



**SONOMA COUNTY**

# Recovery & Resiliency Framework



## Acknowledgements

The County of Sonoma Recovery and Resiliency Framework is the culmination of the dedication, hard work, and expertise of many individuals representing multiple organizations, agencies, jurisdictions and communities in the state and County.

Their leadership and participation through various working groups, coordination committees, and task forces were invaluable in shaping the Recovery and Resiliency Framework, a first step in formulating plans for implementation.

The County is especially grateful to the hundreds of community members who participated in the community meetings and surveys and shared many thoughtful and creative ideas.

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## Board of Supervisors' Statement

California is experiencing one of the most challenging years in its history, as it battles devastating wildfires across the state. The October 2017 Sonoma Complex Fires event had a profound impact on the Sonoma County community. As we rebuild and heal, we are mindful that even as we focus on future planning in the aftermath of our own fire event, our neighboring counties are dealing with fire containment and response, the displacement of community members, and the reality that recovery will be a long and difficult process.

While we as a County and our people and communities work to rebuild, we are resolved to bounce back from the fires better than before. We have a lot of work to do, but we are committed to becoming stronger and more resilient to future disasters—whatever they may be.

The Recovery and Resiliency Framework represents the County's long-term vision in a resilient future. The Framework also represents a call to action and partnership. Community support and collaboration following the wildfires was a Sonoma County strength. We need to continue proactive, ongoing collaboration before the next disaster strikes, so that we leverage our resources, understand the challenges from many perspectives, effectively manage risks, and capitalize on the many planning efforts already underway.



Our first step to institutionalize this level of collaboration was to establish the Office of Recovery and Resiliency in December 2017. This Office will work with County department heads to lead and coordinate all recovery efforts in the County with a long-term, strategic approach. Under the leadership of the County Administrator, Office of Recovery and Resiliency staff will be focused on ensuring that the County views the work we do to recover through a unified resilience lens.

With the approval of this Recovery and Resiliency Framework, the Office will continue to coordinate with partners to implement prioritized recovery efforts over the next five years. Together, we will create a stronger and more resilient community—one that is ready to adapt to, withstand, and rapidly recover from whatever disaster lies ahead.

Sincerely,

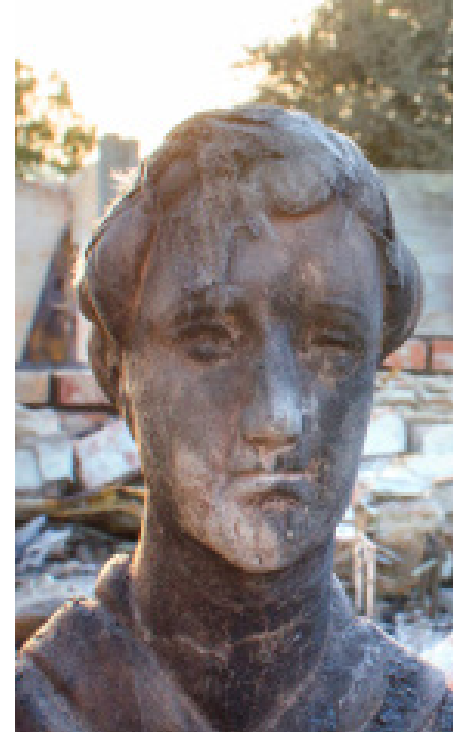
Sonoma County Board of Supervisors

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# FOREWORD

On October 8, 2017, one of the most destructive wildfires in California history raged through Sonoma County. The fires devastated lives, homes, livelihoods, and the natural landscape and challenged our community's sense of safety and security. The emotional trauma was severe and will continue to have long-lasting effects. But even during those initial days of uncertainty, our community rallied to protect our neighbors, support first responders, safeguard our natural resources, and meet residents' most basic needs. Throughout the fires, we learned that our community is resourceful, strong, and resolute.



“It is vital that our whole community continues to talk to each other and find ways to recover together.”

— COMMUNITY MEMBER



On October 8, 2017, one of the most destructive wildfires  
**in California history** raged through  
Sonoma County.



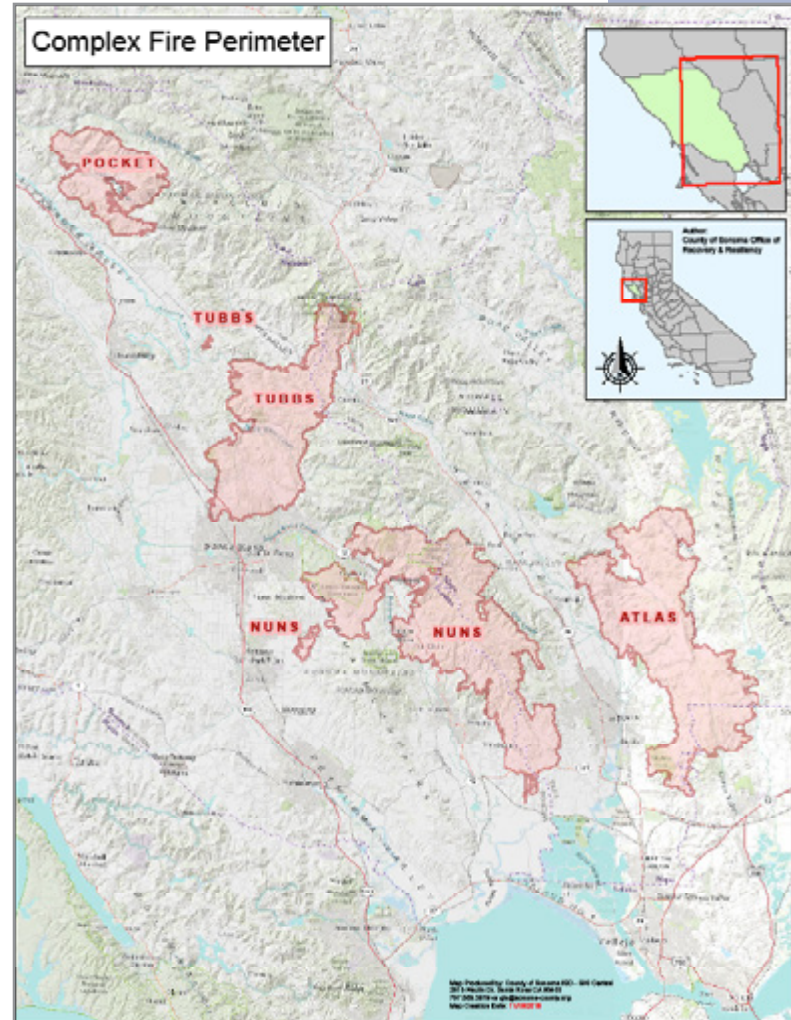
## LONG-LASTING EFFECTS



## FOREWORD

Over a year later, the community continues to heal. Signs of recovery are visible, though there are formidable challenges ahead. County government leaders are committed to improving our ability to ensure access to and delivery of services during future disasters. Disasters are inevitable and we must be prepared the next time disaster strikes. With the help of community partners, we will take actions to recover and become more resilient. Our success depends on our ability to recover from setbacks, adapt to change, and emerge better and stronger than before.

### The Sonoma Complex Fires





# EXECUTIVE SUMMARY

In December 2017, the County Board of Supervisors established the Office of Recovery and Resiliency to work with County department heads to lead and coordinate recovery efforts in the County. The Office was tasked with taking a long-term, strategic approach, and to develop an integrated framework for recovery that incorporates a long-term vision for a more resilient future.

## ABOUT THE FRAMEWORK

The Recovery and Resiliency Framework is a vision for how the County will recover from the October 2017 wildfires, a vision for a resilient future, and an approach to achieve it. It capitalizes on our County's strengths and identifies the investments we need to keep Sonoma strong. The Framework is a foundation for integration of recovery efforts County-wide, and is informed by residents, community partners, County departments, cities and other jurisdictions in the County.

The Framework draws from the structure, functions, roles, and principles in the Federal Emergency Management Agency's *National Disaster Recovery Framework* (NDRF). Like the NDRF, our Framework serves as a platform and forum for the ways the County and community build and sustain recovery capabilities. A focus of the Framework is planning and preparedness before a disaster occurs. That includes coordination with partners, risk mitigation, continuity planning, identifying resources and developing capacity to manage the recovery process.

The Framework is structured around recovery efforts in five strategic areas – Community Preparedness & Infrastructure, Housing, Economy, Safety Net Services, and Natural Resources. Proposed actions are included for each strategic area, though many actions and goals involve multiple areas.

## EXECUTIVE SUMMARY

# CORE PRINCIPLES FOR RECOVERY & RESILIENCY PLANNING

The ways that we plan for the next disaster, incorporate input, collaborate to build the right capabilities, mitigate threats, care for our citizens, and implement the goals and actions in this Framework are guided by the following core principles:

- Social Equity
- Pre-Disaster Recovery Planning
- Leadership and Local Primacy
- Engaged Partnerships
- Timeliness and Flexibility
- Resilience and Sustainability
- Unity of Effort
- Psychological and Emotional Recovery

# RECOVERY ROLES & RESPONSIBILITIES

Successful recovery from a disaster of the magnitude of Sonoma Complex Fires will not be achieved by any one entity. Coordination involving many recovery partners will be needed to optimize resources, improve partnerships, and take advantage of available opportunities. Key roles and responsibilities during recovery include the following:

- Individuals and Households
- Private Sector
- Nonprofit Sector
- Local Government
- State Government
- Federal Government

## EXECUTIVE SUMMARY

# COMMUNITY ENGAGEMENT

Throughout 2018, the Office of Recovery and Resiliency has engaged the community in a variety of ways to listen to residents' concerns, ideas and suggestions. The Office will continue to engage the community by sharing information, resources, and updates, and will continue to gather community input on the direction and priority of recovery activities. Key strategies used to gather community input into the Framework are: Board workshops; community groups and stakeholder meetings; recovery planning community meetings; an online survey; and input collected by email and through other community surveys.

## STRATEGIC AREAS OF RECOVERY & RESILIENCY

Disaster preparedness is a shared responsibility. How we recover and whether we become more resilient depends on the contributions of the whole community. To be prepared, we must identify and prevent threats, protect our citizens, mitigate risks, and build capacity to respond quickly and effectively. The five strategic areas of recovery and resiliency are: Community Preparedness & Infrastructure, Housing, Economy, Safety Net Services, and Natural Resources. This Framework offers a vision and goals for each area, and identifies potential priority actions. The full list of possible actions, including suggestions from the community and community partners, is posted on the Office of Recovery and Resiliency website at [www.sonomacounty.ca.gov/ORR](http://www.sonomacounty.ca.gov/ORR).



## EXECUTIVE SUMMARY



### COMMUNITY PREPAREDNESS & INFRASTRUCTURE

As a result of the devastating fires, individuals, organizations, and communities have come together and strengthened their resolve to make Sonoma County more prepared. There are many challenges, but also many opportunities to build on the collaboration among individuals, community groups, nonprofits, and governmental agencies during the fire response to help further preparedness goals.

**Vision:** The vision for this area, which is informed by the significant input received from community members of is that Sonoma County residents, communities, and public and non-governmental agencies are prepared to adapt and recover when disaster strikes. This includes having effective warning systems that send emergency notifications to the entire community; ensuring critical infrastructure is protected and operational; and activating situational awareness and systems for decision-making.

**Goals:** The proposed actions for priority implementation include establishing a first-class comprehensive warning program with innovative technology and state of the art situational awareness; meeting future challenges by redesigning the County Emergency Management Program, providing additional resources, and recommitting to the County's public safety missions; leading, supporting and training community liaisons to build and sustain individual and neighborhood preparedness, including underserved populations; and making County government more adaptable to provide continued services in disasters through comprehensive planning, a more empowered workforce, and improved facilities and technology.

## EXECUTIVE SUMMARY



### HOUSING

The October 2017 wildfires exacerbated the already severe housing shortage in the County. Post-fire, displaced fire survivors, both homeowners and renters, continue to experience significant housing challenges.

**Vision:** Sonoma County envisions a housing market that is in balance; is resilient and climate smart at the regional, neighborhood, and homeowner scale; is affordable to area workers and individuals with access and functional needs; is where communities of color and other historically disadvantaged groups, including individuals with limited or no English proficiency and immigrants, have equal and fair access; respects designated community separators and urban growth boundaries; has a diversity of homes located near transit, jobs and services; and is where the economy is vital. To achieve this vision, the County is embracing a new regional approach to produce 30,000 new housing units by 2023.

**Goals:** Over the next several years, the County will focus on attracting new and expanded sources of capital to incentivize the creation of housing for all income levels; increasing regulatory certainty by changing the County's business model and actively seek opportunities to deepen regional cooperation; supporting rebuilding fire destroyed homes; and exploring the use of County-owned property to attract housing development that aligns with County goals.

## EXECUTIVE SUMMARY

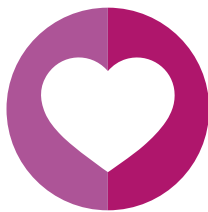


### ECONOMY

Almost every business that participated in a survey conducted by the County Economic Development Board reported adverse impacts from the fires. Businesses reported direct physical loss, loss of sales, disruptions to power and broadband services, and dislocated workers. Local business leaders provided valuable input into the County's vision that Sonoma County actively partners with local employers to become a resilient, inclusive, and economically diverse community.

**Vision:** Through public-private partnerships, Sonoma County businesses and residents emerge with greater capacity to address persistent local challenges and are resilient to future disasters.

**Goals:** The County will continue to focus its efforts on developing and supporting a variety of workforce development efforts that contribute to rebuild efforts, resiliency and long-term economic vitality in Sonoma County. It will also continue to support local businesses to thrive by ensuring access to resources, developing partnerships, and providing entrepreneurial support.



### SAFETY NET SERVICES

Safety Net Services refers to services such as behavioral health, assistance with obtaining food and medical benefits, financial assistance, animal services and protection. The need for these services intensified during wildfire response and will continue to be high throughout the long recovery process.

**Vision:** The vision for this strategic area is that Sonoma County will restore and improve resiliency of health and social services systems, networks, and capabilities to promote equity, independence, and well-being for the whole community.



## EXECUTIVE SUMMARY

**Goals:** Projects proposed to enhance safety net capabilities will aim to enhance core County service capacity to address long-term recovery needs and prepare for future disasters; ensure the post-fire mental health and resiliency needs of the community are met; and build capacity with cross sector partners and community members to improve coordination and communication.



### NATURAL RESOURCES

In addition to the tragic loss of life and the destruction of homes, businesses, and public infrastructure from the October 2017 fires, wildlands and working landscapes were also burned. New collaborative efforts are underway during recovery.

**Vision:** The vision for this strategic area is that Sonoma County's natural resources are healthy and productive. They are managed to support community and watershed resiliency and protect public health and safety, and contribute to enhanced recreational opportunities and economic vitality.

**Goals:** The primary natural resource goals informed by meaningful collaboration with community partners and agencies are to: reduce forest fuel loads strategically to lower wildfire hazards to communities and sensitive habitats, improve delivery of resources and amenities people need, and move forests on a trajectory of increased resistance to drought, disease, and insects; protect and enhance stream systems to lessen wildfire danger to communities, support water supply and drought tolerance, and provide flood attenuation while sustaining ecological functions and biological diversity; and build on prior and continuing investments in natural resources acquisitions, monitoring, technical studies and partnerships to integrate best available science into outreach efforts, policy development, regulations, incentives, and land use planning decisions.



## NEXT STEPS

The collaboration between the community, partners, other agencies and the County during the development of the Framework was an important first step to set all of us on a path to recovery and resiliency. In the next phase, under the leadership of the Board of Supervisors, the Office of Recovery and Resiliency will oversee the implementation of proposed actions, pursue project funding, and develop key indicators to track recovery and resiliency. A list of the proposed actions captured during the development of the Framework is posted at [www.sonomacounty.ca.gov/ORR](http://www.sonomacounty.ca.gov/ORR).

# THE EVENT

## THE SONOMA COMPLEX FIRES

Wildfires erupted across Sonoma County the night of October 8, 2017, eventually sweeping into Santa Rosa. More than 5,300 homes and businesses were destroyed, 24 people died and 110,000 acres burned. Thousands of homes across Sonoma County were incinerated in a matter of hours. Tens of thousands of terrified residents fled for their lives, many with just the clothes on their backs. The blazes officially became known as the **Sonoma Complex Fires**.



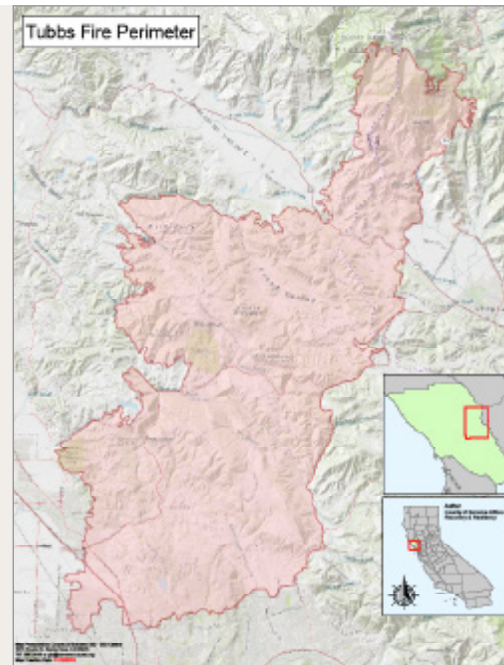
## THE SONOMA COMPLEX FIRES

The **Tubbs Fire** was the most destructive in terms of the number of homes destroyed and lives lost. It started near Calistoga and roared west, through the Mark West Springs and Larkfield/Wikiup areas, then raged through Fountaingrove and finally jumped Highway 101 and devastated Coffey Park in northern Santa Rosa. Twenty-two people died and 4,658 homes were destroyed. Five percent of Santa Rosa’s housing stock was gone overnight. Nearly 37,000 acres burned. The speed and ferocity of the Tubbs Fire stunned residents and officials. The scenes of utter destruction shocked the state and nation.

### Tubbs Fire Overview

MANAGEMENT	ACRES BURNED
Private Ownership	30,160
Non-Profit – Conservation	2,796
State Agency	1,513
Regional Park District	801
County Agency	799
Non-Profit – Land Trust	614
City Agency	50
Federal Agency	41
Water District	33
<b>TOTAL</b>	<b>36,807</b>

### The Tubbs Fire




## THE SONOMA COMPLEX FIRES

About the same time as the Tubbs Fire, a handful of fires north of the City of Sonoma—the Nuns, Adobe, Norrbom, Partrick, Pressley and Oakmont blazes—erupted. They later combined to become known collectively as the **Nuns Fire**, which burned 56,556 acres in and around the Sonoma Valley, including the communities of Kenwood, Glen Ellen, and Oakmont. The Nuns Fire eventually raced through Trione-Annadel State Park, the Bennett Ridge area and threatened Rohnert Park, destroying 639 homes.

The **Pocket Fire** northeast of Geyserville burned 17,000 acres and three homes.

	Nuns Fire Overview		Pocket Fire Overview	
	MANAGEMENT	ACRES BURNED	MANAGEMENT	ACRES BURNED
<p>A vast majority of the area burned was private land. The area burned covered steep mountains, to gentle rolling hills, to flat valley bottoms in urban areas, to urban areas.</p> <p>Given the swiftness of the fires, entire communities were left without much time to collect their belongings, or plan any kind of strategy to save their property.</p> <p>Returning home to the destruction was also difficult, because basic things like water, clean air, or power took days to weeks to return.</p>	Private Ownership	44,841	Private Ownership	17,255
	State Agency	6,755	Federal	70
	County Agency	1,753	State Agency	20
	Special District	1,457	TOTAL	17,345
	Non-Profit	1,354		
	Federal Agency	396		
	TOTAL	56,556		

## THE SONOMA COMPLEX FIRES



24 lives were lost  
and the fire consumed  
110,000 acres.

Overall, some 7,000 structures, including homes, commercial buildings, and outbuildings, were destroyed in Sonoma County. Two major hospitals were evacuated and damaged. More than 100,000 residents were evacuated, some for weeks. Thousands of firefighters from across the United States, Canada, and Australia arrived to help local crews battle the blazes on multiple fronts. The fires were finally contained by October 31.

Even as the fires burned, recovery efforts began. The immense task of quickly and safely removing fire debris from over 5,300 properties resulted in more than 2 million tons of debris being hauled away, the largest such operation since the 1906 earthquake in San Francisco.

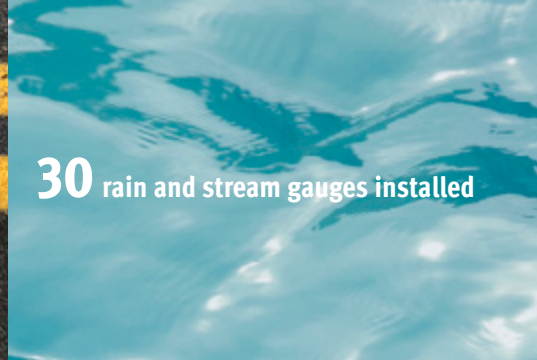




**2,000**  
rebuilding  
permits  
issued



**90 miles**  
of roads cleared



**30** rain and stream gauges installed



**Over \$1.4M**  
in Disaster CalFresh  
benefits issued



**14,022**  
calls received by  
Animal Services



**43 miles**  
of wattles placed



**2 million**  
tons of debris removed



**4,162**  
evacuees  
cared for



**21,000+**  
received counseling  
from California HOPE



Emotional  
Support  
→



**STRONGER TOGETHER**

# COUNTY & COMMUNITY RESPONSE

Over 950 fire departments and agencies from around the world ultimately responded to the fires. County workers, local police, fire, medical professionals, and volunteers collaborated to evacuate neighborhoods, coordinate shelters, and get food, clothing, supplies and information to displaced residents.

**4,162** evacuees cared for in 43 shelters

**52,372** callers helped via emergency hotline

**10,000** masks, 2,562 cots, 2,300 sheets and 1,850 pillows distributed in first 72 hours

**11,204** residents served at the Local Assistance Centers

Our  
community  
united



**41** County-led community meetings held in first 4 weeks to keep public informed

**4,000+** replacement documents issued to victims of wildfires

**21,000+** in-person contacts by California Hope counselors

**14,000+** calls received by Animal Services to help locate displaced animals

**2 million** tons of fire debris removed through government-sponsored Consolidated Debris Removal program

## Additional Activities

**4,700 people** whose income or employment was impacted by fires assisted in filing for disaster unemployment insurance

**2,000 rebuilding permits** issued by Sonoma County and the City of Santa Rosa as of November 28, 2018

**43 miles of wattles** ('fiber roll' erosion and sediment control material) placed in burn areas to prevent erosion and protect watersheds

**30 rain and stream gauges** installed in high-risk areas to predict potential debris flows or flash floods



**90 miles** of County roads cleared of burned trees and hazardous vegetation

**Adopted urgency ordinances** to support immediate housing needs, including residential use of recreational vehicles and rental of guest houses

**Transitioned recovery support** for local companies from the Local Assistance Center to the U.S. Small Business Administration Business Recovery Center

**\$1.4M+** in Disaster CalFresh benefits for food assistance issued

**Multi-agency Watershed Task Force** created a Flood Prevention Post-Fire Hazard Assessment map to keep community safe from potential post-fire flooding and debris flows

**Formed an inter-departmental Disaster Finance Team** to lead the Federal Emergency Management Agency Public Assistance program for the County, coordinating on legal, compliance, and resource issues





# FRAMEWORK OVERVIEW

## OFFICE OF RECOVERY & RESILIENCY

In December 2017, the County Board of Supervisors established the Office of Recovery and Resiliency to work with County department heads to lead and coordinate all recovery efforts in the County with a long-term, strategic approach, and to develop an integrated framework for recovery from the 2017 wildfires that incorporates a long-term vision for a more resilient future.

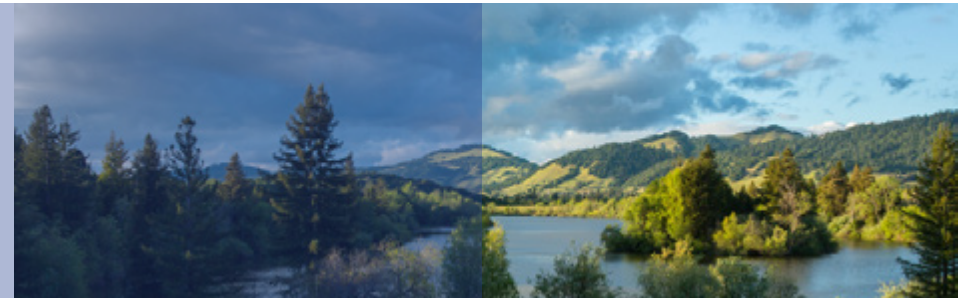
A priority of the Office of Recovery and Resiliency is to develop and leverage relationships with community organizations, private sector leaders, local city and regional leaders, community members, and many others, to work collectively towards recovery and resiliency together. Following the development of this Framework, the Office will work on detailed implementation planning and performance monitoring to ensure accountability.

# PURPOSE OF THIS FRAMEWORK

The Recovery and Resiliency Framework represents the Board of Supervisors' call to action. It reflects the community's vision for a resilient future and presents an approach to achieve it. It capitalizes on our County's strengths and identifies the investments we need to keep Sonoma County strong. The Framework is a foundation for integration of public, private, and non-governmental recovery efforts County-wide, and is informed by residents, community partners, County departments, cities, and other jurisdictions in the County.

Our ability to live safely and securely in Sonoma County depends on both County recovery efforts and forward-thinking resiliency measures. The goals and actions outlined here will provide guidance to the County as it makes difficult decisions regarding the use of limited resources, and as it pursues crucially-needed external funding.

The Framework is structured around recovery efforts in five critical strategic areas: Community Preparedness and Infrastructure, Housing, Economy, Safety Net Services, and Natural Resources. These strategic areas are in line with the Recovery Support Functions identified in the Federal Emergency Management Agency's *National Disaster Recovery Framework* and were adopted locally by the Sonoma County Board of Supervisors on December 19, 2017. Each area has its own vision, goals, and proposed actions. Planning includes coordination with partners, risk mitigation, continuity planning, identifying resources and developing capacity to manage the recovery process.



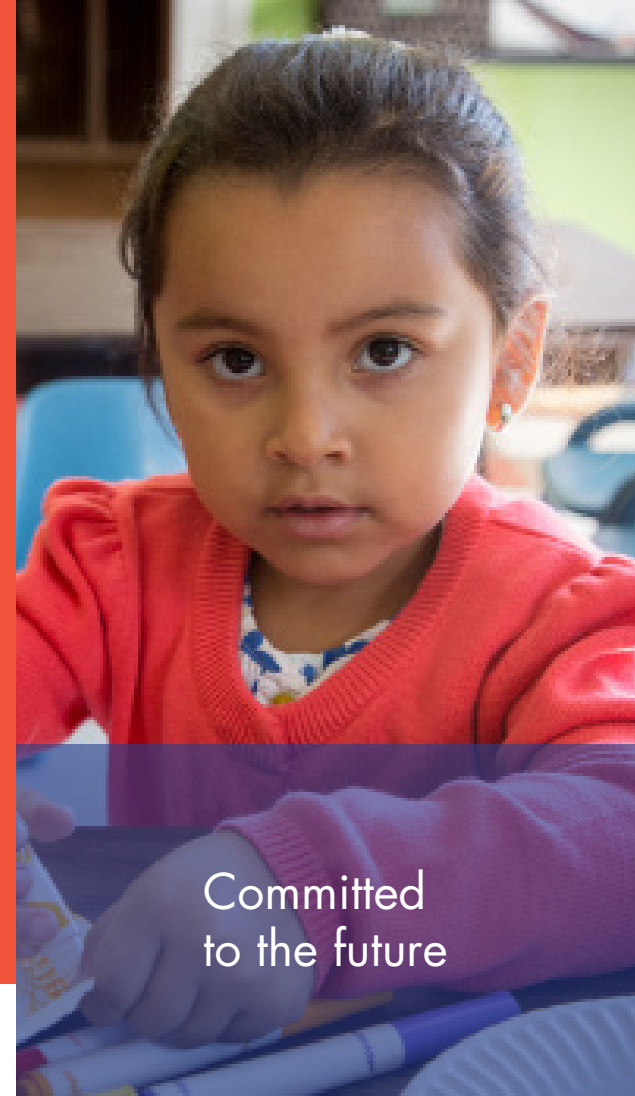
## PURPOSE OF THIS FRAMEWORK

### The Framework:

- Affirms the County vision for recovery and resilience.
- Outlines a process to engage stakeholders.
- Describes how the Office of Recovery and Resiliency will work with County leaders.
- Explains the relationship between recovery efforts and other strategic planning efforts.
- Promotes inclusive coordination, planning, and proactive communication.
- Encourages the whole community to increase resilience.

### The Framework is not:

- A single, exhaustive list of every action needed for the County to achieve resilience.
- Static—what we learn as we review our approach and processes may change our next steps.
- A detailed plan with steps for implementation.
- A replacement for or modification of other related County strategic plans.
- Legally binding on future County actions.



Committed  
to the future



# A NOTE ABOUT CEQA

The Framework reflects a vision for a resilient future for Sonoma County and all its communities. It incorporates a range of potential future actions that, if implemented, could advance the County toward resilience. However, nothing in the Framework legally binds future County decisions or actions. The Board of Supervisors' approval of the Framework is not a commitment to any particular course of action, and is not a decision to approve, adopt, or fund any of the potential actions identified in this document. For these reasons, approval of the Framework is exempt from California Environmental Quality Act (CEQA) review pursuant to Section 15262 of the CEQA Guidelines.<sup>1</sup>

Whether a particular Framework recommendation is implemented in the future depends on a variety of factors. Each proposed action that is advanced for consideration will be reviewed in accordance with normal internal and public processes, including CEQA review, if applicable. Some identified actions may ultimately be rejected or modified through those review processes. Any recommended action that involves amendments to local ordinances would undergo the normal processes required for legislative actions, including but not limited to CEQA review, opportunity for public review and comment, and public hearings. Similarly, while the Framework will likely inform the upcoming General Plan Update process, the new General Plan will be crafted through an entirely separate process that includes comprehensive CEQA review and a robust public process.

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<sup>1</sup> Cal. Code Regs., tit. 14, § 15262 provides as follows: A project involving only feasibility or planning studies for possible future actions which the agency, board, or commission has not approved, adopted, or funded does not require the preparation of an EIR or Negative Declaration but does require consideration of environmental factors. This section does not apply to the adoption of a plan that will have a legally binding effect on later activities.



“Resilience is the chief characteristic of sustainability. Which is the moral and strategic imperative of our time.”  
— COMMUNITY MEMBER

# RELATIONSHIP TO OTHER PLANS

Sonoma County's Recovery Framework does not replace or modify existing County plans and strategies. It complements existing plans and builds upon existing state and national recovery frameworks and the significant strategic planning work that was already underway across the County prior to the October 2017 wildfires. The Recovery Framework also builds upon planning efforts initiated during and immediately following the wildfires. Collectively, these plans inform post-disaster recovery and the Recovery Framework. This integrated approach ensures that long-term recovery and resiliency goals are considered through implementation of current and future plan actions, especially when plan actions overlap.

The graphic (right) shows the relationship between existing and ongoing plans and strategies and the post-disaster Framework. Existing and ongoing planning efforts inform development of the Framework and the County's recovery priorities and actions. As proposed actions in the Framework are completed, some ongoing plans and strategies may need to be updated to reflect progress towards recovery goals. The outer arrows represent more than updates to specific actions. They represent the continuous and active coordination, collaboration, and alignment that will position the County to achieve its resilience goals.

Ultimately, the Framework serves as a guide for County leaders as they seek to prioritize actions, identify and allocate resources, and maximize opportunities to achieve recovery and resiliency goals not in isolation, but in conjunction with other County plans and planning efforts.

**Relationships Among Plans and Strategies**



# RECOVERY ROLES & RESPONSIBILITIES

Successful recovery from a disaster as significant as the Sonoma Complex Fires will not be obtained by any one entity. Defining roles and responsibilities for recovery partners allows better coordination of opportunities, increased partnerships, and optimized resources. The following roles and responsibilities are adapted from FEMA's *National Disaster Recovery Framework*:

**Individuals and Households:** Individuals and families need to plan and be prepared to sustain themselves in the immediate aftermath of a disaster. Disaster preparation includes having adequate insurance and maintaining essential levels of supplies, such as medication, food, and water. Resources to help individuals and families prepare are available through websites and publications of various organizations that are active in disasters, including local, State, and Federal agencies.

**Private Sector:** The private sector plays a critical role in establishing public confidence immediately after a disaster. When the private sector is operational, the community recovers more quickly by retaining and providing jobs and a stable tax base. When local leaders and the business community work together pre-disaster and develop a conceptual recovery plan, the public is more likely to be optimistic about the community's ability to recover post-disaster. For example, local banks can continue to offer accessible loan opportunities to individuals and businesses impacted by the fires. Insurance companies also play a role in preparedness. They can assist in educating community members on risks and reach out to underserved populations to find ways to provide coverage.



## RECOVERY ROLES & RESPONSIBILITIES

**Nonprofit Sector:** Nonprofits play a significant role in recovery. Nonprofits include voluntary, faith-based and community organizations, charities, foundations and philanthropic groups, as well as professional associations and educational institutions. Nonprofits serve in recovery by providing case management services, volunteer coordination, behavioral health and psychological and emotional support, technical and financial support, and housing repair and construction that meets accessibility and universal design standards. Nonprofits directly supplement and fill gaps where government authority and resources can't, such as through fundraisers and distribution of funds to those in need.

Nonprofit organizations are critical for ensuring participation and inclusion of all members of the impacted community. Many nonprofits act as advocates for a wide range of members of the community such as individuals with disabilities and others with access and functional needs, children, seniors, individuals with limited English proficiency and other underserved populations.

**Local Government:** Local government has the primary role of planning and managing all aspects of the community's recovery. Since the Sonoma Complex Fires, the County of Sonoma and the City of Santa Rosa have worked closely to coordinate some recovery activities. The City of Santa Rosa is the largest of nine cities within the County of Sonoma, and the City was most affected by the fires.

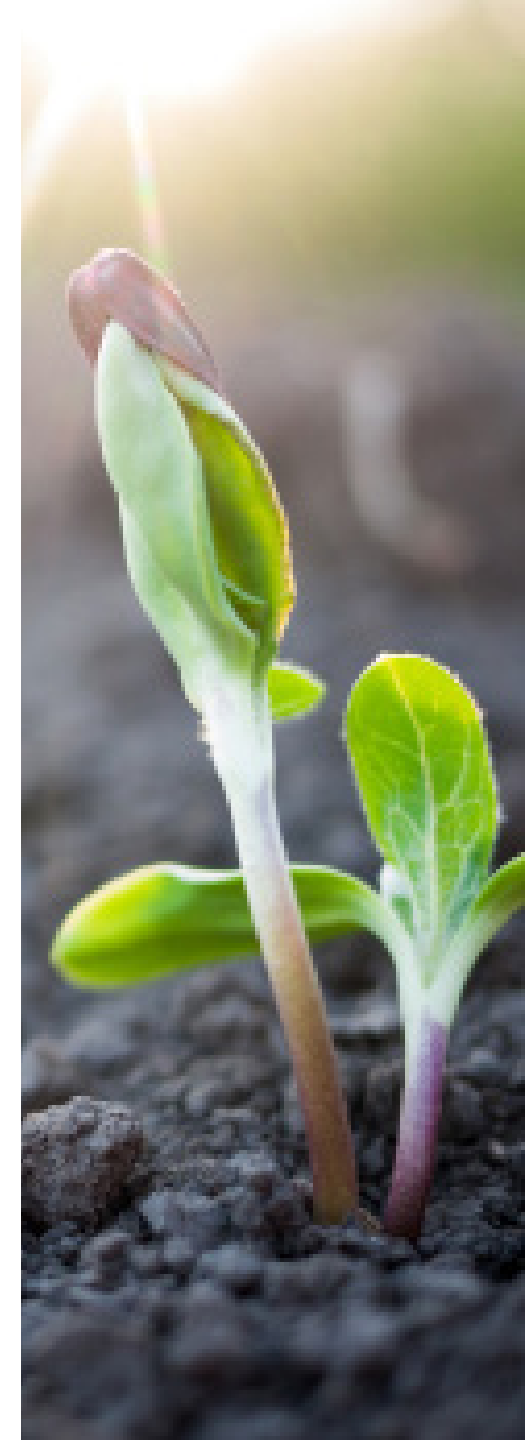
Local governments lead the community in preparing hazard mitigation and recovery plans, raising hazard awareness and educating the public about available tools and resources to enhance future resilience.

## RECOVERY ROLES & RESPONSIBILITIES

**State Government:** States lead, manage and drive the overall recovery process and play the central role in coordinating recovery activities that include providing financial and technical support. The State of California oversees regional coordination of recovery, sets priorities and directs assistance where needed. In addition to managing Federally-provided resources, the State may develop programs or secure funding that can help finance and implement recovery projects.

The State of California plays an important role in keeping the public informed through strategic messaging and working with all other stakeholders to provide an information distribution process.

**Federal Government:** The Federal Government plays a significant facilitative role in the development of urban and rural communities and their social infrastructures, and can leverage needed resources to build and rehabilitate many communities so that they are more disaster resistant and resilient. The Federal Government also plays an important role in providing accessible information to the public and all stakeholders involved in recovery, including information about Federal grants and loans with potential applications to recovery. In coordination with local and State government, the Federal Government is responsible for ensuring that information distributed as well as understood, so that the public, Congress, the private sector and all stakeholders are aware of the process and have realistic expectations of recovery.

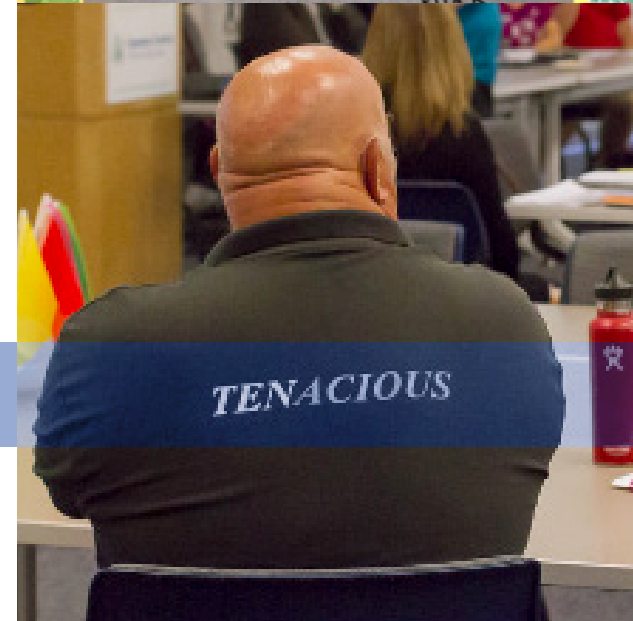


# CORE PRINCIPLES

The ways that we plan for the next disaster, incorporate input, collaborate to build the right capabilities, mitigate threats, care for our citizens, and implement the goals and actions in this Framework are guided by a set of core principles outlined largely in the *National Disaster Recovery Framework*. Establishing and adhering to these core principles will help ensure that our recovery efforts are consistent with Federal and State recovery partners and best practices in recovery management. The core principles guide the strategies we pursue, our decision-making, processes and practices. In practice, they maximize the opportunity for achieving recovery success. Their more specific definitions have been informed by input from County leadership, partners, and our community.

## SOCIAL EQUITY

All community members who have suffered or will suffer losses have equal voice in informing recovery efforts. Efforts address historic social and institutional barriers to equitable receipt of services and benefits. All individuals have access to resources that equitably address both their physical losses and psychological health needs.



Outcomes reflect our values

## CORE PRINCIPLES

While all community members will have access to services needed for recovery and preparedness, we also recognize that individuals with disabilities and others with access and functional needs are disproportionately impacted during a disaster. These include individuals with developmental or intellectual disabilities; vision impairment; hearing impairment; mobility impairments; injuries; and chronic conditions. They may also include older adults or children; those living in institutionalized settings; those who are low income or homeless; individuals with limited English proficiency or who are non-English speaking; undocumented immigrants; and individuals with transportation challenges. To achieve equity, the County will identify and meet the needs of these populations before, during, and after disasters and integrate their needs and input in the recovery planning process.

### PRE-DISASTER RECOVERY PLANNING

Recovery is more effective when planning occurs before a disaster. Engaging community partners in the planning process creates common understanding of recovery actions and roles. It builds capacity to lead, plan, and manage future recovery operations. Innovative pre-disaster planning can generate tools and resources that will minimize disaster impacts and support recovery.

### LEADERSHIP AND LOCAL PRIMACY

The County plays an important role in planning for and managing aspects of the community's recovery. Cities within the County are important partners and play a role in recovery, though each jurisdiction has unique attributes and needs. Coordinated leadership across all levels of government and sectors of the community is essential throughout the recovery process. The State, regional, and Federal governments support the County and all local governments to reinforce local resources and abilities to promote recovery goals. Businesses also play lead roles in recovery planning. The private sector owns and operates most of the critical infrastructure systems, such as electric power, financial, and telecommunications systems.

**Equity is an outcome whereby you can't tell the difference in critical markers of health, wellbeing, and wealth by race or ethnicity, and a process whereby we explicitly value people of color and low-income communities to achieve that outcome.**

Adapted from a quote by Yanique Redwood, DC, "What the Heck Does 'Equity' Mean?," Stanford Social Innovation Review (Sep. 15, 2016), available online at the Stanford Social Innovation Review website.

## CORE PRINCIPLES

### **ENGAGED PARTNERSHIPS AND INCLUSIVENESS**

Private and nonprofit partners play a critical role in meeting local recovery needs. Engaged partnerships ensure that parties with deployable resources and a role in recovery have a voice in recovery planning. Collaboration helps the County anticipate needs, and understand how to access available resources during and after a disaster. Recovery leaders share clear, effective, accessible, and culturally appropriate communication with partners.

### **TIMELINESS AND FLEXIBILITY**

Timeliness and flexibility are key to minimizing delays and lost opportunities in implementing recovery efforts. Recovery plans, programs, policies, and practices are adaptable to meet unforeseen, unmet, and evolving recovery needs.

### **RESILIENCE AND SUSTAINABILITY**

Pre- and post-disaster planning offers opportunities to reduce risk and contribute to a more sustainable community. This includes assessing and understanding risks that threaten recovery efforts. Resilience is the ability to prepare for and adapt to changing conditions and to withstand and recover rapidly from a disaster. Pre- and post- disaster planning ensures that steps are taken to avoid or reduce risk during the recovery process and that recovery efforts can be leveraged to increase community resilience.

Opportunities exist during rebuilding to promote sustainability like making smart energy choices, improving economic competitiveness, expanding energy-efficient housing choices, and enhancing healthy, safe, and walkable neighborhoods.



## CORE PRINCIPLES

### UNITY OF EFFORT

Coordinated effort is central to efficient, effective, timely and successful recovery. Coordination allows recovery leaders to identify needs and priorities more effectively, reallocate existing resources, engage community partners, and identify other resources. Unity of effort respects the authority and expertise of participating organizations while coordinating support of common recovery priorities and objectives.

### PSYCHOLOGICAL AND EMOTIONAL RECOVERY

Successful recovery addresses the psychological, emotional, and behavioral health needs associated with the disaster and resulting recovery. Behavioral health support provided in recovery includes informing and educating the community about available services, basic psychological support and crisis counseling, assessment, and referral to treatment when needed for more serious mental health issues. Successful recovery acknowledges the linkages between the recovery of individuals, families, social networks, and communities.



# COMMUNITY ENGAGEMENT

## OVERVIEW

The October 2017 fires reshaped our community both physically and emotionally. As we rebuild and restore our identity as a County, community input on recovery is a County priority. Throughout 2018, the Office of Recovery and Resiliency has engaged the community in a variety of ways to listen to residents' concerns, ideas and suggestions on the five strategic areas of recovery and resiliency. The Office will continue to engage the community by sharing information, resources, and updates. We will continue to gather community input on the direction and priority of recovery activities.



## OVERVIEW

### Key strategies used to gather input into the Framework:

**Board Workshops:** The Board of Supervisors conducted Recovery Workshops to provide pertinent information to the Board and receive initial direction on the Framework. Community stakeholders were invited to attend and provide input.

#### Workshops Conducted by the Board of Supervisors

<b>February 6</b>	<b>Housing</b>
<b>February 13</b>	<b>Natural Resources &amp; Economic Development</b>
<b>February 27</b>	<b>Community Preparedness &amp; Infrastructure</b>
<b>August 7</b>	<b>Safety Net Services</b>

**Community Groups and Stakeholder Meetings:** The Office met with over 80 community groups and stakeholders to provide updates on progress and gather input on the Framework. Several community groups provided recommendations on behalf of their organizations. Submitted input is available on the Office of Recovery and Resiliency's website at [www.sonomacounty.ca.gov/ORR](http://www.sonomacounty.ca.gov/ORR).

**Recovery Planning Community Meetings:** The County hosted a series of community meetings to share a draft of the Framework that was presented to the Board of Supervisors in June 2018. The goal was to get community feedback on the vision, goals, and proposed actions for each strategic area. Members of the public participated in facilitated, small group discussions and provided input. A total of 306 community members attended these meetings.

## OVERVIEW

### Recovery Planning Community Meetings

LOCATION	CITY	DATE	COMMUNITY MEMBERS
Sonoma County Office of Education	Santa Rosa	July 10	65
Sebastopol Center for the Arts	Sebastopol	July 11	60
Petaluma Community Center	Petaluma	July 25	40
Finley Community Center	Santa Rosa	August 2	70
Sonoma Veterans Building	Sonoma	August 8	28
Lawrence Cook Middle School (in Spanish)	Santa Rosa	August 28	40
La Luz Center (in Spanish)	Sonoma	September 5	3

**Online Survey:** The Office conducted an online survey for community members to provide input into the Framework.

A total of 115 responses were submitted.

**Email:** Since early 2018, community members have been encouraged to submit input to [recoveryinfo@sonoma-county.org](mailto:recoveryinfo@sonoma-county.org).

Emailed input was considered and reviewed.

**Community Surveys:** Many organizations and community groups conducted recovery-related surveys since the fires. These efforts inform the County's understanding of community needs, interests and opinions. The Office will continue to compile and analyze surveys and assessments that are relevant to recovery. Survey results are available on the Office of Recovery and Resiliency's website at [www.sonomacounty.ca.gov/ORR](http://www.sonomacounty.ca.gov/ORR).

# OUTREACH

The County engaged in extensive outreach efforts to inform the public of opportunities to provide input on the draft Framework. Outreach was designed to expand participation to a broad cross-section of the community and to seek out diverse voices and perspectives. The Office conducted traditional and grassroots outreach to encourage residents to share their ideas and priorities and worked with community partners to utilize existing structures to broaden our reach, strengthen relationships and improve communication and collaboration. For example, the Office built on the Watershed Collaborative network, a representative group of more than 60 organizations focused on working and natural lands in Sonoma County, by continuing to hold meetings of the collaborative to address recovery issues and solutions to achieve resiliency. A list of the groups engaged during the outreach period is included as Appendix C.



“The first priority has to be restoring what we lost in order to rebuild our community.”

—COMMUNITY MEMBER



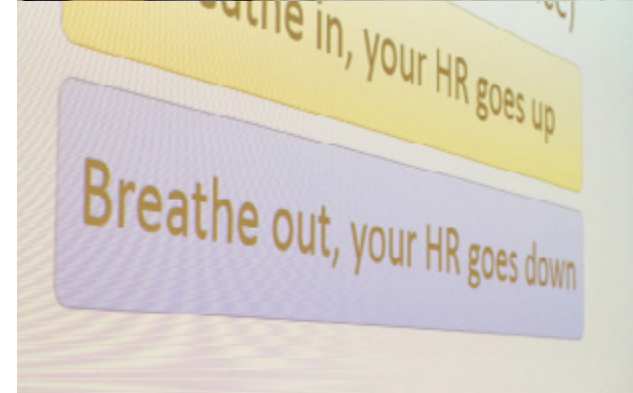
# RECOVERY PLANNING: COMMUNITY MEETING FORMAT

The deepest engagement and discussions of the Framework came during the Recovery Planning Community Meetings. County staff worked with community leaders to recruit residents from different segments of the community including individuals with disabilities and others with access and functional needs, including non-English speakers, to ensure all points of view were heard. Over 300 residents participated. The materials and meetings were provided in both English and Spanish. Translation services were provided at every meeting.

“ We should all support local businesses, who chipped in so much during the crisis. ”

— COMMUNITY MEMBER

**More than 300 residents** participated in community meetings.





## COMMUNITY INPUT

The County heard consistently from community members that they appreciated opportunities to share their ideas with County staff. The compiled data of all public input from the Recovery Planning Community Meetings and online survey are available on the Office of Recovery and Resiliency's website. In partnership with county departments, Office staff reviewed and analyzed all of the input gathered during stakeholder meetings and submitted via email.

The ideas and concerns expressed by the community in many ways validated the vision and goals in the initial draft Framework. Community members also offered a number of new and innovative approaches to recovery that were incorporated. Each critical recovery area section of this Framework includes a summary of the key themes conveyed by the community. A list of the key themes is included as Appendix D-1. Submitted input is also available on the Office of Recovery and Resiliency's website.

**“ I want to underscore the importance of embedding equity at the beginning of the Framework and connecting it with environmental justice and access to resources, so that those themes are carried across the Framework. ”**

—COMMUNITY MEMBER

## Here's What We Heard From the Community

“Make sure we are **bold in our plan** and we talk about **equity**.”

“Regular **controlled burns** in some areas.  
Manual **fuel reduction** in other areas.”

“I am a huge fan of **sirens** as an alert for major emergencies. ... Siren systems were widely used for decades with great success.”

“Smaller groups (**communities**) need to take responsibility for communications.”

“I want to encourage us all to realize that these 4-5 themes in this Framework are **all woven together**.”

“I urge the City and the County to put together a **‘Vulnerable Population Plan’** for future emergencies.”

“Lower fees. **Approve more housing** more quickly.”

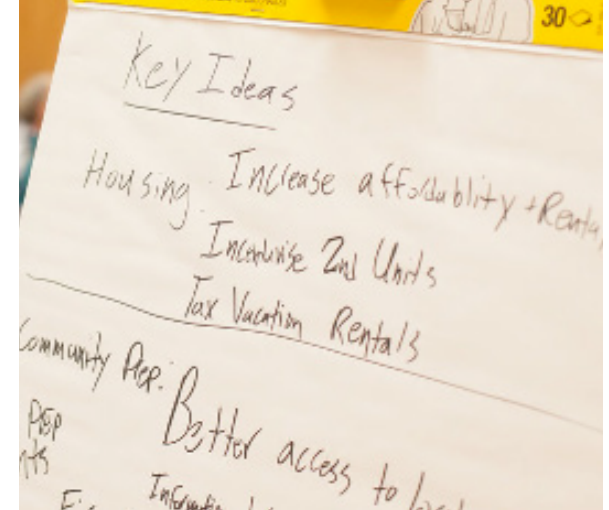
“Obviously, ‘fast tracking’ approvals for housing. Be careful not to lose sight, in the short term, of **environmental impacts** in the long term ... don’t forget CEQA.”

# ONGOING DIALOGUE

Our engagement with the community doesn't stop with the community meetings or the printing of this Framework. The County will continue an ongoing dialogue as recovery continues. Potential engagement opportunities include an online portal to solicit input, as well as more traditional methods, such as community meetings. Community members are always encouraged to share public input at Board of Supervisors' meetings during public comment period.

“ I wish I had been more aware of which of my neighbors needed help evacuating. ”

—COMMUNITY MEMBER



Specific opportunities to engage will be shared at:

[www.sonomacounty.ca.gov/ORR](http://www.sonomacounty.ca.gov/ORR)

Communication

What to Do for the Elderly

Clean Water

“ Why don't they have those old metal sirens on posts? It's not fancy, but they work, right? ”

—COMMUNITY MEMBER

Community input can be submitted on an ongoing basis by emailing comments to:

[recoveryinfo@sonoma-county.org](mailto:recoveryinfo@sonoma-county.org)

# STRATEGIC AREAS OF RECOVERY & RESILIENCY



## Strategy Area 1

### COMMUNITY PREPAREDNESS & INFRASTRUCTURE

County-wide awareness, infrastructure, systems



## Strategy Area 2

### HOUSING

Diverse, affordable, accessible places to live



## Strategy Area 3

### ECONOMY

New jobs, businesses, opportunities



## Strategy Area 4

### SAFETY NET SERVICES

Care for people who need extra help



## Strategy Area 5

### NATURAL RESOURCES

Healthy and well-managed land and water

# OVERVIEW

Disaster preparedness is a shared responsibility. How we recover and whether we become more resilient depends on the contributions of the whole community. To be prepared, we must identify and prevent threats, protect our citizens, mitigate risks, and build our capacity to respond quickly and effectively.

In this section, we describe five strategic areas of recovery and resiliency, which are critical elements to being prepared. They align with the core capabilities of the *National Disaster Recovery Framework*. While each has its own focus, the five strategic areas of recovery and resiliency – Community Preparedness and Infrastructure, Housing, Economy, Safety Net Services, and Natural Resources – are interdependent. Coordination across strategic areas is required to prevent duplication, share technology, improve training and communication, leverage resources, promote innovation, increase capacity, and resolve challenges.

The County, in collaboration with its many partners, has taken the first steps to define the important linkages across the strategic areas of recovery and resiliency. They are a critical part of the Framework, though there is a lot more work to be done to understand and define how they affect implementation of the proposed actions in this Framework.

Many partners that play a role in achieving the recovery and resiliency vision may participate in varying capacities to implement the proposed actions included in this Framework. The list below shows the range of possible partner roles during implementation. Key partners for all proposed actions will be identified during the implementation planning phase.

## NOTE ON TIMELINES

**2019:** Actions have begun or will be completed before the end of 2019

**2020:** Actions will be completed before the end of 2020

**2021+:** Actions will be completed no sooner than 2021

ROLE	ROLE EXAMPLES
Lead	Leader, Director, Manager, Administrator, Executive, Principal
Partner	Co-Leader, Task or Phase Manager, Team Member, Planning/Steering Committee Member
Sponsor	Funder, Grantor, Donor, Promoter
Supporter	Data Source, Data Exchange, Data Repository, Technology/Communications Support
Stakeholder	Technical or Policy Advisor, Outside Reviewer, Coach, Beneficiary, User

## COMMUNITY PREPAREDNESS & INFRASTRUCTURE

# VISION



Sonoma County residents, communities, public and non-governmental entities are prepared to adapt and recover in a coordinated response when disaster strikes. Effective warning programs and systems provide emergency notifications to the whole community. Sonoma County ensures the safety and security of critical infrastructure, the continuity of financial and other information technology systems and ability to activate situational awareness programs and systems to support decision-making through disaster conditions.





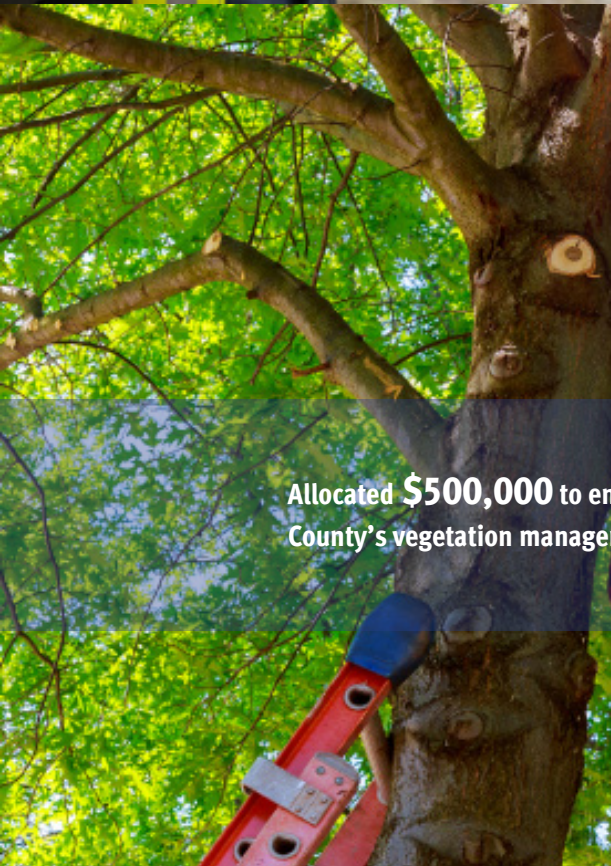
ADAPT



CLEAR OUT

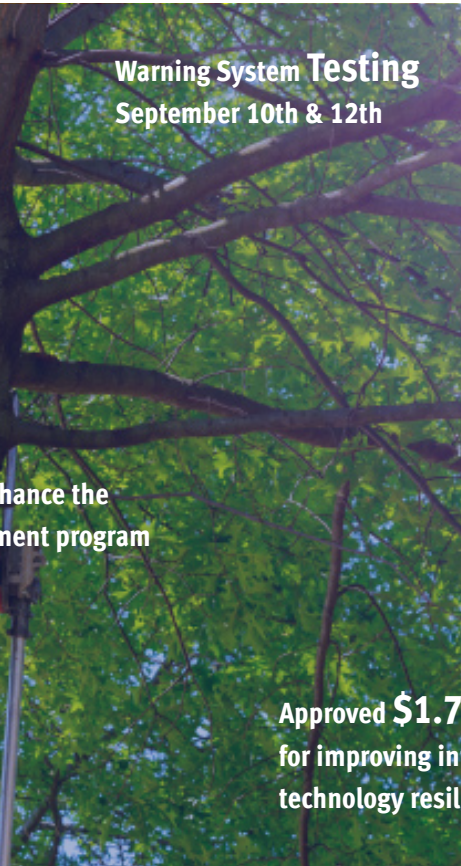
CLEAR UP

CLEAR AWAY



Allocated **\$500,000** to enhance the County's vegetation management program

Warning System Testing  
September 10th & 12th



Approved **\$1.7 million** for improving information technology resiliency



RECOVER

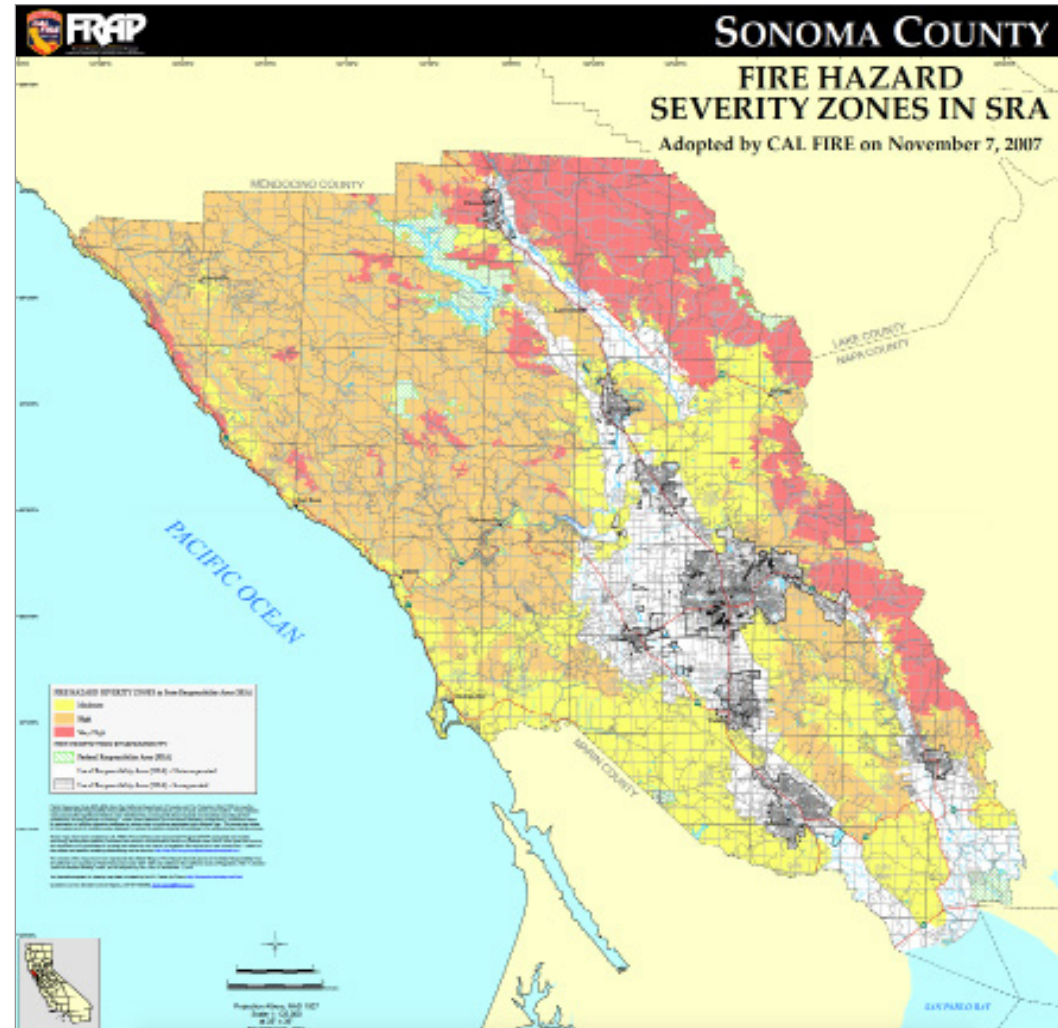
Provided **Chipper Service** prioritized for burn areas

## ! BACKGROUND

The Fire Hazard Severity Zone map (right) identifies very high fire hazard areas, and also breaks down responsibility areas. The designation of the severity zones is based on methods which assessed vegetation, topography, fire history, weather patterns and factors such as the impact of flames, heat, and flying embers. The majority of land in Sonoma County is located in State Responsibility Areas, where CalFire has the responsibility to provide fire protection. CalFire's Fire Prevention Program includes wildland pre-fire engineering, vegetation management, fire planning, education and law enforcement.

The County frequently conducts response and recovery operations for weather and flooding events that endanger local

Fire Hazard Severity Zones





## BACKGROUND

infrastructure, such as public utilities and transportation networks. County emergency personnel manage these events from the Sonoma County Emergency Operations Center (EOC). The EOC provides the communications infrastructure to coordinate response and recovery operations, including public information and warning. Since 2005, the County has activated the EOC for ten events.

During past emergency response activities, the County's technology infrastructure was able to support normal County business operations and systems were able to handle the temporary growth in data volume and demand.

The Board of Supervisors allocated over \$14 million to repaving projects through the 2019 construction season and Sonoma County Transportation & Public Works (TPW) was making progress on the Sonoma County Long Term Road Plan. Due to the federally declared winter storm disasters in January and February 2017, resources were re-directed to focus on repairing infrastructure that was damaged or destroyed.

The County partnered with CalFire on a pilot project to perform defensible space inspections in selected high fire risk areas.

The County did not have a comprehensive animal emergency response plan and Animal Services was assigned to Health Services' Department Operations Center.

“ I grew up in the Midwest and we had a test siren that went off at noon every day. They're loud — they wake you up. ”

— COMMUNITY MEMBER

## BACKGROUND

**Impact of Fires on Emergency Response Infrastructure.** The 2017 wildfires spread rapidly and destroyed essential communications infrastructure. Sonoma County EOC managers struggled to maintain accurate situational awareness. The need for reliable communications systems became more urgent as the fires advanced through heavily populated areas. With 77 cell sites destroyed or damaged and other communications systems not operating, the 9-1-1 system quickly became overwhelmed. It was challenging to alert residents of the fire threat and to evacuate communities in the fire's path.

Although the County's information technology systems were at risk given the proximity of the fire to the County campus, no systems were destroyed. However, the fire challenged a number of our information technology systems. For example, the County's call center and telephone system were inundated with calls far exceeding normal levels. The public-facing websites were overwhelmed by high traffic loads. Geographical mapping systems were unable to process increased network demands.

County roads, and associated signage and traffic signaling, in and around the burn areas were severely damaged, and power and water systems were incapacitated after the floods and fires.

The command center at Animal Services lacked alternate power, and radio malfunction impacted communications and operations during the fires. Response for animal services was hindered by the lack of formal emergency response plans and trained responders. In addition, Animal Services was not in direct communications with the EOC during the fires.

## BACKGROUND

**Post-Fire Response.** By October 20, 2017, the fires were mostly contained and the County began transitioning from response efforts to the recovery phase. Some recovery operations were transitioned to non-governmental organizations and specialized task forces. The County then began an “after action review” focused on Emergency Operations Center processes and procedures.<sup>2</sup> The County also requested that the California Governor’s Office of Emergency Services (Cal OES) review the emergency notification process and response.<sup>3</sup> On February 27, 2018, the Board of Supervisors held a Recovery Workshop on Infrastructure covering emergency alert systems, fire safety, preparing for a more resilient county, fire impacts on infrastructure, and public information and warning.<sup>4</sup>

Within 12 days of the start of the fires, 91 miles (of 116) County roads were re-opened, slopes were stabilized to prevent slides and erosion, and fire-damaged road signs and traffic signal infrastructure were replaced to restore services and access to County roads. Fire-damaged trees along approximately 90 miles of public roads were evaluated and assessed, and those identified as “extreme” or “high” risk in the public right-of-way are being removed. Despite the re-direction of resources to focus on repairing flood-damaged infrastructure, the Sonoma County Transportation & Public Works Department successfully caught up with the pavement preservation projects in 2018.

The County established a multi-departmental Disaster Finance Team to lead the County’s FEMA Public Assistance program, which seeks reimbursement for response and recovery costs associated with the fire. The Disaster Finance Team works with FEMA and Cal OES to maximize these reimbursements and comply with federal funding requirements. The County also established a Grant Steering Committee to coordinate County-wide pursuits of external funding for recovery and resiliency goals.

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<sup>2</sup> Sonoma County Fire & Emergency Services EOC After-Action Report, June 11, 2018.

<sup>3</sup> California Governor’s Office of Emergency Services, “Public Alert and Warning Program Assessment for Sonoma County,” February 26, 2018.

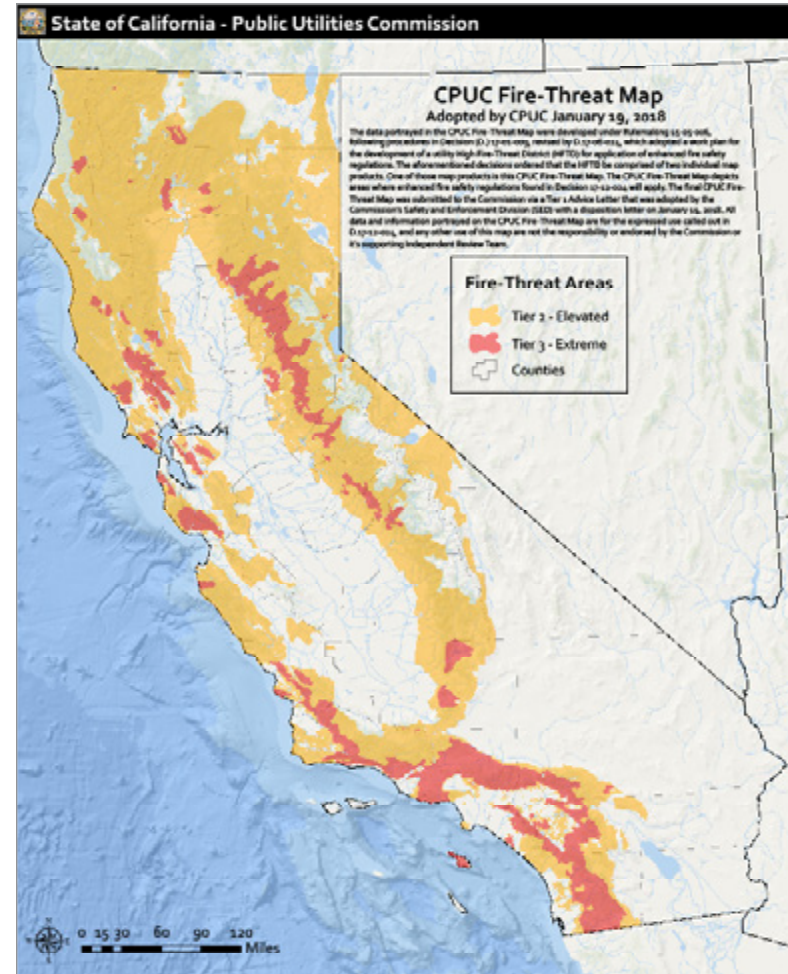
<sup>4</sup> Board of Supervisors’ meeting, February 27, 2018, item 22. Item materials found at: [www.sonoma-county.granicus.com/GeneratedAgendaViewer.php?view\\_id=2&clip\\_id=771](http://www.sonoma-county.granicus.com/GeneratedAgendaViewer.php?view_id=2&clip_id=771)

## BACKGROUND

Following the fire, Animal Services, the Fairgrounds, and non-governmental agencies have begun to develop formal protocols for animal disaster response, including alternate animal evacuation sites.

In January 2018, the California Public Utilities Commission approved a fire map (right), which identifies much of Northern California at an elevated risk of fire danger.<sup>5</sup> The map is the most current published assessment of fire risk in the State. Sonoma County saw a significant increase in the areas designated as high fire risk. Actions taken by the Commission include requiring utilities to implement new wildlife safety regulations.

CPUC Threat Map



<sup>5</sup> California Public Utilities Commission, adoption January 19, 2018, CPUC Fire-Threat Map found at <http://cpuc.ca.gov/general.aspx?id=6442454972>

## CHALLENGES & OPPORTUNITIES

The proposed actions for this strategic area focus on opportunities to strengthen disaster preparedness, prevention, and recovery. These include improving public education, enhancing situational awareness, updating County emergency management and recovery finance policies, processes and procedures, securing County information technology, and maintaining roadways for better evacuation and first responder access.

As a result of the devastating fires, individuals, organizations, and communities have come together and strengthened their resolve to make Sonoma County more prepared. Relationships have been forged that create a deep sense of connection and community. Statistics have shown that the leading indicator for communities recovering quickly from a disaster is how cohesive a neighborhood is, and the degree to which neighbors know neighbors. As the County works to facilitate individual and neighborhood preparedness, the commitment that Sonoma County residents have to each other will prove invaluable. The collaboration among individuals, community groups, nonprofits, and governmental agencies will break down silos and further the goal of prepared communities.

Public alert and warning has become a topic of urgent interest and action among emergency management programs and associations across the country. Public expectations for local government alert and warning services have escalated significantly beyond current industry practices. The County has the opportunity to move forward and serve as a state and national leader in the ongoing conversation regarding alert and warning programs. By developing a truly comprehensive, integrated, and sustainable Community Alert & Warning Program, the County can meet the increasing expectations and challenges of this vital public safety mission for its residents, communities, and visitors.



## CHALLENGES & OPPORTUNITIES

Several jurisdictions in Sonoma County have developed forms of community notification and warning systems. The potential benefits for consolidating these efforts are significant. Consolidation into one program (or system of systems) would increase responsiveness, reduce operational redundancy, improve adherence to standards, and generate cost savings in procurement



Source: [Pewinternet.com/2009/Reports/18-Social-Isolation-and-New-Technology](http://Pewinternet.com/2009/Reports/18-Social-Isolation-and-New-Technology)

## CHALLENGES & OPPORTUNITIES

and administration. The County currently uses CodeRed as its warning software. A more capable and more readily usable software platform would enable faster and more effective delivery of emergency warnings to the public as well as allow for integration of social media systems.

On June 14, 2018, the Board of Supervisors approved additional funding and staffing for emergency management and community preparedness. This will support enhanced resiliency measures including community preparedness programs like community emergency response teams (CERTs), auxiliary communications services, and neighborhood and individual preparedness programs. Additional funding will also support planning and training exercises, and reinforce capacities to coordinate emergency public warning, incident response and recovery. The October 2017 fires gave urgency to the countywide Fire Service Project, creating opportunities for quicker action, but also challenges for increased funding.<sup>6</sup> The fires gave urgency to the countywide Fire Services Project, creating opportunities for more efficiencies, but also challenges for increased funding. The map here (right) shows the many fire districts that exist in Sonoma County.

**Sonoma County Fire Districts**



<sup>6</sup> In 2016, the Board of Supervisors established a Fire Services Advisory Council to address fire services in the County, particularly in unincorporated areas, for a more efficient, effective and sustainable fire services system. On August 14, 2018, the Board received a report and recommendations, abolished the Fire Services Advisory Council, moved to implement phases of the recommended plan, and directed staff to pursue funding opportunities to support the plan.

## ! COMMUNITY INPUT

Community members overwhelmingly agreed with the goals and objectives identified in the draft Framework. Warnings, communication, evacuation, vegetation management, education, and preparedness generated the most comments.

Many requested that the County coordinate and work closely with all cities within the County on an alert system and preparedness program. Actions that have been incorporated into the Framework include evacuation and care of large animals in a disaster, hosting an annual Disaster Preparedness Day, and incorporating personal preparedness into the community preparedness program. Many in the community requested objective, measurable metrics be incorporated into any plans that are developed and for status reports to be provided to the Board of Supervisors on a regular basis.

Other jurisdictions within the County expressed a strong desire for greater collaboration on an alert and warning system and training exercises. Joint training exercises could include City-County drills and “all cities” exercises, and possible cross-training for Emergency Operations Center assistance. There were requests for assistance with establishing evacuation routes, a more comprehensive vegetation management program, and advocacy to Cal Fire and CalTrans to increase vegetation management on their properties.

“We need something that reaches and wakes everyone. And regular emergency evacuation practice drills... with special preparations for vulnerable populations.”

— COMMUNITY MEMBER





## STRATEGY AREA 1

### Community Preparedness & Infrastructure

# GOALS

1. Establish a first-class, comprehensive warning program with innovative technology and state-of-the-art situational awareness.
2. Meet future challenges by redesigning the County Emergency Management Program, providing additional resources, enhancing external funding capabilities, and recommitting to the County's public safety missions.
3. Lead, support, and train community liaisons to build and sustain individual and neighborhood preparedness, to include individuals with disabilities and others with access and functional needs, and individuals with limited English proficiency or non-English speaking.
4. Make County government more adaptable to provide continued services in disasters through comprehensive planning, a more empowered workforce, and improved facilities and technology.

## ACTIONS & TIMELINES

### Community Preparedness & Infrastructure



## GOAL C1

Establish a first-class, comprehensive warning program with innovative technology and state-of-the-art situational awareness.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Develop a warning system that communicates alerts over many communication systems and to individuals with disabilities and others with access and functional needs, including individuals with limited English proficiency or non-English speaking. Conduct trainings and tests of the system.			
Establish an online portal that consolidates critical first responders' and community partner information that is accessible to all emergency responders ("Common Operating Picture").			
Develop protocols and partnerships for communicating critical information to elected officials, government and community leaders, and the public during a disaster so they are fully informed, to include individuals with disabilities and others with access and functional needs, including individuals with limited English proficiency or non-English speaking.			

## ACTIONS & TIMELINES

### Community Preparedness & Infrastructure

# GOAL C1

## GOAL C1

Establish a first-class, comprehensive warning program with innovative technology and state-of-the-art situational awareness.

### ACTIONS COMPLETED:

- ✓ Completed After Action Report summarizing the Emergency Operations Center (EOC) strengths and challenges during the response phase and initial recovery from the fires, which documents and recommends actions needed to strengthen EOC capabilities and resources.
- ✓ Approved \$2.5 million to Fire & Emergency Services Department to support the development and implementation of an enhanced Community Alert & Warning Program, Community Preparedness Program, and Emergency Management Program.
- ✓ Applied for funds through the Hazard Mitigation Grant Program to create a fire early warning camera system by installing fire monitoring cameras at strategic locations throughout the County with associated microwave/tower systems.
- ✓ Sonoma County Water Agency partnered with the University of Nevada, Reno and UC San Diego to install eight fire cameras in Sonoma County in 2018.
- ✓ Applied for funds through the Hazard Mitigation Grant Program to design and install warning sirens in selected locations in the County, and to develop operating, testing and maintenance procedures.
- ✓ Trained County staff in new Integrated Public Alert Warning System.
- ✓ Created 90 character limit Wireless Emergency Alert (WEA) message templates to assist in getting alerts issued faster.
- ✓ Revised policy regarding the use of WEA in life-safety hazard incidents.
- ✓ Created and recorded evacuation messages using SoCoAlert templates for probable community instructions in an emergency.
- ✓ Conducted Alert and Warning System tests on September 10 and 12, 2018.

## ACTIONS & TIMELINES

### Community Preparedness & Infrastructure



## GOAL C2

Meet future challenges by redesigning the County Emergency Management Program, providing additional resources, enhancing external funding capabilities, and recommitting to the County’s public safety missions.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Assess and update overall County emergency procedures, programs, organization, authorities, infrastructure, staffing, equipping, and processes to determine structural changes that would best fit the capacity and needs of the County in a future disaster.			
Assess and review administrative and functional placement of the Emergency Management Program to inform any recommended changes to the County Emergency Operations Center and/or the County Emergency Management Operations.			
Expand trainings and drills for countywide emergency managers, mutual aid partners, elected officials, and County staff.			
Increase the County’s capacity and capabilities to pursue and support available grants and external funding opportunities related to disaster recovery, emergency preparedness, hazard mitigation, resiliency, and homeland security.			
Facilitate the review and potential reorganization of the Sonoma County Operational Area Emergency Council.			



## ACTIONS & TIMELINES

### Community Preparedness & Infrastructure

# GOAL C2

## GOAL C2

Meet future challenges by redesigning the County Emergency Management Program, providing additional resources, enhancing external funding capabilities, and recommitting to the County's public safety missions.

### ACTIONS COMPLETED:

- ✓ Approved structure and staffing for County's Emergency Management Program and emergency preparedness.<sup>7</sup>
- ✓ Formed a Grants Steering Committee to review all external funding opportunities and coordinated the submission of 22 FEMA Hazard Mitigation Grant Program (HMGP) applications, for a total amount of over \$40 million. Through the work of the new committee, the County has designed projects to address identified strategic priorities, and enhanced collaboration across departments and externally.
- ✓ Formed a Disaster Finance Team to maximize federal reimbursements for response and recovery operations through the FEMA Public Assistance program.
- ✓ The Emergency Council developed a committee to conduct an initial assessment of its mission, explore best practices, and provide recommendations to the full Council at its December 2018 meeting.

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<sup>7</sup> See August 14, 2018 Board of Supervisors meeting, Item No. 44.

## ACTIONS & TIMELINES

### Community Preparedness & Infrastructure



## GOAL C3

Lead, support, and train community liaisons to build and sustain individual and neighborhood preparedness, to include individuals with disabilities and others with access and functional needs, and individuals with limited English proficiency or non-English speaking.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Collaborate with volunteer, nonprofit and private organizations to establish community working groups to serve as community and neighborhood liaisons.			
Work with community/neighborhood liaisons to identify hazards, risks, mitigation strategies, including evacuation routes.			
Develop a Community Response Team Program.			
Update the County fire ordinance to enhance the Vegetation Management Program with incentives, inspection and abatement protocols, and appropriate funding.			
Develop disaster preparedness protocols for pets and livestock safety.			

## ACTIONS & TIMELINES

### Community Preparedness & Infrastructure

# GOAL C3

## GOAL C3

Lead, support, and train community liaisons to build and sustain individual and neighborhood preparedness, to include individuals with disabilities and others with access and functional needs, and individuals with limited English proficiency or non-English speaking.

### ACTIONS COMPLETED:

- ✓ Provided chipper services, prioritized for those in burn areas, and to address access routes and defensible space.
- ✓ Created three additional positions, two dedicated to the County's emergency management program and one dedicated to community preparedness.
- ✓ Allocated \$500,000 to enhance the County's vegetation management program.

## ACTIONS & TIMELINES

### Community Preparedness & Infrastructure



## GOAL C4

Make County government more adaptable to provide continued services in disasters through comprehensive planning, a more empowered workforce, and improved facilities and technology.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Identify essential infrastructure, services and resources necessary during a disaster and, to the extent possible, have contracts and/or Memorandum of Understandings in place.			
Pre-stage critical equipment (i.e. shelter materials, roads equipment, etc.) at strategic, designated sites throughout the County.			
Update the County's Continuity of Operations Plan (COOP) assuming that the County will need to function effectively and independently without state or federal resources for at least 72 hours.			
Protect County information, data, and communication infrastructure.			
Work with federal, state, local, tribal, community and/or private partners to identify, assess, and modify or repair essential transportation infrastructure for critical County response.			
Work with private utility providers to identify solutions to harden infrastructure and cope with destroyed utilities in a disaster.			

## ACTIONS & TIMELINES

### Community Preparedness & Infrastructure

# GOAL C4

## GOAL C4

Make County government more adaptable to provide continued services in disasters through comprehensive planning, a more empowered workforce, and improved facilities and technology.

### ACTIONS COMPLETED:

- ✓ Removed thousands of burned trees along County roads that pose risk to safety.
- ✓ Awarded a \$1,082,969 grant from CalFire to Transportation and Public Works to assess fire fuel risks and tree mortality within the public right of way on 83 miles of roads in northwestern Sonoma County, and subsequently treat 30 miles of the highest priority areas.
- ✓ Applied for a Hazard Mitigation Grant to purchase and install an onsite generator for the roads.
- ✓ Mapped 4,952 fire-damaged properties, validated parcel data to expedite the Right of Entry process for debris removal, and collected field data to track progress of clearing.
- ✓ With Health Services and Human Services, completed phase one of Access Sonoma data integration project to enable the coordinated delivery of services to displaced fire victims.
- ✓ Implemented new cloud-based public website for emergency information designed for high traffic and optimized for mobile devices, [www.SoCoEmergency.org](http://www.SoCoEmergency.org).

## ACTIONS & TIMELINES

### Community Preparedness & Infrastructure

# GOAL C4

## GOAL C4

Make County government more adaptable to provide continued services in disasters through comprehensive planning, a more empowered workforce, and improved facilities and technology.

### ACTIONS COMPLETED (continued):

- ✓ Improved data protection:
  - Approved a memorandum of understanding with Alameda County to share data center space for connectivity equipment to enhance offsite protection of data backups and use site for potential recovery operations
  - Approved \$1.7 million to improve information technology resiliency and operational capability.
  - Established connections to cloud providers and implementing daily replication of critical data.
  - Prepared and submitted Hazard Mitigation Grant application to fund improved power infrastructure for County primary data center supporting essential services.

Strategy Area 2

**HOUSING**

VISION



Sonoma County envisions a housing market that is in balance; is resilient and climate smart at the regional, neighborhood, and homeowner scale; is affordable to area workers and individuals with access and functional needs; is where communities of color and other historically disadvantaged groups, including individuals with limited or no English proficiency and immigrants, have equal and fair access; respects designated community separators and urban growth boundaries; has a diversity of homes located near transit, jobs and services; and is where the economy is vital. To achieve this vision, the County is embracing a new regional approach to produce 30,000 new housing units by 2023.





AFFORDABLE



Permit Resiliency  
Center issuing  
**expedited**  
permits



Applied for Hazard Mitigation  
Grant Program Home Fire Mitigation  
to provide **cost share**  
**incentives**



**Reduced fees**  
on smaller ADUs to  
encourage smaller units  
that are affordable  
by design



EQUAL ACCESS

## BACKGROUND

Despite a lack of housing prior to the fires, the strength of the community was clear: neighborhoods had strong social ties, and people came together to support each other after the fires. Rebuilding quickly and building new affordable housing couldn't be more urgent to restore our community.

**Impact of Fires on Housing.** The October 2017 fires destroyed approximately 5,143 homes throughout Sonoma County, making this one of the most destructive fires in California history. The housing shortage, already critical before the fires, has become unsustainable. More housing was lost in one night than had been built in the County over the prior seven years.

Those who lost their homes in the fires face many challenges. In addition to their community and individual losses, they must overcome many obstacles as they rebuild their lives. These include: settling into new living arrangements; navigating insurance claims; finding architects; construction planning; obtaining permits; and facing uncertainty about contractor availability. They must determine whether it is possible to rebuild at the same location, size, and quality as the pre-fire home, how to meet new code requirements within available funds, and much more.

Meanwhile, those with insurance worry that their temporary housing funds will run out before their homes are rebuilt. In one survey related to the 2017 fires, 53% of the respondents reported not having settled the dwelling portion of their claim and 66% reported being underinsured on the dwelling portion.<sup>8</sup>

The fires affected 1,596 renter households, and approximately 2,200 renters were directly displaced. The fires also created a secondary wave of displacement through disaster-related market pressures. Renters have also been impacted by the rebuild process. They are often left with little hope of the home they were living in being rebuilt or rented to them at an affordable rate.

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<sup>8</sup> United Policyholders Six Month Survey

## BACKGROUND

Before the fires, many of those seeking new housing could neither find nor afford a decent place to live. The County already had very low vacancy rates—1.8% for rentals and 1% for homeowners<sup>9</sup>—and a housing market study released in April 2018 using pre-fire data estimated that Sonoma County needed 14,634 affordable rental units to meet demand. It also suggested that more than half of Sonoma County renters pay more than what is affordable for housing and that nearly a third spent more than 50% of their income on rent.<sup>10</sup>

The housing shortage also contributed to an increase in the number of people experiencing homelessness. After seven years of declining rates, the 2018 Homeless Count shows a 6% increase in homelessness over 2017. This rate is likely to rise into 2019.

The Homeless Count also shows that an estimated 21,482 people are unstably housed. About half of these individuals report that they are living doubled up, couch surfing, or with no formal lease because of the fires. Roughly 2,363 people are secondarily displaced by the fires because owners whose homes burned in the fires and who now must occupy their rental properties, due to post-fire rent increases, or because of fire-related job loss. Of those who became unstably housed following the fires, 43% were over the age of 55.

Of the 16,666 people who registered for FEMA benefits in Sonoma County, 29% were 65 or older. Many older people are on fixed incomes and will struggle financially to rebuild their homes or find alternative housing in the current rental market.

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<sup>9</sup> Sonoma County Economic Development Board, County Profile 2017

<sup>10</sup> California Housing Partnership Corporation, Sonoma County's Housing Emergency and Proposed Solutions, April 2018

## BACKGROUND

After the fires, home prices in Sonoma County became increasingly out of reach for many potential homebuyers. Median home values reached \$681,333, up from \$604,380 in the previous twelve months.<sup>11</sup> This is an annual increase of 11%. Rents for undamaged units also rose at an annualized rate of 9.9% in the six months following the fires.<sup>12</sup>

At the same time, Sonoma County employers are finding it increasingly difficult to attract or retain workers due to high housing costs. A recent study found that 8,143 new housing units are needed by 2020 to keep up with projected household employment through that date.<sup>13</sup>

**Post-Fire Response.** As the County moved from response to recovery, a permitting office to expedite fire rebuilds was quickly put in place. The Resiliency Permit Center provides a “one-stop-shop,” with streamlined processes for residential permits related to the 2,264 homes lost in the unincorporated County. The City of Santa Rosa has a similar permit office processing residential permits for the 2,879 homes lost in the city limits.

As of November 13, 2018, 920 housing units have been submitted for review to the County. Of these, 679 units are permitted, 222 are in the review process, and the remainder are completed. In the City of Santa Rosa, 1,365 housing units have been submitted. Of these, 1,073 are permitted, 241 are being reviewed, and the remainder are completed. Combined, the 2,285 housing unit permits issued, under review, and already completed are 44% of the 5,143 housing units lost in the fires countywide.

Building new market-rate and affordable housing countywide has even greater urgency as the County has not kept up with housing demand over the last decade. As this building begins, proper location is an important consideration and there has

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<sup>11</sup> April 2018 California Association of Realtors

<sup>12</sup> Scott Gerber Sonoma County Apartment Rent Survey, 2017 and 2018

<sup>13</sup> April 2018 Beacon Economics

## BACKGROUND

been a long-standing countywide commitment to avoid sprawl with new development. This has led to the creation of Urban Growth Boundaries and the identification of Priority Development Areas (PDAs) throughout Sonoma County in which most new housing is to occur.

The County's recovery efforts have centered on creating the conditions that attract private-sector developers to rebuild and build new housing for a range of income levels. They have also focused on ensuring that the County and its local government partners have the policies and practices in place to expedite planning, development, and construction.

Examples of these efforts include ensuring stronger coordination between the County and the nine cities to confirm the most appropriate housing locations; identifying County-owned land that can be used for housing and strategically preparing to partner with the development community; identifying changes to land use regulations, processes and procedures to enhance opportunities for innovative and nontraditional housing to encourage a wide range of development; and organizing local sources of financing for maximum incentive and leverage.

**“AFFORDABILITY. Rental prices have skyrocketed after the fires. The ripple effect of the fires and loss of homes has forced many people out in order to afford a place to live.”**

— COMMUNITY MEMBER

# CHALLENGES & OPPORTUNITIES

Regional, state, and national political leaders have a strong interest in helping with fire recovery. Similarly, financial institutions, philanthropists, and businesses want to help make a positive difference in the long-term recovery. Positioning the County to work collaboratively with these groups for this common purpose is a chance to dramatically remake the housing landscape.

The greatest opportunity is public, private, and civic sectors sharing the same vision and working in concert to achieve this shared goal. This does not happen by chance or overnight. Instead, it is by the efforts of many working together that the goal will be achieved.

One of the County's challenges is the aspirational goal to build 30,000 housing units countywide. Concerns have been raised about the size of the goal, the location of potential units, and the timing of the delivery of the units. Some believe that this is too many units coming in too quickly, while others believe it is too few units coming in too slowly. Others have concerns about the particulars of the housing units, including how quickly the rebuild units are progressing, how many of the units will be affordable, and whether the units will be located in urban areas near transit, jobs, and other services.





## CHALLENGES & OPPORTUNITIES

Within currently approved General Plans countywide, there are roughly 46,000 housing units of capacity, if units are built to full plan capacity. Approximately 16,500 housing units are currently within the development process pipeline countywide. Early analysis shows that after accounting for the 16,500 housing units in the pipeline, the remaining 8,200 new housing units could, in theory, be accommodated within the Priority Development Areas (PDAs) and still leave additional capacity within the PDAs in the County.

A bright spot in the housing data is that Sonoma County is one of only twenty-two jurisdictions statewide to meet its regional housing need targets as assigned by the State. More than 500 other jurisdictions that do not meet Regional Housing Needs Assessment (RHNA) targets are subject to SB35 streamlining requirements. However, the County is still taking the necessary steps to streamline approval processes for infill projects when appropriate. Infill projects are important to reduce climate and service impacts and increase opportunities for workforce housing and other affordable housing, but respect established Urban Growth Boundaries.

The fires affected individuals and households within every socioeconomic status. The devastation did not distinguish by age, race, ethnicity, income, language, employment, education, or living conditions. Yet access to recovery resources, whether financial, physical and emotional, information and guidance, can differ because of individual or household characteristics. Challenges to rebuilding include historic and institutional biases that tend to direct housing resources primarily to white citizens. Implicit bias in the housing industry tends to keep people of color at a substantial disadvantage in the housing market.

Housing reconstruction and new housing construction will require a tremendous increase in the pace of permitting and it is likely that some neighborhoods may oppose any new development near them. Navigating the many opportunities and challenges will require an intentional and thoughtful approach that is balanced yet advances the County's vision for housing.



## COMMUNITY INPUT

Housing affordability and availability for both renters and owners was the theme of community input. This was the most common concern. Other concerns included making it easier to rebuild, providing recovery assistance for those in need, having the right location and product type for housing, maintaining or developing higher standards for housing being built, especially the need for housing to be resilient to future disasters, using public land for housing, and creating the ability to have more community engagement around housing issues.

Some key strategies the public identified as important for achieving our housing vision include identifying already entitled housing projects that are not moving forward and finding solutions to get them built, integrating housing strategies across all jurisdictions countywide, incorporating resiliency goals into the General Plan update, providing rental assistance and renter rights information regarding rising rental costs for Spanish speakers, and providing more resources to support the rebuilding efforts for those who lost their homes, both owner occupied and rental occupied.

Many housing-related agencies and service providers and the cities and other governmental jurisdictions also provided input. They identified three key strategies to meet housing needs countywide including taking a focused and unified approach to housing at regional/cross-jurisdictional level, developing risk mitigation funding pools that can provide housing developers with the certainty of funds throughout the full land development process, and sharing resources and data regionally.

The County has heard concerns regarding the gap between the temporary housing arrangements for those displaced by the fires and their permanent housing. This gap cuts across all housing types and incomes. Those displaced by the fires need additional resources to remain housed between now and when permanent housing is available. When insurance funding for additional living expenses and FEMA funding for temporary housing run out, and if new housing units are not yet available, there will be a second wave of crisis for those who lost their housing due to the fires.

## COMMUNITY INPUT

The ability of fire survivors to bridge the response to recovery period is critical to the success of our long-term housing solutions. Success requires regional cooperation with public and nonprofit housing agencies, grants and philanthropic organizations, and a sustained disaster case management program for all fire survivors.

Community engagement around housing will continue and increase as required by the use of federal and state funds, and as it relates to the County's Fair Housing and Civil Rights obligations.

“Housing is NOT affordable for young workers. Younger families are moving to other states to be able to afford to live and enjoy life.”

—COMMUNITY MEMBER





## STRATEGY AREA 2

### Housing

# GOALS

1. Attract new and expanded sources of capital to incentivize the creation of housing for all income levels.
2. Increase regulatory certainty by changing the County's business model and actively seek opportunities to deepen regional cooperation.
3. Support building and development standards with improved local hazard resiliency and reduced climate impacts.
4. Support rebuilding fire destroyed homes.
5. Explore use of County-owned property to attract housing development that aligns with County goals.

## ACTIONS & TIMELINES

### Housing



## GOAL H1

Attract new and expanded sources of capital to incentivize the creation of housing for all income levels.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Form a Renewal Enterprise District (RED) as a Joint Powers Authority (JPA) to ensure coordination and facilitate pooled financing that supports a regional, shared housing vision.			
Execute Joint Powers Authority Agreement with the City of Santa Rosa as a two-year pilot.			
Coordinate funding and financing strategies with all municipalities seeking to encourage affordable housing.			
Pursue legislation to enhance effectiveness of RED JPA and garner State financial support.			
Engage financial institutions to develop new, more targeted debt and equity projects.			
Engage developers to discern true capital needs and tailor available County and City funds to promote quality projects.			
Continue to convene an array of institutions to develop new capital structures that mitigate financing risks and incentivize quality projects.			
Join the California Public Finance Authority JPA and utilize its available financing tools.			
Develop financing tool for ADUs.			

## ACTIONS & TIMELINES

### Housing



## GOAL H1

Attract new and expanded sources of capital to incentivize the creation of housing for all income levels.

<b>PROPOSED ACTIONS (continued):</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Secure the maximum amount of federal and state affordable housing funds.			
Support California Housing and Community Development Department's Unmet Needs Analysis and Action Plan for deployment of CDBG-DR.			
Support passage of local and state housing bonds.			
Conduct a robust Assessment of Fair Housing to document needs and opportunities, and ensure findings and recommended actions are incorporated into housing plans going forward.			
Engage the business community to consider options for employers to support and invest in new housing.			
Deepen relationships with all relevant State agencies, including CalHFA, Strategic Growth Council, and the Tax Credit Allocating Committee.			
Assist EDB and Santa Rosa Metro Chamber to organize an Employer Housing Council, as called for in the <i>Strategic Sonoma</i> plan.			

## ACTIONS & TIMELINES

### Housing

# GOAL H1

## GOAL H1

Attract new and expanded sources of capital to incentivize the creation of housing for all income levels.

### **ACTIONS COMPLETED:**

- ✓ City of Santa Rosa and Board of Supervisors have agreed in concept to form the RED JPA.
- ✓ Federal Reserve Bank of San Francisco convened lenders/financial institutions with the goal of increasing availability of capital for housing development.
- ✓ Secured \$250,000 capacity building funding from Tipping Point to enhance the effectiveness of the County's Community Development Commission.
- ✓ Secured \$1,000,000 start-up funding from Hewlett Foundation for RED JPA.
- ✓ Received targeted disaster waivers from U.S. Department of Housing and Urban Development that increased flexibility for various housing assistance programs administered by CDC.
- ✓ Continue to use qualified national consulting firm to assist and position the County to receive CDBG-DR funds, and strategically utilize the funds for unmet needs.

## ACTIONS & TIMELINES

### Housing



## GOAL H2

Increase regulatory certainty by changing the County’s business model and actively seek opportunities to deepen regional cooperation.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Identify potential changes to land use regulations, processes and procedures that could reduce the time to complete processes, decrease uncertainty in the approval process and reduce the cost of housing development, including fire recovery permits.			
Evaluate and bring forward for consideration multi-family standards, workforce housing combining zone standards near jobs, and other housing initiatives.			
Update Specific Plans, fee studies, and other planning documents to support meeting regional housing needs.			
Inform the General Plan Update process regarding issues related to housing location and standards, hazard mitigation, and resiliency.			
Consider opportunities for modernization and standardization of permitting to make it easier for developers to submit applications countywide.			
Enhance opportunities for innovative and non-traditional building types for a wide range of housing developments.			
Develop for consideration additional housing initiatives that may become apparent after the current round of initiatives has been implemented; recurring cycles of regulatory updates allows the regulations to evolve with the needs of the community and market.			
Support regional responses to the need for more and affordable housing that has exacerbated since the fires, including building of new housing units in Priority Development Areas in incorporated cities and coordinating with the Renewal Enterprise District (RED) and the Economic Development Board.			



## ACTIONS & TIMELINES

### Housing

# GOAL H2

## GOAL H2

Increase regulatory certainty by changing the County's business model and actively seek opportunities to deepen regional cooperation.

### ACTIONS COMPLETED:

- ✓ Increased the maximum size of accessory dwelling units (ADUs) to 1,200 square feet.
- ✓ Reduced fees on smaller ADUs to encourage smaller units that are affordable by design.
- ✓ Increased the allowable residential floor area in mixed-use projects from 50 percent to 80 percent.
- ✓ Delayed collection of fees until near occupancy, rather than at permitting.
- ✓ Allowed small single room occupancy (SRO) projects as a permitted use and removed the existing 30-room limit for larger SRO projects.
- ✓ Allowed transitional and supportive housing in all zoning districts that allow single-family dwellings.
- ✓ Analyzed roughly 16,000 possible housing units in the development pipeline countywide. This is being utilized to identify roadblocks and develop solutions where possible.

## ACTIONS & TIMELINES

### Housing

# GOAL H3

## GOAL H3

Support building and development standards with improved local hazard resiliency and reduced climate impacts.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Build/Rebuild better homes and improve existing homes in Wildland Urban Interfaces (WUI) and other high-risk hazard locations with greater local hazard resiliency.			
Facilitate construction hardening techniques appropriate for wildfire/urban interfaces and seismic retrofits for building/rebuilding and existing homes through education and grant programs.			
Help property owners navigate vegetation management opportunities through partnership with Fire Safe Sonoma and similar programs.			
Advocate for funding opportunities for private property vegetation management to complement creating safe zones around homes in high risk areas.			
Build/Rebuild better homes and improve existing homes with improved efficiency and reduced operating costs.			
Facilitate climate positive construction techniques for building/rebuilding homes through consultation and project planning assistance from the Energy and Sustainability Division of General Services.			
Facilitate rebuilding housing with clean energy improvements for firestorm rebuilds through Sonoma Clean Power grant.			

## ACTIONS & TIMELINES

### Housing

# GOAL H3

## GOAL H3

Support building and development standards with improved local hazard resiliency and reduced climate impacts.

### **ACTIONS COMPLETED:**

- ✓ Applied for FEMA Hazard Mitigation Grant Program Home Fire Mitigation grant through CalOES to help perform inspections for compliance to defensible space regulations and identification of structural vulnerabilities which may increase risk of wildfire ignitions; provide cost share incentives to help and inspire property owners to reduce vegetation and mitigate vulnerable building elements that pose risk for wildfire ignition; and provide critical education to the public about wildfire loss prevention and preparedness.
- ✓ Applied for FEMA Hazard Mitigation Grant Program Seismic Retrofits grant through CalOES to implement permanent improvements to structures at high risk of damage from seismic activities, with a specific focus on soft story buildings where the first story that lacks adequate strength or stiffness to prevent leaning or collapse in an earthquake.

## ACTIONS & TIMELINES

### Housing

# GOAL H4

## GOAL H4

Support rebuilding fire destroyed homes.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Facilitate expedited permitting process for rebuilding homes destroyed by fires.			
Continue to operate Resiliency Permit Center.			
Explore and develop funding options to assist the rebuilding of homes destroyed in the fires.			
Continue to advocate for assistance with insurance issues with the State, as may be appropriate.			
Seek Federal, State, and other funding to assist rebuilding gaps for those seeking to rebuild after the fires.			
Facilitate and support rebuild navigation to assist those seeking to rebuild homes destroyed in the fires.			
Facilitate navigation assistance, including financial advising, insurance claims and rebuilding, for those seeking to rebuild from the fires in partnership with the ROC Sonoma County Recovery Center and with the Health and Human Services Departments (Safety Net).			

## ACTIONS & TIMELINES

### Housing

# GOAL H4

## GOAL H4

Support rebuilding fire destroyed homes.

### **ACTIONS COMPLETED:**

- ✓ Opened Resiliency Permit Center in February 2018 to expedite rebuild permits.
- ✓ Permitted more than 650 homes through the Resiliency Permit Center through October 2018
- ✓ Advocated for insurance reform at the State.

## ACTIONS & TIMELINES

### Housing



## GOAL H5

Explore use of County-owned property to attract housing development that aligns with County goals.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Continue process to evaluate and develop housing on already identified County-owned properties for housing development.			
Evaluate the need for construction worker housing and whether opportunities exist on County-owned properties.			
Continue Request for Proposal process to develop housing at 2150 West College Avenue.			
Continue process to develop housing at Roseland Village.			
Continue efforts to repurpose/sell the Chanate Campus in support of housing goals.			
Identify and evaluate other potential opportunities for housing on County-owned land not yet identified.			
Explore the potential for housing as part of a mixed-use development on the County Administration Center property.			
Continue to identify possible housing opportunities on other County-owned land.			

## ACTIONS & TIMELINES

### Housing

# GOAL H5

## GOAL H5

Explore use of County-owned property to attract housing development that aligns with County goals.

### **ACTIONS COMPLETED:**

- ✓ A Request for Proposals (RFP) has been issued by the Community Development Commission for the 2150 West College property.
- ✓ The Community Development Commission has completed a two-part RFP process to identify a master developer to develop Roseland Village for affordable and market-rate housing, and is moving forward with development processes.
- ✓ The County of Sonoma and City of Santa Rosa have issued an informational survey and questionnaire regarding the market viability of the County Administration Center campus or other county-owned sites and/or the downtown City Hall Campus for possible development concepts, including office space, government buildings, mixed-use retail, and housing.



Strategy Area 3

**ECONOMY**

# VISION

Sonoma County actively partners with local employers to become a resilient, inclusive, and economically diverse community. Through public-private partnerships, Sonoma County businesses and residents emerge with greater capacity to address persistent local challenges and are resilient to future disasters.



INCLUSIVE



PUBLIC-PRIVATE PARTNERSHIPS



Outreach  
encouraging  
employers  
to apply for  
SBA loans

Prompted residents and visitors  
to #GoSoCo by shopping local  
to support businesses



LOCAL

## BACKGROUND

Sonoma County is home to over 500,000 residents. It has 20,000 businesses employing over 250,000 workers. With an unemployment rate of just 3%, the labor market is effectively at full employment. As such, growth potential of the local economy has become severely constrained by little or no growth in the labor force, partly because of the high cost of housing. The fires have exacerbated the reality that Sonoma County has one of the tightest labor markets in a decade and a severe housing shortage.

Prior to the fires, Sonoma County Economic Development Board (EDB) had begun work on a five-year comprehensive economic development strategy, *Strategic Sonoma*. EDB was completing the research phase of this strategy, which included economic analysis, stakeholder input, and a strengths, weaknesses, opportunities, and threats (SWOT) analysis. A 30-member *Strategic Sonoma* Advisory Group was in place to guide the planning process. The group had participated in workshops to begin forming a strategy. When the fires hit, this effort shifted immediately to begin focusing on recovery needs of the community.

**Impact of Fires on the Local Economy.** Recognizing the urgent needs of the community after the fires, Sonoma County EDB redirected the work of *Strategic Sonoma* towards creation of the Sonoma County Economic Recovery Plan. Because EDB already had a 30-member *Strategic Sonoma* Advisory Group in place, it was able to transition quickly to focus on recovery.

EDB conducted a survey with local businesses to identify impacts of the fires. The 194 businesses that participated in the Economic Recovery Plan survey shared both good and bad news. Almost every business stated that they had been adversely affected by the fires. Businesses reported direct physical loss, loss of sales, disruptions to power and broadband services, and dislocated workers. Many businesses expressed concerns that the fires worsened challenges like housing, affordability, workforce, transportation, and environmental sustainability.

## BACKGROUND

Housing remains a critical concern for the business community. As discussed in the previous section, Sonoma County will need to make significant progress in building development to replace lost housing and meet demands. Forecasts suggest that tax revenues and employment should remain strong following the fires. Continued underbuilding of housing will constrain future job, income, and tax revenue growth.

**Post-Fire Situation/Ongoing Efforts.** Even before the fires were fully contained, EDB staff started working with partners to ensure that the community received disaster-related benefits from the local, state, and federal government. The department created a temporary Business Recovery Center and continues to serve impacted businesses by providing needed services. This includes assistance with accessing available funding to rebuild, cover payroll, tax credits and incentives, and to help with filing claims. In collaboration with the City of Santa Rosa, the EDB created a Business Recovery Guide featuring a comprehensive list of resources for businesses affected by the fires. The EDB also helped link qualified businesses and workers with available benefits like Disaster Unemployment and Small Business Administration Loans. The City of Santa Rosa, the EDB, and the Santa Rosa Metro Chamber of Commerce formed an outreach team to support the area's largest employers. The team assisted with workforce issues resulting from the fires and provided customized workshops.

To support small businesses in the weeks after the wildfires and in the run-up to the holiday shopping season, the EDB and the City of Santa Rosa launched the Shop Local campaign “#GoSoCo – All You Need is Local.” The campaign included participation from chambers of commerce countywide and won both a statewide award from the California Association of Local Economic Development and a national award from the International Economic Development Association.

County stakeholders agree with the desire to recover as a more resilient community. The research obtained through the *Strategic Sonoma* process provided a deep understanding of other dynamics at play in the County economy. Issues like housing, workforce, environmental sustainability, and infrastructure emerged as top priorities.

## CHALLENGES & OPPORTUNITIES

The wildfires have highlighted the need for EDB to continue its role in countywide economic and workforce development. EDB must also support and prioritize the businesses, employees, and neighborhoods most impacted by the fires. Shortly after the fires, EDB realigned its *Strategic Sonoma* initiative to focus on development of a short-term economic recovery plan. The plan identifies the economic development efforts that will provide the greatest opportunity for the County to recover. The economic recovery plan informs the larger *Strategic Sonoma Action Plan*, which outlines economic development strategies to pursue over the next few years to support local business and creative communities as they work to rebuild and brings back jobs lost going forward.

The challenges before the wildfires, including the tightest labor market in decades and a severe housing shortage, were worsened by the wildfires. The challenge is to ensure that the hundreds of businesses that applied for financial assistance in the wake of the disaster are able to secure technical and financial assistance necessary to rebuild and recover. According to FEMA's past experience with business recovery after a disaster, 40-60% of businesses that close as a result of a disaster never reopen.

## COMMUNITY INPUT

Economic recovery was often discussed at the community meetings organized to get input on the Framework. The main themes expressed include support for workforce housing; the need to build sustainable career pathways for employees with a focus on construction; support for local businesses impacted by the fires; and ongoing promotion and advertising of Sonoma County as a tourist destination.

Community members consistently pointed out that the two critical areas of recovery, Housing and the Economy, are intricately linked. It is difficult to envision a healthy and thriving workforce without places for employees to live. Some suggested that leaders from different disciplines work together to create increased housing opportunities for residents in jobs that strengthen the economy. In addition, housing is needed for the local student population.

Community members expressed support for building career pathways and aiding employees in the workforce. One way to address this need is to expand partnerships with educational institutions, including middle schools and high schools, to improve education and training for trade and vocational programs, especially in the construction industry. Participants suggested apprenticeship opportunities, loans, grants, and free educational opportunities as steps to support students. Participants also said that workplace safety and affordable child care were important ways to support the workforce.

Community members support efforts to diversify and expand local business to create jobs and boost the local economy. One suggestion is to expand the economy beyond tourism and the wine industry and to foster and attract new manufacturing and technology companies. Supporting the cannabis industry was also noted as a way to achieve job growth. Some community members stated a need for increased wages given the high cost of living in Sonoma County. Others said that



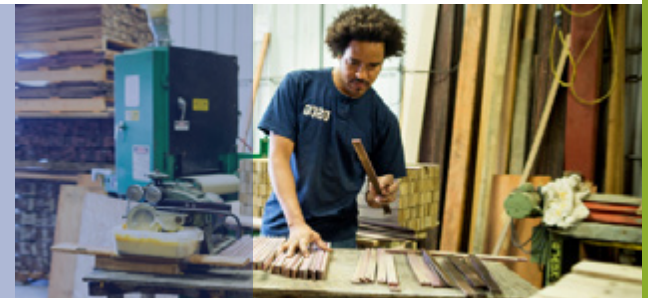
## COMMUNITY INPUT

providing better and more affordable transportation options would be a good way to support workers and their families. Community feedback suggested that expanded broadband infrastructure would support local businesses.

The community also discussed strategies for bolstering tourism including advertising to let potential tourists know that Sonoma County is open for business. To house tourists, community members urge hotels to be rebuilt quickly. Rebuilding hotels will also increase job opportunities, especially for those that may have been previously employed by businesses that burned down. Community members also suggest encouraging residents and visitors to shop local, including using local contractors to rebuild.

“We should reward employers for creating local jobs that pay well enough for employees to buy homes and apartments.”

— COMMUNITY MEMBER







## STRATEGY AREA 3

### Economy

# GOALS

1. Develop and support a high quality and equitable local workforce that contributes to rebuild efforts, resiliency, and long-term economic vitality in Sonoma County.
2. Support local businesses to thrive by ensuring access to resources, developing partnerships, and providing entrepreneurial support.

## ACTIONS & TIMELINES

### Economy



## GOAL E1

Develop and support a high quality and equitable local workforce that contributes to rebuild efforts, resiliency, and long-term economic vitality in Sonoma County.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Create a Sonoma County Cooperative Education Program that combines classroom-based learning with structured work experience to develop a pipeline of skilled graduates into local firms.			
Establish a Talent Alignment Council comprised of private employers, government bodies, and educational institutions to evaluate current and forecasted talent shortages, as well as strategies for addressing needs and connecting career pathways.			
Develop a plan to train and recruit new construction workers that includes collaborating with the North Bay Construction Corps, a five-month after school training program for high school seniors interested in construction and the trades.			
Utilize grant funding from the California Employment Development Department to help train residents for in-demand construction jobs and promote opportunities in both English and Spanish.			
Support an Employer Housing Council, to encourage a variety of workforce housing solutions by collaborating with private sector employers and the Renewal Enterprise District to support opportunities for increased workforce housing, especially for construction and associated trade workers.			
Continue to partner with and expand the Sonoma County Youth Ecology Corps to potentially include “green jobs” focused on vegetation management.			
Establish a formal construction skills training center to support North Bay Construction Corps programming.			
Improve transportation options for residents to connect with employers and essential services.			

## ACTIONS & TIMELINES

### Economy

#### GOAL E1

Develop and support a high quality and equitable local workforce that contributes to rebuild efforts, resiliency, and long-term economic vitality in Sonoma County.

#### ACTIONS COMPLETED:

- ✓ Received \$3.2 million in Emergency Additional Assistance grant funding from the California Employment Development Department to assist Dislocated Workers affected by the October wildfires. Grant funding will serve approximately 700 individuals with individualized career services and an additional 200 dislocated workers with reemployment assistance.

## ACTIONS & TIMELINES

### Economy



## GOAL E2

Support local businesses to thrive by ensuring access to resources, developing partnerships, and providing entrepreneurial support.

PROPOSED ACTIONS:	0-1 YEAR THROUGH 2019	2-3 YEARS 2020-2021	3+ YEARS 2022+
Assist public and private organizations in Sonoma County in accessing economic recovery loans and work with state and federal agencies, local banks, credit unions, and alternative lenders to support business lending and grants to qualified businesses and provide information in English and Spanish.			
Support “Open for Business” marketing effort and other targeted marketing efforts to let residents and visitors know that the County is up and running.			
Partner with Sonoma County Tourism and other partners to implement an economic recovery marketing campaign.			
Expand the GoSoCo campaign and support other shopping local shopping marketing efforts to increase public awareness of the economic benefits of shopping local.			
Collaborate closely with the agricultural community to identify specific economic recovery needs and programs.			
Expand broadband infrastructure across the county.			
Create Sonoma County AgTech Innovation and Manufacturing Alliance initiatives to facilitate local businesses as they work to address common issues.			

## ACTIONS & TIMELINES

### Economy

# GOAL E2

## GOAL E2

Support local businesses to thrive by ensuring access to resources, developing partnerships, and providing entrepreneurial support.

### ACTIONS COMPLETED:

- ✓ Outreached to encourage employers to apply for SBA loans to recoup physical and economic damage.
- ✓ Continue to monitor additional resources that come available during recovery, such as the California IBank Disaster/ Loan Guaranty Programs, EDA Revolving Loan Funds, and HUD funding and encourage employers to apply.
- ✓ Applied for Economic Development Administration grant to complete the design/engineering for broadband in specific unserved rural areas of the County. This project was developed with the Office of Recovery and Resiliency, Department of Transportation and Public Works, and Information Systems Department. The submitted application is for \$605,500 to complete the design, engineering, and feasibility analysis of broadband in select locations.

Strategy Area 4

**SAFETY NET SERVICES**

VISION

Sonoma County will restore and improve resiliency of health and social services systems, networks, and capabilities to promote equity, independence, and well-being for the community.





EQUITY



INDEPENDENCE

HEALING



**65,000+**  
people given  
crisis counseling



## BACKGROUND

Sonoma County departments work together to provide services to meet community needs, especially those of individuals with disabilities and others with access and functional needs, including individuals with limited English proficiency or non-English speaking. Safety Net Services refers to services such as behavioral health, assistance with obtaining food and medical benefits, financial assistance, animal services and protection. Safety net service departments provide programs that help the community at-large while providing specialized services for seniors, children and youth, families, people with disabilities, and individuals who are low-income, and the homeless. Safety net services are provided in partnership with community organizations. Prior to the fires, safety net service departments were providing services with lean staffing and resources.

Sonoma County safety net services departments include the Human Services Department, Department of Health Services, Department of Child Support Services, Community Development Commission, Sheriff's Office, Probation Department, Public Defender, and the District Attorney's Office.

**Impact of Fires on Safety Net Services.** The October 2017 wildfires increased community demand for Safety Net Services staff and resource assistance. To respond to the immediate needs of the community in the wake of the fire, County safety net departments provided a range of services.

Safety net service departments oversaw the management of 41 shelters across the county to shelter displaced individuals and families. Mandatory evacuations during the fires resulted in over 100,000 individuals being displaced from their homes and local shelters served over 4,000 evacuees. Nurses, social workers, and behavioral health professionals from safety net departments provided medical, emotional, and social support to displaced residents and offered extended sheltering services for individuals unable to find housing after fire containment. Emergency Medical Services, within the Department of Health Services, provided response coordination, including assisting with evacuations, medical and health resources in shelters, and repopulating medical facilities. Staff also distributed supplies for displaced children, including diapers and

## BACKGROUND

formula to shelters and community organizations to help evacuees in need of these supplies. To support dislocated animals during the fires, Animal Services coordinated large animal sheltering in collaboration with the Sonoma County Fairgrounds and managed over 14,000 calls to aid residents locating displaced animals.

Safety net departments provided services to meet the needs of children, seniors, individuals with disabilities, individuals needing unemployment benefits, and undocumented residents. Safety net department staff coordinated safe and supportive housing for all children who were evacuated from Valley of the Moon Children's home, overseen by the Human Services Department, within one week from the start of the fires. Staff contacted at-risk In-Home Supportive Services recipients, Probation Department clients, and other clients to determine their circumstances and needs and provide them with necessary support. Departments ensured court services continued throughout the response period, including immigration defense services, despite courthouse evacuations. Staff assisted 4,700 individuals with disaster unemployment insurance through JobLink to support individuals whose employment and income were impacted during the fires.

To protect residents, staff investigated over 250 price gouging complaints and prepared to prosecute as needed. Safety net staff also opened two emergency childcare centers for emergency response workers and other community members to allow these individuals to continue working and help with disaster relief efforts.

Throughout the fires, community members were in need of up-to-date information. Safety net service department staff largely helped over 53,000 callers get information through the Emergency Hotline. To support local organizations and service providers serving community members and families, safety net department staff prepared information on impacts of trauma in families and children and shared these critical resources throughout the county. Safety net departments also coordinated the preparation of critical safety information to help evacuees who were returning home.

## BACKGROUND

To support property owners who lost their homes to the fires, the Department of Health Services Environmental Health division collected and processed over 4,500 applications for the government sponsored Consolidated Debris Removal program.

In addition to these fire-related services, safety net departments continued to provide core, mandated services while managing full caseloads.

Community-based organizations also played a critical role. Local nonprofits coordinated food collection and distribution, managed donations, and coordinated volunteers. They were key in identifying and meeting the needs of undocumented community members, individuals with disabilities and others with access and functional needs, and individuals with limited English proficiency or non-English speaking.

**Post-Fire Situation/Ongoing Efforts.** People over 65 years of age and those with physical disabilities were disproportionately represented among the fire fatalities. The fires have increased demands from residents for safety net services, especially within underserved communities.

The Office of Recovery and Resiliency and the Departments of Health and Human Services engaged Harder+Company Community Research to talk to community organizations about post-fire health and human services. Harder+Company set out to identify recovery efforts and opportunities to strengthen partnerships. This information will be used to inform recovery planning and strengthen the network of safety net service providers.

Feedback obtained through these conversations also helped to inform the vision, goals, and activities of the Safety Net Services Recovery Framework.

## CHALLENGES & OPPORTUNITIES

It is challenging for safety net service departments to meet the increased demand for services with current staffing levels. These departments will continue to search for opportunities to expand services through innovative funding by partnering with other departments and community organizations.

Harder + Company identified a number of opportunities and challenges to meet community recovery needs. One opportunity is to enhance the 2-1-1 system. The 2-1-1 system was strained by the number of calls it received during the fires. There were not enough call takers to meet demand and up-to-date information was not always available. Other 2-1-1 system models will be evaluated to identify opportunities to improve our local system. This will look at capacity and streamlined access to resources and services during and after a disaster.

Participants also identified the need for a centralized “one-stop-shop” for residents to receive updated information regarding recovery updates and services. This Framework identifies ways to partner with existing resources to expand services to meet community needs. Participants want to see the County work more closely with community-based organizations during recovery planning and to build greater trust and authentic relationships. In developing this Framework, the Office of Recovery and Resiliency met with over 80 community groups and plans to continue expanding that list to foster partnerships.

## COMMUNITY INPUT

Acknowledging that many residents continue to struggle with emotional trauma from fires, community members shared the ongoing need to ensure the post-fire mental health and resiliency needs of the community are met. Free mental health services should be expanded, including trauma informed care. Animals and pets could be used for therapy. Creating spaces for healing could help serve mental health needs.

Building partnerships and improving coordination is essential to meeting the safety net services needs of the community. Working together is critical and every organization has a role to play in recovery. They also recommended improving the management of donations, goods, and matching volunteers to organizations looking for help. Participants suggested hosting more community workshops and events to bring people together and increase communication.

Community members also think it is essential to serve individuals with disabilities and others with access and functional needs, including individuals with limited English proficiency or non-English speaking, in recovery and disaster preparedness. Individuals who have historically experienced social inequities, including low-income individuals, individuals with disabilities, seniors, and non-English speakers need more attention and services, especially at evacuation shelters. Resources and information need to be culturally sensitive and available in Spanish.

“ We should give priorities to emergencies, so our Latino community has access to resources. So that these resources can be here during time of crisis. ”

— COMMUNITY MEMBER





## STRATEGY AREA 4

### Safety Net Services

# GOALS

1. Enhance core County service capacity to address long-term recovery needs and prepare for future disasters.
2. Ensure the post-fire mental health and resiliency needs of the community are met.
3. Build capacity with cross sector partners and community members to improve coordination and communication.
4. Understand and address social inequities to advance opportunities for all.

## ACTIONS & TIMELINES

### Safety Net Services



## GOAL S1

Enhance core County service capacity to address long-term recovery needs and prepare for future disasters.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Enhance capacity to manage disaster shelters with increased training opportunities and collaboration with community volunteer partners and jurisdictions.			
Develop a plan to ensure available resources and services at disaster shelter are accessible to non-English speaking and/or undocumented residents.			
Explore creation of contingency contracts with eligible food providers to provide healthy and nutritious food services during a disaster.			
Consider development of a contingency contract for coordination of food providers during an emergency, including an inventory and mapping of local food resources available throughout the county and nationally during disasters.			
Provide re-employment assistance for workers who have lost their jobs because employers' businesses were destroyed or impacted by fires.			
Develop a plan to set up emergency childcare facilities to allow emergency responders and community members to continue critical work needs.			
Continue housing related programs in Health & Human Services, including applying for appropriate housing grants.			
Pursue education and outreach opportunities to inform residents about how to prepare for disasters, with a focus on individuals with disabilities and others with access and functional needs, including individuals with limited English proficiency or non-English speaking.			

## ACTIONS & TIMELINES

### Safety Net Services

# GOAL S1

## GOAL S1

Enhance core County service capacity to address long-term recovery needs and prepare for future disasters.

### ACTIONS COMPLETED:

- ✓ The Sonoma County Workforce Investment Board (WIB) applied for and was awarded an Emergency Dislocated Worker Additional Assistance Grant from the California Employment Development Department for 18 months beginning March 1, 2018. This \$3.2 million grant allows the WIB and Job Link to provide business-focused assistance in response to layoffs and/or businesses closing, including layoff prevention; and re-employment assistance for workers who have lost their jobs due to the fires.
- ✓ Developed an Urban Shield exercise to test sheltering capabilities on September 6, 2018 to provide hands-on opportunity for staff to set up a shelter, including a special medical needs area.



## ACTIONS & TIMELINES

### Safety Net Services



## GOAL S2

Ensure the post-fire mental health and resiliency needs of the community are met.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Continue to provide crisis counseling, available county-wide through California HOPE, for residents affected by the fires.			
Partner with mental health professional associations, healthcare providers, funders, and nonprofits, to ensure continuity of services.			
Create a plan that addresses the short- and long-term integration of trauma-informed care in the community throughout various institutions, including schools, behavioral health services, and case management.			
Create communal healing spaces that open the conversation and destigmatize trauma, including town halls, healing clinics, or community events.			

## ACTIONS & TIMELINES

### Safety Net Services

# GOAL S2

## GOAL S2

Ensure the post-fire mental health and resiliency needs of the community are met.

### ACTIONS COMPLETED:

- ✓ Received \$1 million Initial Services Program grant from the State of California Department of Health Care Services to provide crisis counseling services in the shelters, at home site re-entry, at school re-entry, at the Local Area Assistance Center, and at community Town Halls.
- ✓ The California Department of Health Care Services committed \$3.35 million to provide ongoing crisis counseling services (California HOPE).
- ✓ Received \$1 million grant from Kaiser Permanente Northern California Community Benefit to continue the California Helping Outreach Possibilities Empowering (HOPE) program, which delivers mental health services targeting those affected by the wildfires in 2017.

## ACTIONS & TIMELINES

### Safety Net Services



## GOAL S3

Build capacity with cross sector partners and community members to improve coordination and communication.

PROPOSED ACTIONS:	0-1 YEAR THROUGH 2019	2-3 YEARS 2020-2021	3+ YEARS 2022+
Expand “one-stop-shop” opportunities for residents to receive updated information and resources needed for recovery, which includes navigation assistance for financial advising, insurance claims, and rebuilding for those seeking to rebuild from the fires.			
Enhance services and capacity of 2-1-1 Sonoma County.			
Partner with community assessments and surveys and utilize existing community data to inform ongoing recovery priorities.			
Partner with community providers (hospitals, clinics, skilled nursing facilities, nonprofits, faith-based organizations, etc.) to develop collaborative disaster planning and preparedness efforts.			
Identify roles and responsibilities of community partners and the County as they relate to recovery activities.			
Strengthen Accessing Coordinated Care & Empowering Self Sufficiency (ACCESS) Sonoma County Initiative’s capacity to coordinate care delivery.			
Develop a technology tool to enable cross-departmental coordination and assessment of improvements in the health, well-being and self-sufficiency of high needs clients as part of the ACCESS Sonoma County Initiative.			
Ensure timely access to updates and services for residents who do not speak English by providing translation services and dedicate outreach staff to these communities during a disaster.			

## ACTIONS & TIMELINES

### Safety Net Services

# GOAL S3

## GOAL S3

Build capacity with cross sector partners and community members to improve coordination and communication.

### ACTIONS COMPLETED:

- ✓ Created ACCESS Sonoma County Initiative to coordinate care delivery. ACCESS consists of a rapid-response, interdepartmental, multi-disciplinary Team (IMDT).
- ✓ Partnered with IBM to develop a multi-departmental database to support the work of ACCESS Sonoma County to identify target populations in need of services and track data metrics for success.
- ✓ Initiated discussions with key community partners including Rebuilding Our Community (ROC) Sonoma County to collaborate on One-Stop-Shop opportunities.

## ACTIONS & TIMELINES

### Safety Net Services

# GOAL S4

## GOAL S4

Understand and address social inequities to advance opportunities for all.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Develop principles and guidelines to launch implementation of performance-based contracting to increase efficiency and effectiveness of safety net service delivery.			
Create a comprehensive community needs assessment using a vulnerability methodology that assesses disparities and needs related to health, well-being and self-sufficiency to direct investments, resources, and policy to address unmet needs.			
Leverage and utilize tools offered by the Government Alliance on Race and Equity (GARE) network to achieve racial equity and advance opportunities for all. <sup>14</sup>			

<sup>14</sup> The Government Alliance on Race and Equity (GARE) is a national network of government working to achieve racial equity and advance opportunities for all. The Alliance is a joint project of the new Race Forward.

## ACTIONS & TIMELINES

### Safety Net Services

# GOAL S4

## GOAL S4

Understand and address social inequities to advance opportunities for all.

### ACTIONS COMPLETED:

- ✓ Gathered initial feedback from community partners towards development of contracting principles to improve community outcomes, reduce costs, strengthen accountability and create strategies that better incorporate evidence and outcomes into the contracting process.

## NATURAL RESOURCES

# VISION

Sonoma County's natural resources and working lands (i.e. soils, streams, groundwater, agricultural and biological resources) are healthy and productive. They are managed to support watershed and community resiliency and protect public health and safety, and contribute to enhanced ecological values, recreational opportunities, and economic vitality.



# BALANCED ECOSYSTEMS



**Cleared away** burned debris and trees in combination with grazing and thinning projects



# VITALITY



Rehabilitated over **2,000 acres** of land burned during the fires



# HEALTHY GROUND WATER



## BACKGROUND

The diverse ecosystems of our landscape continue to attract and shape resident and visitor experiences and support the local economy. The variety of our natural assets and the outstanding scenic beauty of our landscape provide sustenance and resources, and prompt tourism. Still, they also pose challenges and hazards.

Recent trends in rainfall, streamflow, and soil moisture, as well as fire occurrence and patterns, have identified vulnerabilities to our natural resources and communities. These have highlighted the importance of wildfire mitigation, flood prediction, and surface and groundwater supply reliability.

Various local plans, policies, programs and regulations are already in place to minimize exposure of communities, people, and property to hazards. The County Strategic Priority 'Healthy Watersheds' effort was initiated to improve natural resources and watershed conditions. Local Hazard Mitigation Plans for the County and Sonoma County Water Agency

**WILDLAND-URBAN INTERFACE (WUI) are areas where homes are built near or among lands prone to wildland fire. The WUI is not a place, per se, but an area that meets a set of conditions.**



## BACKGROUND

(Sonoma Water) are in place. The Sonoma County General Plan 2020 Land Use Element recognized limitations to development in areas that are constrained by the natural limitations of the land. The Sonoma County Code on fire safe standards was enhanced to include reduction of hazardous vegetation and combustible material. The Community Wildland fire Protection Plan (CWPP) identified reduction priorities related to Wildland/Urban Interface (WUI) wildfire issues. Fire Safe Sonoma (FSS) worked with the community on education and preparedness efforts. County review and decisions regarding new development and remodels allowed site and structural hazards to be assessed, avoided, or mitigated. These efforts continue to strengthen our communities and prioritize preparedness and resiliency against natural and human-caused hazards in the future.

**Impact of Fires on Natural Resources.** In addition to the tragic loss of life and the destruction of homes, businesses, and public infrastructure from the October 2017 fires, wildlands and working landscapes were also burned. Several short-term adverse impacts occurred and some potential long-term changes may result, although natural systems often recover adequately with limited assistance.

State agencies formed a Watershed Emergency Response Team (WERT) to conduct an initial rapid assessment of post-fire geologic and hydrologic hazards to life-safety and property (collectively known as Values at Risk or VARS). The immediate focus was on protection of life and property, along with damage that would affect the flow of water, increase erosion and sedimentation and/or the potential for landslides, debris flows, and mudflows. The WERT reports identified over 200 VAR locations within the perimeters of the Nuns and Tubbs fires. Additional VARs were identified and assessed by technical specialists from the California Department of Fish and Wildlife, the California Department of Water Resources, and the North Coast and San Francisco Bay Regional Water Quality Control Boards working in conjunction with local agencies and Cal Fire. This group of technical specialists also evaluated the potential imminent threat to water quality.

## BACKGROUND

Wildfire can have profound effects on watershed processes, and may modify the rainfall and runoff factors influencing erosion and sedimentation and stream channels for several years. Wildland fires may have long-term impacts on the biological environment, but there are complex relationships and interactions that make it difficult to predict and understand all effects. Some benefits to fire-adapted or fire-dependent plant species may occur, particularly from low-intensity, frequent burns. Severe, catastrophic fires may result in a complete alteration of the plant species and community. The direct or indirect effects on special status biological species have not been predicted.

**Post-Fire Situation/Ongoing Efforts.** Lands damaged by the fires and fire suppression efforts will adjust and respond through natural processes. Some areas will need physical rehabilitation and restoration, active management, monitoring and follow-up measures. Such efforts would be targeted to prevent runoff of toxic materials and sediments into drinking water supplies and sensitive habitats; to minimize the threat of flooding, landslides, and other safety hazards; and to facilitate ecosystem recovery that trends toward an improved, more resilient condition.

Sonoma County has been leading the local recovery effort, working closely with other local, State, and Federal agencies to address the overall impacts of the fires, including those to natural resources. The County has been co-leading the Local Agencies Watershed Task Force (WTF), with representation from several County agencies and departments, including Sonoma Water, the Agricultural Preservation and Open Space District (Ag + Open Space), Permit Sonoma, and Sonoma County Regional Parks (Regional Parks).

Ag + Open Space performed and supported response and recovery on their owned lands and easements. It is conducting several fire recovery and resiliency research and planning studies and has integrated these considerations into its programs. Ag + Open Space also provides technical input to winter storm hazard analysis and forest management and stream system condition targets. Ag + Open Space and Sonoma Water fund the Natural Resources specialist working in the Office of Recovery and Resiliency.

## BACKGROUND

Sonoma Water coordinated with numerous local state, and federal agencies during response and early recovery, interacting with the Federal Emergency Management Agency (FEMA), leading a study (in partnership with Pepperwood, Ag+Open Space and ORR) conducted by the USGS to characterize post-fire soil conditions, and the National Weather Service (NWS) to improve storm hazard forecasting and alerts. They prepared cautionary signage and mailings during the first post-fire winter. Sonoma Water field staff also worked with Cal Fire during early recovery efforts to removed severely damaged vegetation along public roadways.

Permit Sonoma has overseen storm water quality throughout fire response and as rebuilding proceeds, to support protection of water quality consistent with the MS4 permit. In coordination with other partners in the Watershed Task Force, they have been educating landowners, homeowners and contractors about their responsibilities and the resources and options to help protect streams and water resources.

The Department of Agriculture/Weights & Measures (Agricultural Commissioner) helped secure permission and facilitate special logistics to allow access for essential functions on working lands during the fire evacuations.

University of California Cooperative Extension (UCCE) provided oversight and evaluation of temporary livestock sheltering and performed fire damage assessments related to FSA claims. UCCE immediately initiated and is continuing to research several key post-fire public health, agricultural, and ecosystem concerns.

# CHALLENGES & OPPORTUNITIES

Sonoma County has the opportunity to identify and target priority areas for active management of vegetative structure and fuel loadings to address potential wildfire behavior, reduce wildfire losses, ensure firefighter and public safety, and improve landscape resilience to fire, flood, and drought. These efforts will build upon our past investments in data collection, scientific studies, and advanced technology applications. Effective and efficient fuel load reduction and natural lands management that make wise use of financial and human resources requires a clear and objective understanding of forest<sup>15</sup> management issues and priority locations. Active management of public and private land holdings in high priority areas would be key to reducing hazardous fuels in and around communities.

Science-based outreach and education about forest health and forest management will be needed to develop and implement solutions, particularly since the forest lands in Sonoma County are primarily under private ownership. Many private landowners are unaware of the techniques and the resources to implement forest health protection measures. Treatment

## **WILDLAND-URBAN INTERFACE**

**The Federal Register provides guiding definitions of various types of Wildland-Urban-Interface (WUI). In general, WUI conditions are where people and their development meet wildland fuels.**

**INTERFACE WUI is where the developed community has a clear edge, there are more than three structures per acre and population densities are over 250 people per square mile.**

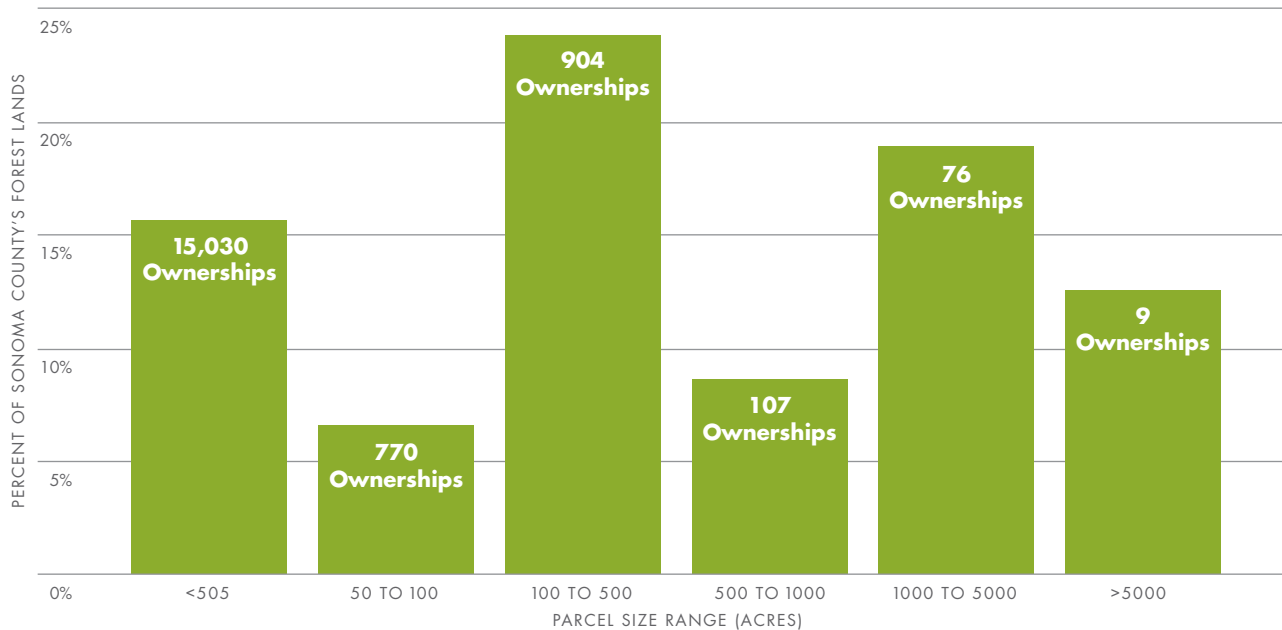
**INTERMIX WUI are lands with structures scattered across wildland areas, as few as one per 40 acres, and population densities are low (less than 250 people per square mile).**

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<sup>15</sup> Throughout this document, the term "Forest" is used to refer to all woody vegetation types in our vicinity including forests, woodlands, savannas, and shrub land.

## CHALLENGES & OPPORTUNITIES

methods include combinations of wood product harvesting, mechanical thinning, and grazing, invasive species removal and prescribed burning. Many of these 'private' forested lands are within the 'State Responsibility Area' (see map in Community Preparedness section) where Cal Fire has primary financial responsibility for preventing and suppressing fires. Cal Fire can engage in cooperative projects with private landowners. The County does not have National Forest lands, which limits our options to enter agreements with the federal government to jointly accomplish watershed work.



\*Forest lands are defined as those with conifer, mixed-conifer-hardwood, or hardwood forest in the Sonoma County fine-scale vegetation map.

## CHALLENGES & OPPORTUNITIES

Sonoma County has large land-holdings, small parcels, home sites, and lots—all of which need to be dealt with differently. While there are many opportunities, “there are no simple solutions to creating a resilient forest, and tradeoffs accompany every form of fuels treatment... There will be needs to identify and make policy and regulatory changes to streamline implementation of the Forest Carbon Plan.”<sup>16</sup>

Substantial obstacles to removal of small-diameter trees and brush that are part of excess fuel loads include a lack of economic uses and infrastructure in the region. However, recent actions at the State level are strengthening policy, regulation, and funding support for improved forest health and wildfire prevention within the context of climate change. A Governor’s Forest Management Task Force was established in 2018 of state, local, tribal, and federal agencies working in partnership to increase the rate of forest treatments and expand wood product markets by region. They are seeking ways to do this in alignment with the California Forest Carbon Plan. Recent legislation also provides funding for forest health, fire prevention, and fuel reduction over the next five years, reduces barriers for non-industrial fuel treatments related to defensible space, and prompts policy and regulation changes that will support land use decisions forming and maintaining fuel breaks and greenbelts.

**There are no simple solutions to creating a resilient forest, and tradeoffs accompany every form of fuels treatment. There will be needs to identify and make policy and regulatory changes to streamline implementation of the Forest Carbon Plan.<sup>16</sup>**

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<sup>16</sup> Forest Climate Action Team. May 2018. California Forest Carbon Plan: Managing Our Forest Landscapes in a Changing Climate. Sacramento, CA. 178p

## COMMUNITY INPUT

The Natural Resources area of the Framework has benefited greatly from outreach from local non-governmental organizations and interest groups. It has also benefited from feedback from the general public. The input received has helped shape our vision statement and focus on key high-level goals. Community comments have been consistent with and supportive of the general goals and proposed actions. The forest fuel load reduction goal was rated very important and the community expressed a desire for effective, science-based decisions and prioritization of actions. The community also supported the need for education on the importance of vegetation management on public and private lands. The public also requested focused outreach in WUIs, use of tribal knowledge, building public trust, and supporting landowner actions. The public also rated stream system enhancements very important. The range of ideas and suggestions included the need to protect and monitor natural and working lands; potential changes to stream setbacks or buffers; desires to link science with land use policies and patterns; engagement with volunteers, community groups, and NGOs in planning and implementation; and financial and regulatory assistance for riparian landowners. Feedback also included a strong desire that science-based public information and education inform decision-making about land use, fuel load reduction, and watershed management. Several suggested phasing such programs in to reduce burden on survivors of the 2017 fires.

“ Sonoma County has large land-holdings, small parcels, home sites, and lots—all of which need to be dealt with differently. ”

— COMMUNITY MEMBER







## STRATEGY AREA 5

### Natural Resources

# GOALS

1. Reduce fuel loads in forests, woodlands and shrub lands strategically to lower wildfire hazards to communities and sensitive habitats, improve delivery of resources and amenities people need, and move forests on a trajectory of increased resistance to drought, disease, and insects.
2. Assess and support burned watersheds' recovery, and protect and enhance stream systems to lessen wildfire danger to communities, support water supply and drought tolerance, and provide flood attenuation while sustaining ecological functions and biological diversity.
3. Build on prior and continuing investments in natural resources acquisitions, monitoring, technical studies and partnerships to integrate best available science into outreach efforts, policy development, regulations, incentives, and land use planning decisions.

## ACTIONS & TIMELINES

### Natural Resources



## GOAL N1

Reduce fuel loads in forests, woodlands and shrub lands strategically to lower wildfire hazards to communities and sensitive habitats, improve delivery of resources and amenities people need, and move forests on a trajectory of increased resistance to drought, disease, and insects.

<b>PROPOSED ACTIONS:</b>	0-1 YEAR THROUGH 2019	2-3 YEARS 2020-2021	3+ YEARS 2022+
Develop strategic, proactive fuel load reduction and landscape resiliency priorities using key criteria (e.g., wildfire risk, public health and safety, water supply needs, economic impacts, and ecosystem sensitivity) using decision-support tools with objective data and expert advisors.	█	█	
Evaluate options for active management of forests, woodlands and shrub lands on public and private lands for fuel and fire breaks that decrease risks to developed communities.	█	█	
Strengthen regional forest stewardship to improve leadership, oversight, training, and funding of fuel reduction projects, improve data resources and sharing to support environmental protections and facilitate effective fuel reduction opportunities for landowner and community-based projects.			█

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N1

## GOAL N1

Reduce fuel loads in forests, woodlands and shrub lands strategically to lower wildfire hazards to communities and sensitive habitats, improve delivery of resources and amenities people need, and move forests on a trajectory of increased resistance to drought, disease, and insects.

### ACTIONS COMPLETED:

- ✓ Various County agencies and organizations have begun ongoing efforts to support more sustainable local and regional forest management, including:
  - Participating in the Governor’s Forest Management Task Force (FMTF), the Rural County Representatives of California (RCRC), and the North Coast Resource Partnership (NCRP). Our participation will elevate our profile, keep us up-to-date on regulatory, funding, and policy issues, and capitalize on lessons learned elsewhere.
  - Engaging independent experts to identify and evaluate organizing options and economic strategies that create and maintain resilient natural and working lands effectively, especially given the high percentage of private forest land ownership in the County.
  - Joining collaborative efforts of local, state, tribal and federal agencies with landowners and community groups to train, test, and implement fuel reduction using a wide range of treatment methods.
- ✓ The Ag + Open Space District initiated several monitoring, research, and preparedness improvement efforts, including a priority focus on fuels reduction for all properties, that build upon existing grazing operations, and is participating in vegetation management discussions throughout the county. They were awarded a National Aeronautics and Space Administration (NASA) grant to evaluate the response of working and natural lands to the fires, including burn severity correlated to vegetation cover type.

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N1

## GOAL N1

Reduce fuel loads in forests, woodlands and shrub lands strategically to lower wildfire hazards to communities and sensitive habitats, improve delivery of resources and amenities people need, and move forests on a trajectory of increased resistance to drought, disease, and insects.

### ACTIONS COMPLETED (continued):

- ✓ Sonoma Water has incorporated consideration of fuel load reduction benefits into the multi-benefit ratings within Storm Water Resource Plans that prioritize potential projects for state funding requests.
- ✓ Regional Parks has expedited grazing and thinning projects to reduce fuel loads, is collaborating with the Mayacama Golf Club on a fuel break, and pursuing funding to allow: improvements to grazing infrastructure; retrofitting to improve fire protection of facilities and emergency access; and, adding fire management in the stewardship plans for each park.
- ✓ The Agricultural Commissioner continues to support invasive species control and management on private lands disturbed by the fires and/or firefighting efforts. It is conducting outreach with pest control businesses to ensure compliance with applicable pesticide regulations within the fire areas during rebuilding and vegetation recovery.
- ✓ UCCE convened several workshops focused on forest and land management strategies to ensure a resilient rural landscape including discussions on potential prescribed fire and grazing programs and specific fire preparedness for home sites and large working parcels. The UC Master Gardeners are partnering with other agencies to apply fire and drought research to our local setting, offer trainings, and facilitate implementation of resilient landscaping principles as the fire-damaged areas recover.

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N1

## GOAL N1

Reduce fuel loads in forests, woodlands and shrub lands strategically to lower wildfire hazards to communities and sensitive habitats, improve delivery of resources and amenities people need, and move forests on a trajectory of increased resistance to drought, disease, and insects.

### ACTIONS COMPLETED (continued):

- ✓ UCCE has pursued studies and funding regarding the influence of varied land management practices on burn severity and fire recovery, and conducted surveys about grazing management, fire science, ecosystem services valuations, and the healthy soil initiative.
- ✓ Easements and acquisition efforts by Ag + Open Space since the 2017 fires included burned parcels within the WUI that have appropriate ecosystem and fire hazard reduction benefits.
- ✓ Under a recently awarded Cal Fire grant, TPW and FES will undertake a project to assess fuel risks and tree mortality along 83 miles of public right of way in northwest Sonoma County, treat 30 high priority miles, and provide chipper services for fuels reduction by private parties.

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N2

## GOAL N2

Assess and support burned watersheds' recovery, and protect and enhance stream systems to lessen wildfire danger to communities, support water supply and drought tolerance, and provide flood attenuation while sustaining ecological functions and biological diversity.

<b>PROPOSED ACTIONS:</b>	0-1 YEAR THROUGH 2019	2-3 YEARS 2020-2021	3+ YEARS 2022+
Assess Mark West Creek and other priority burned watersheds to analytically identify and rank recovery and rehabilitation needs and prepare for possible secondary hazards over the next few winters.	■	■	■
Incorporate fire, flood and drought resiliency considerations in land use decisions involving riparian zones and functional riparian zone protection or enhancement incentives and regulations.	□	■	■
Prioritize improved resilience of Wildland Urban Interface (WUI) areas to fire and/or other natural hazards in open space land protection acquisitions and easements as well as in community separator designations.	□	■	■
Improve stream corridor conditions via outreach, training, and voluntary actions modeled on successful stream maintenance and habitat restoration programs, based on scientific studies.	■	■	■

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N2

## GOAL N2

Assess and support burned watersheds' recovery, and protect and enhance stream systems to lessen wildfire danger to communities, support water supply and drought tolerance, and provide flood attenuation while sustaining ecological functions and biological diversity.

### ACTIONS COMPLETED:

- ✓ The ORR has worked directly with quasi-government and nonprofit partners to assist private property owners with containment BMPs to minimize the risk of debris and toxic material runoff to streams and rivers in early 2018. Efforts with erosion and sediment control BMP installations and maintenance have continued as the 2018/19 rainy season approaches.
- ✓ Ag + Open Space actively assessed, secured, managed and rehabilitated over 2,000 acres of lands it owns that burned. They removed burned structures, infrastructure and hazard trees, replaced burned culverts, and took measures to prevent toxic runoff and protect public safety. They continue to work with easement landowners to support their recovery.
- ✓ Ag + Open Space is conducting a countywide evaluation of functional riparian corridors that will support analyses of post-fire landslide and flooding potential, the Vital Lands Initiative, and serve as input to groundwater management and salmonid recovery.
- ✓ Burned debris, hazards, and sediment were removed within the Sonoma Water right of way, and deployed erosion and sediment best management practices (BMPs), performed stream gauging and water quality sampling during the initial rainy season after the fires.

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N2

## GOAL N2

Assess and support burned watersheds' recovery, and protect and enhance stream systems to lessen wildfire danger to communities, support water supply and drought tolerance, and provide flood attenuation while sustaining ecological functions and biological diversity.

### ACTIONS COMPLETED (continued):

- ✓ Permit Sonoma is overseeing storm water quality through storm water protection programs for rebuilding areas and areas in the burned zones where construction has not yet begun. They are coordinating with the Regional Boards, receiving and investigating citizen complaints, providing information regarding BMP installation methods to property owners and contractors, and doing water quality testing.
- ✓ Regional Parks cleared burned debris to re-open 33.4 miles of trail for public access, removed 488 hazard trees, repaired scores of damaged culverts, bridges and retaining walls, and installed erosion and sedimentation BMPs including 7,500 feet of wattles and log erosion barriers in the immediate aftermath of the fires. They have stabilized slopes and promoted revegetation in locations vulnerable to catastrophic debris flow.
- ✓ In the immediate aftermath of the fires and during rebuilding, TPW removed fire-damaged drainage infrastructure, including culverts, and installed and maintained temporary BMPs to protect against flooding, erosion and sedimentation.
- ✓ Sonoma Water, Regional Parks, Ag + Open Space have participated as part of the Watershed Task Force to conduct supplemental, post-fire assessments in key stream corridors prior to the onset of the 2018/19 rainy season. The assessments will establish baseline conditions to help us identify priority locations for storm patrols and sites that need BMP installations or maintenance.



## ACTIONS & TIMELINES

### Natural Resources

# GOAL N2

## GOAL N2

Assess and support burned watersheds' recovery, and protect and enhance stream systems to lessen wildfire danger to communities, support water supply and drought tolerance, and provide flood attenuation while sustaining ecological functions and biological diversity.

### ACTIONS COMPLETED (continued):

- ✓ Regional Parks is pursuing funding for stabilizing and re-vegetation of Hood Mountain sites that burned or were fire and damaged by fire suppression efforts to prevent flooding, erosion, and debris flows that could damage areas downstream.
- ✓ TPW, Sonoma Water and other members of the Watershed Task Force are working to assess the technical, permitting, and financial feasibility of reusing some of the hazardous burned trees along public right of ways as beneficial large wood components in aquatic habitat restoration projects.
- ✓ The many County family departments, other public agencies, and community partners in the Watershed Task Force and Watershed Collaborative continue to coordinate and implement mitigation, monitoring, rehabilitation and restoration that protects water quality and other natural resources in and downstream of areas burned in the October 2017 fires.
- ✓ Fire-damaged hillsides and stream corridors, along with firefighting scars, are being assessed for their vulnerability to potential secondary fire hazards such as flooding, erosion, and sedimentation. These types of post-fire concerns often worsen during the second or third year after an event. Information to guide landowner preparedness, protect storm water during rebuild, inform storm patrols and support adaptive response is being developed, updated, and distributed widely.

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N3

## GOAL N3

Build on prior and continuing investments in natural resources acquisitions, monitoring, technical studies and partnerships to integrate best available science into outreach efforts, policy development, regulations, incentives, and land use planning decisions.

<b>PROPOSED ACTIONS:</b>	<b>0-1 YEAR THROUGH 2019</b>	<b>2-3 YEARS 2020-2021</b>	<b>3+ YEARS 2022+</b>
Nurture community awareness and understanding of our fire-adapted landscape and the value of becoming a resilient fire-adapted community using results of post-fire monitoring and research.			
Continue to collect best available scientific information to inform policy development and county investments that protect watersheds and developed communities from natural disasters.			
Consider scientific data about the condition, fire vulnerability, and relative impacts of the 2017 fires on natural and working lands during updates to land use policies, plans, and regulations.			
Improve natural resources hazards and resiliency data management and accessibility between governments, educational institutions, other organizations and the public.			

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N3

## GOAL N3

Build on prior and continuing investments in natural resources acquisitions, monitoring, technical studies and partnerships to integrate best available science into outreach efforts, policy development, regulations, incentives, and land use planning decisions.

### ACTIONS COMPLETED:

- ✓ The Watershed Collaborative, a group of over 60 organizations, convened to collectively capture initial recovery and resiliency priorities, issues, and data needs. As a result of these discussions, Ag + Open Space generated a report *Living in a Fire Adapted Landscape: Priorities for Resilience, Sonoma County Natural and Working Lands*.
- ✓ Ag + Open Space is actively partnering with other County agencies, non-governmental organizations, resource conservation districts and academic organizations on various research projects and funding requests to evaluate factors affecting fire damages and recovery success.
- ✓ Sonoma Water expanded the stream gauge and precipitation monitoring network and led the development of the “One-Rain” web interface. Access to real-time data improves our ability to assist various jurisdictions as we coordinate storm tracking and monitor potential secondary hazards. Sonoma Water is funded to install one X-Band radar, and has applied for HMGP support to additional X-Band radar to improve storm and flood forecasting. These can be linked to other improvements in meteorological data networks that help address permitting conditions for vegetation management via prescribed burning.

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N3

## GOAL N3

Build on prior and continuing investments in natural resources acquisitions, monitoring, technical studies and partnerships to integrate best available science into outreach efforts, policy development, regulations, incentives, and land use planning decisions.

### ACTIONS COMPLETED (continued):

- ✓ Sonoma Water has expanded the water quality monitoring programs (with the U.S. Geological Survey and the Lawrence Livermore National Laboratory) to include research on the risks of potential fire-related toxics and/or impairment filtration naturally provided by the river bed. They are leading studies of post-fire soil, runoff and debris flow hazard changes working with the U.S. Geological Survey, Pepperwood Preserve, California State Parks, and Regional Parks.
- ✓ Sonoma Water started pilot programs such as the FireSmart Lake Sonoma project to gather data, conduct outreach and education, and support landowners with fuel reduction and forest management planning and implementation. These programs, in conjunction with the initial fire camera network, the UCCE prescribed fire and grazing workshops, and potential CWPP development to help protect Lake Sonoma, a critical water source watershed.
- ✓ Regional Parks is pursuing CALFIRE Fire Prevention grant funding to support a comprehensive fire planning effort for all parks and open space preserves in the county.
- ✓ Permit Sonoma has applied for HMGP funding to conduct planning studies and update hazard maps, including site specific studies of the Rodgers Creek Fault zone that will be integrated in the Sonoma County LHMP.

## ACTIONS & TIMELINES

### Natural Resources

# GOAL N3

## GOAL N3

Build on prior and continuing investments in natural resources acquisitions, monitoring, technical studies and partnerships to integrate best available science into outreach efforts, policy development, regulations, incentives, and land use planning decisions.

### ACTIONS COMPLETED (continued):

- ✓ Regional Parks has provided public access and interpretation tours of burned landscapes, including the Nature Heals series for mental health and community learning. They have installed a fire interpretive trail at Shiloh Ranch Regional Park and are facilitating new monitoring, research and post-fire ecological studies at various sites.
- ✓ The Agricultural Commissioner has gathered agricultural disaster information about the effects of fire on agricultural production and the resilience of agricultural lands. This information will improve our understanding of the role of various land cover and conditions, and potential recovery and rehabilitation needs working lands damaged by the fires.
- ✓ UCCE collaborated with researchers and organized citizen-science projects to verify the safety of backyard garden produce, eggs, and related air-quality during and immediately following the fires. They also quickly developed and distributed several science-based technical guides for landowners and community members potentially affected by the fires.
- ✓ The recent Cal Fire grant award for fuels assessment and reduction in northwest Sonoma County will also support FireSafe Sonoma participation to lead landowner engagement, outreach and coordination in those communities.

# NEXT STEPS

## OVERVIEW

The collaboration between the community, partners, other agencies and the County during the development of the Framework was an important first step to set all of us on a path to recovery and resiliency. In the next phase, under the leadership of the Board of Supervisors, the Office of Recovery and Resiliency will oversee the implementation of proposed actions. A compiled list of all the proposed actions captured during the development of the Framework is posted on the Office of Recovery and Resiliency website in Appendix A.



## NEXT STEPS

### FUNDING

Like other local governments, the County faces ongoing funding challenges to maintain the level and quality of basic services provided to County residents. The cost of response activities to ensure public safety and continuity of services during and immediately after the October 2017 fires strained resources further. Federal aid is available and anticipated to at least partially reimburse County general funds for response activities. However, funding for most of the recovery efforts including the intermediate and long-term actions described in this Framework is still to be determined.

With the Presidential Disaster Declaration issued on October 10, 2017, the County of Sonoma became eligible for federal disaster assistance funding through the Federal Emergency Management Agency Public Assistance and Hazard Mitigation Grant Programs, and the U.S. Department of Housing and Urban Development Community Development Block Grant Disaster Recovery program. Some of the actions in the Recovery and Resiliency Framework will be funded by these programs. The County is also pursuing other disaster recovery funding available through Economic Development Administration, an agency within the U.S. Department of Commerce, and the California Climate Investments Fire Prevention Grant.

**Grants Steering Committee.** A Grants Steering Committee represented by County departments and County Administrator's Office staff was formed to identify and prioritize projects that are eligible for federal grant funding. A charter to define the purpose of the Grants Steering Committee for disaster recovery grants and other grants is being developed so that there is a clear understanding of the Committee's long-term scope and role.

Departments submitted federal grant pre-applications and a subset of these were deemed eligible for funding. With input from the Board of Supervisors, the Grants Steering Committee is moving forward to apply for funds based on a variety of factors, some that are out of the County's control. One factor is the County's capacity to handle multiple applications and projects given available resources to dedicate to grant efforts. A number of applications for federal funding were submitted prior to publication of this Recovery and Resiliency Framework. Federal grant processes are lengthy and complicated and will

## NEXT STEPS

take place over the next few years. The Office of Recovery and Resiliency will continue to coordinate federal grant activity with County departments and manage and monitor efforts in different departments to meet key federal grant deadlines and to seek reimbursement when appropriate.

The Office of Recovery and Resiliency will continually investigate funding opportunities and work to leverage available resources to support actions in this Framework. The Office of Recovery and Resiliency has the primary responsibility for tracking and reporting all recovery grant activity to the Board of Supervisors. A grants tracking worksheet will be updated on a regular basis and shared with County leadership. The worksheet will be posted on the Office of Recovery and Resiliency website for public accessibility.

## IMPLEMENTATION APPROACH

**Board Approval.** The Board's approval of the Framework does not authorize appropriations or represent project approval of the proposed actions in the Framework. Like County Capital Improvement Plan projects, proposed recovery projects will be brought to the Board of Supervisors for consideration as part of the annual County budget approval process. Some recovery project requests may occur off cycle, such as those with timelines tied to other sources of funding, like external grants, or those that do not require General Fund appropriations.

**Implementation Planning.** Upon the Board's approval of proposed recovery actions, Office of Recovery and Resiliency staff will work closely with department leaders to support the development of more detailed implementation plans. County department leaders will have the most critical role in fully defining and implementing the actions. Many actions will need to be implemented in phases and coordinated with other actions. Some actions will require CEQA review. Timelines will be based on many factors including partner and community input, workforce capacity and availability, funding availability, funding process timelines, and effective coordination with County partners.

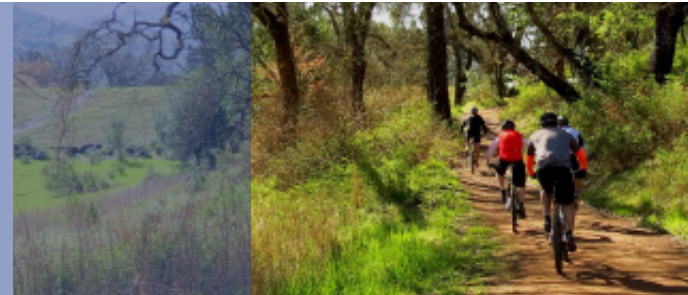


## NEXT STEPS

**Ongoing Coordination.** The Office of Recovery and Resiliency and County department leads will set regular, ongoing coordination meetings to ensure continued engagement and alignment with recovery goals. This level of coordination will allow Office of Recovery and Resiliency staff to be informed of project status and any changing circumstances. It will also ensure ongoing coordination with community partners, other agencies, and city leaders by continuing to build relationships and developing a formal plan for optimal, effective interaction. The plan will define where coordination is needed, who should participate, and in what ways coordination is most relevant and productive.

**Data Tracking.** The Office of Recovery and Resiliency will also partner with department and project leads to track progress, ensure data collection especially for grant reporting compliance, and continually assess workload capacity and other factors critical to project success. In cases where pertinent data is collected by outside organizations, the Office will work with the organization to gain access.

**Performance Indicators.** Establishing key performance indicators to enable the County to measure progress towards recovery and resilience goals will be a focus in the next phase of Framework development. Some work has already been completed in this area, though some may need to be re-evaluated to apply a resiliency lens. Key indicators and metrics will be used to report progress to the Board of Supervisors and the community.



## NEXT STEPS

**Reporting on Recovery Action Progress.** Communicating the status of actions to the public, Board of Supervisors, and community partners is an important part of ongoing engagement with stakeholders. Proactive reporting also promotes government accountability and transparency. The Office of Recovery and Resiliency will continue to provide updates to the Board of Supervisors at regular Board meetings on the status of recovery efforts and implementation of prioritized actions. These updates will also be posted on the Office of Recovery and Resiliency website. The updates will note key milestones, and highlight unanticipated issues and dependencies, grant and funding information, and organizational effectiveness.

Annually, a more formal progress report on actions will be presented to the Board for review. The report will generally be issued following the County's annual budget process in June to allow the report to reflect new funding approved for Recovery Framework actions. The report will provide a County-wide, cross-department view of progress towards resiliency goals. Changes in risks and challenges will be reflected especially if common issues across departments and projects are observed that suggest changes in policy or strategies.

**Updates to the Recovery Framework.** The Framework is a living document. As actions are completed and new ideas, constraints, or funding opportunities emerge, the list of Proposed Actions will be updated as needed. When revisions to the list of proposed actions are necessary, Office of Recovery and Resiliency staff will work with departments and other partners to re-prioritize, add or revise actions based on changing dynamics. Once a year and initially after several projects are implemented, the Office of Recovery and Resiliency will jointly review the effectiveness of the implementation process and may recommend improvements to the overall Framework.



The Grants Steering Committee was formed to identify and prioritize projects that are eligible for federal grant funding

# APPENDICES

## APPENDIX A: POTENTIAL ACTIONS

Visit [www.sonomacounty.ca.gov/ORR](http://www.sonomacounty.ca.gov/ORR) for the list of potential recovery actions. This list is a range of potential future actions that, if implemented, could advance the County toward resilience. They reflect the input received during the County Community Meetings, Board of Supervisors workshops, working group and task force collaboration discussions, and partner convenings. Implementation of any potential actions may require additional formal review processes.

## APPENDIX B: COMPILED & ANALYZED COMMUNITY SURVEYS & NEEDS ASSESSMENTS

Many organizations and community groups conducted recovery-related surveys since the October 2017 wildfires. The data collected through these efforts augments the County's understanding of the community's needs, interests and opinions. Below is a list of surveys and needs assessments that were references for Recovery and Resiliency Framework development.

**SoCo Rises Survey**

**North Bay Fires – Six Month Survey**

**Sonoma County Resilience Fund Stakeholder Interview**

**Sonoma County Resilience Fund Listening Sessions**

**2018 Wildfire Response Survey**

**Healthcare Foundation Wildfire Mental Health Resource Mapping**

**Impacts on Schools**

**Recommendations for Sonoma County Disaster Planning proposed by the Spanish-speaking community**

**Sonoma County Emergency Food Response Gathering Report**

**Sonoma County Fire Survivor Survey**

**First 5 Needs Assessment**

**Wildfires and Health Outcomes Survey**

## APPENDIX C: COMMUNITY & OTHER PARTNERS

Many community and other partners provided support and initial input to the Recovery and Resiliency Framework development process. Since early June 2018, the Office of Recovery and Resiliency began tracking the list of groups, businesses, nonprofit organizations, stakeholders and outside agencies and public entities that Office staff have engaged directly. From these discussions, future coordination and collaboration is planned to promote community preparedness and resilience. The list below will be updated at [www.sonomacounty.ca.gov/ORR](http://www.sonomacounty.ca.gov/ORR).

### A

**Ag Innovations**  
**Audubon Canyon Ranch**  
**American Red Cross Bay Area Council**

### B

**Blue Forest Conservation**  
**Burbank Housing**

### C

**Cal Fire**  
**California Department of Fish and Wildlife**  
**California Forest Management Task Force**  
**California Human Development**  
**California Office of Emergency Services**  
**California Native Plant Society**  
**California State Parks**  
**Catholic Charities of Santa Rosa**  
**Chandi Hospitality Group**  
**City of Cloverdale**  
**City of Cotati**

### City of Healdsburg

**City of Petaluma**  
**City of Rohnert Park**  
**City of Santa Rosa**  
**City of Sonoma**  
**Community Action Partnership of Sonoma County**  
**Community Foundation of Sonoma County**  
**Community Soil Foundation**  
**Conservation Corps North Bay**  
**Council on Aging**  
**County of Lake**  
**County of Marin**  
**County of Mendocino**  
**County of Napa**  
**Crop Performance**

### D

**Daily Acts**  
**District 1 Block Captains**  
**District 3 Block Captains**  
**District 4 Block Captains**

### E

**Emergency Council**  
**Enterprise Community Partners**  
**Environmental Science Associates**

### F

**FEMA Office of Civil Rights & Liberties**  
**Fire Safe Sonoma County**

### G

**Goldridge Resource Conservation District**  
**Graton Day Labor**  
**Greenbelt Alliance**

### H

**Habitat for Humanity Sonoma County**  
**HALTER Project**  
**Hanna Boys Center**  
**Hispanic Chamber of Commerce**  
**Hope City**  
**Housing Land Trust of Sonoma County**

## APPENDIX C: COMMUNITY & OTHER PARTNERS

- J**  
Jackson Family Wines  
Jewish Family and Children's Services
- K**  
Kaiser Permanente  
Kashia Band of Pomo Indians of Stewarts Point Rancheria  
Keysight Technologies
- L**  
La Luz  
Laguna de Santa Rosa Foundation  
LandPaths  
Los Cien
- M**  
Matt Greene Forestry  
Medtronic
- N**  
NOAA National Marine Fisheries Service  
North Bay Labor Council  
North Bay Leadership Council  
North Bay Organizing Project  
North Bay Trades Council  
North Coast Builders Exchange  
North Coast Regional Water Quality Control Board
- O**  
Occidental Arts & Ecology Center
- P**  
Pacific Gas & Electric  
Pepperwood Preserve  
Preserve Rural Sonoma County  
Prunuske Chatham, Inc.
- R**  
Rebuild North Bay Foundation  
Rebuilding Our Community Sonoma County  
Redwood Empire Dispatch Communications  
Russian River Confluence  
Russian Riverkeepers
- S**  
Salvation Army  
San Francisco Bay Regional Water Quality Control Board  
San Francisco Estuary Institute  
Santa Rosa Junior College  
Santa Rosa Metro Chamber  
Sierra Club  
SoCo Rises  
Sonoma County Access and Functional Needs Committee  
Sonoma County Alliance  
Sonoma County Conservation Action
- Sonoma County Farm Bureau**  
**Sonoma County Forest Working Group**  
**Sonoma County Winegrowers**  
**Sonoma Ecology Center**  
**Sonoma Land Trust**  
**Sonoma Media**  
**Sonoma State University**  
**Sonoma Valley Unified**
- T**  
Town of Windsor  
Tzu Chi
- U**  
United Way of the Wine Country  
University of California at Berkeley  
University of California Cooperative Extension  
University of California, San Diego's Scripps Institution of Oceanography  
University of Nevada, Reno's The Nevada Seismology Laboratory  
Undocufund  
Urban Land Institute
- V**  
Voluntary Organizations Active in Disasters (VOAD)
- W**  
Wildlands Conservancy

## APPENDIX D: COMMUNITY INPUT THEMES



### COMMUNITY PREPAREDNESS & INFRASTRUCTURE

Response on importance of goals in this area  
(1 = Not Important; 5 = Very Important):

Establish a comprehensive warning program: **4.6**

Redesign emergency management program: **4.2**

Build/sustain community preparedness programs: **4.9**

Provide continued County services in a disaster: **4.8**

Theme comments (in order of number of responses):

#### Warning Systems

- Publicize how community gets warnings
- Sirens, vibrations, multiple languages
- Warnings not using tech equipment (sirens, phone trees, door-to-door, bullhorns)
- Use social media and expand Nixle
- Streamline notifications
- Take responsibility away from County
- Alarm telemetry

#### Communication During a Disaster

- One-stop resource
- Ensure there are sources for people without technical resources
- Ensure communication in multiple languages, to people with disabilities, and underserved populations
- Work with radio stations
- Publicize where public should go for information
- Use HAM radios

#### Evacuation Routes

- Multiple routes pre-identified for each address
- Public education and trainings
- Keep established routes clear of vegetation and vehicles
- More traffic controllers in an emergency
- Require developers to provide multiple routes

#### Vegetation Management

- Enhance County ordinance
- Work across jurisdictions
- Increase enforcement and inspections
- Provide hardened landscape options and funding for property owners to comply
- Require landscape plans for regulatory review

#### Educate the Public

- Conduct public workshops on what emergency papers will be necessary in a disaster
- Better protected and back-up power supplies
- Shelter locations
- Home inventories
- Differentiate response for different disasters
- How to live in fire hazard area
- How to be self-reliant

#### Community Emergency Preparedness

- Prepare/coordinate plans/trainings for schools, government, hospitals, and business staff
- Work across jurisdictions and languages
- Work with senior centers, youth groups, schools, churches

- Provide emergency kits to low income residents
- Sponsor neighborhood events and preparedness packages
- Provide training to neighborhood response teams/CERT/ICS
- Provide information and training on COPE/ Neighborhood Watch/ Know Your Neighbor/ Get Ready preparedness programs
- Conduct drills of neighborhoods

#### Shelters

- Need medical services
- Crisis communication coordinator (one position for all shelters)
- Establish locations pre-disaster
- Need additional facilities
- Pre-disaster locations, staffing, MOUs
- Plans for elderly and people who are ill
- Multiple languages, animal sheltering

#### Miscellaneous

- Modernize/fully fund EOC, clearly defined roles
- More cell towers
- Archive information on lessons learned from 10/18
- Annually review Recovery Plan
- Link Recovery Plan to County's Hazardous Mitigation Plan
- Designate staff to agencies involved in response/recovery
- More information to outer areas of the County (Sonoma Valley, north of Healdsburg)

## APPENDIX D: COMMUNITY INPUT THEMES



### HOUSING

Response on importance of goals in this area  
(1 = Not Important; 5 = Very Important):

Attract new and expanded funding: **4.29**

Reduce permit processing times for  
housing construction: **4.27**

Utilize County-owned public property to  
support appropriate infill development: **4.8**

Theme comments (in order of number  
of responses):

#### Affordability/Availability

- Provide more housing/housing availability
- Create affordable housing
- Provide workforce, low-income, and senior housing
- More farmworker housing
- Build student housing
- Find housing projects that are not moving forward and find solutions to what is keeping them from being built
- Concerns that the marketplace won't achieve affordable housing
- Regional communication and collaboration countywide
- Concerns about price gouging
- Concerns about people being dislocated as a secondary effect of the fires

- Provide temporary housing while the fire-damaged homes are rebuilt
- Integrate housing strategies across all jurisdictions countywide
- Provide affordable rental housing, both multi-family and single family
- Concerns about achieving 30,000 units in five years being impractical

#### Right Location/Right Product

- Build housing based on the already approved General Plans countywide
- Use the General Plan update process to help meet resiliency goals
- Allow smaller housing types
- Provide a range of multi-family housing types
- Convert existing buildings to provide more housing
- Locate housing in urban areas and near transit
- Automobile independence by design
- Locate housing away from fire impacted areas and using that to create job opportunities in other areas of the County
- Consider building smaller homes
- Build housing within city centers
- A balanced approach to housing that is thoughtful
- Build green housing that is climate smart
- Build more ADUs that can be rented
- Allow large lot areas to have in-fill housing in all jurisdictions
- Concerns that there would not be adequate infrastructure such as water and roads for 30,000 units

#### Lower Cost/Ease to Rebuild

- Having policies that lower housing costs
- Having faster, simpler permitting
- Being more permissive with key housing issues
- Control cost of construction in all jurisdictions
- CEQA reform needed
- Reduce the code standards and “red tape” for disaster recovery rebuilds
- Lowering fees for housing
- Allow tiny homes on wheels
- Concerns about conflicting “safe landscaping” requirements

#### Maintaining Standards/Higher Standards

- Address key housing issues through stricter regulations
- Increase fees to pay for affordable housing was a strategy
- Maintain CEQA where appropriate
- Regulate vacant housing to create greater occupancies countywide
- Use rent control as a way to achieve affordable housing
- Require insurance to pay 100% of the rebuild cost
- Keep greenbelt separators between communities



## APPENDIX D: COMMUNITY INPUT THEMES



### HOUSING (continued)

#### Safety

- Fire and other disaster safety concerns with additional housing
- Rebuilding in WUI concerns for future fires
- Prioritize “fire safe” housing projects
- Gated communities and garage doors where the gates won’t open if the power is out is a safety concern

#### Assistance for those in Need

- Provide rebuilding incentives for low-income people
- Provide more resources to support the rebuilding efforts for those who lost their homes, both owner occupied and rental occupied
- Specifically from the Spanish language sessions, providing rental assistance and renter rights information regarding rising rental costs for Spanish speakers
- Providing rebuilding incentives for homeowners
- Allowing RV parking for affordable housing
- Insurance gap concerns

#### Capital/Incentives

- Provide new building incentives for a variety of housing types
- Use local financial institutions to raise capital for housing
- Increase homeownership through low interest loans
- Use State funds to provide more housing
- Have the County become an equity partner in housing developments in order to achieve affordable housing
- Use incentives to build fire resilient housing
- Give more incentives to home builders
- Use tourism taxes as a way to achieve affordable housing
- Require the winegrowers to provide affordable housing
- Reconsider holding a County housing bond
- Build “land trust model housing”
- Help with low interest loans for rebuilding for the “missing middle”

#### Using Public Land

- Identify County-owned land for housing development
- Use County-owned land for different types of housing
- Use the County administration center as a priority before building housing near the airport

#### Builders/Workforce

- Use small, local builders and local workforce to rebuild
- Work with the highest quality builders who have the best track records
- Create a workforce “RV camp” for rebuild workers on County-owned land

#### Community Engagement

- Obtain meaningful community input and interaction
- Concerns about NIMBY-ism as a barrier to providing housing
- Educate neighborhoods about the need for housing
- Communicate directly with fire survivors about the rebuilding process
- Work with vulnerable communities and individuals
- The “missing middle” needs advocacy and a voice: they are a population in need
- The community needs to know how to participate in the CDGB-DR process regarding the action plan and State allocation of funds
- Ongoing advocacy for insurance reform

## APPENDIX D: COMMUNITY INPUT THEMES



### ECONOMY

#### Support Workforce Housing Solutions

- Housing and the economy are intricately linked; need more housing for the workforce and for students
- Work jointly with housing efforts
- Incentivize people to stay living here by providing tax breaks

#### Support the Workforce and Build Sustainable Career Pathways

- Partner with educational institutions and increase education/training opportunities for trades/construction/vocational training, including in middle and high school
- Create apprenticeship opportunities

- Provide loans, grants, free educational opportunities
- Ensure safety in workplace – training, proper equipment, etc.

#### Support Local Businesses

- Diversify the economy (not just tourism/wine)
- Foster the manufacturing industry
- Strengthen wages – it's expensive to live in Sonoma County
- Improve transportation options and make them affordable and accessible to non-English speakers
- Expand and support the cannabis industry, increases job growth
- Expand the local job market
- Encourage manufacturers to move into Sonoma County

- Childcare workers displaced – rebuild childcare facilities quickly to provide jobs and meet needs of children
- Provide more affordable childcare to support workforce
- Create a task force solely to recruit light industry or tech companies that can bring high-paying jobs to this area
- Build broadband infrastructure

#### Promote Sonoma County and Shop Local

- Use tourism campaign to let people know “Sonoma County is open”
- Rebuild hotels that were burned down to create jobs again
- Encourage residents and visitors to shop local, including using local contractors for rebuilding
- Better communicate the economic impacts of the fires to the community



### SAFETY NET SERVICES

#### Ensure the Post-Fire Mental Health and Resiliency Needs of the Community Are Met

- Community members continue to struggle with emotional trauma from fires; expand free mental health services, including trauma informed care
- Use animals for therapy
- Create spaces for healing

#### Build Partnerships and Coordination Across Sectors

- Strengthen partnerships and coordination with community groups, churches, local/state/federal government, etc.; work together towards recovery – it's not just the County's job
- Improve donation management, volunteers, and communication
- Host more community workshops and events to bring people together
- Create a one-stop shop available to all fire survivors; the LAC is recognized as a great success and could serve as a model for the one-stop shop
- Address animal rescue in recovery plan, including how people manage pets in recovery (for example some people who are renting cannot have their pet with them); keep people with their pets at shelters

#### Support Needs of Vulnerable Communities

- Underserved communities need more attention and services, including at the evacuation shelters (seniors, language barriers, homeless, undocumented residents, etc.)
- Resources and information need to be available in Spanish and culturally sensitive
- Support students who were displaced
- Make sure masks are widely available, including children's size
- Increase Transient Occupancy Tax (TOT) and use funding for housing and homeless services

## APPENDIX D: COMMUNITY INPUT THEMES



### NATURAL RESOURCES

#### Overall/Vision

- Simplify language of vision and imperatives statements for laypersons
- Put forest fuel reduction “separate” and under the preparedness, not in Natural Resources
- Add recreation to the natural resources vision
- Make Framework clearly address interconnectedness and relationships between strategy area issues, e.g. support and express links between land use planning policies, housing, natural resources or fire/climate change, drought, economy
- No specific requests for other major goals or objectives
- “Protect the watershed against the community / Protect the community against the watershed”

#### Forest Management (rated very important)

- Many contrasting opinions about “forest fuel load management”: concerns about potential for ill-informed, widespread clearing of trees and/or loss of habitat, folks that want wildland to stay wild, desire for science-informed decisions and priorities; but, also concerns about how to lower various regulations and barriers to vegetation management and recognition that historic suppression has created large load and much effort is needed

- Lots of comments for better education and outreach about importance and value of vegetation management using all means (from forest product extraction (including lumber and biomass and net carbon storage), mechanical thinning, grazing/ browsing by livestock including goats, and prescribed fire) – but some concerns about “logging” as adverse, etc.
- Requests for demonstrations/pilot projects with prescribed fire to improve public confidence/trust
- Request for focused/strategic outreach programs for Wildlife Urban Interfaces
- Increased implementation of prescribed burns, raising the funding of forest rangers, adding duties for veg clearing to sheriff/rangers, using jail crews for labor
- More funding to enforce defensible space, and also noting opportunity to grow local workforce/jobs in related trades
- Emphasis for public-private combination efforts; need for collectives/neighborhood groups, also better fed-state-local government partnerships and interaction with science information
- Concerns that parks/open space are not managing their own vegetation fuel loads and that vacant lots are not being managed
- Concerns about need to clear remaining burned trees in 2017 zones (unsure if about ROW or other areas); worried that replanting will use other species that burn (like the 1960s use of knobcone pine plantings); also, concerns that replanting of forests is needed

- Assess landscape regrowth and “decide” what plant communities we want to encourage and maintain
- Use grant funded support for landowner fuel load management, but also tax structure and even deed restrictions to improve vegetation removal (defensible space) compliance; make sure people know they are responsible for defensible space/ tree removals
- Use tribal communities’ knowledge on working with fire for healthy ecosystem
- Clarify requirements for landscaping around homes: defensible space (moist and herbaceous?) vs. water conservation (drought tolerant shrubs) and vs. energy conservation (shade trees) suggestions
- Concerns about protecting air quality while doing fuel load reductions; need information on wind, etc.

#### Stream System Enhancement (rated very important)

- Wording may be confusing in this imperative, some wondered about the connection of water supply/ demands and water for firefighting. The connection of stream systems to the other fire related issues isn’t clear to some
- Preference on natural controls on erosion, etc. versus hardscape/constructed
- Concerns about burned areas and water quality protection during the next winter season
- Likely need to increase riparian setbacks and natural easements; also to restore and manage parks

## APPENDIX D: COMMUNITY INPUT THEMES



### NATURAL RESOURCES (continued)

#### Stream System Enhancement (rated very important, continued)

- Concerns that science guidance would be overwhelmed by political or economic decisions – that stream habitat would be jeopardized; requests for many NGOs to be engaged in policy updates
- Desire to hold growth/community boundaries, limit sprawl and focus densely developed areas
- Range of ideas about greenbelts, open space... requests to maintain and increase protected spaces and decrease conversion of farms to development, but also some uncertainty about quality of vegetation management on open spaces that are “owned” by public agencies
- Potential for working lands (vineyards, grazing pastures as fuel breaks)
- Concern that agricultural diversity is needed for resiliency
- Financial and regulatory assistance needed for stream-side conservation/restoration, especially for small property owners
- Ideas to use volunteers and community groups and adopt-a-stream type efforts for implementation – Youth Corps, Conservation Corps, have school programs for credit too
- Liked the connection to Vital Lands Initiative
- Links to economy noted (as for forest management) for connections to education, job training, and workforce growth in natural/ecological resource management
- Protect and monitor watersheds!

#### Leveraging Investments (rated very important, but fewer ratings)

- Want potential policies, regulations, funds to better anticipate and reduce the pressure to rebuild (again) housing in path of repeat fire zones, using development transfers or other means set up in advance (realizing we should not further impact recent fire survivors)
- “Limit building within forested areas”
- Similarly, want science-based corridors/breaks across landscape; could this be phased in over time to reduce burden on current owners?
- We need to publicly state the economic benefits of healthy land and water!
- Work with NGOs and community on cooperative natural resource management, with schools too
- Use policy/incentives to protect open space and decrease exposure to fire risks
- Need to identify fire protective corridors in land-use plans
- Use all hazard information to inform land use zoning for “do and don’t” housing – build up and not out
- Critical to pull science into decisions and priorities for fuels management in forests and streams
- Ideas that link watershed education in schools about resources, hazards, and preparedness
- Get and use data from other disasters to learn from experience and adopt best practices
- Requests for more education and communication about “disasters”
- Desire to use “Ag + Open Space” funds for fire prevention
- Desire to use MORE/ALL of TOT for infrastructure improvements

- Improve data collection for open space
- Follow through on 2020 General Plan and ordinance/regulation implementation – concerns that there are few consequences for delays and follow-through, but also requests to strengthen land use guidance relative to hazards in the 2030 Gen Plan
- Be sure to use the ideas in the “Living in a fire-adapted landscape” report

#### Additional

- Concerns about soils impacts from fire
- Concerns about water conservation – requests for metering for ALL (including farms) – wanting to ensure adequate flows in streams and sediment transport
- Ideas to improve water conservation and reuse – to use grey water and recycled water – to return reclaimed water to forest (not streams, “...the ocean doesn’t need water”)
- Concerns about water allocations and realities in the face of drought and growth.
- Concerns that vineyards, wineries and cannabis use too much water and our sources of pollutants
- Get Chinese Firefighting Robots
- Adopt ordinance to underground power lines in all fire-prone areas of the County

## APPENDIX E: ACRONYM GLOSSARY

**ABAG:** Association of Bay Area Governments

**ADU:** Accessory Dwelling Units

**BMP:** Best Management Practices

**BRIC:** Building Resilient and Inclusive Communities Finance Tool

**CalOES:** California Governor’s Office of Emergency Services

**CAL FIRE:** California Department of Forestry and Fire Protection

**California HOPE:** California Helping, Opportunities, Possibilities, Empowerment

**CDBG-DR:** Community Development Block Grant – Disaster Recovery, U.S. Department of Housing and Community Development

**CDC:** Community Development Commission

**CEQA:** California Environmental Quality Act

**CERT:** Community Emergency Response Team

**COOP:** Continuity of Operations Plan

**COPE:** Citizens Organized to Prepare for Emergencies

**EMS:** Emergency Medical Services

**EOC:** Emergency Operations Center

**FEMA:** Federal Emergency Management Agency

**GARE:** Government Alliance on Race and Equity

**HCD:** California Department of Housing and Community Development

**HUD:** U.S. Department of Housing and Urban Development

**LAC:** Local Assistance Center

**MTC:** Metropolitan Transportation Commission

**NDRF:** National Disaster Recovery Framework

**NPH:** Non-Profit Housing Association of Northern California

**RED:** Renewal Enterprise District

**ROC:** ROC Sonoma County – Rebuilding our Community

**SBA:** Small Business Administration

**SCTA:** Sonoma County Transportation Authority

**SGC:** Strategic Growth Council

**UCCE:** University of California Cooperative Extension

**USFS:** U.S. Forest Service

**VARs:** Values at Risk

**VOAD:** Voluntary Organizations Active in Disaster

**WERT:** Watershed Emergency Response Team

**WUI:** Wildland/Urban Interface

## F: GUIDE TO RECOVERY & RESILIENCY FRAMEWORK DOCUMENTS ONLINE

This Guide is a list of the documents that are appendices to the Recovery and Resiliency Framework. All documents are posted on the Office of Recovery and Resiliency's website at [www.sonomacounty.ca.gov/ORR](http://www.sonomacounty.ca.gov/ORR) in pdf format in English and Spanish.

### **Appendix A: Potential Actions**

This list of potential recovery actions is a range of potential future actions that, if implemented, could advance the County toward resilience. They reflect the input received during the County Community Meetings, Board of Supervisors workshops, working group and task force collaboration discussions, and partner convenings.

### **Appendix B: Compiled & Analyzed Community Surveys & Needs Assessments**

Many organizations and community groups conducted recovery-related surveys since the October 2017 wildfires that are listed in Appendix B. The data collected through these efforts augments the County's understanding of the community's needs, interests and opinions.

### **Appendix C: Community & Other Partners**

This appendix is a list of the many community and other partners that provided support and initial input to the Framework development process. Since early June 2018, the Office began tracking the list of groups, businesses, nonprofit organizations, stakeholders, outside agencies, and public entities that Office staff has engaged directly.

### **Appendix D-1: Community Input Themes**

The community's input on the initial draft Framework was received in multiple ways and formats. Community members completed either an online survey, shared written notes at community or stakeholder meetings, or sent comments and input via email or regular mail to the County Administrator's Office. All input and comments were compiled. From the compiled community input, the Office of Recovery and Resiliency generated key themes for each strategic area of recovery and resiliency.

### **Appendix D-2: Community Meeting Notes from Breakout Group Flipcharts**

Table facilitator notes from the recovery planning community meetings were collected and transcribed in table format.

### **Appendix D-3: Community Worksheet Input**

Community worksheets completed by individuals at the Community Meetings or mailed to the County Administrator's Office were captured in table format.

### **Appendix D-4: Responses to County's Online Survey**

Reports based on individual responses to the Survey Monkey questionnaire designed to gather input on the initial draft of the Recovery and Resiliency Framework are included as pdf documents.

### **Appendix G: Grant Applications Submitted**

The most current list of federal, state, and other grant applications submitted for recovery projects.

As a living document, this Framework is a starting point for actions and partnerships surrounding recovery and resiliency.

The shared vision reflected here is a result of the time, dedication, and contributions of many community members, agencies and organizations.

Moving forward, it is imperative that we all continue to work together to become more resilient, and stronger than we were before the fires.





**SONOMA COUNTY**



## Recovery & Resiliency Framework

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