Sonoma County		
5th RHNA Cycle Dates	6/30/2014 - 6/30/2019			1/31/2015 - 1/31/2023		
% Through RHNA Cycle	100%			62.5%		
	5th Cycle Permits	5th Cycle RHNA	% Attained	5th Cycle Permits	5th Cycle RHNA	% Attained
Units						
Very Low Income	123	60	205%	476	1,818	26%
Low Income	49	40	123%	628	1,094	57%
Moderate Income	192	40	480%	765	1,355	56%
Above Moderate Income	377	110	343%	4941	4,177	118%

Source: California Housing and Community Development (HCD).

Figure 10 and **Figure 11** look at Mendocino and Sonoma Counties RHNA allocations compared to total permitted units. Both counties are producing the most above-moderate units by far, however the gap between RHNA units and permitted units in Mendocino County is greater than in Sonoma. **Figure 10** shows that Mendocino has permitted more units than its RHNA allocation in every income category, while Sonoma County has only permitted more in the above-moderate category (**Figure 11**).

Figure 10. Mendocino County: Incorporated Cities and Unincorporated County
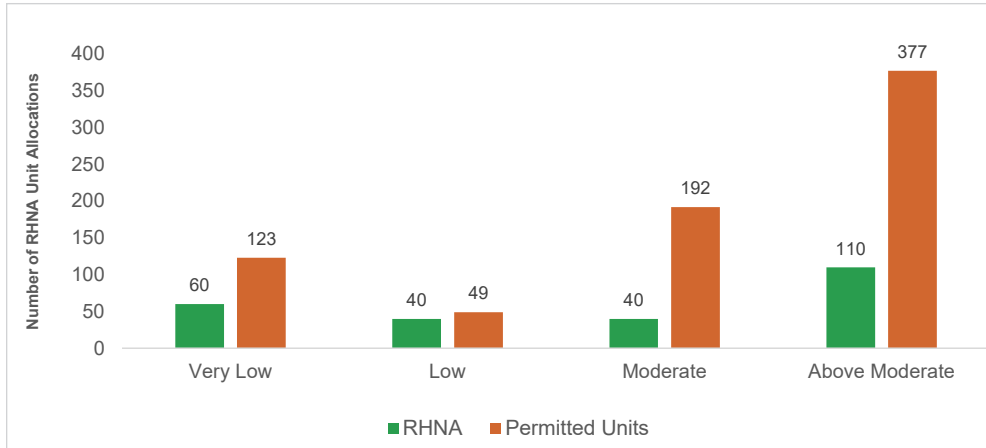
Source: California Housing and Community Development Annual Progress Report, as of 2019.

Figure 11. Sonoma County: Incorporated Cities and Unincorporated County
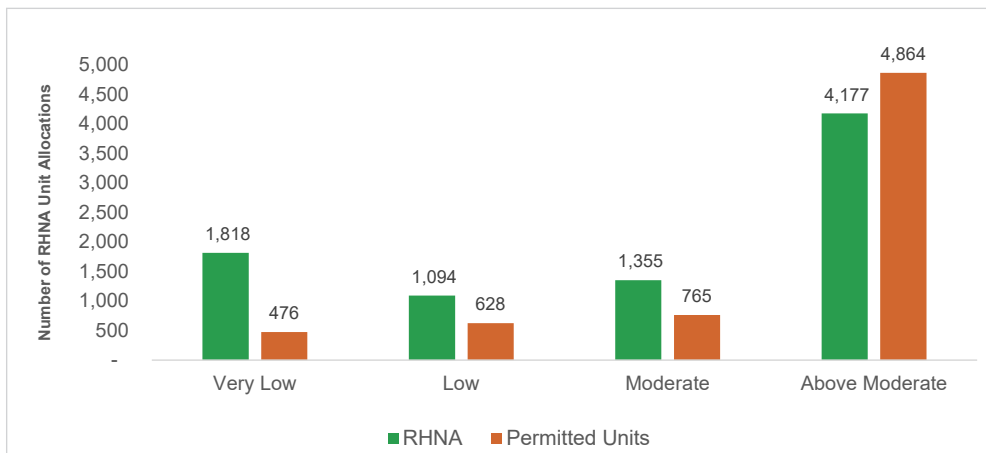
Source: California Housing and Community Development Annual Progress Report, as of December 2020.

Employment, Wages, and Productivity

This section presents select data about the region's employment and wage profiles as well as industry productivity metrics across industry categories and across prior years **Table 8** looks at labor force participation (percentage of residents in the labor force) and unemployment rates (percentage of residents within the labor force that are currently without a job) in both counties. In both areas, the eligible working population (those ages 16 years and over) has declined slightly by a similar proportion. In Mendocino County, unemployment was halved over the years (pre-COVID), but the labor force participation rate also declined. In Sonoma County, the labor force participation rate increased slightly, and the unemployment rate fell by nearly 1 percent. The most recent data shows a very significant jump in unemployment rates for both counties due to the COVID pandemic; however, both counties have experienced some employment recoveries since the time of data collection.

As of September 2021, the unemployment rate dropped to 4.5 percent in Sonoma County and 5.1 percent in Mendocino County, while the State posted an unemployment rate of 7.5 percent.

Gross Regional Product for the region (**Table 9**) was at over $35 billion collectively, with Mendocino County contributing around 12 percent. Local Government and Hospitals are the most prominent producers in Mendocino County. Sonoma County is also led by Local Government, followed closely by Wineries. Compared to California's top industries as a whole, Local Government and Hospitals again overlapped with the two counties, while the state as a whole draws in a much greater proportion of GRP from internet and software-based industries, along with professional services like commercial banking and corporate offices. The counties' top industries highlight a concentration in government and hospitals, revealing that support for more nascent industries could increase economic resilience to future shocks by diversifying the region's base of jobs and incomes.

Table 8. Unemployment and Labor Force Participation Rates by County

Indicator		Population 16 years and over
Mendocino County		
2016	Total	70,701
	Labor Force Participation Rate	58.8%
	Unemployment rate	10.3%
2019	Total	70,332
	Labor Force Participation Rate	55.4%
	Unemployment rate	5.2%
2020	Unemployment rate	15.2%
Sonoma County		
2016	Total	413,205
	Labor Force Participation Rate	65.0%
	Unemployment rate	4.5%
2019	Total	411,096
	Labor Force Participation Rate	65.3%
	Unemployment rate	3.4%
2020	Unemployment rate	14.5%

Source: ACS 1 Year Estimates, Table S2301 (2016 and 2019 data), ESRI (2020 data).

Table 9. Gross Regional Product by Top Industries

Industry[1]	2020 GRP
Mendocino County	
Local Government, Excluding Education and Hospitals	$229,962,134
Elementary and Secondary Schools (Local Government)	$176,175,798
General Medical and Surgical Hospitals	$126,187,860
Natural Gas Distribution	$114,576,446
Petroleum and Petroleum Products Merchant Wholesalers	$109,545,799
Wineries	$103,580,434
Supermarkets and Other Grocery (except Convenience) Stores	$82,629,903
All Other Outpatient Care Centers	$66,262,516
Hotels (except Casino Hotels) and Motels	$63,394,090
Petroleum Bulk Stations and Terminals	$59,867,501
Total, Mendocino County	$3,873,088,013
Sonoma County	
Local Government, Excluding Education and Hospitals	$1,355,283,096
Wineries	$1,097,787,866
HMO Medical Centers	$754,116,402
Elementary and Secondary Schools (Local Government)	$726,496,862
General Medical and Surgical Hospitals	$665,588,691
Supermarkets and Other Grocery (except Convenience) Stores	$444,497,642
Offices of Physicians (except Mental Health Specialists)	$391,105,365
Corporate, Subsidiary, and Regional Managing Offices	$374,008,186
Insurance Agencies and Brokerages	$372,055,410
Electric Power Distribution	$371,217,432
Total, Sonoma County	$31,364,135,549
California	
Internet Publishing and Broadcasting and Web Search Portals	$113,309,922,427
Local Government, Excluding Education and Hospitals	$102,413,271,268
Elementary and Secondary Schools (Local Government)	$69,475,294,019
Software Publishers	$65,022,402,717
General Medical and Surgical Hospitals	$50,518,608,350
Custom Computer Programming Services	$48,077,125,124
Corporate, Subsidiary, and Regional Managing Offices	$45,933,252,356
Commercial Banking	$41,515,808,637
Offices of Lawyers	$40,854,346,126
Federal Government, Civilian, Excluding Postal Service	$38,323,706,568
Total, California	$3,032,188,165,500

[1] Highlighted cells show the common top industries between the two counties and California.

Source: EMSI.

Table 10 tells a similar story of leading industries for export, but also highlights the prevalence of Crop Production, sectors associated with tourism, and wineries in Mendocino County. In Sonoma, Crop Production also rises to the top, along with Breweries and Instruments Manufacturing for Electricity.

Tying job counts to industries, **Table 11** highlights that the Health Care/Social Assistance industry is the leader of jobs across both counties. Sonoma and Mendocino Counties also both see Construction and Retail Trade as common top job producers. Manufacturing and Professional/Scientific/Tech Services also make it into the top five in Sonoma, while Educational Services and Public Administration are the other job industry leaders in Mendocino.

Table 10. Top 10 Exports by County

Industry	Exports
Mendocino County	
State Government, Excluding Education and Hospitals	$370,762,823
Local Government, Excluding Education and Hospitals	$322,805,657
Wineries	$248,638,306
Crop Production	$207,537,766
Federal Government, Civilian, Excluding Postal Service	$176,955,570
Petroleum and Petroleum Products Merchant Wholesalers	$137,242,937
Natural Gas Distribution	$128,847,735
Supermarkets and Other Grocery (except Convenience) Stores	$103,940,212
All Other Outpatient Care Centers	$100,843,536
Sawmills	$100,292,571
Total (All Exports)	**$4,041,806,327**
Sonoma County	
Wineries	$2,707,078,593
Local Government, Excluding Education and Hospitals	$2,141,805,869
HMO Medical Centers	$1,077,815,896
State Government, Excluding Education and Hospitals	$951,276,032
Federal Government, Civilian, Excluding Postal Service	$872,611,951
Analytical Laboratory Instrument Manufacturing	$594,999,101
Crop Production	$560,772,942
Federal Government, Military	$559,933,507
Breweries	$523,821,600
Instrument Manufacturing for Electricity	$505,444,445
Total (All Exports)	**$27,753,639,565**

Source: EMSI.

Table 11. Job Counts by Industry

Industry	Mendocino County		Sonoma County	
	Count	Percent[1]	Count	Percent
Agriculture/Forestry/Fishing/Hunting	2,654	7.6%	6,094	2.7%
Mining/Quarrying/Oil & Gas Extraction	-	0.0%	108	0.0%
Construction	3,647	10.4%	21,813	9.6%
Manufacturing	2,651	7.5%	21,937	9.7%
Wholesale Trade	795	2.3%	6,892	3.0%
Retail Trade	3,655	10.4%	22,451	9.9%
Transportation/Warehousing	601	1.7%	7,032	3.1%
Utilities	410	1.2%	1,965	0.9%
Information	528	1.5%	3,972	1.7%
Finance/Insurance	722	2.1%	8,566	3.8%
Real Estate/Rental/Leasing	879	2.5%	5,795	2.5%
Professional/Scientific/Tech Services	1,869	5.3%	19,254	8.5%
Management of Companies/Enterprises	-	0.0%	189	0.1%
Admin/Support/Waste Management Services	1,303	3.7%	10,031	4.4%
Educational Services	3,454	9.8%	19,016	8.4%
Health Care/Social Assistance	4,974	14.2%	33,267	14.6%
Arts/Entertainment/Recreation	812	2.3%	4,742	2.1%
Accommodation/Food Services	1,725	4.9%	12,895	5.7%
Other Services (excl Public Administration)	1,736	4.9%	11,643	5.1%
Public Administration	2,701	7.7%	9,663	4.3%
Civilian Population Age 16+ in Labor Force	41,427		265,787	
Employed Civilian Population Age 16+ by Industry Base	35,116		227,325	

[1] Green cells highlight top five industries.
Source: ESRI, 2020.

Looking at taxable transactions (that generate sales tax) over time (**Figure 12**), the two counties have seen similar trends over the last 23 years, but have diverged since 2018, where Mendocino has seen more of an uptick and Sonoma has been on a downward trajectory. The Mendocino-specific data (**Figure 13**) shows that these transactions have seen more positive growth within incorporated cities than outside of them. In Sonoma County (**Figure 14**) the opposite seems to hold true, with incorporated cities seeing a more dramatic decrease than outside of the cities.

Figure 12. Taxable Sales Transactions - Annual Percentage Change (%) by County

Source: California Department of Tax and Fee Administration

Figure 13. Mendocino County Taxable Sales Transactions
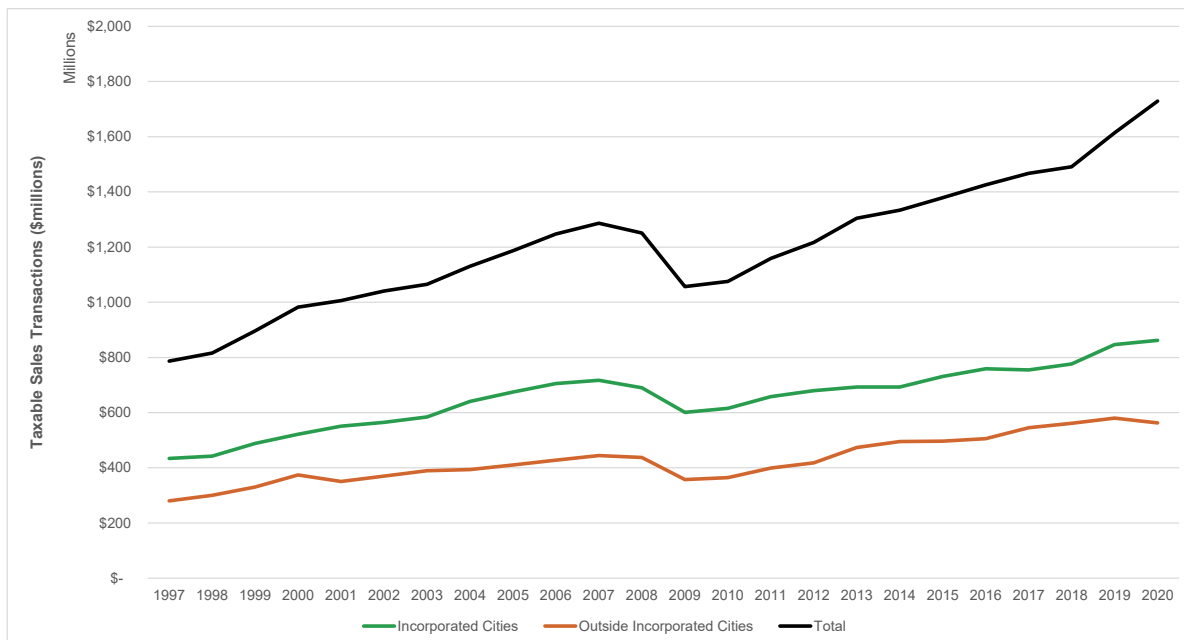
Source: California Department of Tax and Fee Administration

Figure 14. Sonoma County Taxable Sales Transactions
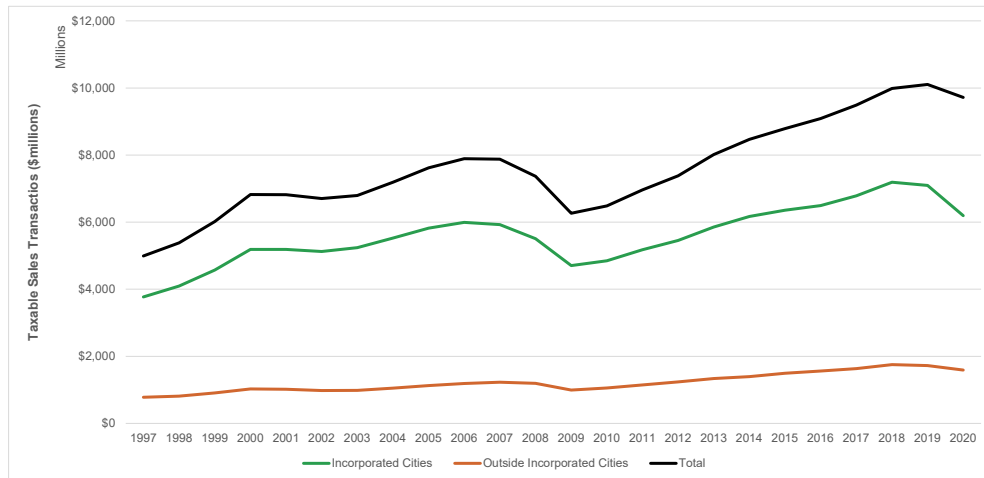
Source: California Department of Tax and Fee Administration

Figure 15. Mendocino County Business Permits
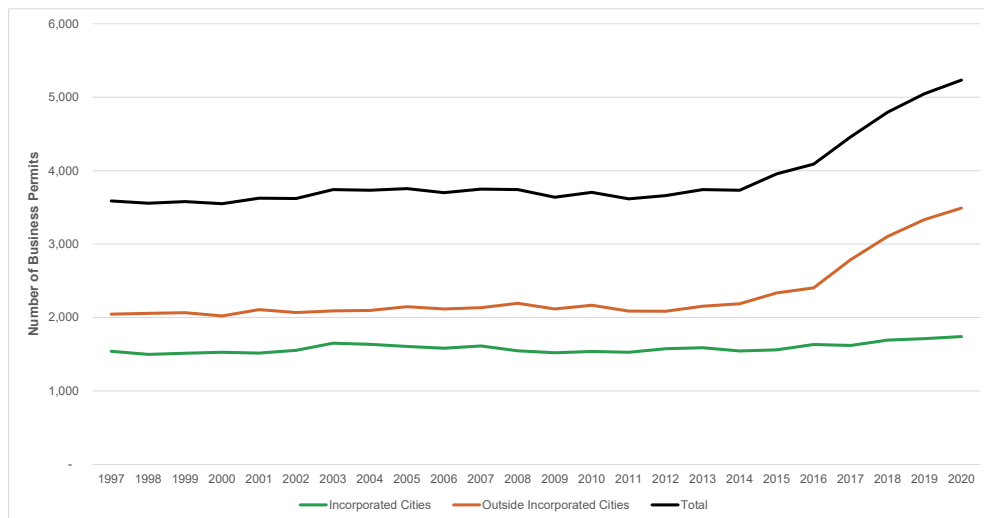
Source: California Department of Tax and Fee Administration

Figure 16. Sonoma County Business Permits
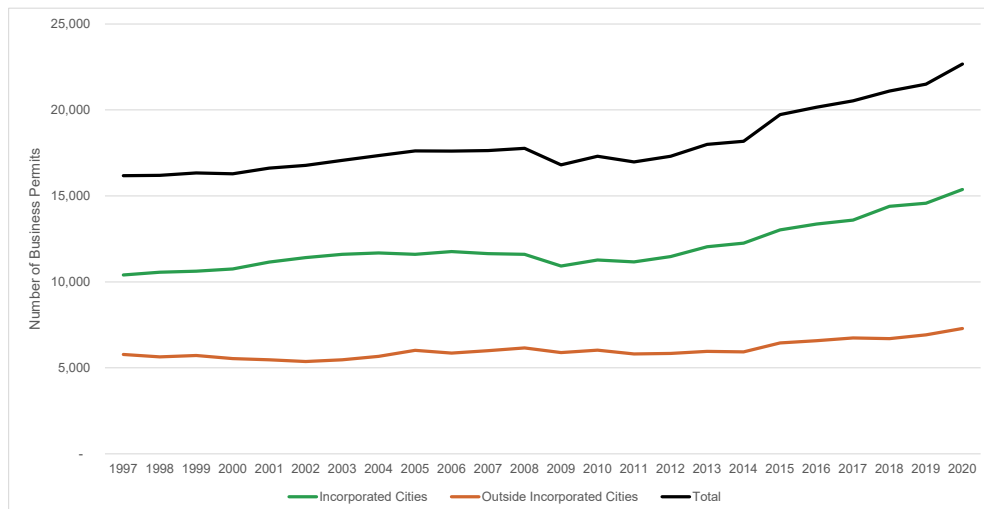
Business permits across both counties have been on a healthy rise since around 2014 (**Figure 15** and **Figure 16**). Of note is that in Mendocino County, the most permit growth has occurred outside of incorporated cities, while in Sonoma it has occurred within the cities.

Source: California Department of Tax and Fee Administration

As shown in **Table 12**, Mendocino and Sonoma Counties share the same top two occupations of Retail Sales Workers and Food and Beverage Serving Workers, both of which have median hourly earnings approximately $15. According to Massachusetts Institute for Technology's Living Wage calculator, the living wage (hourly rate that an individual in a household must earn to support him or herself) for one adult with no children is $15.93 in Mendocino County and $19.51 in Sonoma County.[3] Both counties have six of their most prominent occupations paying below this living wage. The table also shows how negative job number changes are in most cases tied to service industries – those hardest hit by the pandemic.

Table 12. Largest Occupations by County

Occupation	2016 Jobs	2021 Jobs	Change in Jobs (2016-2021)	% Change	2020 Median Hourly Earnings
Mendocino County					
Retail Sales Workers	2,707	2,571	(136)	(5%)	$14.57
Food and Beverage Serving Workers	1,990	1,562	(428)	(22%)	$14.11
Construction Trades Workers	1,767	1,759	(8)	(0%)	$23.12
Preschool, Elementary, Middle, Secondary, and Special Ed. Teachers	1,530	1,338	(192)	(13%)	$33.13
Material Moving Workers	1,431	1,458	27	2%	$15.45
Home Health and Personal Care Aides	1,368	1,901	533	39%	$14.14
Other Management Occupations	1,331	1,379	47	4%	$31.36
Building Cleaning and Pest Control Workers	1,289	1,178	(110)	(9%)	$15.04
Healthcare Diagnosing or Treating Practitioners	1,197	1,135	(62)	(5%)	$44.00
Cooks and Food Preparation Workers	1,051	769	(282)	(27%)	$14.83
Sonoma County					
Retail Sales Workers	13,670	11,738	(1,932)	(14%)	$15.82
Food and Beverage Serving Workers	11,310	9,321	(1,989)	(18%)	$14.08
Construction Trades Workers	11,262	14,154	2,891	26%	$28.36
Material Moving Workers	9,925	9,656	(268)	(3%)	$16.01
Home Health and Personal Care Aides	7,882	10,689	2,807	36%	$15.46
Other Management Occupations	6,955	7,442	487	7%	$39.95
Healthcare Diagnosing or Treating Practitioners	6,890	7,403	513	7%	$59.25
Business Operations Specialists	6,870	7,962	1,092	16%	$34.00
Building Cleaning and Pest Control Workers	6,500	6,382	(118)	(2%)	$15.55
Information and Record Clerks	6,340	5,626	(714)	(11%)	$19.41

Source: EMSI.

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3   Glasmeier , Dr. Amy K. "Living Wage Calculator." Living Wage Calculator - Living Wage Calculation for Sonoma County, California, Massachusetts Institute of Technology, 2021, livingwage.mit.edu/counties/06097.

Table 13 examines the highest paying occupations in the counties and how their job counts have changed over the past five years. Both counties saw a loss of high-paying Postsecondary Teacher jobs.

Table 13. Highest Paying Occupations by County

Occupation	2016 Jobs	2021 Jobs	Change in Jobs (2016-2021)	% Change	2020 Median Hourly Earnings
Mendocino County					
Lawyers, Judges, and Related Workers	139	133	(6)	(4%)	$54.10
Postsecondary Teachers	182	127	(55)	(30%)	$50.37
Engineers	147	124	(23)	(16%)	$46.23
Supervisors of Protective Service Workers	66	73	7	11%	$45.38
Advertising, Marketing, Promotions, Public Relations, and Sales Managers	113	94	(19)	(17%)	$45.37
Air Transportation Workers	13	18	5	39%	$44.37
Operations Specialties Managers	270	298	28	10%	$44.04
Healthcare Diagnosing or Treating Practitioners	1,197	1,135	(62)	(5%)	$44.00
Social Scientists and Related Workers	137	127	(10)	(7%)	$43.28
Life Scientists	70	80	11	15%	$41.32
Sonoma County					
Air Transportation Workers	179	212	33	18%	$77.00
Postsecondary Teachers	1,407	967	(440)	(31%)	$67.14
Advertising, Marketing, Promotions, Public Relations, and Sales Managers	1,331	1,361	30	2%	$63.96
Lawyers, Judges, and Related Workers	1,124	1,170	46	4%	$62.06
Healthcare Diagnosing or Treating Practitioners	6,890	7,403	513	7%	$59.25
Operations Specialties Managers	2,582	3,023	441	17%	$58.97
Social Scientists and Related Workers	618	669	51	8%	$55.01
Engineers	2,067	2,087	20	1%	$53.94
Top Executives	4,376	4,078	(298)	(7%)	$51.00
Supervisors of Protective Service Workers	158	218	59	38%	$49.46

Source: EMSI.

From 2016 to 2021, Home Health and Personal Care Aides and Supervisors of Construction and Extraction Workers top the list of the fastest growing occupations in Mendocino and Sonoma County, respectively, when looking at the absolute change in jobs (**Table 14**). Compared to the largest occupations in **Table 12**, five of the fastest growing occupations pay below the living wage in Mendocino County, while only two in Sonoma County pay below the living wage. This finding has significant livability implications, as finding affordable housing for low-wage earners is already a major challenge and may start to limit economic growth over the long term unless future housing supply is better able to track with housing demand. It also underscores the urgency around the need for upskilling workers to pursue and be competitive for the better paying, in demand jobs in the region.

Table 14. Fastest Growing Occupations by County, Sorted by 2016 – 2021 Change in Jobs

Occupation	2016 Jobs	2021 Jobs	Change in Jobs (2016-2021)	% Change	2020 Median Hourly Earnings
Mendocino County					
Home Health and Personal Care Aides	1,368	1,901	533	39%	$14.14
Counselors, Social Workers	887	1,060	172	19%	$23.68
Other Educational Instruction and Library Occupations	563	683	120	21%	$16.90
Business Operations Specialists	629	732	103	16%	$28.60
Agricultural Workers	971	1,035	64	7%	$14.67
Other Management Occupations	1,331	1,379	47	4%	$31.36
Other Teachers and Instructors	398	439	40	10%	$17.37
Animal Care and Service Workers	121	149	29	24%	$13.77
Operations Specialties Managers	270	298	28	10%	$44.04
Material Moving Workers	1,431	1,458	27	2%	$15.45
Sonoma County					
Construction Trades Workers	11,262	14,154	2,891	26%	$28.36
Home Health and Personal Care Aides	7,882	10,689	2,807	36%	$15.46
Business Operations Specialists	6,870	7,962	1,092	16%	$34.00
Other Healthcare Support Occupations	2,936	3,507	571	19%	$24.52
Healthcare Diagnosing or Treating Practitioners	6,890	7,403	513	7%	$59.25
Counselors, Social Workers	3,878	4,366	488	13%	$23.93
Other Management Occupations	6,955	7,442	487	7%	$39.95
Operations Specialties Managers	2,582	3,023	441	17%	$58.97
Other Protective Service Workers	1,417	1,828	411	29%	$15.75
Supervisors of Construction and Extraction Workers	851	1,234	382	45%	$43.73

Source: EMSI.

Table 15 shows wage information across all occupations in the region. In Mendocino and Sonoma Counties, the lowest paying occupation (Food Preparation and Serving Related) accounts for 10 percent of overall employment. Conversely, the highest paying occupation in Mendocino (Legal) accounts for .3 percent of total employment, and 6 percent in Sonoma (Management).

Another trend to note is the rise of women and minority-owned businesses. On a national level, white self-employment has been on a decline since 2000, while minority/women self-employment and entrepreneurship have increased (**Figure 17** and **Figure 18**). despite the increase in the number of businesses, minority entrepreneurs continue to face challenges securing capital for business ventures. Studies have found that minority entrepreneurs access the same banking products or funding opportunities at lower rates than white entrepreneurs. The U.S. Census' Annual Business Survey estimates that there is a $451 billion funding gap between white-owned and Latinx-owned businesses in California. [4]

Table 15. Wages by Occupation

Occupational Title[1]	Mendocino County[2]			Sonoma County[3]		
	May 2019 Employment Estimates	Mean Hourly Wage	Mean Annual Wage	May 2019 Employment Estimates	Mean Hourly Wage	Mean Annual Wage
Total all occupations	107,310	$23.54	$48,950	207,870	$28.14	$58,539
Management	5,610	$42.48	$88,353	12,570	$60.19	$125,210
Business and Financial Operations	3,620	$29.53	$61,424	9,880	$37.94	$78,915
Computer and Mathematical	860	$31.95	$66,456	3,310	$43.93	$91,379
Architecture and Engineering	920	$38.54	$80,174	3,440	$48.38	$100,613
Life, Physical, and Social Science	1,570	$34.35	$71,440	1,690	$42.71	$88,835
Community and Social Service	3,960	$23.74	$49,377	4,220	$27.30	$56,803
Legal	340	$47.69	$99,193	1,170	$54.99	$114,382
Educational Instruction and Library	9,340	$30.03	$62,472	12,200	$31.22	$64,923
Arts, Design, Entertainment, Sports, and Media	680	$25.70	$53,463	2,200	$33.61	$69,908
Healthcare Practitioners and Technical	5,540	$43.89	$91,297	10,010	$50.14	$104,300
Healthcare Support	7,230	$15.69	$32,622	11,520	$17.88	$37,206
Protective Service	3,280	$31.31	$65,131	3,270	$32.20	$66,985
Food Preparation and Serving Related	10,650	$14.32	$29,769	21,620	$15.51	$32,272
Building and Grounds Cleaning and Maintenance	4,090	$16.46	$34,239	7,280	$18.52	$38,524
Personal Care and Service	2,920	$16.31	$33,910	5,520	$18.01	$37,453
Sales and Related	11,910	$17.55	$36,498	22,810	$23.43	$48,723
Office and Administrative Support	13,650	$19.81	$41,195	25,000	$22.68	$47,157
Farming, Fishing, and Forestry	2,390	$18.83	$39,166	3,640	$17.05	$35,468
Construction and Extraction	4,030	$27.20	$56,576	13,270	$32.08	$66,723
Installation, Maintenance, and Repair	4,250	$22.52	$46,839	6,780	$27.65	$57,521
Production	3,470	$20.75	$43,167	11,560	$21.66	$45,042
Transportation and Material Moving	7,000	$18.22	$37,900	14,890	$19.54	$40,637

[1] These survey data are from the 2019 Occupational Employment Statistics (OES) survey.

[2] Data is from the North Coast Region geography, which includes Del Norte, Lake and Mendocino Counties.

[3] Data is from the Santa Rosa MSA geography, which includes Sonoma County.

Source: California Employment Development Department (EDD).

4   Sonoma EDB, BIPOC Entrepreneurship Webinar.

Figure 17. Percent of Self-Employed Adults by Race/Ethnicity, National
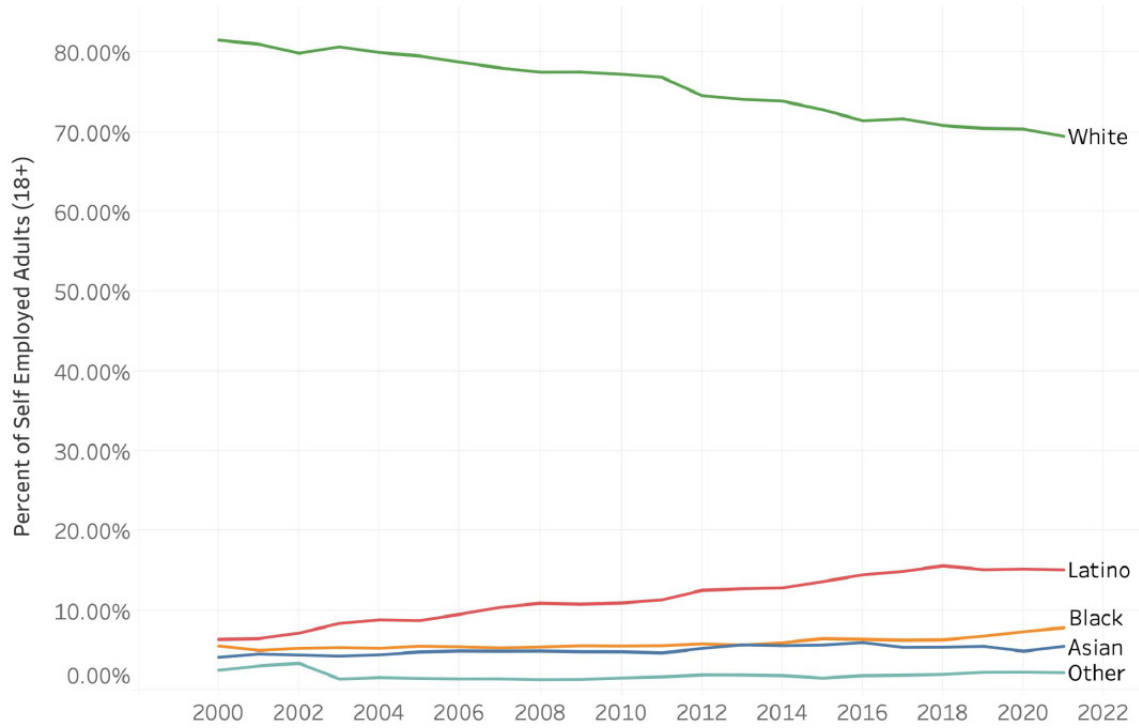
Source: Extracted from Sonoma EDB, BIPOC Entrepreneurship Webinar

Figure 18. Percent Change in Number of Female Self-Employed, National (2014 – 2018)
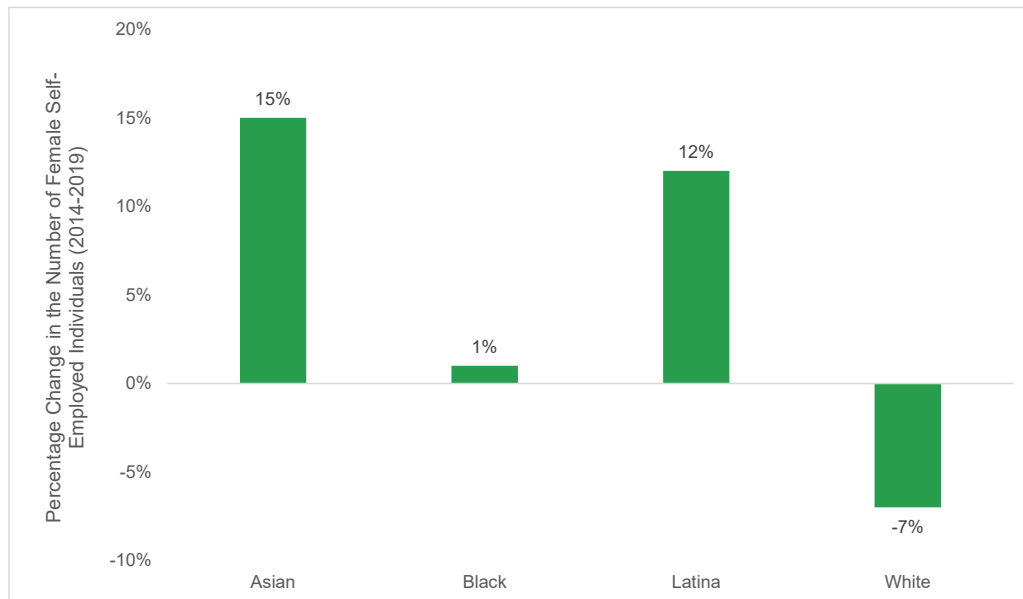
Source: Extracted from Sonoma EDB, BIPOC Entrepreneurship Webinar

Workforce Preparedness

The Workforce Preparedness indicators show adult education levels, how these have changed over time, and the most sought-after experience levels and qualifications from an employer perspective. **Figure 19** reveals that educational attainment levels at the "Associate's Degree" level and above increased in both counties between 2016 and 2021.

According to EMSI's most recent job posting analytics, in Mendocino County, there were "43,372 total job postings for Mendocino County from October 2019 to September 2020, of which 12,183 were unique. These numbers translate to a Posting Intensity of

4-to-1, meaning that for every 4 postings there is 1 unique job posting. This is close to the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they are putting average effort toward hiring for this position."

In Sonoma County during the same time period, there were 322,685 total job postings of which 68,713 were unique. This reveals a Posting Intensity of 5-to-1, which is again close to the regional average, indicating average effort into hiring for positions. Top posting sources for the data include Monster.com, Nexxt.com, Santarosajobs.com, Learn4good.com, and Snagajob.com.

Figure 19. Educational Attainment by Level, 2016 vs. 2021
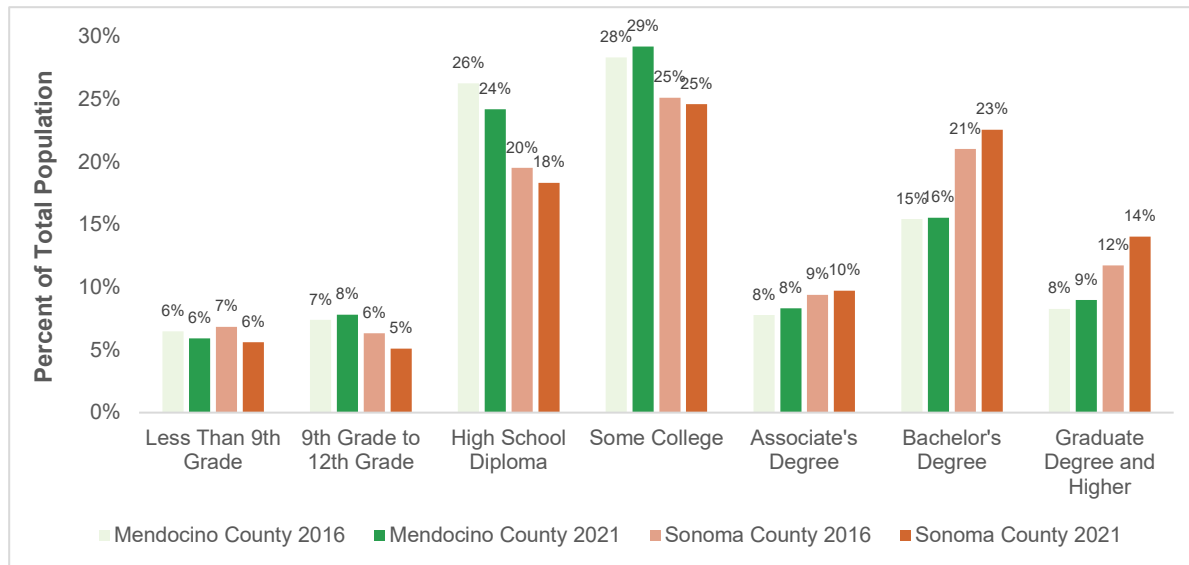
Source: EMSI.

Table 16 shows that employers in Mendocino County are most commonly citing a need for a Bachelor's degree-education or higher (19 percent). In Sonoma, the preference for Bachelor's degree or higher is cited at 26 percent. Sonoma job postings also more commonly require 2 years of experience or more (22 percent). In Mendocino, a larger share of job postings list 0 to 1 year of experience as desired. In terms of specific qualifications employers are seeking, the Commercial Driver's License (CDL) tops the list in both counties; the rest of the list is dominated by health-oriented credentials as most other positions do not require credentials (**Table 17**). It should be noted that this data does not indicate whether postings reflect expanding opportunities, versus turnover within the labor market.

Table 16. Job Posting Education & Experience Breakdown

	Mendocino County		Sonoma County	
	Unique Postings	% of Total	Unique Postings	% of Total
Education Level				
No Education Listed	7,240	59%	40,782	59%
High school or GED	1,787	15%	10,914	16%
Associate's degree	1,800	15%	5,634	8%
Bachelor's degree	1,449	12%	11,895	17%
Master's degree	445	4%	4,527	7%
Ph.D. or professional degree	411	3%	1,519	2%
Minimum Experience				
No Experience Listed	7,812	64%	42,592	62%
0 - 1 Years	2,237	18%	10,940	16%
2 - 3 Years	1,644	13%	9,651	14%
4 - 6 Years	414	3%	4,187	6%
7 - 9 Years	39	0%	864	1%
10+ Years	37	0%	479	1%

Source: EMSI

Table 17. Job Posting Top 10 Qualifications

Qualification	Postings with Qualification
Mendocino County	
Commercial Driver's License (CDL)	870
Bachelor of Science in Nursing (BSN)	215
Nurse Practitioner	162
Licensed Vocational Nurses	115
Certified Nursing Assistant	108
Trauma Nurse Core Course (TNCC)	86
Master of Science in Nursing (MSN)	79
Medical License	78
American Registry of Radiologic Technologists (ARRT) Certified	76
Sonoma County	
Commercial Driver's License (CDL)	2296
Certified Nursing Assistant	1064
Licensed Vocational Nurses	734
Bachelor of Science in Nursing (BSN)	560
Certificate of Clinical Competence In Speech-Language Pathology (CCC-SLP)	546
Master of Business Administration (MBA)	484
Nurse Practitioner	479
Licensed Practical Nurse	348
Bachelor of Science in Business	260
Food Handler's Card	229

Source: EMSI

Figure 20 through **Figure 23** provide insight into the supply and demand of relevant hard and common skills by comparing the frequency of skills present in job postings against skills held by the regional workforce. According to EMSI, the information leverages their dataset of "more than 100M online résumés and profiles. All résumés and profiles used in these comparisons have been updated within the last three years." In Mendocino County, there are gaps between the top hard skills and those hard skills held by the workforce. Supply and demand of common skills in Mendocino County are more balanced, but demand is most outweighed in "Communications", "Valid Driver's License", "Detail Oriented" and "Professionalism". Looking at Sonoma County, the greatest gap between most in-demand hard skills and those held by the workforce occur for "Nursing", "Basic Life Support" and "Caregiving". The largest gaps on the top common skills side again include "Communications", "Valid Driver's License", and "Detail Oriented".

Figure 20. Top Hard Skills, Mendocino County

Figure 20. Top Hard Skills, Mendocino County

Skill	Frequency in Job Postings	Frequency in Workplace Profiles
Basic Life Support	14%	0%
Nursing	12%	1%
Advanced Cardiovascular Life Support (ACLS)	8%	0%
Cardiopulmonary Resuscitation (CPR)	6%	1%
Merchandising	5%	1%
Intensive Care Unit	5%	0%
Operating Room (OR)	4%	0%
Pediatric Advanced Life Support	3%	0%
Acute Car	3%	0%
Accounting	3%	2%

■ Frequency in Job Postings ■ Frequency in Workplace Profiles

Figure 21. Top Common Skills, Mendocino County

Figure 21. Top Common Skills, Mendocino County

Skill	Frequency in Job Postings	Frequency in Workplace Profiles
Communications	18%	3%
Customer Service	18%	12%
Management	12%	11%
Sales	12%	9%
Valid Driver's License	10%	0%
Operations	10%	4%
Leadership	9%	7%
Detail-Oriented	7%	0%
Planning	6%	2%
Professionalism	5%	0%

■ Frequency in Job Postings ■ Frequency in Workplace Profiles
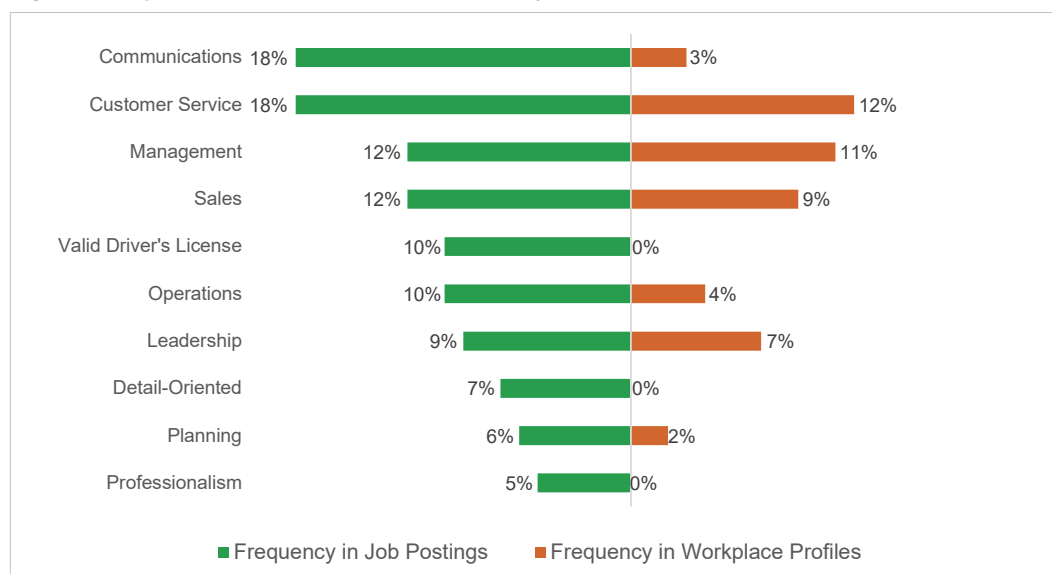
Figure 22. Top Hard Skills, Sonoma County

Skill	Frequency in Job Postings	Frequency in Workplace Profiles
Merchandising	7%	2%
Selling Techniques	5%	2%
Accounting	5%	3%
Nursing	4%	1%
Auditing	4%	2%
Restaurant Operation	4%	1%
Basic Life Support	4%	1%
Cardiopulmonary Resuscitation (CPR)	4%	1%
Caregiving	4%	1%
Warehousing	3%	1%

■ Frequency in Job Postings   ■ Frequency in Workplace Profiles
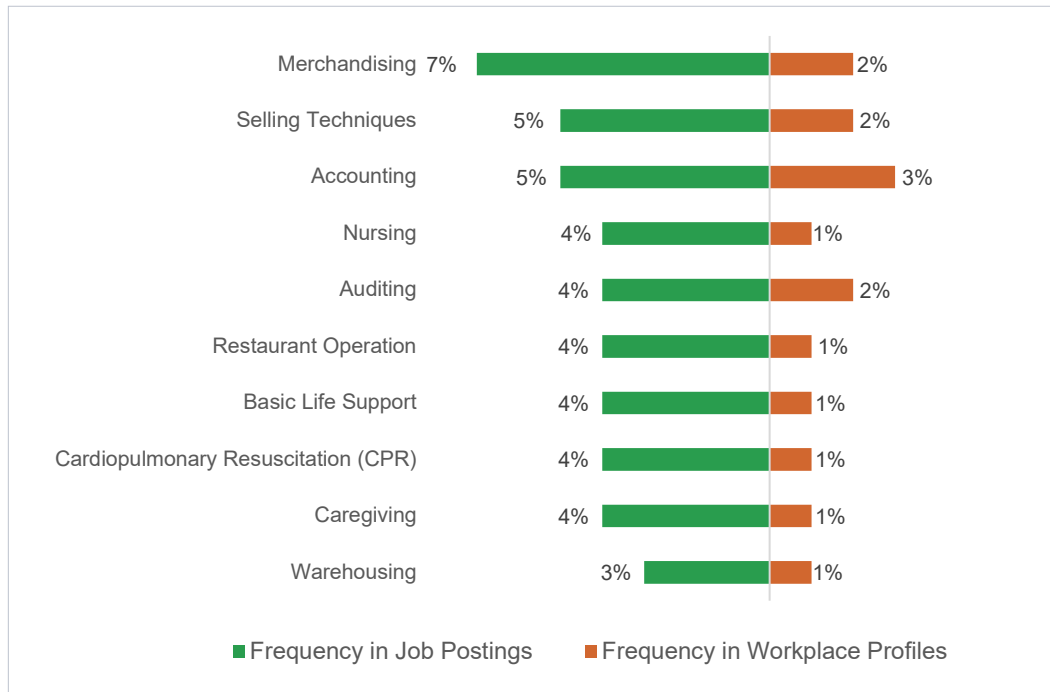
Figure 23. Top Common Skills, Sonoma County

Skill	Frequency in Job Postings	Frequency in Workplace Profiles
Communications	27%	5%
Customer Service	22%	17%
Sales	18%	16%
Management	18%	16%
Operations	13%	7%
Leadership	12%	10%
Valid Driver's License	10%	0%
Detail-Oriented	10%	1%
Problem Solving	8%	1%
Planning	6%	3%

■ Frequency in Job Postings   ■ Frequency in Workplace Profiles
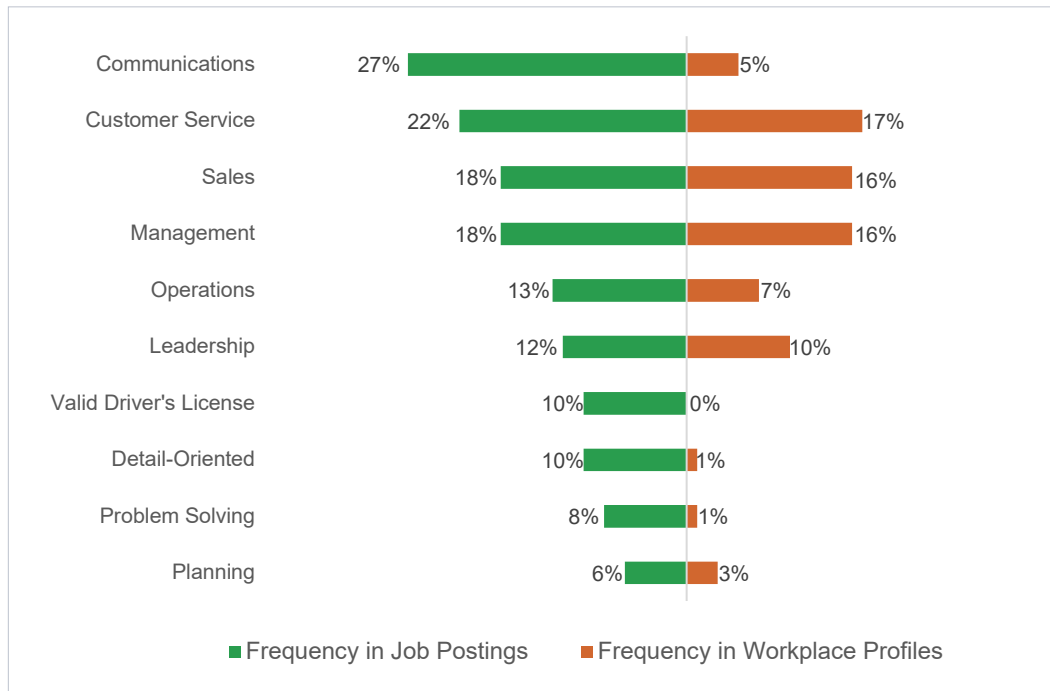
Environment/Climate

Climate change has already begun to show damaging and devastating impacts on the region's environment and population. Extreme drought and larger, more frequent and intense wildfires and the resulting smoke threaten the livability of the region. The following environment/climate indicators document where the region falls on various health-related indices, how energy consumption has trended over the years, and to what degree and in what ways the counties are contributing to any renewable energy production.

Compared to much of the state, Sonoma and Mendocino counties have more moderate temperatures, due to their coastal geography. However, average temperatures have been rising and are projected to climb in the next few decades. Climate projections estimate that in Sonoma County, the annual average maximum temperature could rise 4.2-7 degrees-Fahrenheit by the end of the century, while in Mendocino, the projected temperature rise is 4.4-7.2 degrees-Fahrenheit.[5]

In recent years, the severity of wildfires in Sonoma and Mendocino counties have resulted in mass evacuations, lost lives, and property damage. Several large fires have burned through urban areas of the region, including 2017's Tubbs Fire in Sonoma County, which ranks among the most destructive in the state's history. These fires threaten and impact business and lives and the resulting smoke has significant impacts on the quality of life and people's health in the entire region. Drought has also severely impacted the regions agricultural and tourism economies. Sea level rise is also contributing to more flooding in low lying areas and issues in the area's harbors.

Climate events will continue to have adverse and increasing impacts on human health, particularly in more vulnerable population subgroups such as children or the elderly

as they are more impacted by high heat conditions. Additionally, individuals with asthma and respiratory conditions are at greater risk of suffering from smoky and polluted air. Low-income households face economic vulnerabilities and reduced capacity to adapt to climate change. The Center of Disease Control's Social Vulnerability Index assigns Mendocino County a high vulnerability index of 0.88 (out of 1), a metric driven primarily by the above-average number of over-65 and single-parent households in the county.[6]

In terms of electricity consumption, Sonoma County has increased consumption during the past three decades but has decreased during the most recent two years (**Figure 24**), coinciding with population declines and the migration of indoor cannabis production to the Central Valley and Riverside County. Mendocino County, \consumption has been on a slight downward trend since 2008 and is now at a lower point than when data first became available. Sonoma Clean Power (SCP) supplies electricity to residential and commercial customers in both counties. SCP is one of the state's earliest community choice energy providers that sells a predominantly low-carbon grid mix. In 2019, an estimated 70 percent and 58 percent of electricity consumption from Sonoma and Mendocino counties, respectively, came from SCP's renewable or zero-carbon energy sources. Currently, SCP offers two rate plans that deliver 93 percent zero-carbon (CleanStart) or 100 percent renewable (EverGreen) power.

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5   Cal-Adapt.

6   https://svi.cdc.gov/map.html

Figure 24. Electricity Consumption by County
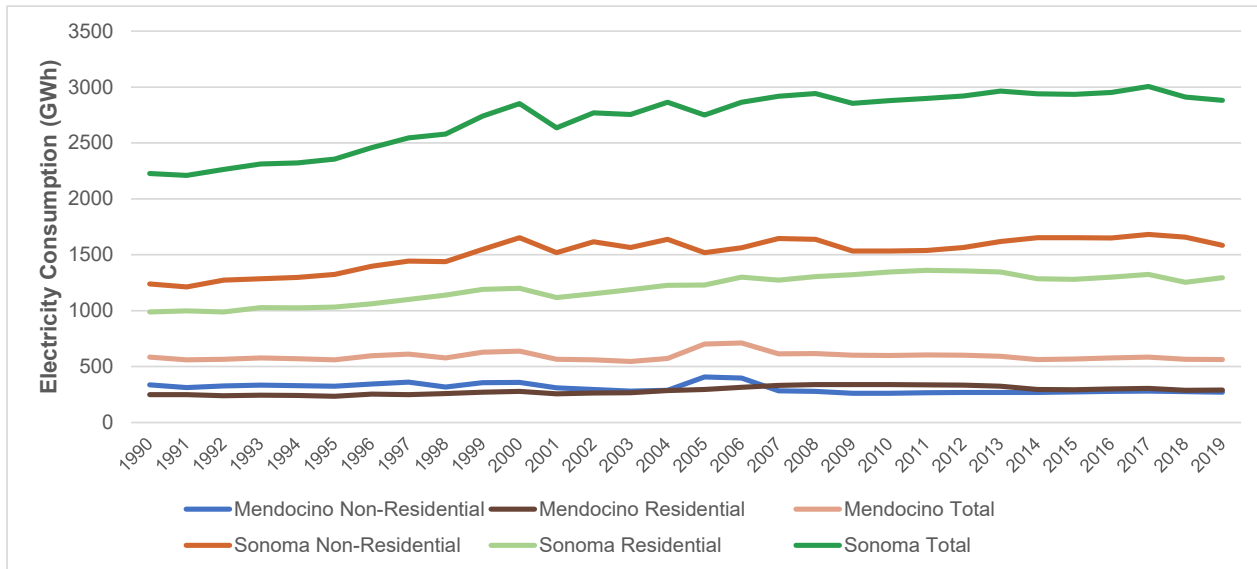
Source: California Energy Commission

Sonoma County's greenhouse gas emissions inventory shows that 60 percent of the county's emissions comes from the transportation sector (**Figure 25**). Building energy use (mainly space heating and cooling) additionally account for 22 percent of emissions. Overall emissions in Sonoma County have been on a decline since 2010, with nearly every contributor decreasing emissions except transportation (**Figure 26**). Emissions from buildings saw the largest drop, likely due to Sonoma Clean Power coming online in 2014. Data was not available for Mendocino County.

Figure 25. Sonoma County Greenhouse Gas Emissions by Source, 2018
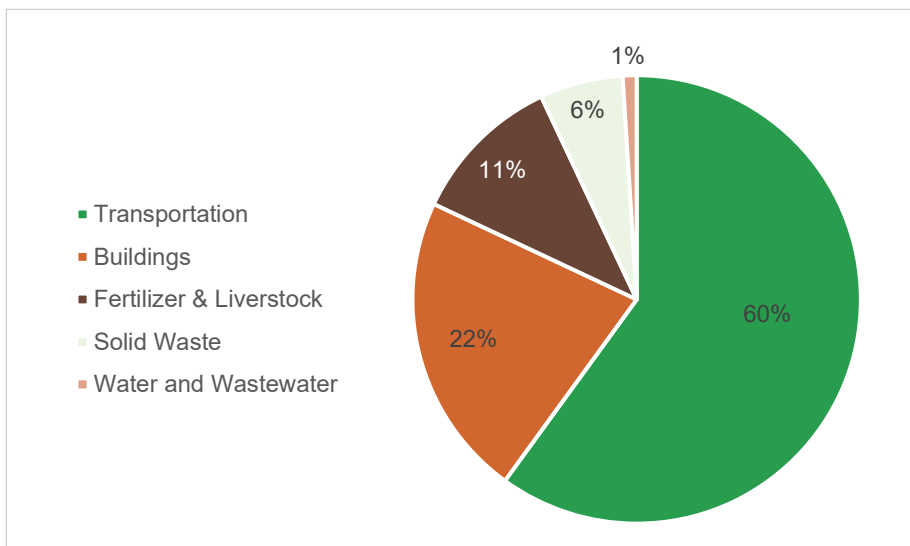
Source: Regional Climate Protection Authority, Sonoma County Greenhouse Gas Inventory 2018

Figure 26. 1990-2018 Emission Trends, Sonoma County
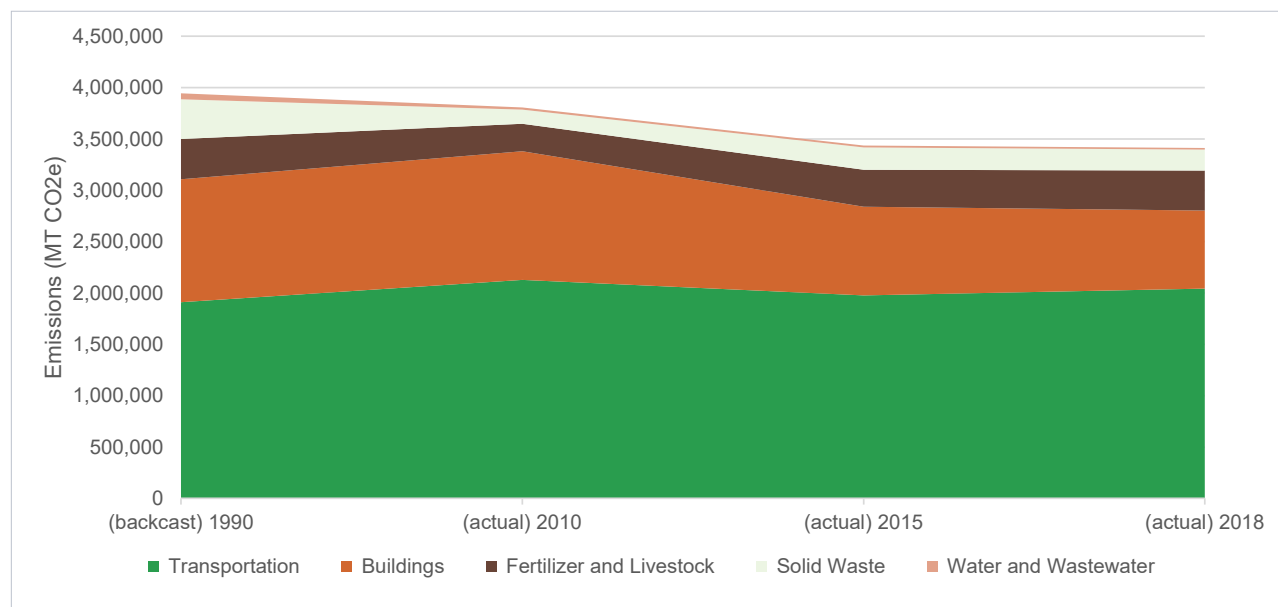
Source: Regional Climate Protection Authority (RCPA).

In terms of renewable energy, Sonoma County is a relatively large contributor among California counties, generating 4,804 GWh, or 7.5 percent of the state's total renewable production, primarily from geothermal sources. Mendocino is a much smaller contributor, generating only 45 GWh, mainly from small hydropower systems, with some solar photovoltaic technologies contributions as well.

California has some of the highest electricity rates, translating to severe utility burdens among low-income households. Utility burden, or the share of monthly income spent toward utilities, can be disproportionately high for households with the lowest incomes. In Mendocino County, households earning less than 50 percent of the Federal Poverty Level (FPL) spend 29.8 percent of household income on utilities, in addition to other housing costs. Similarly, the utility burden in Sonoma County is 28.2 percent. As shown in **Table 18**, utility burdens are highest for households with the lowest incomes and decrease as one moves up income segments.

Table 18. Mendocino and Sonoma County Utility Burdens by Income Level

Income Level	Mendocino County	Sonoma County
Less than 50% FPL	29.80%	28.20%
50-99% FPL	15.90%	15.00%
100-124% FPL	10.60%	10.00%
125-149% FPL	8.70%	8.20%
150-184% FPL	7.10%	6.70%
185-199% FPL	6.20%	5.90%

Source: Fisher Sheehan & Colton, Home Energy Affordability Gap, 2021

To address both imminent and long-term impacts of climate change, several jurisdictions in Sonoma and Mendocino counties have passed climate action plans that codify their commitment towards addressing climate change and reducing greenhouse gas emissions. Sonoma County's regional climate action plan was last updated in 2016, and several cities in the county have passed individual plans, including Sonoma, Santa Rosa, and Healdsburg. In Mendocino County, only the cities of Fort Bragg and Ukiah have passed a CAP, although there is a volunteer Climate Action Advisory Committee that is seeking funding to create a plan for the county, signifying an opportunity for more meaningful policies towards climate mitigation.

4. Community Outreach

Community outreach is essential to the CEDS process, because SMEDD decided early in the process to ensure that the community would identify the critical community priorities and Priority Projects for the strategy. Priority Projects that tie into community priorities and have the support of community members will boost the likelihood that a project is successful and able to secure funding.

The project team solicited community feedback for several purposes:

1. To understand what residents, business owners, and employees consider the largest threats to the local economy and what concerns are a top priority;

2. To develop an initial collection of project ideas; and,

3. To gather feedback on project ideas to narrow down, refine, and complete a final list of Priority Projects.

Discussions and interviews also contributed to suggested resources, best practices, and potential partnerships for each project. **Table 19** describes the six methods of outreach that the project team used and organized. Because advancing equity is a primary objective in the SMEDD Priority Projects, participants were encouraged to discuss how projects advance racial, gender, and economic equity goals throughout both counties.

Steering Committee

To provide overarching direction on producing the CEDS, a Steering Committee formed of several SMEDD board members and staff from Mendocino and Sonoma counties, met with the Consultants on a bi-weekly basis to give feedback throughout the process. The Steering Committee also helped organize and lead meetings, facilitated connections for interviews, and provided insight on SMEDD's capacity and potential roles for various project ideas.

Table 19. Summary of Community Outreach

Outreach Channel	Participation	Notes
Community Meetings	Approx. 100 registrants	2 sessions + Facebook; English (9/9/21) and Spanish (9/14/21)
Survey	330 respondents	Survey had English and Spanish options; Open Aug-Sep for 30 days
Subject Matter Expert Interviews	40+ interviews	Conducted by Consultants and Staff
Subject Matter Expert Focus Groups	24 participants total	4 sessions, each oriented around a different theme
Equity Focus Group	10 participants	1 session
Jurisdiction and Agency Outreach	**Mendocino**: four cities, two tribes, four districts, the County, the Climate Action Committee, the County Planning Commission, supervisors, and numerous non-profits **Sonoma**: seven cities, one town, three tribes, the County, numerous nonprofits, and the Sonoma County Water Agency	Outreach resulted in the identification and development of numerous high priority projects for potential, state, EDA and other federal funding. (See **Appendix A**)

The Steering Committee consisted of three SMEDD Board Members, three Sonoma County Economic Development Board staff, and one Mendocino Economic Development & Financing Corporation staff person.[7] Mendocino County was additionally represented by Marie Jones of Marie Jones Consulting who served a dual staff and advisory role throughout the process.

Survey

To seek feedback from the region's residents, business owners, and employees, the project team created and distributed an online survey via SurveyMonkey. The survey included multiple choice and open-ended questions asking for top concerns, ideas, or best practices across the four themes of business, technology, climate, and livability. A survey link was available, posted through SMEDD's website and broadly distributed through email newsletters and social media. To ensure the accessibility of the survey, the survey was also available in Spanish.

The survey was open for 30 days, from August 23 to September 22. A total of 330 responses in both the English and Spanish versions were received. The full survey and its results can be found in **Appendix B**. Survey results showed that 75 percent of respondents are residents of Sonoma County, which is in line with the larger overall population of Sonoma County. One-third are business owners in the region. A majority of respondents are also older, white, and high-income, which is not reflective of the region's community overall..

While the survey collected a variety of different opinions and perspectives on urgent issues like housing and climate change, several themes clearly emerged as main topics or issues of major concern.

FEEDBACK FROM SURVEY

1. **High housing costs and low availability remain a critical concern.**

    • 79% of respondents state that the lack of affordable housing is a significant threat to the region's resilience, affecting both residents who need housing and employers who need workers.

    • Employers are keenly aware of the connection between affordable housing and an available workforce.

    • The lack of housing creates challenges to attracting/retaining young families and workforce.

    • AirBnb and short-term rentals contribute to the housing shortage.

2. **There is widespread concern about natural disasters (e.g., wildfires, drought) and the region's vulnerability.**

    • 77% state that natural disasters are a major threat to the region's resiliency, reinforced by recent major wildfires in Sonoma and Mendocino counties and the ongoing drought in the region.

3. **Upgrading physical and social infrastructure is critical to economic and environmental resilience and equity.**

    • Internet access in rural and underserved communities is critical

4. **Other major concerns include economic disparities between rural vs urban communities, over-reliance on the tourism economy, and homelessness.**

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7   EDFC was initially represented by Diann Simmons, who retired from EDFC. Debbie Rasar transitioned into the role and was succeeded by Robert Gernert and Robin Peckham..

Focus Groups

Focus groups allowed for topics to be more thoroughly discussed by industry and subject matter experts sharing their experiences or viewpoints in a small group setting. With the help of Steering Committee members, EPS facilitated five focus groups – four themed focus groups and one with an equity focus.

Themed Focus Groups

The focus groups took place over Zoom, each lasted approximately 90 minutes. The focus groups centered around the following major themes: 1) Economic and Environmental Resilience; 2) Technology, Digital Literacy, and Connectivity; and 3) Business and Industry Support. A fourth focus group convened Economic Development professionals engaged in the work of economic development across the region. The theme of "Livability" was a key part of each focus group.

FEEDBACK FROM THEMED FOCUS GROUPS

1. **Economic and Environmental Resilience.**

   - Housing development is challenging with high permitting costs, septic systems, water, etc.; cultural and behavioral shifts are necessary to develop housing. Pursue forest and wildfire management workforce training.

2. **Technology and Livability.**

   - Pursue advocacy around community-oriented growth to facilitate strategic investment in infrastructure.

   - Be ready to take advantage of wave of funding to support a publicly-governed broadband entity.

3. **Business and Industry Support.**

   - Employers are having difficulty finding employees.

   - Some businesses would like to hire locally but remote employees can work from anywhere, and the lifestyle/culture is not there yet for young people in Sonoma/Mendocino counties.

   - Work with businesses and industry leaders to identify required technical skills and develop career-oriented skill-building opportunities.

   - Work with middle school, high school, junior colleges, vocational programs, AND underserved populations, etc.

   - Build a modular housing construction facility, which addresses housing need, workforce training, local labor and sourcing, and diversifies the economy. Tie into a procurement program so contracts are going to BIPOC businesses.

4. **Economic Development Professionals.**

   - A regional approach to economic development is valuable.

   - SMEDD's role can be to facilitate collaboration, leverage partners, and tell success stories.

Equity Focus Groups

In addition to the themed focus groups, the Team hosted a 90-minute focus group with DEI professionals or representatives of the region's underserved communities. The purpose of this focus group was to discuss ways to define and include equity goals and principles in the CEDS. This discussion generated valuable perspectives on how equity can be incorporated into the ongoing CEDS development process and clearly identified in the proposed projects.

FEEDBACK FROM EQUITY GROUP

1. **SMEDD must advocate for systemic changes to advance equity and influence political will.**

   • Government agencies in both counties are siloed, and it is difficult to coordinate multijurisdictional efforts. SMEDD could have role in supporting agencies that are implementing projects and bring them together to further this regional approach.

2. **Augment/create childcare job opportunities for BIPOC women who already provide childcare work in many communities.**

3. **There is a role for community hubs that are focused on serving BIPOC needs and creating safe spaces.**

4. **Homelessness is a critical part of the conversation**

   • Both Sonoma County and Mendocino County have successful Continuum of Care programs.

5. **Workforce transportation also critical**

   • Farmworker vanpools with clean vehicles provides access, increases safety, and assists in meeting environmental goals. https://calvans.org/

6. **Look into programs that assists with workforce re-entry in construction/vocations for formerly incarcerated people.**

7. **Look towards indigenous ecological practices for wildfire management.**

8. **Digital divide was a concern exacerbated by COVID-19; people without reliable Internet are limited in their ability to work remotely, attend school, apply for new jobs.**

   • Accessibility of technologies is important – consider language access.

Interviews

Several members of the project team also completed one-on-one interviews with elected officials, tribal representatives, nonprofits, and other community leaders. Some interviews were scheduled as a follow-up to the discussions from the focus groups, while others were done to expand and diversify the outreach process. Participants were identified by the project team members and asked to participate over email.

FEEDBACK FROM INTERVIEWS

Ukiah City Council Representative

- Housing is critical to tackle regionally.
- Ukiah's recycled water system is a great success; can be replicated and grant funded.

Santa Rosa Chamber

- Greatest weaknesses in the region are workforce retention and skill gaps, lack of affordable housing, and lack of childcare.
- Need to consciously provide access to capital through institutions that may not typically loan to underserved demographics (Micro Finance). This is the best way to support DEI objectives in our region.

Social Entrepreneur

- SMEDD can offer an integrative approach to addressing regional problems – not constrained by jurisdictional or siloed departmental thinking.
- Partner with UC Davis (Climate Adaptation Research Center), Humboldt State, Mendocino College's Sustainable Construction and Energy Technology Department.

Water Providers

- There is a need for a regional entity to manage/coordinate water supply between the two counties. Sonoma County imports a lot of water from Mendocino County. Currently the Potter Valley hydraulic facility may be decommissioned by PG&E and Sonoma County will lose water supply if it is closed.
- Advocacy for programs already underway (such as Forecast Informed Reservoir Operations).

FEEDBACK FROM INTERVIEWS (continued):

Sonoma County Legal Aid

- The biggest underlying economic threat to the region is access to housing as well as access to under-served communities.

- Accessory Dwelling Units can help close the housing gap.

- To promote DEI objectives in the region, accelerate the technical needs to access services, loans and programs. Not everyone knows how to navigate the paperwork/technical side of programs.

- Consider seeding land trusts.

Internet Providers

- Be technology-neutral

- Digital literacy is important too – especially for seniors

- SMEDD could be the vehicle that attracts federal funding

- Supervisors from multiple counties collaborate in Oversight Meetings with the Broadband Consortium. Counties need to continue to work together.

Education and Career Development

- Studying the CTE model and exploring whether it is replicable in Mendocino could be an actionable project.

- CTE is very challenging in rural school districts and requires beginner, intermediate, and advanced coursework AND sufficient enrollment at each level. There needs to be a clear path to a certificate or a degree or a job.

- Goal is to build the workforce and then retain them.

- Improve synergies and connections between CTE and WIB.

Community Meetings

Community meetings provide an opportunity for direct public engagement on specific topics. Two community meetings were held online in early September. One was in English with live Spanish translation and a second separate Spanish-only session over Zoom.

Outreach for the events took place early to generate a high number of registrations. People received information about the sessions through taking the survey and through social media and other online channels. SMEDD received a total of 100 registrations across both sessions, with approximately half attending.

To facilitate the meetings and create a record of the feedback received, the project team organized projects in a web-based tool called Padlet. Padlet allowed participants to create posts or replies to express their opinions or feedback on a project. This helped structure the event so the topics of discussion were clear, and people could contribute their knowledge while simultaneously and remotely. Both meetings kicked off with an introduction to SMEDD and a presentation of economic context to set the stage, then instructed participants to join Padlet sites, which were moderated by several project team members. The presentation and Padlets were both oriented around the four SMEDD themes. Information and images from the Padlets can be found in **Appendix C**.

COMMUNITY MEETING MAIN FINDINGS:

1. **Housing is a key concern.**
   - Distinguish between "workforce" and "affordable" housing.
   - Construct ADUs for local workforce not for vacation rental market.

2. **Childcare helps children, parents, employers and creates business opportunities.**
   - The region needs activities, resources, opportunities to involve youth in their community.

3. **Community hubs are needed in the region and could include food access, disaster preparedness, maybe community health.**
   - Hubs could be mobile; services are currently located only in Santa Rosa (Sonoma County) and along Hwy 101.

4. **Vocational training pathways need to be made easier and more accessible.**
   - Emphasize and encourage trade skills; vocational jobs need to demonstrate livable wages and career growth opportunities.

5. **Renewable energy jobs are beneficial as both a workforce development and business attraction opportunity.**
   - Consider microgrids and desalination with cheaply priced electricity.

6. **Internet access is critical towards attracting/retaining young families in the region.**
   - Cost of Internet services also a concern.

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5. Strategic Direction and Priority Project Action Plan

Project Themes

Early in the CEDS process, the Steering Committee identified four key themes that would anchor the 2021 CEDS, each of which is described below. Additionally, the equity implications of each theme are considered, so that the resulting Priority Projects are structured to create opportunities to improve access to resources and improve outcomes for the region's Black, Latino, Hispanic, and Indigenous populations.

1. **Livability**

    Livability is a broad and multi-faceted term that gets at those qualities that make a place special and desirable and support the day-to-day needs and social wellness of residents and employees. Livability considerations include the following: the availability and affordability of housing; the availability and quality of employment opportunities; transportation options; access to healthcare, school, childcare, and services; recreation and entertainment opportunities; and shopping options. Livability factors tend to be key drivers of resident and business location decisions.

2. **Business and Industry Support**

    Identifying emerging industries and supporting businesses is a core component of economic development that affects every aspect of life in a region. Healthy industries support businesses and thriving businesses hire and pay employees. Well-paid employees can afford housing and can put energy into other aspects of community life.

3. **Environmental Resiliency**

    Sonoma and Mendocino counties' exceptional natural resources are one of the region's primary strengths. Recent wildfires and the current drought may be just the beginning as have made all recognize the region's vulnerability as it grapples with climate change and associated vulnerabilities. Environmental resilience is a critical and persistent theme that the region must prioritize through continued support of sustainable infrastructure initiatives for multifold benefits. Those benefits could include cost savings (responding to crisis after crisis after-the-fact is costly) as well as the furtherance of economic development objectives, including support of the emerging Green and Blue economies and jobs.

4. **Technology, Digital Literacy, and Connectivity**

    One in 10 households in Sonoma County do not have reliable Internet, and in Mendocino County, that statistic increases to nearly one in five households without reliable Internet. Of even greater concern is that lack of Internet, particularly Broadband Internet, and technology access tends to track with income, making high speed broadband an equity issue that has to be addressed. This issue is not just about access, it is also about digital literacy and assuring that schools are teaching computer skills and businesses have the resources they require to compete in our digital economy.

Project Identification and Prioritization

Based on review and consideration of existing studies conducted for Sonoma and Mendocino counties, the prior CEDS, the Economic Context data and analysis, the SWOT analysis, and significant community outreach, several potential projects related to the preceding themes emerged for the Steering Committee's consideration.

To better focus SMEDD's energy in the coming years, the Steering Committee determined that it was very important to be focused and effective and, therefore, had an initial goal of focusing on just a few projects, while building internal capacity and expertise. A range of criteria was used to refine the list of potential projects. A project idea advanced from "potential" to "priority" if it met the following criteria:

☐ The Project is of benefit to both counties.

☐ The Project represents the community's priorities.

☐ The Project is fundable.

☐ The Project advances identified racial, gender, and economic equity objectives.

☐ The Project is actionable by SMEDD during the next five years given SMEDD's constrained capacity and would benefit from the limited resources that SMEDD can contribute to the advancement of an agenda around project implementation.

Applying the criteria above, six Priority Projects to be advanced by SMEDD in the coming five years ended up rising to the top. The six SMEDD Priority Projects relate to workforce housing, childcare, development of the talent pipeline, water management and drought resiliency, industry and economic diversification, and internet/broadband access services.

Action and Implementation Plan

To guide effective implementation of the SMEDD Priority Projects, a detailed work plan will need to be created to guide SMEDD's workflow in the coming years. Indeed, the first task for each project is to formulate such a work plan. The CEDS provides a general list of actions for each Priority Project given a realistic assessment of SMEDD's current capacity to implement the projects.

SMEDD Capacity

Established in 2015, SMEDD is a relatively new district with no dedicated funding and with very limited staffing (1.5 grant-funded positions). Supplemental staff support is largely provided to SMEDD from the Sonoma County Economic Development Board and Mendocino's Economic Development & Financing Corporation. While there is tremendous potential for SMEDD to mature into a more powerful voice for the region, the SMEDD Priority Projects within this CEDS reflect SMEDD's current capacity while leaving the door open for SMEDD to expand staffing and resources. In this context, the Steering Committee indicated that SMEDD is well-positioned to advocate, collaborate, and facilitate to advance SMEDD's Priority Projects. While not intended to constrain SMEDD's future role, below are initial ideas for how SMEDD may approach the Priority Projects.

To **Advocate** for projects or policies means that SMEDD may:

• Act as representative voice for the two-county region by advancing local and regional policy discussions in support of the selected priority project goals.

To **collaborate** projects and policies means that SMEDD may:

• Identify and build connections and partnerships, convene stakeholders, and encourage collaborations between agencies, partners, and/or the EDA.

- To **facilitate** projects or policies means that SMEDD may:

- Engage in research that supports forward momentum on Priority Projects.

- Collect, track, and share relevant information and resources with partners and the public; serve as a clearinghouse for best practices and regional examples within each priority area.

- Identify and post funding opportunities, including EDA and state grant funding. As staff resources allow, SMEDD may help write and submit grant applications.

- Administer regular surveys to track community priorities and gauge community awareness of SMEDD projects and progress.

- Provide quarterly reporting on the progress of each Priority Project.

Implementation Specifics

To guide implementation of the Priority Projects and track progress, the Priority Project descriptions (Chapter 6) provide the next level of detail to support implementation and seek to answer the following questions for each of the six Priority Projects:

- Ongoing vs. One-time: Does the strategy need to be implemented and evaluated each year on an ongoing basis, or does it have a discrete start and end?

- Stakeholders/Partners: Are there stakeholders or partners who are already contributing work in this space and who may be a resource to SMEDD? Are there partners or entities who can take the lead to help implement the work? Are there components of the strategy that could be more effectively/efficiently assigned to stakeholders or partners? The list of stakeholders/partners is not an exhaustive list nor does it represent a commitment on behalf of the agencies and organizations listed.

- SMEDD Board/Staff Commitment: Can this work be accomplished within existing SMEDD staffing resources? Is more support necessary – whether on a temporary contract basis or full time?

- Anticipated Costs/ Resources Needed: Are there implementation costs associated with achieving the Project? Is it a one-time cost, or a recurring cost?

- Funding Sources: What specific entities provide funding for this type of work? Are there applicable grants that should be pursued?

- Evaluation Metrics: How will SMEDD measure progress towards accomplishing the Priority Projects?

With this information, the Priority Projects will serve as a framework and toolkit to help SMEDD accomplish its economic development objectives on behalf of Sonoma and Mendocino counties.

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6. SMEDD Priority Projects

This section describes the six Priority Projects that SMEDD will support on a regional level in the next five years: workforce housing, childcare, talent pipeline development, water management and drought resiliency, industry diversification, and internet access (specifically Broadband internet access services). Due to limited staffing and funding, the CEDS Steering Committee identified the priority activities for each project as advocacy, collaboration, and facilitation.

Each Priority Project includes a description of the project and reasons why SMEDD is focused on the project. For additional context, the time horizon, examples of potential stakeholders and partners, funding sources, and examples, models, and resources are listed.

▶ A horizon indication of "near-term" suggests an immediate priority to be pursued within the next one to two years (and sustained beyond) and "mid-term" suggests a relatively lower priority to be pursued within the next two to five years (and sustained beyond).

▶ The list of stakeholders/partners is not an exhaustive list nor does it represent a commitment on behalf of the agencies and organizations listed.

▶ Potential resources needed reflects that SMEDD's current funding and staffing constraints limit SMEDD's potential role in each Priority Project. If additional funding or staffing is identified, SMEDD may be able to pursue a more aggressive agenda in the coming years.

▶ Potential funding sources reflect both broad and specific types of funding. This list is not exhaustive; new opportunities likely will emerge in the next five years.

▶ Potential actions are included but will be refined as implementation work plans for each project are developed. The potential actions do not represent a commitment on behalf of SMEDD but are suggested to demonstrate the path forward for each Priority Project.

▶ Evaluation metrics are suggestions for data that SMEDD may want to track in the coming years and may also help SMEDD evaluate its own effectiveness in each of the Priority Project areas.
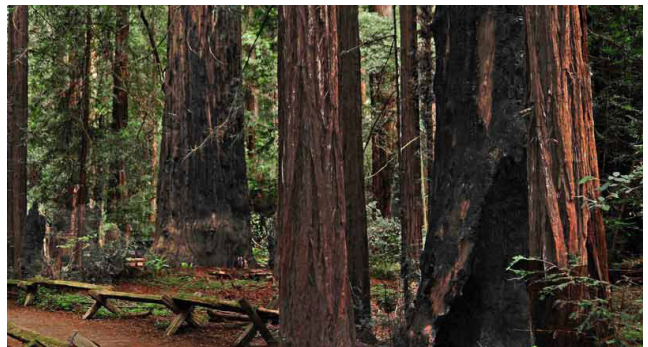
WORKFORCE HOUSING

Project Description

Advocate for, collaborate, and facilitate regional approaches to increasing the supply of housing in the region, particularly housing that is affordable to the region's workforce. Increasing the supply of workforce housing will require pursuing a broad range of regulatory and housing solutions across the full spectrum of residential product types and price points to better attract and retain workers and their families to help address the region's labor shortage. While SMEDD is not in a position to construct more units, the District can advocate for regulatory solutions that benefit the region and convene stakeholders and partners to facilitate an exchange of best practices and resources. Gauging and tracking residents', employees', and employers' confidence in the livability of the region through an annual survey may be part of SMEDD's role.

Project Justification

Four out of five survey respondents (79%) indicated that the lack of affordable housing options poses a significant threat to the region's economic resiliency, negatively affecting the overall livability of the region. Specifically, businesses indicated that they are unable to find and retain employees, which prevents businesses from growing and investing in the region.

Project Context

▶ **Time Horizon.** Near-term priority; will require ongoing effort.

▶ **Applicable CEDS Themes**
  o Livability
  o Supporting Businesses and Industries

COMMUNITY FEEDBACK

"The lack of affordable housing and skilled workers is our business' biggest liability."

– 2021 SMEDD Survey Respondent

▶ **Potential Stakeholders/Partners**
  o Affordable and market rate housing developers (e.g., Danco Group and Housing First Housing Program)
  o Continuum of Care programs in Sonoma County and Mendocino County
  o Generation Housing
  o Local bank and CDFIs
  o Large employers (e.g., school districts, hospitals, large industry)
  o Mendocino Coast Community Land Trust
  o Permit Sonoma
  o Santa Rosa Metro Chamber
  o Sonoma County Housing Fund
  o Renewal Enterprise District
  o Russian River Alliance

▶ **Potential SMEDD Board Commitment**
  o One to two Board Members to champion this Project, serving as liaisons in the community and bringing ideas, opportunities, and concerns back to the full Board for information and discussion
  o Board action will be required to approve the work plan and direct advocacy efforts
  o If the Board supports the preparation of a Regional Workforce Housing Needs Analysis to focus need and allocation of resources, a SMEDD Board ad hoc committee would be needed to oversee the study

▶ **Potential Resources Needed**

- o May require additional funding for staffing/contract work to support implementation

▶ **Potential Funding Sources**

- o Community Development Block Grant
- o LincHousing
- o Public private partnerships
- o State funding tied to pro-housing policies
- o Tax credit financing
- o U.S. Department of Housing and Urban Development (HUD)

▶ **Evaluation Metrics**

- o Policy activities regarding housing (letters, testimony, coalition building, active partners, etc.)
- o Number of stakeholder meetings convened regarding housing. Number of partners working on housing with SMEDD.
- o SMEDD research project regarding affordable and workforce housing (case studies, best practices, local activities, etc.)
- o SMEDD Information dissemination to housing developers and jurisdictions (funding opportunities, best practices, regulatory changes, training opportunities, etc.)
- o % increase in construction of new units at all income levels (refer to Housing Elements, Housing Action Plans, 6th Cycle RHNA Progress Reports, etc.)
- o Decreases in the share of survey respondents indicating that the lack of affordable housing options poses a significant threat to the region's economic resiliency (as measured through a SMEDD-issued annual survey)
- o Units of workforce housing created (SMEDD will need to define "workforce" housing for evaluation and tracking purposes.

Action Items

1. Designate SMEDD Board member(s) to champion this Project and assume responsibility for regular (e.g., quarterly) reporting to the Board about opportunities, best practices, areas of concern, stakeholder/partner initiatives, etc.

2. Identify if there is staff capacity to be leveraged (the availability of staffing will affect the scope of the work that can be undertaken).

3. Develop a work plan that is focused on advocating, incubating, and supporting regional approaches to increasing the overall supply of housing in the region, particularly housing that is affordable to the region's workforce.

4. Advocate for pro-housing policies, particularly those that are tied to state funding opportunities.

5. Review existing housing legislative updates and monitor emerging legislation related to affordable, workforce housing and advocate for the region as appropriate.

6. Create clear workforce housing policy messaging so that all SMEDD Board Members can be advocates for the regional need and opportunity (i.e., in their work and other leadership roles, in speaking with elected officials, etc.).

7. Potential specific work plan actions will depend on SMEDD capacity and staff resources and could include:

   - o Retain a professional services consulting firm with expertise in housing to conduct a regional workforce housing needs analysis; leverage existing networks and launch annual "employer" and "employee" surveys across the region to establish baseline and trend data.
   - o Regular collecting/reporting of key housing metrics on SMEDD's webpage, or in another appropriate and accessible

location (e.g., housing starts, housing affordability by region, vacancy rates, changes in housing prices (rental and for sale) on an annual basis by local housing market area, market for second homes, and short-term rentals, etc.).

o Research and explore the potential to create an entity like 21 Elements in San Mateo County or the Mountain Housing Council in the Tahoe/Truckee region.

o Research and explore the potential to support and potentially expand existing programs.

o Work to identify opportunities and bridge partnerships between large employers and housing developers to build workforce housing, especially for teachers and public safety workers.

o Working with partners and stakeholders, explore the potential to establish construction training programs in the region, focused on both conventional and alternative construction technologies.

o Working with partners and stakeholders, explore the potential to establish a modular construction factory in the region.

Resources and Links

▶ 21 Elements in San Mateo County takes a regional approach to supporting jurisdictions in developing, adopting, and implementing local housing policies and programs. It is a forum for sharing resources, successful strategies and best practices.

▶ Factory OS at Mare Island

▶ Free second unit designs provided by Mendocino County, Fort Bragg, and Ukiah

▶ Santa Rosa Metro Chamber started a housing trust, which could be expanded regionally

▶ Tahoe/Truckee Mountain Housing Council advances workforce housing in the Town of Truckee, Nevada County and Placer counties.

CHILDCARE

Project Description

Advocate for, collaborate, and facilitate regional approaches to expanding access to quality, affordable childcare in the region. While SMEDD is not in a position to directly provide childcare or build new childcare facilities, the District can advocate for more streamlined planning approvals and support start-up childcare facilities. The District can convene stakeholders and partners to facilitate an exchange of best practices and resources.

Project Justification

The lack of quality, affordable childcare is a major concern across the region. The lack of access results in poor outcomes for children and limits the ability of parents/guardians to fully participate in the labor force, particularly as the region recovers from COVID-19. In addition, many of the region's current childcare providers are BIPOC-women who, with assistance, would establish daycare facilities in their communities or home-based childcare centers.

Project Context

▶ **Time Horizon.** Mid-term priority; will require ongoing effort.

▶ **Applicable CEDS Themes**
   o Livability
   o Supporting Businesses and Industries

▶ **Potential Stakeholders/Partners**
   o 4Cs in Sonoma County
   o Boys and Girls Club of Sonoma – Marin
   o Boys and Girls Club of Sonoma Valley
   o Child Care Planning Council of Sonoma County
   o City of Santa Rosa Planning & Economic Development

COMMUNITY FEEDBACK

"I am struggling to find childcare options […] which would greatly enable me to build and grow my business, and I know many of my fellow parents who are also business owners are desperate for additional childcare options in the area."

– 2021 SMEDD Survey Respondent

   o First 5 Mendocino County and Sonoma County
   o Mendocino County Family Resource Centers
   o North Coast Opportunities Rural Communities Child Care
   o River to Coast Children's Services
   o Workforce Investment Board(s)

▶ **Potential SMEDD Board Commitment**
   o Board member ad hoc or team member may champion this Project, serving as liaisons in the community and bringing ideas, opportunities, and concerns back to the full Board for information and discussion
   o Board action will be required to approve the work plan and direct advocacy efforts
   o If the Board supports the preparation of a Regional Childcare Demand/ Supply Analysis, a SMEDD Board ad hoc committee would be needed to oversee the study

▶ **Potential Resources Needed**
   o May require additional funding for staffing/contract work to support implementation

▶ **Potential Funding Sources**
   o U.S. Economic Development Administration "Build Back Better Regional Challenge" Grant Funding

- o U.S. Economic Development Administration Economic Adjustment Assistance Funding
- o California Department of Education Early Education and Support Division
- o U.S. Department of Education Child and Adult Care Food Program
- o U.S. Department of Health and Human Services Child Care and Development Block Grant
- o U.S. Department of Health and Human Services Early Head Start-Child Care Partnerships Grant

▶ **Evaluation Metrics**

- o Number of childcare providers (establish benchmark data and begin tracking; note there may be variability from year to year depending on state funding and the number of subsidized childcare spaces)
- o Percent of monthly income spent on childcare (establish benchmark data and begin tracking through annual surveys)
- o Increased awareness of childcare resources (begin tracking through annual survey)
- o Number of stakeholder meetings convened regarding childcare
- o SMEDD policy activities regarding childcare (letters, testimony, coalition building, etc.)
- o SMEDD research project regarding childcare (case studies, best practices, local activities, etc)
- o SMEDD Information dissemination to childcare providers and potential providers regarding Childcare (funding opportunities, best practices, regulatory changes, training opportunities, etc.)

Action Items

1. Designate SMEDD Board member(s) to champion this Project and assume responsibility for regular (e.g., quarterly) reporting to the Board about opportunities, best practices, areas of concern, stakeholder/partner initiatives, etc.

2. Evaluate potential staff capacity (the availability of staffing will affect the scope of the work that can be undertaken)

3. Develop a work plan focused on advocating, incubating, and supporting regional approaches to expanding childcare opportunities in the region.

4. Review existing childcare policies, programs, and legislative updates and monitor legislation and programs related to childcare as appropriate.

5. Advocate for policies and programs that expand childcare, particularly those that are tied to funding opportunities.

6. Create clear childcare policy messaging so that all SMEDD Board Members can be advocates for the regional need and opportunity (i.e., in their work and other leadership roles, in speaking with elected officials, etc.).

7. Potential work plan actions will depend on SMEDD capacity and staff resources and could include:

   - o Engage with regional jurisdictional and nonprofit childcare initiatives to understand current initiatives and areas for SMEDD engagement (e.g., Sonoma County Child Care Planning Council or North Coast Opportunities Rural Communities Child Care)

   - o Evaluate the potential to establish or support an entity such as the San Mateo County's Childcare Partnership Council, which takes a regional approach to advancing childcare (e.g., develops policies and strategies, conducts needs assessments, tracks and studies legislation and regulation)

o Work with business support partners (SBDCs, EDFC, etc.) to expand capacity within existing providers.

o Support the creation of new childcare centers and/or facilities; identify properties, discuss solutions with developers and landowners, consider partnerships with major employers or educational institutions

o Explore regulatory barriers to expanding childcare spaces (e.g., zoning, licensing, building inspection, fees, COVID-compliance) and, in coordination with the state and jurisdictions, serve as a clearinghouse for best practices to addressing regulatory barriers

o Promote resources on SMEDD website (or another appropriate location) for families and providers

  · For Families: links for available centers, FAQs about wait-lists etc.

  · For Providers: Navigating zoning/regulatory requirements, licensing/background checks process, matchmaking with available facilities

Resources and Links

▶ California Department of Education Regional Market Rate Survey & California Child Care Portfolio

▶ California Department of Social Services

▶ San Mateo County Childcare Needs Assessment (for County and each jurisdiction)

▶ San Francisco Children's Council's Child Care Business Incubator

TALENT PIPELINE

Project Description

Advocate for, collaborate, and facilitate regional approaches to growing the talent pipeline and workforce and career pathway development across a range of industries, particularly in the housing, green energy, and environmental *resiliency* sectors. While the specific types of jobs and required skills will change as the region's industries mature and evolve, current priorities include general workforce readiness training, as well as workforce training in housing construction, clean energy (e.g., photovoltaic and wind), climate resiliency, wildfire management, and water management. SMEDD will not be directly responsible for talent development or workforce training but can play an important role convening educational institutions and industry leaders to align the skills that are needed today and in the short term so that curriculum and internships support economic growth opportunities.

Project Justification

There is an urgent need for a skilled workforce across almost all industries across the region. Growing the talent pipeline should start in early childhood education and focus on aligning skills development with industry needs. Illuminating career pathways (e.g., training and developing a restaurant server to become a restaurant manager or owner) is necessary to retain workers. To fully develop the workforce needed to grow the economy and foster higher-wage jobs, emerging and growing economic development objectives should be paired with educational and vocational institutions. Along these lines, the growing environmental resilience sector represents opportunities to address climate change impacts and build environmental resiliency while supporting higher-wage job growth, while improving livability.

COMMUNITY FEEDBACK

"[We] need to develop education and training programs to create an adequate local workforce to support this [clean energy] industry."

– Community Meeting Participant

"Engage youth in climate/clean energy career paths."

– Community Meeting Participant

Project Context

▶ **Time Horizon.** Near-term priority; will require ongoing, sustained focus and effort

▶ **Applicable CEDS Themes**
  o Livability
  o Supporting Businesses and Industries
  o Economic and Environmental Resilience

▶ **Potential Stakeholders/Partners**
  o Career Technical Education programs, Green Building, Professional Certification
  o Chambers of Commerce
  o Community Colleges (Mendocino, Santa Rosa, College of the Redwoods)
  o Mendocino Economic Development and Financing Corporation
  o North Coast Builders' Exchange
  o North Bay Leadership Council
  o Office of Education Mendocino County
  o Schatz Energy Research Center
  o Sonoma Clean Power
  o Sonoma County Ag & Open Space educational resources for farmers
  o Sonoma County Build Well program
  o Sonoma State and junior college programs

o Sonoma Workforce Investment Board

o Willits workshop partners: School of Adaptive Agriculture, Abuela Gardens, Polecraft Solutions, and Straw Clay Wood

▶ **Potential SMEDD Board Commitment**

o One to two Board Members who agree to champion this Project, serving as liaisons in the community and bringing ideas, opportunities, and concerns back to the full Board for information and discussion.

o Board action will be required to approve the work plan and direct advocacy efforts.

▶ **Potential Resources Needed**

o Sonoma County Recovery & Resiliency Analyst

o May require additional funding for staffing/contract work to support implementation

▶ **Potential Funding Sources**

o California Employment Development Department

o Office of Statewide Health Planning and Development

o U.S. Economic Development Administration "Good Jobs" funding

o U.S. Economic Development Administration Indigenous Communities Funding to support Tribal projects related to workforce training, across all industries and especially wildfire management and the emerging Blue Economy

▶ **Evaluation Metrics**

o Job growth

- In environmental resilience sectors

- In alternative construction technologies

o Wage growth

o Employer survey responses indicating improvement in workforce readiness.

Action Items

1. Designate SMEDD Board member(s) to champion this Project and assume responsibility for regular (e.g., quarterly) reporting to the Board about opportunities, best practices, areas of concern, stakeholder/partner initiatives, etc.

2. Identify if there is staff capacity to be leveraged (the availability of staffing will affect the scope of the work that can be undertaken).

3. Develop a work plan that is focused on advocating, incubating, and supporting regional approaches to growing the talent pipeline and workforce development and training across a range of industries, particularly in the housing, green energy, and environmental *resilience* sectors.

4. Advocate for policies and programs that effectively grow the talent pipeline in the region and bridge connections among those stakeholders and partners already actively engaged in workforce training.

5. Create clear policy messaging around SMEDD's talent development objectives so that all SMEDD Board Members can be advocates for the regional need and opportunity (i.e., in their work and other leadership roles, in speaking with elected officials, etc.).

6. Potential specific work plan actions will depend on SMEDD capacity and staff and stakeholder resources and could include:

o Convene education and industry leaders to discuss growing the talent pipeline to align the skills that are needed today and in the short term so that curriculum and internships support economic growth opportunities.

- Identify obstacles facing residents and employers to train in existing, centralized locations and evaluate potential opportunities for decentralized training programs (e.g., digital literacy, ESL classes, etc.).

- o Research and track funding sources to grow the talent pipeline and advance workforce training across a broad range of industries in the region, but particularly in the growing housing, green energy, and environmental *resiliency* sectors.

- o Support stakeholders/partners with application/grant support for EDA or other federal and state funding.

- o Working with partners and stakeholders, explore the potential to establish construction training programs in the region, focused on both conventional and alternative construction technologies.

- o Promote and share relevant resources to empower local communities, especially regional tribes, to define and prioritize their projects related to workforce training, generally, and in the environmental resiliency sectors, specifically.

Resources and Links

- California Community Colleges Economic & Workforce Development

- California Workforce Development Board

WATER MANAGEMENT & DROUGHT RESILIENCY

Project Description

Advocate for, collaborate, and facilitate a broad range of measures and programs that advance water management and drought resiliency in the region, through water conservation, the increased use of innovative storage, tertiary treated water and recycled water systems, and identification and development of new water sources. SMEDD acknowledges that water management is a technical sector and SMEDD does not want to duplicate efforts or create unintended barriers..

Project Justification

Climate change is making droughts more common and more severe and will continue to harm key regional industries such as tourism and agriculture; affect the livability of the region; and create long-term concerns for the region's economic, environmental, and community resilience.

Project Context

▶ **Time Horizon.** Near-term priority; will require ongoing effort

▶ **Applicable CEDS Themes**
  o Livability
  o Supporting Businesses and Industries
  o Economic and Environmental Resilience

▶ **Potential Stakeholders/Partners**
  o Association of California Water Agencies (ACWA)
  o Lake Mendocino Water District
  o Local jurisdictions (cities, counties; note City of Santa Rosa is the supplier for several cities)

COMMUNITY FEEDBACK

"Two-thirds of survey respondents consider water resources management to be a top priority for environmental resilience."

– 2021 CEDS Survey Results

"The lack of environmental resilience in Mendocino is making national news... kind of bad for business."

– Community Meeting Attendee

  o Sonoma Clean Power
  o Sonoma Water
  o California Department of Water Resources

▶ **Potential SMEDD Board Commitment**
  o One to two Board Members who agree to champion this Project, serving as liaisons in the community and bringing ideas, opportunities, and concerns back to the full Board for information and discussion.
  o Board action will be required to approve the work plan and direct advocacy efforts

▶ **Potential Resources Needed**
  o Sonoma County Recovery & Resiliency Analyst
  o May require additional funding for staffing/contract work to support implementation

▶ **Potential Funding Sources**
  o California Department of Water Resources
  o State of California Climate Action bills and funding (includes support for drinking water and wastewater infrastructure, with a focus on small and disadvantaged communities)

▶ **Evaluation Metrics**

- o Number of water emergencies declared at the County and Local level

- o Investments in new water infrastructure by local and regional agencies

- o Change in awareness of water management and drought resiliency efforts in the region (as measured through a SMEDD-issued annual survey)

Action Items

1. Acknowledging that water management is a technical sector and SMEDD does not want to duplicate efforts or create unintended barriers, designate SMEDD Board member(s) to champion this Project and assume responsibility for regular (e.g., quarterly) reporting to the Board about opportunities, best practices, areas of concern, stakeholder/partner initiatives, etc.

2. Identify if there is staff capacity to be leveraged (the availability of staffing will affect the scope of the work that can be undertaken).

3. Develop a work plan that is focused on advocating, incubating, and supporting regional approaches to water management and building environmental resiliency within the region.

4. Advocate for policies and programs that contribute to water management and drought resiliency, particularly those that are tied to funding opportunities.

5. Review existing water management policies, programs, and legislative updates and monitor emerging legislation and programs as appropriate.

6. Create clear water management and drought resilience policy messaging so that all SMEDD Board Members can be advocates for the regional need and opportunity (i.e., in their work and other leadership roles, in speaking with elected officials, etc.)

7. Potential specific work plan actions will depend on SMEDD capacity and staff resources and could include:

- o Research and track funding sources to advance water management and drought resiliency throughout the region and make this information publicly available on the SMEDD website (or in another appropriate/accessible location) and share with stakeholders and partners.

- o As staff capacity allows and if appropriate, SMEDD may support stakeholders/partners with application/ grant support for EDA or other federal and state funding.

- o Promote and share relevant resources to empower local communities to define and prioritize their water management and drought resiliency objectives.

- o As part of SMEDD's annual survey, ask questions about water management and drought resiliency efforts in the region.

Resources and Links

▶ Association of California Water Agencies Resources

▶ California Water Resilience Portfolio, July 2020

▶ City of Ukiah's Recycled Water Project

▶ UC Davis Center for Watershed Sciences

INDUSTRY DIVERSIFICATION

Project Description

Advocate for, collaborate, and facilitate diversification of the region's existing and emerging industry clusters, particularly the Blue Economy and other regenerative sectors that reinforce environmental resiliency while advancing job opportunities in both counties. The Blue Economy is the sustainable development of coastal resources in a wide range of economic sectors, including fisheries; aquaculture; maritime transport; coastal, marine and maritime tourism; coastal renewable energy; marine ecosystem services (i.e., blue carbon); seabed mining; and bioprospecting. Blue Economy development can include harbor infrastructure upgrades, building resilience against sea level rise, and science-based resource utilization.

Project Justification

The region has seen rapid decline and stagnation in many of our legacy industries. There is a need for more exploration and advancement of new industries on the horizon such as the Blue Economy and carbon-neutral industries as our region transitions from an extractive economy to one that is based on regenerative industry clusters.

Project Context

- ▶ **Time Horizon.** Mid-term priority; will require ongoing effort

- ▶ **Applicable CEDS Themes**
  - o Livability
  - o Supporting Business and Industries
  - o Economic and Environmental Resilience

- ▶ **Potential Stakeholders/Partners**
  - o Chambers of Commerce and Business Alliances
  - o Harbor districts
  - o High School/CTE programs

COMMUNITY FEEDBACK

77% of survey respondents believe that impacts from climate change pose a significant threat to the region.

– 2021 CEDS Survey Results

- o Junior Colleges
- o Kashia Band of Pomo Indians
- o Non-profit marine research institutes such as: Noyo Center for Marine Research, Bodega Marine Laboratory, etc.
- o Resource Conservation Districts
- o University research institutes and partnerships
- o West Business Development Center

- ▶ **Potential SMEDD Board Commitment**
  - o One to two Board Members who agree to champion this Project, serving as liaisons in the community and bringing ideas, opportunities, and concerns back to the full Board for information and discussion
  - o Board action will be required to approve the work plan and direct advocacy efforts

- ▶ **Potential Resources Needed**
  - o Sonoma County Recovery & Resiliency Analyst
  - o May require additional funding for staffing/contract work to support implementation

- ▶ **Potential Funding Sources**
  - o California Coastal Conservancy and Coastal Commission
  - o California State Parks Office of Grants and Local Assistance
  - o U.S. Economic Development Administration funding for Statewide Planning, Research and Networks to research and evaluate the regional potential for the Blue Economy
  - o U.S. Economic Development Administration Build Back Better Regional Challenge grants

▶ **Evaluation Metrics**

- o Policy activities regarding expanding business opportunities (letters, testimony, coalition building, active partners, etc.)

- o Number of stakeholder meetings convened regarding diversification of our economy. Number of partners working on economic diversification.

- o SMEDD research project regarding economic diversification (case studies, best practices, local activities, etc.)

- o New business formations in the Blue Economy

- o Job growth in Blue Economy sector

- o Change in awareness of the Blue Economy and its potential in the region (as measured through a SMEDD-issued annual survey)

Action Items

1. Designate SMEDD Board member(s) to champion this Project and assume responsibility for regular (e.g., quarterly) reporting to the Board about opportunities, best practices, areas of concern, stakeholder/partner initiatives, etc.

2. Identify if there is staff capacity to be leveraged (the availability of staffing will affect the scope of the work that can be undertaken)

3. Develop a work plan that is focused on advocating, incubating, and supporting regional approaches to diversifying the region's industry clusters and growing the Blue Economy and other regenerative industry sectors in the region.

4. Advocate for policies and programs that support economic diversification and the growth of regenerative economic sectors in the region.

5. Create clear economic diversification policy messaging so that all SMEDD Board Members can be advocates for the regional need and opportunity (i.e., in their work and other leadership roles, in speaking with elected officials, etc.)

6. Potential specific work plan actions will depend on SMEDD capacity and staff resources and could include:

- o Convene Blue Economy partners to identify opportunities for collaboration in grant applications and programs and other efforts where SMEDD can assist.

- o Maintain contact with the Noyo Center for Marine Research, Bodega Marine Laboratory, the Noyo Harbor District, and other identified partners on a quarterly basis to provide information about grant opportunities and to build connections between the different partners.

- o Advocate for funding to support investment in waterfront facilities in support of the Blue Economy at the Noyo Harbor and in Bodega Bay.

- o Advocate on behalf of efforts to grow the Blue Economy, including writing letters of support for grant applications, writing letters of support for key local and state regulations and legislation, etc.

- o Create a web page on the SMEDD website (or another appropriate location) that discusses the partnership and activities undertaken in support of the Blue Economy.

- o As part of SMEDD's annual survey, ask questions about general awareness of the Blue Economy and the sector's potential role in the region and track responses.

- o Promote and share relevant resources to empower local communities, especially regional tribes, to define and prioritize their projects related to emerging industries, generally, and in environmental resiliency/regenerative sectors such as the Blue Economy, specifically.

Links and Resources

▶ Climate Adaptation Research Center at UC Davis

▶ NOAA Blue Economy Strategic Plan, 2021-2025

INTERNET/ BROADBAND

Project Description

Advocate for, collaborate, and facilitate fast, reliable, and affordable internet access services, with a particular focus on *broadband* internet access service,[8] throughout the region, particularly in disadvantaged and unserved[9] rural communities. While the Project objective is internet access generally, there is current momentum around broadband internet access specifically, and this likely is where SMEDD can be most effective. This Project anticipates collaboration with stakeholders to collect resources and share best practices to support "dig once, dig smart" policies and identify opportunities that advance regional broadband internet access infrastructure projects.

Project Justification

Fast, reliable, and affordable internet access services are critical for participation in today's society and digital economy, affecting healthcare, education, agriculture, public health and safety, e-commerce, tourism, telework, and community connections. Yet rural, low-income, and minority communities are often unserved and lack internet access services, which exacerbates *equity* imbalances. In addition, internet access, and specifically

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8 "Broadband internet access service" means a mass-market retail service provided by a local agency in California by wire or radio that provides the capability to transmit data to and receive data from all or substantially all internet endpoints, including any capabilities that are incidental to and enable the operation of the communications service, but excluding dial-up internet access service. "Broadband internet access service" also encompasses any service provided by a local agency in California that provides a functional equivalent of that service or that is used to evade the protections set forth in this article.

9 Except as provided in subclause (II), "unserved area" means an area for which there is no facility-based broadband provider offering at least one tier of broadband service at speeds of at least 25 mbps downstream, 3 mbps upstream, and a latency that is sufficiently low to allow real-time interactive applications, considering updated federal and state broadband mapping data.

COMMUNITY FEEDBACK

"I cannot obtain a "work from home" job because my current carrier option is not robust enough to meet job requirements."

– 2021 SMEDD Survey Respondent

broadband internet access service, is a key component of emergency-preparedness planning and critical in building ***resiliency*** within the region.

Project Context

▶ **Time Horizon.** Near-term priority: requires ongoing, sustained effort to comply with state and federal funding programs

▶ **Applicable CEDS Themes**
  o Livability
  o Supporting Businesses and Industries
  o Technology, Digital Literacy, and Connectivity
  o Environmental Resiliency

▶ **Potential Stakeholders/Partners**
  o Access Sonoma Broadband (ASB)
  o Broadband Alliance of Mendocino County (BAMC)
  o California Public Utilities Commission (CPUC)
  o California Emerging Technology Fund (CETF)
  o City Smart Technologies
  o Corporation for Education Network Initiatives in California (CENIC)
  o Fire Safe Sonoma
  o Local farm bureaus
  o Mendocino County Fire Safe Council
  o North Bay North Coast Broadband Consortium (NBNCBC)
  o Offices of education and school districts

o Public safety departments and agencies

o [Rural County Representatives of California (RCRC)](#)

o Sonoma County [Department of Emergency Management](#) and Mendocino County [Office of Emergency Services](#)

o Tourism agencies

o [West Business Development Center](#)

o [Watza Labs](#)

o [WiConduit](#)

o Wireline and wireless internet service providers

▶ **Potential SMEDD Board Commitment**

o One to two Board Members who agree to champion this Project, serving as liaisons in the community and bringing ideas, opportunities, and concerns back to the full Board for information and discussion.

o Board action will be required to approve the work plan and direct advocacy efforts.

▶ **Potential Resources Needed**

o Sonoma County Broadband Department Analyst

o May require additional funding for staffing/contract work to support implementation

▶ **Potential Funding Sources**

o [US Department of Agriculture Reconnect Program](#)

o [California Public Utilities Commission (CPUC) California Advanced Services Fund](#)

o [The American Rescue Plan and the Coronavirus State and Local Fiscal Recovery Fund (ARPA) funding](#)

▶ **Potential Evaluation Metrics**

o Percent of unserved/served locations

o Number of jobs created/retained from project implementation

o Amount of public and private investment attracted

o Percent of annual survey respondents who indicate that the lack of "fast, reliable, and affordable" internet access throughout the region is a top concern (this percentage should go down each year)

Action Items

1. Designate SMEDD Board member(s) to champion this Project and assume responsibility for regular (e.g., quarterly) reporting to the Board about opportunities, best practices, areas of concern, stakeholder/partner initiatives, etc.

2. Identify if there is staff capacity to be leveraged (the availability of staffing will affect the scope of the work that can be undertaken).

3. Develop a work plan that is focused on advocating, incubating, and supporting regional approaches to expanding internet, especially broadband internet access services, in the region.

4. Advocate for policies and programs that expand broadband internet access services, especially in unserved areas and particularly those that are tied to funding opportunities.

5. Review existing broadband internet access services policies, programs, and legislative updates and monitor emerging legislation and programs as appropriate.[10]

6. Create clear policy messaging so that all SMEDD Board Members can be advocates for the regional need and opportunity for fast, reliable, and affordable internet access (i.e., in their work and other leadership roles, in speaking with elected officials, etc.).

7. Potential specific work plan actions will depend on SMEDD capacity and staff resources and could include:

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10   Key definitions aligned with existing legislation are available here: https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=20212020SB156

o While broadband internet access within the region is the preferred longer-term technology, SMEDD may continue to support the region with other existing alternatives to access the internet as short-term solutions. Currently unserved areas may benefit from connections with ISPs and WISPs providing best alternatives, such as hotspots, satellite, fixed wireless services, radio, dsl upgrades, etc. even as longer-term solutions to faster and more reliable access are pursued.

o Research and track funding sources to advance internet broadband access services throughout the region and make this information publicly available on the SMEDD website (or in another appropriate/accessible location) and share with stakeholders and partners.

o Explore potential regional funding mechanisms to address the gap between state and federal grants and actual costs (e.g., regional Enhanced Infrastructure Financing District (EIFD), community-based Community Facilities Districts (CFD), etc.).

o As staff capacity allows, SMEDD may support stakeholders/partners with application/grant support for EDA or other federal and state funding.

o Promote and share relevant resources to empower local communities to define and prioritize their internet access objectives.

o As part of SMEDD's annual survey, ask questions about Internet access to support trend analysis (build on questions from 2021 Survey). Support development and distribution of each county's internet access surveys (i.e., ensure the questions are synced for better comparison).

o Coordinate with existing emergency preparedness planning experts in each county to learn more about how SMEDD can support environmental resiliency efforts.

o Connect unserved communities with local internet service providers

Resources and Links

▶ Access Sonoma Broadband

▶ Broadband Alliance of Mendocino County

▶ California Interactive Broadband Map

▶ California Public Utilities Commission Broadband Mapping Program

▶ North Bay North Coast Broadband Consortium

▶ Sonoma County Watch Duty emergency alerts

Appendix A: Local Community Projects

Table of Contents

Mendocino County

MC-1: Mendocino County Energy Resiliency Project	
Project Description: *(A brief description of the project and anticipated benefits)*	The Mendocino County Energy Resiliency Project will focus on increasingenergy self-reliance and resiliency through the implementation of a variety of projects including but not limited to the following: 1. Install Photovoltaic systems to offset energy use in all Countybuildings to achieve net zero energy use in County buildings. 2. Implement the recommendations of the County energy audit. 3. Invest in local community level energy generation and storagesystems for remote rural communities throughout MendocinoCounty. 4. Install a Landfill Gas energy project at the County Landfill to eliminate methane release into the environment and result in analternative energy source for County operations.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Sonoma Clean Power • County of Mendocino • Regional MACs • Mendocino County Climate Action Committee
Approximate *Cost of Project:* *(Range)*	$3,000,000 To $5,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2016 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Reduce Green House Gas Emissions

SONOMA MENDOCINO
Economic Development District

MC-2: Innovative Transportation Project	
Project Description: *(A brief description of the project and anticipated benefits)*	The Innovative Transportation Project would focus on two key transportation issues that have resulted from Climate Change, namely: the need for more effective emergency egress in a number of small ruralcommunities and the need to transition to a non-carbon dependent transportation future. This project would consist of, but not be limited tothe following: 1. Widen fire route escapes and or provide alternative fire escaperoutes in the following communities: Potter Valley, Booktrails,Redwood Valley, Albion Ridge Road, Pudding Creek Road, Simpson Lain, Gibney Lain, etc. 2. Install more bicycle routes throughout the County. 3. Invest in e-bike rentals in the larger towns. 4. Invest in electrical changing stations for vehicles throughout theCounty. 5. Upgrade the Mendocino Transit Authority.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Mendocino County • Mendocino Council of Governments • Various Cities
Approximate *Cost of Project:* *(Range)*	$30,000,000 To $60,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2032
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Safety

SONOMA
MENDOCINO
Economic Development District

MC-3: Enhance Water Storage Throughout Mendocino

Project Description: *(A brief description of the project and anticipated benefits)*	This project will include water storage systems to address drought conditions and improve water resiliency with the following types of projects: 1. Establish new water storage systems (tanks/ponds/reservoirs) forcommunity water systems. 2. Develop a program for rainwater catchment. 3. Expand the capacity of community sewer and water districts (Covelo Sewer District, Round Valley Water District, Mendocino Sewer District) to provide water storage and water connections. 4. Explore opportunities to develop well capacity to meet local needssuch as Caspar Cattle Company well for larger Caspar Community and Little River Airport well for the town of Mendocino.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Mendocino County • Regional water and sewer districts
Approximate Cost of Project: *(Range)*	$Unknown To $Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2032
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Safety

MC-4: Transfer Station Upgrade

Project Description: *(A brief description of the project and anticipated benefits)*	The Coast Transfer Station is not well located and does not use the latest transfer station technologies. This project would establish a new solid waste transfer station for the Mendocino Coast.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Mendocino County • City of Fort Bragg
Approximate *Cost of Project:* *(Range)*	$5,000,000 To $Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2016 To End: 2029
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

Fort Bragg

FB-1: Fort Bragg Water Infrastructure.	
Project Description: *(A brief description of the project and anticipated benefits)*	Community based water resiliency strategy includes a Water Treatment Plant overhaul, desalination projects, additional water storage and additional water source options.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Fort Bragg Municipal Improvement District
Approximate Cost of Project: *(Range)*	$10,000,000 To $20,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2021 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

FB-2: Fort Bragg Mill Site Rezoning Project.	
Project Description: *(A brief description of the project and anticipated benefits)*	Rezoning and Local Coastal Program Amendment and EIR to rezone the 400+ acre site for redevelopment of residential, commercial, light coastal industrial uses and recreational playing fields and trails.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Mendocino Railway • Noyo Center for Marine Science • Sherwood Valley Band of Pomo
Approximate *Cost of Project:* *(Range)*	$2,000,000 To $Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2021 To End: 2030
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

FB-3: Home & Community Land Trust.

Project Description: *(A brief description of the project and anticipated benefits)*	The purpose of this effort is to provide home-ownership opportunities for very low to moderate income households that stay affordable in perpetuity.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Mendocino-Lake Community College, • Fort Bragg Unified School District, • Mendocino County, • Adventist Health and City of Fort Bragg
Approximate Cost of Project: *(Range)*	$2,000,000 To $5,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2021 To End: Indefinite
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

FB-4: Mendocino Coast Blue Economy

Project Description: *(A brief description of the project and anticipated benefits)*	This project will seek to diversify Fort Bragg's traditional maritime activities to include activities geared towards climate resiliency and adaptation such as research, education and implementation projects geared to fishery recovery and restoration. This effort will help to keep our working waterfront viable by improving livelihood through the use of fishing industry to foster a healthy marine ecosystem.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Noyo Harbor District • Noyo Center for Marine Science
Approximate *Cost of Project:* *(Range)*	$2,000,000 To $nknown
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: Indefinite
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

FB-5: Fort Bragg Mill Site Creek Day-lighting.	
Project Description: *(A brief description of the project and anticipated benefits)*	Daylight Maple and Alder creeks and restore wetlands and estuary.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Sherwood Valley Band of Pomo
Approximate *Cost of Project:* *(Range)*	$16,000,000 To $30,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2032
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

FB-6: Mendocino Coast Tribal Cultural Awareness.

Project Description: *(A brief description of the project and anticipated benefits)*	Coast Tribal Cultural Center to increase education and cultural awareness of regional indigenous peoples for the community and visitors.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Sherwood Valley Band of Pomo • Coyote Valley Band of Pomo
Approximate Cost of Project: *(Range)*	$3,000,000 To $10,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: Click or tap to enter a date. To End: Click or tap to enter a date.
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Tourism

FB-7: Farmer's Market Building.	
Project Description: *(A brief description of the project and anticipated benefits)*	The Mendocino County Farmer's Market Association hosts a popular weekly market that occurs year-round. Local farmers and shoppers would benefit from an outdoor space that provides shelter from the wind/rain. This space would also provide opportunities for other public gatherings, including concerts, arts/crafts, educational/outreach events, and other public celebrations.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Farmers Market
Approximate *Cost of Project:* *(Range)*	$1,000,000 To $3,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2026
Goals That Project Aligns With *(Check all that apply)*	☒ Equity ☒ Climate Resiliency ☐ Recovery ☐ Technology, Digital Literacy, & Connectivity ☐ Housing ☐ Supporting Expanding Businesses and Industries ☐ Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

FB-8: Performing Arts Center.

Project Description: *(A brief description of the project and anticipated benefits)*	Smaller indoor theatre to accommodate concerts, plays, ceremonies, celebrations, etc.
Project Partners (Departments, Non-Profits, JPA's, etc.)	• City of Fort Bragg
Approximate Cost of Project: (Range)	$3,000,000 To $6,000,000
Approximate Timeline of Project (Range: Beginning to End)	Start: 2022 To End: 2032
Goals That Project Aligns With (Check all that apply)	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Cultural and quality of life

FB-9: Recreational Playing Fields.	
Project Description: *(A brief description of the project and anticipated benefits)*	Indoor and outdoor recreation facilities, such as soccer, basketball, baseball and softball.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Fort Bragg School District
Approximate Cost of Project: *(Range)*	$2,000,000 To $3,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2032
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Cultural and quality of life

FB-10: Pudding Creek Dam Removal Project.

Project Description: *(A brief description of the project and anticipated benefits)*	Removal of dam and restoration of estuary; establish public access and public amenities to watershed for recreation.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Nature Conservancy • Trout Unlimited • California State Parks
Approximate Cost of Project: *(Range)*	$20,000,000 To $30,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2032
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

FB-11: Fort Bragg Food Incubator.

Project Description: *(A brief description of the project and anticipated benefits)*	A local group of people are interested in a community cannery and/or shared commercial kitchen, including a retail component, providing locals and tourists local, sustainable food supply.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Community Cannery Collective
Approximate Cost of Project: *(Range)*	$500,000 To $1,500,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2025
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Food Security

SONOMA MENDOCINO
Economic Development District

FB-12 Fort Bragg Municipal Broadband Utility

Project Description: *(A brief description of the project and anticipated benefits)*	A City owned, municipal broadband network providing affordable, reliable, high-speed connectivity to Fort Bragg's businesses and residences.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Mendocino Community Network (MCN)
Approximate *Cost of Project:* *(Range)*	$12,000,000 To $15,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2021 To End: 2025
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Education and Training

Point Arena

PA-1: Point Arena Parking Lot	
Project Description: *(A brief description of the project and anticipated benefits)*	Point Arena Parking lot – purchase and creation of a parking lot. Point Arena has a dearth of available parking which is quite evident during tourist season. Most spots are filled and the lack of parking may dissuade some from stopping in town to purchase goods, etc. Available parking is an important economic development factor in Point Arena.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Point Arena
Approximate Cost of Project: *(Range)*	$250,000 To $350,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2023 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

PA-2: Point Arena Roundabout

Project Description: *(A brief description of the project and anticipated benefits)*	Roundabout – our Community Action Plan calls for a roundabout at the entry of Point Arena at Mill Street and Highway One. This would provide an easy turnaround for people where there currently is not one. In order to turn around on Highway One, it is necessary to use a private business or residential street to do so.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Point Arena
Approximate Cost of Project: *(Range)*	$750,000 To $1,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2027 To End: 2027
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Click or tap here to enter text.

PA-3: Point Arena Boathouse Visitor Center

Project Description: *(A brief description of the project and anticipated benefits)*	Boathouse Visitor Center – purchase old Coast Guard building at Arena Cove and convert into visitor center/museum. Arena Cove and the Point Arena Pier are prime visitor destinations. Point Arena does not have a visitor center. A central location for learning the history of the Cove and obtaining information would facilitate more tourism, which is the City's prime economic generator.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Point Arena • • • • • •
Approximate *Cost of Project:* *(Range)*	$500,000 To $1,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2028 To End: 2029
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Supporting Tourism

SONOMA MENDOCINO
Economic Development District

PA-4: Point Arena Campground Project

Project Description: *(A brief description of the project and anticipated benefits)*	Campground – development of a seasonal day-use and limited overnight campground at Arena Cove. Camping facilities for travelers are minimal in our area. The City owns property that would be prime for a campground. Project would include rehabilitation of bathroom/shower facilities and connection to city sewer.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Point Arena • •
Approximate *Cost of Project:* *(Range)*	$250,000 To $500,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2026 To End: 2030
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

Mendocino City Community Water District

MC-1: Community Water Feasibility Study	
Project Description: *(A brief description of the project and anticipated benefits)*	The town of Mendocino is severely impacted by drought. Mendocino City Community Services District desires to be more resilient to the impacts of climate change. MCCSD was formed in 1971 with the goal of building a sanitary sewer collection and treatment system and a community water system, that water system never happened. A current feasibility study of such a system including the search for a community water source, or sources, is needed if the District ever hopes to reach this goal. A current study is necessary for planning and funding purposes. It benefits the District, the Coast, and the County to have current information on the feasibility of a community water system.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• California State Parks, Mendocino District • Mendocino Fire Protection District • Mendocino Unified School District
Approximate *Cost of Project:* *(Range)*	$1,000,000 To $2,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Health and Safety

MC-2: Phase II, WWTP Upgrade Project, Recycled Water System

Project Description: *(A brief description of the project and anticipated benefits)*	Mendocino City Community Services District has been providing tertiary treated recycled water to the Mendocino Unified School District since 1997 for irrigation of their athletic fields. The recycled water system at MCCSD is not up to current State Standards. This project has been designed, engineered, and permitted. It lacks construction funding. times of drought it is important to increase use of recycled water. The School District is already working on a project to expand their uses of recycled water and add additional fire hydrants in the town of Mendocino. Their project is dependent on MCCSD being able to provide recycled water that meets the current State standards for health and safety. This project would reduce the amount of potable water the schools use on a daily basis, leaving more water for other uses. It would increase fire protection in the town and Mendocino and the surrounding areas, and could also allow for future expanded uses of recycled water in the community. This project would be of great benefit to the community, improve resiliency, and help combat climate change.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• California State Parks, Mendocino District • Mendocino Fire Protection District • Mendocino Unified School District
Approximate *Cost of Project:* *(Range)*	$2,500,000 To $3,500,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Fire Safety

SONOMA
MENDOCINO
Economic Development District

MC-3: Community Water Storage

Project Description: *(A brief description of the project and anticipated benefits)*	The town of Mendocino lacks community water storage. The drought of 2020-21 exposed this weakness and our dependency on neighboring water systems. MCCSD needs to develop its own community water storage to be more resilient and sustainable. This project would consist of installation of two, 500,000 gal, stainless steel, potable water storage tanks. The tanks would be located outside the historic A district of Mendocino on the East side of Hw1. One tank would be located on the Mendocino Unified School District Maintenance Yard, the second located on Mendocino Fire District property of Grindle Park. The tanks would be plumbed to the existing MUSD water system. This project would allow the School District to increase its water reserves. Currently the only fire hydrants in the town of Mendocino are fed from the School District's potable water system. There is currently a max of 110,000 gal supporting these hydrants. Any major fire in the town could quickly exhaust this resource, and the town (a State Historic Preservation District) would burn. A million gal of water storage in the community, supporting fire suppression, would go a long way to protect the town. Community water storage would not only benefit the schools and fire protection, but during the summer when school is not in session, residents and business with under producing or dry wells would have a local source from which to purchase water, reducing the dependence on neighboring water districts, money, and making the community more sustainable against climate change.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Mendocino Fire Protection District • Mendocino Unified School District
Approximate *Cost of Project:* *(Range)*	$4,500,000 To $5,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2021 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Fire Safety

SONOMA MENDOCINO
Economic Development District

MC-4: Ocean Outfall Replacement

Project Description: *(A brief description of the project and anticipated benefits)*	Mendocino City Community Services District owns and maintain a '996 ft. 8" diameter outfall pipe. This pipe is used to discharge treated effluent into the Pacific Ocean. The pipe is nearly 50 years old, was designed to last for 30 years. The pipe is well past its useful life expectancy. The pipe extends across State Park property then on the sea floor under the Pacific Ocean. MCCSD inspects, surveys, and maintains the pipe on an annual basis at great expense. It is time to design and install a replacement, before this pipe fails and effluent is discharged into a sensitive marine environment. MCCSD is requesting funding, for planning, design, permitting, engineering, and build of a replacement outfall pipeline.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• California State Parks, Mendocino Unit • MCCSD
Approximate *Cost of Project:* *(Range)*	$10,000,000 To $12,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2027
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Environmental Protection

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MENDOCINO
Economic Development District

MC-5: Wastewater Treatment Unit

Project Description: *(A brief description of the project and anticipated benefits)*	Mendocino City Community Services District owns and maintain a nearly 50 year old tertiary treatment, package wastewater treatment unit. The plant is capable of processing up to 300,000 gal day of wastewater influent. The plant was designed to last 30 years and has surpassed its useful life expectancy. MCCSD provides sanitary sewer collections and treatment to about 1,000 local residents, 2,000 daily visitors, 165 businesses, 25+ lodging accommodations, two state parks, and a School District. They all depend on the proper and reliable operation of this treatment plant. MCCSD has a 300,000 gal overflow pond. If something in the treatment unit breaks, MCCSD can divert flow for 3-5 days and make the repair before raw influent is discharged into the Pacific Ocean or the town shuts down. Most WWTP have 200-300% redundancy, MCCSD does not. MCCSD seeks funding to plan, design, engineering, permit, and build a replacement treatment unit, including biosolids press and dryer, and funding to rehabilitate the existing treatment unit.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• California State Parks, Mendocino Unit • MCCSD
Approximate *Cost of Project:* *(Range)*	$15,000,000 To $20,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2027
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

MC-6: Lift Station Replacement.

Project Description: *(A brief description of the project and anticipated benefits)*	Mendocino City Community Services District owns, operates, and maintains two sanitary sewer lift/pumping stations. These stations are nearly 50 year old. The lift stations were designed to last 30 years and have surpassed their useful life expectancy. Not only are they old but they are primarily underground, requiring confined space entries for maintenance and repair. MCCSD does not have the staff, training, or equipment to safely conduct confined space entries. MCCSD seeks funding to plan, design, engineering, permit, and build two replacement lift stations with reliable, modern equipment, that is above ground and does not endanger staff with confined spaces.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• California State Parks, Mendocino Unit • MCCSD
Approximate *Cost of Project:* *(Range)*	$2,000,000 To $4,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

MC-7: Collection and Distribution

Project Description: *(A brief description of the project and anticipated benefits)*	Mendocino City Community Services District owns, operates, and maintains about 9 miles of sanitary sewer collection lines. These lines are nearly 50 year old and have surpassed their useful life expectancy. MCCSD provides sanitary sewer collections and treatment to about 1,000 local residents, 2,000 daily visitors, 165 businesses, 25+ lodging accommodations, two state parks, and a School District. They all depend on the proper and reliable operation of this collection system. seeks funding to plan, design, engineering, permit, and install a new sanitary sewer collection system. If MCCSD is going to dig up all the county roads in town to install a new sanitary sewer collection system it makes sense to makes sense to just dig once. MCCSD seeks funding to plan, design, engineering, permit, and install a potable water distribution system to make the community more resilient to the impacts of climate change. Finally while the roads are open MCCSD seeks funding to plan, design, engineering, permit, and install a recycled water distribution system to allow residences and business access to recycled water for irrigation and other non-potable needs.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• California State Parks • Mendocino Unified School District • Mendocino Fire Protection District • County of Mendocino, Department of Transportation
Approximate *Cost of Project:* *(Range)*	$40,000,000 To $50,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2023 To End: Indefinite
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

Coyote Valley

CV-1: Emergency Fire Egress (Road) & Emergency Preparedness	
Project Description: *(A brief description of the project and anticipated benefits)*	The Coyote Valley Reservation currently only has one entrance/exit road. There is no road or pathway to exit in the event of an emergency. During times of wildfire we have experienced bottle necks/congestion at the main (only) entrance/exit. When there are fires and power outages in the area our gas station has had long lines of traffic from the general public filling their vehicles in preparation of the emergency event. During these times staff and community volunteers will conduct traffic control to maintain safety. The fact that there is no secondary exit off the reservation is a huge concern. In order to construct a fire egress road, we may need to purchase land next to the reservation and/or establish easements. We will need funding for the possible purchase of land, legal fees to establish easement(s) and funding to construct the road.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Possible partners: local fire department, legal, neighboring land owners. • Coyote valley Band of Pomo
Approximate *Cost of Project:* *(Range)*	$5,000,000 To $10,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Emergency Response and Preparedness

CV-2: Riverbank Restoration/Stabilization

Project Description: *(A brief description of the project and anticipated benefits)*	The project area is approximately 800 feet long and is situated on the west bank of the West Fork Russian River directly beneath the Tribal Housing. It is eroding a nearly vertical cliff, 40-50 feet high, with numerous scarps and large areas of notable wear caused by high flows in the river. Housing is becoming incrementally closer to the edge as bank collapses continue to occur, in some occasions large areas collapse taking several feet of the bank at a time. With housing less than 60 feet from the bank and with undercutting occurring this is extremely concerning. This erosion is contributing a significant amount of sedimentation to the Russian River system and the undercutting of the steep river bank is destabilizing the soil. The Tribe is concerned about further undercutting and erosion causing major bank collapse and ultimately threatening tribal homes and tribal members' safety. In addition to the safety issues it is silting up the River and destroying the spawning ground from anadromous fish that are culturally important to the Tribe and ecologically important species. There are water intakes downstream from the project that suffer siltation issues due the bank collapse and threaten water supplies for drinking and agriculture. The overall water quality in the River is impacted by this bank collapse due to increased siltation, turbidity, loss of pools and riffles, lowered dissolved oxygen, higher water temperatures due to loss of pools, and so forth. The Watershed Management Plan for the area lists this as the most significant contributor of nonpoint source pollution on this stretch of River. The first phase of this project is completed, but there is more work that needs to be done and an increased need for funding with the extreme increase in construction costs that has occurred in the last two years.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Possibly Mendocino County • Coyote Valley Band of Pomo
Approximate *Cost of Project:* *(Range)*	$2,000,000 To $3,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☐Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

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MENDOCINO
Economic Development District

CV-3: Gas Station/Truck Stop	
Project Description: *(A brief description of the project and anticipated benefits)*	The proposed Coyote Valley Gas Station and Truck Stop would be a secondary facility to our current gas station and convenience store. This facility would have more dedicated diesel pumps and space to accommodate the large commercial trucks that traverse the adjacent Highway 101. The truck stop facility would provide showers and other amenities. This facility would add another steady revenue source to the Tribe's business portfolio.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Coyote Valley Band of Pomo
Approximate *Cost of Project:* *(Range)*	$20,000,000 To $25,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2025
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA
MENDOCINO
Economic Development District

CV-4: Government/Administration Building

Project Description: *(A brief description of the project and anticipated benefits)*	This planned multi-story facility would provide office space for the Tribal Council, as well as all Tribal Administration Departments. This modern facility would replace outdated buildings and office modulars, and would be in a central location, closer to the Housing Area of the Reservation. The proposed building would also function as the Tribal police department and Tribal court facility.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Coyote Valley Band of Pomo
Approximate Cost of Project: *(Range)*	$4,000,000 To $5,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

CV-5: Community Park & Housing Development

Project Description: *(A brief description of the project and anticipated benefits)*	The proposed community park would provide a larger playground, and outdoor recreational sports facilities such as basketball courts, a soccer field, and baseball field, for our growing Reservation community. The proposed Housing Development will give tribal members the opportunity to build homes on their own lots, and provide more affordable rental units.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• State of California Office of Grants and Local Assistance • Coyote Valley Band of Pomo
Approximate Cost of Project: (Range)	$2,000,000 To $5,000,000
Approximate Timeline of Project (Range: Beginning to End)	Start: 2023 To End: 2026
Goals That Project Aligns With (Check all that apply)	☒Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☐Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

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Economic Development District

CV-6: Infrastructure for and Hotel Development

Project Description: *(A brief description of the project and anticipated benefits)*	The proposed Hotel will be a luxury resort type facility, with a large fitness center, full service salon, and spa. In-house dining will include upscale restaurants, casual dining, and fast food options. Meeting halls and ballrooms would provide spaces for business meetings, conferences, weddings, and parties. The outdoor pool area would have cabanas, and a swim-up bar.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Coyote Valley Band of Pomo • Private Sector Partners
Approximate *Cost of Project:* *(Range)*	$25,000,000 To $35,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2023 To End: 2026
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

Noyo Center for Marine Science

NC-1: Noyo Center for Marine Science - Ocean Science Center

Project Description: *(A brief description of the project and anticipated benefits)*	The Noyo Center for Marine Science is a non-profit organization supporting the Mendocino Coast's transition from an extractive to a restorative "blue economy." The Noyo Center's planned Ocean Science Center will be a world-class marine science and education facility on a 12-acre site on the coast of Fort Bragg. The Ocean Science Center will include research laboratories, public educational and interpretive exhibits including a 73-ft blue whale skeleton, green energy education and research, a lecture hall, marine mammal triage center, land-based aquaculture demonstration project, and supporting facilities. The Ocean Science Center will create new jobs, help restore the offshore marine environment, educate students and visitors about ocean conservation, and serve as a model for sustainable redevelopment of a former timber mill site.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• CA Department of Fish and Wildlife • City of Fort Bragg • Mendocino College • CA Academy of Sciences • The Marine Mammal Center
Approximate Cost of Project: *(Range)*	$30,000,000 To $35,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2021 To End: 2030
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

NC-2: City of Fort Bragg Seawater Intake Project

Project Description: *(A brief description of the project and anticipated benefits)*	A seawater intake will be developed in the vicinity of the City of Fort Bragg's wastewater treatment facility to support "blue economy" development projects, including land-based aquaculture projects, and wet labs and aquaria at the Noyo Center for Marine Science. The intake may also support future development of a regional desalination plant to enhance resilience in regional water supplies. The project will support job growth, retention and growth of existing fisheries-related jobs in Noyo Harbor, and tourism.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Fort Bragg • Noyo Center for Marine Science • Noyo Harbor District • County of Mendocino
Approximate *Cost of Project:* *(Range)*	$10,000,000 To $15,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2021 To End: 2030
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

Redwood Valley Community

RV-1: County Water District infrastructure, including pipes, storage, pumps, and meters.	
Project Description: *(A brief description of the project and anticipated benefits)*	About 5,500 agricultural and domestic users rely on the Redwood Valley County Water District (RVCWD) for their water needs. Severe and ongoing droughts, which appear to be worsening due to regional weather and climate changes, have resulted in record low levels in the local lake and dam systems, with unknown impact on groundwater supplies. Water providers typically rely on new users to augment revenues for system repairs and upgrades, which is unavailable to RVCWD due to the moratorium on new hook-ups. A recent 30% increase in water rates is being directed not just to planned expenditures, but to extensive damage from the disastrous 2017 wildfire that killed 9 residents and destroyed over 450 homes; water infrastructure failures such as pipes and pumping stations; and ongoing breaks in lines that also fail to meet current earthquake codes. The area is laced with active earthquake faults, and all facilities for both domestic and agricultural water require upgrades. ...rmore, 1 million gallons of existing water storage in 1 storage pond is inadequate for all uses (for example, a considerable percentage of the stored water was used for an 80 acre fire in the month of July, 2021). ...ing demands from cannabis growers, both new and industrial-level hoop houses, exacerbate the problems.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Redwood Valley Municipal Advisory Council (RVMAC) • Fire Departments and Cal-Fire • Local water agencies (RVCWD, RRFCWCD, Mendocino County Water Agency, etc.) • Local Tribes of Pomo Indians
Approximate *Cost of Project:* *(Range)*	$800,000 To $1,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2026
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Public Safety & Emergency Response

RV-2 Water Needs Assessment & develop additional, secure water storage capacity

Project Description: *(A brief description of the project and anticipated benefits)*	1 million gallons of existing water storage in a single storage pond is currently being used both for agricultural water and emergency fire response. This is inadequate capacity for all uses. For example, a considerable percentage of the stored water was used for an 80-acre fire in the month of July, 2021, further depleting already scarce stores as we move into the most extreme months of the fire season (August through October). Increasing demands from cannabis growers, in new and industrial-level hoop houses, exacerbate the problems. At the very least, emergency responders need a dedicated, secure source for firefighting needs, and while this project would only be a start, it could serve as a model for further expansion. Frontage on Hwy. 101 may offer opportunities for to locate the facility, which could also serve as a central site for the local region.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• County of Mendocino Dept. of Transportation • Redwood Valley Municipal Advisory Council • Local fire departments and Cal-Fire • Local Pomo Bands of Indians • Mendocino County Office of Emergency Services
Approximate Cost of Project: *(Range)*	$3,000 per 5,000-gallon tank + real property, access, road repair, structure, locks, etc. To $250,000 per site.
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☒ Equity ☒ Climate Resiliency ☒ Recovery ☐ Technology, Digital Literacy, & Connectivity ☒ Housing ☒ Supporting Expanding Businesses and Industries ☒ Other Goals (Please Specify) Fire Safety and Emergency Response

SONOMA MENDOCINO
Economic Development District

RV- 3: Implement projects to mitigate thousands of acres of burned acreage in and around Redwood Valley

Project Description: *(A brief description of the project and anticipated benefits)*	Thousands of acres of private and public lands in and around Redwood Valley were severely burned in the 2017 fire storm. Some trees have been cleared by public funds where infrastructure such as roads were harmed, and some private land has been cleared by means of public and private (individual land- and home-owners) funds. However, many property owners, some of whom lost much in the fire including both housing and means of income, lack the funds for adequately dealing with the burned acreage. Burned trees, shrub, and grasslands pose threats for further wildfires, erosion, and habitat degradation. Further, clearance and removal of dead trees and growth is expensive and may not offer optimum repair of habitat. Strategies for considerable on-site treatments, biochar projects, chipping, as well as removal and other forms of remediation, are needed to improve the outlook for these large areas. A selection of test methods could be implemented to test efficacy in the local environment, with priority projects identified by set criteria such as access, safety, and financial need.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Cal-Fire, CAl-EPA, local fire departments • Mendocino County Resource Conservation District • Redwood Valley Municipal Advisory Council • Redwood Valley Band of Pomo Indians • Ca. Dept. of Fish and Game • Local land owners
Approximate Cost of Project: *(Range)*	$1,000,000 To $5,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2026
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Click or tap here to enter text.

RV-4: Redwood Valley Emergency Evacuation Route Improvements - Construct 8 ford crossings of Cave Creek to connect Redwood Valley to Little Lake Valley

Project Description: *(A brief description of the project and anticipated benefits)*	In 2001, the North Coast Regional Water Quality Control Board (RWQCB) began investigating water pollution resulting from the 2.5-mile section of Tomki Road, and recommended measures for installing 8 vented, low water crossings. In 2008, costs for the project were estimated at $4,392,700 (one prototype crossing was completed). With the death of 9 persons in the October, 2017 wildfire that swept through Potter and Redwood Valleys, emergency egress routes to areas of the region became matters of urgent concern. West Road to Tomki Road has only a southerly egress route, and it is unknown how many of these deaths could have been avoided had residents been familiar with a northerly egress route. As it happened, about 100 people did manage to exit north, but some vehicles were stranded and blocked an already hazardous and unpaved route. Further damage to the fords, habitat for Chinook salmon and steelhead, and significant sediment and petroleum pollution worsened the already problematic habitat issues. Studies are in place for completing these fords. Emergency planning and public education would also be needed to complete this project.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Redwood Valley Municipal Advisory Council • Mendocino County Dept of Transportation • Mendocino County Office of Emergency Services • Mendocino County Sheriff • North Coast RWQCB • California Department of Fish and Game • Local Fire Departments and Cal-Fire
Approximate Cost of Project: *(Range)*	$5,500,000 To $6,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2023 To End: 2026
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Public Safety and Education

RV- 5: Purchase land and improvements to the Redwood Valley Calpella Fire District facilities.

Project Description: *(A brief description of the project and anticipated benefits)*	Since the 2017 wildfire that killed 9 residents and destroyed over 450 homes in Redwood Valley, the greater Redwood Valley community has raised expectations for its Fire Department. Additional, updated vehicles (engine, truck, water tenders, etc.), radio and emergency warning equipment, updated emergency plans, fuel abatement, training, and public education have placed new demands on fire department staff. The present station has inadequate space for vehicle storage (at least 3 vehicles/engines are parked outside, where hoses and other equipment deteriorate); equipment storage (specialized equipment for cleaning turnout gear of haz mats, air tanks, and heavy duty equipment such as "jaws of life", etc.; additional sleeping quarters; administrative work space; storage for public education materials; meeting space; outside parking space; warehousing; training ground for vehicle rescue, firefighter survival, rope rescue, and other operational training. Plans to expand department staffing by means of ongoing revenue augmentation are limited by lack of space. Adjoining parcel has utilities, usable buildings, water, and other improvements. Project would include hiring real estate and building plan professional services. Enhanced public safety would benefit all residents and businesses in the greater Redwood Valley area.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Redwood Valley Municipal Advisory Council • Mendocino County Assessor, Department of Transportation • Local Fire Departments and Cal-Fire
Approximate *Cost of Project:* *(Range)*	$3,000,000 To $4,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2025
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Community Safety and Emergency Response

RV-6: Procure two (2) Duty Officer Patrol Unit vehicles equipped for Emergency Response for the Redwood Valley Calpella Fire District	
Project Description: *(A brief description of the project and anticipated benefits)*	Since the 2017 wildfire that killed 9 residents of Redwood Valley and destroyed over 450 homes, the greater Redwood Valley community has raised its expectations for the Fire Department. Currently, only the Fire Chief has a fully equipped Duty Patrol Officer vehicle. If the Chief is away on other matters, a Duty Officer must respond to an emergency is his/her personal vehicle. With the 2017 as an example: initial fire reports coming from Sheriff Dispatch failed to accurately locate the fast-moving, wind-driven fire, causing responding personnel to mis-direct the single Chief vehicle. With better equipped vehicles taking multiple routes, early confusion can be mitigated. Necessary equipment includes upgraded digital radios and cell phone communication equipment; enhanced lighting, speaker, and siren equipment; a 200-gallon water tank with hose reel for 1" hose line; and mapping/storage capabilities. Volunteer and paid staff will not have to expose their vehicles to heat and other hazards.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Redwood Valley Municipal Advisory Council • Other local Fire Departments and Cal-fire • Mendocino County Sheriff and Office of Emergency Services • Mendocino County Fire Safe Council
Approximate Cost of Project: *(Range)*	$180,000 To $220,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Safety and Emergency Response

SONOMA MENDOCINO
Economic Development District

RV-7: Purchase Additional Public Safety Equipment for the Redwood Valley Calpella Fire District

Project Description: *(A brief description of the project and anticipated benefits)*	Since the 2017 wildfire that killed 9 residents of Redwood Valley and destroyed over 450 homes, the greater Redwood Valley community has raised its expectations of the fire department. Likewise, the combination paid/volunteer fire fighters and medics work hard to maintain and enhance their emergency response and community education skills. Firefighting gear such as turnouts, as well as medical equipment to deal with communicable diseases (Covid), must be replaced regularly (5-year lifespan for turnouts, which can be shorter with more exposure to heat and contaminants). Costs for replacement are about $5,000 each set. also require upgrades for State and Federal regulatory compliance, with current estimates for conversion to fully digital radio and back-up equipment at $40,000. Current radio equipment doesn't enable adequate communication with different county responders, nor offer robust coverage in our local area. An additional $11,000 is requested for a "washer extractor" and fire gear dryer, to replace a commercial washer that was donated to the department. The upgraded washer/dryer will extend the life of gear and protect response staff by safely extracting hazardous materials resulting from toxic smoke (plastics, petro-carbon, particulates, and other contaminants).
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Redwood Valley Municipal Advisory Council • Cal-Fire and local Fire Departments • California Occupational Safety and Health Administration
Approximate *Cost of Project:* *(Range)*	$130,000 To $170,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Safety and Emergency Respose

RV-8: Water Above-Ground Supply Pipeline from the Ukiah Aquifer to Redwood Valley on the Redwood Rail Trail

Project Description: *(A brief description of the project and anticipated benefits)*	Redwood Valley and environs lack infrastructure for capturing, storing, and distributing water. Historically, like much of Northern California, rainfall provided the sole source of water. As regional rainfall has diminished, been used for residences and monocultures, and been diverted illegally, Redwood Valley faces severe shortages. One result has been elimination of agricultural water in April for the remainder of this year, residential rationing, drying of wells, and continuation of a moratorium on new Water District hook-ups since the 1980s. Further, fast-moving, mega-wildfires in Mendocino County in 2017, 2018, and 2019 (the first caused the deaths of 9 souls in Redwood Valley) deplete millions of gallons of water for each occurrence. The Ukiah Aquifer is the only local new water source currently known, and potentially it has sufficient water to supply the local community with significant supplies of usable water. The development of the State-funded Redwood Rail Trail offers a unique opportunity to align an above-ground pipe system to convey water from the northern end of the Ukiah Aquifer to the Redwood Valley area. Included in the project would be study of best locations for water wells (existing or enhanced), pipe placement, pumping and storage facilities, as well as delivery mechanisms for Redwood Valley, local bands of Indians (Coyote Valley and/or Redwood Valley Band of Pomo Indians), and possible treatment plant operations. Beneficial results would include addressing needs of residents; potential creation of critically needed, new housing, and businesses which could be provided with water; more reliable water for agriculture, firefighting, and other emergency needs.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	- City of Ukiah, Ca. - State of California, Water Resources Control Board, affiliated agencies - County of Mendocino - Pomo Bands of Indians - Local Fire Departments and Cal-Fire - Local Water Agencies (eg, Redwood Valley County Water District; Russian River Flood Control and Water Conservation District, etc.) - Redwood Valley Municipal Advisory Council (RVMAC)
Approximate Cost of Project: *(Range)*	$10,000,000 To $20,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2027
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

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MENDOCINO
Economic Development District

RV-9: Redwood Valley Grange Community Project

Project Description: *(A brief description of the project and anticipated benefits)*	The Redwood Valley Grange functions as a community center for the town of Redwood Valley and surrounding communities. This was demonstrated after the 2017 Redwood Complex Fire which devastated Redwood Valley. In order to continue serving the community especially during disasters, the Redwood Valley Grange's 100 year old hall needs upgrades and repairs. These include: • Upgrading kitchen to commercial standards. • Installing solar power with battery storage. • Bringing the building up to current Amerians with Disabilities Act (ADA) standards. • Insulating the building. • Replacing gas/electric heating/air cooling with energy-efficient heat pump heating/cooling. • Septic system upgrade. • Testing & development of on site well with added storage tank. • Replacing main hall flooring. • Installation of fire sprinklers in main hall. • Addition of lightweight portable stage. • Additional live-streaming cameras and microphones. • Purchase of desktop personal computer with printer/scanner. • Installation of Amateur (HAM) radio antenna. ograders and changes will assist the local economy while allowing continuing small business support, community support and refuge for future disasters and by investing in micro and small business retention and resiliency and by providing a refuge for future disasters.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Redwood Valley Municipal Advisory Council • County of Mendocino Dept of Environmental Health • County of Mendocino Office of Emergency Services • Mendocino County Farmers Markets • Mendocino County Food Hub
Approximate Cost of Project: *(Range)*	$300,000 To $500,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2026
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Click or tap here to enter text.

City of Willits

CW-1: City of Willits Community Center Rehabilitation	
Project Description: *(A brief description of the project and anticipated benefits)*	Installation of new flooring, new roof, upgrade air filtration system, energy efficiency upgrades and other minor repairs. The City Community Center is used as a heating and cooling station for residents of Willits and has also served as temporary shelter for City and County of Mendocino residents during past wildfire events.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• County of Mendocino, • MCSO, • CHP, • Red Cross, • FEMA, • CalFIre, • Willits Senior Center, • Little Lake Fire Department
Approximate *Cost of Project:* *(Range)*	$$185,000 To $Click or tap here to enter text.
Approximate Timeline of Project *(Range: Beginning to End)*	Approximately 9 months
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

CW-2:   City of Willits Photovoltaic System for Wastewater Treatment Plant

Project Description: *(A brief description of the project and anticipated benefits)*	Installation of a photovoltaic system at the wastewater treatment plant will reduce greenhouse gas emissions and increase resiliency against the expected increase of regular line power interruptions.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• PG&E
Approximate *Cost of Project:* *(Range)*	$780,000 To $Click or tap here to enter text.
Approximate Timeline of Project *(Range: Beginning to End)*	7 Months
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Reduce Greenhouse Gas Emissions

SONOMA MENDOCINO
Economic Development District

CW-3: City of Willits Water Storage Tank Replacement

Project Description: *(A brief description of the project and anticipated benefits)*	The City's storage tanks will need to be upgraded to increase water storage capacity as necessary to support additional housing opportunities as well as increase City resiliency to prolonged drought conditions.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Willits
Approximate Cost of Project: *(Range)*	$950,000
Approximate Timeline of Project *(Range: Beginning to End)*	8 Months
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

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Economic Development District

CW-4: City of Willits Recycle Wastewater Feasibility Study

Project Description: *(A brief description of the project and anticipated benefits)*	This plan will review the potential opportunities and constraints pertaining to the development of a beneficial wastewater reuse program. Factors to consider could include demand, cost effectiveness, funding options, water supply, water quality and applicable regulations.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• EPA • DWR
Approximate Cost of Project: *(Range)*	$150,000
Approximate Timeline of Project *(Range: Beginning to End)*	18 months
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

Mendocino Council of Governments

MCG-1 Noyo Harbor Multimodal Improvement Project	
Project Description: *(A brief description of the project and anticipated benefits)*	Noyo Harbor in the Fort Bragg area is an active mix of fishing industry, commercial, visitor serving, dining and recreation at the south end of the Fort Bragg area below the Noyo Harbor Bridge on SR 1. This multi-modal, collaborative project concept proposes to provide non-motorized access into and through Noyo Harbor where none currently exists, transition vehicle traffic to one-way, connect North Harbor Drive to Noyo Point Road at the west end of the Harbor, construct a roundabout at the intersection of SR 1 (Main Street), Noyo Point/North Harbor, and implement transit service into the harbor to provide better access for employees and visitors. This project would create mode shift by creating safe non-motorized and transit access into the harbor, reducing the need for personal vehicles. It would improve safety for all modes of travel by reducing conflicts between modes and improving the flow of vehicular traffic. It would improve quality of life by providing better access for visitors and residents to recreation and improving job access by alternate modes, particularly for lower income employees without access to personal vehicles.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• MCOG • Caltrans • City of Fort Bragg
Approximate Cost of Project: *(Range)*	$Unknown To $Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2032
Goals That Project Aligns With *(Check all that apply)*	☒ Equity ☒ Climate Resiliency ☒ Supporting Expanding Businesses and Industries ☒ Other Goals (Please Specify) Supports the Blue Economy

MCG 2- Brooktrails Second Access.	
Project Description: *(A brief description of the project and anticipated benefits)*	This county project would improve quality of life and address equity by making the disadvantaged community of Brooktrails more resilient to the increasing threat of wildfire, encourage mode shift, and reduce travel on a dangerous segment of the road network. Brooktrails is a mountainous, wooded community northwest of Willits. It and its neighboring communities on the Sherwood corridor make up the fourth largest community in Mendocino County, with about 6,000 residents. The median household income of Brooktrails is only 73% of the state median, qualifying it as a disadvantaged community per AB 1550. It's one of the few areas of affordable homes in the county, drawing many young families and people on fixed incomes. The layout of Brooktrails is much like that of Paradise, with Sherwood Rd providing the only ingress/egress route for the community and its network of feeder roads, as well as the more rural communities beyond Brooktrails. The potential for catastrophe due to the constraints of the road during a wildfire emergency are an ever-increasing threat. Climate reports and recent events indicate that longer, more severe wildfire seasons are "the new normal." The recent climate change adaptation plan, Fire Vulnerability Assessment for Mendocino County, identified the need for a "full service" second access road in its Action Plan. Adapt to increased threat of wildfire caused by climate change by providing an evacuation route for the community of Brooktrails and outlying communities. Encourage mode shift by providing a complete street facility for a community with no bike/ped facilities to reach the City of Willits. Improve safety by drawing traffic off of a "high injury corridor." Address equity and improve quality of life for the disadvantaged community of Brooktrails by reducing risks in a wildfire emergency, improving access to essential destinations, and providing multi-modal transportation options.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• MCOG • Brooktrails • Mendocino County
Approximate Cost of Project: *(Range)*	Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	2021-2031
Goals That Project Aligns With *(Check all that apply)*	☒ Equity ☒ Climate Resiliency ☒ Housing ☒ Other Goals (Please Specify) Public Safety

MCG 3- Mobility Solutions in Rural Communities

Project Description: *(A brief description of the project and anticipated benefits)*	This concept proposal is a project to implement Mobility Solutions for Rural Communities in Mendocino County - Mendocino County is a geographically large, mountainous, rural county, with several outlying communities (all of which are disadvantaged) unable to be served by traditional transit due to their remoteness and low population density. Traditional transit service to these remote disadvantaged communities has been tried in the past, but discontinued due to infeasibility (operationally and financially). A planning study to research mobility solutions/transit alternatives existent in the marketplace that have been implemented in similar locations has been funded by Caltrans, and will be conducted in FY 2021/22. This feasibility study will investigate and analyze a wide range of mobility options/transit alternatives for their practicality in this region, and will recommend new and innovative clean transportation solutions specifically geared to meeting the challenges in these remote communities. Implementation of the innovative solutions that will be developed (possibly including pilot projects) will require an initial investment of both operating and capital funding. This project will solve the transportation need of transit-dependent individuals in remote disadvantaged communities who have no transit options, by providing mobility solutions in remote areas of the county where traditional transit service is not available or feasible. The project will implement recommendations (including possible pilot projects) that will be recommended in a Caltrans grant-funded planning study that is being conducted in FY 2021-22.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• MCOG • Caltrans • Mendocino County
Approximate Cost of Project: *(Range)*	Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	2021-2031
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☒Housing ☒Other Goals (Please Specify) Transportation

SONOMA
MENDOCINO
Economic Development District

MCG 4 - Orchard Avenue Extension (Phase I and 2)

Project Description: *(A brief description of the project and anticipated benefits)*	This roadway extension project will extend Orchard Avenue in the Ukiah area from its terminus at Brush Street (at the northern city limits), north to Hensley Creek Road, in the unincorporated greater Ukiah area. This roadway extension will include "complete streets" components and will provide a safe, multi-modal connection (via Hensley Creek Road) to North State Street, the community's main north-south thoroughfare. This proposal is for an initial phase of the complete roadway extension, which will ultimately extend as far north as Lake Mendocino Drive, approximately 2.4 miles. The need for affordable housing is one of the most pressing needs in the region. This roadway extension will provide access to some of the last remaining land developable for housing in the Ukiah area. Keeping housing development close to urban boundaries rather than pushing it to outlying rural areas reduces vehicle miles traveled (VMT) and greenhouse gases (GHG) and keeps new homes out of higher fire risk areas. This important roadway extension project will improve access to housing, improve access to Mendocino College, improve non-motorized and motorized transportation and circulation, reduce VMT and GHG, and greatly improve quality of life in the region.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• MCOG • Caltrans • City of Ukiah • Mendocino College • Affordable housing developers
Approximate Cost of Project: *(Range)*	Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	2022-2032
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Housing ☒Supporting Expanding Businesses and Industries

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Economic Development District

MCG 5- Rail Trail to Mendocino College

Project Description: *(A brief description of the project and anticipated benefits)*	This project will extend the Class I Great Redwood Trail (rail trail) from its current terminus at Brush Street in Ukiah (at the northern city limits), north to Ford Road, in the unincorporated greater Ukiah area. This rail trail extension (phase 5 overall, phase 1 for the County portion) will provide a vital connection (via Ford Road) to North State Street, thus allowing for a continuous non-motorized connection north to Mendocino College. Improvement plans for North State Street in the near future will include enhanced biking and walking facilities, including shoulder improvements on the eastern end of Ford Street to connect to State Street. Due to the length of the rail trail with the completion of this fifth segment (approximately 3.5miles), mode shift would likely occur, especially for college students traveling from southern locations to the college and other northern destinations, as well as for travelers accessing employment and other essential services and destinations. Several low-income and farm worker housing developments are located near the project area on Brush Street and Orchard Avenue, that would directly benefit from this trail extension.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• MCOG • Caltrans ATP program • City of Ukiah • Mendocino College
Approximate *Cost of Project:* *(Range)*	2022-2026
Approximate Timeline of Project *(Range: Beginning to End)*	Unknown
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Alternative Transportation

SONOMA
MENDOCINO
Economic Development District

MCG 6- Ukiah Transit Center

Project Description: (A brief description of the project and anticipated benefits)	Mendocino Transit Authority (MTA) proposes to design and construct a new transit center within the greater Ukiah area. As part of the project, bicycle and pedestrian facilities in the surrounding area will be constructed; thus, removing barriers and improving multi-modal access users of all modes. The new transit center will include solar panels, electric vehicle chargers, hydrogen fueling infrastructure, bike lockers, and parking for ridesharing. Three potential locations have been identified, all of which benefit low-income, transit-dependent residents. Despite being the largest population center along a 200-mile stretch of Highway 101, Ukiah lacks a centralized transit hub. This makes it very difficult for users to travel between the regional transit systems that come through the city. The new transit center will be able to accommodate buses from MTA, Humboldt Transit Authority (HTA), Lake Transit Authority (LTA), Greyhound, and Amtrak, providing seamless travel for users and improving the interregional connectivity of northern California's public transit systems. The multi-modal improvements will increase access to public transit and improve the City's active transportation network.
Project Partners (Departments, Non-Profits, JPA's, etc.)	• MCOG • Mendocino Transit Authority • City of Ukiah
Approximate Cost of Project: (Range)	Unknown
Approximate Timeline of Project (Range: Beginning to End)	2022-2026
Goals That Project Aligns With (Check all that apply)	☒Equity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Alternative Transportation

SONOMA MENDOCINO
Economic Development District

Alexander Valley Film Society

AVFS- Project Name: Alexander Valley Film Society Future Filmmakers Doc Shop	
Project Description: *(A brief description of the project and anticipated benefits)*	Seven-week documentary filmmaking program for students grades 6-12. A maximum of 24 students will meet each Monday for seven weeks, Sep 20th – Nov 8th. (Off Mon, 11/11, for Indigenous People's Day). Students will work in groups of 2, with a max of 12 groups. This class will use cameras, lighting, and audio equipment. Editing will be done in Adobe Premiere Pro.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Alexander Valley Film Society • Windsor High School media lab
Approximate Cost of Project: *(Range)*	$3000 To $7500
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 9/20/2021 To End: 11/8/2021
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

AVFS-2 Alexander Valley Film Society year-long Integrated Media Arts intensive

Project Description: *(A brief description of the project and anticipated benefits)*	Educator and filmmaker Califa Witsch and Cloverdale High School English Teacher Joe Dobbins co-created a year-long intensive of integrated filmmaking training for Joe's 12th-grade honors English Class. Students will receive in-class instruction from Califa to help build their own documentary as part of a class project on "truth." Califa will visit Joe's class three-four times per semester for the 2021-2022 school year, coaching and mentoring students alongside Joe. A former AVFS Board Member, Joe has many decades of teaching experience. He has also worked with AVFS staff since 2015 to find ways of supporting Cloverdale USD and other small Sonoma County districts with media arts instruction. In collaboration with the Sonoma County Office of Education, AVFS has worked to integrate video and filmmaking into core classes as a method of demonstrating learning. AVFS is proud to fund this exciting new program.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Alexander Valley Film Society • Cloverdale High School • Cloverdale CARE Foundation • Sonoma County Library
Approximate *Cost of Project:* *(Range)*	$5000 To $10000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 9/15/2021 To End: 5/31/2022
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

Becoming Independent

BI-1 Becoming Independent: Funding the Future of Services	
Project Description: *(A brief description of the project and anticipated benefits)*	Becoming Independent is about to break ground on our new Program Headquarters; a 24,000sf frontline workforce development training center that simultaneously serves as a highly effective safety net for some of our community's most vulnerable citizens, helping to ensure that people are housed, educated, and supported in a compassionate and cost-effective manner. This new space - which will be built to meet or exceed the highest standards of post-Covid requirements - will be fully outfitted with the most current technology, with every space having multiple uses that will each support workforce development, education, and the independent living goals of the people we serve. 10,000 sq. ft. of the total footprint will be a flexible program space that will double as an event space when not in use by our programs, providing clients who are interested in the hospitality field the opportunity to train in a professional environment and to gain market wage employment. In addition, the event space and our commercial kitchen will be available for rent, giving us our latest social enterprise and providing another revenue stream for our organization. Our social enterprises function as workforce development training grounds and employ the people we serve at market rate wages, and currently include operation of a cafe in Kaiser Permanente's Mercury Way location and a mobile confidential document destruction business serving the County of Sonoma, among other local entities. Sonoma County businesses are ready to open, but are experiencing an unprecedented staffing shortage. We have the people who want to work, and we have the staff to train them. With this new Program Headquarters, we will fully realize our potential and maximize our impact.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Becoming Independent
Approximate Cost of Project: *(Range)*	$6.5 million
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 9/1/2021 To End: 7/1/2022
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

City of Healdsburg

HBG-1 Extension of SMART to Healdsburg and beyond	
Project Description: *(A brief description of the project and anticipated benefits)*	Healdsburg actively and enthusiastically supports the efforts of the Sonoma-Marina Area Rail Transit (SMART) District to extend the system north to Healdsburg, and eventually to Cloverdale. Doing so would provide commuting options for our residents and workers in order to reduce the use of single-occupancy vehicles, provide a sustainable access option for visiting tourists, and help Healdsburg meet its regional housing allocation needs by effectively linking housing to employment centers
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• SMART • SCTA
Approximate *Cost of Project:* *(Range)*	$Click or tap here to enter text. To $Click or tap here to enter text.
Approximate Timeline of Project *(Range: Beginning to End)*	SMART should provide latest estimates
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

HBG-2 Recycled Water Extension Project	
Project Description: *(A brief description of the project and anticipated benefits)*	The City of Healdsburg has designed a project that will reduce surface water demands by roughly 123 acre-feet annually by providing irrigation water to the Healdsburg Unified School District, City parks, the City golf course and the City's cemetery. The City already produces high-quality recycled water but lacks funding to install a pipeline to deliver the water to these facilities. Implementation of this project would take pressure off of the City's limited water supply, thereby facilitating future housing development and economic development.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City of Healdsburg
Approximate *Cost of Project:* *(Range)*	$10,000,000 To $15,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2025
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

HBG-3 Groundwater Well for Water Supply Resilience

Project Description: *(A brief description of the project and anticipated benefits)*	Healdsburg is situated over the Healdsburg Area subbasin and the Alexander Area subbasin, both are low-priority groundwater basins. The City currently utilizes well fields in the upper alluvium, which communicates with surface water of the Russian River and Dry Creek. The City is interested in augmenting domestic supply from deeper formations that are not in direct communication from surface waters and less influenced by drought years. It is anticipated that the deeper strata of the subbasins can yield approximately 10 to 400 gallons per minute. A program of exploration, assessment, and if production levels are sufficient, development of a well or wells is anticipated. The well(s) could be used to store water during wetter months. Recharge of the wells from City municipal supplies could be used to bank water in the aquifer for use in dryer years. Implementation of this project would take pressure off of the City's limited water supply, thereby facilitating future housing development and economic development
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• City Of Healdsburg
Approximate *Cost of Project:* *(Range)*	$950,000 To $1,200,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA
MENDOCINO
Economic Development District

Child Care

CC-1 Childcare Apprenticeship Program	
Project Description: *(A brief description of the project and anticipated benefits)*	Develop a structured training program via an apprenticeship so people interested in working in the child care/early education industry can work and earn an income while that are working towards completing their required qualifications. The proposed program will help the participants gain the skills and knowledge they need to succeed in the industry whether they choose to work for an employer or start their own home child care business. This program would not only benefit the individual completing the apprenticeship but would also help address the substantial shortage of child care providers in Sonoma and Mendocino counties by increasing the number of qualified early childhood teachers that can be employed at local childcare facilities as well as increasing the number of home-based child-care providers.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Santa Rosa Junior College • Sonoma County Workforce Investment Board • Sonoma County Economic Development Board • Small Business Development Center • Santa Rosa Metro Chamber
Approximate Cost of Project: *(Range)*	$105,000 per cohort of 15 participants
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 1/1/2022 To End: 6/30/2024
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Click or tap here to enter text.

SONOMA
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Dry Creek Rancheria

DCR-1 Dutcher Creek Hotel	
Project Description: *(A brief description of the project and anticipated benefits)*	Hotel -- a 125-room 3.5- star branded, limited-service hotel to be developed on fee land the Tribe owns in south Cloverdale at 28721 Dutcher Creek Rd. Examples of potential brands that could be utilized for the hotel development include brands that will offer an experience similar to the Residence Inn Hotel Trio in Healdsburg. The hotel property would feature the following amenities: • Grab-and-go sundries shop adjacent to front desk and serviced by front desk staff • 3-meal café counter and bar similar to the experience found at a modern Courtyard property • 7,500 square feet of sub divisible meeting space • Fitness center • Outdoor pool Preliminary environmental analyses have been completed. Funding is needed for design, permitting, and construction.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Dry Creek Rancheria
Approximate Cost of Project: *(Range)*	N/A
Approximate Timeline of Project *(Range: Beginning to End)*	Start: N/A To End: N/A
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA
MENDOCINO
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DCR-2 Small Business Park (Dutcher Creek)

Project Description: *(A brief description of the project and anticipated benefits)*	Develop a new Business Park on 10 acres of light industrial land in south Cloverdale, located at 27821 Dutcher Creek Rd. This Park would include 250,000 square feet of mixed-use space, featuring smaller industrial condominium type units and smaller and larger flex space industrial units in a business park setting. The Cloverdale City Council has expressed an interest in a development that would provide space for new businesses. Preliminary environmental analyses have been completed. Funding is needed for design, permitting, and construction.
Project Partners (Departments, Non-Profits, JPA's, etc.)	• Dry Creek Rancheria
Approximate Cost of Project: (Range)	N/A
Approximate Timeline of Project (Range: Beginning to End)	Start: N/A To End: N/A
Goals That Project Aligns With (Check all that apply)	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

DCR-3 Self-Storage Facility

Project Description: *(A brief description of the project and anticipated benefits)*	A 35,825 square foot Self-Storage Facility situated on two acres of fee land in south Cloverdale at 27821 Dutcher Creek Rd. The Facility would consist of a two-story building housing 350 storage units, as well as a manager's unit and office. Storage units on the second floor would be climate controlled. The Facility would include security features such as surveillance cameras and individual unit locks. Preliminary environmental analyses have been completed. Funding is needed for design, permitting, and construction.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Dry Creek Rancheria
Approximate Cost of Project: *(Range)*	N/A
Approximate Timeline of Project *(Range: Beginning to End)*	Start: N/A To End: N/A
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA
MENDOCINO
Economic Development District

DCR-4 Wetland Mitigation Bank

Project Description: *(A brief description of the project and anticipated benefits)*	Create a wetland mitigation bank through restoration and enhancement of approximately 160 acres of wetlands along the Petaluma River on tribal fee land located in south Petaluma. The project will ultimately help to restore the traditional ecosystem of the area, including highly valuable salt marsh. This will create high-quality habitat for many species of wildlife and fish. Environmental studies and some preliminary design work have been completed. Funding is needed for design, permitting, and construction.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Dry Creek Rancheria
Approximate *Cost of Project:* *(Range)*	N/A
Approximate Timeline of Project *(Range: Beginning to End)*	Start: N/A To End: N/A
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA MENDOCINO
Economic Development District

DCR-5 Affordable Housing

Project Description: *(A brief description of the project and anticipated benefits)*	An affordable housing development on 25 acres of fee land in south Cloverdale, located at 235 Kelly Rd. The development will include 25 two-bedroom homes and a 3,000 square foot community center, and it will be available to low-income elder and disabled members of the Tribe. CEQA and other environmental analyses are complete; construction documents are complete. $6.5 million in HUD funding has been secured to develop the first phase: 9 homes and the community center. $550K in DOE funding has been secured to install a photovoltaic system on all the rooftops. Applications for subsequent phases are being prepared. The Tribe has been working with the City of Cloverdale for two years to annex the project site and surrounding properties. In September, the Cloverdale Planning Commission recommended approval of the project design and annexation. The project goes before the City Council in early October. Funding will be needed to bring city services to the housing project and to the other newly annexed properties.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Dry Creek Rancheria • City of Cloverdale
Approximate *Cost of Project:* *(Range)*	N/A
Approximate Timeline of Project *(Range: Beginning to End)*	Start: N/A To End: N/A
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Livability

SONOMA MENDOCINO
Economic Development District

Kashia Band of Pomo Indians

KBP-1 Berry's Sawmill and Hardware Store Acquisition	
Project Description: *(A brief description of the project and anticipated benefits)*	Acquire a multigenerational-owned sawmill and hardware store to preserve the existing jobs and create many new jobs by ramping the mill to state-of-the-art full capacity; adding an on-site microgrid for energy development and a bio-energy component using sawmill waste product. We will collaborate with California State Parks, Cal Fire, Santa Rosa Junior College and local tribes within Sonoma and Mendocino counties focusing on implementing a comprehensive forest management program to reduce fuel load and provide eco-friendly solutions for biomass debris that would otherwise either be burned onsite or sent to a landfill. Our bioenergy systems meet or exceed California stringent emissions standards while producing fuel and potable drinking water. The State of California has committed to funding the $30M bio-energy complement.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Opus (partner) • Resynergi (biomass energy recovery system) • California State Parks and Cal Fire (biomass supply and forest management) • Santa Rosa Junior College (workforce development and forest management)
Approximate *Cost of Project:* *(Range)*	$4,500,000 To $6,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2019 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Collaboration between Mendocino and Sonoma County forest management and fire suppression efforts

KBP-2 The Kashia Center for Abalone and North Coast Research Education and Restorative Aquaculture

Project Description: *(A brief description of the project and anticipated benefits)*	A non-profit research, education and advocacy Center supported in part by a for-profit abalone and other marine plant and animal aquaculture farm. The primary goal is to address the effects of the recent "Perfect Storm" of environmental conditions that have decimated Sonoma and Mendocino County kelp beds resulting in "urchin barrens" and the near extinction of abalone The project will: produce dozens of jobs for local workers both during the construction phase of a state-of-the art facility (including on-site green energy and microgrid system etc.) as well as the operations phase; contribute to the scientific literature on kelp bed ecosystems, global warming and ocean acidification which will support both public education as well as inform environmental policy at the local, county, and state levels; restoration of a traditional food source to the Kashia as well as contribute to local food sovereignty.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• UC Davis Bodega Bay Marine Laboratory • The Cultured Abalone, California Aquaculture Association • Wishtoyo Chumash Foundation • Sonoma County Agricultural Preservation and Open Space District • Get Inspired • Lift Economy • UC San Diego California Sea Grant Extension Program • California State Aquaculture Coordinator - California Department of Fish and Wildlife, • Ventura Port District Board of Port Commissioners • Cal-Wave Power Technologies.
Approximate *Cost of Project:* *(Range)*	$25,000,000 To $35,000,000 For research, hatchery, grow-out and processing facilities. Kashia owns 678 acres of coastal property which it hopes will be approved for the development of this project.
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 11/1/2017 To End: 12/1/2023
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Regional job development, restore the lost $25M-$45M in regional revenue as a result of the collapse of the abalone sport-fishing industry

SONOMA MENDOCINO
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KBP-3 The Kashia Family Entertainment Center and Hotel

Project Description: *(A brief description of the project and anticipated benefits)*	The Tribe intends to build a non-gaming, Family Entertainment Center / Waterpark (FEC) and ultimately an associated hotel. This is a Native American culturally themed, for profit project. The FEC will be connected to the abalone and north coast restoration project through theme-based attractions and rides. The hotel will include a restaurant that showcases sustainably harvested, "food to table," local seafood, meat, dairy, poultry, vegetables and wine. Benefits include non-casino (diversified) revenue to the County, jobs during both construction and operation, as well as collateral benefits in that there is a significant shortage of hotel rooms in the region, limiting tourism and the economic benefits of the same to the region. The Waterpark can be used a source of emergency water for fire suppression etc. and the hotel for emergency housing. As the project will be on fee land, the county will enjoy the added tax revenue.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• The Kashia Research Center and Abalone Farm, • Sonoma and Mendocino County fishermen, farmers, ranchers and wineries • Marriott Hotels (potentially, discussions have been ongoing).
Approximate *Cost of Project:* *(Range)*	$20,000,000 To $25,000,000 for the FEC and restaurant. $27,000,000 for the hotel, not including the land.
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 7/1/2020 To End: 12/1/2023
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) provide employment for both youth and adults, promote local food producers

SONOMA
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KBP-4 Kashia Biofuel Production Facility

Project Description: *(A brief description of the project and anticipated benefits)*	Kashia plans to partner with Resynergi, an energy recovery system developer, to convert woody biomass from forest management activity and sawmill waste to biochar (a granular carbon substance produced by pyrolysis of organic matter *which* serves many purposes in regenerative agriculture including improving soil quality), electricity, fuel, water and heat, all with significantly reduced Green House Gas Emissions. The electricity will be used to power the sawmill and the heat will be used to kiln dry the lumber. The system is also capable of converting otherwise non-recyclable plastics such as floating marine debris including lost fishing nets, bottle caps etc. into fuel, as opposed to discarding them to landfills. The Resynergi system is mobile and capable of being transported to targeted areas throughout Sonoma and Mendocino Counties. This Project will create an economic engine to support the collection of otherwise non-recyclable plastics.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Resynergi • Recology • California Air Resources Board • Northern Sonoma County Air Pollution Control District • Bay Area Air Quality Management District • Mendocino Air Quality Management District • University of California, Riverside
Approximate Cost of Project: *(Range)*	$2,000,000 To $2,500,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 1/1/2021 To End: 7/1/2022
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) environmental sustainability and remediation

SONOMA MENDOCINO
Economic Development District

KBP-5 Sutter Medical Center of Santa Rosa, Chanate Campus Revitalization Project

Project Description: *(A brief description of the project and anticipated benefits)*	In 1874, the county of Sonoma purchased an approximately 72 acre farm to develop the "Hillcrest County Hospital, located south of Chanate Road. The property went through several transformations and renovations over the years including the addition of 316,000 SF of buildings. The County leased the hospital buildings to Sutter Health in 1996. Sutter Health vacated the buildings in 2014. The County former hospital buildings are currently vacant and the property is for sale by auction. The current governing land use is Public/Institutional and Very Low Density Residential (0.2-2.0 units / acre). There is existing utilities and $1.5M in sewer credits. This is an "as is" sale and the buyer must develop no less than 15% of its housing as "affordable;" the County Health Lab, Morgue and Coroner's Offices will be leased back to the County, the "Sloan House" is subject to an active lease as well. The buyer will assume the County's obligations via a lease with the Bird Rescue Center which will expire on December 31, 2022. The buyer shall maintain the small existing cemetery. The County has disclosed an inactive seismic fault running through one section of the property as well as the need for environmental remediation (asbestos). There purportedly was an offer to purchase the land for $6M which allegedly was accepted but revoked by the buyer. Kashia envisions a multiple-use campus including Junior / Tribal College facilities, a "Trade School" leading to a California contractor's license, and Culinary Schools (incorporating Native American "traditional" foods), business start-up/incubator, an "artist/musician in residence" center, senior, low and moderate income and veteran housing with vacancies available for emergency housing during fires etc., open space preserve and a community/out-patient medical center. The Tribe anticipates being able to acquire approximately $25M in remediation costs from federal grants and will engage its SBS 8a company, Kashia Construction, LLC and Abide International, as project developers.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Santa Rosa Junior College • American Indian College Fund • Others as identified by project coordinator
Approximate *Cost of Project:* *(Range)*	$6,000,000 To $10,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	End: 12/1/2021
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) solution to remediation Brownfield issues, preservation of historic structures, maximize "best use" of the property

KBP-6 Kashia Portable Water Desalination Plant

Project Description: *(A brief description of the project and anticipated benefits)*	Kashia envisions a public-private collaboration between it, another Native American tribe located in Mendocino County, The Manchester Band of Pomo Indians of the Manchester Rancheria, and several governmental agencies. The Tribe is working with two portable water desalination plant manufacturers who can supply much of the Tribe's, and other's, water needs during times of drought and otherwise. Benefits include water insurance, production of salt-based products (such as animal licks etc.), jobs and potentially an education component.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Manchester Band of Pomo Indians of the Manchester Rancheria • Mendocino City Community Services District • Mendocino County Water Agency • Sonoma County Water Agency • Trevi Systems • Spectra Watermakers- Katadyn Desalination, Inc.
Approximate *Cost of Project:* *(Range)*	$1,000,000 To $2,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 12/1/2020 To End: units can be delivered within 9 months
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) reliable water source for coastal tribes and others

KBP-7 Kashia Hemp Processing Plant

Project Description: *(A brief description of the project and anticipated benefits)*	Develop an industrial hemp processing plant (drying, oil extraction, CBD extraction and production of fiber for industrial uses and food additives). Both the state of California and the County of Sonoma have cleared the path for the production of commercial hemp. It is well documented that one of the roadblocks to hemp production is the lack of processing facilities. By removing the roadblock regional farmers will be able to diversify their crops as well as have multiple harvests in a growing season, stabilizing their revenue. This project will also develop jobs both during the construction phase as well as operations. What's more, with "Sonoma-Mendocino" branding, products derived locally are anticipated to create a windfall to the region.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Santa Rosa Junior College • Sonoma County Agricultural Preservation and Open Space District • UC Berkeley College of Environmental Sciences • Sonoma County Department of Agriculture • Weights and Measures • Sonoma County Farm Bureau • California Department of Food and Agriculture and local farmers
Approximate *Cost of Project:* *(Range)*	$200,000 Feasibility Study/Business Plan $1,000,000 To $2,000,000 land and 8,500 sf building $500,000 To $1,000,000 equipment
Approximate Timeline of Project *(Range: Beginning to End)*	Two Years
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) creation of sustainable/renewable source of fiber for textiles, bio-plastic lubricants, cosmetics, food for human and animal consumption and building materials

KBP-8 Kashia Permaculture Farm

Project Description: *(A brief description of the project and anticipated benefits)*	The Kashia reacquired 678 acres of it ancestral homeland along the Northern Sonoma coast in 2015. The Tribe's intention is to manage the property as a "demonstration forest and organic / "permaculture" site," to provide organic and traditional foods to both Tribal Members and local markets. The Kashia's goal is to begin reconnecting both Tribal Members as well as the general public with our ancestral land through a native stewardship tradition. "Permaculture" (a portmanteau of permanent agriculture and permanent culture) is a system of agricultural and social design principles centered on simulating or directly utilizing the patterns and features observed in natural ecosystems. Permaculture integrates people and the environment through mutually beneficial synergies – imitating the no waste, closed loop systems seen in nature. Permaculture not only applies holistic solutions to both rural and urban environments at any scale, it is also a multidisciplinary toolbox including agriculture, water harvesting and hydrology, energy, natural building, forestry, waste management, animal systems, aquaculture, technology, economics and community development. Permaculture is viewed as the conscious design and maintenance of agriculturally productive ecosystems which have the diversity, stability, and resilience of natural ecosystems. It is the harmonious integration of landscape and people - providing their food, energy, shelter, and other material and non-material needs in a sustainable way. Project benefits include expanding the non-tourism /real estate share of regional GDP so as to bolster Sonoma-Mendocino's resilience to economic downturn; growing the region's green economy and becoming a national leader in sustainability; creating jobs for under and unemployed Tribal Members, thus reducing the number of economically distressed communities in the region; and closing the gap in earnings by race/ethnicity to ensure that all workers can compete for living wage jobs.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• UC Davis • Others as identified by project coordinator
Approximate *Cost of Project:* *(Range)*	Phase I Funding: $50,000 Phase II Funding: $500,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2018 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) economic diversification within the County through the development of a green economy

SONOMA MENDOCINO
Economic Development District

West County

WC-1 Replacement of Non-Reinforced Masonry Firehouse - Cazadero	
Project Description: *(A brief description of the project and anticipated benefits)*	State of the Art Firehouses are just one segment of fire protection services necessary in rural Tier 3 High Fire Threat designated areas. This project will replace the existing non-reinforced masonry firehouse with a ADA compliant station consisting of a community/staff meeting room, firefighter sleeping quarters, 5 apparatus bays, kitchen and dining area, energy efficient HVAC, solar bays, battery backup and additional options as may be recommended by Sonoma County FSWH. This project will ensure greater flexibility for operations and regulatory compliance, lower overall energy usage, and is critical to ensure fire protective services. This project will take on greater urgency as climate change brings more intense wet/dry weather events to the Cazadero Community Services District.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• County of Sonoma
Approximate Cost of Project: *(Range)*	$5,000,000 To $8,000,000 inclusive of permitting, septic, etc.
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 4/1/2022 To End: 12/31/2024
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Environmental Protection; Community Resilience

SONOMA MENDOCINO
Economic Development District

WC-2 Cazadero Park Improvement Project

Project Description: *(A brief description of the project and anticipated benefits)*	The Cazadero Community Services District supports a community park, including a multi-purpose sport court (basketball, tennis, handball), children's playground, picnic area, restroom facilities with room for expansion for local civic events. This project will replace the outdated 50 year old, playground equipment with 21st century age appropriate structures and cushioned underlayment. Additionally, this project will provide for leveling, compacting, resurfacing the sport court, and ADA compliant restroom. The installation of a retaining wall in an undeveloped section of the park along with the construction of a gazebo and lighting for daylight as well as evening outdoor events, appropriate pavers and landscaping to be included in the project. This project will ensure improved participation and use of the park, assure compliance with insurance requirements, benefit the community and is critical in times of natural or man-made disaster as a gathering place.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Cazadero Community Services District • County Regional Parks • CAPRI
Approximate Cost of Project: *(Range)*	$900,000 To $2,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 4/1/2022 To End: 12/31/2024
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Environmental Protection; Community Resilience

SONOMA MENDOCINO
Economic Development District

WC-3 Guerneville Plaza Renovation Project

Project Description: *(A brief description of the project and anticipated benefits)*	The Guerneville Plaza is a meeting and recreational plaza at the intersection of Armstrong Woods Rd and Hwy 116 and is used for community events, rally's, summer concerts and other civic events. This project will remove the brick wall encased grass area and relocate its fountain allowing for the permanent installation of an ADA acoustical gazebo or stage, complete with electrical service and sound wiring allowing for community events and eliminating the current use of a temporary stage which is currently required to be erected and removed for each event. This project will ensure greater flexibility for events, lower overall energy usage, can be a communications hub and is critical to ensure sustainable plaza operation for long-term.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Russian River Rotary Foundation • Sonoma County Transportation and Public Works • Russian River Chamber of Commerce
Approximate *Cost of Project:* *(Range)*	$500,000 To $750,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 4/1/2022 To End: 12/31/2024
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Community Resilience

City of Sant Rosa

SR 1- SANTA ROSE - CHILDCARE SUPPORT PROGRAM	
Project Description: *(A brief description of the project and anticipated benefits)*	FACILITY FUND (under development): erest revolving loan program for: Tenant improvements for shell buildout in new development projects Tenant improvements for facility preservation Potential down-payment assistance RESILIENCY FUND: Direct grants to childcare providers related to resiliency needs Fund to support/expand teacher training programs to build the supply of ECE providers EMPLOYER SUPPORTED CHILDCARE: Policies, programs and other incentives to encourage the development of on-site childcare. Employers either develop and run the site or provide site for contracted services.
Project Partners (Departments, Non-Profits, JPA's, etc.)	• First 5 Sonoma County • 4Cs • Santa Rosa Metro Chamber
Approximate Cost of Project: (Range)	$2,000,000 To $5,000,000
Approximate Timeline of Project (Range: Beginning to End)	Start: 2020 To End: Unknown
Goals That Project Aligns With (Check all that apply)	☒Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SR 2- SANTA ROSA - DOWNTOWN INFILL DEVELOPMENT

Project Description: *(A brief description of the project and anticipated benefits)*	To address regional housing needs and intensify the vibrant and thriving economic downtown core, the City of Santa Rosa has addressed policies, fees, practices, and stakeholder alignments across all aspects of development to encourage higher density transit-oriented downtown housing of all affordability levels. Next steps in this effort include: Pursue creation of an Enhanced Infrastructure Finance District – boundary would be set by the overlapping districts of the Downtown Qualified Opportunity Zone and the Downtown Station Area Specific Plan. Surplus Land Act / Disposition & Development Agreements – Increase downtown land availability for housing and mixed-use development through use of City owned land (parking lots, parking garages, the consolidation of government services into denser, more potent land use).
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	- Developers - Renewal Enterprise District - County of Sonoma (EIFD)
Approximate Cost of Project: *(Range)*	$100,000 To $Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2021 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SR 3- SANTA ROSA - ROSELAND COMMUNITY BENEFIT DISTRICT

Project Description: *(A brief description of the project and anticipated benefits)*	A property-based assessment district that includes any parcel of real property, regardless of zoning, within a given boundary, the funds for which are used for area services and improvements funded by the district.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Roseland area property and business owners
Approximate *Cost of Project:* *(Range)*	$100,000 To $Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☐Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SR 4- SANTA ROSA - RED HOUSING FUND

Project Description: *(A brief description of the project and anticipated benefits)*	The Renewal Enterprise District (RED) is a Joint Powers Authority (JPA) formed by County of Sonoma (County) and City of Santa Rosa (City) in 2018 to implement a shared vision and agenda for regional housing development. The RED Housing Fund pools financial resources to address funding gaps in infill housing. Specifically, projects in Santa Rosa, especially those located downtown, have been challenging to finance with traditional debt and equity sources. With capital supplied by the Fund, these projects will catalyze and prove there is a market for a more complete urban core comprised of dense infill housing that is climate resilient and transit oriented.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Renewal Enterprise District • County of Sonoma • Forsyth Street Advisors • RED Housing Fund Board
Approximate *Cost of Project:* *(Range)*	$20,000,000 To $Unknown
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2021 To End: Unknown
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☐Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SR 5- SANTA ROSA DOWNTOWN COMMUNICATIONS ENHANCEMENTS	
Project Description: *(A brief description of the project and anticipated benefits)*	The essence of this project is to upgrade the communication media, from twisted pair copper interconnect cable to fiber optics using the existing underground 2" conduit chases in the downtown and Railroad Square area. The fiber optic backbone will allow enhancement to the communication system and provide increased data speed and capabilities for our traffic system to allow for technologies such as connected vehicles and traffic signal surveillance. This improvement allows for more efficient movement of goods and services in the downtown core which effects all modes of mobility including bicycle, pedestrian, vehicle and transit operations. It also prepares the City for the potential of pursuing Smart City strategies that require more data collection and efficient data transfer.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	
Approximate Cost of Project: *(Range)*	$Unknown To $Unknown
Approximate Timeline of Project (Range: Beginning to End)	Start: 2021 To End: 2022
Goals That Project Aligns With (Check all that apply)	☐Equity ☐Climate Resiliency ☐Recovery ☒Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☐Other Goals (Please Specify) Click or tap here to enter text.

SONOMA
MENDOCINO
Economic Development District

SR 6- SANTA ROSA WATER: LLANO SEWER TRUNK REHABILITATION #1 PROJECT

Project Description: *(A brief description of the project and anticipated benefits)*	The Llano Trunk sewer is a seven-mile long system of large-diameter sewer collection pipes. It conveys a large fraction of the City's wastewater to the Laguna Treatment Plant This project will perform structural rehabilitation of the most critical section of the Llano Trunk. This section of piping spans 7,400 feet from manhole JJ2625MH001 to manhole KK2706MH006. This project will also rehabilitate eight large structures along the sewer trunk. CCTV inspection has shown several significant structural defects in these pipes, which will worsen if no action is taken. Cast-in-place pipe (CIPP) lining is a proven technology for rehabilitating large-diameter sewer mains. It allows for minimal downtime on this critical asset, while adding decades to the asset's useful life. This project is critical to ensure sustainable operation of the wastewater collection and treatment systems, especially in the winter months as climate change brings more intense wet weather events.
Project Partners *(Departments, Non-Profits, JPA's, etc.)*	• Santa Rosa Water Local Operations • Santa Rosa Water Regional Operations (Laguna Treatment Plant)
Approximate Cost of Project: *(Range)*	$12,000,000 To $18,000,000
Approximate Timeline of Project *(Range: Beginning to End)*	Start: 2022 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Environmental Protection; Community Resilience

SONOMA MENDOCINO
Economic Development District

SR 7- SANTA ROSA WATER: LOWER COLGAN CREEK RESTORATION PROJECT – PHASE 3

Project Description: *(A brief description of the project and anticipated benefits)*	The City of Santa Rosa has developed the Lower Colgan Creek Restoration Project which aims to restore 1.3 miles of creek in three connecting phases. Each phase was designed to improve habitat and water quality by: • Expanding the flood capacity of the channel to hold the 100-year flood • Installing natural meanders to decrease water velocity • Implementing woody in-stream structures to promote the reestablishment of pools and riffles increasing water aeration • Developing a Class 1 pedestrian pathway to allow walking access for an alternative transportation route for a local community neighborhood which has very limited connectivity or walkability • Removing invasive plants • Planting over 6,000 native trees and shrubs Phase 1 of the project was completed in 2014, and Phase 2 is currently under construction. Phase 3 would connect Phases 1 and 2, and restore approximately 2,500 linear feet of the seasonal stream, riparian habitat, and adjacent floodplain areas. The project's restoration enhancements will increase groundwater filtration and reduce flooding as flood waters slow through the enlarged topographic floodplain. Flood protection will be increase from 25 to 100-year flood capacity to add resiliency and protect area homes and businesses, while improving the ecological habitat. Phase 3 will also continue the efforts of Phases 1 and 2 to energize the community to support the creek. The project would continue to work with local elementary schools and nearby Elsie Allen High School to conduct habitat assessments of the creek throughout the restoration reaches. The project will also continue to provide education to the general community via planting events, stewardship events, and educational kiosks that will provide information in both English and Spanish, and help the community to connect with the City's Creek Stewardship Program.
Project Partners (Departments, Non-Profits, JPA's, etc.)	Project partners have yet to be identified by may include partners from Phases 1 and 2, such as: • The Laguna Foundation • Sonoma County Agricultural Preservation and Open Space District • Sonoma Water • Natural Resource Conservation Service
Approximate Cost of Project: (Range)	$3,500,000 To $4,000,000
Approximate Timeline of Project (Range: Beginning to End)	Start: 2024 To End: 2026
Goals That Project Aligns With (Check all that apply)	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☐Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Flood Hazard Mitigation, Ecosystem Services

SR 8- SANTA ROSA WATER: LAGUNA WASTE WATER TREATMENT PLANT DISINFECTION IMPROVEMENTS PROJECT

Project Description: *(A brief description of the project and anticipated benefits)*	The Laguna Wastewater Treatment Plant (LTP) is a tertiary-level wastewater treatment and recycling facility that has a 17.5-million-gallon average daily flow and serves homes, businesses, and industries in the cities of Santa Rosa, Rohnert Park, Sebastopol, and Cotati. Ultraviolet light (UV) is the primary disinfection process for the LTP. In 2012, the State Water Resources Control Board Division of Drinking Water (DDW) re-evaluated and subsequently de-rated the disinfection system capacity from 67 million gallons per day (MGD) to 48.5 MGD, creating a disinfection deficiency under some wet weather conditions. This project will replace the existing UV system with a new UV system. Additionally, this project will install an effluent diversion pump station and pipeline to convey effluent to the beginning of the plant for retreatment. This project will ensure greater flexibility for operations and regulatory compliance, lower overall energy usage, and is critical to ensure sustainable operation of the LTP long-term. This will take on greater urgency as climate change brings more intense wet weather events and reduce the probability of future discharges into the Laguna de Santa Rosa.
Project Partners (Departments, Non-Profits, JPA's, etc.)	• Santa Rosa Water Local Operations • Santa Rosa Water Regional Operations (Laguna Treatment Plant) and Project Partners: Santa Rosa Water, Rohnert Park, Sebastapol and Cotati.
Approximate Cost of Project: (Range)	$60,000,000 To $70,000,000
Approximate Timeline of Project (Range: Beginning to End)	Start: 2022 To End: 2024
Goals That Project Aligns With (Check all that apply)	☐Equity ☒Climate Resiliency ☐Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☒Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) Environmental Protection; Community Resilience

SONOMA MENDOCINO
Economic Development District

City of Cotati

COT 1- Cotati Small Business Incubator

|	
Project Description: *(A brief description of the project and anticipated benefits)*	Project would construct a multi-use building on an existing 1.75 acre City owned, industrially zoned parcel with the intent of providing a flex-space for aspiring or existing small business owners to start or "level-up" their businesses to expand and grow. The idea is to capture and support the "maker" ethos that thrives in Sonoma County, supporting these makers to try out, or expand their business ideas in a supported environment. This new building would provide a professional level work space, serving a variety of business types, ideally accessible at a below-market rental rates. Specifically, the building could include: • Commercial Kitchen(s) • Bulk/Dry Good Storage • Refrigerated/Freezer Storage • Professional Shared Work and Meeting Spaces • Studio Spaces • Computer Lab • Fermentation Equipment and Support Spaces • Workshops (Metal, Wood, Etc.) • Industrial Manufacturing Spaces (3-D Printing, CNC Machines) • Loading Dock Ideally, after construction, the space would be managed coordinated by SSU and/or SRJC students', staff or recent alumni, providing hands on business management experience to these individuals. The combination of a uniquely designed flex-space supporting a variety of business start-up ideas and providing direct business administration experience to its management staff, would support small business expansion opportunities within the community, while also grooming the next generation of business executives. Further, the networking opportunities, economies of scale and general support for young entrepreneurs able to be captured by such a facility are unmatched by any traditional business venture.
Project Partners (Departments, Non-Profits, JPA's, etc.)	• City of Cotati • Sonoma County Economic Development Board • Sonoma State University • Cotati Chamber of Commerce • Small Business Development Center • Santa Rosa Metro Chamber of Commerce • Santa Rosa Junior College
Approximate Cost of Project: *(Range)*	$2,933,568 To $3,230,568
Approximate Timeline of Project (Range: Beginning to End)	Start: 2022 To End: 2024
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Recovery ☒Technology, Digital Literacy, & Connectivity ☒Supporting Expanding Businesses and Industries

COT 2- Santero Way Specific Plan Rezoning

Project Description: *(A brief description of the project and anticipated benefits)*	Project proposes to update the existing Santero Way Specific Plan to increase the number of housing units within the plan; update the EIR to address the impacts related to such an effort (including GHGs and VMT) and rezone the affected properties to implement the Plan updates. This Specific Plan (last amended in August 2001) governs an area of approximately 22.45 acres, and envisions a mixed-use neighborhood located directly adjacent to the Cotati SMART Rail Depot and within the Downtown Cotati and Cotati Depot PDA. Since adoption, the plan area has seen some development (approximately 100 residential/mixed-use units) but implementation has stalled over the last several years. Numerous factors have been identified as limiting full plan build-out, but the primary concern voiced by developers has been the need to update the CEQA analysis, re-zone the properties and the amount of commercial square footage mandated to be constructed along with the residential units. Financial analysis of development feasibility may be needed to confirm current impediments to development within the Plan area. The proposed project would update the Specific Plan to increase the number of residential units within the plan area, increasing density above the existing levels of Cotati; ensure inclusionary BMR housing is mandated with all development; and seek to incentivize development on a City-owned portion of the Plan area. Other proposed changes would include updating the design requirements to contemporary standards, ensuring affordability-by-design serves moderate income individuals, drafting a subsequent or supplemental EIR and addressing the mandated commercial elements, all intended to provide flexibility and increase residential development while preserving existing units. Some of the properties in the Plan area are, or are anticipated to become, Housing Opportunity Sites. Updating of this Plan has been a City priority for several years, however funding to complete the task is inadequate. The City has secured $50,000 in REAP grant funding for the project and is looking for additional funds to support the effort. The timeline below is flexible in when the project could begin, based on when funding is received.
Project Partners (Departments, Non-Profits, JPA's, etc.)	• City of Cotati • SMART • Sonoma County EDB
Approximate Cost of Project: *(Range)*	$100,000 To $150,000
Approximate Timeline of Project (Range: Beginning to End)	Start: 2022 To End: 2023
Goals That Project Aligns With *(Check all that apply)*	☒Equity ☒Climate Resiliency ☒Recovery ☐Technology, Digital Literacy, & Connectivity ☒Housing ☐Supporting Expanding Businesses and Industries ☒Other Goals (Please Specify) GHG Reduction Through TDA Development

SONOMA
MENDOCINO
Economic Development District

Appendix B: Community Survey Results

Q1 I am responding to this survey as a/an... Check all that apply.
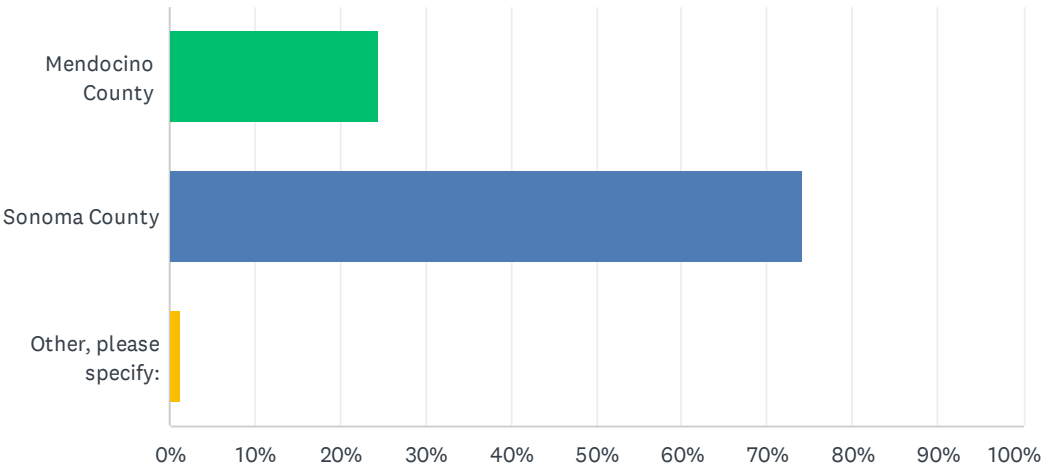
Answered: 315   Skipped: 0
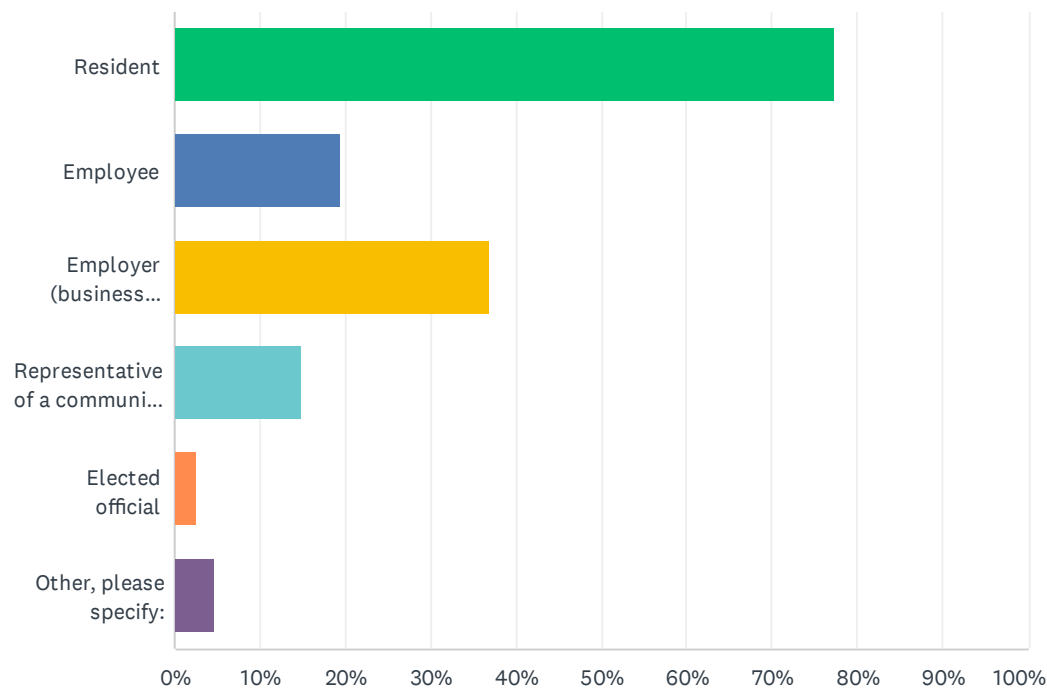
ANSWER CHOICES	RESPONSES	
Resident	77.46%	244
Employee	19.37%	61
Employer (business owner/manager)	36.83%	116
Representative of a community organization	14.92%	47
Elected official	2.54%	8
Other, please specify:	4.76%	15
Total Respondents: 315		

Q2 Which county do you live in?

Answered: 315   Skipped: 0

ANSWER CHOICES	RESPONSES	
Mendocino County	24.44%	77
Sonoma County	74.29%	234
Other, please specify:	1.27%	4
TOTAL		315

Q3 Which county do you work in?

Answered: 315   Skipped: 0
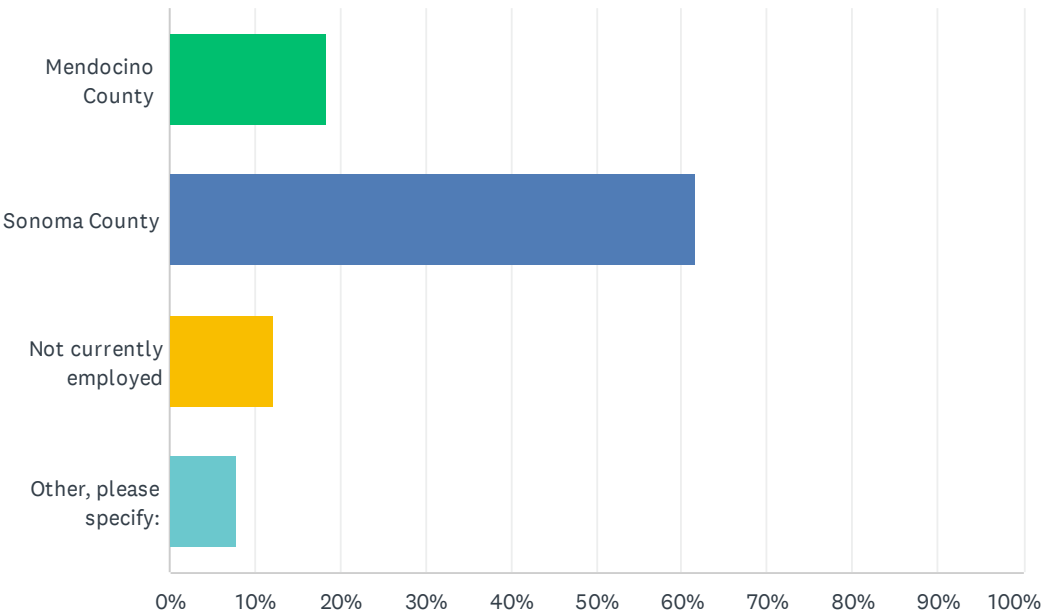
ANSWER CHOICES	RESPONSES	
Mendocino County	18.41%	58
Sonoma County	61.59%	194
Not currently employed	12.06%	38
Other, please specify:	7.94%	25
TOTAL		315

Q4 Which industry category best describes the main focus of your place of work or business?

Answered: 272   Skipped: 43

# Economic Development Community Survey
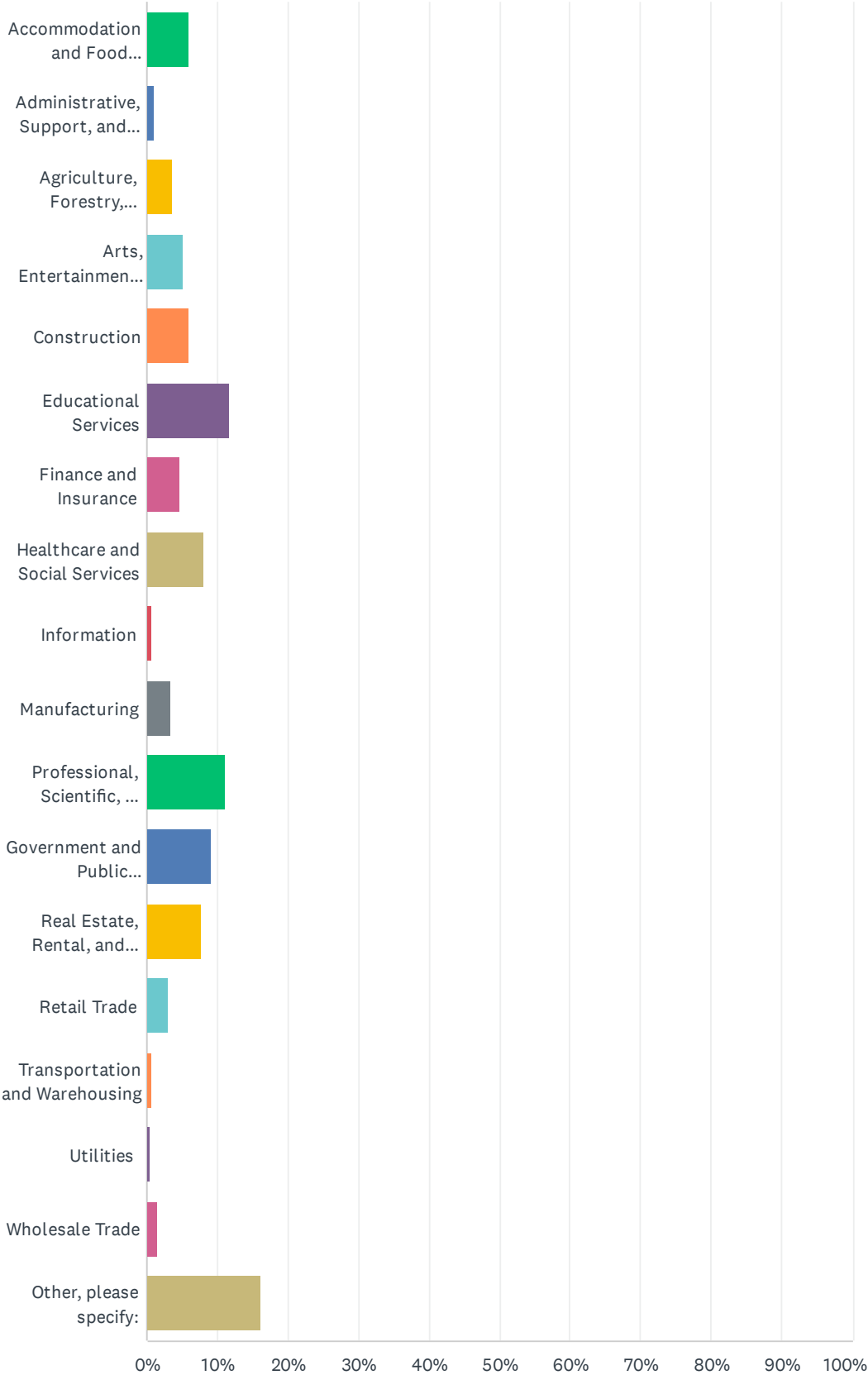
ANSWER CHOICES	RESPONSES	
Accommodation and Food Services	5.88%	16
Administrative, Support, and Waste Management	1.10%	3
Agriculture, Forestry, Fishing, Hunting	3.68%	10
Arts, Entertainment, and Recreation	5.15%	14
Construction	5.88%	16
Educational Services	11.76%	32
Finance and Insurance	4.78%	13
Healthcare and Social Services	8.09%	22
Information	0.74%	2
Manufacturing	3.31%	9
Professional, Scientific, and Technology Services	11.03%	30
Government and Public Administration	9.19%	25
Real Estate, Rental, and Leasing	7.72%	21
Retail Trade	2.94%	8
Transportation and Warehousing	0.74%	2
Utilities	0.37%	1
Wholesale Trade	1.47%	4
Other, please specify:	16.18%	44
TOTAL		272

Q5 If not currently employed, how would you best describe yourself?

Answered: 38   Skipped: 277
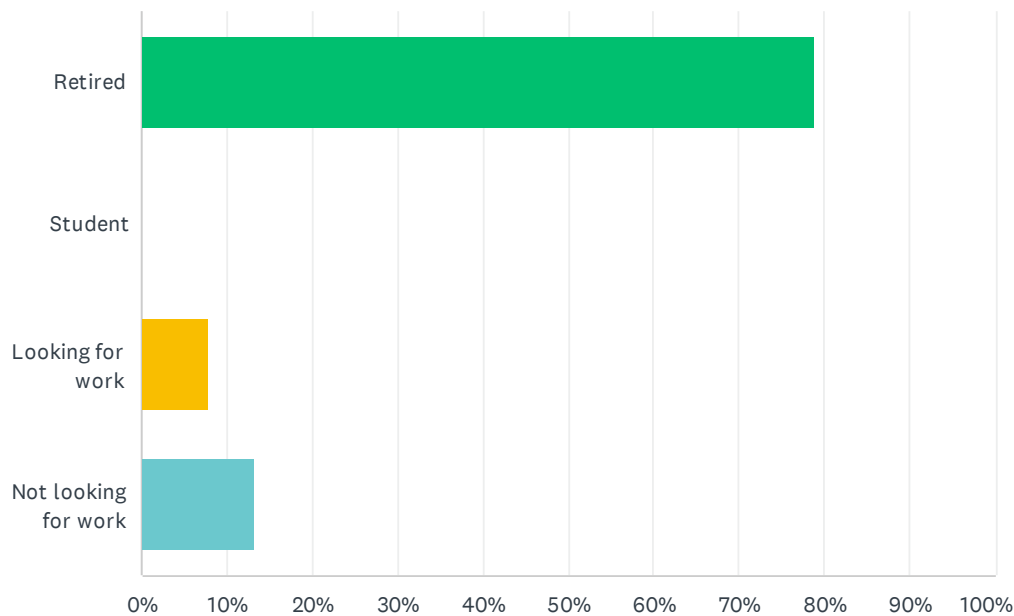
ANSWER CHOICES	RESPONSES	
Retired	78.95%	30
Student	0.00%	0
Looking for work	7.89%	3
Not looking for work	13.16%	5
TOTAL		38

Q6 What are your top three concerns about our economy's future competitiveness? Select up to three.

Answered: 284   Skipped: 31

Economic Development Community Survey
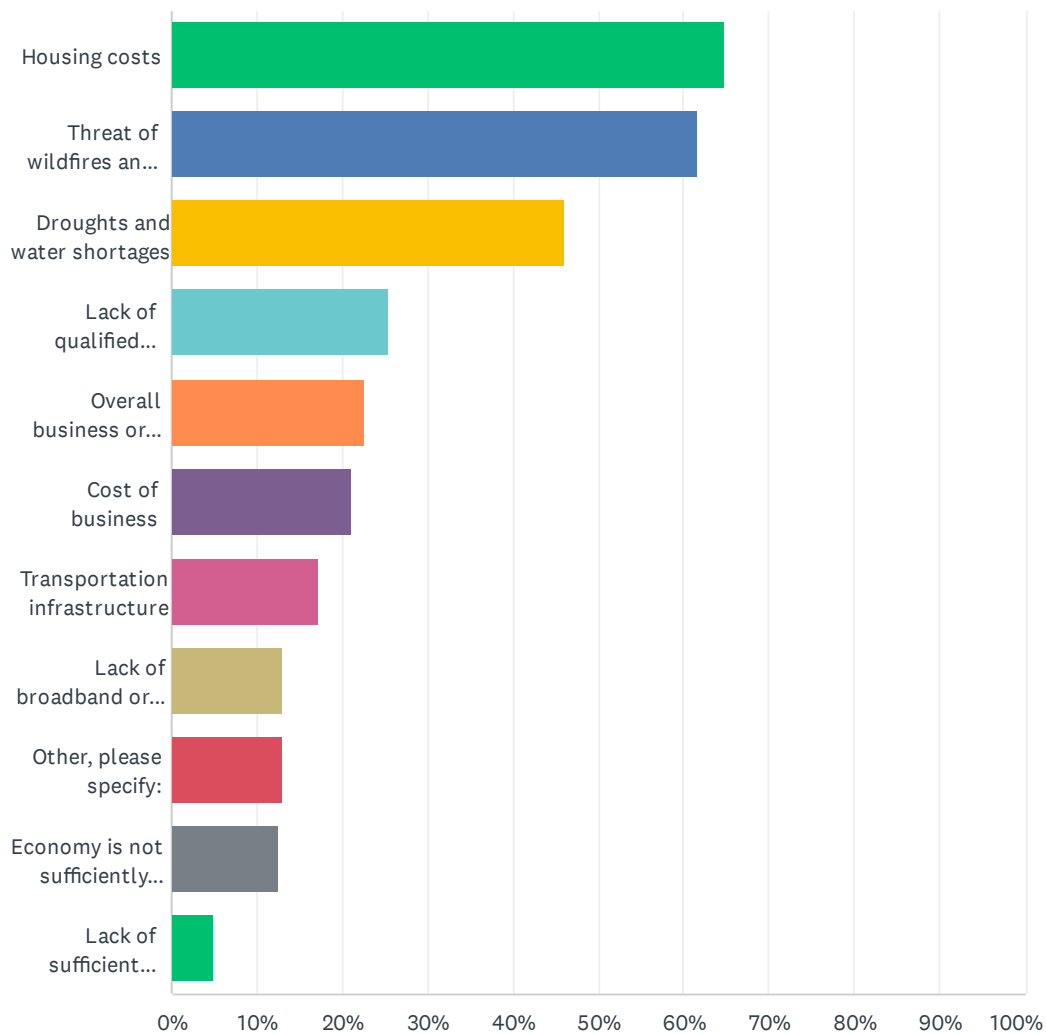
ANSWER CHOICES	RESPONSES	
Housing costs	64.79%	184
Threat of wildfires and natural disasters	61.62%	175
Droughts and water shortages	46.13%	131
Lack of qualified employees	25.35%	72
Overall business or regulatory environment	22.54%	64
Cost of business	21.13%	60
Transportation infrastructure	17.25%	49
Lack of broadband or Internet availability in some areas	13.03%	37
Other, please specify:	13.03%	37
Economy is not sufficiently diversified	12.68%	36
Lack of sufficient development land and buildings for commercial and industrial uses	4.93%	14
Total Respondents: 284		

Q7 Which underserved populations could benefit the most from community and economic development efforts? Select all that apply.

Answered: 279   Skipped: 36
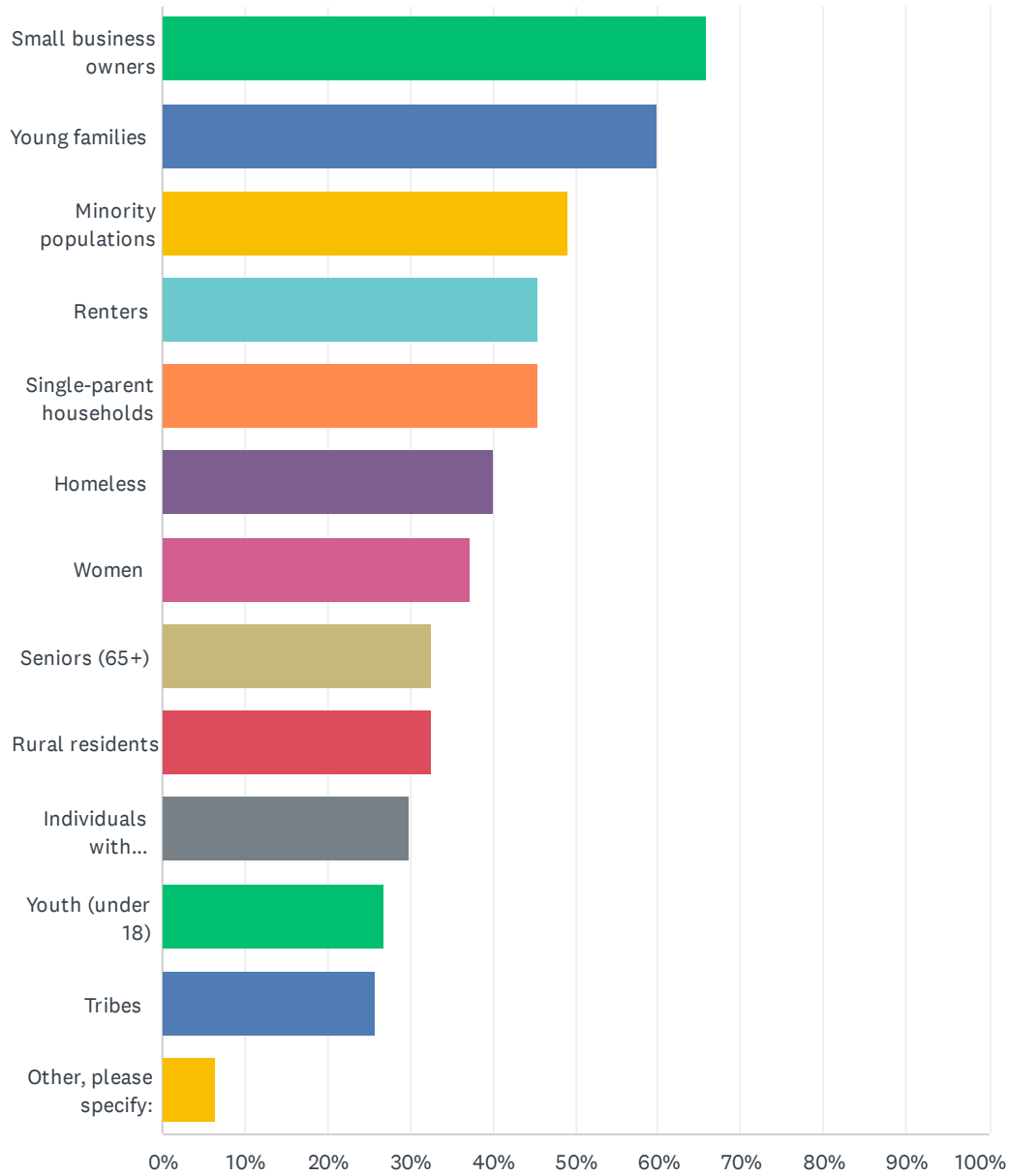
ANSWER CHOICES	RESPONSES	
Small business owners	65.95%	184
Young families	59.86%	167
Minority populations	49.10%	137
Renters	45.52%	127
Single-parent households	45.52%	127
Homeless	40.14%	112
Women	37.28%	104
Seniors (65+)	32.62%	91
Rural residents	32.62%	91
Individuals with disabilities	29.75%	83
Youth (under 18)	26.88%	75
Tribes	25.81%	72
Other, please specify:	6.45%	18
Total Respondents: 279		

Q8 What are your top priorities for our region's economic development? Select up to five.

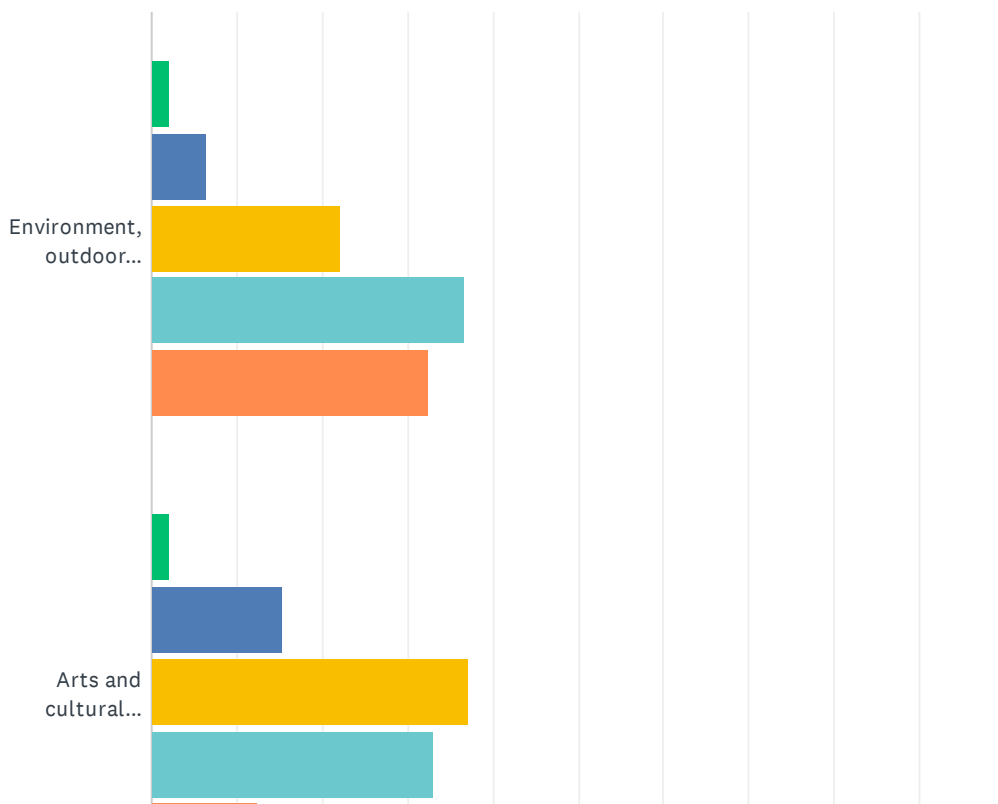Answered: 284   Skipped: 31
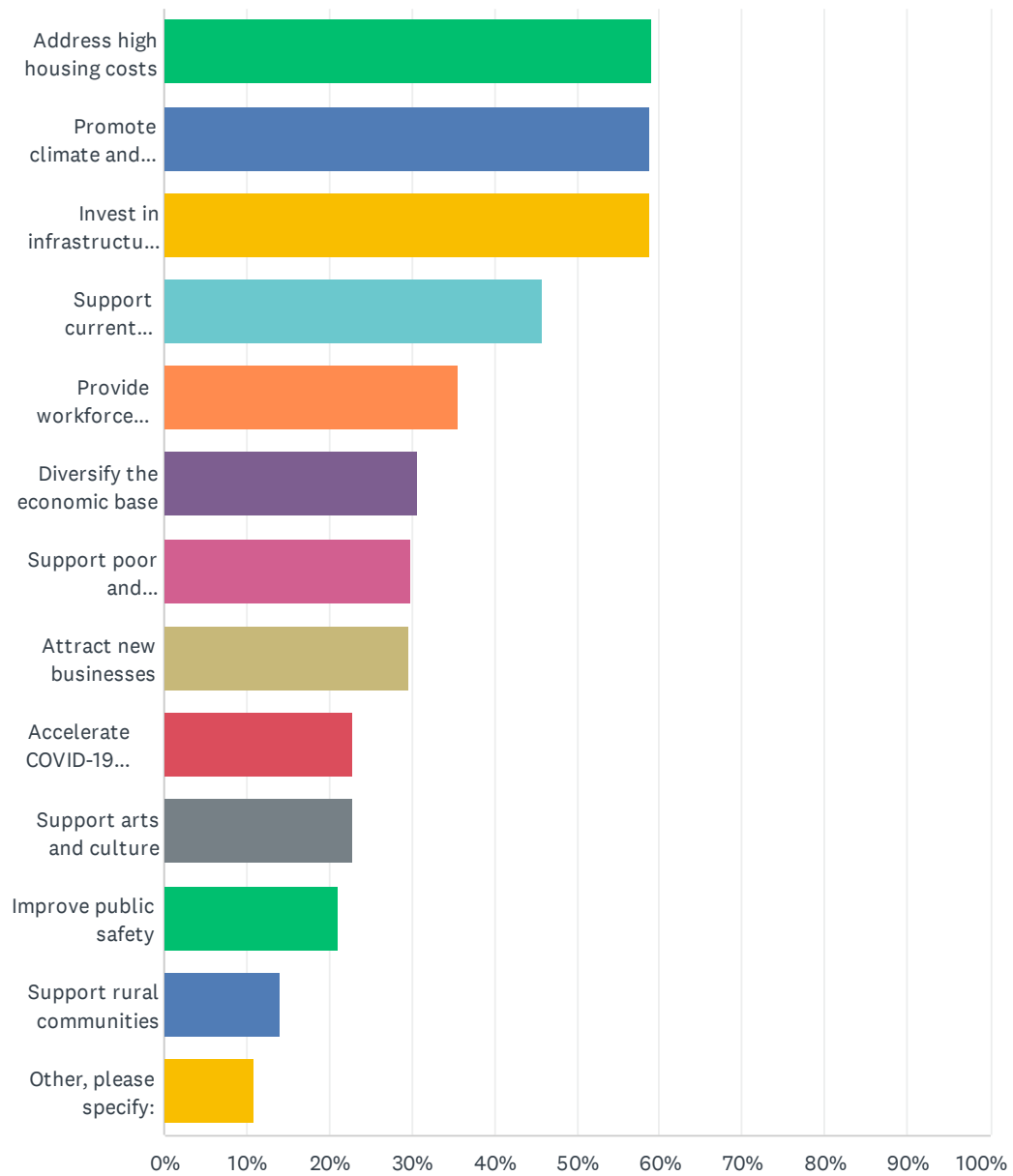
Economic Development Community Survey

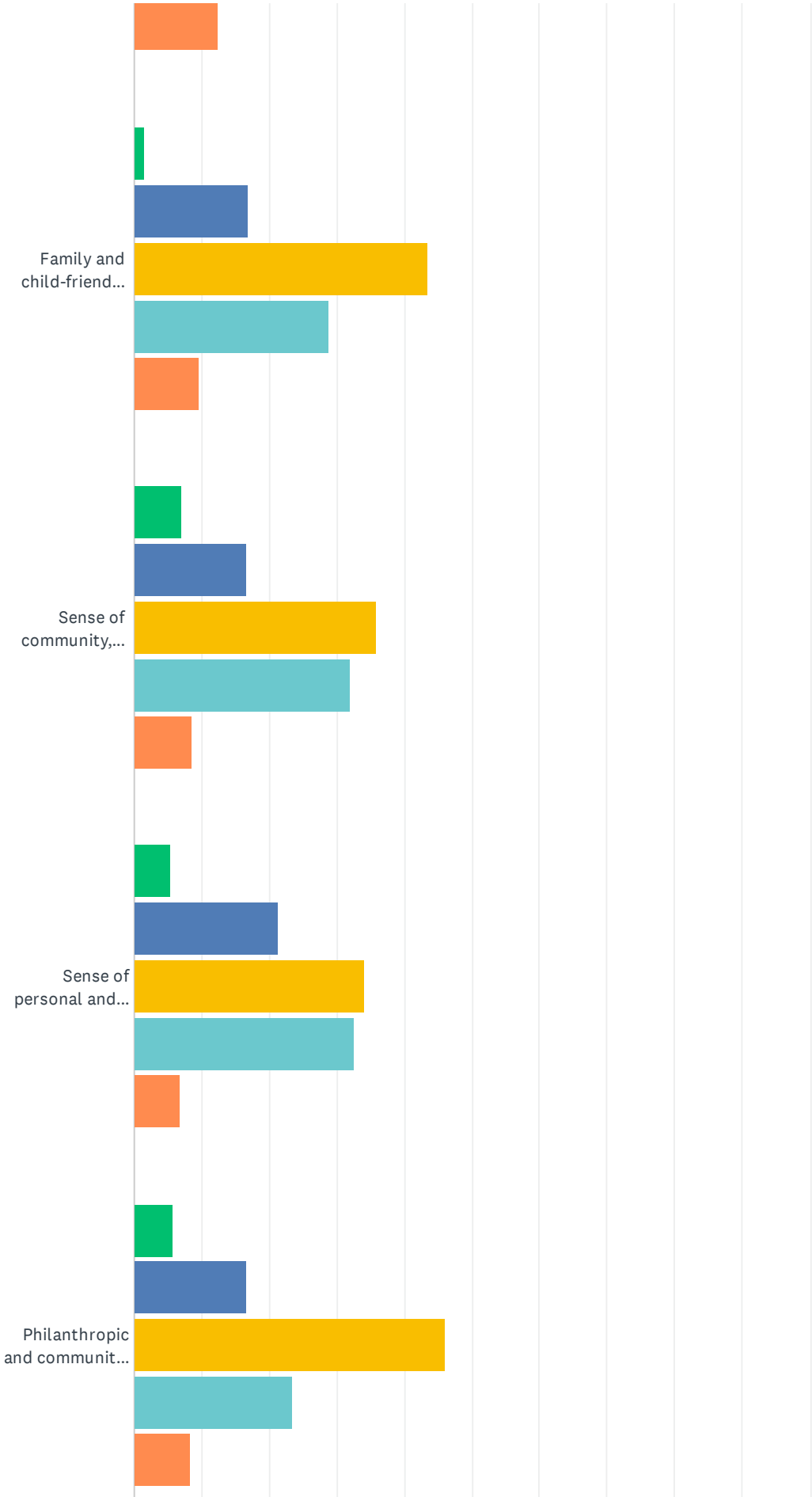| ANSWER CHOICES	RESPONSES	
Address high housing costs	59.15%	168
Promote climate and environmental resiliency (planning and preparing for natural disasters)	58.80%	167
Invest in infrastructure (e.g. transportation, water/sewer, broadband/Internet)	58.80%	167
Support current businesses	45.77%	130
Provide workforce education and training	35.56%	101
Diversify the economic base	30.63%	87
Support poor and disadvantaged communities	29.93%	85
Attract new businesses	29.58%	84
Accelerate COVID-19 recovery	22.89%	65
Support arts and culture	22.89%	65
Improve public safety	21.13%	60
Support rural communities	14.08%	40
Other, please specify:	10.92%	31
Total Respondents: 284		

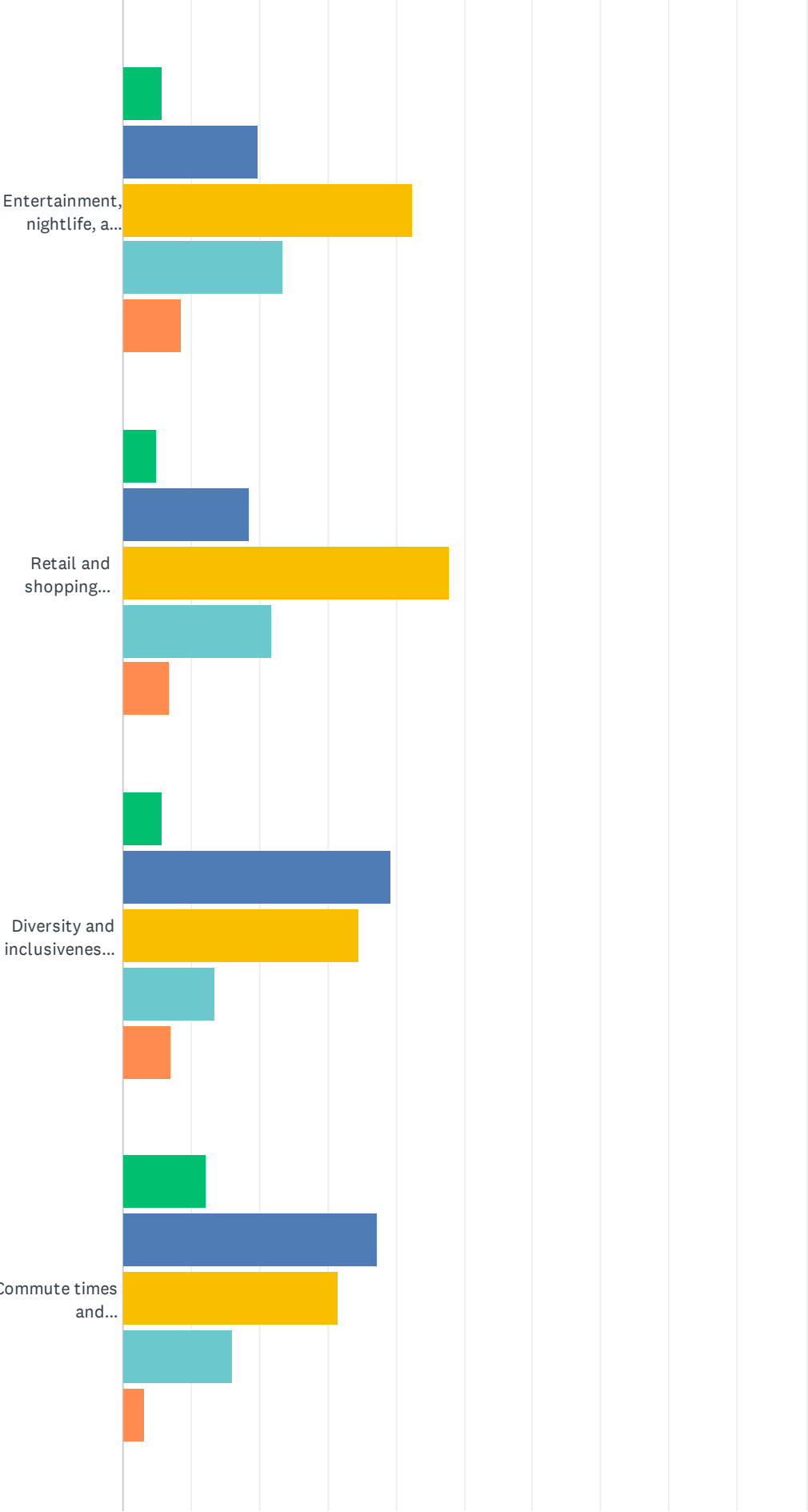# Q9 On a scale from 1 to 5, please rate the following aspects on quality of life in the region.

Answered: 284   Skipped: 31

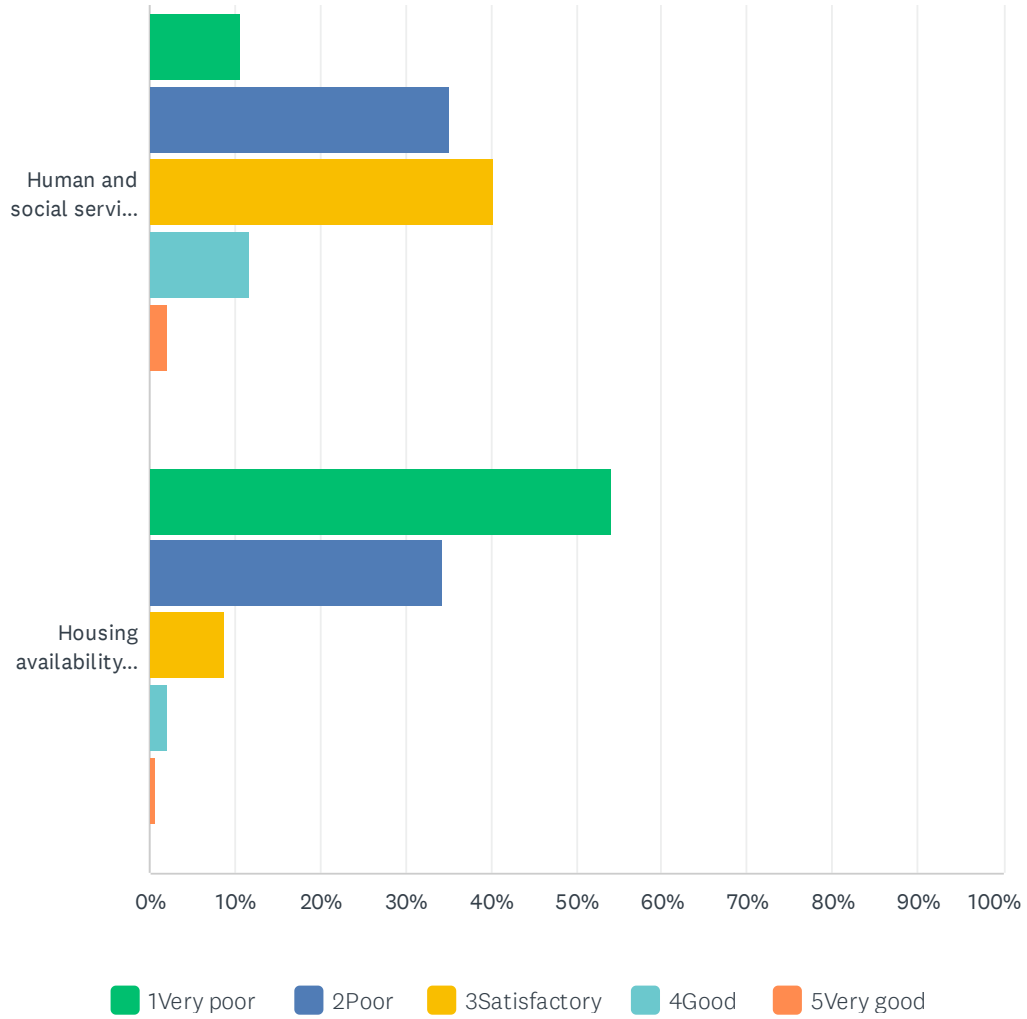# Economic Development Community Survey

Entertainment, nightlife, a...

Retail and shopping...

Diversity and inclusivenes...

Commute times and...

Economic Development Community Survey

Legend: ■ 1Very poor ■ 2Poor ■ 3Satisfactory ■ 4Good ■ 5Very good

	1VERY POOR	2POOR	3SATISFACTORY	4GOOD	5VERY GOOD	TOTAL	WEIGHTED AVERAGE
Environment, outdoor recreation, and public parks	2.12% 6	6.36% 18	22.26% 63	36.75% 104	32.51% 92	283	3.91
Arts and cultural facilities or activities	2.14% 6	15.30% 43	37.01% 104	33.10% 93	12.46% 35	281	3.38
Family and child-friendly activities and resources	1.46% 4	16.79% 46	43.43% 119	28.83% 79	9.49% 26	274	3.28
Sense of community, connectedness, and civic participation	7.09% 20	16.67% 47	35.82% 101	31.91% 90	8.51% 24	282	3.18
Sense of personal and property safety	5.32% 15	21.28% 60	34.04% 96	32.62% 92	6.74% 19	282	3.14
Philanthropic and community development activity	5.76% 16	16.55% 46	46.04% 128	23.38% 65	8.27% 23	278	3.12
Entertainment, nightlife, and dining options	5.69% 16	19.93% 56	42.35% 119	23.49% 66	8.54% 24	281	3.09
Retail and shopping options	5.00% 14	18.57% 52	47.86% 134	21.79% 61	6.79% 19	280	3.07
Diversity and inclusiveness for all types of people	5.69% 16	39.15% 110	34.52% 97	13.52% 38	7.12% 20	281	2.77
Commute times and transportation options	12.06% 34	37.23% 105	31.56% 89	15.96% 45	3.19% 9	282	2.61
Human and social services affordability and availability	10.62% 29	35.16% 96	40.29% 110	11.72% 32	2.20% 6	273	2.60
Housing availability and affordability	54.06% 153	34.28% 97	8.83% 25	2.12% 6	0.71% 2	283	1.61

Q10 Do you have examples from your community of programs, policies, or businesses, that exemplify best practices for livability in the region?
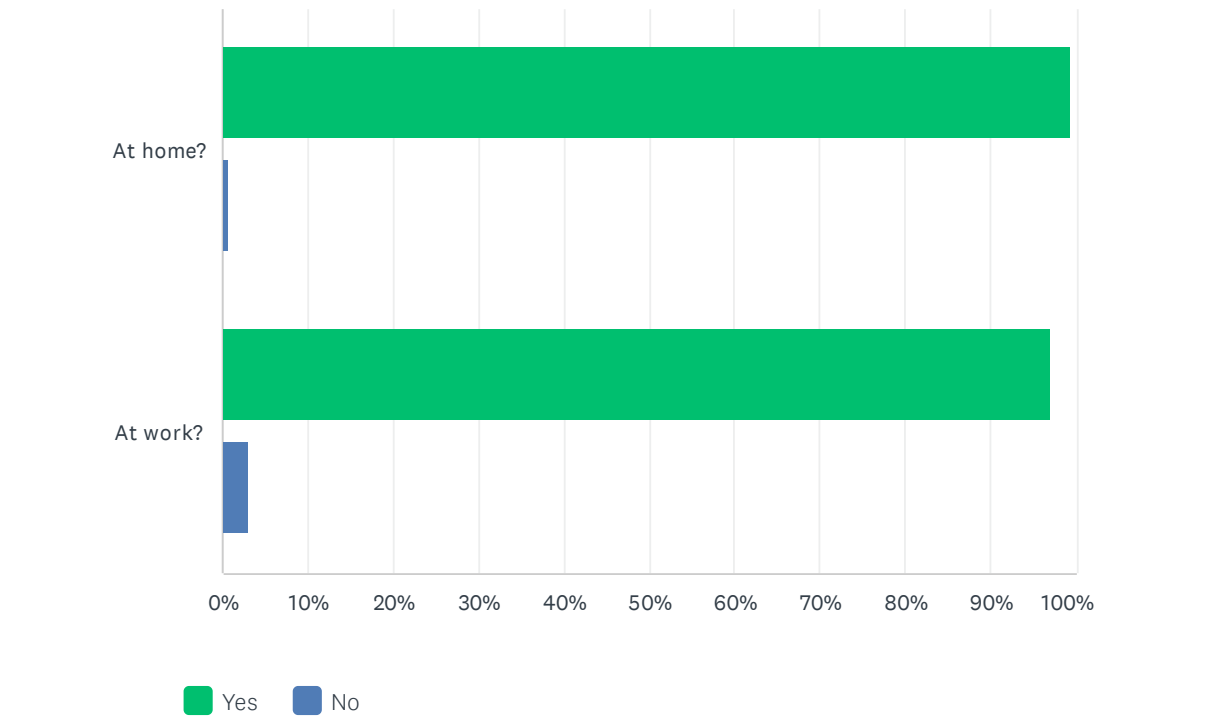
Answered: 91   Skipped: 224

Q11 Do you have additional comments or suggestions for improving livability in our region?

Answered: 108   Skipped: 207

Q12 Do you have Internet access?

Answered: 270   Skipped: 45

	1VERY POOR	2POOR	3SATISFACTORY	4GOOD	5VERY GOOD	TOTAL	WEIGHTED AVERAGE

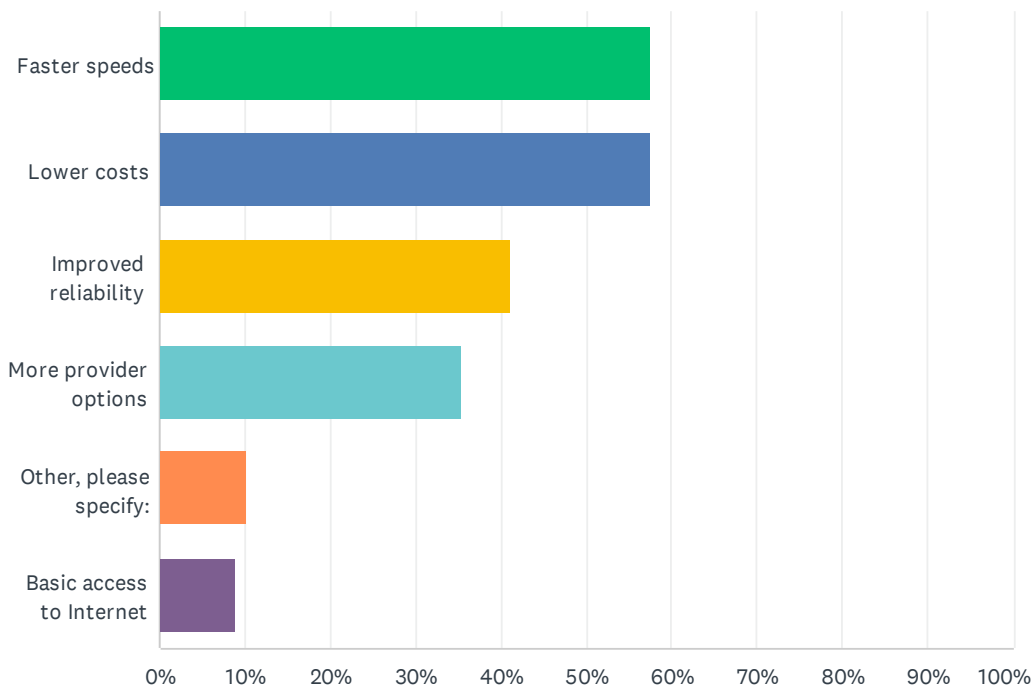|	YES	NO	TOTAL
At home?	99.26% 267	0.74% 2	269
At work?	97.03% 229	2.97% 7	236

Q13 Which of the following, if any, would improve your internet experience? Select all that apply.

Answered: 255   Skipped: 60

ANSWER CHOICES	RESPONSES	
Faster speeds	57.65%	147
Lower costs	57.65%	147
Improved reliability	41.18%	105
More provider options	35.29%	90
Other, please specify:	10.20%	26
Basic access to Internet	9.02%	23
Total Respondents: 255		

Q14 Which of the following digital resources or skills would you like to improve, if any? Select all that apply.

Answered: 241   Skipped: 74
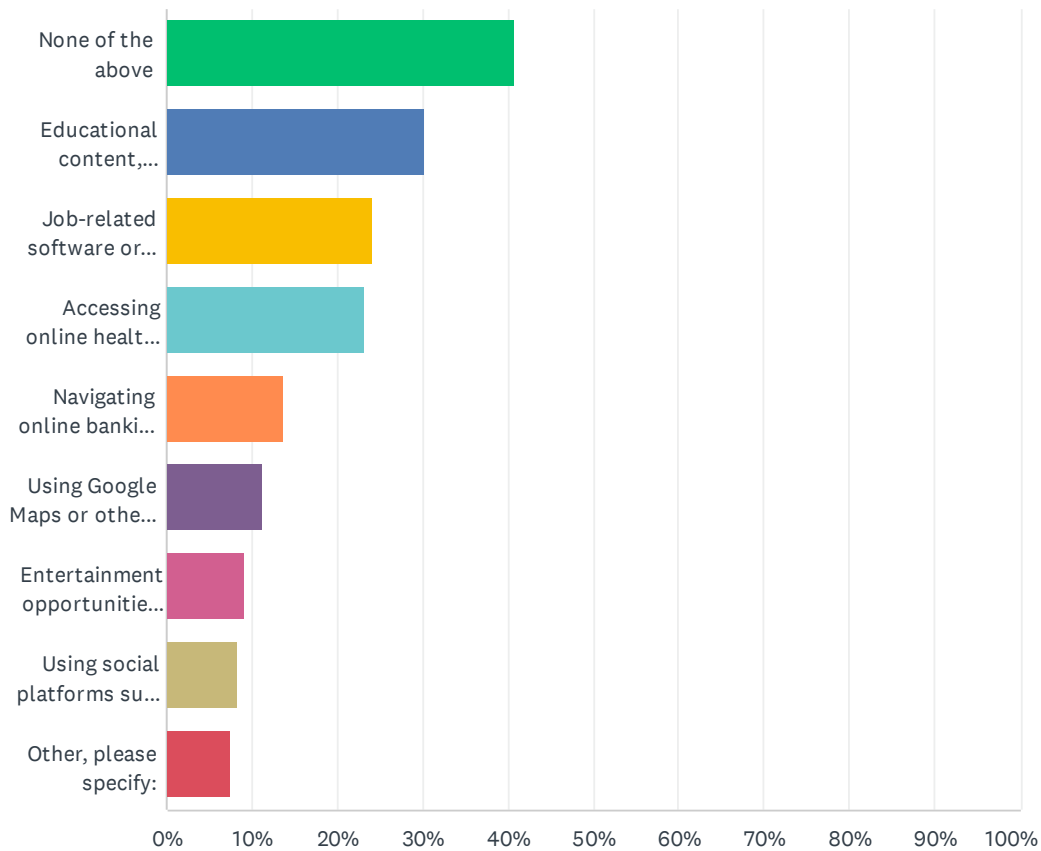
ANSWER CHOICES	RESPONSES	
None of the above	40.66%	98
Educational content, programs, or classes	30.29%	73
Job-related software or productivity tools such as Word, PowerPoint, Excel, etc.	24.07%	58
Accessing online health and medical resources	23.24%	56
Navigating online banking or financial assistance	13.69%	33
Using Google Maps or other transportation information	11.20%	27
Entertainment opportunities such as reading books via Kindle, listening to music on Spotify, or watching TV shows on tablets	9.13%	22
Using social platforms such as instant messaging, video chat, and social media	8.30%	20
Other, please specify:	7.47%	18
Total Respondents: 241		

Q15 Do you have examples from your community of programs, policies, or businesses, that exemplify best practices for technology, digital literacy, and connectivity in the region?
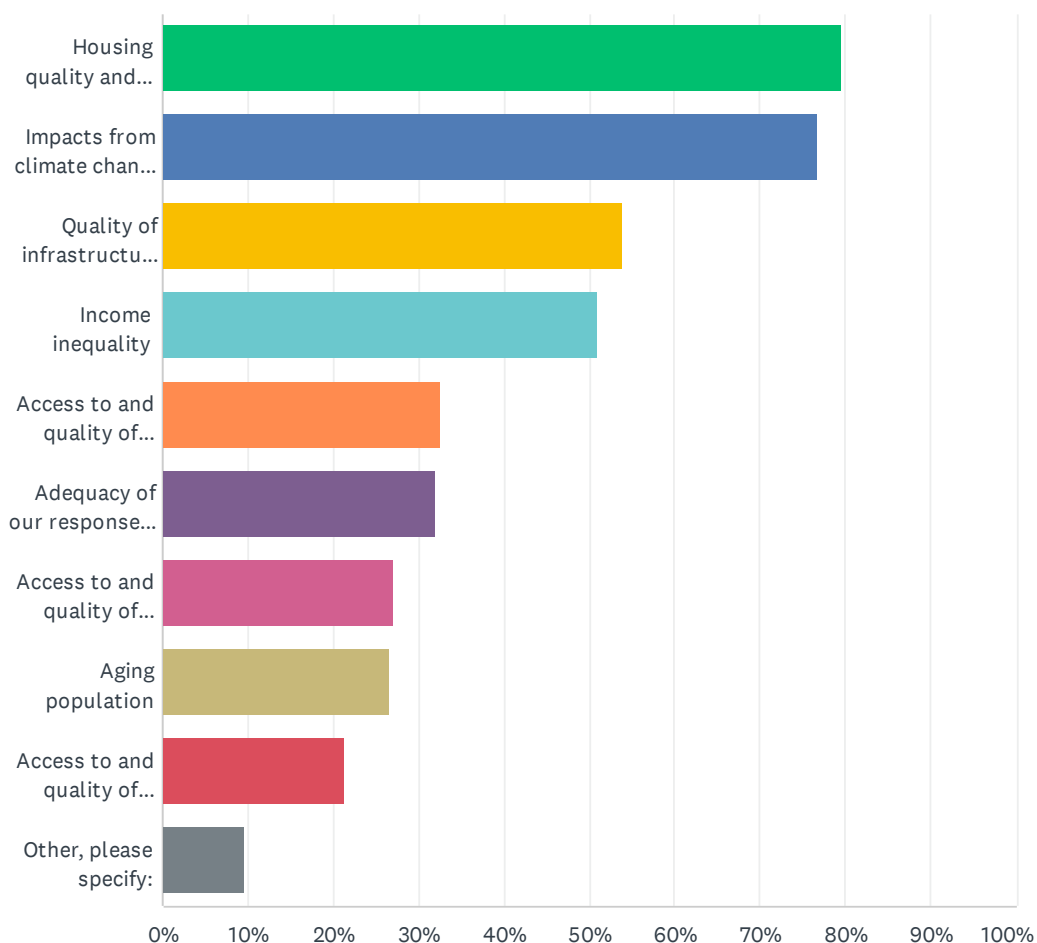
Answered: 60   Skipped: 255

Q16 Do you have additional comments or suggestions for improving technology, digital literacy, and connectivity in our region?

Answered: 60   Skipped: 255

Q17 What are the biggest threats to the resiliency of the region? Select all that apply.

Answered: 263   Skipped: 52

ANSWER CHOICES	RESPONSES	
Housing quality and affordability	79.47%	209
Impacts from climate change (e.g., wildfires, drought, extreme weather events, sea level rise, etc.)	76.81%	202
Quality of infrastructure (e.g., transportation, water/sewer, broadband/internet)	53.99%	142
Income inequality	50.95%	134
Access to and quality of healthcare	32.70%	86
Adequacy of our response to natural disasters	31.94%	84
Access to and quality of education (K-12)	27.00%	71
Aging population	26.62%	70
Access to and quality of education, post-high school	21.29%	56
Other, please specify:	9.51%	25
Total Respondents: 263		

Q18 Which environmental resiliency or disaster projects would you prioritize? Select up to three.

Answered: 258   Skipped: 57

Economic Development Community Survey
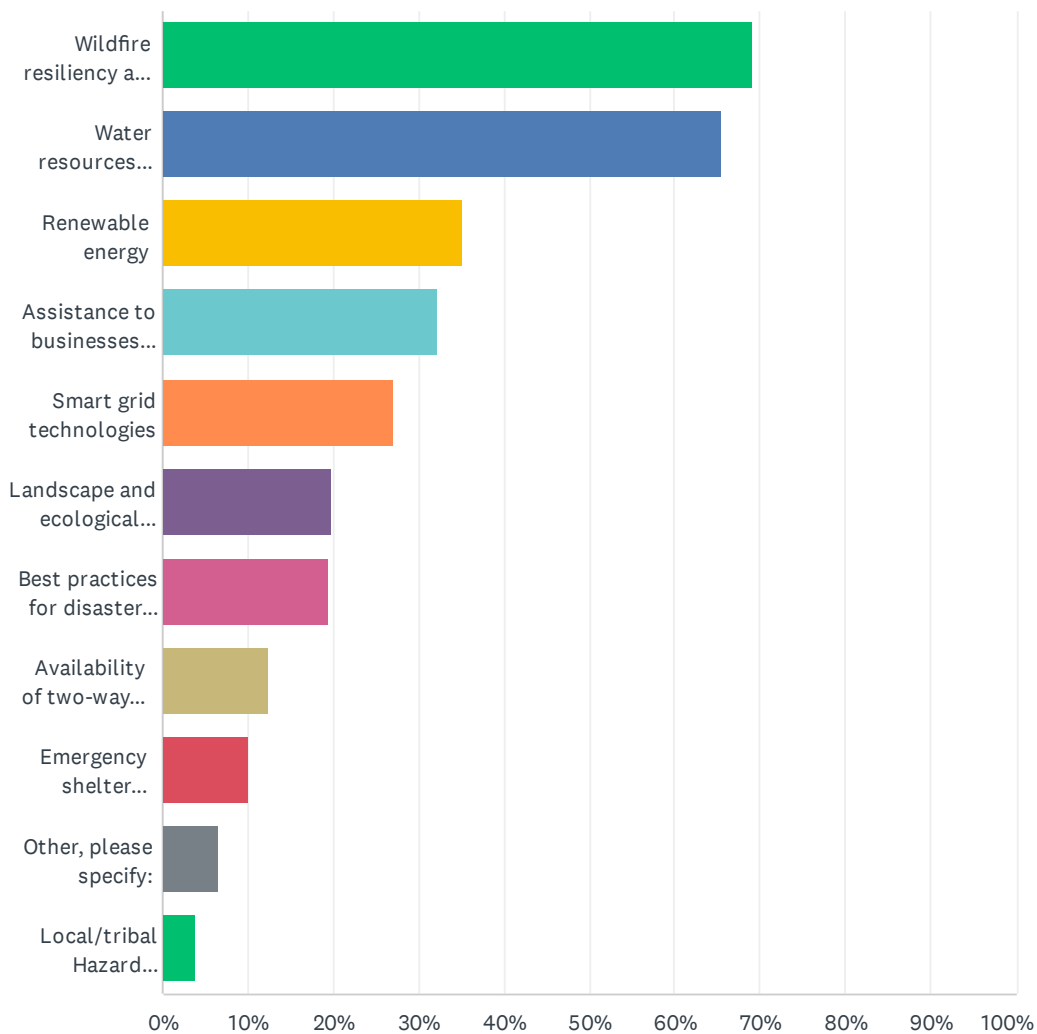
ANSWER CHOICES	RESPONSES	
Wildfire resiliency and prevention	68.99%	178
Water resources management and development	65.50%	169
Renewable energy	35.27%	91
Assistance to businesses threatened with closures due to disaster	32.17%	83
Smart grid technologies	27.13%	70
Landscape and ecological restoration	19.77%	51
Best practices for disaster recovery in rural communities	19.38%	50
Availability of two-way emergency radio communications (GMRS/HAM) for communication when other modes fail	12.40%	32
Emergency shelter development and expansion	10.08%	26
Other, please specify:	6.59%	17
Local/tribal Hazard Mitigation Plans	3.88%	10
Total Respondents: 258		

Q19 On a scale from 1 to 5, how would you rate the region's resiliency – the ability to prepare for, withstand, and recover from natural disasters or economic shocks?

Answered: 261   Skipped: 54

- 1Very vulnerable
- 2Somewhat vulnerable
- 3Neutral
- 4Somewhat resilient
- 5Very resilient
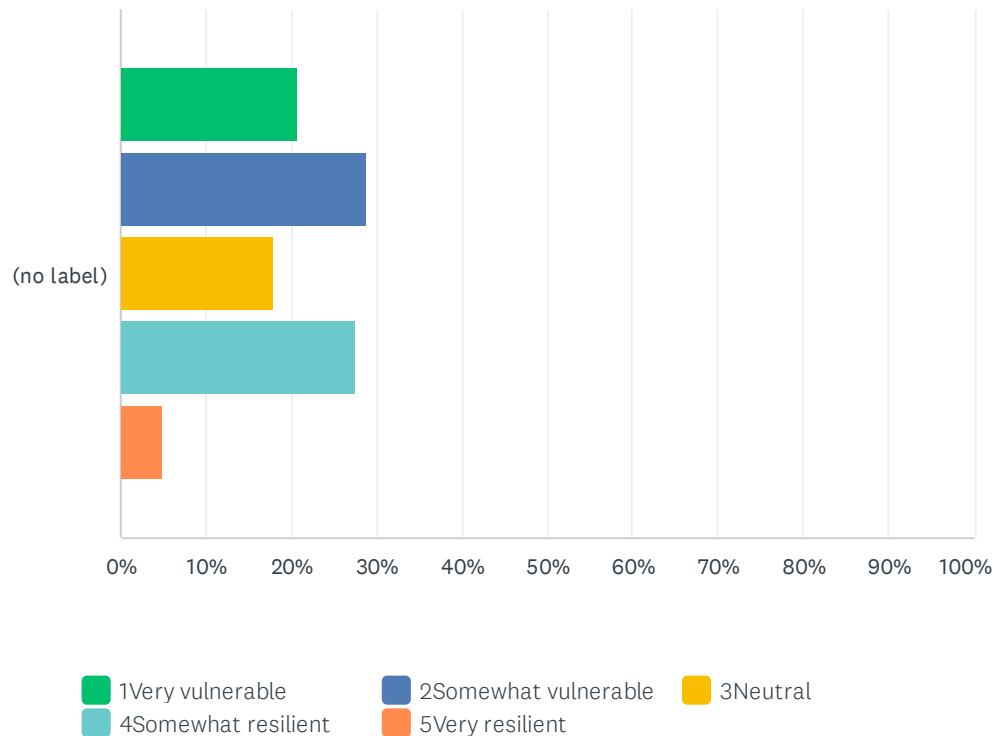
	1VERY VULNERABLE	2SOMEWHAT VULNERABLE	3NEUTRAL	4SOMEWHAT RESILIENT	5VERY RESILIENT	TOTAL	WEIGHTED AVERAGE
(no label)	20.69% 54	28.74% 75	18.01% 47	27.59% 72	4.98% 13	261	2.67

Q20 Do you have examples from your community of programs, policies, or businesses, that exemplify best practices for economic and environmental resilience and disaster preparedness in the region?

Answered: 65   Skipped: 250
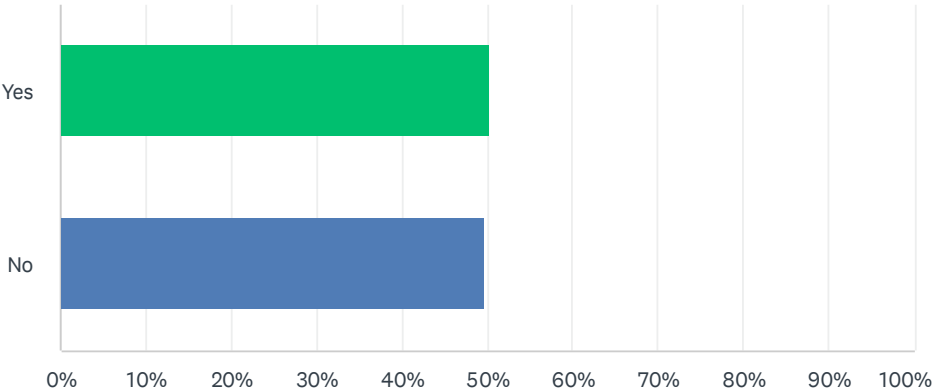
Q21 Do you have additional comments or suggestions for improving economic and environmental resilience and disaster preparedness in our region?

Answered: 50   Skipped: 265

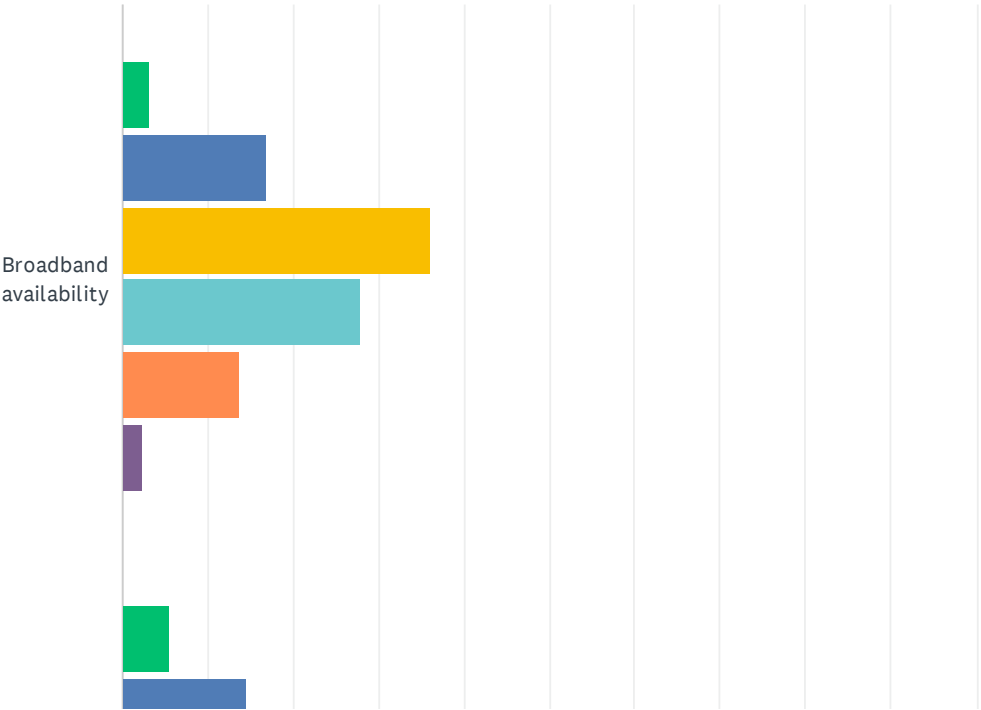## Q22 Are you a business owner or manager in Sonoma or Mendocino County?
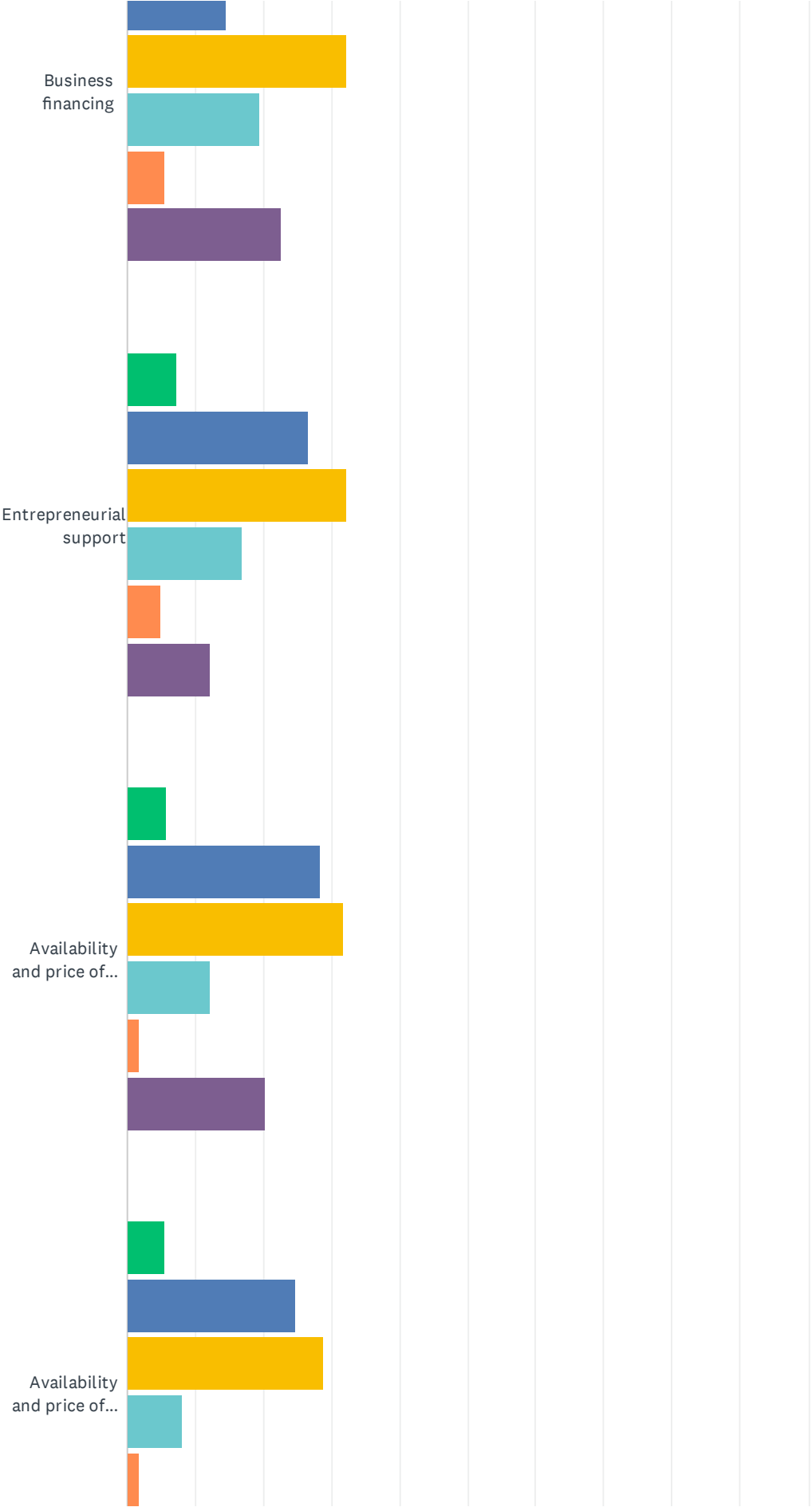
Answered: 264   Skipped: 51

ANSWER CHOICES	RESPONSES	
Yes	50.38%	133
No	49.62%	131
TOTAL		264

Q23 On a scale from 1 to 5, how well does the region meet your business's needs in the following areas?
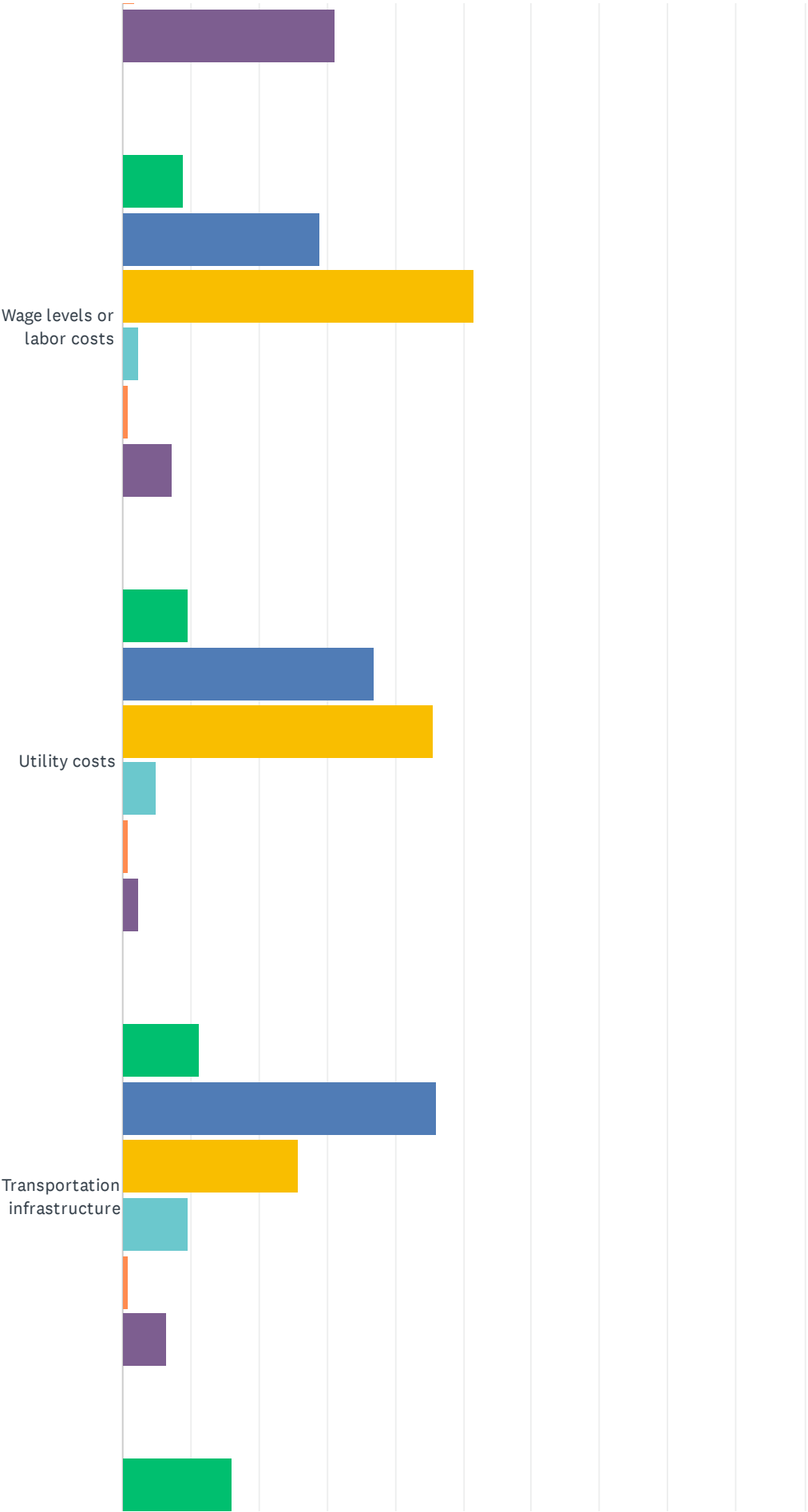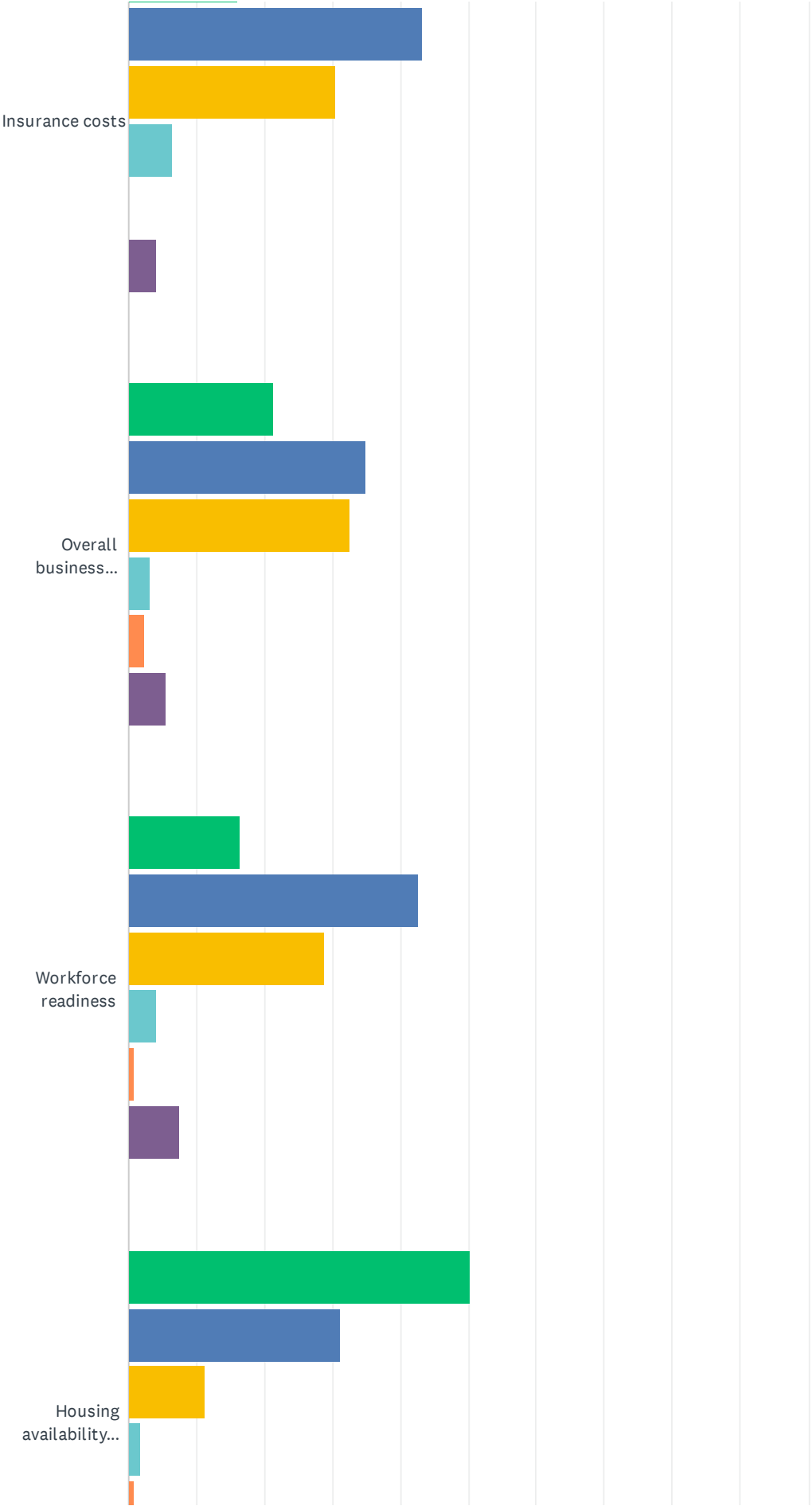
Answered: 127   Skipped: 188
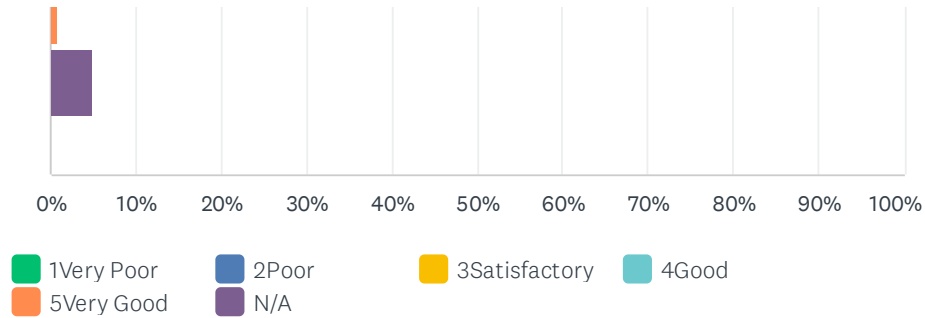
Economic Development Community Survey

Economic Development Community Survey

Economic Development Community Survey

Insurance costs
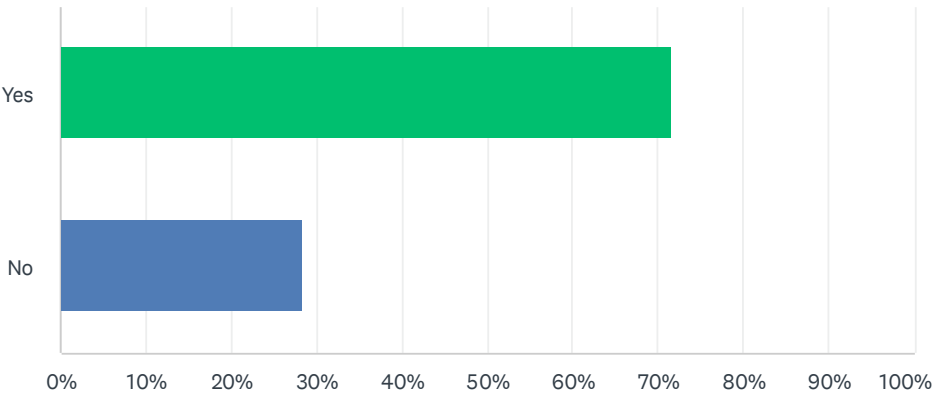
Overall
business...

Workforce
readiness

Housing
availability...

Economic Development Community Survey

	1VERY POOR	2POOR	3SATISFACTORY	4GOOD	5VERY GOOD	N/A	TOTAL	WEIGHTED AVERAGE
Broadband availability	3.20% 4	16.80% 21	36.00% 45	28.00% 35	13.60% 17	2.40% 3	125	3.33
Business financing	5.65% 7	14.52% 18	32.26% 40	19.35% 24	5.65% 7	22.58% 28	124	3.06
Entrepreneurial support	7.26% 9	26.61% 33	32.26% 40	16.94% 21	4.84% 6	12.10% 15	124	2.83
Availability and price of commercial space	5.69% 7	28.46% 35	31.71% 39	12.20% 15	1.63% 2	20.33% 25	123	2.69
Availability and price of industrial space	5.60% 7	24.80% 31	28.80% 36	8.00% 10	1.60% 2	31.20% 39	125	2.64
Wage levels or labor costs	8.87% 11	29.03% 36	51.61% 64	2.42% 3	0.81% 1	7.26% 9	124	2.54
Utility costs	9.60% 12	36.80% 46	45.60% 57	4.80% 6	0.80% 1	2.40% 3	125	2.49
Transportation infrastructure	11.29% 14	45.97% 57	25.81% 32	9.68% 12	0.81% 1	6.45% 8	124	2.39
Insurance costs	16.00% 20	43.20% 54	30.40% 38	6.40% 8	0.00% 0	4.00% 5	125	2.28
Overall business regulatory environment	21.43% 27	34.92% 44	32.54% 41	3.17% 4	2.38% 3	5.56% 7	126	2.26
Workforce readiness	16.39% 20	42.62% 52	28.69% 35	4.10% 5	0.82% 1	7.38% 9	122	2.25
Housing availability and costs for workforce	50.40% 63	31.20% 39	11.20% 14	1.60% 2	0.80% 1	4.80% 6	125	1.65

Q24 Do you feel well-informed about business and financial assistance available to you?
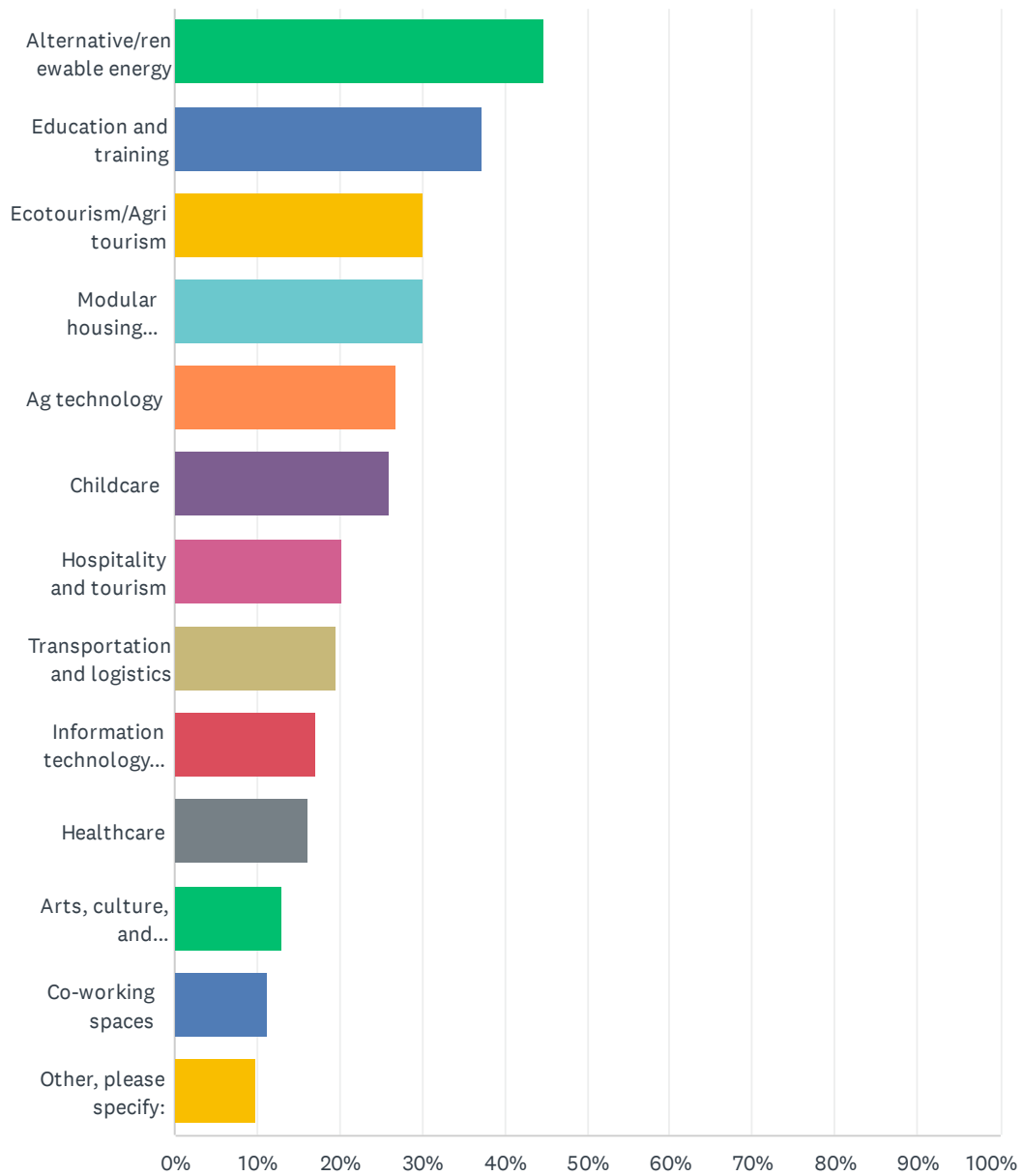
Answered: 123   Skipped: 192

ANSWER CHOICES	RESPONSES	
Yes	71.54%	88
No	28.46%	35
TOTAL		123

Q25 What existing or emerging industries or trends could most benefit our region and our economy? Select up to three.

Answered: 123   Skipped: 192

Economic Development Community Survey

Alternative/renewable energy	
Education and training	
Ecotourism/Agri tourism	
Modular housing...	
Ag technology	
Childcare	
Hospitality and tourism	
Transportation and logistics	
Information technology...	
Healthcare	
Arts, culture, and...	
Co-working spaces	
Other, please specify:	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

ANSWER CHOICES	RESPONSES	
Alternative/renewable energy	44.72%	55
Education and training	37.40%	46
Ecotourism/Agritourism	30.08%	37
Modular housing construction	30.08%	37
Ag technology	26.83%	33
Childcare	26.02%	32
Hospitality and tourism	20.33%	25
Transportation and logistics	19.51%	24
Information technology services	17.07%	21
Healthcare	16.26%	20
Arts, culture, and entertainment	13.01%	16
Co-working spaces	11.38%	14
Other, please specify:	9.76%	12
Total Respondents: 123		

Q26 As a business owner, which digital skills would you like to acquire? Using technology for:

Answered: 93   Skipped: 222
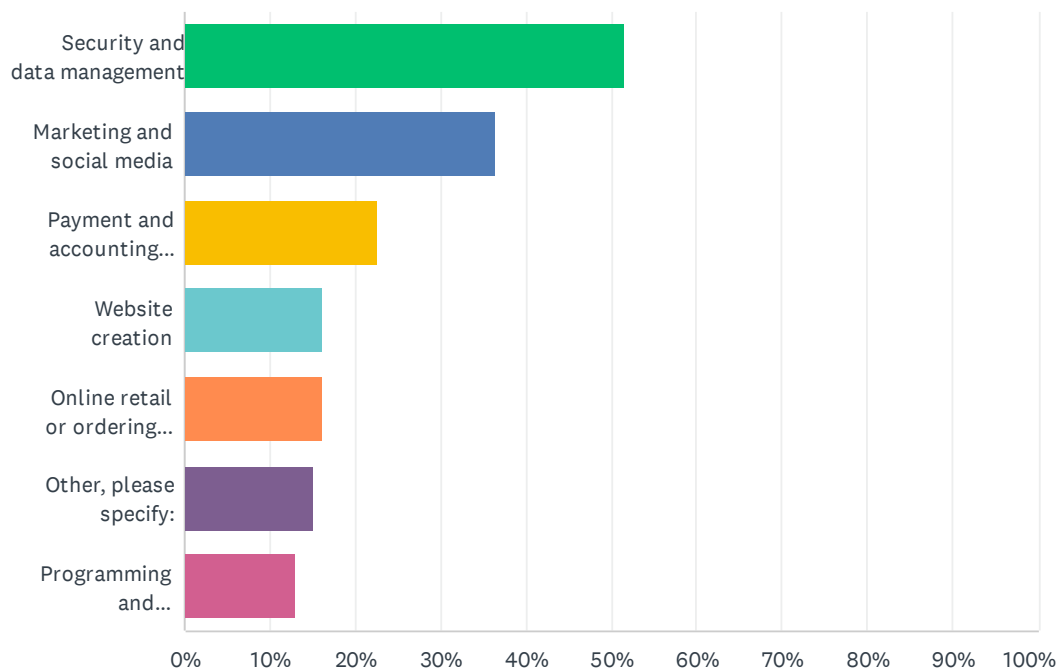
ANSWER CHOICES	RESPONSES	
Security and data management	51.61%	48
Marketing and social media	36.56%	34
Payment and accounting management	22.58%	21
Website creation	16.13%	15
Online retail or ordering platform	16.13%	15
Other, please specify:	15.05%	14
Programming and troubleshooting	12.90%	12
Total Respondents: 93		

Q27 Do you have examples from your community of programs, policies, or businesses, that exemplify best practices for supporting and expanding businesses and industries in the region?

Answered: 27   Skipped: 288

Q28 Do you have additional comments or suggestions for supporting and expanding businesses and industries in our region?

Answered: 31   Skipped: 284

Q29 Do you have additional comments or suggestions to improve the livability and advance business prospects in the two-county Sonoma and Mendocino region?
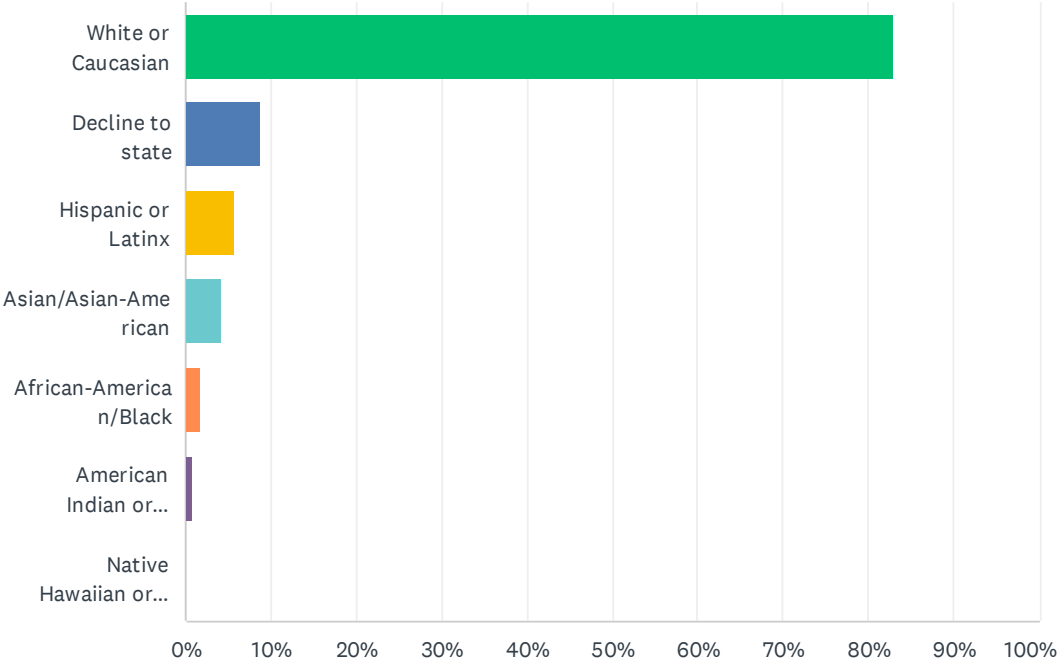
Answered: 75   Skipped: 240

Q30 What is your age?

Answered: 210   Skipped: 105

Q31 How would you describe your racial or ethnic identity? Select all that apply

Answered: 240   Skipped: 75

ANSWER CHOICES	RESPONSES	
White or Caucasian	82.92%	199
Decline to state	8.75%	21
Hispanic or Latinx	5.83%	14
Asian/Asian-American	4.17%	10
African-American/Black	1.67%	4
American Indian or Alaska Native	0.83%	2
Native Hawaiian or other Pacific Islander	0.00%	0
Total Respondents: 240		

Q32 What is your annual household income?

Answered: 239   Skipped: 76
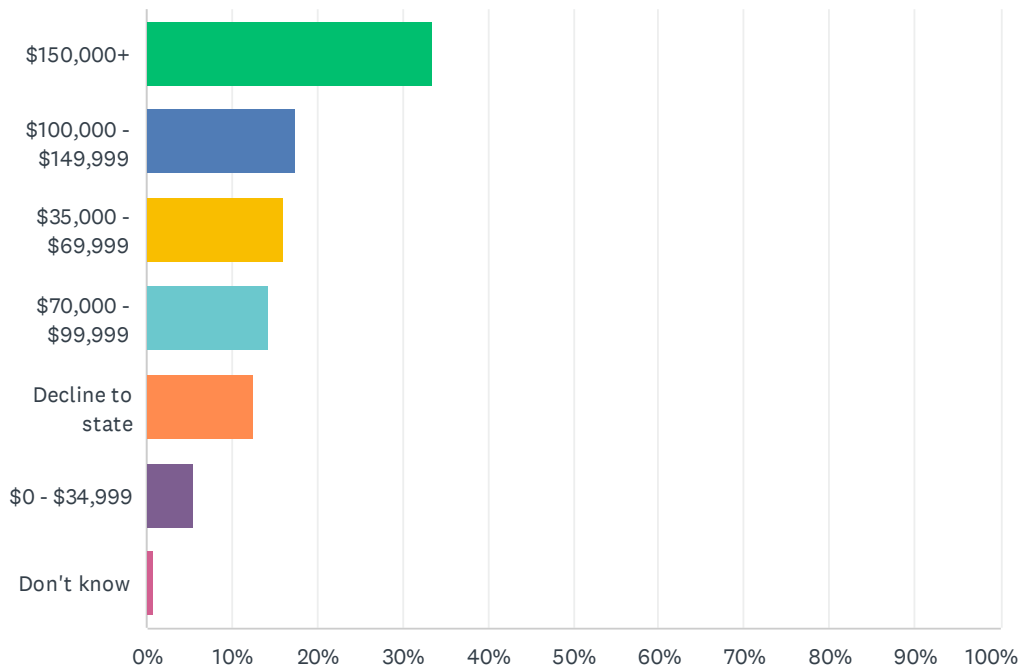
ANSWER CHOICES	RESPONSES	
$150,000+	33.47%	80
$100,000 - $149,999	17.57%	42
$35,000 - $69,999	15.90%	38
$70,000 - $99,999	14.23%	34
Decline to state	12.55%	30
$0 - $34,999	5.44%	13
Don't know	0.84%	2
TOTAL		239

Q33 Are you interested in joining SMEDD's mailing list?

Answered: 38   Skipped: 277

Economic Development Community Survey

ANSWER CHOICES	RESPONSES	
Name	0.00%	0
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	100.00%	38
Phone Number	0.00%	0

Q1 Marque todas las que correspondan: Estoy respondiendo a esta encuesta como…
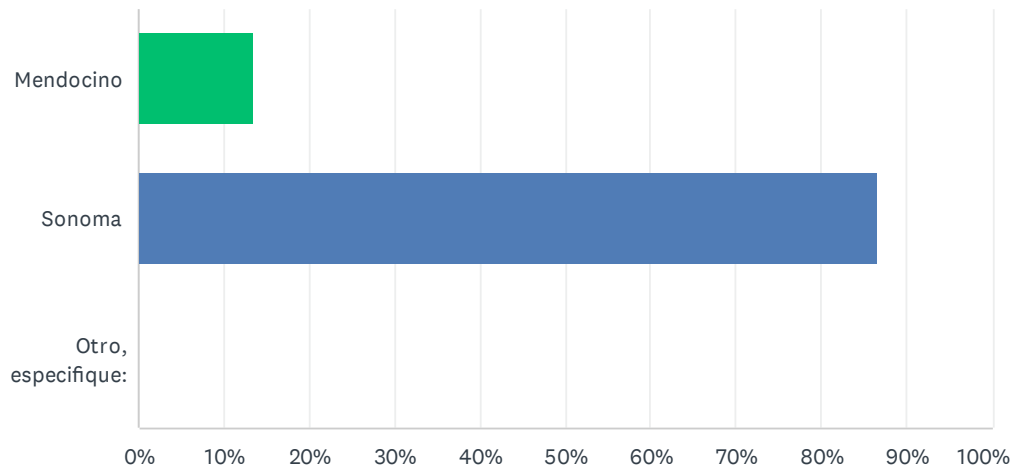
Answered: 15   Skipped: 0
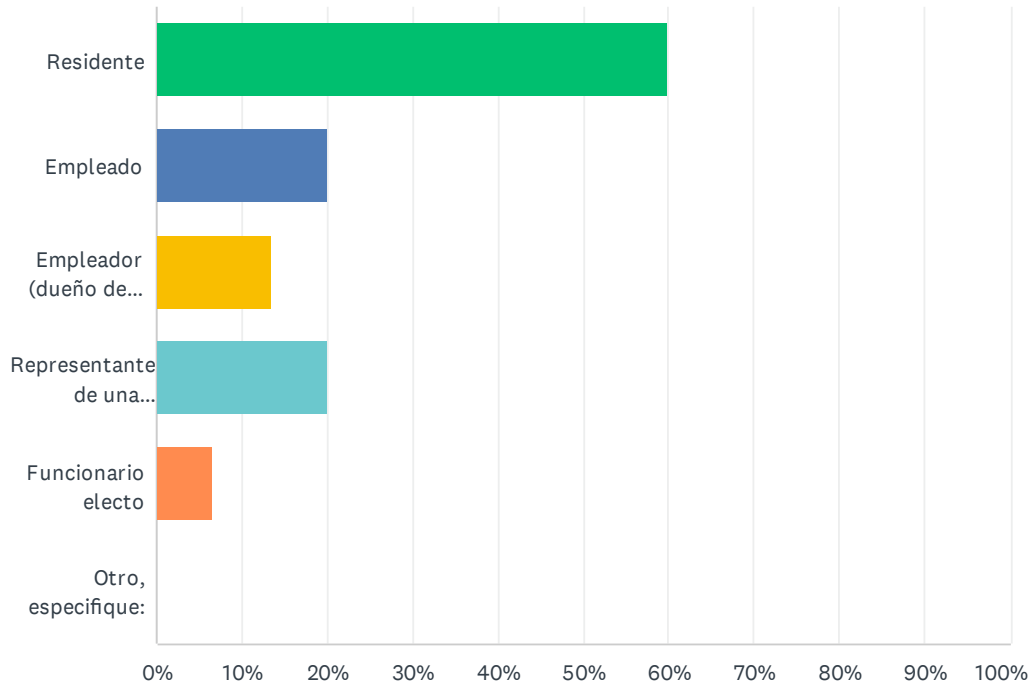
ANSWER CHOICES	RESPONSES	
Residente	60.00%	9
Empleado	20.00%	3
Empleador (dueño de negocio/gerente)	13.33%	2
Representante de una organización comunitaria	20.00%	3
Funcionario electo	6.67%	1
Otro, especifique:	0.00%	0
Total Respondents: 15		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q2 ¿En qué condado vive?

Answered: 15   Skipped: 0

ANSWER CHOICES	RESPONSES	
Mendocino	13.33%	2
Sonoma	86.67%	13
Otro, especifique:	0.00%	0
TOTAL		15

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q3 ¿En qué condado trabaja?

Answered: 15   Skipped: 0
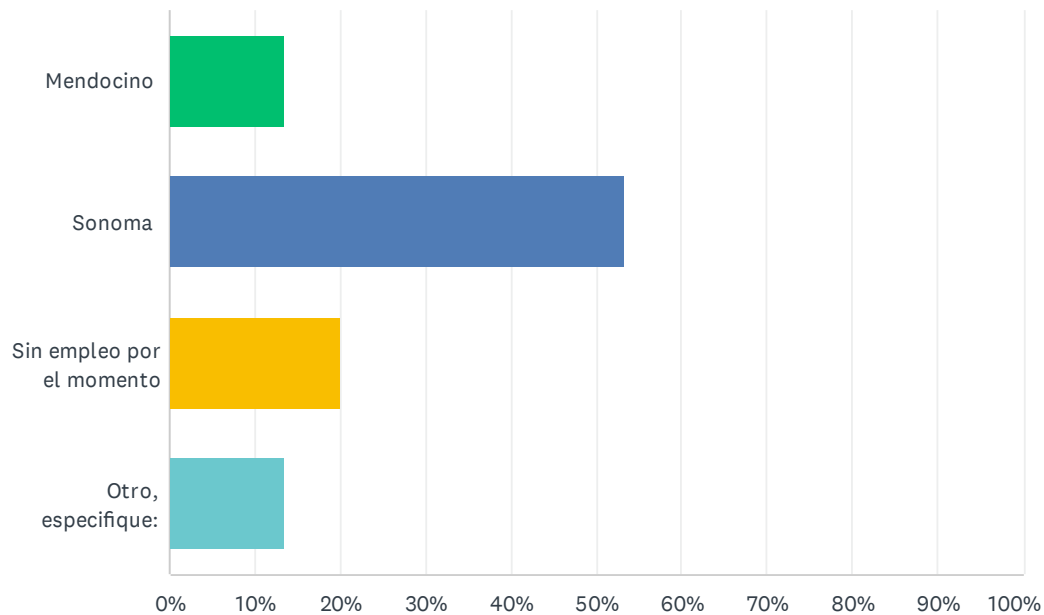
ANSWER CHOICES	RESPONSES	
Mendocino	13.33%	2
Sonoma	53.33%	8
Sin empleo por el momento	20.00%	3
Otro, especifique:	13.33%	2
TOTAL		15

#	OTRO, ESPECIFIQUE:	DATE
1	En el hogar	8/24/2021 9:37 PM
2	Petaluma	8/24/2021 12:10 PM

Q4 ¿Qué categoría industrial describe mejor el enfoque principal de su lugar de trabajo o negocio?

Answered: 12   Skipped: 3

Encuesta Comunitaria de Desarrollo Económico

|	
Alojamiento y servicios de…	
Servicios administrati…	
Agricultura, silvicultura…	
Arte, entretenimie…	
Construcción	
Servicios educativos	
Finanzas y seguros	
Servicios sociales y d…	
Información	
Manufactura	
Servicios profesionale…	
Gobierno y administraci…	
Bienes inmuebles,…	
Comercio minorista	
Transporte y almacenamiento	
Servicios públicos	
Comercio al por mayor	
Otro, especifique:	
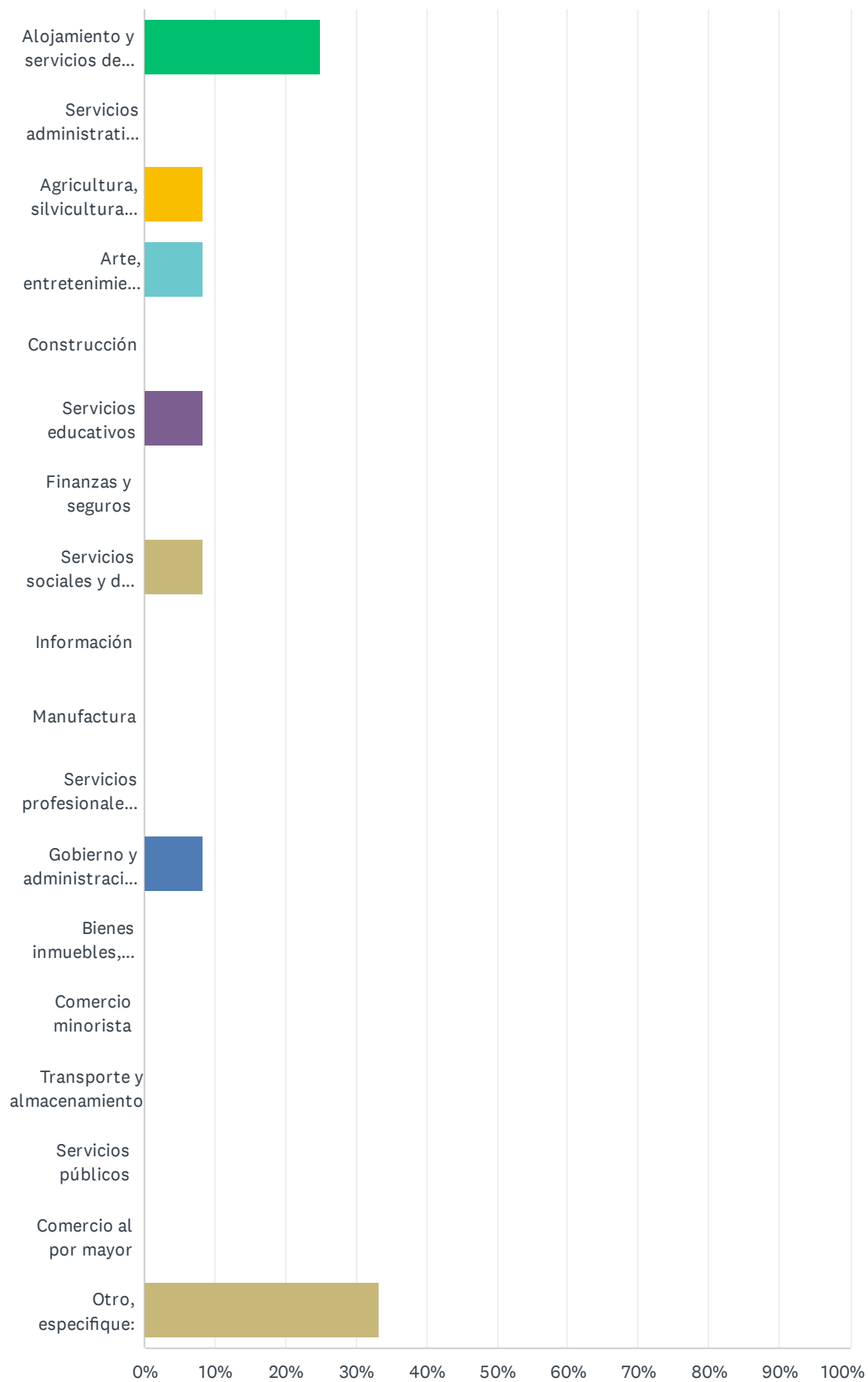
ANSWER CHOICES	RESPONSES	
Alojamiento y servicios de alimentación	25.00%	3
Servicios administrativos, de apoyo y de gestión de desechos	0.00%	0
Agricultura, silvicultura, pesca, caza	8.33%	1
Arte, entretenimiento, y recreación	8.33%	1
Construcción	0.00%	0
Servicios educativos	8.33%	1
Finanzas y seguros	0.00%	0
Servicios sociales y de salud	8.33%	1
Información	0.00%	0
Manufactura	0.00%	0
Servicios profesionales, científicos y tecnológicos	0.00%	0
Gobierno y administración pública	8.33%	1
Bienes inmuebles, alquiler y arrendamiento	0.00%	0
Comercio minorista	0.00%	0
Transporte y almacenamiento	0.00%	0
Servicios públicos	0.00%	0
Comercio al por mayor	0.00%	0
Otro, especifique:	33.33%	4
TOTAL		12

#	OTRO, ESPECIFIQUE:	DATE
1	Neveria	8/25/2021 9:38 PM
2	Cuido de mis hijos	8/24/2021 9:38 PM
3	Boutique de ropa	8/24/2021 5:23 PM
4	Electrónica	8/24/2021 12:12 PM

Q5 Si no está empleado actualmente, ¿cómo se describiría mejor a sí mismo?

Answered: 3   Skipped: 12
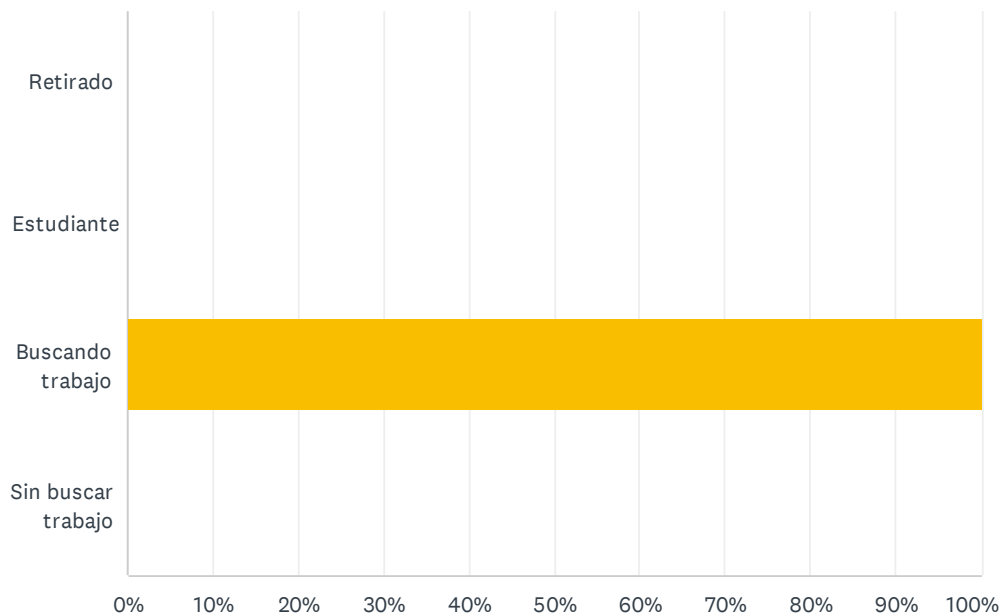
ANSWER CHOICES	RESPONSES	
Retirado	0.00%	0
Estudiante	0.00%	0
Buscando trabajo	100.00%	3
Sin buscar trabajo	0.00%	0
TOTAL		3

Q6 ¿Cuáles son sus tres principales preocupaciones sobre la competitividad futura de nuestra economía?

Answered: 10   Skipped: 5
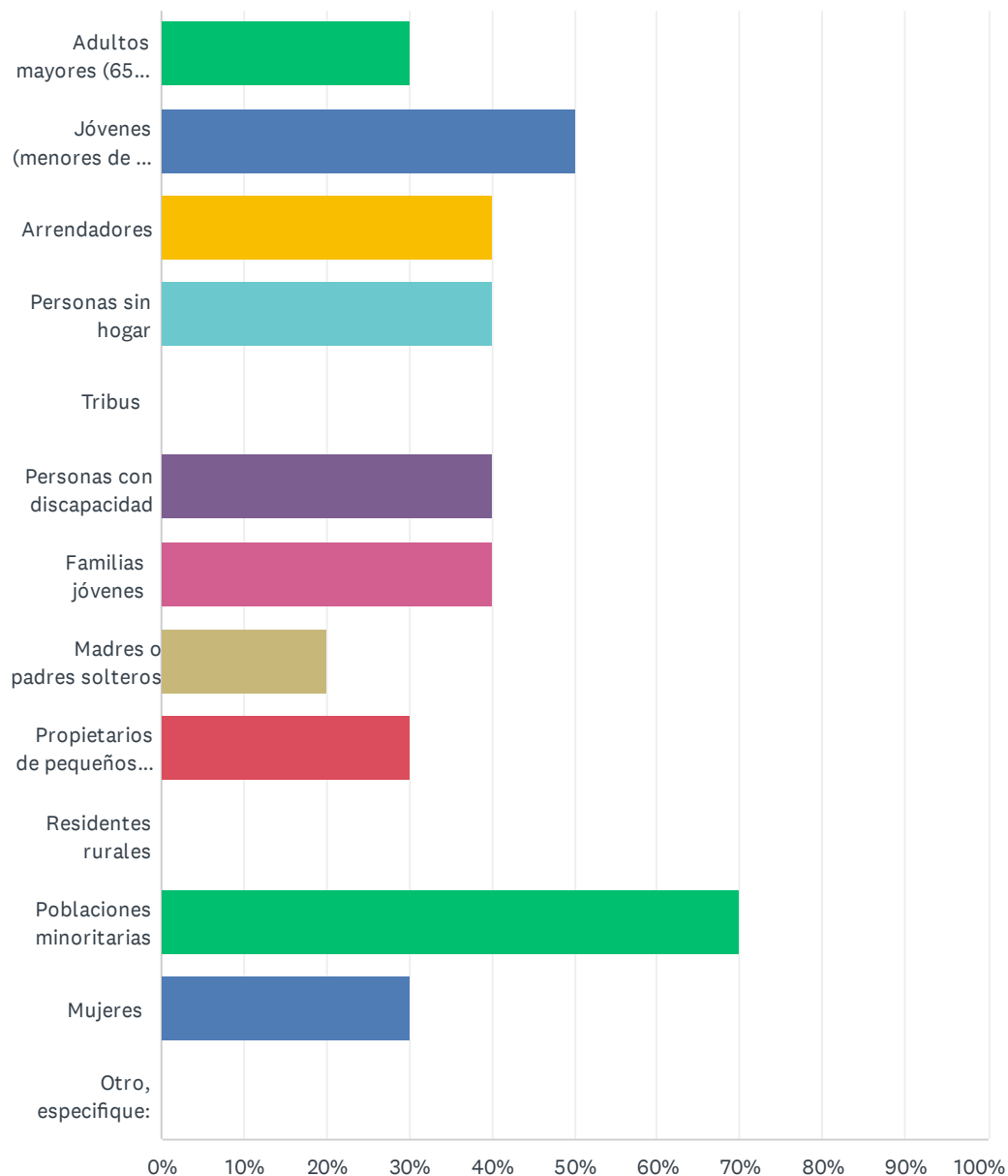
Encuesta Comunitaria de Desarrollo Económico
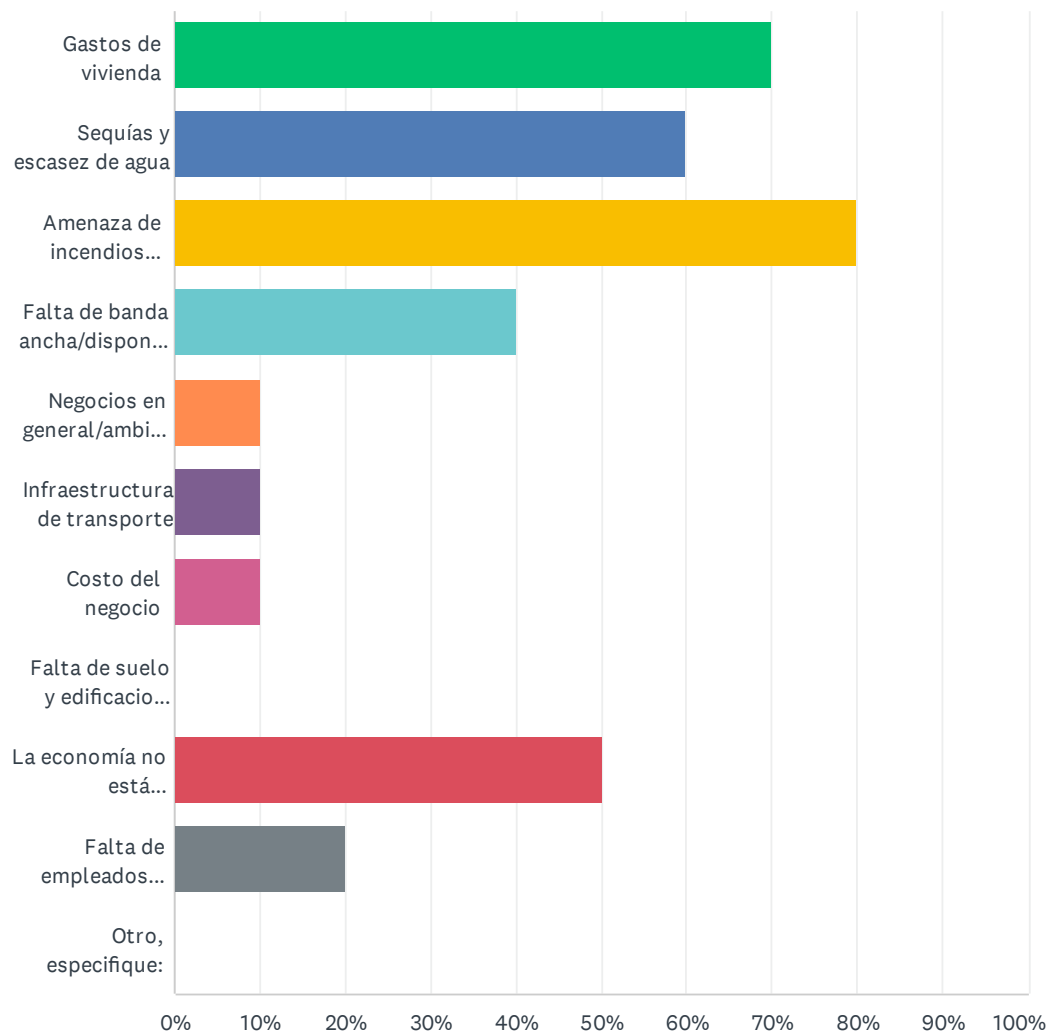
ANSWER CHOICES	RESPONSES	
Gastos de vivienda	70.00%	7
Sequías y escasez de agua	60.00%	6
Amenaza de incendios forestales y desastres naturales	80.00%	8
Falta de banda ancha/disponiblidad de internet en algunas áreas	40.00%	4
Negocios en general/ambiente de regulaciones	10.00%	1
Infraestructura de transporte	10.00%	1
Costo del negocio	10.00%	1
Falta de suelo y edificacios suficientes para desarrollar nuevos usos comerciales e industriales.	0.00%	0
La economía no está suficientemente diversificada	50.00%	5
Falta de empleados calificados	20.00%	2
Otro, especifique:	0.00%	0
Total Respondents: 10		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q7 ¿Qué poblaciones desatendidas podrían beneficiarse más de los esfuerzos de desarrollo económico y comunitario? Seleccione todas las que correspondan.

Answered: 10   Skipped: 5

ANSWER CHOICES	RESPONSES	
Adultos mayores (65 años y mayores)	30.00%	3
Jóvenes (menores de 18 años)	50.00%	5
Arrendadores	40.00%	4
Personas sin hogar	40.00%	4
Tribus	0.00%	0
Personas con discapacidad	40.00%	4
Familias jóvenes	40.00%	4
Madres o padres solteros	20.00%	2
Propietarios de pequeños negocios	30.00%	3
Residentes rurales	0.00%	0
Poblaciones minoritarias	70.00%	7
Mujeres	30.00%	3
Otro, especifique:	0.00%	0
Total Respondents: 10		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q8 ¿Cuáles son sus principales prioridades para el desarrollo económico de nuestra región? Seleccione hasta cinco.

Answered: 10   Skipped: 5
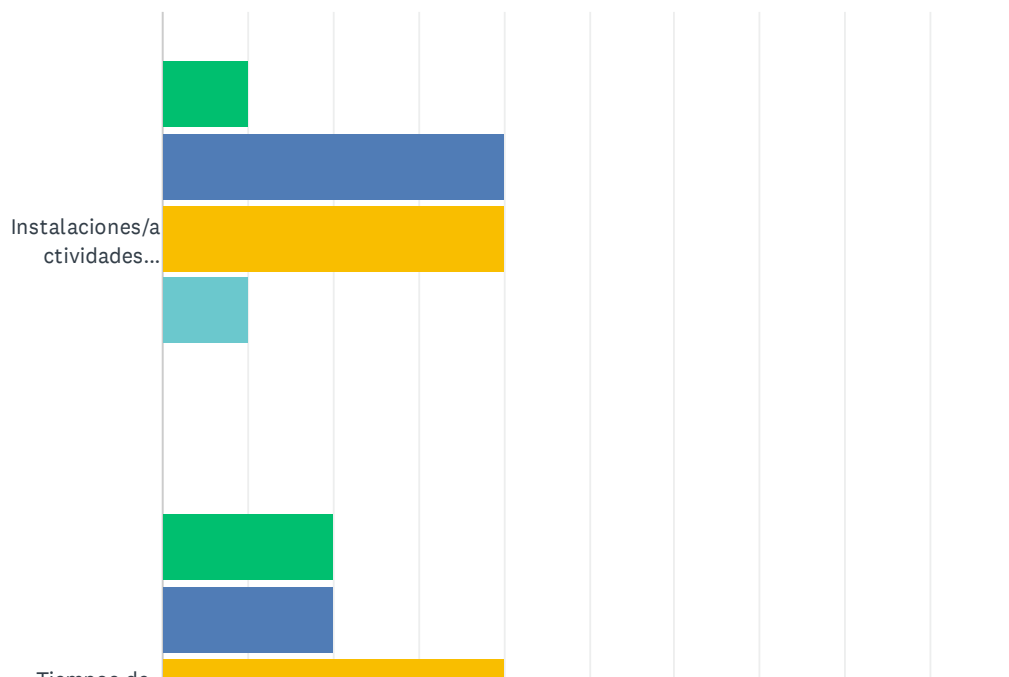
Encuesta Comunitaria de Desarrollo Económico

Acelerar la recuperación...	70%
Promover la resiliencia...	80%
Apoyar a las empresas...	30%
Atraer a nuevas empresas	80%
Diversificar la base...	50%
Brindar educación y...	40%
Abordar los altos costos...	80%
Apoyar a las comunidades...	30%
Apoyar a las comunidades...	50%
Apoyar las artes y la...	50%
Invertir en infraestruct...	40%
Mejorar la seguridad...	50%
Otro, especifique:	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
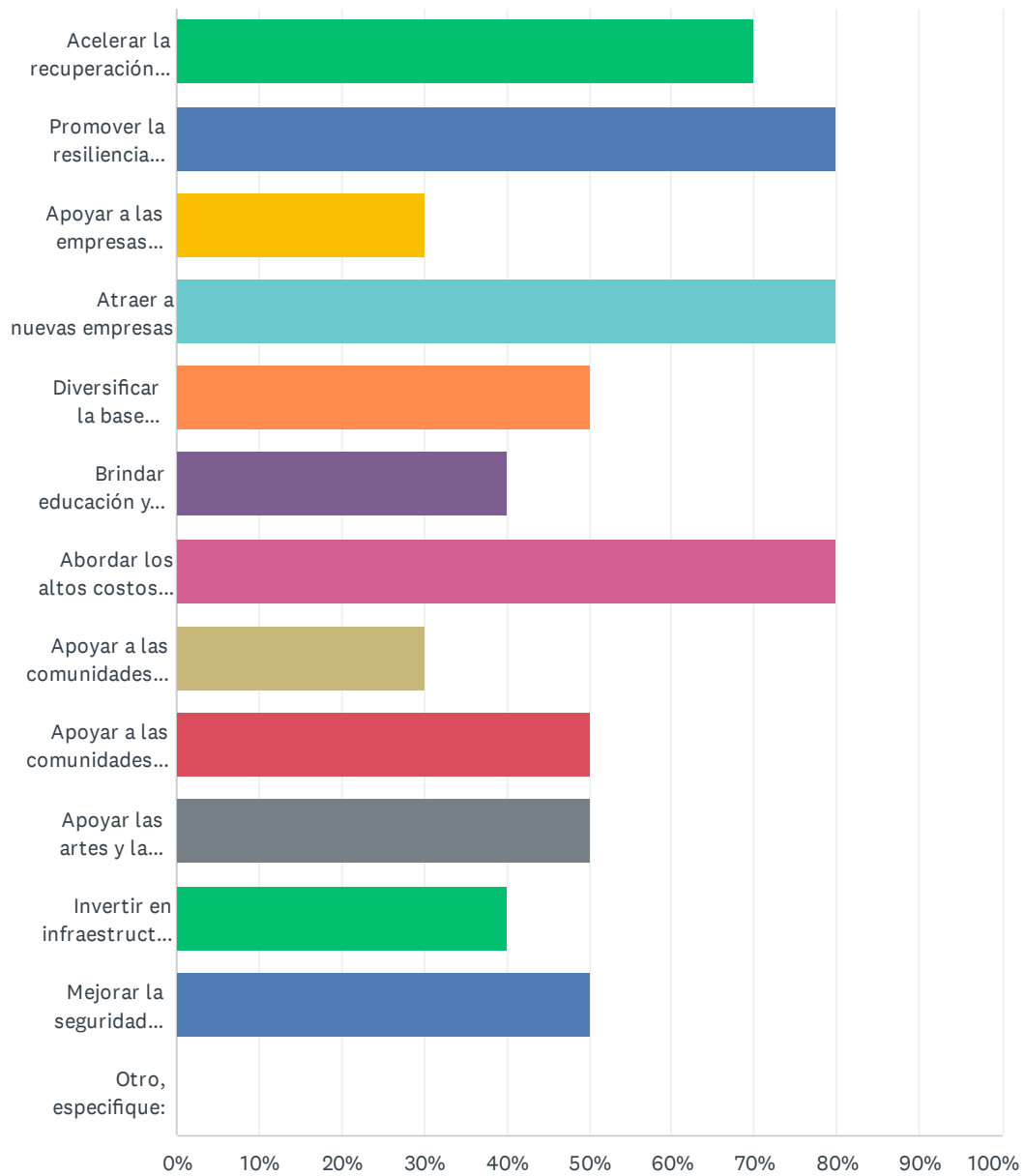
Encuesta Comunitaria de Desarrollo Económico

ANSWER CHOICES	RESPONSES	
Acelerar la recuperación de COVID-19	70.00%	7
Promover la resiliencia climática y ambiental (planeación y preparación para desastres naturales)	80.00%	8
Apoyar a las empresas actuales	30.00%	3
Atraer a nuevas empresas	80.00%	8
Diversificar la base económica	50.00%	5
Brindar educación y capacitación a la fuerza laboral	40.00%	4
Abordar los altos costos de la vivienda	80.00%	8
Apoyar a las comunidades rurales	30.00%	3
Apoyar a las comunidades pobres y desfavorecidas	50.00%	5
Apoyar las artes y la cultura	50.00%	5
Invertir en infraestructura (por ejemplo, transporte, agua/alcantarillado, banda ancha/internet)	40.00%	4
Mejorar la seguridad pública	50.00%	5
Otro, especifique:	0.00%	0
Total Respondents: 10		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q9 En una escala del 1 al 5, califique los siguientes aspectos sobre la calidad de vida en la región.
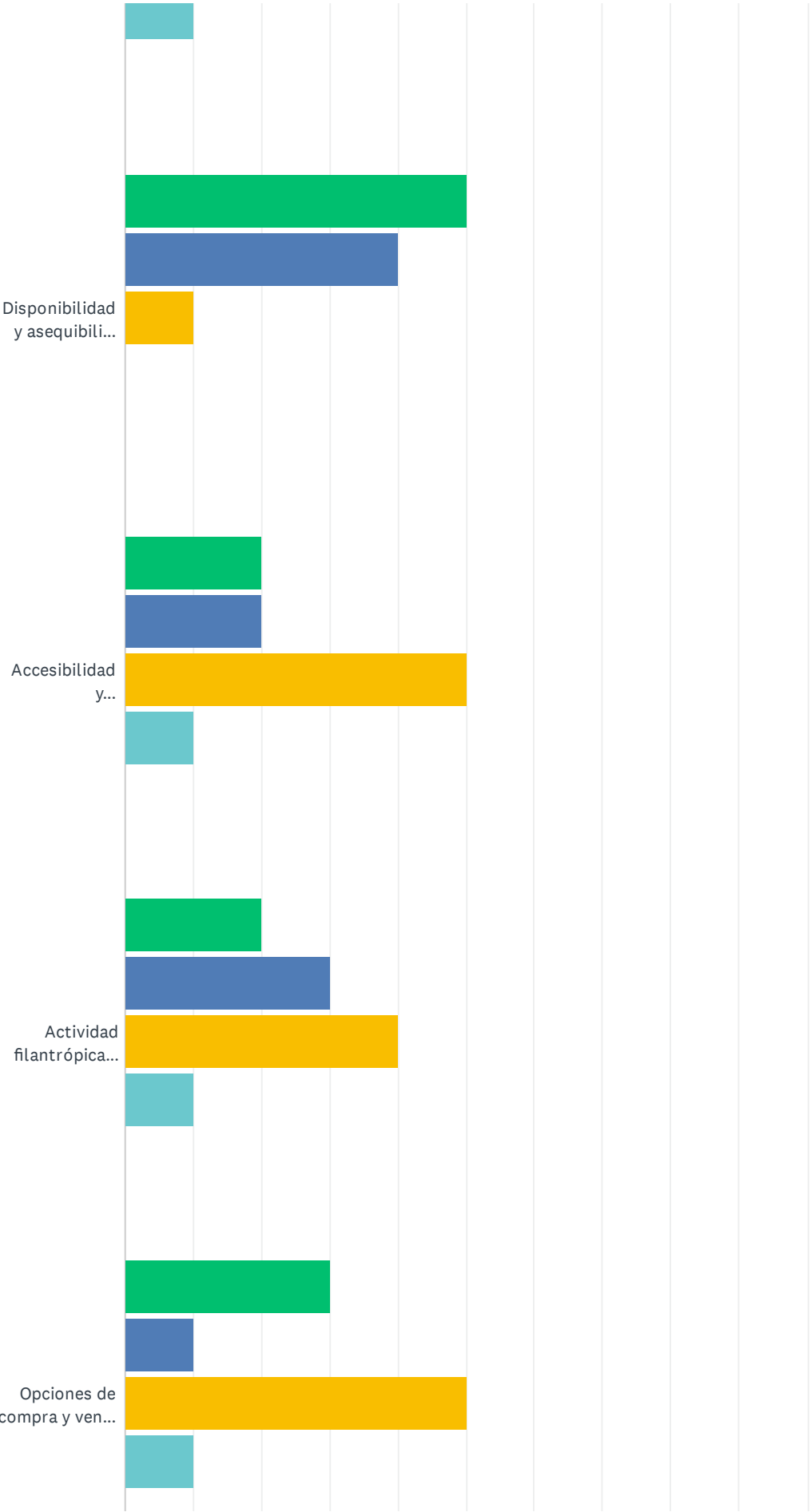
Answered: 10   Skipped: 5
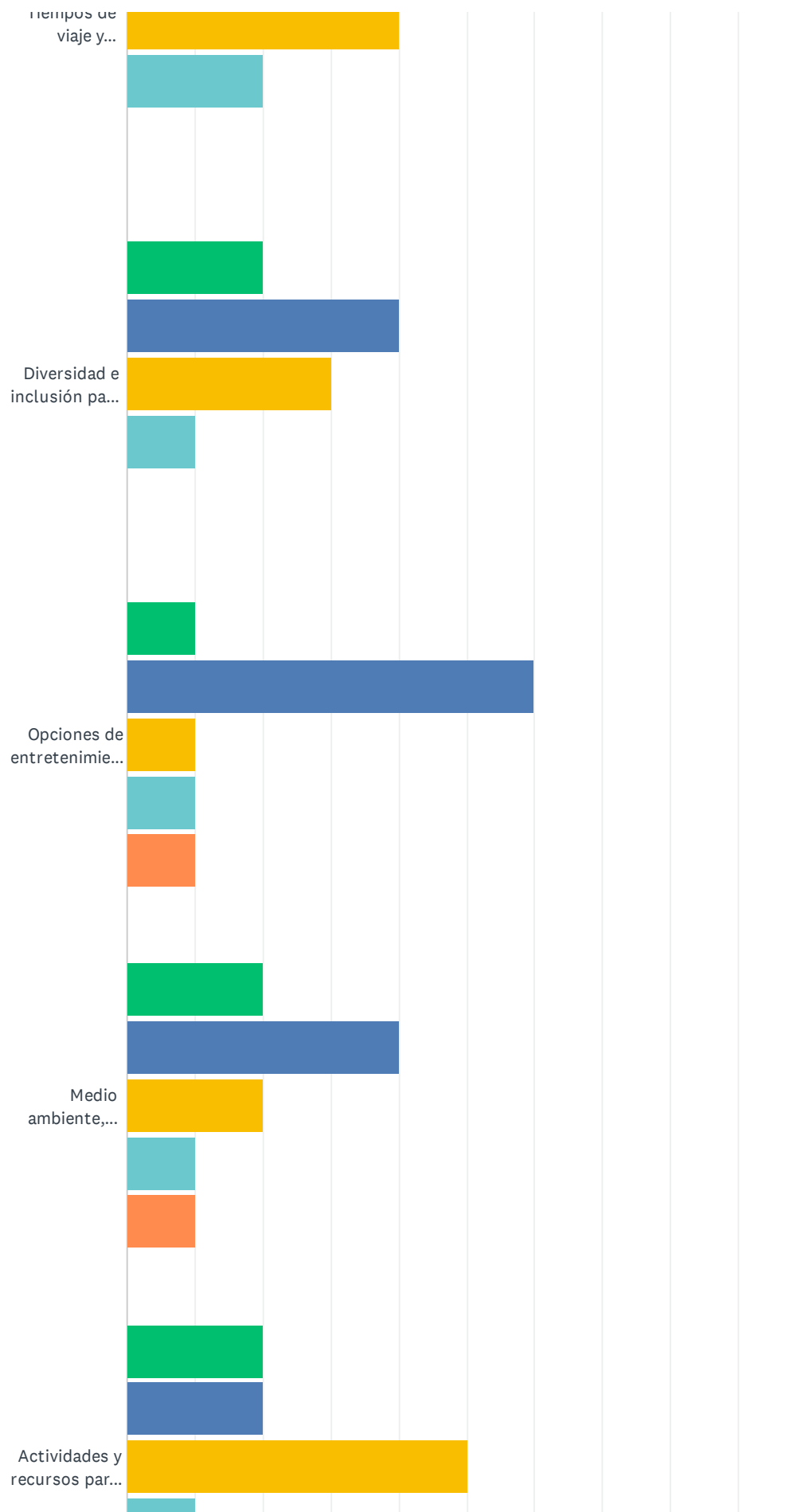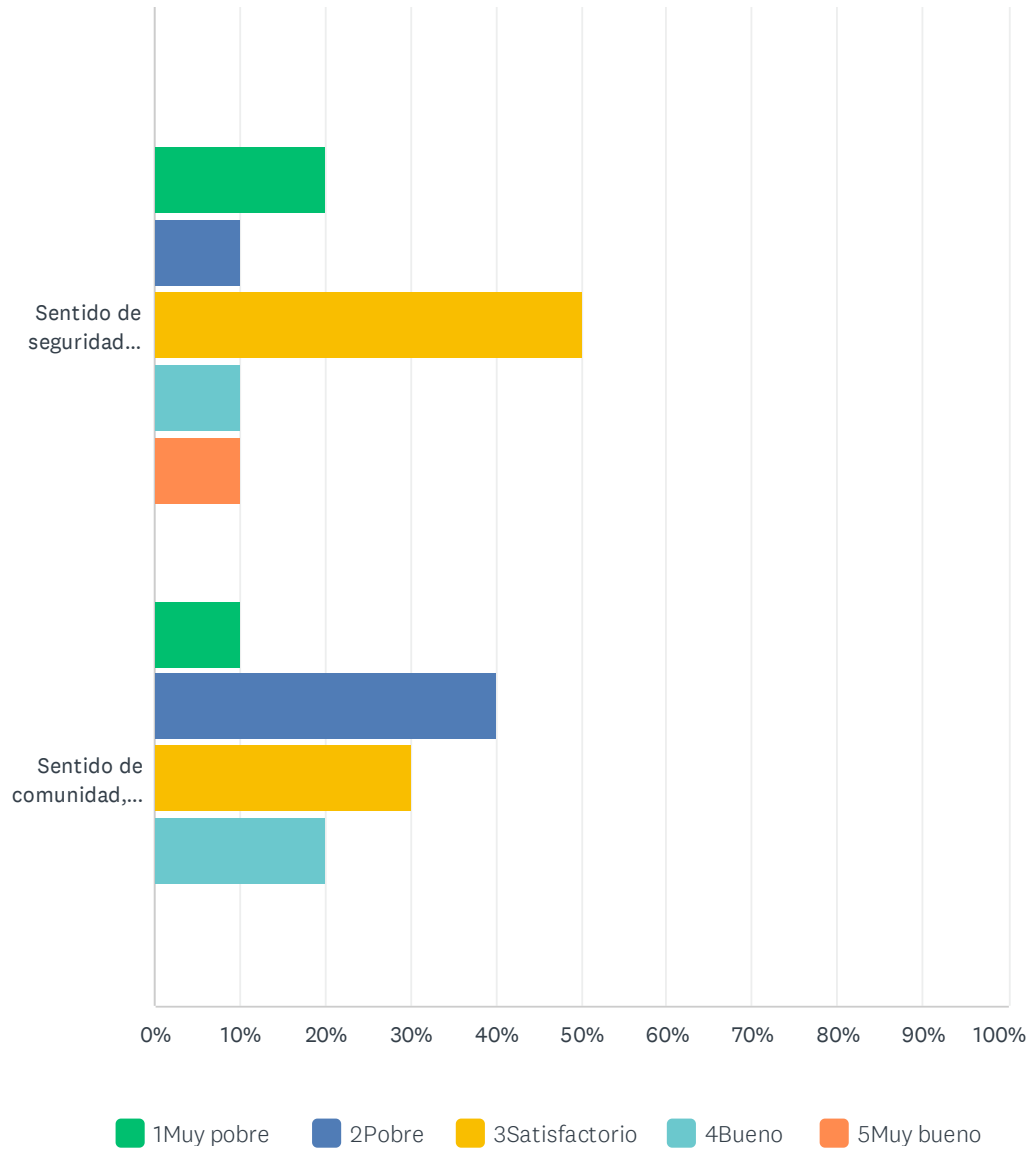
Encuesta Comunitaria de Desarrollo Económico

Encuesta Comunitaria de Desarrollo Económico

Disponibilidad y asequibili...

Accesibilidad y...

Actividad filantrópica...

Opciones de compra y ven...

Encuesta Comunitaria de Desarrollo Económico

Sentido de seguridad...

Sentido de comunidad,...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ 1Muy pobre ■ 2Pobre ■ 3Satisfactorio ■ 4Bueno ■ 5Muy bueno

	1MUY POBRE	2POBRE	3SATISFACTORIO	4BUENO	5MUY BUENO	TOTAL	WEIGHTED AVERAGE
Instalaciones/actividades artísticas y culturales	10.00% 1	40.00% 4	40.00% 4	10.00% 1	0.00% 0	10	2.50
Tiempos de viaje y opciones de transporte	20.00% 2	20.00% 2	40.00% 4	20.00% 2	0.00% 0	10	2.60
Diversidad e inclusión para todo tipo de personas	20.00% 2	40.00% 4	30.00% 3	10.00% 1	0.00% 0	10	2.30
Opciones de entretenimiento, vida nocturna y gastronomía	10.00% 1	60.00% 6	10.00% 1	10.00% 1	10.00% 1	10	2.50
Medio ambiente, recreación al aire libre y parques públicos	20.00% 2	40.00% 4	20.00% 2	10.00% 1	10.00% 1	10	2.50
Actividades y recursos para la familia y los niños	20.00% 2	20.00% 2	50.00% 5	10.00% 1	0.00% 0	10	2.50
Disponibilidad y asequibilidad de la vivienda	50.00% 5	40.00% 4	10.00% 1	0.00% 0	0.00% 0	10	1.60
Accesibilidad y disponibilidad de servicios humanos y sociales	20.00% 2	20.00% 2	50.00% 5	10.00% 1	0.00% 0	10	2.50
Actividad filantrópica y de desarrollo comunitario	20.00% 2	30.00% 3	40.00% 4	10.00% 1	0.00% 0	10	2.40
Opciones de compra y venta al por menor	30.00% 3	10.00% 1	50.00% 5	10.00% 1	0.00% 0	10	2.40
Sentido de seguridad personal y patrimonial	20.00% 2	10.00% 1	50.00% 5	10.00% 1	10.00% 1	10	2.80
Sentido de comunidad, conexión y participación cívica	10.00% 1	40.00% 4	30.00% 3	20.00% 2	0.00% 0	10	2.60

Q10 ¿Tiene ejemplos de su comunidad sobre programas, políticas o negocios que ejemplifiquen las mejores prácticas para la habitabilidad en la región?

Answered: 2   Skipped: 13

| #	RESPONSES	DATE
1	Ocupar esos espacios vacios y readaptarlos para vivienda.crear espacios de energia renovable.	9/14/2021 7:11 PM
2	La agricultura es buena pero los sueldos no.	8/30/2021 9:02 AM

Q11 ¿Tiene comentarios o sugerencias adicionales para mejorar la habitabilidad en nuestra región?

Answered: 2   Skipped: 13

#	RESPONSES	DATE
1	Abogar por fondos e invertir en fuentes de trabajos verdes	9/14/2021 7:11 PM

2	Construir más vivienda a costo menores.	8/30/2021 9:02 AM

Q12 ¿Tiene acceso a internet?

Answered: 10   Skipped: 5
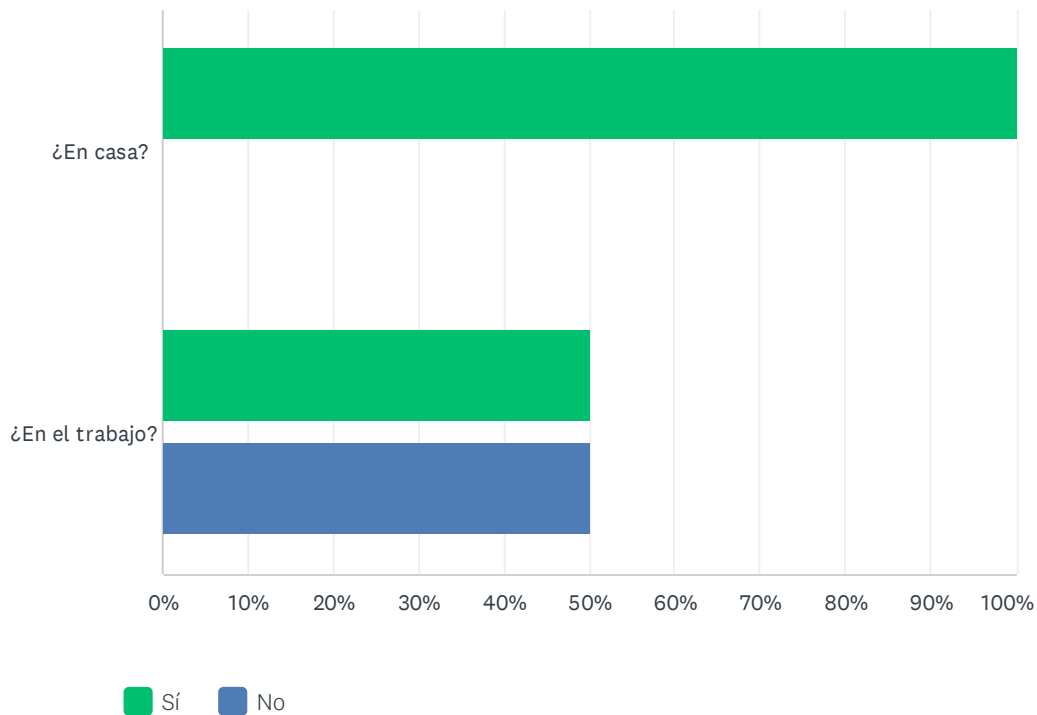
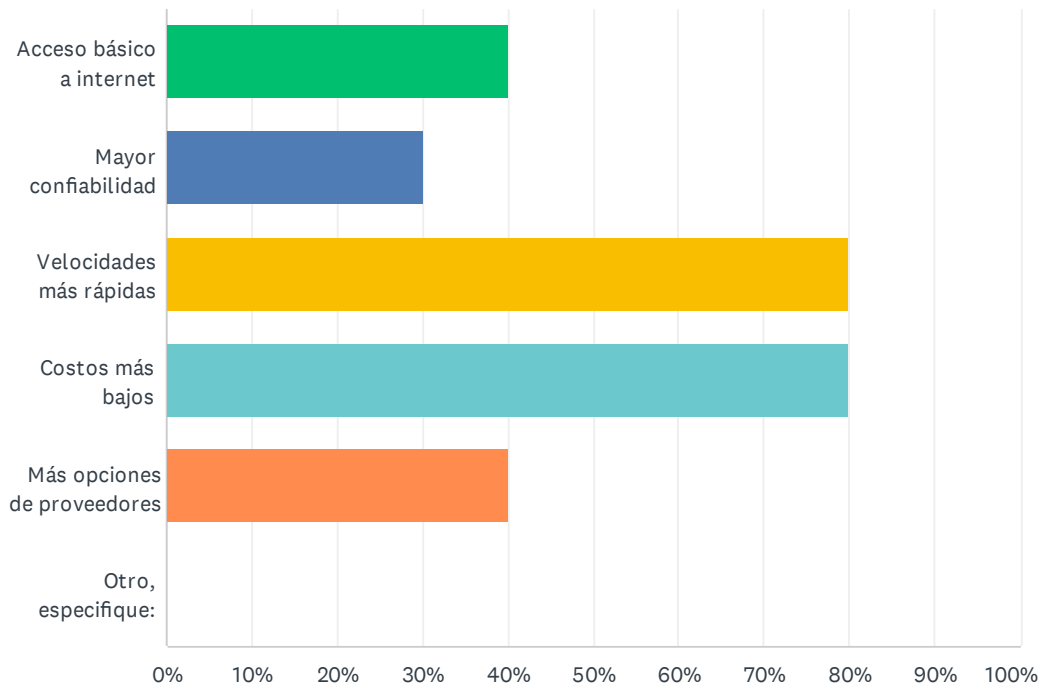|	SÍ	NO	TOTAL
¿En casa?	100.00% 10	0.00% 0	10
¿En el trabajo?	50.00% 4	50.00% 4	8

Q13 ¿Cuál de las siguientes opciones, si corresponde, mejoraría su experiencia en internet? Seleccione todas las que correspondan.

Answered: 10   Skipped: 5

ANSWER CHOICES	RESPONSES	
Acceso básico a internet	40.00%	4
Mayor confiabilidad	30.00%	3
Velocidades más rápidas	80.00%	8
Costos más bajos	80.00%	8
Más opciones de proveedores	40.00%	4
Otro, especifique:	0.00%	0
Total Respondents: 10		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q14 ¿Cuál de las siguientes habilidades digitales le gustaría mejorar, si es que tiene alguna? Seleccione todas las que correspondan.

Answered: 10   Skipped: 5
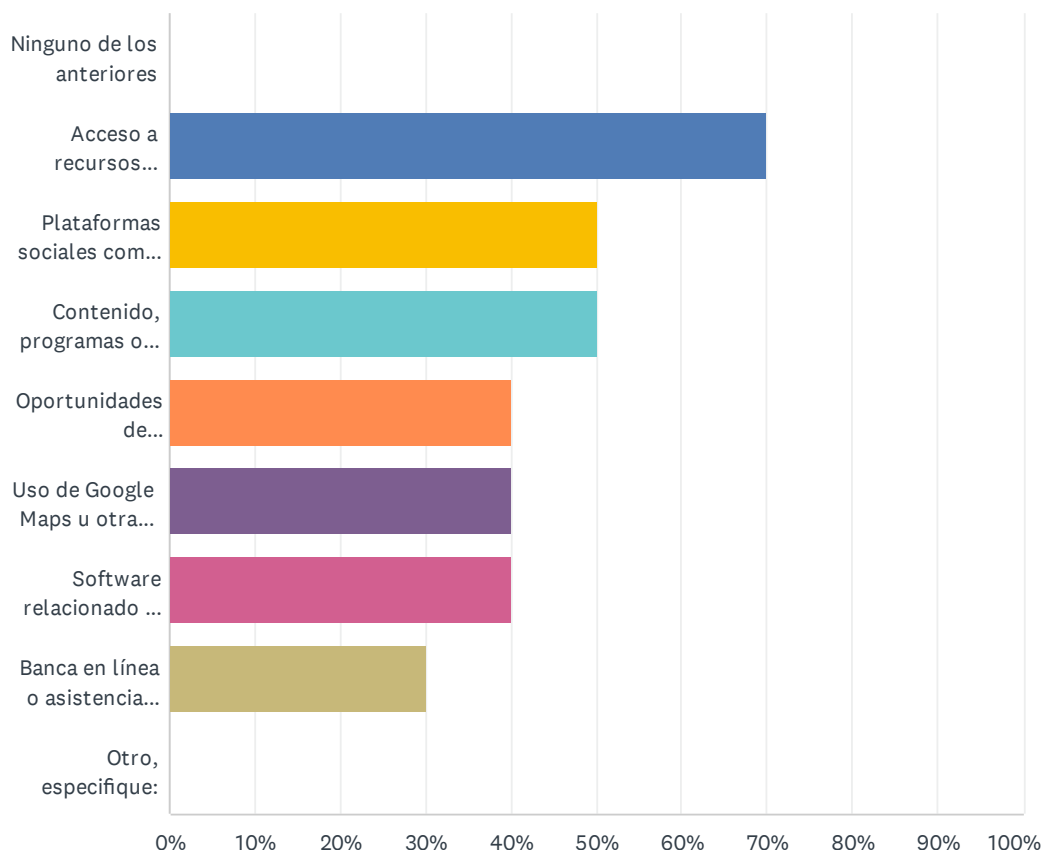
ANSWER CHOICES	RESPONSES	
Ninguno de los anteriores	0.00%	0
Acceso a recursos médicos y de salud en línea	70.00%	7
Plataformas sociales como mensajería instantánea, videollamadas y redes sociales	50.00%	5
Contenido, programas o clases educativas	50.00%	5
Oportunidades de entretenimiento, como leer libros a través de Kindle, escuchar música en Spotify o ver programas de televisión en tabletas	40.00%	4
Uso de Google Maps u otra información de transporte	40.00%	4
Software relacionado con el trabajo o herramientas de productividad como Word, PowerPoint, Excel, etc.	40.00%	4
Banca en línea o asistencia financiera	30.00%	3
Otro, especifique:	0.00%	0
Total Respondents: 10		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q15 ¿Tiene ejemplos en su comunidad sobre programas, políticas o negocios que ejemplifiquen mejores prácticas para la tecnología, la educación digital y la conectividad en la región?

Answered: 3   Skipped: 12

#	RESPONSES	DATE
1	La biblioteca	9/21/2021 6:57 AM
2	Internet gratis para todo el condado	9/14/2021 7:15 PM
3	Necesitamos clases de seguridad en el internet.	8/30/2021 9:56 AM

Q16 ¿Tiene comentarios o sugerencias adicionales para mejorar la tecnología, la educación digital y la conectividad en nuestra región?

Answered: 2   Skipped: 13

#	RESPONSES	DATE
1	Incluir a todxs en la educasion y acceso sobre manejo de las redes sociales	9/14/2021 7:15 PM
2	Necesitamos red 5G.	8/30/2021 9:56 AM

Q17 ¿Cuáles son las mayores amenazas para la resiliencia en la región? Seleccione todas las que correspondan.

Answered: 9   Skipped: 6

Encuesta Comunitaria de Desarrollo Económico
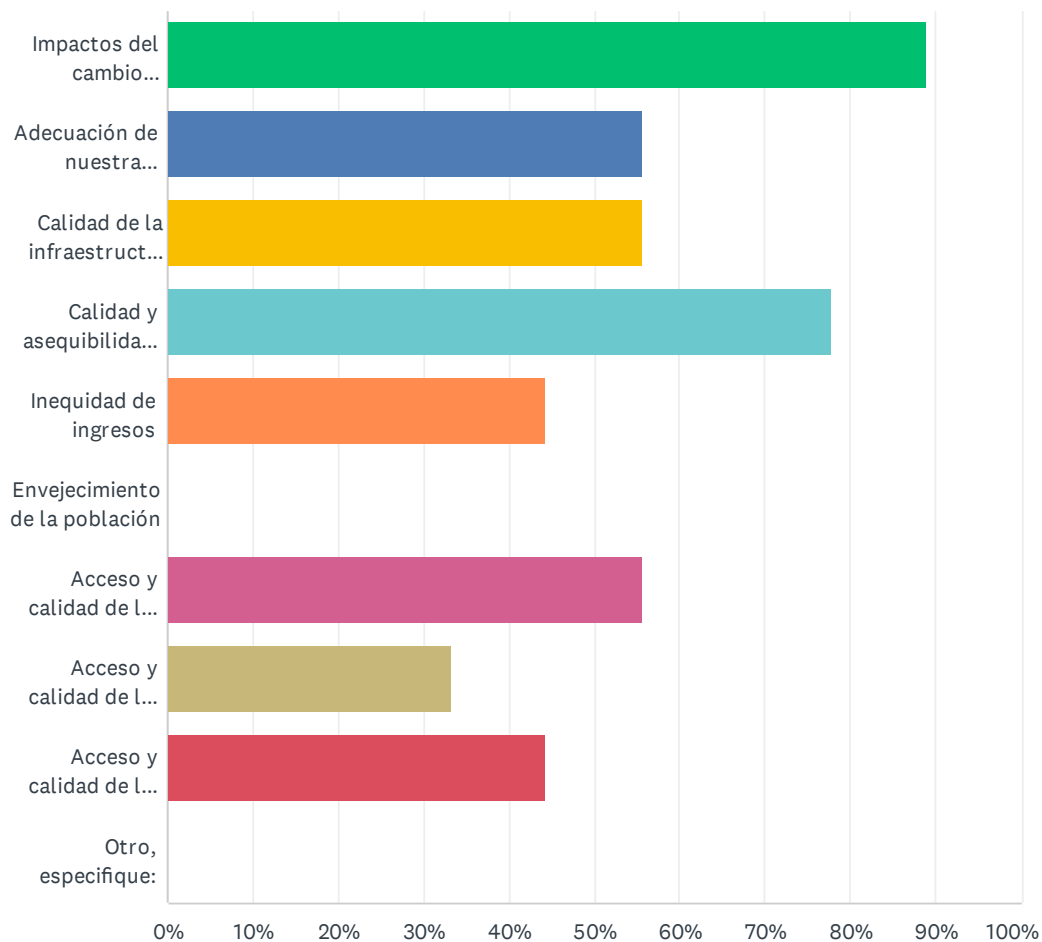
ANSWER CHOICES	RESPONSES	
Impactos del cambio climático (por ejemplo, incendios forestales, sequías, fenómenos meteorológicos extremos, aumento del nivel del mar, etc.)	88.89%	8
Adecuación de nuestra respuesta a desastres naturales o crisis económicas	55.56%	5
Calidad de la infraestructura (por ejemplo, transporte, agua/alcantarillado, banda ancha/internet)	55.56%	5
Calidad y asequibilidad de la vivienda	77.78%	7
Inequidad de ingresos	44.44%	4
Envejecimiento de la población	0.00%	0
Acceso y calidad de la atención médica	55.56%	5
Acceso y calidad de la educación (K-12)	33.33%	3
Acceso y calidad de la educación, posterior al bachillerato	44.44%	4
Otro, especifique:	0.00%	0
Total Respondents: 9		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q18 ¿A qué proyectos de planeación para desastres o resiliencia ambiental daría prioridad? Seleccione hasta tres.

Answered: 9   Skipped: 6
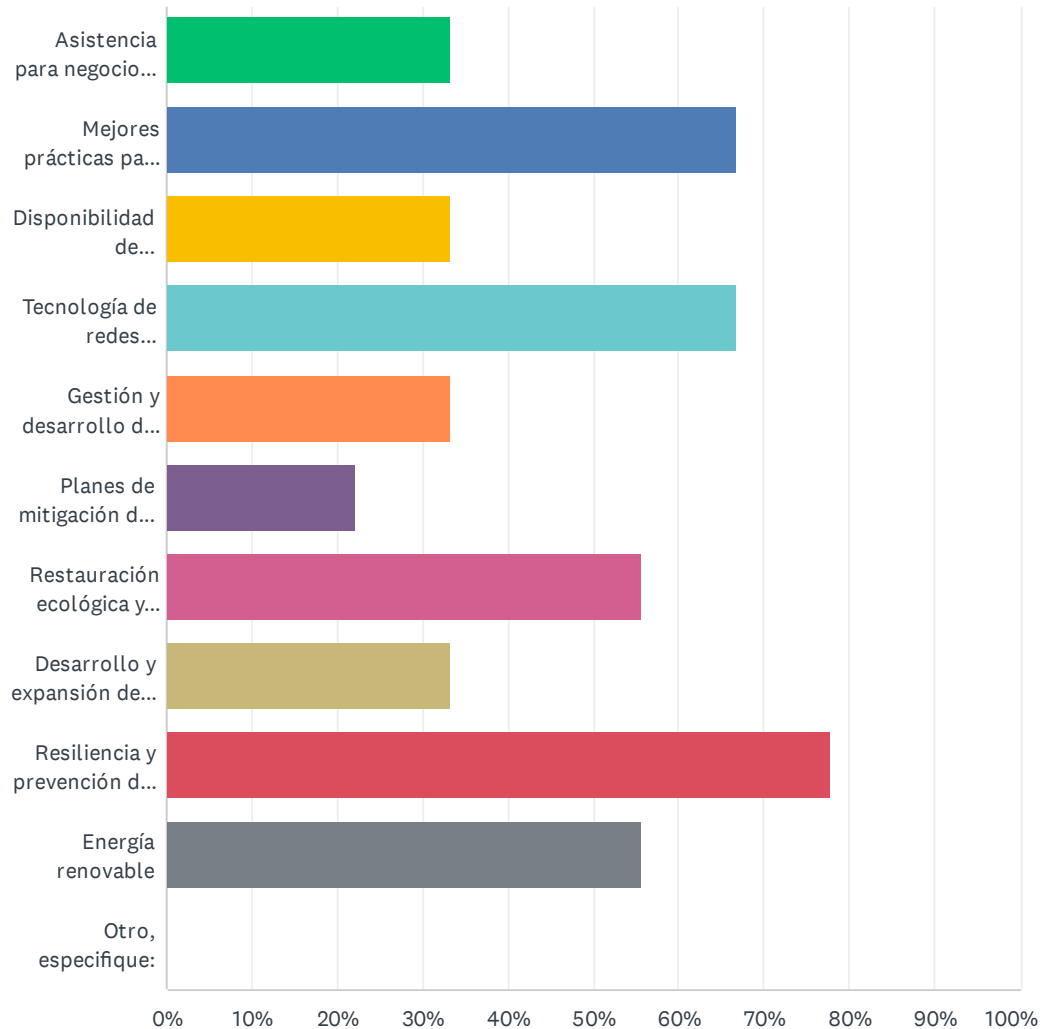
ANSWER CHOICES	RESPONSES	
Asistencia para negocios amenazados con cierres debido a desastres	33.33%	3
Mejores prácticas para la recuperación de desastres en comunidades rurales	66.67%	6
Disponibilidad de comunicaciones bidireccionales por radio de emergencia (GMRS/HAM, sus siglas en inglés) para la comunicación cuando fallen otras modalidades	33.33%	3
Tecnología de redes inteligentes	66.67%	6
Gestión y desarrollo de los recursos hídricos	33.33%	3
Planes de mitigación de peligros locales/tribales	22.22%	2
Restauración ecológica y paisajística	55.56%	5
Desarrollo y expansión de refugios de emergencia	33.33%	3
Resiliencia y prevención de incendios forestales	77.78%	7
Energía renovable	55.56%	5
Otro, especifique:	0.00%	0
Total Respondents: 9		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q19 En una escala del 1 al 5, ¿cómo calificaría la capacidad de recuperación de la región —la capacidad para prepararse, resistir y recuperarse de desastres naturales o crisis económicas?

Answered: 9   Skipped: 6
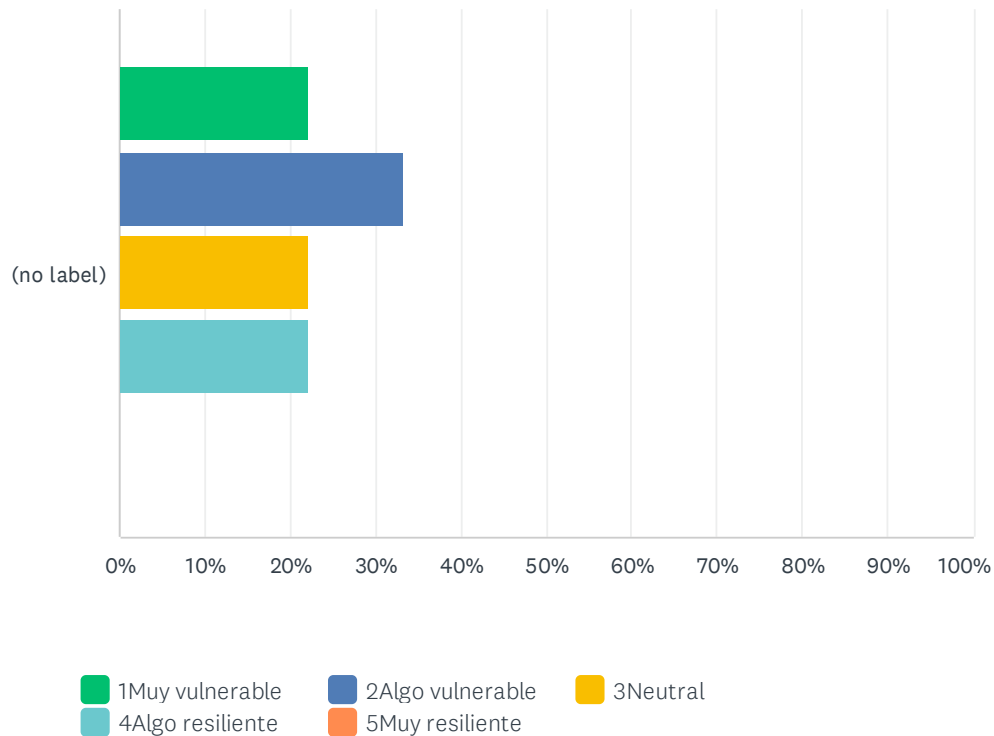
	1MUY VULNERABLE	2ALGO VULNERABLE	3NEUTRAL	4ALGO RESILIENTE	5MUY RESILIENTE	TOTAL	WEIGHTED AVERAGE
(no label)	22.22% 2	33.33% 3	22.22% 2	22.22% 2	0.00% 0	9	2.44

Q20 ¿Tiene ejemplos en su comunidad sobre programas, políticas o negocios que ejemplifiquen las mejores prácticas para la resiliencia económica y ambiental, así como la preparación para desastres en la región?

Answered: 2   Skipped: 13

#	RESPONSES	DATE
1	La biblioteca	9/21/2021 7:02 AM
2	Ofrecer mejores becas para emprender negocios.	8/30/2021 10:00 AM

Q21 ¿Tiene comentarios o sugerencias adicionales para mejorar la resiliencia económica y ambiental, así como la preparación para desastres en nuestra región?

Answered: 1   Skipped: 14

#	RESPONSES	DATE

Q22 ¿Es propietario o gerente de un negocio en el condado de Sonoma o de Mendocino?

Answered: 9   Skipped: 6
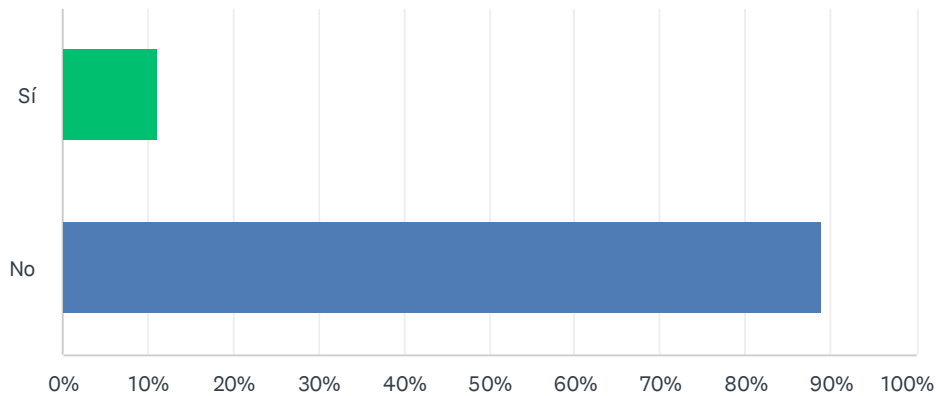
ANSWER CHOICES	RESPONSES	
Sí	11.11%	1
No	88.89%	8
TOTAL		9

Q23 En una escala del 1 al 5, ¿en qué medida satisface la región las necesidades de su negocio en las siguientes áreas?

Answered: 0   Skipped: 15

⚠ No matching responses.

	1MUY POBRE	2POBRE	3SATISFACTORIO	4BUENO	5MUY BUENO	SIN RESPUESTA	TOTAL	WEIGHTED AVERAGE
Preparación de la fuerza laboral (disponibilidad, habilidades de su fuerza laboral)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Niveles salariales o costos laborales	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Apoyo empresarial (talleres para pequeños negocios y otra asistencia técnica)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Financiamiento empresarial	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Disponibilidad y precio del espacio comercial	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Disponibilidad y precio del espacio industrial	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Costos de servicios públicos	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Gastos de aseguranza	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Entorno general de regulación empresarial	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Infraestructura de transporte	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Disponibilidad de vivienda y costos para la mano de obra	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00
Disponibilidad de banda ancha	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00

Q24 ¿Se siente bien informado sobre la asistencia empresarial y financiera disponible para usted?

Answered: 0   Skipped: 15

⚠ No matching responses.

ANSWER CHOICES	RESPONSES	
Sí	0.00%	0
No	0.00%	0
TOTAL		0

Q25 ¿Qué industrias o tendencias existentes o emergentes podrían beneficiar más a nuestra región y a nuestra economía? Seleccione hasta tres.

Answered: 0   Skipped: 15

⚠ No matching responses.

ANSWER CHOICES	RESPONSES	
Tecnología agrícola	0.00%	0
Cuidado de la salud	0.00%	0
Cuidado infantil	0.00%	0
Educación/entrenamiento	0.00%	0
Ecoturismo/agroturismo	0.00%	0
Espacios de trabajo comunal	0.00%	0
Transporte/logística	0.00%	0
Servicios de tecnología de la información	0.00%	0
Energía alternativa/renovable	0.00%	0
Alojamiento/turismo	0.00%	0
Arte, cultura, y entretenimiento	0.00%	0
Construcción de viviendas modulares	0.00%	0
Otro, especifique:	0.00%	0
Total Respondents: 0		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q26 Como propietario de un negocio, ¿qué habilidades digitales le gustaría adquirir? Uso de tecnología para:

Answered: 0   Skipped: 15

⚠ No matching responses.

ANSWER CHOICES	RESPONSES	
Creación de sitios web	0.00%	0
Plataforma de órdenes o venta al menudeo en línea	0.00%	0
Mercadotecnia y redes sociales	0.00%	0
Programación y solución de problemas	0.00%	0
Seguridad y gestión de datos	0.00%	0
Otro, especifique:	0.00%	0
Total Respondents: 0		

#	OTRO, ESPECIFIQUE:	DATE
	There are no responses.	

Q27 ¿Tiene ejemplos en su comunidad sobre programas, políticas o negocios que ejemplifiquen las mejores prácticas para apoyar y expandir negocios e industrias en la región?

Answered: 0   Skipped: 15

#	RESPONSES	DATE
	There are no responses.	

Q28 ¿Tiene comentarios o sugerencias adicionales para apoyar y expandir negocios e industrias en nuestra región?

Answered: 0   Skipped: 15

#	RESPONSES	DATE
	There are no responses.	

Q29 ¿Tiene comentarios o sugerencias adicionales para mejorar la habitabilidad y promover las perspectivas empresariales en la región de los dos condados, Mendocino y Sonoma?

Answered: 1   Skipped: 14

#	RESPONSES	DATE
1	Mejor alcance a la gente latina para emprender negocios.	8/30/2021 10:01 AM

Q30 ¿Cuál es su edad?

Answered: 7   Skipped: 8

#	RESPONSES	DATE
1	54	9/21/2021 7:04 AM
2	59	8/30/2021 10:01 AM
3	40	8/27/2021 9:36 PM
4	45	8/27/2021 6:14 PM
5	42	8/24/2021 9:56 PM
6	33	8/23/2021 7:42 PM
7	40	8/23/2021 7:40 PM

Q31 ¿Cómo describiría su identidad racial o étnica? Seleccione todas las que correspondan.

Answered: 7   Skipped: 8
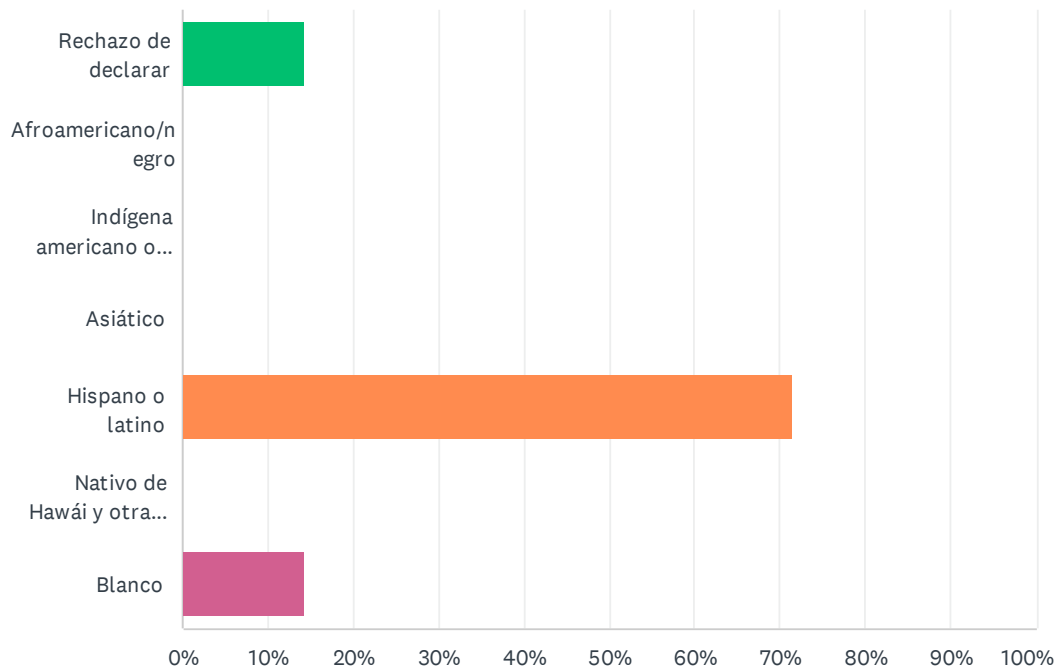
ANSWER CHOICES	RESPONSES	
Rechazo de declarar	14.29%	1
Afroamericano/negro	0.00%	0
Indígena americano o nativo de Alaska	0.00%	0
Asiático	0.00%	0
Hispano o latino	71.43%	5
Nativo de Hawái y otras islas del Pacífico	0.00%	0
Blanco	14.29%	1
Total Respondents: 7		

Q32 ¿Cual es su ingreso anual?

Answered: 7   Skipped: 8
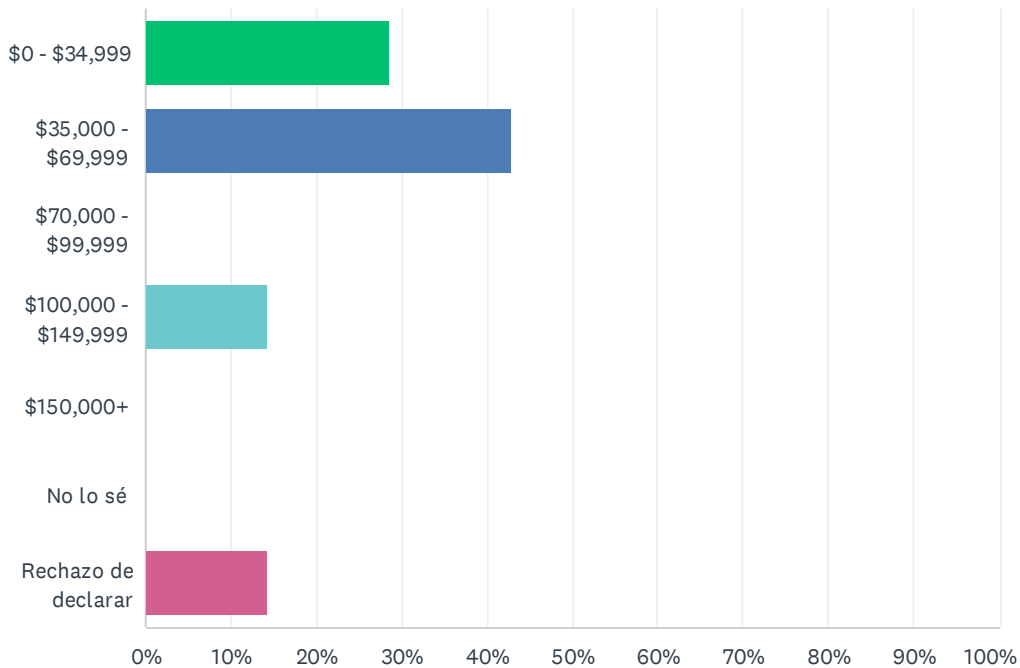
ANSWER CHOICES	RESPONSES	
$0 - $34,999	28.57%	2
$35,000 - $69,999	42.86%	3
$70,000 - $99,999	0.00%	0
$100,000 - $149,999	14.29%	1
$150,000+	0.00%	0
No lo sé	0.00%	0
Rechazo de declarar	14.29%	1
TOTAL		7

Q33 ¿Está interesado en unirse a la lista de correo de SMEDD?

Answered: 1   Skipped: 14

ANSWER CHOICES	RESPONSES	
Name	0.00%	0
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email	100.00%	1
Phone Number	0.00%	0

#	NAME	DATE
	There are no responses.	
#	COMPANY	DATE
	There are no responses.	
#	ADDRESS	DATE
	There are no responses.	
#	ADDRESS 2	DATE
	There are no responses.	
#	CITY/TOWN	DATE
	There are no responses.	
#	STATE/PROVINCE	DATE

There are no responses.

#	ZIP/POSTAL CODE	DATE
	There are no responses.	

#	COUNTRY	DATE
	There are no responses.	

#	EMAIL	DATE
1	jorova1@msn.com	8/30/2021 10:02 AM

#	PHONE NUMBER	DATE
	There are no responses.	

Appendix C: Community Meeting Padlet Results

Livability

SMEDD Community Think Tank - Click the (+) under each project's column to leave comments. For each project, please consider the following questions: In your view, would this project have a meaningful impact in our two-county region? Are there examples or best practices for this type of project that you're aware of and that we can learn from? How can we ensure that a project like this furthers our equity objectives?

RREN13 SEP 01, 2021 12:14AM

1. Rural Community Development

Advocate for rural community center growth and infrastructure investment

What are the governmental costs to build a home? Before you even break down? — **ANONYMOUS**

This is a big deal in Mendocino County and coastal Sonoma in terms of the agricultural communities: we need to support our farmers.

build farm workers housing in unincorporated former community centers — **ANONYMOUS**

This is tricky as important to not encourage or subsidize sprawl into rural areas, yet community centers are important. Might be best to focus on improvements to existing facilities such as Grange halls, churches that are open to the community, existing parks, etc.

create regular-seasonal fire suppression camps, build a permanent function into our recurring crises, build out permanent housing — **ANONYMOUS**

There is a lack of workforce on the coast. Crafts people are needed. As schools shrink and to save them, "magnetize" them. Create learning that fits the communities they are in.

Robust Broadband will be needed for crafts people to market and sell their products. — **6ZBSB9KSCN**

Remove barriers to new construction

We desperately need more housing and clear pathways for first time home owners to build their own homes.

Have several permitted approved home plans which first time builders can utilize and minimize permitting costs. — **6ZBSB9KSCN**

include plans for graywater and rainwater systems too - empowering new residents to partake is water re-use solutions — **ANONYMOUS**

Dense Rural Development

I visited the Occidental Arts and Ecology Center and I think they have an ingenious landscape design concept for rural development. Instead of taking the 80 acre property they owed and subdividing it into 8-10 acre private properties that have a fence in between them (destroying the ecosystem), they put all the homes on a few acres and they all enjoy 70+ acres of preserved land. There would be increased efficiencies like;

- Savings in infrastructure costs because the utilities are in one area instead of being spread out - roads, water, energy, internet, etc.
- Creates a pocket to focus defensible space and other services to.

- May allow for better developed rural town-centers with walkability.
- Better stewardship and preservation of open spaces and wild lands
- and more.

2. Expand Regional Policy and Advocacy Efforts

Monitor and influence policy landscape in support of economic resiliency and development.

Need a more diverse economy. Too tourism focused which lacks the pay scale needed to live here. Need better paying jobs and industries. — **ANONYMOUS**

Need a lead agency in Mendocino County to coordinate an ED effort. We also need a county staff person with responsibility for ED. WE have no focus.

How are we working to build programs that support businesses and nonprofits? How do we ensure our businesses and nonprofit services grow and support each other? — **ANONYMOUS**

As funding is often population based how to we advocate for equity since it take more time and more resources to spark business and economic growth in regions were there are not the "people" and those here are aging

3. Increase Workforce Housing

Advocate for regional approaches to workforce housing to attract and retain families and address the region's labor shortage.

I agree with building next to transit, and buliding up. Access is important would like to see more elevators in multilevel housing. — **ANONYMOUS**

Alternative Financing for ADUs. Or a loan that incorporates the future rental income in underwriting to help homeowners qualify for financing to add an ADU to their backyard or covert a part of their home or garage for workforce housing. — **ANONYMOUS**

Challenge in building "workforce" vs "affordable" is lack of funding to address shortfalls from market rate. How to address this regionally? — **ANONYMOUS**

Prob the most critical need

Need to watch the definition of workforce housing

True - used interchangeably with "affordable" too often. Both need to be addressed. — **ANONYMOUS**

Incentives or direct build?

Would you plan on doing this by providing incentives for private companies to provide more supply or having an agency build and manage the housing?

Streamline Govt. process for development

The challenge of moving a project forward is daunting for anyone looking to do a project. An Ombudsman to help shepherd projects through (an advocate for the project) is needed.

Focus on re purposing commercial and retail building in city centers. Would make great apartments.

Alternative Financing

Alternative Financing for ADUs. I.e. a loan that incorporates the future rental income in underwriting to help homeowners qualify for financing to add an ADU to their backyard or covert a part of their home or garage for workforce housing.

Perhaps the new State Bank can be a major low cost lender?
— 6ZBSB9KSCN

YES! I think sweet spot for a mutually profitable loan product that I believe would get a lot of demand is a subordinated loan with a 10-20 year term and a 8-12% interest rate, which includes the income in the underwriting to help homeowners qualify. This same thing can be applied to renewable energy loans, water catchment systems, etc., which still have dramatically short terms and don't incorporate the "future savings." This could also help my/our generation access housing (if I could, I would get a mortgage, convert the garage into a living space for myself, and then use the rent from the home as a way to enter the market). — ANONYMOUS

Vacation rental and long term rentals are out of balance. Incent long term rental building with tax holidays and express permitting process for long term rental commitment. Allow ADUs.

Gap housing

Lots of talk about low income and "affordable" housing. What about the GAP folks?

ADU Garage Conversions

I think there are distinct ADU projects that have similar characteristics (complexity and cost) from property to property (new construction, additions/expansions, internal conversions, and garage conversions). Garages are among the cheapest conversions with companies in LA doing them for about 50,000 for a full 400sq.ft. studio - people rent bedrooms for 1,000/month.

Applicant: Schuyler Dietz

A. QUICK PITCH
Here is your opportunity to establish a strong first impression. Any summary of your proposal should stand-alone—please avoid jargon and assume that the reader is not yet versed in the technical aspects of your strategy. Convince any reader that you're confident in your solution and persuade them to want to read more.

PROPOSAL TITLE (25 words)
Provide a single statement that describes your overall proposal.

We lease two-car detached garages from single family homeowners and convert them into small, affordable studio homes suitable for one or two people.

EXECUTIVE SUMMARY (75 words)
Provide a concise summary of the most powerful aspects of your proposal. Keep your summary to one paragraph. We may use this content to describe the most promising solutions on our website.

We're pioneering the institutional development of affordable housing leveraging new ADU rules. We would like to place full-time employed, low acuity homeless people in at least 15% of our units. The County would not incur project or construction risk. With this grant we'll discover how much incentive is required to convince homeowners to embrace

United-Dwelling-LLC-2018-HIC-application.pdf
PDF document
WWW.HOUSINGINNOVATIONCHALLENGE.COM

4. Expand Childcare

Take a regional approach to expanding childcare.

support the co-location and development of elder care facilities with childcare — ANONYMOUS

Improve childcare wage scale. — ANONYMOUS

We need to ensure that there are remote/virtual learning environments for kids under 12 years old until vaccines available. Leaving it to the discretion of each school leads to disjointed support. — ANONYMOUS

explore services that could help transport children to and from home — ANONYMOUS

5. Create Community Hubs

Pilot a community/ technology hub in an underserved area to create a gathering place for youth, training, computer/Internet access, community meetings, childcare, public safety hubs, commercial kitchens
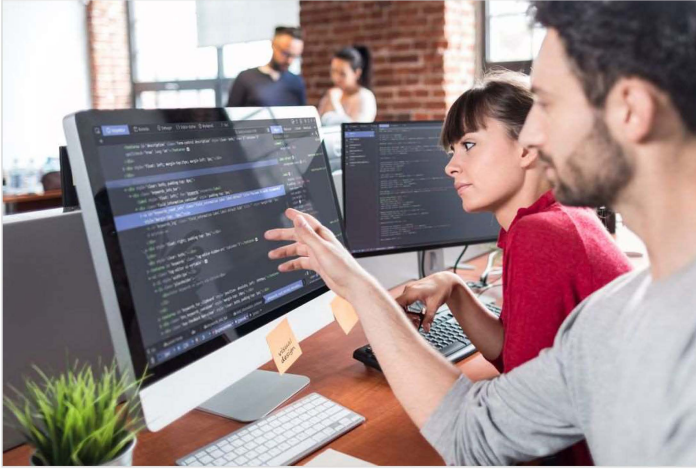
Really like this idea. Could it be mobile? — **ANONYMOUS**

connect with other districts to identify existing hubs and have each location on an interactive map! what does each location offer, how can people support and maintain, and then how can people help expand — **ANONYMOUS**

Critical to have mobile hubs to reach northern Mendocino County

Food must be included

Sonoma Co. UCCE has submitted a grant for regional hubs for disaster preparedness and response which includes support for grassroots groups, including local farmers, who have stepped up to feed our communities during disaster. Would be good to connect with them regarding these efforts.

Mobile Hub

Monterey County has a Mobile Technology Hub which is available fo lease by other neighboring counties for training purposes

6. Health Care Facilities

Advocate for the development of a new regional-serving health facility to improve access to health care.

Health care isn't accessible if regional creates a situation where people are forced to travel great distances to get health care. This idea isn't fully thought out. — **ANONYMOUS**

Have we considered mobile health care for basic needs - vaccinations, physicals, etc.?

Work to make these facilities multi-lingual. consider other health services that are not just western medicine. identify organizations that may already be doing the work and can share knowledge — **ANONYMOUS**

Preventative Health Care

Healthcare cost will never go down if we don't address the food and preventative care measures. We desperately need a healthcare sector that works to reduce the number of hospitals needed.

7. Other

What other feedback or ideas do you have for this theme? Please add them in this section.

What are the governmental costs to build a home? Before you even break down? Understand that it may cost over $200,000 per lot to do a residential development before you break down??? Is that true? — **ANONYMOUS**

Visitability for full accessibility. — **ANONYMOUS**

Mobile services critical ~ too much is hubbed in Santa Rosa

agree   — **ANONYMOUS**

Sonoma County is too focused on the Highway 101 coordinator and the rest are left with less resources and needs aren't addressed.   — **ANONYMOUS**

Multigenerational and multiracial housing complexes that promote support and taking care of each other while lowering the cost of housing

Legalize Compost Toilets

3rd world countries have compost toilets and high tech toilets cost far less than 80,000 septic systems required now.

Santa Rosa Downtown Reunification

Why is Railroad square and the town square separated at night by a dying mall? I think there is a huge amount of potential to reimagine the downtown

Biking and Public Transit

Keep expanding biking paths and stop expanding roads...

Sonoma County Center

Do not build an 18 story County Office Center at the Santa Rosa Mall site. Rebuild at the existing site. Convert the mall to affordable housing

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Environmental Resilience

SMEDD Community Think Tank - Click the (+) under each project's column to leave comments. For each project, please consider the following questions: In your view, would this project have a meaningful impact in our two-county region? Are there examples or best practices for this type of project that you're aware of and that we can learn from? How can we ensure that a project like this furthers our equity objectives?

RREN13   AUG 31, 2021 04:04PM

1. Regional Climate Leadership

Position the region as a leader for climate action policy

Public transit & city centered housing close to transit

Public transit & city centered housing close to transit are critical to reducing emissions.

> *Sonoma County and Mendocino County need to be active parties at the Public Utilities Commission to hold PG&E accountable and to ensure we are making progress on the climate crisis.* — **ANONYMOUS**

Each of us lead by example. The solution is here is use.

Increase support for agricultural carbon capture, planting and protection of native plants, especially oak woodlands (which capture huge amounts of carbon).

Sustainable Ag and Food Manufacturing/Supply Chain

The North Bay is home to many of the most well known and environmentally conscious brands in grocery stores including; Amy's Kitchen, Annie's Organics, Strauss, Clover, Miyokos, Traditional Medicinal, Guayaki, etc. There is a lot of great supply chain sustainability work that we can support them in doing, and we should promote the deep market intelligence that exists here in this space.

2. Water Management and Resiliency

Increase use of wastewater irrigation and recycled water systems
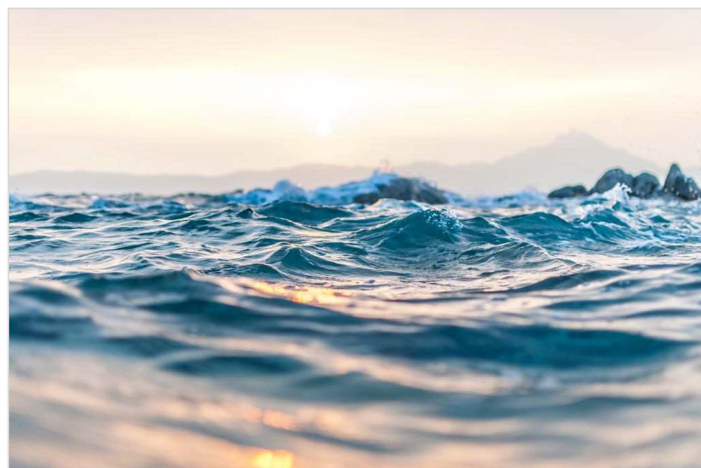
Increased storage needs to be in the mic

> *There has been talk for decades about raising Lake Mendo dam.*
> *This is an opportunity!*   — **ANONYMOUS**

Technology to reduce ag water usage will be key!

Lake Pillsbury

Can regional government help keep Lake Pillsbury as an active reservoir?

Develop systems to use and collect water (water catchment) in an efficient manner. Reinforcement of these efficiency systems will be needed as well as incentives.

Embrace and allow use of new designs for closed cycle toilets

Desalinization

City water use even more important to reduce

Commercial lawns and other water wasting practices are "low hanging fruit" for water conservation. Irrigation for crops generally helps capture carbon and practices that do this are being subsidized and strongly encouraged. We should not "punish" ag when it can be part of the climate solution.

> *Purple pipe ready new buildings.*   — **ANONYMOUS**

Stormwater Management

We have billions of gallons of water that hit hard city surfaces (roads, roofs, etc.), which then hits our stormwater system and rushes out to the nearest river and ocean a few days later... We should be dumping that water into new reservoirs that overflow into the rivers - obviously taking into account the water volumne needed for the river and life that depends on it.

Beaver Dam Analogs

Another use for the burned timber currently sending carbon into the atmosphere is using them to constructing Beaver Dam Analogs (BDAs) to slow and spread the flow of the local watersheds - much of California's Valley (including the central valley and north bay) were covered with millions of wetland areas created by beavers. 97% of those habitats have been lost over the last century. Beaver In California: Creating a Culture of Stewardship - Occidental Arts & Ecology Center (oaec.org)

Beaver In California: Creating a Culture of Stewardship - Occidental Arts & Ecology Center
While this keystone species has created valuable wetland habitat across California for centuries, beaver are often overlooked or maligned. Other western states are taking a pro-active stance towards beaver restoration, but agencies and landowners in California are focused on managing beaver as a nuisance rather than stewarding them for their benefits.
OCCIDENTAL ARTS & ECOLOGY CENTER
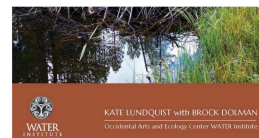
River Watersheds

Watersheds that covers the two counties and supplies water to most of the residences. How do we leverage regional resources to create more reservoirs during the wet season and protect the river's flow during the dry season.

https://mendoiwpc.com/our-shared-water/watershed-maps/

https://westyost.maps.arcgis.com/apps/webappviewer/index.html?id=892add5f0f2c4ecab1ecfe98d4cc13b8

Watershed Maps - Inland Water & Power Commission of Mendocino County
The Eel River Watershed covers over 3,500 square miles. The Counties of Humboldt, Trinity, Tehama, Glenn, Colusa, Lake and Mendocino share this diverse river system. The main tributaries of the Eel River include the Middle Fork, North Fork, Van Duzen, South Fork and the Upper Mainstem.
INLAND WATER & POWER COMMISSION OF MENDOCINO COUNTY

> *Especially in the Mayacma Mountains that keep catching on fire*
> *- perhaps we should store more water up there to help fight*
> *fires.*   — **ANONYMOUS**

3. Harbor Sustainability Planning

Advocate for funding to support development of waterfront facilities such as Noyo Harbor and the Bodega Marine Laboratory.

What kind of development does this refer to? Can you clarify?
— **ANONYMOUS**

desalination please! — **ANONYMOUS**

A real differentiator

As coastal counties, we need to find ways to utilize them better. How can we create jobs, income and tax base here?

We need to focus on rebuild our coastline habitat.

Development on the coastline is very risky with sea level rise. With that, we can create a massive amount of food and buffer zones by retreating from costal lines before they drown

communities and get poisoned by the human environment has it encroaches in our spaces.

Sea Level Rise

Unsure how to mitigate this except by rewilding and creating buffer zones.

4. Climate Research Hubs

Support creative reuse of Sonoma Development Center (R&D for climate action) and the Fort Bragg Mill Site (alternative construction technologies)

This is a critical moment for SDC — **ANONYMOUS**

Why not have separate hubs why not have a joint R&D effort

Been proposed to have such a hub at Sonoma Developmental Center.

Magnet Schools are hubs.

Universities w/local Research Hubs

How can we engage students at local colleges and universities to perform Regional Climate Research? North Bay Forward is already underway resulting from SSUs "Presidents Climate

Leadership Commitment" signed in 2019. North Bay Forward | Sustainable SSU (sonoma.edu)

North Bay Forward
Systemic, Place-Based Planning for a Sustainable, Resilient Future "If we haven't specified where we want to go, it is hard to set our compass, to muster enthusiasm, or to measure progress. But vision is not only missing almost entirely from policy discussions; it is missing from our culture.

SUSTAINABLE SSU

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5. Renewable Energy Technologies and Green Jobs

Support the development of a pipeline of ag technology, water/drought resiliency, wildfire resiliency, and evergreen energy jobs

Is this a workforce development or a business attraction opportunity? Both?   — **ANONYMOUS**

have an honest conversation about biomass resources. our region is IMPORTING a significant amount of wood pellets
— **ANONYMOUS**

We need to develop education and training programs on this. We will never develop a pipeline if we don't have the workforce to support it

Micro grids. Their time is here.

Solar, Desalination, Water Turbines

During the noon hours, electricity is very cheap. Why isnt there a utility that uses that energy to desalinate water and pump it uphill into reservoirs. Then, in the afternoon hours, the water can flow down to dryer areas while spinning turbines? Therefore, providing water and energy in areas and during times that its most needed.

6. Other

What other ideas or feedback do you have for this theme? Please add them in this section.

When we had our disastrous fire in 2017, and then again with more fire threats, I read an article about Stanford researchers developing a gel-like environmentally benign fire-retarding material and shared it several community leaders.I received no response and haven't seen any discussion on this issue, but have had several friends leave the area!!!Is anyone working on this to protect our lifestyle and beautiful communities?Here are some links to https://news.stanford.edu/2019/09/30/new-treatment-prevents-wildfires/https://woods.stanford.edu/research/funding-opportunities/realizing-environmental-innovation-program/preventing-wildfirehttps://sanfrancisco.cbslocal.com/2019/11/25/stanford-lab-develops-weather-resistant-fire-retardant/
— **ANONYMOUS**

Rural broadband key to water usage reduction by ag

Agreed! Smart water systems only work with internet access!
— **ANONYMOUS**

et us manage the forest fuel loads in the coastal zone without burdens permitting

Large Scale Hugelkultur

The burned trees that we have lost have the ability to be buried for rebuilding soil and helping soil retain water. The forest are now littered with dead trees that have little use for anything else, but we can "bury our fallen" trees and return that carbon back to the soil that doubles as a sponge for rainwater.

Encourage citizen science projects to better understand our ecosystems, to track how are they changing and the challenges they faced. These projects can start at schools.

Imagine if we made it an academic requirement for University and JC students and their instructors each semester to address a major social challenge in their community with a white paper on solutions???Imagine getting 8,000 minds working together on solutions, especially when the next generation is going to have manage what we are providing them? — **ANONYMOUS**

These are all complex questions and interrelated issues. Is there a common denomitor to these social challenges that provides the best and realistic solutions??? — **ANONYMOUS**

Regenerative Agriculture & Healthy Food

One of the greatest assets here is the FOOD and quality of soil we take for granted. It stands out that everywhere I go has a less selection of fresh, organic, and local produce. The soil is

the foundation of health plants and animals, which is the foundation for healthy people. Its hard to be the best version of yourself and perform at the highest level when you are trying to nutrition-less food. Better soils absorb and hold water better, they create healthier and more resilient plants able to cope with climate change, and they sequester a lot of carbon. How do we start to measure the amount of quality top soil available in the region and start tracking how we manage this fundamental natural asset like water.

<u>Our Team - Community Alliance with Family Farmers (caff.org)</u>

Our Team - Community Alliance with Family Farmers

Paul provides overall organizational leadership at CAFF, including staff management, programmatic strategy, and administrative and financial oversight.

COMMUNITY ALLIANCE WITH FAMILY FARMERS

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Supporting and Expanding Businesses and Industries

SMEDD Community Think Tank - Click the (+) under each project's column to leave comments. For each project, please consider the following questions: In your view, would this project have a meaningful impact in our two-county region? Are there examples or best practices for this type of project that you're aware of and that we can learn from? How can we ensure that a project like this furthers our equity objectives?

RREN13   AUG 31, 2021 11:38PM

1. Modular Housing Manufacturing Facility

Work with partners to launch a modular housing manufacturing facility.

building RV parks is a realistic way to get people housed with proper services. the streets lined with cars/rvs/etc. are the only option for many, let us help make the current situation better vs. nothing — ANONYMOUS

Who builds the houses?

What type of companies/agencies would run this?

We need to increase home hardening standards by establishing a clearinghouse with private manufacturing/building industry. Public/private partnerships will enable lower cost resiliency. — ANONYMOUS

permitting of alternative housing is a burden. look at the straw bale village done in West Oakland, that is not possible here currently

Address financing

Financing for modular housing is not as accessible as conventional construction, especially for first-time buyers and other without significant down payments.

There are non composting toilets that use no water, and baked/solid discharge.

2. Build Workforce Housing

Work to build partnerships between businesses and housing developers to build workforce housing.

Support the "Housing Trust"

SR Metro Chamber started a housing trust - an idea that could be expanded regionally

As mentioned earlier. re-purpose and re-zone commercial, retail and industrial buildings to allow housing.

Allow ADUs on on single dwelling parcels, not for Vacation rental market.

Composting toilets!

3. Workforce Training

Support all types of construction workforce training - including conventional and alternative techniques such as straw-bale, rammed earth, tiny homes, etc.
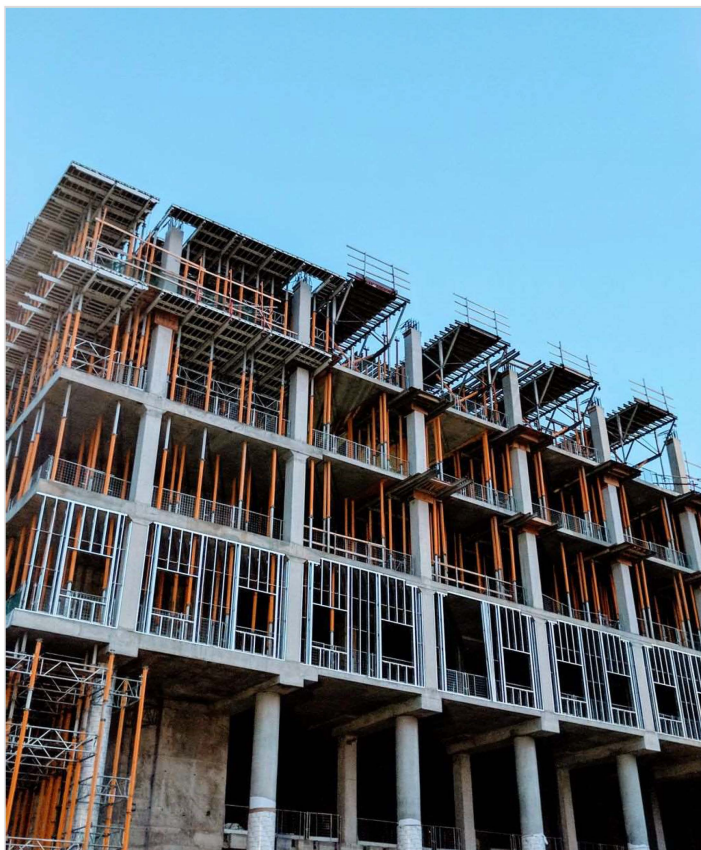
Workforce development needs to better align to the needs in the community. How are we measuring the community needs so we better align resources? If too subjective and not measured, it will not lead to desired outcomes. — **ANONYMOUS**

Expand into under used schools to offer JC linked courses for craft and future looking local focused skills

ED organizations need to include educators in the discussions. — **ANONYMOUS**

Develop and encourage Entrepreneurs

Our education system does not teach basic household budgeting let alone how to run a business. We must find a way to teach and train those with an idea and a drive to have their own business.

Ag & Open Space Dist

Sonoma Co. Ag & Open Space has a project for training farm workers to operate their own farms. District can support with land but needs additional funding. Please contact them.

Schools need more connection to local jobs

Too often students are not prepared for the current market. The old model of going to work for a company for a long time is no longer viable. The average age of a business is dramatically shorter and students need to prepare people to adapt to multiple roles (even at the same time). Its the age of the freelancer who has multiple roles and jobs.

4. Workforce Development Sessions & Events

Hold an annual Future of Work event

We don't need more events we need more activity to engage HS seniors and CC students in a career path. We need an innovative joint (Mendo/Sonoma)vocational program

SRJC

SRJC should be offering more classes on locally needed vocational skills. They are lagging now.

5. Expand Vocational Training Opportunities

Advocate for more opportunities for vocational training.

Green energy related jobs.

We still are struggling to align education to jobs in our area

Make the voc training path easier

Our educational system through the Junior college emphasize a college degree. We need to encourage VOC training and change the focus of the educators who are a product of the college only goal focus. We need trade skills.

Include food production and food processing. Both counties historically have had a lot agriculture and still have extremely valuable ag land. Increasing local food security will be critical as disasters continue. Local processing of locally grown food is win-win-win for the community.

Tie vocational training opportunities to liveable wages and clear opportunities for career growth

see under #3

6. Other

What other feedback or ideas do you have for this theme? Please add them in this section.

Both counties have an aging population and percentage of those individuals may still be interested in continuing to serve in education or in supporting businesses. senior training to upskill their level so they can support their community

Also, how do we attract a younger workforce? Housing only?
— ANONYMOUS

Hoping SoMo Village will lead the One Planet road.
— ANONYMOUS

Livable wages, essential workers (farmers, farm workers, child care providers, senior care providers) often make the least amount of money.

An issue is teachers who can teach into areas of need. They r lacking in our high schools

https://www.bioregional.com/one-planet-living   — **ANONYMOUS**

Community Development Financial Institutions

The region needs to encourage new CDFIs and expand existing CDFIs that provide financing and technical assistance for typically underserved members of the community. Small businesses make up ~50% of the GDP and Payroll, but they only are able to access a very small fraction of Bank Financing

Alternative Local Investment

Michael Shuman is a great author to reference on Local Economic Development. Creating good financial intermediaries that are able to organize investment opportunities for both accredited and non-accredited investors will unlock capital that can be invested in local small businesses. When local investors invest in their communities, they are more committed to those investments. If an investor invests in his kids school and they need help, they are more willing to be flexible on payments to help the school through hard times. If they are invested in a school in another community, then they have externalized that cost and will more likely foreclosure or default on the loan and leave it to the other community to deal with the fallout. We need to internalize the costs (and benefits) of our investment decision.

My (short version) economic theory is that local economies would function better if there were "public banks" (for lack of a better word) that could drive and direct private capital from private banks, etc. into local projects and programs, which are expected to make reasonable returns (and savings) at a minimum. Essentially working to mitigate perceived risk on loans/investments (extending terms and time horizons) on programs and projects that generate public dividends or

savings (which typically increase over a longer time horizon).

— CDFIs are positioned well to do this type of work and they access Federal Money via the CDFI Fund. They would be natural partners when it came to deploying and leveraging public $$$. There is nothing stopping the local governments to partner with a CDFI on an ADU loan program right now.. the local govt. and municipalities could invest some general funds to the CDFI for (3-5%) for 10 years and the CDFI would use those funds to originate and service the loans. Note: I assume there would be a very quick ROI for a local govt. with increases in property values, increases tax revenues from the increased payroll and rent income) and the interest generated from the initial investment.   Think of CDFIs as conduits that bring Public and Private $ together - greater quantities of public money can attract greater quantities of private money via a variety of channels (EQ2 Capital, Institutional Capital, Accredited and Uncredited Investors - because average Joe's should be able to invest in local enterprises too).

Introduction+to+CDFI+Friendly+America+1222020.pdf
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Technology, Digital Literacy, and Connectivity

SMEDD Community Think Tank - Click the (+) under each project's column to leave comments. For each project, please consider the following questions: In your view, would this project have a meaningful impact in our two-county region? Are there examples or best practices for this type of project that you're aware of and that we can learn from? How can we ensure that a project like this furthers our equity objectives?

RREN13 AUG 31, 2021 11:54PM

1. Technology Training for Businesses

Develop technology connectivity and digital literacy for business through training and events.
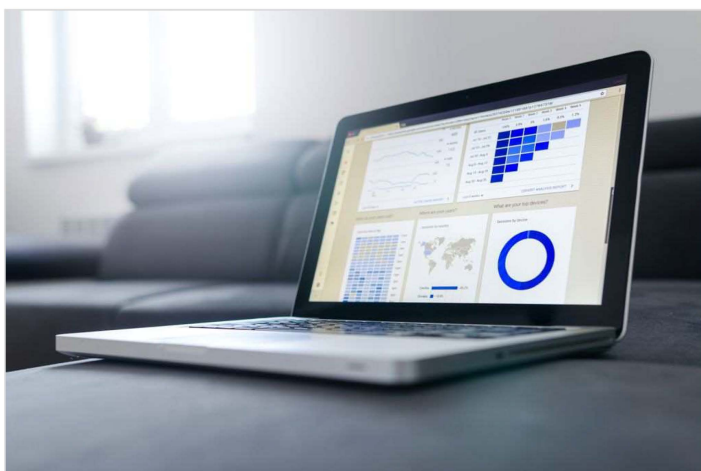
Community college education courses with a rural business development through the internet. An internet based business from your home in the woods.

More basic technology training. Basic ABC's of technology. Mendocino has done without connectivity for so long our population has limited exposure to technology.

How would you attract businesses for something like this? and what kind of programs?

Enlist the assistance of service clubs to cover the costs of technology training. Utilize schools computer equipment off hours for training purposes.

2. Expand Broadband Internet Access

Advocate for and support implementation of broadband fiber; build on plans with existing momentum
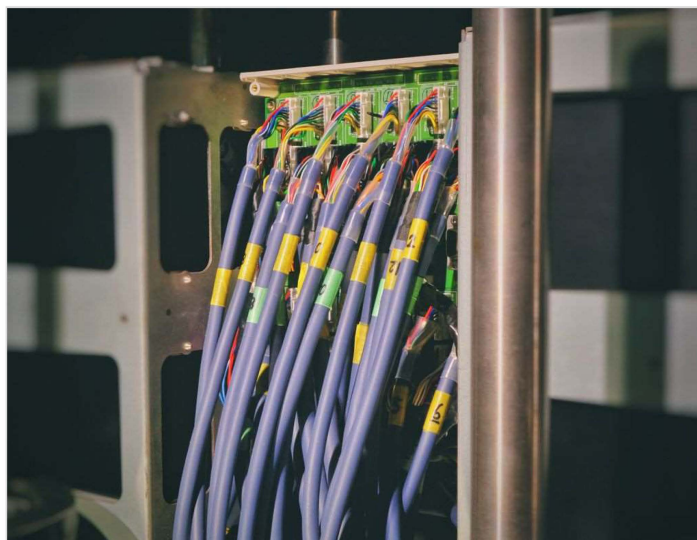
Fiber optic is an option. — ANONYMOUS

Critical and foundational. Young families require it and without it they can't live here

Starlink??

With the talk and cost of last mile or broadband development using wire, why couldn't we simply fund a Starlink for every family in need?

does it work good here? — **ANONYMOUS**

SpaceX Starlink is a good alternative for rural if it gets cheaper

Starlink trial is proving problematic in heavily forested areas. — **ANONYMOUS**

Seems with the cost of fiber in rural markets, we could simply pay for a starlink system for every family in need. — **ANONYMOUS**

Yes, municipal based broadband infrastructure. Leaves us in control

3. Seek Broadband Funding Opportunities

Pursue and secure funding to implement broadband in rural areas.
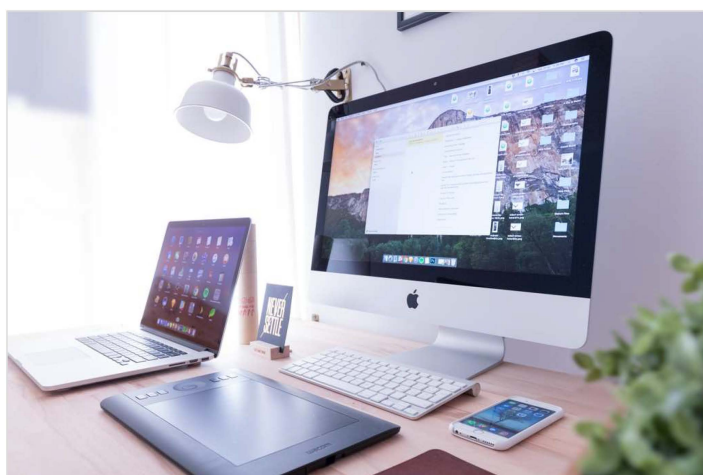
Will RFPs be issued to ensure broadband/wireless resources are within a prioritized microgrid and available during power shutoffs? — **ANONYMOUS**

Political will

The state stands behind this, I'm hoping our local leaders do as well.

4. Internet Access in Underserved Communities

Focus on achieving Internet connectivity in underserved communities (technology-agnostic)
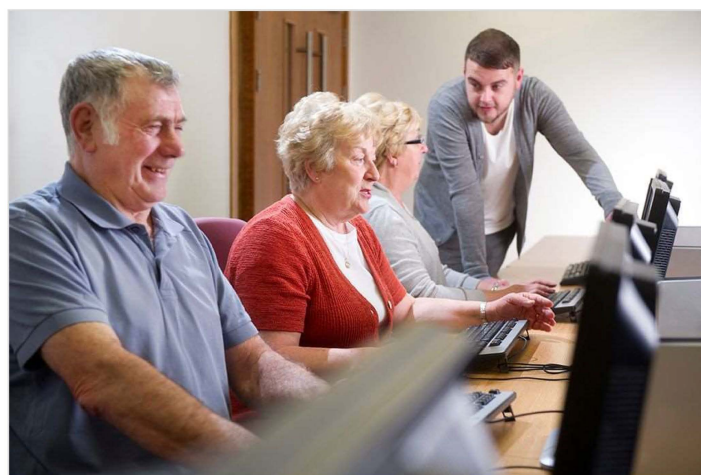
Yes having subsidized services. We offer that for other utilities eg. power. — **ANONYMOUS**

How are we defining "underserved communities" and how are we measuring gains in service for more equitable access to services? — **ANONYMOUS**

Here's a case in point. The picture on this issue is a bunch of white seniors

5. Emergency Preparedness Technologies

Identify technology that supports emergency planning and preparedness, especially in the region's rural communities.

work to develop innovative uses for the legacy phone landline infrastructure. this is hugely valuable untapped resource
— **ANONYMOUS**

There needs to be standards for alert/warning. Right now wildfire alerts are inconsistent across the county. We need to have standard messages around wildfires, air quality, etc. How are we getting alignment across cities/towns on this to ensure standards are set? — **ANONYMOUS**

Leverage emergency preparedness infrastructure funding to provide broadband access broadly

just paying for everyone to get landlines would be the quickest, cheap way to have emergency preparation and internet potential — **ANONYMOUS**

Make sure it is competently done to help underserve communities (non- native English speaker, low-income seniors, people with disabilities, etc)

New Watch Duty app in Sonoma County is an excellent first notification of fires. Was advised coverage would expand to Mendocino County

6. Other

What other ideas or feedback do you have for this theme? Please add them in this section.

didn't get to this earlier but OFFSHORE WIND is a massive opportunity, Humboldt already ahead. GEOTHERMAL also massive — **ANONYMOUS**

There are many new alternatives to connectivity besides broadband. The technology innovations are moving fast than the community's knowledge

Do we need 20 years of expensive education to be a productive successful person? Are we properly teaching tech skills effectively?What's our energy grid look like? — **ANONYMOUS**

How will outreach to underserved communities be managed. So important that trusted community members lead these discussions

consider tidal generators for coastal zones

Training

Using technology for businesses is critical. It is difficult to keep up as a small business. We need ongoing training

climate kids.nasa.gov for tidal generators

Upgrading Educational Infrastructure & Researching Skills

Schools need better infrastructure, Teachers need better training and preparation, and students need access to computers. The best teachers I ever had were able to integrate using the internet and searching for information live. In the age of (mis)information, the skills to vet online information is incredibly important.

Local GMRS Community Radio Networks provides low cost, two way communication when everything else fails.

Appendix D: Acknowledgments

Acknowledgments

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SMEDD Board Members

NAME	ORGANIZATION
Jeff Kelly	Tri Counties Bank
Jon Frech	Black Oak Coffee
Katrina Kessen	The Greater Ukiah Business and Tourism Alliance
Lisa Badenfort	North Bay Association of Realtors
Mary Anne Petrillo, Chair	West Business Development Center
Michael Nicholls, Immediate Past Chair	Sonoma County Economic Development Board
Paul Castro	California Human Development
Paul Garza	Garza Consulting
Robin Bartholow	North Coast Builders Exchange

2021 CEDS Steering Committee

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Calvin Sandeen	SMEDD District Manager and Sonoma County EDB Broadband Department Analyst
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Diann Simmons	Mendocino County Economic Development and Financing Corporation
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Mary Anne Petrillo	SMEDD Board Member
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Acknowledgments

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Focus Group Attendees

Environmental Resilience (July 12, 2021)

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Crispin B. Hollinshead	Resident of Ukiah
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