

## CHAPTER IV: ACTION PLAN

This Action Plan represents a step in identifying and funding improvements in the Sonoma Valley Redevelopment Project Area community. The Action Plan sets forth a framework for guiding revitalization. This Plan should be treated as a **"living document"** by which goals, objectives, core values and big ideas are re-evaluated and redefined as actions are accomplished and new actions are considered.

A well-defined implementation program is essential to completing the improvements within the Sonoma Valley Redevelopment Project Area. Strategies and action steps outlined on the following pages are the key ingredients to a successful plan. However, they require **leadership and commitment from the SVRAC, County departments and agencies, and local businesses**, as well as the continuing involvement of the Sonoma Valley community.

To ensure completion of the plan's recommendations, the status of **the implementation program must be reviewed regularly**. The responsible parties listed for each action should reassess the likelihood of funding and completing each action according to the timeframe, and adjust priorities as needed.

The actions outlined on the following pages are a direct result of community input and desires, and were crafted from feedback collected during stakeholder interviews, SVRAC meetings and the community workshops.



The Redevelopment Area could benefit from a public plaza, such as this one in southern California.



The Flowery School, located on the northern edge of the Redevelopment Area, is a community asset.

## Guiding Principles

As part of the implementation process, the following guiding principles will help ensure that community goals and objectives are achieved:

### Build on Strengths

The Sonoma Valley Redevelopment Project Area has major assets. Community strengths include dedicated residents and service providers, diverse character, and some small businesses.

### Develop a Realistic Timeframe

Not all actions contained in the Strategic Plan can (or should) happen immediately. The SVRAC and the community will help prioritize actions. Once complete, the Action Matrix (on the following pages) will serve as a guide for the phasing of neighborhood improvements.

### Identify Roles and Responsibilities

The dedication, commitment and accountability provided by a lead organization are key to successful implementation. The SVRAC will help identify lead responsibilities and partnerships.

### Prioritize Key Actions

Many of the improvements identified do not currently have funding available. This Action Plan serves as the SVRAC's framework of priority improvements for enhancing the Redevelopment Area. Where funding is immediately available for improvements, the SVRAC can recommend that County staff, community members and other potential partners can move expediently toward implementation. Where funding is currently unavailable, the Action Plan provides direction, highlighting where City staff and community organizations might focus their efforts in seeking funding for high priority improvements.

The list on page 33 identifies 13 actions prioritized by the SVRAC for early implementation because of their particular importance to the community and their high potential for bringing about positive change in the Redevelopment Area. **These 13 priority actions are highlighted in gray in the Action Matrix**, which begins on page 34.

## Action Matrix

The matrix presented on the following pages is intended to guide the SVRAC while prioritizing future redevelopment initiatives. The Goal and Action Matrix is organized according to goals as identified throughout the community outreach process to date, including:

### A. Street Environment

**Goals:** Create safe, attractive and well-maintained pedestrian, bicycle and vehicular circulation improvements along Highway 12.

Provide adequate parking that meets the needs of visitors and residents.

Improve public transportation.

### B. Housing Development and Preservation

**Goals:** Promote home ownership for individuals and families at a variety of income levels.

Provide incentives for building rehabilitation and infill of multi-family dwelling units and mixed-use development.

Identify and, when possible, provide sites for new infill home construction.

Emphasize housing for renters and special needs groups.

### C. Business Attraction and Retention

**Goals:** Attract diverse and local-serving retail and businesses.

Retain and increase the number of visitor-serving resorts, retail and restaurants.

Create vibrant commercial hubs along Highway 12 that provide services for residents and visitors.

Support local workers with job training programs and by offering livable wages.



State Street in Santa Barbara is often praised for its successful mix of retail shops, distinct architecture and pedestrian orientation.



New infill home construction, such as the Springs Village development just outside the Redevelopment Area, could help to satisfy the demand for housing.



Fruit stands, such as this one on Highway 12, serve both residents and visitors while supporting local agriculture.



Preserving the character and identity of the area was identified as a priority action by the SVRAC.

#### D. Community Character and Identity

Goals: Preserve and foster the unique and diverse local character throughout the area.

Develop a public relations and communications effort to promote local businesses.

Encourage the preservation of local historic resources and feature the history of the entire Springs area.

Promote cultural festivals, public art displays and other community events.

#### E. Natural Environment and Recreation

Goals: Provide a system of open spaces, trails and parks throughout the Redevelopment Area.

Use physical improvements and programs to promote safe and secure recreation environments.

Promote responsible resource management, including green building techniques and environmentally friendly landscaping.

#### F. Programs, Services and Neighborhood Organizations

Goals: Offer incentives for collaboration among community organizations, health care providers, business groups, immigrant and farm worker service providers, schools, and faith-based and not-for-profit organizations to improve the services in the Sonoma Valley Redevelopment Area.

Provide a range of possible activities for all community members, including the elderly, teens and children.



Public art, such as this fountain in Portland, Oregon, helps to engage pedestrians and activate the public realm.

The Action Plan Matrix provides information on each action’s priority level, implementation timeframe, responsible parties and partners, and potential funding sources.

A glossary of terms that appear in the matrix is located on page 46.

## PRIORITY ACTIONS

Action	Potential Funding Sources
<b>Prerequisite Action</b>	
Construct Highway 12 Improvements.	Redev CIP
<b>Other Priority Actions</b>	
Acquire sites for affordable housing.	Redev CDC Developers Other public and private lenders
Assist new and existing businesses, including “green” businesses, and advertise the benefits of locating a business in the area.	CDC CDA SVCO Redev BID
Conduct a parking analysis.	Redev SMI
Create a public plaza that is a central gathering place and part of an activity hub.	Redev DTPW State funds CFD
Develop and promote home ownership and housing rehabilitation assistance programs.	Redev CDC Developers Other public and private lenders
Establish a public art program.	Redev DTPW
Encourage and support the development of health care services and facilities.	Redev SVCHC
Improve safety and security.	CFD
Install crosswalks with flashing lights.	Redev DTPW CFD
Reduce blight and attract development by identifying vacant sites and consolidating small parcels.	Redev CDC Developers Other public and private lenders
Require pedestrian amenities along Highway 12.	Developers Redev CFD
Support and expand the “Springs Cleaning” program with an emphasis on reduction, re-use and recycling.	Redev

## A. STREET ENVIRONMENT

Goals: Create safe, attractive and well-maintained pedestrian, bicycle and vehicular circulation improvements along Highway 12.

Provide adequate parking that meets the needs of visitors and residents.

Improve public transportation.

<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
A1 Construct Highway 12 sidewalk improvements, including: <ul style="list-style-type: none"> <li>- widen road</li> <li>- construct curb, gutter and universally accessible and ADA-compliant sidewalks</li> <li>- traffic controls for the site- and hearing-impaired.</li> </ul>	Short	Caltrans DTPW CDC SCTA SVRAC	Redev CIP
A2 Install crosswalks with flashing lights to signal pedestrian presence to motorists at high-volume intersections near Sonoma Valley Charter School, Flowery Elementary School, and Maxwell Farms Park.	Short	Caltrans DTPW CDC SVRAC	Redev DTPW CFD
A3 Conduct a parking analysis of the Sonoma Valley Redevelopment Area to identify opportunities for shared parking areas and develop an area-wide parking strategy. Identify opportunities for additional Fairmont Sonoma Mission Inn & Spa guest and employee parking to prevent supply shortages in the surrounding neighborhoods.	Short Mid	DTPW PRMD CDC SMI SVRAC	Redev SMI
A4 As new projects develop along Highway 12, encourage pedestrian amenities such as landscaping, sidewalks, decorative lighting and public art in accordance with existing Design Guidelines.	Short Mid	PRMD SVRAC	Developers Redev CFD

<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
A5 Consider traffic-calming measures in residential neighborhoods to prevent cut-through traffic from Highway 12.	Short Mid	DTPW CDC SVRAC	CHP Redev DTPW
A6 Explore opportunities for creating a jitney (small shuttle bus), caravan or dial-a-ride service to shopping destinations, the hospital and the City of Sonoma.	Short Long	City of Sonoma CDC SCTA SVRAC Private Business	City of Sonoma Redev SCTA State Grant BID
A7 Coordinate with the Sonoma County Transportation Authority to install the following bikeways (in accordance with the 2003 Countywide Bicycle Plan): <ul style="list-style-type: none"><li>- Class I along Sonoma Creek north from Verano Ave.;</li><li>- Class II along Railroad north from Verano Ave.;</li><li>- Class II along Arnold north from Boyes Blvd.; and</li><li>- Class III along Highway 12.</li></ul>	Mid Long	CDC Regional Parks SCTA SVRAC	Regional Parks Redev
A8 Conduct a survey of street, sidewalk and bridge conditions to determine locations that require repairs or ADA improvements.	Short Mid Long	DTPW CDC SVRAC	Redev CDC (for ADA work only – not study or other repairs)
A9 Enhance the pedestrian environment along Boyes Blvd. to create a strong east-west connection. Where possible, widen sidewalks, manage landscaping, and install lighting.	Short Long	DTPW CDC SVRAC	Redev CFD
A10 Explore the development of new bus routes and increasing service on existing routes, particularly between residences, employment and area medical facilities.	Short Long	SCTA CDC SVRAC	Redev BID SCTA
A11 Provide decorative bus shelters along Highway 12.	Long	CDC SCTA SVRAC	DTPW Redev CFD

## B. HOUSING DEVELOPMENT AND PRESERVATION

Goals: Promote home ownership for individuals and families at a variety of income levels.

Provide incentives for building rehabilitation and infill of multi-family dwelling units and mixed-use development.

Identify and, when possible, provide sites for new infill home construction.

Emphasize housing for renters and special needs groups.

Strategy/Action	Time Frame Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility & Principal Partners	Potential Funding Sources
B1 Identify and assist with the acquisition of sites for additional affordable housing for low and median income households.	Short	CDC PRMD SVRAC	Redev CDC Developers Other public and private lenders
B2 To encourage infill development, create an inventory of vacant and underutilized sites to identify target areas for infill development. Reduce blight by assisting in property acquisition and lot consolidation.	Short	County of Sonoma CDC PRMD SVRAC	Redev CDC Developers Other public and private lenders
B3 Develop and promote home ownership and housing rehabilitation assistance programs to improve the appearance of residential areas in the Sonoma Valley Redevelopment Area. Offer home ownership and housing rehabilitation assistance to low and median income residents.	Short Mid	CDC SVRAC	Redev CDC Developers Lenders
B4 Encourage a range of housing types, including mixed-use development, single-family housing, multi-family housing, multi-generational housing, and apartment complexes, including studio and one-bedroom units.	Mid Long	PRMD CDC SVRAC	Redev CDC
B5 Provide low-interest assistance for affordable housing development.	Long	CDC SVRAC	Redev CDC Other public and private lenders

## B. HOUSING DEVELOPMENT AND PRESERVATION (continued)

<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
B6 Create incentives to develop higher-density mixed-use retail and residential buildings in identified activity nodes.	Short Mid Long	CDC PRMD SVCOC SVRAC	Redev CDC Developers Other public and private lenders FHA
B7 Give priority to local residents and workers, including those who are marginally housed and/or at risk of homelessness, for the sale or rental of new affordable housing units.	Short Mid	CDC PRMD SVRAC	Redev CDC Other public lenders

### C. BUSINESS ATTRACTION AND RETENTION

Goals: *Attract diverse and local-serving retail and businesses*

*Retain and increase the number of visitor-serving resorts, retail and restaurants.*

*Create vibrant commercial hubs along Highway 12 that provide services for residents and visitors.*

*Support local workers with job training programs and by offering livable wages.*

	<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
C1	Leverage the Economic Development Partnership to: <ul style="list-style-type: none"> <li>- Assist new businesses, including “green” businesses, to locate in the Sonoma Valley Redevelopment Area;</li> <li>- Encourage retail services that serve local residents; and</li> <li>- Develop material advertising the benefits of locating a business in the Sonoma Valley Redevelopment Area.</li> </ul>	Short  Mid	CDC CDA SVCOC SVRAC	CDC CDA SVCOC BID Redev
C2	Identify businesses that work in this market; encouraged these companies to locate in the area.	Short  Mid	SVCOC SVRAC	SUCOC BID Redev
C3	Partner with the City of Sonoma to help fund an extension of the City’s façade improvement program into the Sonoma Valley Redevelopment Area.	Short  Mid	CDC CDA SVCOC SVRAC	Redev BID CFD
C4	Promote the Economic Partnership’s business counseling program.	Short  Mid	CDC SVCOC SVRAC	Redev BID
C5	Assist with lot acquisition and assembly to provide incentives for desirable retail and business development.	Mid  Long	CDC SVRAC	Redev BID

## C. BUSINESS ATTRACTION AND RETENTION (continued)

<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
C6 Promote development of mixed-use projects on underutilized parcels within activity nodes distributed along Highway 12 at the following locations: <ul style="list-style-type: none"> <li>- the area surrounding Sonoma Valley Charter School;</li> <li>- the intersection of Boyes Blvd. and Highway 12; and</li> <li>- the area surrounding Fiesta Plaza.</li> </ul>	Mid  Long	CDC PRMD SVCOOC SVRAC	Redev  Developers Other public and private lenders
C7 Explore the feasibility of establishing a Business Improvement District or Property and Business Improvement District within the Sonoma Valley Redevelopment Area.	Mid  Long	CDC SVCOOC SVRAC	Redev

## D. COMMUNITY CHARACTER AND IDENTITY

Goals: *Preserve and foster the unique and diverse local character throughout the area.*

*Develop a public relations and communications effort to promote local businesses.*

*Encourage the preservation of local historic resources and feature the history of the entire Springs area.*

*Promote cultural festivals, public art displays and other community events.*

<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
D1 Improve outreach to educate residents and property owners about codes and improvement plans. Develop and distribute a multilingual citizens’ guide to codes and regulations.	Short Mid	CDC PRMD SVRAC	Redev PRMD
D2 Strengthen code enforcement response to blighted properties in the neighborhood by encouraging community members to report code complaints.	Short Long	PRMD CDC SVRAC	PRMD
D3 Establish public art program that incorporates historical and cultural themes, including hot springs and the railroad.	Short Mid	CDC DTPW PRMD SVRAC	Redev DTPW
D4 Implement the streetscape plan and develop a tree-planting schedule for Highway 12 between Verano Ave. and Agua Caliente Rd. Monitor the maintenance of newly planted street trees, and supplement maintenance as necessary and feasible.	Mid Long	DTPW CDC SVRAC	Redev DTPW CFD
D5 Design and install clean, safe and human-scale gateway features for the Sonoma Valley Redevelopment Area and/or public art installations at the following locations:  <ul style="list-style-type: none"> <li>- the Gateway Arch;</li> <li>- the intersection of Boyes Blvd. and Highway 12;</li> <li>- the intersection of Keaton Ave. and Highway 12; and</li> <li>- the intersection of Agua Caliente and Highway 12.</li> </ul>	Short Mid Long	CDC DTPW SVRAC	Redev CFD

## D. COMMUNITY CHARACTER AND IDENTITY (continued)

<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
D6 Celebrate the diversity of cultures in the Sonoma Valley Redevelopment Area by hosting multi-cultural festivals, fairs and public events.	Mid Long	Fiesta Plaza La Luz SMI STFCC CDC SVCOOC	SMI SVB SVCOOC BID
D7 Develop a historic preservation strategy to identify local historical resources and select high-priority buildings for preservation and rehabilitation. Encourage the adaptive re-use of historical buildings during the preservation process.	Mid Long	Historical Preservation Society CDC SVRAC	Redev Other grants

## E. NATURAL ENVIRONMENT AND RECREATION

Goals: Provide a system of open spaces, trails and parks throughout the Redevelopment Area.

Use physical improvements and programs to promote safe and secure recreation environments.

Promote responsible resource management, including green building techniques and environmentally friendly landscaping.

<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
E1 Improve safety and security in Larson Park and behind the Sonoma Valley Charter School.	Short Mid	Sheriff's Dept. STFCC CDC SVRAC	CFD
E2 Improve the restroom, field house and lighting at Larson Park.	Short Mid	CDC Regional Parks SVRAC	Redev CIP
E3 Develop a community garden. Consider a joint use agreement to locate the garden at the Flowery School; if no site at the Flowery School is available, then inventory vacant sites in the Sonoma Valley Redevelopment Area to identify other potential locations. Assist in acquiring and clearing the site to make the space suitable for productive garden use, and establish a garden management board and maintenance procedures.	Long	CDC SVRAC	Redev
E4 Improve the Central Sonoma Valley Trail connecting the Flowery School to the Charter School.	Short Mid Long	SVRAC Regional Parks CDC	Redev CIP

## E. NATURAL ENVIRONMENT AND RECREATION (continued)

<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
E5 Create a public plaza that is a central gathering place and part of an activity hub. Features could include: <ul style="list-style-type: none"> <li>- water elements;</li> <li>- gardens;</li> <li>- benches;</li> <li>- gazebos;</li> <li>- kiosks;</li> <li>- performance space;</li> <li>- access to retail and businesses, such as markets, health care services, and restaurants; and</li> <li>- public art.</li> </ul>	Long	SVRAC DTPW Regional Parks SMI CDC Other Private Interests	Redev DTPW State funds CFD
E6 Enhance the park and recreational facilities in the Sonoma Valley Redevelopment Area by investigating the reuse of underutilized yards and/or vacant lots for open space and recreation, both along Highway 12 and in the surrounding residential neighborhoods.	Long	SVRAC CDC Regional Parks	Redev CFD
E7 Install decorative landscaping and create pedestrian access to Sonoma Creek and Agua Caliente Creek.	Long	Regional Parks CDC SVRAC	Redev CFD

## F. PROGRAMS, SERVICES AND NEIGHBORHOOD ORGANIZATIONS

*Goals: Offer incentives for collaboration among among community organizations ,health care providers, business groups, immigrant and farm worker service providers, schools, and faith-based and not-for-profit organizations to improve the services in the Sonoma Valley Redevelopment Area.*

*Provide a range of possible activities for all community members, including the elderly, teens and children.*

<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
F1 Continue to support and expand the “Springs Cleaning” program and coordinate organization with County staff and the Springs Task Force Coordinating Committee. Place an emphasis on reduction, re-use and recycling.	Short	STFCC SVRAC CDC	Redev
F2 Encourage the coordination of services provided by public agencies and other service providers, particularly Vineyard Workers Services, La Luz, the Mentoring Alliance, Sonoma Valley Community Health Center, the Verano Springs Association, Sonoma Valley Health Care Coalition and the Springs Task Force Coordinating Committee.	Short Mid Long	STFCC CDC SVRAC SVCHC	Redev
F3 Consider creating a day-laborer pick-up center where employers can connect with potential employees. Provide restroom facilities at the center.	Short Long	La Luz VWS STFCC CDC SVRAC	CFSC Redev BID
F4 Work with the Valley of the Moon Teen Center to provide more evening-based activities for youth.	Mid Long	STFCC VOMTC CDC SVRAC	CFSC Redev
F5 Coordinate public transportation from existing service organizations to employment centers, other public services, programs and health centers.	Short Long	STFCC CDC SVRAC	Redev CDBG
F6 Investigate ways to engage the Grange Hall as a facility for general community use.	Short Long	Sheana Davis (who is currently working on this) CDC SVRAC	Redev

## F. PROGRAMS, SERVICES AND NEIGHBORHOOD ORGANIZATIONS (continued)

	<b>Strategy/Action</b>	<b>Time Frame</b> Short = < 2 yrs. Mid = 2 - 5 yrs. Long = > 5 yrs.	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
F7	Consider investing in expanding the offices of La Luz to provide additional community meeting space and a designated day-laborer pick-up center.	Short-Mid Long	La Luz CDC SVRAC	CFSC Redev CDC CFD
F8	Invest in emergency power generators for disaster preparedness.	Short Long	PG & E STFCC SVRAC	Redev
F9	Sponsor adult education programs in the Sonoma Valley Redevelopment Area.	Mid Long	STFCC SV Adult School SV High School CDC SVRAC	CFSC Redev
F10	Consider establishing a “springs” web site.	Long	STFCC SVCOC CDC SVRAC	SVCOC Redev BID
F11	Work with the Sonoma Valley Community Health Center to relocate the facility to the Redevelopment area.	Long	SVCHC CDC SVRAC	Redev SVCHC

## Glossary of Action Plan Matrix

**BID** – Business Improvement District: A partnership of local business owners who make a collective contribution to the maintenance, development and marketing/promotion of an area.

**Caltrans** – California Department of Transportation: A state governmental agency that operates, maintains, and manages funds for California’s highway system.

**CDA** – City of Sonoma Community Development Agency: A City agency whose mission is to improve the lives of Sonoma Valley residents through affordable housing and community development.

**CDBG** – Community Development Block Grants: A federal program that funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.

**CDC** – Sonoma County Community Development Commission: A County agency that administers a range of programs designed to assist low to moderate-income homeowners and tenants and to encourage commercial revitalization in Sonoma County. The CDC also encourages and supports neighborhood and community preservation.

**CFD** – Community Facilities District: A financial tool that allows local governments and developers to raise funds for improvements to infrastructure (streets, sewers, storm drains) by passing on these costs to homeowners in a designated area.

**CFSC** – Community Foundation Sonoma County: A public 501(c)(3) charity that receives contributions from individuals, organizations and corporations; and pools them for investment purposes; and reinvests them in the community through grants to local charities.

**CHP** – California Highway Patrol: A state agency that acts as the state police force of California. It also provides security police services at state buildings and facilities, conducts criminal investigations, and assists local law enforcement agencies.

**CIP** – Sonoma County Capital Improvement Program: A systematic plan for providing public infrastructure improvements in Sonoma County within a prioritized framework.

**DTPW** – Department of Transportation Public Works (County of Sonoma): A County agency that provides road construction and maintenance services and directly provides or administers contracts for the provision of various public utility services.

**EDP** – Economic Development Partnership: A coalition of City, County, and Chamber of Commerce officials that work together to expand economic development opportunities in the Sonoma Valley.

**FHA** – Federal Housing Administration Grants: A federal grant program, administered by the Department of Housing and Urban Development, that funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.

**La Luz** – La Luz Center: A non-profit organization dedicated to building a strong and healthy multicultural community in the Sonoma Valley by providing basic services, education and community development.

**PRMD** – Permit and Resource Management Department (County of Sonoma): A County agency that oversees the development of property, serves as a steward of the natural environment, and develops and maintains standards that protect the health and safety of the public.

**Redev** – Redevelopment Tax Increment Revenue Funding: A funding source generated by the increased assessed value of property following a redevelopment project. Tax increment funding is the primary source of revenue that redevelopment agencies have to undertake redevelopment projects.

**SCTA** – Sonoma County Transportation Authority: A County government agency that coordinates and advocates for transportation funding for Sonoma County.

**SMI** – Fairmont Sonoma Mission Inn & Spa: A destination resort/property owner

**STFCC** – Springs Task Force Coordinating Committee: A coalition of area stakeholders, including non-profit organizations, property owners, and County staff that coordinates community improvement activities on a volunteer basis.

**SVB** – Sonoma Valley Bank: A locally owned and operated full-service bank with locations throughout the Sonoma Valley.

**SVCHC** – Sonoma Valley Community Health Center: a non-profit Federally Qualified Health Center dedicated to providing affordable, accessible, quality health care to individuals not otherwise being served, regardless of ability to pay, as well as to people who simply choose the Health Center as their primary health care provider.

**SVCOC** – Sonoma Valley Chamber of Commerce: A local business advocacy organization that develops programs and partnerships to promote business and a strong economy in the Sonoma Valley.

**SVRAC** – Sonoma Valley Redevelopment Advisory Committee: A county-established organization whose members are elected (five) and appointed (two) that makes recommendations to the County Board of Supervisors about how redevelopment funds should be allocated within the Sonoma Valley Redevelopment Area.

**VOMTC** – Valley of the Moon Teen Center: A non-profit organization that provides after-school education and activities for area youth.

**VWS** – Vineyard Worker Services: A non-profit corporation dedicated to providing the local farm worker community with suitable housing and assistance in meeting their related human needs.