



# Final Report: ERG's Recommendations to Improve Alignment of Climate and Wildfire Resilience Efforts in Sonoma County



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## About

This document provides ERG’s recommendations to strengthen alignment of climate and wildfire resilience efforts throughout Sonoma County to improve outcomes and available resources. To support the recommendations, the report includes background details on the process, approach, methods, and key findings from ERG’s research—including research and analysis of relevant data and information, interviews of subject matter experts, focus groups, Technical Advisory Committee meetings, and meetings with Resiliency Coordination Team departments and agency directors. For more information regarding ERG’s research and engagement that supported the recommendations in this report, please see the *Background Research and Findings* document.

# What Are the Problems We Are Trying to Solve?





Overall, Sonoma County is working to obtain a wildfire resilient county. County of Sonoma (the County) departments and agencies and other organizations countywide are addressing various aspects of this multi-faceted problem. To support a wildfire resilient county, there is a need to improve alignment and integration of the existing wildfire resilience efforts countywide. There is also a need to consider ways to integrate wildfire resilience into a holistic climate resilience framework to help align related efforts for other climate hazards and promote multi-hazard approaches and multi-benefit solutions.






To help address these problems, the County hired ERG to conduct a project focused on the following objectives:

1. **Create a near-term framework for improved coordination and collaboration** within the “County family” of departments and agencies, which will also then improve coordination and collaboration between the County and other entities and organizations.
2. **Develop and propose to the Board of Supervisors a long-term framework for institutionalizing these efforts** and how a proposed structure can best meet the needs of wildfire resilience in Sonoma County.

As part of the project, ERG conducted an in-depth literature review, interviews of subject matter experts, and developed and held four focus groups, in addition to leading a series of meetings with four Technical Advisory Committees (TACs) and the Resiliency Coordination Team (RCT) (see the *Background and Research Findings* document for more details on ERG’s research). ERG’s research revealed consistent themes about the challenges that those in the county currently face in achieving the overarching goal of a wildfire resilient county. The research elucidated many recommendations and opportunities for improving countywide current wildfire resilience efforts.

Key challenges identified included:

-  **A lack of alignment and coordination around climate and wildfire resilience efforts**—both within the County and among other organizations involved in climate and wildfire resilience.
-  **The large scale of a problem that needs to be addressed across various domains**—from home hardening at the property level to landscape management interventions that are required across the county.
-  **Confusion over roles and responsibilities** (both within the County departments and agencies and among the County and non-County entities), particularly given the large number of organizations in Sonoma County working on climate and wildfire resilience efforts.
-  **Uncoordinated communication and engagement** about wildfire resilience efforts.

- 
**A lack of data and information about where projects were occurring**, who is leading what work, and what the outcomes are of the work, an issue that is exacerbated by the large proportion of private land in the county.
- 
**Redundancies in programs and projects.**
- 
**Competition among organizations** for limited grant funding and other resources.
- 
**Engagement challenges for the public and small organizations** that have limited resources and must engage on a project-by-project basis to stay informed.
- 
**A widespread lack of trust in the County** departments and agencies among other organizations, private landowners, and community members.

These findings underscore the need for a new, coordinated approach—both within the County departments and agencies and with other partners—to better align climate and wildfire resilience efforts, clarify leadership roles, and rebuild trust across the community. In the sections that follow, the recommendations outlined assume that the structure ERG is proposing (and which TAC members and the RCT have reviewed, considered, and helped refine) could address a range of climate resilience hazards; however, it will initially focus on wildfire resilience.

## Needs for an Aligned Approach

ERG identified recurring themes regarding needs for an improved and more coordinated approach to wildfire resilience in Sonoma County through literature review, TAC meetings, community engagement via focus groups, interviews, and discussions with department and agency heads. ERG’s findings leverage and build upon recommendations from previous work such as the 2021 University of California Center for Law, Energy, and the Environment (CLEE) report ([Priorities for Sonoma County’s Vegetation Management Funds](#)), the [Sonoma County Community Wildfire Protection Plan](#) (CWPP), and the County of Sonoma [Climate Resilience Comprehensive Action Plan](#). Themes are listed in the table below with checks to indicate which themes were mentioned in each type of engagement for this project. Together, these themes form a clear basis for the finding that there is a need for a more coordinated, countywide approach to climate and wildfire resilience.

**Table 1. Alignment Needs Identified Across Engagement.**

Needs	Previous Engagement	Focus Groups	TACs	Interviews	Dept. & Agency Head Interviews
<b>Centralized coordination</b>	✓	✓	✓	✓	✓
<b>Clear roles and responsibilities</b>	✓	✓	✓	✓	✓
<b>Consistent and accessible messaging</b>	✓	✓	✓	✓	✓

Needs	Previous Engagement	Focus Groups	TACs	Interviews	Dept. & Agency Head Interviews
Sustainable and equitable funding	✓	✓	✓	✓	
Strategic and streamlined grantmaking	✓	✓	✓		✓
Accessible technical assistance	✓	✓	✓		
Workforce development	✓	✓	✓		
Robust community participation	✓	✓	✓	✓	✓
Multi-benefit solutions	✓	✓	✓	✓	✓
Data portal	✓	✓	✓	✓	✓
Coordinated data collection and analysis	✓		✓		✓
Aligned policies and permitting	✓		✓	✓	

## Necessary Functions and Associated Capacities and Capabilities

Based on the needs heard across engagement (outlined above) and building upon feedback from TAC meetings, interviews of subject matter experts, and focus groups of community members, partners, and landowners, ERG identified and refined a description of the associated functions, capabilities, and capacities that organizations would need to fulfill the critical functions identified by subject matter experts, community members, County and non-county entities, and previous efforts. These are synthesized in the series of tables below. Each table includes:

- A description of the need.
- Key functions that fulfill the needs and improve outcomes by developing an aligned approach to climate and wildfire resilience.
- The capabilities and capacities that an entity or organization should have to fulfill the functions and need.
- Identification of whether the need and functions could be fulfilled by the County or by a partner organization.

**Need:** Coordinate and align climate and wildfire resilience planning and action. This includes providing centralized coordination, aligning policies and permitting, and ensuring the work is carrying out key principles such as life, safety, and health and developing multi-benefit solutions.

**Function 1:** Administer and coordinate an approach to better coordinate and align climate and wildfire resilience efforts.

**Capabilities and Capacities:**

- Ability to attract and aggregate funding from diverse sources
- Ability to identify roles and responsibilities within a program
- Access to a broad range of funding sources and financing mechanisms
- Accessibility and accountability
- Adoption of principles for planning and implementation that include multi-benefit solutions
- Capacity to collect, compile and analyze data and identify geographies and conditions where treatments should be priorities
- Environmental review (California Environmental Quality Act [CEQA]/National Environmental Policy Act [NEPA])
- Meeting support
- Organizational capacity and staff
- Physical and digital meeting spaces
- Regulatory and permitting authority and/or oversight
- Technical understanding of types and impacts of treatments
- Tracking and prioritizing treatments at multiple scale

**Proposed lead:** County department or agency. The County has organizational and staff capacity, as well as the physical space and infrastructure, accountability structures, the ability to seek and manage large grants, and connections to a wide array of organizations that are necessary to fulfill these functions.

**Need:** Align on and develop consistent wildfire resilience messaging and ensure there is robust community participation.

**Function 2:** Foster trust and promote collaboration with communities and landowners through transparent, clear, and consistent communication, education, engagement, and partnerships.

**Capabilities and Capacities:**

- Ability to design, implement, and host community education and training
- Access to a broad range of funding sources and financing mechanisms
- Community trust and strong partnerships with and connections to private landowners and other organizations
- Inclusive and equitable engagement practices (including the ability to conduct multilingual outreach)
- Infrastructure to develop both physical and digital outreach materials
- Organizational capacity and staff
- Strategic communication planning

**Proposed lead:** Partner organization. Communication, education, engagement, and collaboration with communities and landowners are being led by County partners now (e.g., Fire Safe Sonoma, the Resource Conservation Districts (RCDs), and other community-based organizations [CBOs]). While the County can support these organizations with tasks such as helping produce outreach materials, providing a data and mapping portal, and helping coordinate messages and engagement and education processes, partners are well-positioned (with additional support) to build upon existing work to further advance wildfire resilience efforts.

**Need:** Coordinate and collaborate to seek and secure stable, sustainable, and equitable long-term funding.

**Function 3:** Attract, identify, and eventually, possibly aggregate and disperse, funding from a broad portfolio of sustainable funding sources. Establish and promote strategic grantmaking, as funding becomes available.

**Capabilities and Capacities:**

- Ability to attract and aggregate funding from diverse sources
- Ability to identify roles and responsibilities to support wildfire resilience at scale
- Access to a broad range of funding sources and financing mechanisms
- Accessibility and accountability
- Administrative infrastructure to develop and administer competitive grant funding opportunities (once funding is secured)
- Dedicated development and grant management team
- Infrastructure to communicate and share information regarding funding and grant opportunities
- Organizational capacity, staff, and expertise

**Proposed lead:** County department or agency. The County has the infrastructure and capacity needed to lead seeking and securing sustainable and equitable funding mechanisms and develop processes for effective grantmaking (as demonstrated through previous efforts, such as the Vegetation Management Grant Program). As a government entity, the County also has the structure, experience, and accountability mechanisms to be a good candidate for receiving and distributing large amounts of federal or state money to County agencies and departments and non-County partners.

**Need:** Provide technical assistance for wildfire resilience efforts.

**Function 4:** Coordinate and provide technical assistance (e.g., tools, data, maps, expertise) for wildfire resilience efforts.

**Capabilities and Capacities:**

- Ability and skills to offer training and certification pathways
- Ability to design, implement, and host community education and training
- Ability to develop and implement apprenticeship, mentorship, and internship programs
- Accessibility and accountability

- Access to a broad range of funding sources and financing mechanisms
- Inclusive and equitable engagement practices (including the ability to conduct multilingual outreach and provide equitable access to support trainings)
- Infrastructure to develop physical and digital outreach materials
- Meeting support
- Organizational capacity and staff
- Regulatory and permitting authority and oversight
- Technical expertise in wildfire resilience topics
- Technical understanding of types and impacts of treatments
- Trust and connection with private landowners and other organizations

**Proposed lead:** Partner organization or shared responsibility. Both the County departments and agencies, as well as many organizations in Sonoma County, are experts and/or have taken lead roles on planning and implementing the strategies and approaches that are effective for advancing wildfire resilience—from landscape management to defensible space and home hardening to community preparedness. Partner organizations have relationships with communities and landowners to conduct and host training and education events and lead inclusive and equitable engagement. County departments and agencies also have served as lead for many aspects of wildfire resilience technical assistance and have the capability and some capacity to support efforts through provision of resources (e.g., funding, alignment and provision data and mapping, grantmaking, overall coordination).

**Need:** Provide support for and expand the county’s wildfire resilience workforce.

**Function 5:** Support development of a skilled, local workforce to support wildfire resilience efforts.

**Capabilities and Capacities:**

- Ability and skills to offer training and certification pathways
- Ability to develop and implement apprenticeship, mentorship, and internship programs
- Ability to match trainees with work opportunities
- Access to a broad range of funding sources and financing mechanisms
- Organizational staff, capacity, and expertise
- Partnerships with local junior and community colleges
- Physical and digital meeting spaces

**Proposed lead:** Partner organization. There are organizations in Sonoma County who are already leading workforce development and capacity building efforts. While the County could play a role in providing support to identify needs and help align existing efforts, these organizations could build upon and strengthen their existing work.

**Need:** Data collection, mapping, and analysis to inform project prioritization, design, implementation, maintenance and management, and tracking of outcomes and progress.

**Function 6:** Inventory and evaluate data to create a comprehensive wildfire resilience data portal.

**Capabilities and Capacities:**

- Ability to identify roles and responsibilities to support wildfire resilience at scale

- Accessibility and accountability
- Access to a broad range of funding sources and financing mechanisms
- Capacity to collect, compile, and analyze data and identify geographies and conditions where treatments should be priorities
- Organizational staff, capacity, and expertise
- Physical infrastructure to host the data portal
- Program monitoring and evaluation to track outcomes
- Staff with technical expertise to develop, maintain, and analyze data within the data portal
- Technical assistance for the data portal and data analysis (e.g., gaps, support to help organizations and landowners enter data)

**Proposed lead:** County department or agency. There are County departments and agencies that have staff with the technical expertise needed to collect, compile, and analyze data—or, if funding allowed, the County could consider hiring additional staff to fulfill this critical need. The County is one of the few entities with the capacity to serve in this role, as well as the physical infrastructure needed (or could develop the infrastructure) to host a data and mapping portal. Given that it is less involved in direct implementation of wildfire resilience efforts, the County could play an overarching role in helping support and organize the compilation of data across partner organizations.

## Strengths and Limitations of Existing Organizations

Tables 2 and 3 list potential organizations that have the capacity and capabilities to address some of the needs and functions outlined above. These organizations are currently involved in or leading wildfire and climate resilience efforts, have critical capacity or skills related to wildfire and climate resilience, and were mentioned frequently across engagement. The strengths and limitations of each organization’s ability to carry out the needs and functions are also described. Appendix B – Capabilities, Capacities, and Functions provides more details related to how each of the listed organizations could fulfill the necessary functions. Note that there are other partners that will be important to consider and involve as wildfire resilience efforts move forward, including Sonoma County Tribes, cities within the county, and individual fire districts. These partners were not as deeply engaged throughout this process and thus are not currently reflected in Tables 2, 3, and Appendix B – Capabilities, Capacities, and Functions; however, determining strategies to involve these groups in the next steps recommended in later sections of this memo will be critical.

**Table 2. County of Sonoma Department and Agency Strengths and Limitations.**

Departments and Agencies	Strengths	Limitations
<b>County Executive’s Office</b>	<ul style="list-style-type: none"> <li>• Leads and can provide oversight on County efforts on climate resilience</li> <li>• Can help coordinate County departments and agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Lack trust of private landowners and some organizations in the county</li> <li>• Limited expertise on wildfire resilience</li> </ul>

Departments and Agencies	Strengths	Limitations
	<ul style="list-style-type: none"> <li>• Could serve as a fiscal sponsor and help coordinate and provide support for grant applications</li> </ul>	
<b>Permit Sonoma</b>	<ul style="list-style-type: none"> <li>• Led development of the CWPP and administers the CWPP Hub Site</li> <li>• Lead for critical policy, planning, and regulatory documents, like the Multi-Jurisdictional Hazard Mitigation Plan (HMP) and the General Plan</li> <li>• Led the Sonoma County Wildfire Adapted Program</li> <li>• Has the necessary infrastructure to host a data portal</li> <li>• Coordinates with Local Fire Districts</li> </ul>	<ul style="list-style-type: none"> <li>• Lack trust of private landowners and some organizations in the county</li> <li>• Focused on specific aspects of wildfire resilience (e.g., hard infrastructure)</li> <li>• Regulatory agency</li> </ul>
<b>Sonoma County Regional Parks</b>	<ul style="list-style-type: none"> <li>• Expertise in planning and implementing landscape management and wildfire resilience projects on County lands</li> <li>• Manages land</li> <li>• Proven fuel treatments and modeling of best management practices</li> </ul>	<ul style="list-style-type: none"> <li>• Focused on specific aspects of wildfire resilience (e.g., landscape management)</li> <li>• Lacks regulatory authority</li> </ul>
<b>Sonoma Public Infrastructure (SPI)</b>	<ul style="list-style-type: none"> <li>• Grants management and administration expertise and capacity</li> <li>• Directly involved in post-fire recovery efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Wildfire mitigation efforts limited to road clearance and safety,</li> <li>• Involvement focused on post-fire recovery</li> </ul>
<b>Department of Emergency Management (DEM)</b>	<ul style="list-style-type: none"> <li>• Directly involved in response and post-fire recovery efforts</li> <li>• Participates in and leads many relevant collaborations and partnerships (e.g., the Emergency Council, the Emergency Coordinator's Forum, the Access and Functional Needs Committee, the Alert and Warning Committee, and the Emergency Transportation Committee).</li> <li>• Hosts a variety of emergency management resources on their website</li> <li>• Coordinates with Local Fire Districts, Fire Chiefs, and CAL FIRE</li> </ul>	<ul style="list-style-type: none"> <li>• Focused on wildfire response and recovery, as opposed to resilience more broadly</li> </ul>
<b>Sonoma County Agriculture and Open Space District (Ag + Open Space)</b>	<ul style="list-style-type: none"> <li>• Currently leads the Vegetation Grant Management Program</li> <li>• Co-lead for Sonoma Veg Map</li> <li>• Expertise in planning and implementing landscape management and wildfire</li> </ul>	<ul style="list-style-type: none"> <li>• Issues of trust and confusion surrounding their efforts</li> <li>• Enabling legislation limits scope of the type of work they can undertake and fund</li> </ul>

Departments and Agencies	Strengths	Limitations
	<ul style="list-style-type: none"> <li>resilience projects and resource conservation</li> <li>Owns and manages land</li> <li>Strategies for land protection include consideration of climate change and wildfire resilience</li> <li>Supports development of restrictions that could be applied in wildfire threatened areas</li> <li>Often works with communities, land conservation and resource managers</li> <li>Proven fuel treatments and modeling of best management practices</li> </ul>	<ul style="list-style-type: none"> <li>Limits on requirements that are included in conservation easements regarding maintenance and management</li> <li>Lacks regulatory authority</li> <li>Focused on specific aspects of wildfire resilience (e.g., landscape management)</li> </ul>
<b>Sonoma Water</b>	<ul style="list-style-type: none"> <li>Co-lead for Sonoma Veg Map</li> <li>One of leads for Sonoma Wildfire Resilience Planner</li> </ul>	<ul style="list-style-type: none"> <li>Focus and areas of expertise reflect Sonoma Water’s core functions and responsibilities related to watershed health and resiliency, as opposed to a primary focus on wildfire resilience</li> <li>Provides a discrete set of services to fulfill their mandate</li> </ul>

**Table 3. Strengths and Limitations of Other Climate and Wildfire Resilience Organizations in Sonoma County.**

Organizations	Strengths	Limitations
<b>Fire Safe Sonoma</b>	<ul style="list-style-type: none"> <li>Serves critical role as countywide Fire Safe Council</li> <li>Technical wildfire expertise</li> <li>Trust with private landowners</li> <li>Leading review and prioritization of wildland fire safety and risk reduction projects under Measure H</li> <li>Coordinates with Local Fire Districts, Fire Chiefs, and California Department of Forestry and Fire Protection (CAL FIRE)</li> <li>Educational and public outreach expertise</li> <li>Promotes Firewise Communities</li> <li>Co-creator of CWPP Portal</li> </ul>	<ul style="list-style-type: none"> <li>Limited staff capacity and resources</li> <li>Lack of physical office and infrastructure needed to support certain functions (e.g., data portal)</li> <li>Level of participation would likely depend on available funding for participating</li> </ul>
<b>Sonoma County Transportation and Climate</b>	<ul style="list-style-type: none"> <li>Leads multijurisdictional, countywide coordination on climate resilience</li> <li>Includes two legal authorities that are working to address climate issues—the</li> </ul>	<ul style="list-style-type: none"> <li>Limited expertise on and involvement in wildfire resilience efforts</li> <li>Limited staff capacity</li> </ul>




Organizations	Strengths	Limitations
<b>Authorities (SCTCA)</b>	<p>Sonoma County Transportation Authority and Regional Climate Protection Authority (RCPA)</p> <ul style="list-style-type: none"> <li>• RCPA is formally designated by the state as the lead for Sonoma County’s Climate Resilience District</li> <li>• Includes a broad range of participants (e.g., cities) and perspectives in governance and decision-making</li> <li>• Has the necessary infrastructure to host a data portal</li> </ul>	
<b>RCDs</b>	<ul style="list-style-type: none"> <li>• Connections to and trust with private landowners, local fire safe councils, CAL FIRE, and more</li> <li>• Expertise in planning and implementing community wildfire resilience projects</li> <li>• Provide technical assistance to forestland managers</li> <li>• Coordinates with Local Fire Districts, Fire Chiefs, the County, and CAL FIRE</li> <li>• Environmental compliance expertise (CEQA and Vegetation Treatment Programs [VTPs]) and forest mgt planning</li> <li>• Capacity building and training expertise and methodologies</li> </ul>	<ul style="list-style-type: none"> <li>• Limited staff capacity</li> <li>• Lacks regulatory authority</li> <li>• Level of participation would likely depend on available funding for participating</li> </ul>
<b>CAL FIRE</b>	<ul style="list-style-type: none"> <li>• Plans and implements all stages of wildfire resilience projects</li> <li>• Administers key planning documents, like the Sonoma-Lake-Napa Unit 2025 Fire Plan</li> <li>• Has policy and regulatory authority</li> <li>• Coordinates with Local Fire Districts and Fire Chiefs</li> <li>• Funding source for project implementation</li> <li>• Technical expertise in prescribed fire, forest mgt and Potential Operational Delineations (PODs)</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for a broader geographic region and less focused on Sonoma County specifically (State Responsibility Area)</li> </ul>
<b>Pepperwood Preserve</b>	<ul style="list-style-type: none"> <li>• Expertise in planning and implementing climate and wildfire resilience projects</li> <li>• Expertise in data collection and analysis, as well as public education and outreach</li> <li>• Capacity building and training expertise</li> <li>• Proven fuel treatments and modeling of best management practices</li> </ul>	<ul style="list-style-type: none"> <li>• Focused on specific aspects of wildfire resilience (e.g., landscape and natural resources management)</li> <li>• Lacks regulatory authority</li> <li>• Level of participation would likely depend on available funding for participating</li> </ul>

Organizations	Strengths	Limitations
<b>Sonoma Ecology Center</b>	<ul style="list-style-type: none"> <li>• Expertise in planning and implementing climate and wildfire resilience projects</li> <li>• Connections to and trust with many other organizations working on climate and wildfire resilience in Sonoma County, including CBOs working on engagement, outreach, and workforce development</li> <li>• Expertise in data collection and analysis, as well as public engagement and outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Focused on specific aspects of wildfire resilience (e.g., landscape and natural resources management)</li> <li>• Lacks regulatory authority</li> <li>• Level of participation would likely depend on available funding for participating</li> </ul>
<b>North Bay Jobs with Justice</b>	<ul style="list-style-type: none"> <li>• Strong existing partnerships with community and labor organizations across the North Bay</li> <li>• Expertise in developing wildfire resilience workforce training programs</li> <li>• Capacity building and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>• Level of participation would likely depend on available funding for participating</li> <li>• Focused on specific aspects of wildfire resilience (e.g., workforce development)</li> <li>• Lacks regulatory authority</li> </ul>
<b>Regenerative Forest Solutions</b>	<ul style="list-style-type: none"> <li>• Expertise in forest management planning, wood recovery, aggregation and processing, and infrastructure implementation related to woody material management</li> <li>• Stakeholder engagement expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Level of participation would likely depend on available funding for participating</li> <li>• Lacks regulatory authority</li> </ul>
<b>Audubon Canyon Ranch – All Hands Ecology (Fire Forward)</b>	<ul style="list-style-type: none"> <li>• Prescribed fire expertise and wildfire suppression</li> <li>• Capacity building and training expertise at community and workforce development levels.</li> <li>• Private sector funding and grant writing expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Level of participation in a new program would likely depend on available funding for participating</li> </ul>
<b>Occidental Arts and Ecology Center</b>	<ul style="list-style-type: none"> <li>• Capacity building and community outreach in resource ecology and best mgt practices</li> <li>• Expertise in forestry, prescribed fire and gully protection, and watershed protection</li> </ul>	<ul style="list-style-type: none"> <li>• Level of participation in a new program would likely depend on available funding for participating</li> </ul>

# ERG's Recommendations for an Aligned and Coordinated Climate and Wildfire Resilience Approach

This section outlines ERG's recommendation for a coordinated and aligned approach to climate and wildfire resilience to improve outcomes and increase available resources. These recommendations reflect feedback and input gathered throughout the project, including feedback heard at two program-wide TAC meetings in July and October 2025, input received during two meetings of the Organizational Structure and Funding TAC in August 2025 and January 2026, comments from a December 2025 RCT meeting, and one-on-one conversations with key organizations. Each recommendation includes the rationale, associated roles and responsibilities, suggested resources needed to implement the recommendation, and preliminary implementation steps. Following these recommendations are more details regarding resource and financing needs and mechanisms related to these recommendations.

Figure 1 illustrates ERG's recommendations. The sections that follow provide more details on each recommendation and below is a summary.

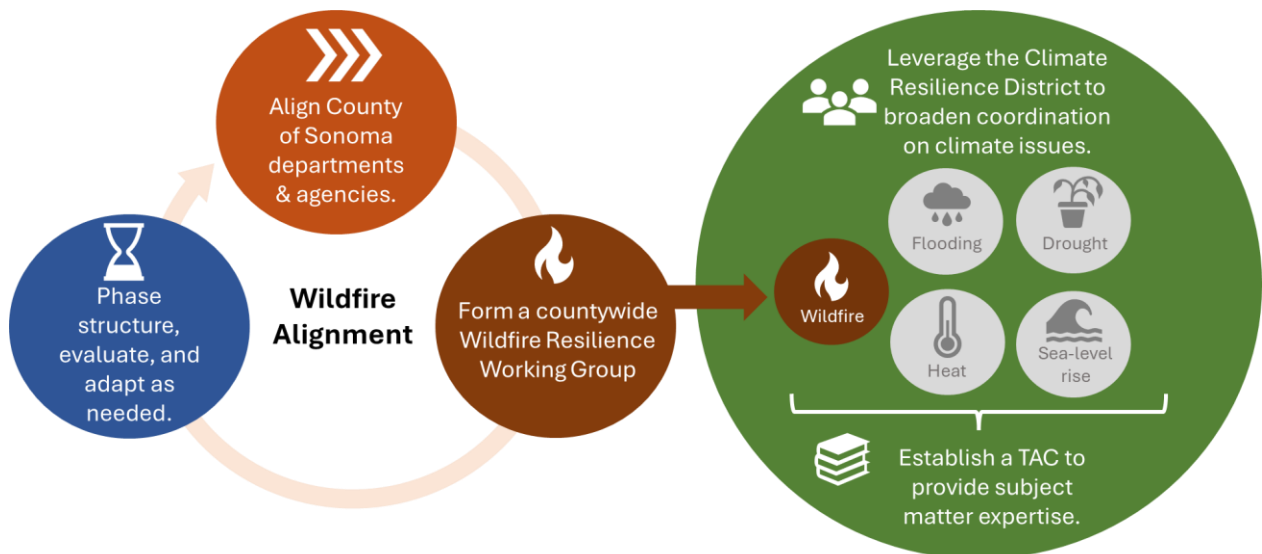
-  **Recommendation 1:** ERG recommends that the County improve internal coordination and alignment among County departments and agencies on climate and wildfire resilience. Creating internal alignment will help the County participate effectively in countywide efforts on climate and wildfire resilience—such as a countywide Wildfire Resilience Working Group (Recommendation 2)—and provide support to key partners and organizations that are planning and implementing the work.
-  **Recommendation 2:** ERG recommends formation of a countywide Wildfire Resilience Working Group, align wildfire resilience strategies from home to landscape scale and prioritize actions based on criteria to be established by the Working Group—e.g., life, safety, risk reduction, and sustainability. The organizations that are recommended for participation in the Working Group are currently leading or have a role in wildfire resilience efforts and have the capacity, capabilities, and expertise to advance the needs and functions outlined in the previous section.
-  **Recommendation 3:** ERG recommends the Sonoma County Regional Climate Protection Authority (RCPA) leverage its designation as a Climate Resilience District,<sup>1</sup> and form a Climate Resilience Collaborative to facilitate and broaden coordination with partners from the County of Sonoma, cities, and other organizations working on climate resilience (e.g.,

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<sup>1</sup> A Climate Resilience District is a type of financing district established via SB 852 in 2022. Climate Resilience Districts allow members to implement a variety of strategies (infrastructure, financing, and more) to strengthen resilience to the impacts of climate change. The SCTCA is considered the state's first Climate Resilience District. For more information, see <https://rcpa.ca.gov/about-rcpa/climate-resilience-districts/>.

RCDs, Ag + Open Space, Sonoma Water) on climate resilience and adaptation efforts across all climate hazards.

- Recommendation 4:** ERG recommends that a Climate Resilience Technical Advisory Committee (CRTAC) be formed to support and advise the Climate Resilience Collaborative and the Wildfire Resilience Working Group. The recommendation is designed to bring in more perspectives, benefit from the depth and breadth of knowledge in Sonoma County and ensure subject matter experts are advising on climate and wildfire initiatives in the county. The TAC will ensure representation and inclusion of the wide range of valued organizations working on climate and wildfire resilience issues throughout Sonoma County. The TAC members will include representatives from organizations with relevant expertise and relationships. The Climate Resilience Collaborative (Recommendation 3) will oversee formation of the TAC, and subset of TAC members with relevant expertise would support the Wildfire Resilience Working Group (Recommendation 2).
- Recommendation 5:** ERG recommends that the steps be phased to allow time to establish the needed resources for implementation and to evaluate and adaptively manage the process, function, and outcomes of the Climate Resilience Collaborative and Wildfire Resilience Working Group.



**Figure 1. Summary of Climate and Wildfire Resilience Alignment Recommendations (developed by ERG)**

## ERG Recommendation 1: Align County of Sonoma departments and agencies.

### Rationale

A major finding from the work done to date is the importance of centralized coordination and improved alignment among County departments and agencies. The functions identified as most important include the development and maintenance of a data and mapping portal, helping centralize support for grant writing, environmental planning and compliance, engagement and communication, and strengthening the support that County departments and agencies can provide to other organizations conducting the implementation. Improving coordination and alignment among County agencies and departments will improve the County's ability to support the work of others, be accountable to the public, and serve as a "one-stop shop" for county residents, partners, funders, and others to obtain more information on wildfire resilience efforts. It will also help the County identify specific actions—both collectively and within each department and agency—that can contribute most effectively to climate and wildfire resilience. For instance, the County is well-positioned to lead development of a comprehensive wildfire resilience data portal—a need identified through ERG's research and described in previous sections of this report. Identifying the resources needed and a process for establishing the data portal is a key action being recommended to improve internal alignment and external support to improve wildfire resilience.

### Roles and Responsibilities for County Organization

- Help the County coordinate and align its work to leverage actions and resources, improve outcomes, and better support the work of others.
- Clearly define the County's roles (e.g., where it can lead, where partners are best positioned to lead) and resources (e.g., data portal, grant support, planning, ordinances, communication and outreach coordination).
- Be accountable to the public on wildfire and climate resilience efforts.
- Develop and release a comprehensive wildfire data resilience portal.

### Recommended Members

ERG recommends that the relevant departments and agencies listed in Table 4 appoint one representative to participate in ongoing countywide coordination.

In addition to the departments and agencies listed below, there will likely be a need for the County to include other departments with roles related to some of the work required for ongoing County coordination on an as-needed basis. For instance, the Central Information Systems Department (ISD) is a critical partner for long-term data hosting and will be necessary to include in any work related to development of a wildfire resilience data portal. It will also be beneficial for the County to consider inclusion of the SCTCA in the regular meetings—either for all meetings or on an as-needed basis. Inclusion of the SCTCA will help strengthen linkages between the County and the SCTCA in relation to the proposed Climate Resilience Collaborative (Recommendation 3).

**Table 4. Recommended Members and Roles for County of Sonoma Coordination.** Note that this table lists County departments and agencies; however, as highlighted above, ERG recommends that the County consider including SCTCA in these meetings either regularly or on an as-needed basis.

Recommended Members	Role and Expertise
<b>County Executive’s Office</b>	<ul style="list-style-type: none"> <li>• Serve as the lead for ongoing County coordination.</li> <li>• Help coordinate and provide administrative support for regular meetings of the County department and agency representatives.</li> <li>• Represent the County and coordinate and share information from other County departments and agencies on the Wildfire Resilience Working Group (Recommendation 2) and the Climate Resilience Collaborative (Recommendation 3).</li> <li>• Identify and support County plan alignment, the development of a County mapping and data portal, and provide administrative support (e.g., grants, environmental review, meetings) to support the Wildfire Resilience Working Group and the Climate Resilience Collaborative.</li> </ul>
<b>Ag + Open Space</b>	<ul style="list-style-type: none"> <li>• Create linkages and alignment between conservation and management, climate resilience, and wildfire risk mitigation efforts occurring on the landscape.</li> <li>• Provide critical data, information, and analysis related to land conservation and management, ecological health, climate adaptation, and climate and wildfire resilience activities.</li> </ul>
<b>Department of Emergency Management</b>	<ul style="list-style-type: none"> <li>• Integrate county and local hazard mitigation planning and initiatives with climate and wildfire planning and initiatives, including coordination and alignment of plans such as the LHMP, the CWPP, Sonoma County Climate Resilience Comprehensive Action Plan, and others as relevant.</li> <li>• Provide connections to and updates on disaster response and recovery efforts related to wildfire and other climate hazards.</li> <li>• Create linkages to other disaster management collaborations and partnerships (e.g., Access and Function Needs Committee).</li> </ul>
<b>Permit Sonoma</b>	<ul style="list-style-type: none"> <li>• Provide expertise and experience related to land use, regulatory or program that will affect climate wildfire resilience.</li> <li>• Integrate County plans and documents that include climate and hazard resilience, like the Multi-Jurisdictional HMP, the CWPP, the General Plan and other relevant plans to decrease both redundancies and inconsistencies.</li> <li>• Provide critical data and information related to climate and wildfire risk mitigation efforts.</li> <li>• Provide support and guidance on existing or modified codes, standards, zoning, and ordinances that can improve climate and wildfire resilience.</li> </ul>
<b>Sonoma Public Infrastructure</b>	<ul style="list-style-type: none"> <li>• Provide grants management expertise.</li> <li>• Offer updates on and linkages to pre- and post-disaster recovery efforts.</li> <li>• Identify opportunities to increase climate and wildfire resilience in the operations and maintenance, retrofits, and construction of Sonoma County’s public buildings, infrastructure, and rights of way. Partner with the Working Group (Recommendation 2) and the Collaborative</li> </ul>

Recommended Members	Role and Expertise
	(Recommendation 3) to integrate climate and wildfire resilience improvements across the assets and systems that it is responsible for.
<b>Sonoma County Regional Parks</b>	<ul style="list-style-type: none"> <li>• Provide expertise in and updates on planning and implementation of landscape management and climate and wildfire resilience projects on County lands, including best management practices, fuel treatments, and more.</li> <li>• Outreach and engagement with park visitors through kiosks, signage, temporary installations, site walks, etc. on climate and wildfire resilience initiatives undertaken at the regional parks.</li> <li>• Coordinate with the Collaborative (Recommendation 2) and the Working Group (Recommendation 4) on wildfire and climate initiatives and actions and leverage actions across jurisdictions and ownership.</li> <li>• Pilot wildfire and climate strategies on parklands to identify effective strategies to improve outcomes and adapt to a changing risks.</li> </ul>
<b>Sonoma Water</b>	<ul style="list-style-type: none"> <li>• Provide expertise and experience related to climate resilience efforts across a variety of topics—including flooding, drought, and wildfire resilience.</li> <li>• Provide critical data, information, and analysis related to flooding, climate, and wildfire resilience activities.</li> <li>• Share science-based decision-making and planning frameworks.</li> <li>• Integrate climate and hazard resilience planning, strategies, and initiatives across County plans and priorities.</li> </ul>
<b>Office of Equity</b>	<ul style="list-style-type: none"> <li>• Create connections to communities and constituents.</li> <li>• Provide guidance to ensure that efforts that result from the Collaborative (Recommendation 2) and the Working Group (Recommendation 4) are engaging community groups and community members and include equity in scoping, planning, and prioritization.</li> <li>• Help consider ways to center equitable approaches in all climate and wildfire resilience efforts of the County.</li> </ul>

## Initial Implementation Steps

1. **Coordinate with relevant departments and agencies in Table 4 to appoint one representative to participate in a series of meetings or working sessions to improve coordination and alignment.** The goal of these working sessions is to align and coordinate County wildfire and climate resilience efforts across County departments and agencies and inform County participation in the Wildfire Resilience Working Group (Recommendation 2) and the Climate Resilience Collaborative (Recommendation 3).
2. **Dedicate a staff position from the County Executive’s office to lead the County’s coordination and alignment meetings at a set frequency.** ERG recommends that to begin, meetings should be monthly. A monthly cadence will help establish roles, responsibilities, and workflows for those participating to support and improve wildfire and climate resilience. These monthly meetings will focus on identifying the roles and responsibilities of each department and agency in wildfire and climate work and aligning

and coordinating and creating alignment on County priorities related to wildfire and climate work. Depending on progress and outcomes after the first six months, the meeting frequency could shift to bimonthly or quarterly meetings. The bimonthly meetings could leverage existing meetings that bring together representatives from the recommended departments and agencies. For instance, the County Executive’s office is currently leading monthly County Climate Convenings. These convenings serve as a useful forum to begin the coordination and alignment described under this recommendation and provide a venue for the working sessions needed to advance this recommendation.

3. **Begin convening meetings.** Initial meeting topics should include:

- Agree upon the appropriate County roles, responsibilities, and functions related to the Wildfire Resilience Working Group and the Climate Resilience Collaborative (e.g., data portal, planning, ordinances, communication and outreach, county assets, grant support). ERG recommends the County draw upon the recommendations of the previous section of this memo in considering these functions.
- Define clear roles and appoint members to serve in these roles—e.g., administrative support and coordination, environmental compliance, planning, ordinances. data and information portal development, and grant coordination and support.
- Evaluate and assess existing data and mapping tools to identify gaps, resource needs, redundancies, and determine what should be included in the portal, where it should be hosted, and the resource needs for establishing, updating, and staffing it. This includes coordinating with County departments and agencies and non-county implementers to collect data. The intent is for the County to serve as the central coordinator and curator of a new wildfire resilience data portal. The portal would provide a portal to access existing and new data and mapping tools (see box to the right for examples and Appendix A – Key Plans and Tools, Table 10 for more details) related to wildfire resilience efforts and projects from organizations within and beyond the County. The County would

**Examples of Existing Sonoma County Wildfire Resilience Data Sites**

There are many existing platforms within Sonoma County that include information relevant to wildfire resilience efforts. Some examples include:

- The [CWPP Hub Site](#), which allows users to explore potential and existing projects, generate data regarding risk for potential projects, and more.
- The [Sonoma County Fire Hazard Severity Map](#), which assesses wildfire risk based on climate data and fire modeling.
- [Sonoma County Wildfire Resilience Planner](#), which includes spatial data and expert recommendations to help identify where fuel reduction projects will have the greatest value and co-benefits.
- [Sonoma Veg Map](#), which includes LiDAR data and a vegetation and habitat map of the county’s landscape features, ecological communities, and habitats.
- [Sonoma County Wildfire Fuel Mapper](#), which hosts maps, resources, and information related to fire fuel hazards.

not serve as the owner or decision-maker related to this data and its collection. Instead, it would help bring together data that currently is housed across many different websites and platforms and help provide a cohesive portal to access, review, and analyze this data.

- Review recommendations from this project regarding development of the Wildfire Resilience Working Group (see Recommendation 2) and the Climate Resilience Collaborative (Recommendation 3) and agree upon how County departments and agencies will participate in both entities moving forward. (Note that Recommendations 2 and 3 include ERG’s initial recommendations regarding County representation for each entity.)
4. **Conduct a six-to-nine-month organizational effectiveness assessment to help the County strategically organize themselves to achieve these objectives.** Findings from this project have highlighted strategies for County departments and agencies to coordinate more effectively on wildfire and climate resilience; however, these findings have also highlighted the need for a deeper analysis of the structure and function of County departments and agencies in relation to wildfire and climate resilience. An organizational effectiveness assessment would help the County understand structural options and opportunities to organize itself to effectively support climate and wildfire resilience activities.

## **ERG Recommendation 2: Form a Countywide Wildfire Resilience Working Group supported by a Memorandum of Understanding (MOU).**

### **Rationale**






There are many organizations across Sonoma County that are leading efforts on wildfire resilience and many of them have some of the capabilities and capacity to fulfill the needs and functions identified, as noted in the previous section of this memo. Findings of this project highlighted a desire for more aligned and coordinated approaches among County and non-County entities on wildfire resilience efforts. To improve the process of prioritizing and implementing actions, reduce redundancies, and increase the broader understanding of the progress being made, ERG recommends forming a Working Group, governed by an MOU. The Wildfire Resilience Working Group would have memberships that includes both County and non-County organizations that have expertise in wildfire resilience, grant management, can serve as fiscal sponsors for large public funding sources, are accountability to the public, and are able to provide access to the physical assets and services needed for Working Group development and implementation.

The Wildfire Resilience Working Group and its MOU present a structure that would allow members to collaborate effectively and improve alignment without the need to undertake a more formalized process of developing a Joint Powers Authority (JPA). In its research as well as based on input from the TAC and RCT, ERG explored the need for and interest in creating a JPA particularly given the

success of other wildfire resilience JPAs, like the [Marin Wildfire Prevention Authority](#). Findings, however, highlighted a desire among both County and non-County partners to begin with a less formalized structure and to assess outcomes after the first year to determine if a more formalized structure like a JPA is necessary. TAC and RCT members noted that while JPAs can be useful, the administrative effort of creating a JPA is more time consuming and costly, and the creation of a JPA does not ensure funding or successful alignment and coordination. Recommendation 5 includes more details regarding the phasing of these recommendations and the opportunities to adapt based on outcomes.

Table 5 below provides ERG’s recommendations of the organizations that would participate in the Working Group. The Working Group would provide an efficient mechanism and venue for coordination and alignment, while still providing for organizations to continue their most of their existing and fundamental wildfire resilience efforts but with stronger partnerships and clarity. The recommended members have expertise and play an important role in both wildfire resilience and program administration, which will help ensure a well-structured, cooperative approach focused on strengthening wildfire resilience across the county. The Working Group is designed to function as the venue for wildfire experts and implementers to align goals and priorities, develop strategies for prioritizing locations and tactics for the most effective approach to reducing wildfire risk, and coordinate with and support the Climate Resilience Collaborative described below in Recommendation 3. The Working Group will provide a model for similar organizations representing other climate hazards, as well as a partner to work with across other climate hazards. The Working Group would establish mechanisms for broader engagement beyond its core participants. Recommendation 4 below includes more details regarding how those beyond Working Group members would participate in the program through a TAC.

## Working Group Roles and Responsibilities

-  Develop guiding principles and criteria (e.g., life, safety, risk reduction, environmental sustainability, public and ecological health).
-  Rank geographies and tactics to prioritize resources and collective action.
-  Support coordination and alignment among members on wildfire resilience work (from home to landscape scale).
-  Coordinate with and provide guidance to the Climate Resilience Working Collaborative and receive support and input from the Working Group to ensure coordination across climate hazards and support multi-benefit solutions.
-  Participate in the development and/or review of plans, programs, ordinances, and other wildfire initiatives.

## Recommended Members

Based on the findings outlined this report and the strengths and limitations of organizations outlined in Table 2 and Table 3, ERG recommends that the entities listed in Table 5 below participate in the Wildfire Resilience Working Group.

**Table 5. Recommended Members of the Wildfire Resilience Working Group.** Note that ERG has had discussions with all potential members listed in this table, with the exception of CAL FIRE, which underwent a staffing change during final development of these recommendations. CAL FIRE was involved throughout this project and during initial recommendation development through participation in multiple TACs.

Recommended Members	Role and Expertise
<b>County Executive’s Office</b>	<ul style="list-style-type: none"> <li>• Lead initial coordination and administrative support to organize and confirm Collaborative members.</li> <li>• Lead initial development of the MOU and coordinate co-development and signing of MOU with other Collaborative members.</li> <li>• Represent the perspectives of and information from other County departments and agencies.</li> <li>• Identify opportunities for participation of other County departments and agencies on an ad hoc basis, depending on topics and areas of focus.</li> <li>• Host and support the launch of the development of the data portal.</li> <li>• Identify County priorities (e.g., geographies, strategies, principles) and opportunities (e.g., partnerships, grants, plan alignment, planning, permitting, ordinances, cross-jurisdictional and ownership actions) to improve outcomes for wildfire resilience.</li> </ul>
<b>Permit Sonoma</b>	<ul style="list-style-type: none"> <li>• Provide expertise related to its ongoing wildfire resilience efforts under the Sonoma County Wildfire Adapted Program, including home hardening, defensible space, and CWPP implementation and updates.</li> <li>• Integrate critical policy, planning, and regulatory efforts, like the CWPP, Multi-Jurisdiction HMP, and General Plan.</li> </ul>
<b>Fire Safe Sonoma</b>	<ul style="list-style-type: none"> <li>• Provide expertise related to its ongoing wildfire resilience efforts, including coordination of Measure H funding and associated projects, project prioritization, CWPP portal efforts, and more.</li> <li>• Bring in, and represent the perspectives and priorities of, the fire chiefs and fire districts, local fire safe councils and wildfire mitigation groups, private landowners, and other critical groups involved in Fire Safe Sonoma’s efforts.</li> </ul>
<b>Gold Ridge RCD and Sonoma County RCD</b>	<ul style="list-style-type: none"> <li>• Provide expertise in planning and implementation of community wildfire resilience projects, as well as the intersection of landscape management and climate and wildfire resilience.</li> <li>• Offer technical assistance related to key topics, like forest and vegetation management, capacity building for private landowners, workforce development, and more.</li> <li>• Help connect the Collaborative to private landowners and managers.</li> </ul>
<b>CAL FIRE</b>	<ul style="list-style-type: none"> <li>• Provide technical expertise on implementation of all stages of wildfire risk reduction projects.</li> <li>• Link collaborative to ongoing regional planning efforts identified within the Sonoma-Lake-Napa Unit 2025 Fire plan.</li> <li>• Help connect the Collaborative to statewide efforts, funding, and priorities.</li> <li>• Help connect the Collaborative to local fire chiefs and fire districts.</li> </ul>

## Implementation Steps

- 1. Confirm Working Group members.** The participants recommended for the Working Group above in Table 5 offer a range of authorities and expertise that each organization could offer to the Working Group. There will not be a requirement that all partners in the Working Group equally contribute to efforts undertaken as part of the group; ability to participate will depend on organizational capacity and resources available to support participation.
- 2. To facilitate the start of the Working Group, the County Executive’s Office would provide the administrative role for the initiation of the Working Group** (e.g., through the designated coordinator of the County working group described in Recommendation 1) and coordinate members, provide support for MOU development, develop meeting agendas, and other administrative activities. Once Working Group members are confirmed, the Working Group could consider rotating administrative roles among its members on a regular basis.
- 3. Develop an MOU that defines clear roles** (including leads), expectations, responsibilities, meeting cadence, compensation mechanisms, and more for members. See box on the following page for recommended components that could be included in the MOU.
- 4. Set a meeting schedule** (ERG recommends bi-monthly) and begin to convene meetings of the Working Group.
- 5. During the first meetings of the Working Group, members should focus on core planning activities that will set a strong foundation for the group** and support project design and implementation, as well as to help determine its scope—such as establishing a vision, mission, and goals. Another important initial step for the Working Group is ranking and prioritizing areas of focus (see box on the previous page), as well as other priorities, based on a core set of criteria (e.g., life, safety, risk reduction for structures, environmental sustainability and preservation, and health). These initial activities will ensure that Working Group is able to support project design and implementation and refine and adapt its fundamental areas of focus. For instance, the group could work with the County to determine how Working Group members could support development and contribution of data to the portal, which could help define additional activities for the Working Group to undertake—such as assisting with outreach and technical assistance related to use of the data portal.

### Key Areas of Focus

#### Centralized

- Funding
- Data portal (in support of County-led efforts)
- Data collection, management, and analysis
- Monitoring and maintenance
- Permitting and environmental compliance
- Policy and regulation
- Prioritization process development
- Programmatic evaluation and tracking
- Communication and centralized messaging

#### Decentralized

- Community engagement and communication
- Technical assistance
- Project implementation
- Workforce development

## Potential MOU Components

An MOU for the Wildfire Resilience Working Group will help members align on roles, responsibilities, and the mission of the group. ERG recommends that the MOU include the following components. The administrative lead for the Working Group could work with potential members to continue co-development and refinement of the MOU.

- **Background and context** of the Working Group, including its need and rationale for its formation.
- **Purpose and scope**, including the purpose of the Working Group, the issues it will address, and areas within (and outside) of its purview.
- **Parties to the agreement**, i.e., the current proposed members of the Working Group. This section could also include stipulations for the addition of future members.
- **Guiding principles, goals, and objectives** of the Working Group, to establish a shared understanding of the values of the working group and Specific, Measurable, Achievable, Relevant, and Timebound (SMART) goals and objectives that it will work to achieve.
- **Roles and responsibilities** that clarify the expected duties for each participating member organization and responsibilities of the representatives. This section should also clearly outline the expected time commitments for participants.
- **Governance and decision-making structures and processes** that outline how the leadership structure of the group, how decisions will be made (e.g., majority voting, consensus), and conflict resolution mechanisms.
- **Meetings and communication**, including proposed meeting frequency and modality, how information will be shared between meetings, expectations for participation, and methods for collaboration and shared workflows.
- **Resource needs and commitments**, including expected resource needs for initiation and ongoing operations, any in-kind support and staffing provided by members, and expectations regarding current and potential future funding mechanisms.
- **Data sharing and confidentiality**, including information sharing protocols and any confidentiality or privacy considerations that the group will need to adhere to.
- **MOU term**, including the start date of the MOU and conditions for members to withdraw from the group.
- **Signatures** of the current agreed members.

## ERG Recommendation 3: Leverage the Sonoma County RCPA and its designation as a Climate Resilience District to improve coordination and integration on climate resilience and adaptation among the County, cities, and other organizations.

### Rationale


A key finding that emerged through TAC meetings, focus groups, and interviews was a need for countywide coordination not just on wildfire, but on climate resilience and climate hazards overall. Wildfire resilience efforts are a critical component of climate resilience, and managing wildfire risk is interrelated to management actions required for other climate hazards, like flooding, extreme





heat, and drought. Currently, there is an existing entity in Sonoma County with the purview to coordinate countywide climate efforts: the RCPA is a regional authority that sits within and is staffed by the SCTCA. The RCPA is designated as a Climate Resilience District and coordinates efforts among Sonoma’s nine cities, as well as the County of Sonoma. Currently, the RCPA focuses on three main areas—decarbonization, carbon sequestration, and resilience—and its main goals relate to reducing greenhouse gas emissions and tracking these reductions throughout Sonoma County.

ERG recommends that the RCPA leverage its designation as a Climate Resilience District and develop a Climate Resilience Collaborative. The Collaborative would include representatives from key organizations in Sonoma County working on climate resilience—such as Ag + Open Space, the Gold Ridge and Sonoma County RCDs, representatives from the Sonoma County cities and towns, County departments (the County Executive’s Office, Permit Sonoma, SPI, and Regional Parks), and Sonoma Water. The RCDs are the only entities not currently represented on the RCPA’s Board; however, Board representation would not be a requirement for participation in the Collaborative. The RCPA could lead development of an MOU that clearly outlines the roles, responsibilities, and expectations of Collaborative members (see text box above for Recommendation 2 regarding potential MOU components). Establishment of a Climate Resilience Collaborative led by the RCPA under its role as a Climate Resilience District will strengthen the capacity of the RCPA to undertake county-wide climate resilience efforts.

A countywide Climate Resilience Working Collaborative falls under the scope of the RCPA’s current activities—it already coordinates a staff-level committee focused on climate mitigation and adaptation. This Collaborative would serve as the central forum for aligning and coordinating efforts to increase climate resilience and advance climate adaptation in Sonoma County—including wildfire, flood, heat, drought, and sea-level rise. The Collaborative could also play a critical role in updating the resilience-related components of the RCPA’s 2021 Climate Mobilization Strategy (e.g., Strategy 11, which focuses on “A Climate-Resilient Sonoma County”). The RCPA’s role, mandate, staff capacity, and access to potential financing mechanisms make it well-positioned to serve as the administrative lead of the Collaborative. However, given the importance of the ongoing efforts of County of Sonoma departments and agencies, cities and towns, and the RCDs on climate resilience activities, formal participation (e.g., through dedicated staff time) of these entities on the Collaborative would enhance coordination and increase capacity for implementation. Additionally, these entities would help create linkages between the Collaborative and the Wildfire Resilience Working Group (see Recommendation 2). An MOU could help define the specific roles, responsibilities, and expectations of each member of the Collaborative and ensure that the Collaborative has a unified purpose, mission, and set of goals that it is working toward.

## Climate Resilience Collaborative Roles and Responsibilities

-  Provide a working forum for the RCPA, County of Sonoma, cities, and other organizations and partners to work together and leverage and integrate countywide climate resilience and hazard mitigation efforts.

-  Help support and integrate across hazard-specific efforts and collaboratives that are already ongoing (e.g., for flood resilience), in the process of forming (e.g., wildfire resilience), or may form in the future (e.g., drought, heat, sea-level rise).
-  Plan for, coordinate, and facilitate quarterly meetings to bring all partners together to share information, resources, and updates.
-  Track and prioritize potential funding opportunities and coordinate among entities applying for funding.
-  Support the update to the Climate Mobilization Strategy to highlight climate resilience actions and better integrate resilience and mitigation efforts.

## Recommended Members

ERG recommends that the following organizations listed in Table 6 participate in the Climate Resilience Collaborative.

**Table 6. Recommended Members and Roles for the Climate Resilience Collaborative.**

Recommended Members	Role and Expertise
<b>Regional Climate Protection Authority (Collaborative lead)</b>	<ul style="list-style-type: none"> <li>• Serve as official administrative lead of the Collaborative due to RCPA’s designation as Sonoma County’s Climate Resilience District.</li> <li>• Lead Working Group coordination and activities, including development of the TAC (Recommendation 3).</li> <li>• Integrate perspectives across broad range of participants, including cities.</li> <li>• Serve as a demonstration project to showcase to the State of California the benefits and value-added of Climate Resilience Districts.</li> </ul>
<b>Ag + Open Space</b>	<ul style="list-style-type: none"> <li>• Provide expertise on conservation, large-scale landscape management, ecological health and biodiversity, and climate resilience needs, priorities, and efforts.</li> <li>• Help integrate land conservation and climate resilience efforts and priorities.</li> <li>• Offer relevant data (e.g., Sonoma Veg Map) and technical expertise.</li> </ul>
<b>Cities and Towns</b>	<ul style="list-style-type: none"> <li>• Include representatives from the eight cities and town on the RCPA Board (Healdsburg, Santa Rosa, Rohnert Park, Sonoma, Windsor, Sebastopol, Petaluma, Cotati).</li> <li>• Create connections to local-level climate resilience efforts.</li> <li>• Help strengthen cross-jurisdictional collaboration, particularly in relation to critical local policy, planning, and regulatory efforts.</li> <li>• Help connect the Collaborative to local constituents and communities.</li> </ul>
<b>County Executive’s Office</b>	<ul style="list-style-type: none"> <li>• Support the RCPA in providing additional coordinating support for the Collaborative.</li> <li>• Represent the perspectives of and provide connections to relevant climate work in other County departments and agencies.</li> </ul>

Recommended Members	Role and Expertise
	<ul style="list-style-type: none"> <li>• Help serve as a connection between the Wildfire Resilience Working Group and the Collaborative.</li> </ul>
<b>Gold Ridge Resource Conservation District and Sonoma County Resource Conservation District</b>	<ul style="list-style-type: none"> <li>• Provide relevant technical expertise, on-the-ground experience, and data related to climate resilience and landscape management.</li> <li>• Help create connections to private landowners and managers.</li> <li>• Help serve as a connection between the Wildfire Resilience Working Group and the Collaborative.</li> </ul>
<b>Permit Sonoma</b>	<ul style="list-style-type: none"> <li>• Provide expertise related to ongoing climate resilience efforts and hazard-specific efforts</li> <li>• Integrate critical policy, planning, and regulatory efforts, like the CWPP, Multi-Jurisdiction HMP, and General Plan.</li> </ul>
<b>Regional Parks</b>	<ul style="list-style-type: none"> <li>• Provide expertise on conservation and management activities happening on County lands, as well as climate resilience needs, priorities, and efforts.</li> <li>• Help integrate land conservation and climate resilience efforts and priorities.</li> <li>• Create connections to outreach and engagement efforts occurring for County parks.</li> </ul>
<b>Sonoma Public Infrastructure</b>	<ul style="list-style-type: none"> <li>• Offer updates on and linkages to pre- and post-disaster recovery efforts.</li> <li>• Create linkages to opportunities to increase climate in the operations and maintenance, retrofits, and construction of Sonoma County’s public buildings, infrastructure, and rights of way.</li> <li>• Help integrate climate and wildfire resilience improvements across the assets and systems that it is responsible for.</li> </ul>
<b>Sonoma Water</b>	<ul style="list-style-type: none"> <li>• Provide information and integration with ongoing flood management and flood protection efforts across the county.</li> <li>• Offer science-based technical expertise, frameworks, and resources on a range of climate resilience topics (e.g., flooding, drought, wildfire resilience).</li> <li>• Integrate Sonoma Water findings, planning, priorities and actions into the Collaborative and extend and strengthen partnerships and actions across jurisdictions and ownership.</li> </ul>

## Implementation Steps

1. **Gain support from the RCPA’s Board of Directors** to initiate the Climate Resilience Collaborative under the RCPA and to have the RCPA serve as the Collaborative lead.
2. **Develop the Climate Resilience Collaborative under RCPA’s designation and define its scope** (e.g., topics it will discuss, members to involve, frequency of meetings, staffing structure). The RCPA (with support from the County, as needed), will develop an MOU reflecting the scope, roles, responsibilities, and governance structure, and work with potential Collaborative members to co-develop, refine, and finalize the MOU. The MOU should also include components such as:

- a. Resources needed to coordinate and staff the Collaborative, and assign staffing responsibilities to SCTCA, Sonoma Water, RCDs, Ag + Open Space, and County Executive's Office for administrative and technical support.
  - b. A meeting schedule for quarterly meetings.
  - c. A plan for outreach to potential participants.
3. **Begin convening quarterly meetings.**
4. **Determine how the Climate Resilience Collaborative will provide support for other hazard-specific efforts**, like the Wildfire Resilience Working Group described in Recommendation 2.
5. **Revisit Strategy 11 (A Climate Resilient Sonoma County) in the 2021 Climate Mobilization Strategy and determine opportunities and a process for updating this strategy** and associated actions to reflect current and planned countywide climate resilience activities.

## **ERG Recommendation 4: Establish a Technical Advisory Committee that will help provide subject matter expertise on implementing effective climate and wildfire resilience efforts in Sonoma County.**

### **Rationale**

In TAC meetings and interviews, participants repeatedly stressed the value of the many organizations in Sonoma County that are addressing wildfire resilience from a range of perspectives and expertise (e.g., home hardening, defensible space, prescribed burns and beneficial fire, woody biomass removal and use, landscape management, workforce development, engagement, and communication). Participants also expressed the burden placed on many of these groups to engage in so many uncoordinated efforts across the county and for a desire for better alignment and accountability across those participating in wildfire and climate resilience initiatives. Many participants noted that the TAC model established through this project was helpful and expressed a desire for a mechanism to continue contributing to an aligned approach for countywide climate and wildfire resilience. However, they also raised concerns regarding overlap among the current project's TACs and other organizations with expertise in critical areas that were not represented on the TACs (e.g., workforce development, private landowners, community engagement, more Tribal representation).

Forming a single TAC for the specific purpose of providing subject matter expertise to the Climate Resilience Collaborative, as well as hazard-specific groups like the Wildfire Resilience Working Group, would provide a structured and productive way for the range of organizations currently involved in climate and wildfire resilience work to be engaged and add value to the program. While the new TAC would include representatives with subject matter expertise in climate resilience and other cross-hazard expertise, a subset of the TAC with expertise in wildfire resilience would support the Wildfire Resilience Working Group. Cross-hazard experts could represent areas such

as workforce development, engagement and outreach, climate resilience, multi-benefits solutions, watershed and resource management, forest health, and equity. More hazard-specific wildfire resilience experts could focus on tactical topics such as beneficial biomass use, prescribed burns, vegetation management, home hardening, permitting and policy, and defensible space, among others. This new TAC would allow for the alignment (and eventual dissolution) of existing groups that are functioning with similar purposes—such as the long-standing Landscape Management (previously known as the Vegetation Management) TAC, which was originally formed to support the County’s Vegetation Management Grant program. This TAC would also help reduce the need to convene other technical committees for any new climate resilience-related efforts.

The SCTCA staff coordinator for the Climate Resilience Collaborative (see Recommendation 3 above) would support the broader TAC, and the coordination staff for the Wildfire Resilience Working Group would support the wildfire resilience sub-committee. The full TAC could meet at a regular cadence (e.g., biannually or quarterly), with meetings of subcommittees working together on specific issues to occur more frequently.

## Technical Advisory Committee Roles and Responsibilities

- 🍃 Offer a stable group that provides deeper reach into and feedback from the community and locally based efforts, including education and outreach.
- 🍃 Leverage subject matter experts (e.g., prescribed burning, biomass, workforce, multi-hazard solutions) to provide input on climate and wildfire resilience projects and resources.
- 🍃 Provide strategic advice on opportunities and efforts.
- 🍃 Reduce the number of venues in which groups must participate and bring most initiatives to this TAC for input, review, and expertise.

## Implementation Steps

1. **Solicit nominations for individuals and organizations to participate in the committee based on selection criteria.** Design a call for nominations and outreach materials regarding the committee that clearly describe its role, expected time commitment, and compensation mechanisms.
2. **Define transparent decision-making and advisory structures for how the committee will provide input to both the Climate Resilience Committee,** as well as the countywide Wildfire Resilience Collaborative. Clarify the topics on which the committee will provide advice as well as the processes—e.g., prospective meeting schedules, how advice will be documented and responded to, and how recommendations will be integrated into the work of the Collaborative.
3. **Launch an inclusive recruitment process for committee members** to help broaden representation beyond those that participated in the previous TACs.
4. **Consider how to provide sustained support for committee participation**—such as through stipends, travel compensation, food and childcare support during meetings.

5. **Establish a meeting cadence for the TAC** (e.g., biannually, quarterly) and convene the first meeting of the TAC.

## **ERG Recommendation 5: Phase implementation, evaluate the effectiveness of the structures, and adapt as needed.**

### **Rationale**

There are a series of steps needed—both within and beyond County department and agencies—to address the recommendations outlined above. A common theme is the importance of phasing the development and implementation of any new effort related to climate resilience—both to capitalize on the momentum built through this project while also acknowledging the current levels of resources and funding that are available. Multiple TAC participants have stressed the importance of ensuring that both County and non-County entities are involved in the design of an aligned and coordinated climate and wildfire resilience approach. TAC participants have also stressed the importance of working to align County of Sonoma departments and agencies. Recommendations 1 through 3 above reflect this feedback.

Taking a phased approach will help the Climate Resilience Collaborative and the countywide Wildfire Resilience Working Group establish the foundation needed to meet the challenges Sonoma County faces and the support organizations and communities in the county. It will allow the County and its partners to move forward rapidly, while providing opportunities for ongoing assessment, adaptive management, and evaluation of potential shifts in the structure (e.g., assessing after one or two years whether or not to pursue a JPA).

### **Implementation Steps**

1. **Gain approval from the Board for project implementation.**
2. **Following Recommendation 1 through 3 and the associated implementation steps, start with developing the Climate Resilience Collaborative and the Wildfire Resilience Working Group** (and associated MOUs), as well as organizing County departments and agencies.
3. **Follow the steps in Recommendation 4 to establish the Climate Resilience Technical Advisory Committee.**
4. **Mobilize financial and staff resources needed** to ensure that the Climate Resilience Collaborative and the Wildfire Resilience Working Group can undertake their determined functions. Resources (see next section for more details) could be in the form of in-kind staff support for existing or new dedicated staff positions, leveraged funding, or new funds.
5. **Evaluate the function and effectiveness of the new structures** (e.g., after one or two years) to determine if they meet the identified needs.
6. **If needed, consider structural changes** and consider whether a more formalized structure (e.g., a new JPA or a special district) may be needed.

## Other ERG Recommendations: Near-Term Priority Actions and Funding and Resources for Implementation

While the recommendations above provide a pathway for Sonoma County to better align and strengthen its climate and wildfire resilience efforts, implementing these recommendations will require time and resources from participating organizations. Most of the departments, agencies, and organizations identified as playing a critical role in the recommendations will require additional resources to be able to participate effectively and dedicate staff time to support the coordination, planning, engagement, prioritization, and implementation to improve wildfire and climate outcomes. This includes important near-term priority actions that organizations will need to undertake to initiate these recommendations, and that Sonoma County will need to ensure it is successful in attracting and leveraging the resources needed to adequately engage partners and the community, including private landowners and Tribes.

Table 7 below outlines resource needs related to the first four recommendations.

Recommendation 5 lays out the phasing of the first four recommendations and additional funding would only be necessary if there was a decision to move toward formal JPA establishment; thus, these potential costs are not included in the total project cost range for Years 1 and 2. The resource needs focus on the initial two years of launching and implementing the recommendations. **The total projected resource needs range from \$2,380,757 to \$3,180,074 over this two-year initiation period**, including both staffing costs and costs for development of a data and mapping portal that provides centralized information for the community, partners, County staff, decision-makers, and funders. The projected cost range reflects ranges of staff salaries, as well as various data and mapping portal options, which are described in more detail in Table 7. Once the recommendations are underway, they are likely to build additional capacity, resources, and efficiencies that participating organizations could use to implement the recommendations.

**Table 7. Near-Term Priority Actions and Associated Resources and Funding Needed for Recommendation Implementation.** Note that projected costs include costs for Year 1 and 2, when applicable, including a three percent escalation rate per year for staff costs. The staff cost range presented for some staff shows potential variation in staffing costs depending on the job class that would fulfill the responsibilities listed.

Recommendation	Near-Term Priority Actions	Resource Needs	Projected Costs Per Year (Y1, Y2)
<p><b>Recommendation 1:</b> Align County of Sonoma departments and agencies.</p>	<p>Assign a staff lead for the coordination team from the County Executive’s Office.</p>	<p>75% dedicated staff from the County Executive’s Office to lead county coordination and represent the County in Recommendations 2 and 3.</p>	<p><b>Year 1:</b></p> <ul style="list-style-type: none"> <li>• CEO: \$144,375 – 170,625</li> </ul> <p><b>Year 2:</b></p> <ul style="list-style-type: none"> <li>• CEO: \$148,706 - \$175,744</li> </ul>
	<p>Allocate dedicated time for one staff person from each recommended entity to participate in coordination team.</p>	<p>25% dedicated staff time from one staff person per main agency/department (7 County departments and agencies, SCTCA); 10% dedicated staff time for County Counsel.</p>	<p><b>Year 1:</b></p> <ul style="list-style-type: none"> <li>• Ag + Open Space: \$48,125 – 56,875</li> <li>• County Counsel: \$37,372 – 45,426</li> <li>• DEM: \$48,125 – 56,875</li> <li>• Office of Equity: \$48,125 – 56,875</li> <li>• Permit Sonoma: \$48,125 – 56,875</li> <li>• Sonoma Water: \$48,125 – 56,875</li> <li>• Regional Parks: \$48,125 – 56,875</li> <li>• SPI: \$48,125 – 56,875</li> <li>• SCTCA: costs included as part of fulltime SCTCA staff person in Recommendation 3 below.</li> </ul> <p><b>Year 2:</b></p> <ul style="list-style-type: none"> <li>• Ag + Open Space: \$49,569 – 58,581</li> <li>• County Counsel: \$38,493 – 46,788</li> <li>• DEM: \$49,569 – 58,581</li> <li>• Office of Equity: \$49,569 – 58,581</li> <li>• Permit Sonoma: \$49,569 – 58,581</li> <li>• Sonoma Water: \$49,569 – 58,581</li> <li>• Regional Parks: \$49,569 – 58,581</li> <li>• SPI: \$49,569 – 58,581</li> <li>• SCTCA: \$50,500 - \$52,015</li> </ul>

Recommendation	Near-Term Priority Actions	Resource Needs	Projected Costs Per Year (Y1, Y2)
	<p>Assess needs for development and maintenance of data portal; identify County staff and agency to lead efforts.</p>	<p>Resource needs will depend on structure of the resource portal. Potential options include:</p> <ul style="list-style-type: none"> <li>Option 1: Clearinghouse site that acts as a portal and directs users to other existing data sources and websites. Would require 10% FTE of dedicated staff time, plus costs for the site.</li> <li>Option 2: Data portal that consolidates and curates data, including new analyses or visualizations of some data. Would require 25% FTE of dedicated staff time, plus costs for the site.</li> <li>Option 3: Website that includes a new data analysis or mapping tool (including potential associated data collection efforts. Would require 50% FTE of dedicated staff time, plus costs for the site.</li> </ul>	<p><b>Year 1:</b></p> <ul style="list-style-type: none"> <li>Option 1: \$18,375 – 22,750 for 10% FTE staff time; \$60,000 for site development and administration.</li> <li>Option 2: \$45,938 – 56,875 for 25% FTE staff time; \$200,000 for site development and administration.</li> <li>Option 3: \$91,875 – 113,750 for 50% FTE; \$350,000 for site development and administration.</li> </ul> <p><b>Year 2:</b></p> <ul style="list-style-type: none"> <li>Option 1: \$18,926 – 23,433 for 10% FTE staff time; \$60,000 for site development and administration.</li> <li>Option 2: \$47,316 – 58,581 for 25% FTE staff time; \$200,000 for site development and administration.</li> <li>Option 3: \$94,631 – 117,163 for 50% FTE; \$350,000 for site development and administration.</li> </ul>
<p><b>Recommendation 2:</b> Form a countywide Wildfire Resilience Working Group.</p>	<p>Assign CEO staff person assigned to coordinate Wildfire Resilience Working Group and Climate Resilience Collaborative (see Rec 1 above) to lead development of MOU in collaboration with other members.</p>	<p><i>No additional resource needs; covered above in relation to dedicated staff time for CAO lead staff above</i></p>	<p><i>No additional costs; included in costs above</i></p>
	<p>Confirm Working Group membership and provide financial support to members.</p>	<p>The following support is needed for Working Group members:</p> <ul style="list-style-type: none"> <li>Sonoma and Gold Ridge RCDs: Support for 1 full-time FTE to engage in Wildfire Resilience</li> </ul>	<p><b>Year 1:</b></p> <ul style="list-style-type: none"> <li>Fire Safe Sonoma: \$103,000</li> <li>Gold Ridge RCD: \$117,000</li> <li>Sonoma RCD: \$120,000</li> </ul> <p><b>Year 2:</b></p>

Recommendation	Near-Term Priority Actions	Resource Needs	Projected Costs Per Year (Y1, Y2)
		<p>Working Group and Climate Resilience Collaborative.</p> <ul style="list-style-type: none"> <li>• Fire Safe Sonoma: Support for 1 full-time FTE to engage in Wildfire Resilience Working Group</li> <li>• CEO, Ag + Open Space, Sonoma Water, and CAL FIRE: No additional support needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Safe Sonoma: \$106,090</li> <li>• Gold Ridge RCD: \$120,510</li> <li>• Sonoma RCD: \$123,600</li> </ul>
	Begin bimonthly meetings of the Working Group.	Meeting space to host in-person bi-monthly meetings.	<i>In-kind donations from participating organizations; no additional costs assumed</i>
<b>Recommendation 3:</b> Leverage the Climate Resilience District to broaden coordination on climate issues and create the Climate Resilience Collaborative.	Dedicate one staff from the SCTCA to lead coordination and implementation of Climate Resilience Collaborative activities.	<ul style="list-style-type: none"> <li>• One dedicated SCTCA staff (1 FTE).</li> </ul>	<p><b>Year 1:</b></p> <ul style="list-style-type: none"> <li>• SCTCA: \$202,000</li> </ul> <p><b>Year 2:</b></p> <ul style="list-style-type: none"> <li>• SCTCA: \$208,060</li> </ul>
	Confirm Climate Resilience Collaborative members and provide financial support for coordination and participation as needed.	<i>Resource needs for all members recommended to participate in the Climate Resilience Collaborative are included in the projected costs above related to Recommendations 1 and 2.</i>	<i>No additional costs anticipated; costs included related to organizations described above.</i>
	Begin quarterly meetings of the Climate Resilience Collaborative.	Meeting space to host in-person quarterly meetings.	<i>In-kind donations from participating organizations; no additional costs assumed</i>
<b>Recommendation 4:</b> Establish a TAC to provide subject matter expertise.	SCTCA to lead formation of TAC (developing nomination call, soliciting nominations, selecting members).	Dedicated staff time of SCTCA lead from SCTCA lead staff for the Climate Resilience Collaborative.	<i>Costs related to SCTCA staff included in relation to Recommendation 3 above.</i>
	Confirm TAC membership and work with Wildfire Resilience Working Group members to identify subset of individuals with wildfire resilience expertise.	Stipends to support participation of TAC members.	<ul style="list-style-type: none"> <li>• \$25,000 (assuming \$1,000 per year for ~25 TAC participants)</li> </ul>

Recommendation	Near-Term Priority Actions	Resource Needs	Projected Costs Per Year (Y1, Y2)
<p><b>Recommendation 5:</b> Phase implementation, evaluate the effectiveness of the structures, and adapt as needed.</p>	<p>Develop frameworks to assess functioning of the structures on an ongoing basis, and begin to establish a process for evaluation and adaptive management after Year 2.</p>	<p>If after evaluation at two years, a determination is made to establish a JPA (e.g., further formalizing the Wildfire Resilience Working Group as a JPA), then there will be additional expenses incurred. The proposed efforts to create the Wildfire Resilience Working Group—including identification of members, the development and signing of an MOU, allocation of staff resources, identification of shared projects—lay a strong foundation for future JPA development, if desired. Additional potential costs are outlined in the next column.</p>	<ul style="list-style-type: none"> <li>• Note that the costs below would not occur in Y1 and Y2 and would only be incurred if there was a decision to move forward with JPA establishment: <ul style="list-style-type: none"> <li>○ Staff (e.g., County Counsel) or consultant time needed to develop JPA legal documents: \$30,000</li> <li>○ Filing fee for notice of JPA: \$5.00</li> <li>○ JPA Local Agency Formation Commissions and state filing fees: \$30,000</li> <li>○ Contracted JPA staff: TBD; would depend on staffing decisions related to the JPA and level of in-kind support (e.g., staff costs) provided by members.</li> </ul> </li> </ul>

Securing funding for the resource needs is likely to require a portfolio approach with diverse funding mechanisms—some of which ideally could be harnessed immediately and others which may take longer to develop. Table 8 outlines potential financing mechanisms ERG recommends the County and its partners could consider providing the needed resources to support the recommendations. ERG understands that coordinating on financing mechanisms can only occur after basic coordination and communication are functioning as expected and acknowledges that even near-term funding options will take some time to secure.

**Table 8. Potential Funding Mechanisms to Consider.** In the table, near-term = 1 – 2 years; mid-term = 3 – 4 years; long-term = 5+ years.

Revenue Option	Description	Feasibility	Timeframe
<b>Designated funds from the County general fund</b>	These funds could support both County and non-County staff time for participating in the entities described within this report, including the County coordination team, the Wildfire Resilience Working Group, and the Climate Resilience Collaborative.	<b>Medium - High</b> Funds would be dependent on County budgets and willingness of Board of Supervisors to allocate funds.	Near-term
<b>California Office of Land Use and Climate Innovation (LCI) Forest Sector Market Development Program Funding</b>	Since 2023, LCI has supported county-based efforts to reduce wildfire risk through beneficial reuse of biomass. In Sonoma County, Regenerative Forest Solutions has received funding for a project under this program, and LCI is currently scoping additional future funds. LCI is particularly interested in collaborative governance solutions—like JPAs or Climate Resilience Districts—that can help support aligning these efforts with the Wildfire Resilience Working Group could provide a potential avenue for funding. While LCI funding could potentially provide support to help with staffing costs related to the Wildfire Resilience Working Group, beneficial biomass projects undertaken could bring revenue that could help support future wildfire risk reduction projects and additional beneficial biomass reuse projects.	<b>Medium</b> This is an area LCI is actively looking to fund, and they are interested in finding County entities to partner with nonprofits (like Regenerative Forest Solutions) implementing the work.	Near-term
<b>California Climate Bond Funding</b>	California’s <a href="#">Prop 4 Climate Bond</a> focuses on providing investments to communities to strengthen resilience and includes dedicated funding for wildfire and forest resilience, resilient natural and working lands, coastal resilience, and more. Currently, funding is allocated through many department and agency-specific grantmaking opportunities. The goals of Climate Resilience Districts align closely with the overall goal of the Climate Bond, and both focus on advancing regional climate resilience solutions. Beyond	<b>Medium</b> While there is strong alignment between Climate Bond and Climate Resilience Districts priorities, there is not yet a dedicated funding pathway to pursue. However, there is an opportunity for SCTCA to work closely with	Mid-term

Revenue Option	Description	Feasibility	Timeframe
	Sonoma County, however, Climate Districts are an underutilized tool, which may be due to the lack of incentives and dedicated funding for forming a Climate Resilience District. Through implementation of the recommendations in this report—particularly Recommendation 3 and the Climate Resilience Collaborative—Sonoma County could make the case to the state for Climate Bond funding to support these efforts as a pilot project that could help demonstrate the benefits of Climate Resilience Districts. Climate Bond funds—which are mainly allocated through a variety of grant programs—could be used to support specific work and projects undertaken by the recommended entities.	the state to identify potential funding pathways. Additionally, Climate Bond funding would likely be used to support project-specific activities occurring under the Climate Collaborative. While they would support time for staff in relation to these projects, they would be unlikely to support ongoing staff funding.	
<b>Incremental tax revenue growth or special taxes or fees through Climate Resilience District</b>	Climate Resilience Districts provide access to Enhanced Infrastructure Financing Districts (EIFDs) and use tax increment financing to capture incremental property tax growth from existing taxes to fund climate resilience projects. Climate Resilience Districts have the authority to finance projects through tax increment financing or voter-approved special taxes, benefit assessments, or fees.	<b>Low - Medium</b> Given the recent passing of Measure H and the results of previous polling done by the RCPA, while additional taxes or fees are unlikely to be approved by voters currently, they may be possible in the future (e.g., within five years).	Long-term
<b>New bonds, sales taxes, special fees, or property tax increases</b>	Beyond the RCPA and the Climate Resilience District, the County could consider gaining approval from the voters for bond funding, special fees, or property or sales tax increases to support ongoing stable staffing funds and project-specific costs for the Wildfire Resilience Working Group or the Climate Collaborative. Gaining support for these types of mechanisms would require a clear demonstration over the coming years of the benefits (e.g., reduced risk to life, safety, and property) of current wildfire and climate resilience efforts.	<b>Low - Medium</b> While voters are unlikely to approve new bonds, taxes, or fees currently, if the County and its partners can communicate clearly regarding current efforts and demonstrate the benefit of ongoing wildfire and climate resilience work over the coming years, Sonoma County voters may be more supportive of future funding initiatives to support these efforts.	Long-term
<b>Philanthropic funding</b>	Support from private foundations, donor collaboratives, and philanthropic partners	<b>Medium</b>	Long-term

Revenue Option	Description	Feasibility	Timeframe
	<p>for planning, staffing, and implementation activities. Once Sonoma County has demonstrated the value of the work it is conducting and demonstrated its value, specific entities, such as the Wildfire Resilience Working Group, could consider pursuing philanthropic funding to support project-specific activities (e.g., from the Gordon and Betty Moore Foundation’s <a href="#">Wildfire Resilience Initiative</a>).</p>	<p>Philanthropic funding will be more likely once the entities recommended within this report have been active for a few years and can demonstrate the added value of their roles and the activities they are leading.</p>	
<b>State and federal grants</b>	<p>Ongoing and competitive funding opportunities to support resilience, planning, staffing, and implementation projects. Although currently both the state and federal funding environments are limited, as funding landscapes shift, there may be future opportunities that both the Climate Resilience Collaborative and the Wildfire Resilience Working Group could consider supporting specific projects and activities.</p>	<p><b>Medium</b> Grant-based funding will depend on the viability of specific projects identified through these entities and the availability of funding at the state and federal level.</p>	Long-term
<b>Carbon credits and markets</b>	<p>Climate resilience and forest restoration projects, depending on the project and techniques used, could qualify as projects that meet the requirements of the California Air Resources Board (CARB) <a href="#">Offset Project Registry</a>. Inclusion of projects on the Offset Project Registry could provide tradeable carbon credits that regulated entities could purchase to offset emissions. The County and jurisdictions within it could have projects certified under the registry, and purchased credits would produce revenue that could be used for staffing and project specific costs.</p>	<p><b>Low - Medium</b> The County and entities within it would have to go through the process of certifying forest and climate resilience projects based on CARB’s <a href="#">requirements</a>.</p>	Long-term

# Appendix A – Key Plans and Tools

## Key Plans

As described above, the draft recommendations for a coordinated and aligned approach to climate and wildfire resilience reflect existing efforts as a central pillar on which to build the new approach (i.e., the countywide Wildfire Resilience Collaborative described in the previous sections of this memo). The following plans are critical to advancing the planning, design, and implementation of wildfire resilience in Sonoma County. Aligning these plans is important to improve outcomes, increase understanding, and provide a clearer roadmap for action. While there are many plans that should be considered, the plans below were selected for their broad scope and focus on wildfire resilience. TAC members are invited to propose other plans if they feel a key plan is missing.

**Table 9. Overview of key plans.**

Plan	Purpose	Geographic and Issue Area Reach	Unique and Similar Topics with other plans	Related Plans and Limitations
<a href="#">Sonoma County Community Wildfire Protection Plan (CWPP)</a> , 2023, Permit Sonoma	Reduce risk from wildfire to public health and safety, property and the environment. Intended to identify, assess and coordinate risk reduction strategies. Identify and prioritize areas and methods to treat and reduce hazardous fuels and the measures to reduce structure risk.	<p><b>Geographic Area:</b> Sonoma County jurisdiction recommendations for private and public property.</p> <p><b>Issue Areas:</b> wildfire risk reduction, action prioritization, fuels treatment, structure hardening, defensible space,</p>	The CWPP serves a unique role in Sonoma County as the primary wildfire risk reduction document for the County that is incorporated into the County’s General Plan Safety Element and the serves as the wildfire component of the County’s Hazard Mitigation Plan. It is intended to serve as the roadmap for how the County prioritizes actions to implement for wildfire risk reduction. The CWPP includes similar content regarding wildfire risk, strategies to reduce the risk, and priority areas, treatments and methods.	<p><b>Related Plans:</b> Incorporated into the Safety Element and MJHMP. Consistent with Goal 1 of the County Strategic Plan and the Sonoma County Operational Area Emergency Operations Plan.</p> <p><b>Limitations:</b> The implementation of the CWPP is not required, funding is limited, and the hub site is not being updated. There is not sufficient staff to advance the plan, there is no clear lead agency or department, and private property owners are not</p>

Plan	Purpose	Geographic and Issue Area Reach	Unique and Similar Topics with other plans	Related Plans and Limitations
<a href="#">Sonoma County Multijurisdictional Hazard Mitigation Plan</a> (MJHMP), 2021, Permit Sonoma	Assess hazard vulnerabilities and identify actions to reduce injuries, property damage, and community disruption. To remain eligible for pre- and post-disaster FEMA funds.	<p><b>Geographic Areas:</b> Sonoma County, participating cities, districts, and agencies.</p> <p><b>Issue Areas:</b> Includes wildfire as well as other hazards, includes a risk assessment and strategies to reduce identified risks, past fire events.</p>	The MJHMP Is unique in that it was developed with the participation of cities and districts outside of Sonoma County’s jurisdiction. It also serves a role in the County’s ability to access FEMA funding. It is similar and has overlap with the CWPP where it is focused on wildfire. Due to the timing of the updates to the CWPP (2023) and the MJHMP (2021) the opportunity to develop the content once for both plans does not appear to have occurred.	<p>required to implement the recommendations.</p> <p><b>Related Plans:</b> Incorporated into the General Plan Safety Element and other elements, 2023 CWPP, County, Tribal, and city climate action and resilience plans and local hazard mitigation plans, Sonoma County Operational Area Emergency Operations Plan.</p> <p><b>Limitations:</b> Almost the same as the CWPP described above.</p>
<a href="#">Sonoma County Regional Parks Climate Adaptation and Resiliency Plan (CARP)</a> , 2025, Sonoma County Regional Parks	Serve as a roadmap for the resilience of the Regional Parks system and reduce the greenhouse gas emissions from park operations.	<p><b>Geographic Areas:</b> Sonoma County Regional Park lands and recreation assets.</p> <p><b>Issue Areas:</b> Climate hazards relevant to Sonoma County, greenhouse gas emissions, parklands, recreation uses, and neighboring lands.</p>	The Regional Parks CARP is unique in its focus on regional park lands, assets and operations. This focus allows Regional Parks to identify risks and impacts and the strategies to reduce them that are within their authority to address. It is similar in the climate and hazards that it included, the approach to greenhouse gas emissions inventories and reduction strategies, and its inclusion of resilience and mitigation actions to reduce risks and greenhouse gas emissions.	<p><b>Related Plans:</b> 2021 MJHMP, 2024 Comprehensive Climate Action Plan, 2023 CWPP, 2021-2026 County Strategic Plan, Climate Resilient Lands Strategy, Sonoma Water Climate Action Plan, Ag + Open Space Vital Lands Initiative.</p> <p><b>Limitations:</b> The plan’s limitation is also a strength in some ways. It focuses on Regional Park lands and assets which</p>

Plan	Purpose	Geographic and Issue Area Reach	Unique and Similar Topics with other plans	Related Plans and Limitations
				<p>limits its reach, but also means that Regional Parks has the authority to implement the strategies. The other limitation is that there is overlap with many other plans that contain strategies and actions and creates some confusion regarding alignment with more comprehensive plans such as the CWPP, MJHMP, County Comprehensive Climate Action Plan.</p>
<p><a href="#">Sonoma-Lake-Napa Unit 2025 Fire Plan</a>, CAL FIRE</p>	<p>Provide safety and protection to its firefighters and civilians, reduce property losses and costs, and enhance ecosystem health.</p>	<p><b>Geographic Areas:</b> Sonoma, Lake, Napa, Solano, Yolo, and Colusa counties.</p> <p><b>Issue Areas:</b> Pre fire and post fire management strategies and tactics, contacts, unit and equipment descriptions, identification of agencies and partners, past fire events and causes</p>	<p>The 2025 Unit Fire Plan is unique in that it is short, has helpful and clear lists of contacts, partners, roles, past fires and causes and includes multiple counties. The focus on both pre and post fire management strategies is also somewhat unique. There is alignment with some of the tactics and strategies identified in the CWPP, which is not redundant but complementary.</p>	<p><b>Related Plans:</b> CWPP, State of California Fire Laws Handbook, Public Resource Codes 4290, Title 14 Code of CA Regs, Public Resource Codes 4291, CA Code of Regs Title 19 Public Safety and Title 24 Building Code Standards</p> <p><b>Limitations:</b> Due to its geographic scope and breadth of information, it provides high level information on strategies and tactics and limited information on county context.</p>

Plan	Purpose	Geographic and Issue Area Reach	Unique and Similar Topics with other plans	Related Plans and Limitations
<a href="#">Sonoma County General Plan</a> , 2020, Permit Sonoma	County’s long-range guide for growth, safety, open space and community services. It guides the County’s decisions about land use and guides how land is used based on legal requirements and County priorities.	<p><b>Geographic Areas:</b> County jurisdiction.</p> <p><b>Issue Areas:</b> In addition to the required elements that must be included in General Plans, Sonoma County adopted principles some of which relate to wildfire.</p>	The General Plan is unique in the role it plays in the County and is required by the State of California. It serves to guide land use decisions and provides a way for the County to advance priorities through goals and objectives in each of the required elements. While other plans are consistent with the General Plan, there is not significant similarities or overlap with other plans. The MJHMP and CWPP are required to be incorporated into the General Plan’s Safety Element.	<p><b>Related Plans:</b> Many plans are required to be incorporated into the General Plan, including the CWPP, the MJHMP, the Housing Element. Plans in Sonoma County are consistent with, but serve different purposes from, the General Plan.</p> <p><b>Limitations:</b> General Plans are bureaucratic and dense documents, difficult to update and amend and can be too high level, unless paired with more specific CWPPs and HMPs to provide guidance and direction on issues such as wildfire.</p>
<a href="#">Priorities for Sonoma County’s Wildfire Settlement Vegetation Management Funds</a> , 2021, Berkeley Center for Law, Energy & Environment (CLEE)	To convene experts in range of areas including wildfire, climate, public finance, resource management to gather input on how to prioritize the use of PG&E wildfire settlement funds toward landscape management projects designed to reduce wildfire risk.	<p><b>Geographic Areas:</b> Sonoma County</p> <p><b>Issue Areas:</b> Focused on landscape management to reduce wildfire risk, includes principles for prioritizing investments, engagement with community and partners, governance, decision-making, and</p>	The CLEE report is unique in being a one-time effort designed to gather input and make recommendations on how to use a one-time funding allocation. It is similar in that its findings are common across Sonoma County efforts—the need to better coordinate, the need for sustained engagement and outreach, and the importance of aligning the work across agencies, departments, and districts.	<p><b>Related Plans:</b> Identifies the CWPP, MJHMP as key plans for ongoing wildfire risk reduction strategies and action.</p> <p><b>Limitations:</b> The CLEE report was developed for the specific purpose of gathering input and making recommendations on how to allocate the PG&amp;E settlement funds. While it does go beyond that in its</p>

Plan	Purpose	Geographic and Issue Area Reach	Unique and Similar Topics with other plans	Related Plans and Limitations
		<p>sustainable funding. Placed an emphasis on the need for coordination and centralization.</p>		<p>findings and recommendations, including those related to governance and sustainable funding, its origins were limited and some of its findings should be considered in that context.</p>
<p><a href="#">Living in a Fire Adapted Landscape: Priorities for Resiliency</a>, 2018, Ag + Open Space</p>	<p>To identify the impacts of the 2017 wildfires to natural and working lands, to protect the health of watersheds and to identify actionable and strategic priorities to protect natural and working lands, public and private landowner investments, and preserve the multi-benefits that these lands provide. The report, while specific to the 2017 wildfires also states that it intends to inform actions for future fires as well as other hazards such as floods,</p>	<p><b>Geographic Areas:</b> Sonoma County</p> <p><b>Issue Areas:</b> Wildfire recovery and risk reduction for natural and working lands, watersheds, climate and hazard resilience, resource management, education and outreach, and legislation, policy and funding.</p>	<p>The plan is unique in its focus on recovery and risk reduction for natural and working lands and includes specific priority actions for each of the issue areas included in the plan. Similar to other plans and efforts in Sonoma County it was designed through a collaborative effort and the priorities are similar and aligned with other plans and efforts that have been adopted in Sonoma County.</p>	<p><b>Related Plans:</b> Sonoma County Regional Parks Integrated Parks Plan, Sonoma County Water Agency Strategic Plan, and Sonoma County Ag + Open Space Vital Lands Initiative.</p> <p><b>Limitations:</b> The Plan is from 2018, focused on the 2017 fires, and led by a Watershed Collaborative to focus on natural and working lands. Responsibility for carrying out the plan priorities was not assigned to any one lead, which can result in limits to carrying out the actions identified in the plan.</p>

Plan	Purpose	Geographic and Issue Area Reach	Unique and Similar Topics with other plans	Related Plans and Limitations
	droughts and earthquakes.			
<a href="#">California's Wildfire and Forest Resilience Action Plan</a> , California Wildfire and Forest Resilience Task Force	Designed to accelerate work to restore health and resilience of CAs natural lands, improve community fire safety, sustain economic vitality of rural forested lands.	<p><b>Geographic Areas:</b> State of California, local and regional governments</p> <p><b>Issue Areas:</b> Wildfire risk reduction, forest and natural lands health, resource management, strategies and tactics, permitting and regulatory efficiency, public health and safety, metrics and measurement.</p>	The plan is unique in its scope and scale. It is a statewide plan that comprehensively identifies actions the state and regional agencies and organizations should take to increase forest resilience, reduce wildfire risk at all geographic scales, and advance state and regional climate, ecological and economic goals. It is similar to other state plans on climate action, natural and working lands, and natural resources identifying barriers like permitting, recommending regional approaches to advancing action.	<p><b>Related Plans:</b> Forest Carbon Plan, Regional Fire and Forest Capacity Program, Regional Fire and Community Forest Resilience Plans, Cutting the Green Tape, Biomass Use Program</p> <p><b>Limitations:</b> While the plan is comprehensive it lacks specifics on how to address funding gaps, local context challenges, and permitting and regulatory barriers. Additionally, the path to strengthening the connection between the state, the regions and counties is not clear.</p>
<a href="#">The County of Sonoma Climate Resilience Comprehensive Action Plan</a> , County of Sonoma	To serve as a roadmap to reduce greenhouse gas emissions from County operations and make County assets and operations resilient to climate hazards.	<p><b>Geographic Areas:</b> County jurisdiction.</p> <p><b>Issue Areas:</b> Climate mitigation and adaptation focused on County assets and operations.</p>	The plan is unique in that it serves as the County's climate action plan and includes actions designed for County departments to take to mitigation climate change and build resilience to climate risks. With its focus on the County, it provides for actions that are within the County's authority to implement and has very specific actions that are assigned to	<p><b>Related Plans:</b> Department capital plans, MJHMP, CWPP, department climate action and resilience plans.</p> <p><b>Limitations:</b> Unclear on who is leading/overseeing the overall advancement of the plan's actions, how progress and outcomes are being tracked and how much of</p>

Plan	Purpose	Geographic and Issue Area Reach	Unique and Similar Topics with other plans	Related Plans and Limitations
			<p>County departments. It is similar to other efforts, such as the CWPP and the MJHMP, in that includes actions to reduce risks from climate hazards.</p>	<p>these actions are staffed and funded.</p>

## Key Data and Mapping Tools

The need to have a centralized data and mapping portal and to improve data collection and input was one of the most common and recurring themes during the project. Sonoma County has multiple data and mapping tools that have been developed and some of these are still being used for planning purposes. However, there are several challenges with existing data and mapping tools, including:

- Many existing tools lack resources to staff and update the tools and data.
- There are redundant tools and mapping with similar but not the same information.
- Data collection is inconsistent across tools, there is not clear leadership on data analysis, and there is a lack of capacity to coordinate the data that are collected.
- Most tools do not track progress and outcomes.
- The purpose of the tool or map sponsor is not always clear to the users.
- Some tools and mapping are required as parts of plans and efforts or provide a different scale and scope (e.g., statewide, broader region, county-specific).

**Table 10. Overview of key tools.**

Web Tool	Key Topics	Purpose	Limitations
<a href="#">CAL FIRE Fuel Reduction Projects</a>	Fuel reduction projects	Interactive map of the locations of CAL FIRE fuel reduction projects across the state undertaken from 2019 to present.	Only shows efforts undertaken by CAL FIRE so is likely an underestimate of the projects in the county.
<a href="#">New California Vegetation Treatment Program (CalVTP) Resources</a> , California Board of Forestry and Fire Protection	<ul style="list-style-type: none"> <li>• Vegetation management projects</li> <li>• Forest health</li> </ul>	Provides new tools and information to support implementation of the CalVTP and assist project proponents with Project-Specific Analysis (PSA) preparation. This Resource Library features example PSAs and joint PSA/Addenda to the CalVTP Program Environmental Impact Report, Mitigation Monitoring and Reporting Program Implementation Tools, and updated Frequently Asked Questions.	Focused more at the state level and has a very specific scope and information.
<a href="#">Sonoma County CWPP Hub Site</a> , Permit Sonoma	<ul style="list-style-type: none"> <li>• Wildfire risk</li> <li>• Wildfire risk mitigation projects</li> </ul>	<p>A website to inform and collect feedback on the CWPP. This includes:</p> <ul style="list-style-type: none"> <li>• The Project Entry Portal where organizations, agencies and landowners can enter projects to be considered for the CWPP Project List.</li> <li>• The Wildfire Risk Index Map</li> <li>• The Project Planning Tool, where users can draw a project area and it will generate information about risk, population, etc.</li> </ul>	TAC members noted the site is not working as intended because roles and responsibilities were unclear after it launched and it needs technical staff and resources to support GIS mapping and data to map projects.

Web Tool	Key Topics	Purpose	Limitations
<a href="#">Sonoma County Resilient Forests &amp; Watersheds Initiative</a> , County of Sonoma	<ul style="list-style-type: none"> <li>• Emergency response</li> <li>• Wildfire risk mitigation projects</li> <li>• Forest health</li> </ul>	Provide tailored guidance to help residents and communities implement wildfire resilience recommendations.	Provides links to other resources, doesn't necessarily answer questions directly.
<a href="#">Sonoma Veg Map</a> , Ag + Open Space and Sonoma Water, together with the North Coast Resource Partnership, and Humboldt County	Vegetation	Provides high resolution vegetation data.	LiDAR was flown in 2022, so data is a few years old.
<a href="#">Wildfire Fuel Mapper</a> , University of California Agriculture and Natural Resources, Pepperwood, and Tukman Geospatial	<ul style="list-style-type: none"> <li>• Vegetation management projects</li> <li>• Fuel reduction projects</li> </ul>	Helps landowners and managers in locating and understanding fire hazards on their land, providing users with a set of tools, resources, and information to help landowners and managers reduce fire hazards. Can also be utilized to support in planning vegetation management projects.	Much of the data used in the map reports are from 2013
<a href="#">Wildfire Resilience Planner</a> , Sonoma Water, Conservation Biology Institute (CBI), Ag Innovations, Pepperwood Preserve, Tukman Geospatial, and Digital Mapping Solutions	<ul style="list-style-type: none"> <li>• Fuel reduction projects</li> </ul>	Interactive mapper that helps users identify locations where fuels reduction will protect lives and property, critical infrastructure, ecosystem services, and biodiversity.	The tool is not intended to be prescriptive and is meant to support decisions rather than exactly locate where projects should be.

Currently, due to the varying purposes that they were designed for, none of the maps and tools above fulfill the purpose that a centralized portal would fulfill. However, these maps and tools could be further evaluated for purpose, scope and scale, redundancy, gaps, and whether they are being updated. Based on this evaluation, a determination should be made which tools and mapping should be included in a centralized portal of wildfire resilience data, mapping and information on wildfire planning, efforts, and implementation. The resources needed to develop, staff, and update the portal to inform the public, planners, and implementers on what is being done, how, and where and what the impact of the work is over time should also be evaluated. ERG will continue to engage the TACs and the Core Team in conversations regarding these tools to better identify potential ways in which they could be integrated into a centralized data portal.

## Appendix B – Capabilities, Capacities, and Functions

This series of tables illustrates the capabilities and capacities described in the memo and how they relate to each of the six identified functions for a countywide aligned and coordinated approach to wildfire resilience. The table also shows which of the organizations listed in Tables 2 and 3 may have the needed capabilities and capacities related to the functions—these findings are based upon ERG’s literature review, TAC input, interviews and focus groups, and meetings with RCT department and agency heads.

**Table 11. Capabilities and Capacities Needed for Function 1.**

<b>Function 1: Administer and coordinate an approach to better coordinate and align climate and wildfire resilience efforts.</b>			
<b>Capability and capacity</b>	<b>Currently has both capability and capacity</b>	<b>Currently has the capability (but lacks capacity)</b>	<b>Currently has the capacity (but lacks capability)</b>
Ability to attract and aggregate funding from diverse sources	CAL FIRE, County of Sonoma		
Ability to identify roles and responsibilities to support wildfire resilience at scale	County of Sonoma, CAL FIRE	RCDs	SCTCA
Accessibility & accountability	County of Sonoma, CAL FIRE, SCTCA		
Access to a broad range of funding sources and financing mechanisms	County of Sonoma, CAL FIRE, SCTCA, RCDs	Audubon Canyon Ranch, Fire Safe Sonoma, Pepperwood Preserve	
Environmental review (CEQA/NEPA)	County of Sonoma	RCDs	
Meeting support	County of Sonoma, CAL FIRE, SCTCA	Audubon Canyon Ranch, Fire Safe Sonoma, Pepperwood Preserve, RCDs	
Organizational capacity, staff, and expertise	County of Sonoma, CAL FIRE, SCTCA	Fire Safe Sonoma, RCDs	
Physical and digital meeting spaces	County of Sonoma, CAL FIRE, SCTCA	RCDs	
Program monitoring and evaluation to track outcomes		RCDs, Fire Safe Sonoma	CAL FIRE, County of Sonoma
Regulatory and permitting authority and oversight	County of Sonoma, CAL FIRE		
Technical understanding of types and impacts of treatments	County of Sonoma, CAL FIRE	Audubon Canyon Ranch, Fire Safe Sonoma, Pepperwood Preserve, RCDs	
Technical understanding and ability to track and prioritize efforts	County of Sonoma, CAL FIRE	Fire Safe Sonoma, RCDs	
Tracking and prioritizing treatments at multiple scales	County of Sonoma, CAL FIRE	Fire Safe Sonoma, RCDs	
Trust and connection with private landowners and other organizations	Fire Safe Sonoma, RCDs	Pepperwood Preserve, Sonoma Ecology Center, Audubon Canyon Ranch, Regenerative Forest Solutions, UC Cooperative Extension	CAL FIRE, County of Sonoma

**Table 12. Capabilities and Capacities Needed for Function 2.**

<b>Function 2. Foster trust and promote collaboration with communities and landowners through transparent, clear, and consistent communication, education, engagement, and partnerships.</b>			
<b>Capability and capacity</b>	<b>Currently has both capability and capacity</b>	<b>Currently has the capability (but lacks capacity)</b>	<b>Currently has the capacity (but lacks capability)</b>
Ability to design, implement & host community education & training	CAL FIRE, RCDs	Fire Safe Sonoma, Pepperwood Preserve, Sonoma Ecology Center, Audubon Canyon Ranch, UC Cooperative Extension	County of Sonoma
Access to a broad range of funding sources and financing mechanisms	County of Sonoma, CAL FIRE	Fire Safe Sonoma, RCDs	
Community trust and strong partnerships	Fire Safe Sonoma, RCDs	Audubon Canyon Ranch, Pepperwood Preserve, SCTCA, Sonoma Ecology Center, Regenerative Forest Solutions	County of Sonoma, CAL FIRE
Inclusive and equitable engagement practices	Fire Safe Sonoma, RCDs	Pepperwood Preserve, SCTCA, Sonoma Ecology Center, UC Cooperative Extension, Regenerative Forest Solutions	County of Sonoma, CAL FIRE
Infrastructure to develop physical and digital outreach materials	County of Sonoma, CAL FIRE, RCDs	Pepperwood Preserve, Sonoma Ecology Center	SCTCA
Organizational capacity, staff, and expertise	RCDs	Audubon Canyon Ranch, Fire Safe Sonoma, Pepperwood Preserve, Sonoma Ecology Center, UC Cooperative Extension	SCTCA, County of Sonoma, CAL FIRE
Strategic communication planning	CAL FIRE	Audubon Canyon Ranch, Fire Safe Sonoma, RCDs, Sonoma Ecology Center, Pepperwood Preserve	County of Sonoma

**Table 13. Capabilities and Capacities Needed for Function 3.**

<b>Function 3. Attract, identify, and eventually, possibly aggregate and disperse, funding from a broad portfolio of sustainable funding sources. Establish and promote strategic grantmaking, as funding becomes available.</b>			
<b>Capability and capacity</b>	<b>Currently has both capability and capacity</b>	<b>Currently has the capability (but lacks capacity)</b>	<b>Currently has the capacity (but lacks capability)</b>
Ability to attract and aggregate funding from diverse sources	CAL FIRE, County of Sonoma		
Ability to identify roles and responsibilities to support wildfire resilience at scale	County of Sonoma, CAL FIRE	RCDs	SCTCA
Accessibility & accountability	County of Sonoma, CAL FIRE, SCTCA		
Access to a broad range of funding sources and financing mechanisms	County of Sonoma, CAL FIRE, SCTCA	Fire Safe Sonoma, RCDs	
Dedicated development and grant management team	County of Sonoma, CAL FIRE	Fire Safe Sonoma, RCDs	
Expertise and resources to develop and administer competitive grant program	County of Sonoma, CAL FIRE		
Infrastructure to communicate and share information regarding funding and grant opportunities	County of Sonoma, CAL FIRE	RCDs	

Organizational capacity, staff, and expertise	County of Sonoma, CAL FIRE, SCTCA	RCDs	
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**Table 14. Capabilities and Capacities Needed for Function 4.**

<b>Function 4. Coordinate and provide technical assistance (e.g., tools, data, maps, expertise) for wildfire resilience efforts.</b>			
<b>Capability and capacity</b>	<b>Currently has both capability and capacity</b>	<b>Currently has the capability (but lacks capacity)</b>	<b>Currently has the capacity (but lacks capability)</b>
Ability & skills to offer training and certification pathways	RCDs	Sonoma Ecology Center, North Bay Jobs with Justice, Fire Safe Sonoma	County of Sonoma
Ability to design, implement & host community education & training		Fire Safe Sonoma, RCDs, Pepperwood Preserve, Sonoma Ecology Center, Regenerative Forest Solutions, UC Cooperative Extension, Ecological Solutions	
Ability to develop & implement apprenticeship, mentorship, & internship programs		Fire Safe Sonoma	County of Sonoma
Accessibility & accountability	County of Sonoma, CAL FIRE, RCDs		
Access to a broad range of funding sources and financing mechanisms	County of Sonoma, CAL FIRE	Fire Safe Sonoma, RCDs	
Inclusive and equitable engagement practices	Fire Safe Sonoma, RCDs	Pepperwood Preserve, SCTCA, Sonoma Ecology Center, UC Cooperative Extension, Regenerative Forest Solutions	County of Sonoma, CAL FIRE
Infrastructure to develop physical and digital outreach materials	County of Sonoma, CAL FIRE, RCDs	Pepperwood Preserve, Sonoma Ecology Center, Fire Safe Sonoma	SCTCA
Meeting support	County of Sonoma, CAL FIRE, SCTCA	Audubon Canyon Ranch, Fire Safe Sonoma, Pepperwood Preserve, RCDs, UC Cooperative Extension	
Organizational capacity, staff, and expertise	CAL FIRE, RCDs	Fire Safe Sonoma, Audubon Canyon Ranch, Sonoma Ecology Center, Regenerative Forest Solutions, UC Cooperative Extension, Ecological Solutions, Wuui	County of Sonoma, Pepperwood Preserve, SCTCA
Regulatory and permitting authority and oversight	County of Sonoma, CAL FIRE		
Technical assistance for the data portal and data analysis	CAL FIRE	RCDs, Fire Safe Sonoma, Pepperwood, Sonoma Ecology Center, Ecological Solutions, Wuui	
Technical expertise in wildfire resilience topics	CAL FIRE, RCDs	Fire Safe Sonoma, Pepperwood Preserve, Sonoma Ecology Center, Regenerative Forest Solutions, UC Cooperative Extension, Ecological Solutions, Wuui	
Technical understanding of types and impacts of treatments	CAL FIRE, RCDs	Fire Safe Sonoma, Pepperwood Preserve, Sonoma Ecology Center, Ecological Solutions, Regenerative Forest Solutions, UC Cooperative Extension, Wuui	County of Sonoma, Fire Safe Sonoma, RCDs Pepperwood Preserve, Ecology Center
Trust and connection with private landowners and other organizations	CAL FIRE, RCDs	Pepperwood Preserve, Fire Safe Sonoma, Sonoma Ecology Center	County of Sonoma

**Table 15. Capabilities and Capacities Needed for Function 5.**

<b>Function 5. Support development of a skilled, local workforce to support wildfire resilience efforts.</b>			
<b>Capability and capacity</b>	<b>Currently has both capability and capacity</b>	<b>Currently has the capability (but lacks capacity)</b>	<b>Currently has the capacity (but lacks capability)</b>
Ability & skills to offer training and certification pathways	RCDs	Sonoma Ecology Center, North Bay Jobs with Justice, Fire Safe Sonoma	County of Sonoma
Ability to develop & implement apprenticeship, mentorship, & internship programs	North Bay Jobs with Justice, Occidental Arts & Ecology Center, CAL FIRE	Pepperwood, Sonoma Ecology Center, RCDs, UC Cooperative Extension	
Ability to match trainees with work opportunities		RCDs, North Bay Jobs with Justice, Occidental Arts & Ecology Center	
Access to a broad range of funding sources and financing mechanisms	County of Sonoma, CAL FIRE	Fire Safe Sonoma, RCDs	
Organizational capacity, staff, and expertise	CAL FIRE, North Bay Jobs with Justice, Occidental Arts and Ecology Center, RCDs	Audubon Canyon Ranch, Pepperwood Preserve, SCTCA, Sonoma Ecology Center, Wuii, UC Cooperative Extension	Fire Safe Sonoma, County of Sonoma
Partnerships with local junior and community colleges	RCDs, North Bay Jobs with Justice, Occidental Arts and Ecology Center	Sonoma Ecology Center	
Physical and digital meeting spaces	CAL FIRE, North Bay Jobs with Justice, Occidental Arts and Ecology Center, RCDs, Sonoma Ecology Center		SCTCA, County of Sonoma

**Table 16. Capabilities and Capacities Needed for Function 6.**

<b>Function 6. Inventory and evaluate data in order to create a comprehensive wildfire resilience datportal.</b>			
<b>Capability and capacity</b>	<b>Currently has both capability and capacity</b>	<b>Currently has the capability (but lacks capacity)</b>	<b>Currently has the capacity (but lacks capability)</b>
Ability to identify roles and responsibilities to support wildfire resilience at scale	County of Sonoma	Fire Safe Sonoma	
Accessibility & accountability	County of Sonoma, CAL FIRE, RCDs		
Access to a broad range of funding sources and financing mechanisms	County of Sonoma, CAL FIRE, SCTCA	Fire Safe Sonoma, RCDs	

Capacity to collect, compile & analyze data and identify geographies & conditions where treatments should be priorities		Audubon Canyon Ranch, Fire Safe Sonoma, RCDs, Pepperwood Preserve, UC Cooperative Extension	County of Sonoma
Organizational capacity, staff, and expertise			County of Sonoma, Audubon Canyon Ranch, CAL FIRE, CAO, Fire Safe Sonoma, Pepperwood Preserve, SCTCA, RCDs
Physical infrastructure to host the data portal	County of Sonoma		
Program monitoring and evaluation to track outcomes	County of Sonoma	RCDs, Fire Safe Sonoma	
Staff with technical expertise to develop, maintain, and analyze data within the data portal	CAL FIRE	RCDs, Fire Safe Sonoma	County of Sonoma
Technical assistance for the data portal and data analysis	County of Sonoma, CAL FIRE	RCDs, Fire Safe Sonoma, Pepperwood, Sonoma Ecology Center	
Technical understanding and ability to track and prioritize efforts	CAL FIRE	Fire Safe Sonoma, Pepperwood Preserve, RCDs, Audubon Canyon Ranch	County of Sonoma