

4. Mitigation Strategy

4.1 Introduction

The Sonoma County mitigation strategy is derived from the in-depth review of the existing vulnerabilities and capabilities outlined in previous sections of this plan, combined with a vision for creating a disaster resistant and sustainable community for the future. This vision is based on informed assumptions, recognizes both mitigation challenges and opportunities, and is demonstrated by the goals and objectives outlined below. The mitigation actions identified under each objective are prioritized with an implementation plan suggested for the highest priority actions.

4.2 Assumptions, Challenges and Opportunities

The cornerstone of mitigation in Sonoma County is to ensure all construction is properly sited and built. This is best accomplished through the County's land use, zoning, and building code requirements. As outlined in the previous section, County codes for new construction are strong, and in many cases exceed minimum state requirements. Code upgrades triggered by remodeling and rehabilitation projects will gradually improve the existing building stock's resilience to earthquakes, landslides, floods, and/or wildland fires. Implicit in this plan is the assumption that the County will continue to enforce the existing policies, plans, and codes.

The greatest challenge the County faces in mitigating the impacts of future natural hazard events lies in the vulnerability of its existing public and private buildings and infrastructure. The County Administrative Center, located in the City of Santa Rosa, lies within the highest earthquake intensity zone for the most probable earthquake event in California's future, a large magnitude earthquake on the Rodgers' Creek Fault. The County's ability to respond to and recover from this event and/or other significant events occurring on other San Francisco Bay Area faults is dependent upon its facilities and personnel surviving the event. The age and construction type of a large number of county owned important buildings indicates these structures are particularly vulnerable to earthquake damage. Critical transportation routes and utility pipelines cross fault zones and are vulnerable to liquefaction and earthquake induced landslides. Critical communication facilities also are exposed to these and other hazards such as wildland fire. There is a need for a systematic assessment of all important County buildings and infrastructure in high hazard zones, to identify their specific vulnerabilities and to identify cost effective mitigation solutions.

Private buildings are also vulnerable to multiple hazards in Sonoma County. The County does not currently have mandatory retrofit requirements for the most hazardous existing private buildings, such as, unreinforced masonry buildings, structures with wood shake roofing, or properties located in the floodway or floodplain. Sonoma County lags behind other California jurisdictions in addressing the risks posed by unreinforced masonry buildings. The County could model a mandatory URM strengthening ordinance on those implemented by other California communities. This will require a strong public education program coupled with financial incentives to achieve community support.

Sonoma County has a successful flood elevation program underway. However, a large number of repetitive loss properties remain at risk, and current funding is coming to an end.

Continuation of the program relies on obtaining additional grant funds to support the program or on individual property owners elevating their structures on a voluntary basis. The effectiveness of the federally funded elevation grant program is compromised to some extent by federal criteria which places an emphasis on those properties located within a mapped flood hazard area. A large number of Sonoma County's repetitive flood loss properties are located outside of the flood hazard areas designated on the Flood Insurance Rate Maps prepared for the County by FEMA. These maps, based on the 1985 floods, are out of date and may not reflect current conditions. Improved maps providing a more accurate reflection of the 100-year floodway and floodplain would allow the County to take a more comprehensive approach to future flood elevation projects.

In addition to elevating structures, there are other effective mitigation activities the County can pursue to reduce future flood impacts. Maintaining and enhancing the capacity of flood control mechanisms, such as the Laguna de Santa Rosa, flood control dams and reservoirs, and culverts, could effectively reduce flood levels, as could maintaining stream bed channels and reducing stream bank erosion. Adopting and enforcing a zero net fill ordinance, and restricting building in the floodplain can also substantially reduce future losses. This type of land use control typically requires widespread community support and can pose a significant challenge to adoption if perceived as limiting private rights to use of property. Any initiative to limit development rights or property use must be accompanied by a strong public education and input process.

Managing the fire risk in the unincorporated areas of Sonoma County is shared by nearly forty agencies. Limits to staffing, reliance on volunteer firefighters in many districts, and increased training requirements limit the capacity of districts to carry out code enforcement inspections. To be more effective, these enforcement programs must be prioritized and carried out consistently across the highest hazard zones in the County. Again, this places considerable reliance on private property owners taking the initiative to implement defensible space and structural mitigation measures to protect their homes. Creative public-private partnerships, such as the FireSafe Program, should continue to be supported to maximize potential for fire mitigation.

Finally, it must be recognized that increasing the disaster resiliency and sustainability of Sonoma County will require a substantial investment of resources. Improvements can continue to be made through traditional programs; however many of the mitigation objectives and actions included in this plan cannot be implemented without external funding sources. Implicit in this plan is the need for the County to maintain and augment internal budgeting mechanisms, aggressively pursue external state and federal grants, and develop financial incentives to encourage private sector support of mitigation activities.

4.3 Mitigation Priorities

Multiple factors were considered to establish the mitigation priorities included in this plan. Highest priority rankings were assigned to those mitigation measures that met three primary criteria: 1) greatest potential for protecting life and property; 2) greatest potential for maintaining critical county functions and operability following a disaster; and 3) achievability in terms of community support, environmental factors, and cost effectiveness.

As described in the previous section on hazard and risk assessment, clearly earthquakes have the potential to affect the largest number of people, critical facilities, and buildings and to cause the greatest economic losses. This fact combined with the relatively high probability of an earthquake occurrence in the next several decades makes increasing disaster resistance and readiness to earthquakes a high priority. Because of their frequency, and the high number of past disasters and repetitive losses, flood measures are given a high priority as well. Wildland fire has the potential for significant property damage in the urban interface areas, and is the only event where a rapid response can have a dramatic impact on the scale of the disaster. Therefore, measures that improve emergency communications and response are considered a high priority. Unlike earthquake and flood, it is more difficult to project where and when the next landslide event may occur. Landslides tend to be more localized, generally affect smaller numbers of people, and can be extremely costly to mitigate. Therefore, they have been assigned a lower priority for purposes of this plan.

Given the extreme importance of maintaining critical government functions in times of disaster and the large number of the population who depend and rely on government services and infrastructure, those mitigation measures that improve government disaster resistance, readiness, or recovery capacity are generally given higher priority than mitigation of privately owned buildings in which the loss or damage affects relatively few. The exception to this is private buildings which serve or house larger numbers of people or which have incurred repetitive losses, such as homes along the Russian River.

Using the above rationale for establishing mitigation priorities, each mitigation action is assigned a priority ranking of either (a) highest, (b) high, or (c) important. The designated priority ranking appears following each mitigation action listed below. Implementation plans are included for the mitigation actions receiving the highest ranking.

Although the 5-Year Implementation Plan addresses only the highest ranking mitigation actions based on the criteria outlined above, all mitigations listed below will provide some level of meaningful mitigation benefit to the County and implementation is considered worthwhile. The County intends to consider implementation of all mitigations as feasible over time, however, in some cases the priority rankings identified in the plan may change in subsequent years due to the availability of funding, disaster occurrences, or new information. It is also recognized that individual mitigations may require additional environmental review prior to implementation and will have to comply with all applicable regulatory requirements prior to implementation.

4.4 Goals, Objectives and Actions

For purposes of this plan, Sonoma County is using the definitions proposed by FEMA in their mitigation guidance documents. Goals are defined as general guidelines that explain what each community wants to achieve in terms of hazard and loss prevention. Objectives are statements that detail how the goals will be achieved. Actions are specific measures that help a community achieve its goals and objectives.

Four goals have been identified to reduce the risk of natural hazards in Sonoma County.

Goal 1: Reduce the vulnerability of people and property exposed to earthquake hazards in Sonoma County.

Goal 2: Reduce the vulnerability of people and property exposed to landslide hazards in Sonoma County.

Goal 3: Reduce the vulnerability of people and property exposed to flood hazards in Sonoma County.

Goal 4: Reduce the vulnerability of people and property exposed to wildland fire hazards in Sonoma County.

Six objectives have been identified to organize mitigation actions within each hazard. These are:

1. Assure that adequate and up to date natural hazard information and maps are available and utilized to guide decisions that impact risk.
2. Update and enforce County codes to minimize the risks of natural hazards.
3. Reduce vulnerability of public buildings at risk from natural hazards.
4. Improve the ability of county infrastructure to withstand natural hazard events.
5. Reduce natural hazard risk and increase the mitigation capability of Sonoma County residents, businesses and others who could be affected by hazards.
6. Increase the County capability to respond to and recover from emergencies and disasters caused by natural hazards.

Goal 1: Reduce the vulnerability of people and property exposed to earthquake hazards.

Objective 1.1: Assure that adequate and up to date earthquake hazard information and maps are available and utilized to guide decisions that impact risk.

- 1.1.1 Communicate with state and federal agencies about the need to improve existing maps to identify those areas most at risk from earthquake-induced landslides, tsunamis, and dam inundation. (b)
- 1.1.2 Log and maintain records of all mapping and reports regarding geologic hazards information prepared for project applications and by other sources. (b)

- 1.1.3 Work with other Federal, State and local agencies and jurisdictions, including the California Geological Survey's Seismic Hazards Mapping Program, to assure the best information and maps are available. (b)
- 1.1.4 Provide hazard information to building and design professionals, land developers, real estate agencies and others so that they have access to all maps identifying earthquake hazards in Sonoma County. (a)
- 1.1.5 Consider and apply available geologic hazard information in the review of project applications and other decision-making that impact risk. (a)

Objective 1.2: Update and enforce County codes to minimize the risks of earthquake hazards.

- 1.2.1 Adopt an ordinance requiring strengthening and/or reinforcement of unreinforced masonry buildings, except residential structures, considering the cost of the work and the value, frequency of use, and level of occupancy of the buildings. (a)
- 1.2.2 Comply with and enforce all applicable design and siting requirements established by County Codes to increase the safety and disaster resistance of new or existing buildings whether private or public. (b)
- 1.2.3 Create a permanent position for a County Geologist and/or retain the services of an engineering geologist to review geological reports and advise the County on geological hazards and design standards. (c)
- 1.2.4 Consider expanding the "Geologic Hazard" Combining District to identify areas of high groundshaking, landslide and liquefaction. (b)
- 1.2.5 Adopt, upon approval by the International Code Council (ICC) and the State of California, revisions to the California Building Code which increase resistance of structures to groundshaking and other geologic hazards (b)
- 1.2.6 Where needed to facilitate disaster recovery, adopt code regulations to set forth the requirements and procedures applicable to the repair and reconstruction of structures damaged by natural and man-made disasters. (a)

Objective 1.3: Reduce vulnerability of public buildings and critical facilities at risk from earthquakes.

- 1.3.1 Seek funding to engage an engineering consultant to conduct a seismic evaluation of facilities critical to emergency response or recovery operations and buildings with high occupancy. Incorporate seismic assessment upgrades in major remodel projects at existing buildings. All new construction shall conform to current codes at the time of the permit. (a)
- 1.3.2 Develop a strategy to strengthen or replace county owned and used emergency response facilities that have structural weaknesses as determined by the priorities identified through the engineering analysis cited in 1.3.1 above. (a)
- 1.3.3 Seek funding and authorization to include seismic upgrades to planned major repairs of county buildings to increase resistance to earthquake damage, especially buildings critical to emergency response and recovery. These include, but shall not be limited to, the buildings proposed for remodeling in the 2006-2011 Capital Project Plan: (a)
 - o Agricultural Building
 - o Human Services Building
 - o North County Detention Facility
 - o Department of Health Services Administrative Building

- Sierra Youth Center
 - Sebastopol Veterans Building
 - Santa Rosa Veterans Building, and
 - Guerneville Sheriff's Sub-station
- 1.3.4 For critical county leased facilities constructed before the current edition of the California Building Code (2001), review seismic vulnerability prior to renewing leases, and consider not renewing leases on buildings that do not meet appropriate seismic safety standards for the use of such buildings. (a)
- 1.3.5 Promote implementation of disaster mitigation projects identified as high priority through the SCWA Multi-Hazard Reliability Assessment study to increase the disaster resistance and reliability of the SCWA's water transmission system. (b)

Objective 1.4: Improve the ability of county infrastructure to withstand earthquake events.

- 1.4.1 Assess the earthquake vulnerability of critical county infrastructure, including roads, bridges, pipelines, water treatment plants, culverts, and other important facilities. (b)
- 1.4.2 Incorporate earthquake vulnerability assessment and mitigation into all infrastructure repair, maintenance or improvement projects to the extent feasible. (b)
- 1.4.3 Carry out seismic retrofitting or replacement of County owned bridges to make them more disaster resistant. Seek to fund and commence improvements and/or replacements on 14 additional bridges. (a)
- Boyes Blvd. at Sonoma Creek – replace
 - Crocker Rd. at Russian River – retrofit
 - Annapolis Rd. at Gualala River – retrofit
 - Riverside Dr. at Sonoma Creek – replace
 - Bohemian Hwy. at Russian River – replace
 - W. Dry Creek Rd. at Pena Creek – retrofit
 - King Ridge Rd. at Big Austin Creek – retrofit
 - Wohler Rd. at Russian River – retrofit
 - Wohler Rd. at Mark West Creek – replace
 - Watmaugh Rd. at Sonoma Creek – replace
 - Geysers Rd. at Big Sulphur Creek – replace
 - Chalk Hill Rd. at Maacama Creek – replace
 - Lambert Bridge Rd. at Dry Creek – replace
 - Nistrath Rd. at S. Fork of Gualala River – replace
- 1.4.4 Work with Caltrans and other appropriate government agencies to retrofit or replace state highway bridges. (a)
- 1.4.5 Develop a strategy and secure funding to relocate critical Information Systems Department equipment and facilities from their current location to reduce their vulnerability to earthquake groundshaking (a)
- 1.4.6 Evaluate the earthquake groundshaking risks to the following radio communications towers and supporting infrastructure and implement mitigation measures as necessary to better assure post disaster operability. (b)
- Jackson
 - Sonoma Mountain
 - Poole Ridge
 - Seaview
 - Bodega Bay
 - Castle Rock

- 1.4.7 Encourage the Sonoma County Water Agency to implement recommendations from the SCWA reliability assessment Phase II study, and provide support where appropriate. (c)

Objective 1.5: Reduce the earthquake risk and increase the mitigation capability of Sonoma county residents, businesses and others who could be affected by earthquakes.

- 1.5.1 Implement citizen and contractor education and awareness programs via community outreach, information kiosks, media and County websites. Continue cooperation with other agencies and jurisdictions such as the Red Cross. (c)
- 1.5.2 Enhance appropriate County websites to provide convenient public access to earthquake hazard maps, and educational mitigation materials. (a)
- 1.5.3 Provide materials to educate and inform owners of the potentially greater risks associated with the following building types in the highest earthquake hazard zones in the county, as well as voluntary mitigations and retrofit options available to strengthen and reduce the vulnerability of such structures. (b)
 - o Pre- 1980 concrete frame buildings
 - o Pre -1980 concrete tilt-up buildings
 - o Pre-1980 soft story buildings
 - o Residential structures with inadequate foundations and cripple walls located on hillsides

Objective 1.6: Increase the County capability to respond to and recover from emergencies and disasters caused by earthquakes.

- 1.6.1 Develop a strategic plan for damage assessment and recovery of essential public facilities following earthquakes, particularly those of high public occupancy, as part of the County's emergency response planning (a)
- 1.6.2 Evaluate existing emergency power systems at county facilities and provide emergency power generation capacity, or have rental/lease agreements for these generators, at county facilities critical for emergency response and recovery to ensure continuity of government services. (a)
- 1.6.3 Conduct training on response and recovery exercises on a regular basis. (c)
- 1.6.4 Improve county communications capacity and interoperability capabilities. (a)

Goal 2: Reduce the vulnerability of people and property exposed to landslide hazards.

Objective 2.1: Assure that adequate and up to date landslide hazard information and maps are available and utilized to guide development decisions that impact risks.

- 2.1.1 Log and maintain records of all mapping and reports regarding geologic hazards information prepared for project applications and by other sources. (b)
- 2.1.2 Work with other Federal, State, and local agencies and jurisdictions, including the California Geological Survey, to assure that the best available information and maps on landslide risk are used and improved. (b)

- 2.1.3 Identify areas of potentially high landslide damage and utilize this information in the development review process. (b)
- 2.1.4 Provide hazard information to building and design professionals, land developers, real estate agencies and others so that they have access to all maps identifying landslide hazards in Sonoma County. (a)

Objective 2.2: Update and enforce County codes to minimize the risks of landslide hazards.

- 2.2.1 Consider adoption of local building code amendments or departmental policy where necessary to assure that residential structures constructed in high landslide risk zones are not approved or constructed prior to the preparation of a geologic soils investigation prepared by a California licensed Civil or Geotechnical Engineer, which considers the proposed unit's risks from landslides in the area. Require compliance with the Study's design and siting recommendations prior to permit issuance. (c)
- 2.2.2 Where needed to facilitate disaster recovery, adopt code regulations to set forth the requirements and procedures applicable to the repair and reconstruction of structures damaged by natural and man-made disasters. (a)

Objective 2.3: Reduce vulnerability of existing public buildings and critical facilities at risk from landslide hazards.

- 2.3.1 Where feasible, avoid areas of potentially high landslide risks when siting or leasing county facilities. (c)
- 2.3.2 Promote implementation of disaster mitigation projects identified as high priority through the SCWA Multi-Hazard Reliability Assessment study to increase the disaster resistance and reliability of the SCWA's water transmission system. (b)

Objective 2.4: Improve the ability of county infrastructure to withstand landslide events.

- 2.4.1 Assess the vulnerability of critical county infrastructure, including roads, bridges, pipelines, water treatment plants, and other important facilities. (b)
- 2.4.2 Incorporate vulnerability assessment and mitigation into all infrastructure repair, maintenance or improvement projects to the extent feasible. (b)
- 2.4.3 Evaluate the landslide risks to the following radio communications towers and supporting infrastructure and implement mitigation measures as appropriate to maintain operability (c)
 - o Castle Rock
 - o Jackson
 - o Sonoma Mountain
 - o Poole Ridge
 - o Oak Ridge
 - o Seaview

Objective 2.5: Reduce the landslide risk and increase the mitigation capability of Sonoma county residents, businesses and others who could be affected by landslides.

- 2.5.1 Enhance the appropriate County websites to provide convenient public access to landslide hazard maps, and educational mitigation materials. (a)
- 2.5.2 Continue use of Geologic Hazard Assessment Districts (GHAD) where appropriate to fund ongoing monitoring and maintenance and mitigation activities in landslide areas. (c)

Objective 2.6: Increase the County capability to respond to and recover from emergencies and disasters caused by landslides.

- 2.6.1 Work with the appropriate local, state and federal agencies to assure that post fire reviews include an assessment of secondary landslide or mudslide risks in the burned over areas and erosion and/or landslide control measures that can be taken. (c)

Goal 3: Reduce the vulnerability of people and property exposed to flood hazards.

Objective 3.1: Assure that adequate and up to date flood hazard information and maps are available and utilized to guide decisions that impact risk.

- 3.1.1 Log and maintain records of all mapping and reports regarding flood hazards information prepared for project applications and by other sources. (b)
- 3.1.2 Incorporate digital flood hazard maps when they become available from FEMA and maintain updated flood hazard maps in County GIS. Review and update the County F1 and F2 Combining District and make changes as appropriate. (a)
- 3.1.3 Consider participation in FEMA's Map Modernization Program through participation as a Cooperating Technical Partner (CTP). Request that FEMA carry out flood studies to provide more accurate mapping of the floodway and floodplain boundaries. Actively participate in the review of these maps to assure they are based on updated topographic maps and flood models, and incorporate up-to-date flood data available from flood damage assessment reports, consultant reports, repetitive loss studies, site specific flood evaluation determinations, and other local, regional, state or federal sources. (a)
- 3.1.4 Provide hazard information to building and design professionals, land developers, real estate agencies and others so that they have access to all maps identifying flood hazards in Sonoma County. (a)

Objective 3.2: Update and enforce County codes to minimize the risks of flood hazards.

- 3.2.1 Comply with and enforce all applicable design and siting requirements established by County Codes to increase the safety and disaster resistance of new or existing buildings whether private or public. (a)
- 3.2.2 Consider amendments to the County Code to reduce the risk of flooding including, but not limited to, siting, development and design standards to reduce stormwater runoff consistent with NPDES requirements. (c)
- 3.2.3 Prepare and adopt an ordinance expanding zero net fill requirements to all unincorporated areas subject to the FEMA flood zones (a)

- 3.2.4 Consider revisions to the County Code to address development on existing lots subject to flooding, including consideration of: (b)
 - Limitations on rebuilding of legal nonconforming structures in the F-1 Zone
 - Limitations on expansion of legal nonconforming structures in the flood zone
 - Development criteria for parcels in the flood zone that will reduce flood risks.
 - Increasing the merger of existing substandard lots in the flood zones.
- 3.2.5 Consider measures to allow limited removal of gravel in the Lower Reach of the Russian River where necessary to maintain flood channel capacity on public lands. (c)
- 3.2.6 Consider code amendments, in cooperation with the City of Petaluma, to preserve and/or enhance critical floodplain detention areas at the confluence of the Willow and Lichau Creeks and the Liberty and Wiggins Creeks. (b)
- 3.2.7 Update the County's Flood Damage Prevention ordinance (Chapter 7b of the County Code) where necessary to comply with FEMA and NFIP requirements. (a)
- 3.2.8 Where needed to facilitate disaster recovery, adopt code regulations to set forth the requirements and procedures applicable to the repair and reconstruction of structures damaged by natural and man-made disasters. (a)

Objective 3.3: Reduce vulnerability of public buildings and critical facilities at risk from flood hazards.

- 3.3.1 Evaluate and confirm condition assessments. Develop a strategy to elevate, relocate or floodproof Emergency Response and Critical Facilities that are known to be in a flood zone or have a history of repetitive flooding. Incorporate flood hazard assessments into site selection and design for new buildings. (a)
- 3.3.2 Incorporate flood hazard mitigation into major repair, rehabilitation or remodeling projects involving County Emergency Response and Critical Facilities to the extent feasible. (a)
- 3.3.3 Coordinate flood hazard analysis and management activities with the USACE, FEMA, DWR and other responsible agencies. (c)
- 3.3.4 Promote implementation of disaster mitigation projects identified as high priority through the SCWA Multi-Hazard Reliability Assessment study to increase the disaster resistance and reliability of the SCWA's water transmission system. (b)

Objective 3.4: Improve the ability of county infrastructure to withstand flood hazard events.

- 3.4.1 Assess the flood vulnerability of critical county infrastructure, including roads, bridges, pipelines, water treatment plants, and other important facilities. (b)
- 3.4.2 Incorporate flood hazard assessment and mitigation into all infrastructure repair, maintenance or improvement projects within the 100-year flood zone to the extent possible. (a)
- 3.4.3 Prioritize and seek funding to strengthen, expand, and/or retrofit critical county infrastructure as necessary to increase ability to convey or store flood waters, remain operable during floods, and/or reduce the potential for flood damage, including: (b)
 - Enlarge undersized drainage channels, culverts, ditches, storm sewers and other runoff conduits which cause localized flood hazards and damage.
 - Elevate critical sections of county road subject to flooding to allow additional time for access and egress during periods of flooding.

- Decrease the potential for road damage resulting from flood related stream bank erosion by installing rip rap or other bank stabilization measures.
 - Install scour protection on bridge piers to prevent structural damage in floods
 - Construct stormwater detention basins.
- 3.4.4 Selectively remove trees that pose a significant hazard by falling in periods of heavy wind and storms, blocking roads and damaging above ground utility lines. (c)
- 3.4.5 Allow instream gravel extraction to maintain flood channel capacity in accordance with the ARM Plan and all regulatory requirements and environmental protections. (c)

Objective 3.5: Reduce the flood risk and increase the mitigation capability of Sonoma County residents, businesses and others who could be affected by floods.

- 3.5.1 Enhance the appropriate County websites to provide convenient public access to flood hazard maps, and educational materials that identify ways to reduce flood hazards. (a)
- 3.5.2 Implement citizen and contractor education and awareness programs via community outreach, information kiosks, media and County websites. Continue cooperation with other agencies and jurisdictions such as the Red Cross. (a)
- 3.5.3 Notify owners of properties in the flood zones and/or on the repetitive loss list of the applicable regulations and mitigation programs. (b)
- 3.5.4 Seek funding to continue and accelerate the flood elevation program to address the remaining repetitive loss properties both within and outside the mapped flood zones as well as other qualifying properties within the flood zones. (a)
- 3.5.5 In addition to continuing the flood elevation program, explore other means to reduce flood risks such as, but not limited to, public acquisition, flood proofing, and relocation of flood prone properties. (a)
- 3.5.6 Encourage and provide incentives for private landowners to consolidate undeveloped substandard lots in flood zones. (a)
- 3.5.7 Encourage wider compliance with flood insurance requirements and provide more frequent verification of flood insurance coverage on parcels in the flood zones. (a)
- 3.5.8 Work with the Sonoma County Redevelopment Agency, the Chamber of Commerce and others to reduce the level of flood damage to commercial properties where elevation is not an option. (b)
- 3.5.9 Identify possible ways to maintain and/or increase stormwater retention in the Laguna de Santa Rosa and elsewhere to decrease downstream flooding. (c)
- 3.5.10 Cooperate with the City of Petaluma to preserve and enhance natural flood water retention in the headwaters of the Petaluma River Basin to reduce downstream flooding in Petaluma. (c)
- 3.5.11 Work with repetitive loss property owners to increase the use of Increased Cost of Compliance (ICC) flood insurance reimbursements. (c)

Objective 3.6: Increase the County capability to respond to and recover from emergencies and disasters caused by flood hazards.

- 3.6.1 Provide emergency power generation capacity, or have rental/lease agreements for these generators, in critical county facilities and buildings to ensure continuity of government and services. (a)
- 3.6.2 Improve county communications capacity and interoperability capabilities. (a)

Goal 4: Reduce the vulnerability of people and property exposed to wildland fire hazards in Sonoma County.

Objective 4.1: Assure that adequate wildland fire hazard information and maps are available and utilized to guide decisions that impact risks.

- 4.1.1 Utilize the updated Fire Hazard Severity Zone map when it becomes available from the California Division of Forestry and Fire Protection to target high priority areas for vegetation management, code inspections, and other fire mitigation activities. (b)
- 4.1.2 Provide hazard information to building and design professionals, land developers, real estate agencies and others so that they have access to all maps identifying wildland fire hazards in Sonoma County. (a)
- 4.1.3 Enhance the appropriate websites to provide convenient public access to wildland fire hazard maps and educational mitigation materials. (a)
- 4.1.4 Consider and apply available wildland fire hazard information in the review of project applications and other decision-making that impact risk. (a)
- 4.1.5 Prepare maps showing secondary private roadways, ranch roads and timber roads in high fire hazard areas as well as water bodies that may be utilized in fire fighting operations (a).
- 4.1.6 Provide fire hazard information signs in “areas of very high or high potential for large wildland fires” in a manner that is consistent with area plans and does not degrade scenic corridors and scenic views. (b)

Objective 4.2: Update and enforce County Codes to minimize the risks of wildland fire hazards.

- 4.2.1 Consider adoption of post-fire erosion and sediment control requirements to mitigate the secondary impacts in burned areas arising from storm runoff, erosion, mudflows and landslides. (c)
- 4.2.2 Consider code amendments to increase fire prevention and resistance in high fire hazard severity zones including, but not limited to, establishing a greater buffer zone between residential properties and wildfire hazard areas. (a)
- 4.2.3 Ensure uniform enforcement of the Fire safety regulations in Chapter 13 of the County Code, particularly the Firesafe Standards. (a)
- 4.2.4 Increase Fire Marshal capacity to periodically inspect properties for compliance with vegetation management standards. (a)
- 4.2.5 Coordinate code enforcement for vegetation management between fire districts and CDF to ensure consistency and frequency of inspections in the highest fire hazard zones. (b)
- 4.2.6 Provide assistance to local fire service agencies in adopting and enforcing fire safety regulations and work with local agencies to develop proposed improvements to county codes and standards. (a)
- 4.2.7 Where needed to facilitate disaster recovery, adopt code regulations to set forth the requirements and procedures applicable to the repair and reconstruction of structures damaged by natural and man-made disasters. (a)

Objective 4.3: Reduce vulnerability of public buildings and critical facilities at risk from wildland fire hazards.

- 4.3.1 Conduct a systematic fire safety analysis of all county owned and used emergency response and critical facilities that have been identified as being in wildland fire zones. Prioritize evaluations based on use and occupancy with a focus on those facilities critical to emergency response or recovery operations and buildings with high occupancy. (a)
- 4.3.2 Incorporate wildland fire hazard mitigation into major repair, rehabilitation or remodeling projects to the extent possible.(b)
- 4.3.3 Conduct an analysis of County emergency response and critical facilities identified as being in Wildland Fire Zones to verify reliable water source for fire suppression for existing development. Develop a strategy to make improvements as required. (a)
- 4.3.4 Promote implementation of disaster mitigation projects identified as high priority through the SCWA Multi-Hazard Reliability Assessment study to increase the disaster resistance and reliability of the SCWA's water transmission system. (b)

Objective 4.4: Improve the ability of county infrastructure to withstand wildland fire events.

- 4.4.1 Assess the wildland fire vulnerability of critical county infrastructure, including but not limited to, roads, bridges, pipelines, water treatment plants, and other critical facilities. (b)
- 4.4.2 Incorporate wildland fire hazard mitigation into major repair, maintenance or improvement projects to critical county infrastructure to the extent possible (b)
- 4.4.3 Evaluate the wildland fire risks to the following radio communications towers and supporting infrastructure located in areas at risk of wildland fire and implement mitigation measures as appropriate to maintain operability. (b)
 - o Castle Rock
 - o Jackson
 - o Sonoma Mountain
 - o Poole Ridge
 - o Oak Ridge
 - o Seaview

Objective 4.5: Reduce the wildland fire risk and increase the mitigation capability of Sonoma county residents, businesses and others who could be affected by wildland fires.

- 4.5.1 Work with the California Division of Forestry and Fire Protection and local fire districts to improve vegetation management consistent with the Public Resources and County Codes and scenic resource policies. Support hazardous fuel reduction programs developed through "Community Wildfire Protection Plans" within the fire districts included in County Service Area 40. (a)
- 4.5.2 Carry out a public education program to increase awareness of fire risks and promote implementation of fire safe practices by the owners of new and existing residences in wildland fire areas, such as, but not limited to, vegetation management, fire resistant construction, onsite water storage, adequate access and other fire prevention measures. (b)
- 4.5.3 Pursue agreements with the Air quality Districts to allow for burning of cleared vegetation on non-critical days in very high fire hazard severity zones. (c)

Objective 4.6: Increase the County capability to respond to and recover from emergencies and disasters caused by fire hazards.

- 4.6.1 Develop a program to improve countywide street naming and addressing in order to reduce emergency response times. (b)
- 4.6.2 Ensure a reliable water source for fire suppression for existing development. (a)
- 4.6.3 Improve county communications capacity and interoperability capabilities. (a)
- 4.6.4 Create a county-wide public awareness campaign on the need for fire fighter volunteers. This would include but not be limited to the use of resources from the National Volunteer Fire Council. (c)
- 4.6.5 Continue cooperation with other fire-fighting agencies, districts and jurisdictions, including the California Division of Forestry and Fire Protection to ensure that all fire management decisions are based on the most current information and fire-fighting efforts are coordinated. (a)
- 4.6.6 Evaluate the recommendations of LAFCO Municipal Service Reviews of fire districts and support implementation of any recommendations which would improve fire services, response and readiness, including possible consolidation of fire service districts. (b)
- 4.6.7 Consider additional impact or mitigation fees, or a benefit assessment, to offset the impact of new development on fire services. (b)

4.5 Implementation Plan

An implementation strategy is the key to any successful planning effort. For this first five-year local hazard mitigation plan, an implementation strategy is prepared for only the highest priority actions listed in the Mitigation Strategies Section above. Subsequent updates to this mitigation plan may address the other priorities identified in this plan. The implementation strategy identifies who has responsibility for the action, the estimated timeframe for completion, and estimated funding and/or funding sources to support implementation. All stated funding amounts are preliminary estimates only and are subject to change due to inflation, design changes, detailed cost estimates, and the availability of funding. Where estimates are not available, potential funding sources have been listed.

EARTHQUAKE IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME¹	FUNDING²
Mitigation 1.1.4: Provide hazard information to building and design professionals, land developers, real estate agencies and others so that they have access to all maps identifying earthquake hazards in Sonoma County.	Permit and Resource Management Dept. Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process
Mitigation 1.1.5: Consider and apply available geologic hazard information in the review of project applications and other decision-making that impact risk.	Permit and Resource Management Dept. Information Systems Dept.	2006-2011	Annual Departmental Budget Process
Mitigation 1.2.1: Adopt an ordinance to require strengthening and/or reinforcement of unreinforced masonry buildings, except residential structures, considering the cost of the work and the value, frequency of use, and level of occupancy of the buildings.	Permit and Resource Management Dept.	2006-2011	Capital Project Plan \$5,000
Mitigation 1.2.6: Where needed to facilitate disaster recovery, adopt code regulations to set forth the requirements and procedures applicable to the repair and reconstruction of structures damaged by natural and man-made disasters.	Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process \$5,000

¹ All mitigation initiatives are scheduled to be initiated in 2006 and continue throughout the 5-year period covered by this plan, with the exception of projects that have been scheduled through the County Capital Project Plan process.

² External funding sources include, but are not limited to federal grant programs administered by FEMA (HMGP, FMA, PDM) or other federal, state or local grant programs or foundations.

EARTHQUAKE IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
<p>Mitigation 1.3.1: Seek funding to engage an engineering consultant to conduct a seismic evaluation of facilities critical to emergency response or recovery operations and buildings with high occupancy. Incorporate seismic assessment upgrades in major remodel projects at existing buildings. All new construction shall conform to current codes at time of permit.</p>	General Services Dept.	FY 2006-07	Capital Project Plan \$75,000
<p>Mitigation 1.3.2: Develop a strategy to strengthen or replace county owned and used emergency response facilities that have structural weaknesses as determined by the priorities identified through the engineering analysis cited in 1.3.1 above.</p>	General Services Dept.	FY 2007-08	Capital Project Plan \$75,000
<p>Mitigation 1.3.3: Seek funding and authorization to include seismic upgrades to planned major repairs of county buildings to increase resistance to earthquake damage, especially buildings critical to emergency response and recovery. These include but shall not be limited to the buildings proposed for remodeling in the Capital Project Plan:</p> <ul style="list-style-type: none"> ○ Agriculture Building ○ Human Services Building ○ North County Detention Facility ○ Dept. of Health Services Admin Building ○ Sierra Youth Center ○ Sebastopol Veterans Building ○ Santa Rosa Veterans Building ○ Guerneville Sheriff's Sub-station 	General Services Dept.	FY 2006-2007	Capital Project Plan \$1,000,000

EARTHQUAKE IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
<p>Mitigation 1.3.4: For critical county leased facilities constructed before the current edition of the California Building Code (2001), review seismic vulnerability prior to renewing leases, and consider not renewing leases on buildings that do not meet appropriate seismic safety standards for the use of such buildings.</p>	General Services Dept.	As current leases expire	Annual Departmental Budget Process
<p>Mitigation 1.4.3: Carry out seismic retrofitting or replacement of county owned bridges to make them more disaster resistant. Seek to fund and commence improvements and/or replacements of 14 additional bridges.</p> <ul style="list-style-type: none"> ○ Boyes Blvd. at Sonoma Creek – replace ○ Crocker Rd. at Russian River – retrofit ○ Annapolis Rd. at Gualala River – retrofit ○ Riverside Dr. at Sonoma Creek – replace ○ Bohemian Hwy. at Russian River – replace ○ W. Dry Creek Rd. at Pena Creek – retrofit ○ King Ridge Rd. at Big Austin Creek – retrofit ○ Wohler Rd. at Russian River – retrofit ○ Wohler Rd. at Mark West Creek – replace ○ Watmaugh Rd. at Sonoma Creek – replace ○ Geysers Rd. at Big Sulphur Creek – replace ○ Chalk Hill Rd. at Maacama Creek – replace ○ Lambert Bridge Rd. at Dry Creek – replace ○ Nistrath Rd. at S. Fork of Gualala River - replace 	Dept. of Transportation and Public Works	2006-2011	\$72,100,000 Total Estimate External Funding Required \$ 5,000,000 \$ 4,900,000 \$ 1,000,000 \$ 3,200,000 \$20,000,000 \$ 2,000,000 \$ 2,000,000 \$ 5,000,000 \$ 4,000,000 \$ 4,000,000 \$ 5,000,000 \$ 6,000,000 \$ 5,000,000 \$ 5,000,000
<p>Mitigation 1.4.5: Work with Caltrans and other appropriate government agencies to retrofit or replace state highway bridges.</p>	Dept. of Transportation and Public Works	2006-2011	Annual Departmental Budget Process/ Caltrans

EARTHQUAKE IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
<p>Mitigation 1.4.6: Develop a strategy and secure funding to relocate critical Information Systems Department equipment and facilities from their current location to reduce their vulnerability to earthquake groundshaking</p>	Information Systems Dept.	2006-2011	5 Year Capital Project Plan; Annual Departmental Budget Process; and External Funding Required +\$1,000,000
<p>Mitigation 1.5.2: Enhance appropriate county websites to provide convenient public access to earthquake hazard maps, and educational materials.</p>	Information Systems Dept. Dept. of Emergency Services Permit and Resource Management Dept.	2007-2008	Annual Departmental Budget Process \$2000
<p>Mitigation 1.6.1: Develop a strategic plan for damage assessment and recovery of essential public facilities following earthquakes, particularly those of high public occupancy, as part of the County's emergency response planning.</p>	Dept. of Emergency Services General Services Dept.	2006-2011	Annual Departmental Budget Process
<p>Mitigation 1.6.2: Evaluate existing emergency power systems at county facilities and provide emergency power generation capacity, or have rental/lease agreements for these generators, at county facilities critical for emergency response and recovery to ensure continuity of government services.</p>	General Services Dept.	2006-2011	Annual Departmental Budget Process and/or External Funding Required \$150,000
<p>Mitigation 1.6.4: Improve county communications capacity and interoperability capabilities.</p>	Information Systems Dept.	2006-2011	External Funding Required

LANDSLIDE IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
<p>Mitigation 2.1.4: Provide hazard information to building and design professionals, land developers, real estate agencies and others so that they have access to all maps identifying landslides hazards in Sonoma County.</p>	Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process
<p>Mitigation 2.2.2: Where needed to facilitate disaster recovery, adopt code regulations to set forth the requirements and procedures applicable to the repair and reconstruction of structures damaged by natural and man-made disasters.</p>	Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process \$5000
<p>Mitigation 2.5.1: Enhance the appropriate county websites to provide convenient public access to landslide hazard maps, and educational materials.</p>	Information Systems Dept. Permit and Resource Management Dept. Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process \$2000

FLOOD IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
<p>Mitigation 3.1.2: Incorporate digital flood hazard maps when they become available from FEMA and maintain updated flood hazard maps in County GIS. Review and update the County F1 and F2 Combining District and make changes as appropriate</p>	Permit and Resource Management Dept. Information Systems Dept.	2006-2011	Annual Departmental Budget Process
<p>Mitigation 3.1.3: Consider participation in FEMA's Map Modernization Program through participation as a Cooperating Technical Partner (CTP). Request that FEMA carry out flood studies to provide more accurate mapping of the floodway and floodplain boundaries. Actively participate in the review of these maps to assure that they are based on updated topographic maps and flood models and incorporate up-to-date flood data available from flood damage assessment reports, consultant reports, repetitive loss studies, site-specific flood elevation determinations, and other local, regional, state or federal sources.</p>	Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process/ External Funding Required
<p>Mitigation 3.1.4: Provide hazard information to building and design professionals, land developers, real estate agencies and others so that they have access to all maps identifying flood hazards in Sonoma County.</p>	Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process
<p>Mitigation 3.2.1: Comply with and enforce all applicable design and siting requirements established by County Codes to increase the safety and disaster resistance of new or existing buildings whether private or public.</p>	Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process
<p>Mitigation 3.2.3: Prepare and adopt an ordinance expanding zero net fill requirements to all unincorporated areas subject to the FEMA flood zones.</p>	Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process \$5000

FLOOD IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
Mitigation 3.2.7: Update the County's Flood Damage Prevention ordinance (Chapter 7b of the County Code) where necessary to comply with FEMA and NFIP requirements.	Permit and Resource Management Dept. Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process \$5000
Mitigation 3.2.8: Where needed to facilitate disaster recovery, adopt code regulations to set forth the requirements and procedures applicable to the repair and reconstruction of structures damaged by natural and man-made disasters.	Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process \$5000
Mitigation 3.3.1: Evaluate and confirm condition assessments. Develop a strategy to elevate, relocate or floodproof emergency response and critical facilities that are known to be in a flood zone or have a history of repetitive flooding. Incorporate flood hazard assessments into site selection and design for new buildings.	General Services	FY 2007-2008	Capital Project Plan/External Funding Required
Mitigation 3.3.2: Incorporate flood hazard mitigation into major repair, rehabilitation or remodeling projects involving county emergency response and critical facilities to the extent feasible.	General Services	Per specific project schedules	External Funding Required
Mitigation 3.4.2: Incorporate flood hazard assessment and mitigation into all infrastructure repair, maintenance or improvement projects within the 100-year flood zone to the extent possible.	Dept. of Transportation and Public Works	2006-2011	External Funding Required
Mitigation 3.5.1: Enhance the appropriate county websites to provide convenient public access to flood hazard maps and educational materials that identify ways to reduce flood hazards.	Information Systems Dept. Permit and Resource Management Dept. Dept. of Emergency Services Community Development Commission	2006-2011	Annual Departmental Budget Process \$2000

FLOOD IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
<p>Mitigation 3.5.2: Implement citizen and contractor education and awareness programs via community outreach, information kiosks, media and county websites. Continue cooperation with other agencies and jurisdictions such as the Red Cross.</p>	<p>Dept. of Emergency Services Permit and Resource Management Dept. Community Development Commission</p>	2006-2011	Annual Departmental Budget Process
<p>Mitigation 3.5.4: Seek funding to continue and accelerate the flood elevation program to address the remaining repetitive loss properties both within and outside the mapped flood zones as well as other qualifying properties within the flood zones.</p>	<p>Community Development Commission</p>	2006-2011	External Funding Required \$3,700,000 ³
<p>Mitigation 3.5.5: In addition to continuing the flood elevation program, explore other means to reduce flood risks such as, but, not limited to, public acquisition, flood proofing, and relocation of flood prone properties.</p>	<p>Community Development Commission Permit and Resource Management Dept. Dept. of Emergency Services</p>	2006-2011	External Funding Required
<p>Mitigation 3.5.6: Encourage and provide incentives for private landowners to consolidate undeveloped substandard lots in flood zones.</p>	<p>Permit and Resource Management Dept.</p>	2006-2011	External Funding Required
<p>Mitigation 3.5.7: Encourage wider compliance with flood insurance requirements and provide more frequent verification of flood insurance coverage on parcels in the flood zone.</p>	<p>Permit and Resource Management Dept. Community Development Commission</p>	2006-2011	External Funding Required
<p>Mitigation 3.6.1: Provide emergency power generation capacity, or have rental/lease agreements for these generators, in critical county facilities and buildings to ensure continuity of government services.</p>	<p>General Services Dept.</p>	2006-2011	Annual Departmental Budget Process External Funding Required \$85,000

³ Assumes 59 repetitive loss properties @ \$63,000 per unit
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FLOOD IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
Mitigation 3.6.2: Improve county communications capacity and interoperability capabilities	Information Systems Dept.	2006-2011	External Funding Required

WILDLAND FIRE IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
Mitigation 4.1.2: Provide hazard information to building and design professionals, land developers, real estate agencies and others so that they have access to all maps identifying wildland fire hazards in Sonoma County.	Dept. of Emergency Services Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process
Mitigation 4.1.3: Enhance appropriate county websites to provide convenient public access to wildland fire hazard maps and educational mitigation materials.	Dept. of Emergency Services Information Systems Dept. Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process \$2000
Mitigation 4.1.4: Consider and apply available wildland fire hazard information in the review of project applications and other decision-making that impact risk.	Permit and Resource Management Dept. Dept. of Emergency Services General Services	2006-2011	Annual Departmental Budget Process
Mitigation 4.1.5: Prepare maps showing secondary private roadways, ranch roads and timber roads in high fire hazard areas as well as water bodies that may be utilized in fire fighting operations.	Dept. of Emergency Services Permit and Resource Management Dept. Information Systems Dept.	2006-2011	External Funding Required
Mitigation 4.2.2: Consider code amendments to increase fire prevention and resistance in high fire hazard severity zones including, but not limited to, establishing a greater buffer zone between residential properties and wildfire hazard areas.	Permit and Resource Management Dept. Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process

WILDLAND FIRE IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
Mitigation 4.2.3: Ensure uniform enforcement of the Fire safety regulations in Chapter 13 of the County Code, particularly the Firesafe Standards.	Permit and Resource Management Dept. Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process
Mitigation 4.2.4: Increase Fire Marshal capacity to periodically inspect properties for compliance with vegetation management standards.	Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process
Mitigation 4.2.6: Provide assistance to local fire service agencies in adopting and enforcing fire safety regulations and work with local agencies to develop proposed improvements to county codes and standards.	Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process
Mitigation 4.2.7: Where needed to facilitate disaster recovery, adopt code regulations to set forth the requirements and procedures applicable to the repair and reconstruction of structures damaged by natural and man-made disasters.	Permit and Resource Management Dept.	2006-2011	Annual Departmental Budget Process \$5000
Mitigation 4.3.1: Conduct a systematic fire safety analysis of all county owned and used emergency response and critical facilities that have been identified as being in wildland fire zones. Prioritize evaluations based on use and occupancy with a focus on those facilities critical to emergency response or recovery operations and buildings with high occupancy.	General Services Dept. Dept. of Emergency Services	TBD in coordination with Fire Marshall	External Funding Required
Mitigation 4.3.3: Conduct an analysis of county emergency response and critical facilities identified as being in wildland fire zones to verify reliable water source for fire suppression for existing development. Develop a strategy to make improvements as required.	General Services Dept. Dept. of Emergency Services	TBD in coordination with Fire Marshall	Capital Project Plan

WILDLAND FIRE IMPLEMENTATION ACTIONS	RESPONSIBILITY	TIMEFRAME	FUNDING
<p>Mitigation 4.5.1: Work with the California Division of Forestry and Fire Protection and local fire districts to improve vegetation management consistent with the Public Resources and County Codes and scenic resource policies. Support hazardous fuel reduction programs developed through “Community Wildfire Protection Plans” within the fire districts included in County Service Area 40.</p>	Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process External Funding Required
<p>Mitigation 4.6.2: Ensure a reliable water source for fire suppression for existing development</p>	Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process
<p>Mitigation 4.6.3: Improve county communications capacity and interoperability capabilities</p>	Information Systems Dept.	2006-2011	External Funding Required
<p>Mitigation 4.6.5: Continue cooperation with other fire-fighting agencies, districts and jurisdictions, including the CDF to ensure that all fire management decisions are based on the most current information and fire-fighting efforts are coordinated.</p>	Dept. of Emergency Services	2006-2011	Annual Departmental Budget Process