MENDOCINO COUNTY
OPERATIONAL AREA

EMERGENCY OPERATIONS PLAN

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COUNTY OF MENDOCINO
Executive Office

DARCIE ANTLE
CHIEF EXECUTIVE OFFICER
CLERK OF THE BOARD

501 Low Gap Rd. Room 1010
Ukiah, CA 95482

Email: ceo@mendocinocounty.gov
Website: www.mendocinocounty.gov

Office: (707) 463-4441
Fax: (707) 463-5649

To the Honorable Board of Supervisors and Citizens of Mendocino County:

I am pleased to present the 2025 update to the Emergency Operations Plan, adopted by the Board of Supervisors on September 9, 2025. This plan establishes the emergency organization, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts of various emergency and service elements utilizing the Standardized Emergency Management System (SEMS), Incident Command System (ICS), and National Incident Management System (NIMS).

The objective of the plan is to incorporate and coordinate all facilities and personnel of the County into an efficient organization capable of responding to any emergency. This emergency operations plan becomes effective upon approval by the Mendocino County Board of Supervisors.

Keeping our county safe, healthy, and thriving is a responsibility that we all share. By working together, our responsibility is easier to fulfill, and the outcome becomes much better. One example of this responsibility and collaboration is the work we do to manage emergencies.

Many individuals throughout the Mendocino County Operational Area work hard, both behind the scenes and in addition to their day-to-day duties, to support our community in the response to and recovery from emergencies. We all face several risks from natural disasters such as earthquakes, floods, landslides; and human-caused disasters like fires, hazardous materials spills, and transportation accidents. No one is immune from the risks of a disaster, and everyone can help. Everyone must help if we are to do our best.

Please join me in both supporting our emergency management organizations and committing to do our part to increase our disaster resilience at home, at work, in our communities, and throughout Mendocino County.

If you are not already prepared for a disaster and helping others to do the same, or if you are looking to do more to help us prepare, please visit the Mendocino County Office of Emergency Services website: www.mendoready.org.

Looking forward,

Darcie Antle

Darcie Antle
Chief Executive Officer
County of Mendocino

PLAN APPROVAL

This plan was presented to and approved by the Mendocino County Board of Supervisors based on the following pages. Approval of this plan remains in effect until a revision of this plan is presented to and approved by the Board of Supervisors.

Maintenance of this plan is assigned to the Mendocino County Office of Emergency Services. The Office of Emergency Services may update this plan as necessary to better prepare for, respond to and recover from emergencies.

This plan is adopted with the Board of Supervisors' approval of Resolution number 25-144 in open session on 09/09/2025.

This plan has been reviewed and approved by:

John Haschak

09/09/2025

John Haschak, Chair
Mendocino County Board of Supervisors

Date

RESOLUTION NO. 25-144

RESOLUTION OF THE MENDOCINO COUNTY BOARD OF SUPERVISORS ADOPTING THE MENDOCINO COUNTY OPERATIONAL AREA EMERGENCY OPERATIONS PLAN

WHEREAS, Keeping with the County of Mendocino's strategic goals of promoting a safe and healthy county and a prepared and resilient county.; and

WHEREAS, Mendocino County faces a number of risks from natural disasters such as wildfires, earthquakes, floods, landslides, and human-caused disasters, including hazardous material spills, and transportation accidents; and;

WHEREAS, the State of California and Mendocino County Code Section 7.04.110 require the development of an emergency operations plan; and

WHEREAS, pursuant to section 7.04.110 said emergency operations plan must be adopted by the Mendocino County Board of Supervisors; and

WHEREAS, the Mendocino County Operational Area Emergency Operations Plan was last revised and adopted by the Board of Supervisors in 2016; and

WHEREAS, the current Mendocino County Operational Area Emergency Operations Plan should be revised to address current conditions to better serve the present and future needs of Mendocino County and residents; and

WHEREAS, the revised EOP ensures the County's plan is current, relevant, and effective by aligning with new state and federal guidelines, updating roles and responsibilities, and providing a more comprehensive framework for responding to emergencies.; and

WHEREAS, the Mendocino County Operational Area Emergency Operations Plan serves as a basis for effective response to hazards that threaten Mendocino County; and

WHEREAS, the Mendocino County Operational Area Emergency Operations Plan serves as a legal and conceptual framework for emergency management in the Mendocino County Operational Area.

NOW, THEREFORE, BE IT RESOLVED that the Mendocino County Board of Supervisors hereby approves and adopts the revised Mendocino County Operational Area Emergency Plan as presented and attached to this Resolution.

The foregoing Resolution introduced by Supervisor Williams, seconded by Supervisor Mulheren, and carried this 9th day of September 2025, by the following vote:

AYES: Supervisors Mulheren, Haschak, Norvell, and Williams
NOES: None
ABSENT: Supervisor Cline

WHEREUPON, the Chair declared said Resolution adopted and SO ORDERED.

ATTEST: DARCIE ANTLE
Clerk of the Board

Deputy

JOHN HASCHAK, Chair
Mendocino County Board of Supervisors

I hereby certify that according to the provisions of Government Code Section 25103, delivery of this document has been made.

APPROVED AS TO FORM:
CHARLOTTE E. SCOTT
County Counsel

BY: DARCIE ANTLE
Clerk of the Board

Deputy

PLAN CONCURRENCE

Supporting agencies and organizations include all County departments who received a copy of this plan. These County departments are expected to comply with the structure and organization described in this plan. The Mendocino County Office of Emergency Services (OES) will serve as the custodian of this and all other emergency planning documents. Copies of all relevant emergency planning documents should be sent to:

Mendocino County Office of Emergency Services

Address: 501 Low Gap Road Ukiah, CA 95482 Rm 1010

Phone: (707) 234-6398

Email: oes@mendocinocounty.gov

RECORD OF CHANGES

Number	Element	Description	Date of Change	Changed By
1	Overall	Complete revision of the EOP, including comprehensive review and updates of the entire document.	June 2022	OES
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Table 1: Record of Changes

To efficiently maintain this plan and its associated appendices, only approval of the basic Emergency Operations Plan is required by the Board of Supervisors. Any change to the basic plan or appendices will be collaboratively developed and communicated to plan stakeholders. All required changes will be approved in accordance with the Mendocino County Code of Ordinance Title 7.

RECORD OF DISTRIBUTION

Mendocino County Agencies	Date of Delivery	Other Supporting Agencies	Date of Delivery
Mendocino County Animal Care Services		American Red Cross	
Mendocino County Auxiliary Communication Service (MACS)		Army Corps of Engineers, San Francisco District (Lake Mendocino)	
Mendocino County Behavioral Health and Recovery Services		CALFIRE	
Mendocino County Cultural Diversity Committee		California Army National Guard	
Mendocino County Department of Agriculture		California Department of Transportation	
Mendocino County Department of Planning and Building		California Governor's Office of Emergency Services (Cal OES)	
Mendocino County Department of Transportation		California Highway Patrol	
Mendocino County Disability Legal Services /DP4VP		City of Fort Bragg	
Mendocino County Executive Office		City of Point Arena	
Mendocino County Office of County Counsel		City of Ukiah	
Mendocino County Office of Education		City of Willits	
Mendocino County Office of the Auditor-Controller		Mendocino/Lake Area Agency on Aging	
Mendocino County Operational Area Fire Coordinator		Mendocino-Lake Community College District	
Mendocino County Public Health			
Mendocino County Russian River Flood Control District		National Weather Service Eureka	
Mendocino County Sheriff's Office		North Coast Opportunities, Inc.	
Mendocino County Social Services		Redwood Coast Regional Center	
Mendocino County Transit Authority		California State Parks	
Mendocino County VOAD		Tribal Council	
Mendocino County Water Agency		US Forest Service, Mendocino National Forest	

Table 2: Record of Distribution

Initial distribution of this plan was managed electronically by the Mendocino County Office of Emergency Services (OES). The most current version of this plan can be accessed through OES.

EXECUTIVE SUMMARY

The 2025 Mendocino Emergency Operations Plan (EOP) was created through a coordinated planning effort across Mendocino County. It meets the requirements of:

- The Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide CPG-101
- FEMA's guidance on the National Response Framework (NRF) and National Incident Management System (NIMS) compliance
- California Emergency Services Act
- California Disaster Assistance Act
- California Code of Regulations, Title 19, Public Safety
- California Code of Regulations, Title 2, Administration
- California Disaster and Civil Defense Master Mutual Aid Agreement
- Governor's Executive Order W-9-91

The EOP is a comprehensive strategy for disaster management in the Mendocino County Operational Area. It is designed to provide an overall approach to the administration and execution of an emergency prevention, mitigation, preparedness, response, and recovery, program. The program can only be accomplished through the collaboration of county and city governments and support agencies that provide necessary support to preserve life, protect residents and visitors from disasters, and to ensure continuity of government services. It provides information for governments, non-government agencies, and individuals to prepare for and respond to disasters. By following this plan, Mendocino County and its partners will be in the best position possible to address disasters as they arise.

Disasters are by nature unpredictable, and no emergency management program can eliminate risk. The program designed and captured in the development of this document is based on best practices at the time of publication and should be updated regularly to reflect changes in knowledge and procedures that are a natural process of a continuously improving program.

The EOP is organized into three sections:

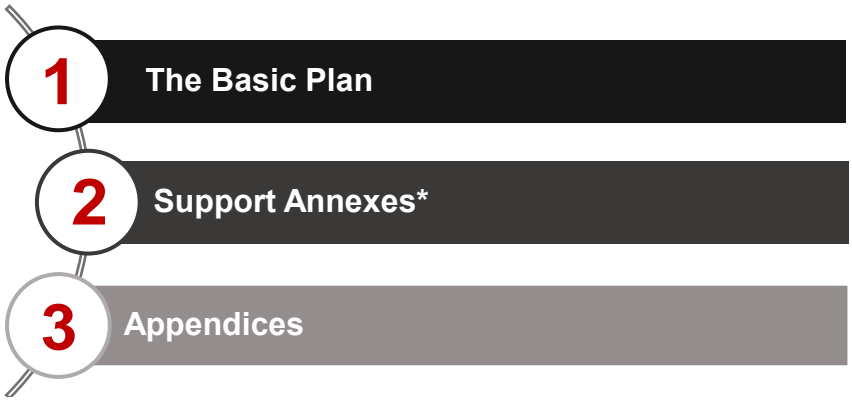


Figure 1: Mendocino County Emergency Operations Plan Sections

*Support Annexes exist as standalone plans to support the EOP and are not attached to this document.

The EOP is drafted in compliance with the FEMA Comprehensive Preparedness Guide 101 and the Standardized Emergency Management System (SEMS) as it relates to other plans within the State of California and the Mendocino County Operational Area. Figure 2 outlines these relationships.

The EOP will improve the capability of Mendocino County and its Cities to understand and act on a holistic approach to the disaster cycle. Using the same concepts and principles along with a unified approach, the program will minimize loss of life and property, stabilize events quickly, maintain quality of life for residents and visitors, and reduce long term recovery efforts.

The Mendocino County Executive Office, the Mendocino County Sherriff's Office, and the Mendocino Office of Emergency Services (OES), at the direction of the Board of Supervisors, will annually test this Plan through training and exercises, conduct periodic plan maintenance, and continue to coordinate revisions recommended by stakeholders.

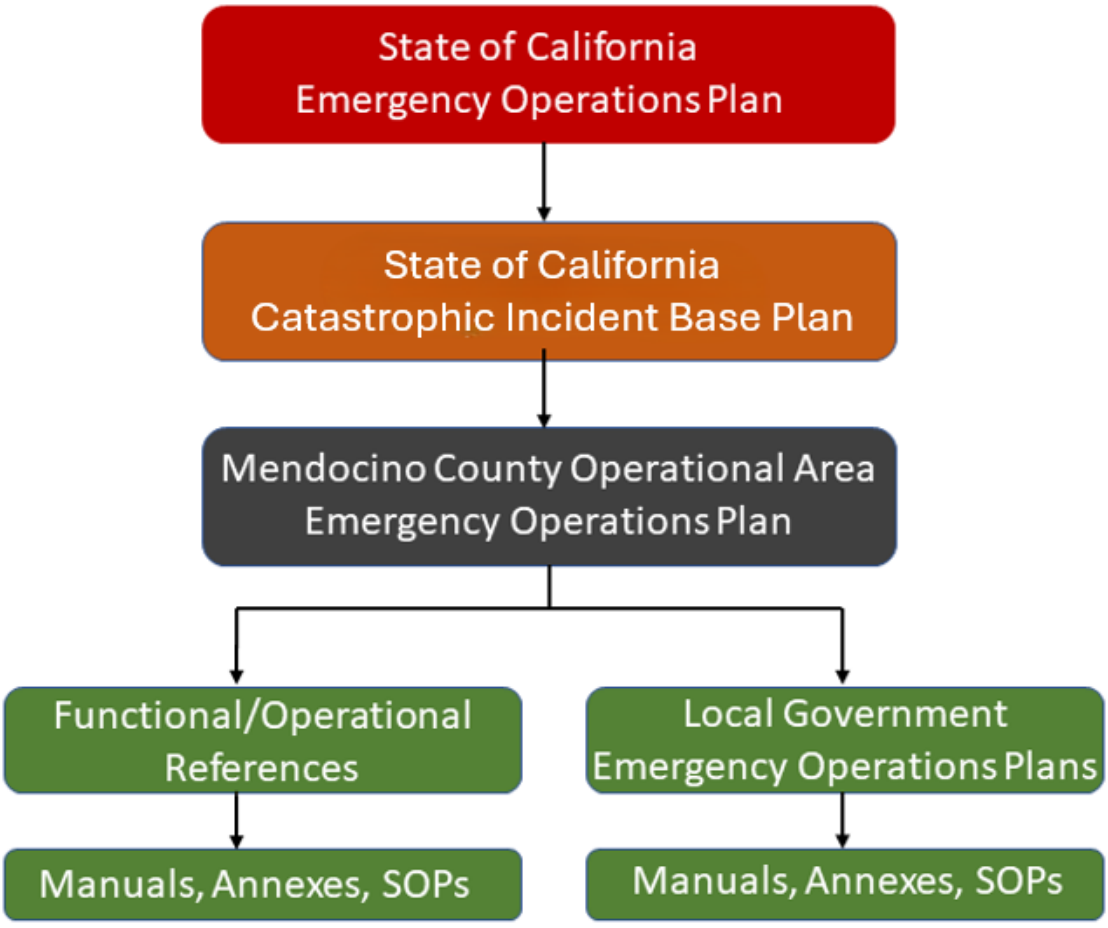


Figure 2: Relationship of Mendocino County EOP to Other Plans

INTRODUCTION

Plan Design

This Emergency Operations Plan (EOP) is prepared for the use of Mendocino County and its Operational Area (all political subdivisions within the county area, including cities) and serves as the primary guide for all emergency operations within Mendocino County. This plan addresses the response to short-term recovery from disasters and emergency situations and provides an overview for each phase of the disaster cycle (mitigation, preparedness, response, and recovery). This plan describes the basic emergency response organization and assigns responsibilities for various emergency tasks. It is intended to provide a legal and conceptual framework for more specific functional annexes that describe the chronology, practices, and personnel employed in performing emergency functions.

Annexes to this EOP contain additional information such as checklists or other resource material designed to provide users with the basic considerations and actions necessary for effective emergency response to specific hazards or functions.

The directions, guidance, and other information contained in this EOP are intended for any individual or group who may have a role in emergency management functions. This may include elected and appointed officials; local government employees; federal, state, and tribal government partners; businesses; faith-based and community organizations; other nonprofits; and schools and academia. The plan is also addressed to any other individuals or groups that may participate in emergency management functions.

Purpose

This plan satisfies the following emergency management program goals and requirements for Mendocino County:

- Meet the state requirement to create and maintain an EOP as described in the California Emergency Services Act.[1]
- Provide information on Mendocino County's emergency management structure and how the emergency management team is activated.
- Specify policies, roles, resources, and practices of Mendocino County and partner agencies as they conduct work before, during, and after an emergency.
- Set lines of authority and organizational relationships and show how actions will be coordinated.
- Assign responsibility to organizations and individuals for carrying out specific actions that exceed routine responsibility at projected times and places during an emergency.

[1] https://leginfo.legislature.ca.gov/faces/codes_displayexpandedbranch.xhtml?lawCode=GOV&division=1.&title=2.&part=&chapter=7.&article=3&goUp=Y

- Acknowledge adoption of the SEMS,[2] Incident Command System (ICS),[3] and National Incident Management System (NIMS).[4]

This plan accomplishes the following:

- Establishes the emergency management organization necessary for response to any emergency or disaster affecting the Mendocino County Operational Area.
- Establishes the overall operational concepts associated with the management of emergencies.
- Provides a flexible platform for planning and response to all hazards and emergencies that are likely to impact Mendocino County. It is applicable to a wide variety of anticipated emergencies including, but not limited to earthquake, wildland/urban interface fires, floods, terrorism, tsunami, severe storm, and public health emergencies or other biological incidents. The Mendocino County Operational Area also maintains stand-alone annexes, plans, and standard operating procedures (SOPs) that supplement this plan to address those and other hazards. These annexes are intended to be used in conjunction with this basic plan.

Scope

This plan defines and guides emergency management activities before, during, and after disaster for all involved individuals and agencies. This EOP is designed to be flexible and scalable based on the size and complexity of the event. This EOP is also intended to be adaptable based on the type of hazard or emergency.

Individuals and organizations operating within the Mendocino County Operational Area are expected to execute this plan with maximum coordination and should familiarize themselves with their respective roles as outlined within the EOP.

This EOP was developed with input from key partners within the Mendocino County Operational Area, including Mendocino County departments and agencies, the cities of Fort Bragg, Point Arena, Ukiah, and Willits, plus the Redwood Coast Regional Center. A thorough multijurisdictional planning and review process with members of the community focusing on inclusivity ensures the EOP meets the needs of all communities within the Mendocino County OA. More information on the whole community approach and review process can be seen in the Whole Community Approach and Plan Maintenance sections.

Whole Community Approach

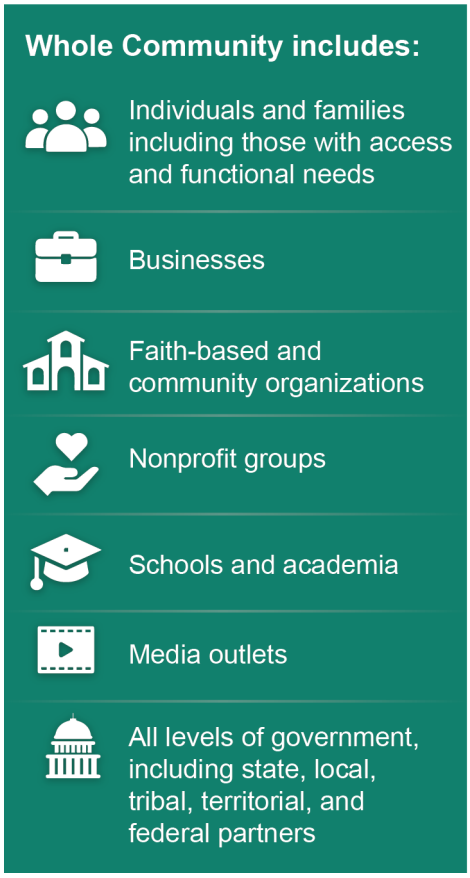
“Whole Community” is a means by which emergency management and government officials, organizational and community leaders, and residents collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. A Whole Community approach attempts to engage the full capacity of the private and nonprofit sectors, businesses, faith-based organizations and organizations supporting residents with disabilities, and local, state, and tribal governments to fulfill three guiding principles:

[2] https://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/standardized-emergency-management-system
[3] https://training.fema.gov/emiweb/is/icsresource/assets/ics%20review%20document.pdf
[4] https://www.fema.gov/emergency-managers/nims

- Understand and meet the actual needs of the entire community.
- Engage and empower all parts of the community.
- Strengthen what works well in the community on a daily basis.

By utilizing a Whole Community approach to emergency management, Mendocino County can ensure that the interests of all populations are adequately represented throughout both this EOP as well as other emergency planning documents.

Mendocino County is dedicated to ensuring that this EOP and all corresponding annexes are inclusive of populations who may have special needs during a disaster or emergency. This document and corresponding annexes reflect the following considerations:



- Integration of cultural competency into emergency preparedness and planning, outreach, mitigation, response, and recovery activities.
    - Cultural competency is defined as the ability to understand, value, communicate with, and effectively interact with people across cultures to ensure that the needs of all community members are addressed, with priority given to culturally diverse communities.
    - Activities include, but are not limited to, public information and warning and other emergency communications; sheltering; evacuation; general community preparedness; mitigation planning; and disaster recovery.
- Integration of populations with access and functional needs (AFN) into emergency preparedness and planning, outreach, mitigation, response, and recovery activities. An AFN Committee has been developed to address these needs and concerns.
    - Access and functional needs populations consist of individuals who have developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, limited English proficiency or who are non-English speaking, older adults, children, people living in institutionalized settings, or those who are low income, homeless, or transportation disadvantaged, including, but not limited to, those who are dependent on public transit or those who are pregnant.
    - Activities include, but are not limited, to public information and warning and other emergency communications; sheltering; evacuation; general community preparedness; mitigation planning; and disaster recovery.
        - Emergency communications are supplemented with the use of interpreters, translators, and assistive technology.
        - Evacuation resources are compliant with the Americans with Disabilities Act of 1990 (ADA) for individuals who are dependent on

public transportation, while designated shelters are compliant with ADA regulations for accessible entrances, showers, and bathrooms.

- All personnel carrying out federal major disaster or emergency assistance functions, including the distribution of supplies, the processing of applications, and other relief and assistance activities, should perform their work in an equitable and impartial manner, without discrimination on the grounds of race, religion, sex, color, age, economic status, physical and sensory limitations, limited English proficiency, or national origin.
- California Assembly Bill 781 made changes to the requirements for counties regarding emergency shelters, cooling centers, and warming centers for citizens with pets. Pets are defined as domesticated animals, such as cats or dogs, commonly kept in the home for pleasure rather than for commercial purposes. When Mendocino County opens emergency shelters, at least one emergency shelter will be designated that can accommodate people with pets. When the county designates cooling or warming centers, at least one such shelter, to the extent practicable, will be designated that can accommodate people with pets.

To validate that the procedures outlined in this EOP are inclusive of the Whole Community, OES presented the draft EOP at each local Governance Council and requested public comment and feedback prior to plan finalization. This public feedback process aligns with SB 160, AB 2311, and AB 477.

Creating a Whole Community approach not only establishes relationships that facilitate more effective mitigation, preparedness, response, and recovery activities, but also leads to increased individual and collective preparedness through the entire Mendocino County Operational Area. This plan was developed and vetted through a Whole Community partnership that strives for equity and inclusion. All updates to this EOP are presented for comment through the Whole Community partnership.

Assumptions

The following assumptions were deemed necessary during the development of this plan:

- Any extraordinary set of circumstances that meets the definition of “State of Emergency” under state law is referred to in this plan as an “emergency.” The terms “disaster” and “emergency” are considered synonymous. These terms are not meant to replace the formal definitions of “emergency”, “major disaster”, and “catastrophic incident” as defined by federal doctrine. Additional definitions can be referenced in the Glossary of Terms section of this EOP.
- The Mendocino County Operational Area is primarily responsible for emergency actions and will strive to commit available resources to save lives, minimize injury to people, and minimize damage to property and the environment.
- Normal systems of public health and safety response (e.g., law enforcement, fire and rescue, and emergency medical assistance) will respond according to their respective authorities and procedures. The focus of this plan is to facilitate coordination among agencies when resources are exhausted or severely limited, or when extraordinary multi-agency coordination is required.
- Pandemics play a role in all planning for emergency management and are considered an underlying thread for all operational plans.

- Mendocino County serves as both first responder and supporting agency. In unincorporated areas, Mendocino County serves as first responder along with local fire protection districts. In cities, Mendocino County supports city response indirectly and, in some cases (e.g., law enforcement in the City of Point Arena or emergency medical assistance in the City of Fort Bragg), Mendocino County provides or facilitates first response on behalf of the city.
- The occurrence of one disaster does not preclude the occurrence of a second disaster. A large disaster can cause cascading disasters such as an earthquake causing a tsunami or a fire leading to a landslide. In addition, two unrelated disasters may happen concurrently that affect each other. A large evacuation needing shelter operations may be complicated by an ongoing pandemic.
- All jurisdictions, agencies, and personnel responding to a bona fide emergency will do so in a manner consistent with the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS). Cities will lead responses to emergencies that occur within their jurisdiction. Mendocino County will lead all others.
- Jurisdictions and agencies will exhaust or expect to soon exhaust all resources available to them before asking for outside assistance.
- In all but the most severe circumstances, jurisdictions will implement their respective emergency plans and issue a Local Proclamation of Emergency before requesting outside assistance.
- The Mendocino County Operational Area must be prepared to respond to emergency situations using local resources for at least 72 hours. In most cases, external assistance will be available to the Mendocino County Operational Area once local resources have been exhausted. However, outside assistance may not be available for up to 72 hours after the disaster.
- Mitigation efforts can reduce disaster-related losses. Detailed planning, training, and exercises all improve readiness levels within Mendocino County.
- A major disaster can occur at any time or place. Dissemination of warning to the public and the implementation of readiness measures may be possible. However, emergency situations may develop with little or no warning.
- Mendocino County realizes that policies and plans can have unintended or adverse impacts. It is the goal of this plan to limit these impacts and to strive to create a culture that allows for diversity, equity, and inclusion through all aspects of emergency management in Mendocino County.
- Mendocino County is a diverse community and that individuals may have different needs with respect to their unique situation or circumstances.

SITUATION OVERVIEW

Geography

Mendocino County lies on the northern coast of California, approximately 150 miles north of the San Francisco Bay Area and 300 miles south of Oregon. Mendocino County is separated from the capital city of Sacramento by the Mendocino Range of mountains to the east. Totaling approximately 4,000 square miles, significant portions of Mendocino County are composed of mountainous forest and rocky, rugged coastline. The remainder of the county includes beaches, grassland, state parks, and Redwood forests. The range of elevations in the county span from sea level to approximately 7,000 feet.

The climate is generally mild, with average low temperatures in the mid 30°F range and average highest temperatures in the 80°F range. More extreme temperatures are generally experienced inland, while coastal areas generally experience little temperature variation. Mendocino County traditionally experiences considerable rainfall, with average totals from 50-80 inches yearly. Most precipitation falls during the winter months, and snowfall is possible at higher elevations inland from the coast.[5]

Major transportation routes within the county include U.S. Highways 1 and 101 and State Highways 20 and 128. Apart from U.S. 101, main routes across the county require navigating winding slopes that may subject travelers to hazards and delays, especially landslides following heavy rains.

Population and Demographics

The U.S. Census Bureau estimated a population of 89,108 countywide in 2023.[6] Mendocino County consists of four (4) incorporated cities, thirty-three (33) unincorporated areas/census-designated places, and thirteen (13) Tribal Nations. While most of the population is white and/or identifies English as their first language, a significant portion of the population is Hispanic/Latino and approximately 17% identify Spanish as their first language. Economic activity in Mendocino County consists primarily of agriculture, fishing, and tourism. It is estimated that approximately 17.6% of all Mendocino County families live in poverty.[7] Mendocino County includes a large segment of migrant farmers that travel annually to Mendocino County to assist with the cannabis harvest season.

[5] http://cemendocino.ucanr.edu/files/214319.pdf
[6] https://www.census.gov/quickfacts/mendocinocountycalifornia
[7] Ibid

Population [8]	Mendocino County Operational Area	State of California
Population, 2023 estimate	89,108	38,965,193
Persons under 5 years	5.1%	5.4%
Persons under 18 years	20.8%	21.7%
Persons 65 years and older	25.4%	16.2%
Language other than English spoken at home, of persons age 5+ (2018-2022)	20.8%	43.9%
High school graduate or higher, percent of persons age 25+ (2018-2022)	86.8%	84.4%
Median value of owner-occupied housing units (2018-2022)	$463,700	$659,300
Households (2018-2022)	34,557	13,315,822
Persons per household (2018-2022)	2.57	2.89
Per capita income in past 12 months (2022 dollars)	$34,977	$45,591
Median household income (2022 dollars)	$61,335	$91,905
Persons below poverty level	17.6%	12.0%

Table 3: Mendocino County Population Statistics

County Of Mendocino AFN Demographics	Population	Percentage
2019 Population (ACS)	87,224	
Disability	14,723	16.88%
Hearing Difficulty	4,333	4.97%
Vision Difficulty	42,730	48.99%
Ambulatory Difficulty	6,955	7.97%
Self-Care Difficulty	2,267	2.6%
Independent Living Difficulty	5,365	6.15%
Cognitive Difficulty	4,834	5.54%

Table 4: Mendocino County AFN Demographics

The four (4) incorporated cities in Mendocino County are:

8 https://www.census.gov/quickfacts/fact/table/CA,mendocinocountycalifornia/PST045221?

Fort Bragg: Fort Bragg is a city located along the coast and is a popular tourist destination due to its beaches and views. There is one (1) hospital located in Fort Bragg and the 2023 estimated population was 6,919.

Population[9]	City of Fort Bragg	Mendocino County Operational Area
Population, 2023 estimate	6,919	89,108
Persons under 5 years	8.5%	5.1%
Persons under 18 years	25.0%	20.8%
Persons 65 years and older	25.0%	25.4%
Language other than English spoken at home, of persons age 5+ (2018-2022)	25.0%	20.8%
High school graduate or higher, percent of persons age 25+ (2018-2022)	84.7%	86.8%
Median value of owner-occupied housing units (2018-2022)	$458,600	$463,700
Households (2018-2022)	3,059	34,557
Persons per household (2018-2022)	2.23	2.57
Per capita income in past 12 months (2022 dollars)	$30,761	$34,977
Median household income (2022 dollars)	$47,662	$61,335
Persons below poverty level	22.6%	17.6%

Table 5: Fort Bragg Population Statistics

Point Arena: Point Arena is a city located along the coast and generates most of its economy from summertime tourism. The estimated population in 2023 was 661.

Population[10] [11]	City of Point Arena	Mendocino County Operational Area
Population, 2023 estimate	661	89,108
Persons under 5 years	3%	5.1%
Persons under 18 years	30%	20.8%
Persons 65 years and older	17%	25.4%
Language other than English spoken at home, of persons age 5+	No Data	20.8%
High school graduate or higher, percent of persons age 25+ (2018-2022)	79.6%	86.8%
Median value of owner-occupied housing units	$370,800	$463,700
Households	273	34,557

9 https://www.census.gov/quickfacts/fact/table/CA,mendocinocountycalifornia/PST045221?
10 https://datausa.io/profile/geo/point-arena-ca,
11 https://censusreporter.org/profiles/16000US0657876-point-arena-ca/

Persons per household	3	2.57
Per capita income in past 12 months (2022 dollars)	$26,290	34,977
Median household income (2022 dollars)	$51,719	$61,335
Persons below poverty level	19.1%	17.6%

Table 6: Point Arena Population Statistics

Ukiah: Ukiah is the county seat and largest city in Mendocino County. It is located inland from the coast along the U.S. 101 corridor. The tribal headquarters of the Pinoleville Pomo Nation and the Potter Valley tribes are also located in Ukiah. There is one (1) hospital and two colleges/universities. The 2023 estimated population was 16,072.

Population [12]	City of Ukiah	Mendocino County Operational Area
Population, 2023 estimate	16,072	89,108
Persons under 5 years	5.9%	5.1%
Persons under 18 years	25.3%	20.8%
Persons 65 years and older	16.9%	25.4%
Language other than English spoken at home, of persons age 5+ (2018-2022)	29.7%	20.8%
High school graduate or higher, percent of persons age 25+ (2018-2022)	83.7%	86.8%
Median value of owner-occupied housing units (2018-2022)	$440,500	$463,700
Households (2018-2022)	5,885	34,557
Persons per household (2018-2022)	2.55	2.57
Per capita income in past 12 months (2022 dollars)	$34,729	$34,977
Median household income (2022 dollars)	$62,934	$61,335
Persons below poverty level	16.7%	17.6%

Table 7: City of Ukiah Population Statistics

Willits: Willits is an inland city located at the center of Mendocino County. The Sherwood Valley Rancheria of Pomo Indians of California headquarters are located just west of Willits. There is one hospital and one college. The 2023 population estimate was 4,968.

Population Estimate [13]	City of Willits	Mendocino County Operational Area
Population, 2020 census	4,968	89,108
Persons under 5 years	6.0%	5.1%
Persons under 18 years	21%	20.8%

12 https://www.census.gov/quickfacts/fact/table/ukiahcitycalifornia,mendocinocountycalifornia/PST045221
13 https://censusreporter.org/profiles/16000US0685600-willits-ca/

Persons 65 years and older	29%	25.4%
Language other than English spoken at home, of persons age 5+	No Data	20.8%
High school graduate or higher, percent of persons age 25+	84.1%	86.8%
Median value of owner-occupied housing units	$294,700	$463,700
Households	2,107	34,557
Persons per household	2.3	2.57
Per capita income in past 12 months (2022 dollars)	$30,460	$34,977
Median household income (2022dollars)	$45,592	$61,335
Persons below poverty level	16.8%	17.6%

Table 8: City of Willits Population Statistics

With approximately 5% of the population of Native American descent, members of the following tribes live throughout Mendocino County:

- Cahto Tribe of the Laytonville Rancheria (Laytonville)
- Coyote Valley Band of Pomo Indians (Redwood Valley)
- Guidiville Band of Pomo Indians (Talmage)
- Hopland Band of Pomo Indians (Hopland)
- Manchester Band of Pomo Indians (Point Arena)
- Noyo River Indian Community (Fort Bragg)
- Pinoleville Pomo Nation (Ukiah)
- Potter Valley Tribe (Ukiah)
- Redwood Valley Little River Band of Pomo Indians Rancheria (Redwood Valley)
- Round Valley Indian Tribes (Covelo)
- Shebelna Band of Mendocino Coast Pomo Indians (Fort Bragg)
- Sherwood Valley Band of Pomo Indians (Willits)
- Yokayo Tribe of Indians (Talmage)

Mendocino County is home to California's second largest reservation, the Round Valley Reservation.

Hazards and Vulnerabilities

The Mendocino County Operational Area is exposed to several hazards, all of which have the potential for disrupting the community, causing casualties, and damaging or destroying public or private property. A summary of priority hazards identified by the Multi-Jurisdictional Hazard Mitigation planning team in 2020 (the Plan was approved in 2021) is provided in Table 8 below. Additional information regarding hazards can be found in the Mendocino County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), published separately.

Hazard Type	Likelihood of Occurrence (Unlikely, Likely, Highly Likely)	Estimated Impact on Health and Safety (Limited, Moderate, Major)	Estimated Impact on Property (Limited, Moderate, Major)
Priority Hazards			
Dam Failure	Unlikely	Major	Major
Drought	Likely	Limited	Moderate
Climate Change	Highly Likely	Moderate	Moderate
Earthquake	Likely	Major	Major
Flood	Likely	Moderate	Major
Soil (naturally occurring asbestos + erosion)	Highly likely	Major	Moderate
Landslide/Slope Failure	Likely	Major	Major
Public Health Crisis/ Pandemic	Likely	Major	Limited
Severe Weather	Highly Likely	Moderate	Moderate
Wildfire	Highly Likely	Major	Major
Other Hazards			
Civil Disorder	Unlikely	Moderate	Moderate
Terrorism	Unlikely	Major	Major
Tsunami	Likely	Moderate	Moderate

Table 9: Priority Hazards Summary

Challenges

Managing disaster risk within Mendocino County is particularly challenging because of the county's limited resources, rural nature, and relative remoteness. The distances between communities within Mendocino are vast, and responders must often travel significant distances to respond to multiple areas affected by the same incident. The large number of tribal governments and Indian reservations within the county also requires increased collaboration during prevention, preparedness, response, and recovery phases. These conditions necessitate close collaboration within the county and, at times, help from outside the county. Outside help, specifically state support, is often limited due to various competing events within the Northern California region, remote distances, and difficult terrain between incidents. Additionally, limited staffing for emergency management proves challenging during times of crisis.

MITIGATION

Multijurisdictional Hazard Mitigation Plan

The Mendocino County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) was prepared by Mendocino County in 2020 (and approved in 2021) to guide public officials in protecting the people and property within the County from the effects of natural disasters and hazard events. The MJHMP demonstrates Mendocino County's commitment to reducing risk from natural hazards through mitigation and serves as a tool to direct County resources to achieve optimum results with available administrative, technical, and financial resources. The MJHMP is updated every five years and includes all four incorporated cities (Ukiah, Fort Bragg, Point Arena, and Willits), as well as the unincorporated portions of the county. The MJHMP identifies priority hazards (as discussed in the Situation Overview section of this Emergency Operations Plan) and describes a risk assessment for each. The risk assessment measures the potential loss of life, personal injury, economic injury, and property or infrastructure damage resulting from natural hazards to determine vulnerability. While priority hazards are the most likely to affect Mendocino County or may cause the greatest loss of life or property, it is important to be prepared for any type of threat or hazard. This EOP is designed to be flexible and scalable based on the size and complexity of the event. This EOP is also intended to be adaptable based on the type of hazard or emergency.

> It is critical to be prepared for all types of emergencies or hazards. While priority hazards are the most likely type of incident to affect Mendocino County, any disaster could occur at any time.

Mitigation Projects

Hazard mitigation planning is the process through which hazards are identified, likely impacts are determined, mitigation goals are set, and appropriate mitigation strategies are identified. Mitigation activities can be developed, planned, and implemented before or after a disaster occurs. Hazard mitigation planning in Mendocino County can reduce vulnerability to hazards through smart construction and proper planning of future development and critical infrastructure.

Ongoing mitigation projects in Mendocino County currently at the time of this EOP can be seen below in Table 10.

Hazard Type	Mitigation Type	Title/Description	Estimated Cost	Estimated Benefit	Responsible Party
Wildfire	Property Protection	Identify and develop a plan and maintenance schedule for key fuel breaks currently existing around population centers and other key resources; develop new fuel breaks as identified.	**Medium** - The project could be implemented with existing funding but would require a reapportionment of the budget or a budget amendment, or the cost of the project would have to be spread over multiple years.	**High** - Project will provide an immediate reduction of risk exposure for life and property.	County in partnership with Mendocino Fire Safe Council
Wildfire	Prevention	Continue to support programs to reduce fuel loads in the County, including, but not limited to, continuing the chipper program, mastication, and removal of fuels, and encouraging prescribed burns when practicable.	**High** - Existing funding will not cover the cost of the project; implementation would require new revenue through an alternative source (for example, bonds, grants, and fee increases).	**High** - Project will provide an immediate reduction of risk exposure for life and property.	County in partnership with Mendocino Fire Safe Council
Wildfire	Prevention	Develop a program to map and manage emerging high-risk fuel sources.	**Medium** - The project could be implemented with existing funding but would require a reapportionment of the budget or a budget amendment, or the cost of the project would have to be spread over multiple years.	**High** - Project will provide an immediate reduction of risk exposure for life and property.	County in partnership with Mendocino Fire Safe Council

Table 10: Ongoing Mitigation Projects

The above table was adapted from the Mendocino County 2020 Multijurisdictional Hazard Mitigation Plan Volume 1. For a complete list of mitigation projects please refer to the complete plan.

Continuity of Government

Overview

The California Emergency Services Act[14] provides the authority and procedures to ensure continued functioning of government within the State of California. It provides for the succession

[14] https://leginfo.legislature.ca.gov/faces/codes_displayexpandedbranch.xhtml?lawCode=GOV&division=1.&title=2.&part=&chapter=7.&article=3&goUp=Y

of government officers and procedures to ensure continued functioning of government in the event the governing body, including standby officers, is unavailable to serve.

Mendocino County departments are strongly encouraged to maintain departmental plans to restore essential department services following an emergency interruption. These plans may include:

- A line of succession for department leadership.
- A list of essential services and descriptions of acceptable tolerance for interruption.
- A strategy to mitigate interruption of each essential service.
- A strategy to restore each essential service, should it become interrupted.
- Definition of a continuity team for the department with assignments for each member.
- A list of vital records and a strategy for preserving and maintaining access to vital records.
- A record of training and exercises performed to maintain department plans.

Because continuity of operations is vital to most county departments, the Office of Emergency Services (OES) attempts to incorporate continuity of operations objectives during design and implementation, whenever possible, in emergency management exercises. Should the primary offices for the government of Mendocino County become inoperable for any reason, operations will shift to an alternate location as determined by the Chief Executive Officer and Mendocino County Office of Emergency Services (OES).

Lines of Succession

In the event the governing body, including standby officers, is unavailable to serve, departments with primary roles during a disaster or emergency have designated alternate individuals to carry out their roles.

The lines of succession for the following positions can be seen in the Table 10 below.[15] [16]

Department	Primary Position	First Designee	Second Designee	Third Designee
County Executive Office	County Chief Executive Officer	Assistant Chief Executive Officer	Deputy Chief Executive Officer	Another designee as designated by the County Chief Executive Officer
Office of Emergency Services	Director of Emergency Services	Assistant Director of Emergency Services	Other designee as designated by the Director of Emergency Services	Other designee as designated by the Director of Emergency Services
Sheriff's Office	Sheriff	Undersheriff	Captain	Lieutenant

[15] Mendocino County Code Sec 7.04.120
https://library.municode.com/ca/mendocino_county/codes/code_of_ordinances?nodeId=MECOCO_TIT7EMORFU_CH7.04EMORFU_S7.04.120COGO
[16] Mendocino County Code Sec 7.04.050
https://library.municode.com/ca/mendocino_county/codes/code_of_ordinances?nodeId=MECOCO_TIT7EMORFU_CH7.04EMORFU_S7.04.050PODUDIASDIEMSE

Table 41: Mendocino County Lines of Succession

The lines of succession for other departments and agencies are in accordance with the standard operating procedures established by those departments and agencies.

PREPAREDNESS

The preparedness cycle helps Mendocino County reach towards disaster readiness. Key elements of disaster readiness include comprehensive training for all responders, periodic and consistent exercising of those response skills, and standards for personnel qualifications and credentialing.

A significant goal of disaster preparedness for Mendocino County is to increase community involvement in the Mendocino County Auxiliary Communication Service (MACS), Community Emergency Response Team (CERT), and Auxiliary Radio Emergency Services (ARES) certification.

Additional goals include participation in Firewise preparedness meetings and general increase in community preparedness initiatives.

This plan is in coordination and in support of the existing county and city preparedness plans and programs that together support the disaster readiness of the entire Mendocino County Operational Area.

Figure 3: Preparedness Cycle

Daily Operations Organization

The Mendocino County Office of Emergency Services (OES) is an integrated part of Mendocino County government operations and reports administratively to the Board of Supervisors for personnel, budgeting, and administrative support. General Operations in Mendocino County is organized as shown in Figure 4 and operates in accordance with Mendocino County code of ordinance for routine and operational Emergency Functions.

Mendocino County Code, Title 7 Emergency Organizations and Functions, establishes three positions.

- **Director of Emergency Services** that is staffed by the Chief Executive Officer.
- **Assistant Director of Emergency Services** that is staffed by the Mendocino County Sheriff.
- **Emergency Services Coordinator** which is an employee of the Mendocino County Executive Office selected by and under the direction of the CEO/ Director of Emergency Services. The fiscal support for this position is aligned with the Mendocino County Executive Office.

Duties of the **Director/Assistant Director of Emergency Services** include:

- Represent Mendocino County in all meetings with public or private agencies on matters related to emergencies.
- Provide representation on the Disaster Councils for the incorporated cities of Fort Bragg, Point Arena, Ukiah, and Willits.
- Request the Board of Supervisors to proclaim a "local emergency" if the Board is in session or proclaim a “local emergency” themselves if the Board is not in session.
- Request the Governor to proclaim a "state of emergency" when the locally available resources cannot respond to the disaster.
- If a “local” or “state of emergency” has been proclaimed, the Director may:
    - Order mandatory evacuations and/or execute quarantine operations.
    - Make rules or laws related to the protection of life and property as related to the disaster.
    - Require emergency services of County officers or employees.

Duties of the **Emergency Services Coordinator** include:

- Develop and maintain required emergency plans, annexes, policies, and training manuals.
- Coordinate training in Standardized Emergency Management System (SEMS), National Incident Management System (NIMS), Incident Command System (ICS), and Emergency Operations Center (EOC).
- During an emergency or potential emergency at the discretion of the Emergency Services Director or Assistant Director activate the Mendocino County EOC.
- Coordinate emergency preparation, response, and recovery efforts with the incorporated cities of Fort Bragg, Point Arena, Ukiah and Willits.
- Research, apply for, and manage emergency services and homeland security grants.
- Serve as advisor, respond to questions, and give expertise on emergency preparedness matters from public agencies and the public.
- Assist in the coordination of volunteer efforts in regard to disaster planning, preparation, and recovery. Provide liaison services to volunteer organizations countywide.
- Coordinate and assist in the design, execution, and evaluation of emergency preparedness exercises.
- Maintain and regularly test emergency management and emergency communications systems that may be used to communicate between the Operational Area and the State of California.
- Provide copies of plans, annexes, ordinances, policies and procedures as they are adopted or amended to each of the cities within the Operational Area.[17]

[17] Mendocino County Code Title 7 https://library.municode.com/ca/mendocino_county/codes/code_of_ordinances?nodeId=MECOCO_TIT7EMORFU

Office of Emergency Services Program

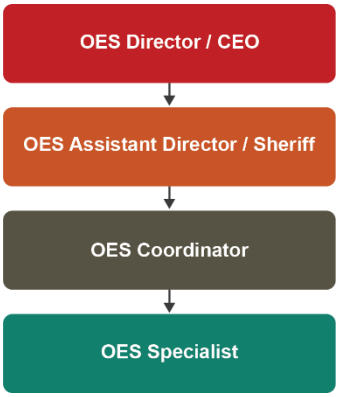


Figure 5: MCOES Current Organization

The Mendocino County Office of Emergency Services (OES) is tasked with all emergency management functions; to prevent, to mitigate, to prepare, to respond, and to recover from emergencies and disasters resulting from natural and technological hazards and terrorism events. OES is also the lead emergency management expert for the entire Operational Area.

OES falls under the purview of the Mendocino County Executive Office, who also provides fiscal and administrative support for the program. In addition to appointed leadership positions, OES is staffed by the OES Emergency Services Coordinator and the OES Specialist.

OES is normally staffed Monday through Friday from 8:00 a.m. to 5:00 p.m. After-hours incidents are handled by the dispatch at the Mendocino County Sheriff's Office available 24 hours a day, seven days a week, OES can provide additional after-hours support to Sheriff's Office as needed at the discretion of the OES Coordinator.

OES provides services to unincorporated regions of Mendocino County as well as their residents and visitors. Each incorporated city within Mendocino County has their own EOC capacity that works in close coordination with the Mendocino County EOC. City EOCs in Mendocino County maintain a "cold" operational readiness status and must be set up to respond to an incident.

While the work of OES is preparedness and response focused, it often intersects with that of the Prevention, Recovery, Resiliency, and Mitigation (PRRM) Division, whose work is mitigation and recovery focused. Both divisions are housed under the Director of Emergency Services.

Disaster Council

Title 7 of the Mendocino County Code establishes the Disaster Council. The Disaster Council recommends emergency and mutual aid plans and agreements to the Board of Supervisors for adoption. The Disaster Council consists of the following:

- The Director of Emergency Services
- The Assistant Director of Emergency Services
- The Emergency Services Coordinator
- Police Chiefs or their designee of the incorporated cities of Fort Bragg, Ukiah, and Willits
- City Managers of the incorporated cities of Fort Bragg, Point Arena, Ukiah, and Willits (or their designee)
- The Mendocino County Operational Area Mutual Aid Coordinator
- One (1) Fire Chief selected by the Mendocino County Fire Chief's Association
- Mendocino County Public Health Director

The Mendocino County Board of Supervisors may appoint representatives of civic, business, labor, veterans, professional, or other organizations having an official emergency responsibility. More information about the Disaster Council can be seen in the Plan Maintenance section.

Emergency Coordinators Forum

Mendocino County has established an Emergency Coordinators Forum to support the Disaster Council on a quarterly basis. The Forum will be made up of each incorporated city's designated emergency coordinator, either by city code or unofficially. A list of the designated emergency coordinators for each city can be seen in Table 11 below. A representative from each tribe (should they wish to participate), the Tribal Council, local fire, emergency medical services (EMS), Mendocino Auxiliary Communications Services (MACS), Community Emergency Response Teams (CERT), and volunteer and community-based organizations, and the Access and Functional Needs Advisory Council will serve on the Forum. The purpose of the Forum is to advise the Disaster Council as well as act on other policy and programmatic issues to present for Disaster Council consideration.

City	Designated Emergency Services Director/Coordinator	Assistant/Alternate	Source
Fort Bragg	City manager	Chief of police	Municipal Code 2.24.030[18]
Point Arena	City grant administrator	City manager	Municipal Code 2.25.040[19]
Ukiah	City manager	Deputy city manager	City Code Chapter 2, Article 3, §5121
Willits	City manager	Chief of police	Code of Ordinances 2.44.090[20]

Table 11: City Emergency Coordinators

The Emergency Coordinators Forum may consist of multiple subcommittees with specialized focuses such as:

- Alert and Warning
- Access and Functional Needs (AFN)
- Planning and Preparedness
- Response
- Recovery
- Grants and Funding

Meetings of the Emergency Coordinators Forum focus on items such as activation and after-action reviews, state and regional updates, Operational Area updates, partner updates, policy and plan updates, grant project status, committee updates, and volunteer program reports.

[18] https://www.codepublishing.com/CA/FortBragg/#!/FortBragg02/FortBragg0224.html#2.24.030
[19] http://www.qcode.us/codes/pointarena/view.php?topic=2-2_25-2_25_040&frames=on
[20] https://library.municode.com/ca/willits/codes/code_of_ordinances?nodeId=TIT2ADPE_CH2.44EMSE_2.44.090OFDIEMSECR

Planning Process

Mendocino County emergency response plans, support annexes, multi-jurisdictional response plans, and mutual-aid agreements are submitted for approval to the Director of Emergency Services. In addition to this Emergency Operations Plan (EOP), plans may include:

- **Multi-Jurisdictional Hazard Mitigation Plan:** Describes what exists in relation to risks/hazards to be addressed by the EOP and all its supporting documents.
- **EOP Functional/Hazard Specific Annexes:** Supplement the EOP and outline hazard-specific functions required to effectively fulfill the responsibilities outlined in the EOP.
- **Standard Operating Procedures (SOPs):** Support execution of the EOP and functional annexes by providing step-by-step instructions and details specific to the roles and responsibilities contained within the documents. SOPs may include checklists, appendices, and resource guides as additional documentation.
- **Coordinated State/Local Planning:** Mendocino County aligns with Humboldt and Del Norte counties for tsunami planning materials, Sonoma and Lake counties for drought and fire planning materials and receives some technical support planning materials from the Bay Area Urban Areas Securities Initiative (UASI).

The responsibility for developing, updating, and maintaining plans is distributed throughout the Mendocino County government. Departments are tasked with the responsibility of plan management closely matching the content of the plan to the assigned responsibilities of the department.

Mendocino County adheres to the FEMA Comprehensive Planning Guide 101 protocol including:

- Conduct community-based planning that engages the whole community by using a planning process that represents the actual population in the community and involves community leaders and the private sector in the planning process.
- Ensure plans are developed through an analysis of risk.
- Identify operational assumptions and resource demands.
- Prioritize plans and planning efforts to support their seamless transition from development to execution for any threat or hazard.
- Integrate and synchronize efforts across all levels of government.

As highlighted in California Gov. Code Sec. 8560(a), emergency plans must describe the principles and methods to be applied in carrying out emergency operations or rendering mutual aid during emergencies.

Training Program

OES annually develops a comprehensive training and exercise program based on preparedness needs, FEMA Threat and Hazard Identification and Risk Assessment (THIRA) gaps, training needs of EOC personnel, the various volunteer organizations sponsored by OES, and the public. Mendocino County also works towards incorporating the Integrated Preparedness Plan (IPP) model of training as part of ongoing grant requirements.

Training may come from a variety of sources:

- **Local Training**: May be provided by OES staff, various county departments such as Human Resources, or other local partners. These trainings are not only specific to departmental emergency roles and responsibilities, but also to the Mendocino community and are designed to improve local response capabilities.
- **State Training:** The California Governor's Office of Emergency Services (Cal OES) has a long roster of training available. OES works with Cal OES to provide relevant training in the jurisdiction. These trainings may be specific to working with the state emergency response systems or to bring in subject matter experts to improve local response capabilities. Training through Cal OES is managed by the California Specialized Training Institute (CSTI). CSTI provides training in all phases of emergency management as well as basic and advanced training in specific topic areas. The California Department of Social Services is another training partner providing education for Functional Assessment Services Teams (FAST).
- **Federal Training:** Mendocino County supports FEMA sponsored training through their Emergency Management Institute (EMI), which is used to close THIRA gaps and increase skills and expertise. The FEMA EMI program provides national best practices through its standardized Independent Study (IS) online courses and in-person courses at the National Emergency Training Center.

Training is made up of a variety of methods, including formal and informal classroom training, online training, seminars, and workshops.

Preparedness and Outreach Programs

Overview

Mendocino County believes that a Whole Community approach to preparedness and public readiness reduces risk. A focus on increasing public awareness of hazards and how residents, visitors, and transient populations can mitigate and prepare for disasters has been consistent in the Mendocino County community. The programs listed below are provided through various public campaigns or on agency websites. These programs constitute an ongoing commitment to public education and awareness, a critical foundation for the mitigation of hazards in Mendocino County.

Mendocino County Education and Outreach Programs
American Red Cross: The American Red Cross of the Northern California Coastal Region consists of over 7,000 volunteers. The American Red Cross of the Northern California Coastal Region serves over 10 million people across 15 counties, including Mendocino. Volunteers comprise over 90% of the American Red Cross workforce and help provide food, shelter, comfort, and care for Mendocino residents affected by disasters.
Community Animal Response Team (CART) Program. The Mendocino County CART is managed by the Animal Care Services Department and is made up of volunteers from the community with a desire to assist residents with their pets during an emergency or disaster. During a disaster sheltering situation, a temporary animal shelter is set up nearby to the shelter. The CART team supports residents in caring for their pets while in the shelter.

Mendocino County Education and Outreach Programs
Community Emergency Response Team (CERT) Program. The Mendocino County CERT program's mission is to support first responders in the event of an emergency. Team members provide community education in disaster preparedness and assist with first aid and crowd control at community events.
Firewise USA Program. The Firewise USA program is designed to reach beyond the fire service by involving homeowners, community leaders, planners, developers, and others in the effort to protect people, property, and natural resources from the risk of wildland fire before a fire starts. Mendocino County has multiple Firewise USA Chapters who support communities in wildfire safety efforts.
Mendocino Auxiliary Communication Services (MACS). The Mendocino County Auxiliary Communication Service (MACS) is a trained group of volunteers ready to support the Operational Area with communications and radio operator resources in the event of a major disaster or incident. Their goal is to support the gathering and distribution of information necessary to respond to and recover from a disaster.
Neighborhood Fire Safe Councils. Neighborhood Fire Safe Councils are similar to the Firewise USA program as they are community-based organizations who share the objective of making local neighborhoods and communities less vulnerable to catastrophic wildfire. Neighborhood Fire Safe Councils facilitate collective action in wildfire planning, preparation, and education. Neighborhood Fire Safe Councils can operate with a smaller level of participation than is necessary to be recognized as a certified Firewise USA site. There are over 30 Neighborhood Fire Safe Councils in Mendocino County.
Sheriff Search and Rescue (SAR) Program. The Mendocino County SAR program draws on resources from the local community of volunteers who train to develop the required skill sets and have the discipline and dedication to make a difference. SAR operations involve a variety of specialized skill areas such as: Ground Search Teams, ATV Operators, K-9 Handlers, Unmanned Air Squadron Pilots, Underwater Search and Recovery Divers, Search Managers, Logistical Support Staff, and Fund Raisers.
Voluntary Organization Active in Disasters (VOAD). The Mendocino County VOAD is an association of local organizations that coordinate services to mitigate and alleviate the impact of disasters. The VOAD provides a forum promoting cooperation, communication and collaboration and fosters more effective delivery of services to communities affected by disaster.

Table 53: Mendocino County Public Education & Outreach

Disaster Service Worker Volunteer Program

Mendocino County participates in the Cal OES Disaster Service Worker Volunteer Program (DSWVP). The DSWVP provides workers' compensation benefits to registered Disaster Service Worker volunteers who are injured while participating in authorized disaster related activities. Disaster service is defined as activities designed to aid in the response and recovery phases in a disaster or emergency and includes pre-approved training. The DWSVP also provides immunity from liability. The Cal OES DSWVP is defined in the California Code of regulations, Title 19, Division 2.[21]

[21] https://www.caloes.ca.gov/AdministrativeServicesSite/Documents/1.%20Title%2019%20DSW%20Regulations.12.17.2012.pdf

Exercise Program

Mendocino County maintains a multi-year exercise program which aligns with the Cal OES CSTI Exercise Program and provides an opportunity to collaborate with other stakeholders. It includes individualized city exercises as well as exercises with military, federal, private, and nonprofit partners.

Exercises are conducted on a regular basis to maintain readiness and validate plans. Exercises typically include as many Operational Area member jurisdictions as possible, focus on EOC functional areas as needed to develop or strengthen assorted capabilities, and incorporate participants from the whole community. Exercise programs are developed and managed using the Homeland Security's Exercise and Evaluation Program (HSEEP). HSEEP provides a systematic approach to exercise development, evaluation, execution, and post-improvement planning. Opportunities to participate in exercises are available throughout the region. Exercises can come in several forms, but typically follow those defined by FEMA as a workshop, seminar, tabletop, drill, functional, or full-scale exercises. Each activity provides the opportunity to gain knowledge, test skills, validate plans, or practice teamwork to coordinate and resolve complex disasters or emergencies.

Following all major exercises, drills, and actual incidents, the Mendocino County Operational Area requires that an After-Action Report (AAR) and Improvement Plan (IP) (AAR/IP) be developed outlining areas for improvement of plans and systems. The Mendocino County Operational Area has developed a Corrective Action Plan process that makes assignments for implementing improvements outlined in AARs. See the After-Action Report/Improvement Plan section for more information on the After-Action Reporting and Correction Action process.

Credentialing Program

The credentialing of personnel is designed to validate and document the training and qualifications of anyone who is tasked to respond in a disaster. Credentialling is based on skills and expertise and includes NIMS training requirements for responders and those who work in EOCs. OES manages the credentialing program for Mendocino County, which aligns with the Cal OES professional recognition certificate and credentialing programs.

Through the Cal OES EOC Position Credentialing Program, Mendocino County verifies emergency service personnel qualifications and certifications while promoting elements of SEMS. Personnel, as well as equipment, are "typed," and an inventory of resources is stored for potential disaster situations. Mendocino County’s credentialling programs are California Emergency Management Mutual Aid (EMMA)/Emergency Management Assistance Compact (EMAC) compliant.

RESPONSE

The Mendocino County Operational Area subscribes to an all-hazard based response approach, which means supporting the whole of Mendocino County, including cities, special districts, and unincorporated community areas in their disaster response.

Response Organization

Overview

In accordance with the Standardized Emergency Management System (SEMS), emergency response operations in the Mendocino County Operational Area depend on a system in which government levels work together from the field level upward in a single, integrated structure. Incidents are managed at the lowest possible level. The local government has primary responsibility for emergency response activities within its jurisdiction. Operational Areas, the region, and the State provide support to local jurisdictions as needed.

SEMS provides a standardized response structure for emergencies involving multiple jurisdictions or multiple agencies in California by defining a standard management structure and a standard terminology for statewide use. SEMS is applicable to all organizational levels and functions in the emergency response system.

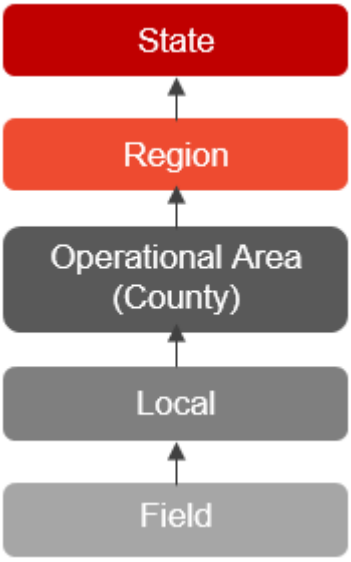


Figure 7: SEMS Organizational Levels

Field Response

The field response level is where emergency response personnel and resources, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. The Incident Command System (ICS) is used to control and coordinate field-level response activities and provides a standard organizational structure to facilitate coordination of multiple organizations.

Local governments include Mendocino County, cities, and special districts. They are responsible for the management and coordination of the overall emergency response and recovery activities within their jurisdiction. The emergency management organizations of local governments should adopt SEMS and demonstrate use of SEMS protocols when activating their emergency operations center (EOC) or when a local emergency is declared eligible for State reimbursement of response-related personnel costs.

Due to the size and severity of the event, local governments may establish their own EOCs to support response efforts in the field, while on-scene responders use ICS. The commanding officer, or Incident Commander (IC), is not the jurisdictional or the Mendocino County EOC, but is initially the most senior officer of the first responding agency. Field operations are managed

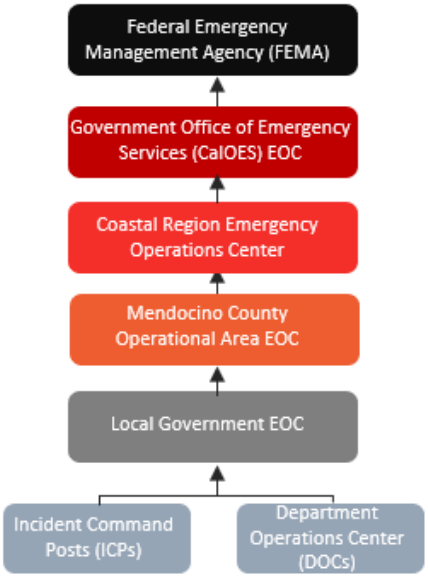


Figure 8: Field Operations to EOC Relationship

by the Incident Commander at the Incident Command Post (ICP). In the case of Unified Command, when more than one agency has jurisdiction, or when incidents cross jurisdictional boundaries, multiple Incident Commanders work together to establish a common set of objectives and strategies at the ICP. Generally, if day-to-day response activities can resolve an emergency, response will remain at the field level.

Individual departments within Mendocino County or local jurisdictions may also choose to activate a Department Operations Center (DOC), depending on the situation. If activated, a DOC may provide direct support to field operations as necessary. Incident Commanders may report to DOCs to support operations, which in turn coordinate with the corresponding EOC. In some rare cases, Incident Commanders may also report to the EOC to assist with coordination.

Emergency Operations Center (EOC)

The Mendocino County EOC is a coordination point for emergency management activities for the response to a disaster or emergency. EOCs are a critical part of emergency response, as they enable incident commanders to focus solely on the immediate needs of the incident at the scene(s). The EOC serves as a source of information between incident command and higher levels of decision makers. Once activated, the Mendocino County EOC becomes the center for coordination between Mendocino County, local jurisdictions, and state and federal responding organizations. The EOC is maintained by Mendocino County IT and is regularly updated.

Primary roles and responsibilities of the EOC include:

- Information collection and evaluation.
- Coordination.
- Managing emergency policies and priority setting (e.g., proclaiming emergencies).
- Communications and warning.
- Resource coordination.
- Actions to protect the health and safety of the public, including:
    - Public information, instructions, and directions.
    - Evacuation and/or sheltering.

The Mendocino County EOC is in Ukiah, CA and is set up to be operational during an incident. In the event the primary EOC is inoperable due to circumstances of the incident, an alternative EOC may be utilized. The EOC Director has the authority to determine whether an alternate EOC location should be activated.

The location, size, severity, and complexity of a disaster will determine the need to transfer operations to an alternate EOC location or to utilize a virtual EOC. When choosing an alternate

site, considerations will be made for which responding support agencies will need to participate, distance from the location of the incident, and potential length of the activation.

The Mendocino County EOC will be maintained by Mendocino County IT department and will be updated two times a month during fire season and monthly in all other seasons. Furthermore, Mendocino County will perform at least one EOC activation drill per year.

City EOCs may also activate based on the response procedures for that city. This may include activating their own EOCs within their jurisdiction and/or sending city representatives to be incorporated into the Mendocino County EOC structure. The Mendocino County EOC may activate to support and coordinate resources for affected cities. The city will take jurisdictional control when able and appropriate. If activated, city EOC's will request response needs with the Mendocino County EOC. The Mendocino County EOC will work with county agencies and other cities in the jurisdiction to fulfill city requests. If the requests cannot be fulfilled by local resources, the Mendocino County EOC can request support from the California State Operations Center and, in turn, the federal government.

- The Fort Bragg EOC primarily functions in a virtual capacity, if possible. If a physical EOC location is necessary, operations are shifted to the Fort Bragg Police Station.
- The Point Arena EOC primarily functions out of the Point Arena City Hall.

EOC Organization

The Mendocino County EOC activates in an ICS-based structure. The size and complexity of the emergency will define the extent of response. OES will activate agencies that have a role in the specific emergency response. This can include government entities as well as non-governmental entities.

The role of EOC Director is assumed by the Mendocino County Director of Emergency Services (Per County Code 7.04.040 is the County CEO), the Assistant Director of Emergency Services (Per County Code 7.04.040 is the Mendocino County Sheriff), or their designee, and is responsible for all EOC operations, plans, policies, and direction. Generally, management of EOC operations (EOC Manager) is ceded to the OES Coordinator during an EOC activation.

The Mendocino County EOC is staffed by or communicates with representatives of county, municipal, and special district governments involved in emergency operations. Volunteers from civic organizations may also be involved in EOC operations, as appropriate.

The five essential SEMS functions (management, logistics, operations, planning/intelligence, and finance/ administration) are established as "sections" within the EOC, and all other functions are be organized as branches, groups, or units within sections. The types of activated functions and their relationship to one another will depend upon the size, nature, and complexity of the incident.

The EOC Director may activate the organization in whole or in part. Based on

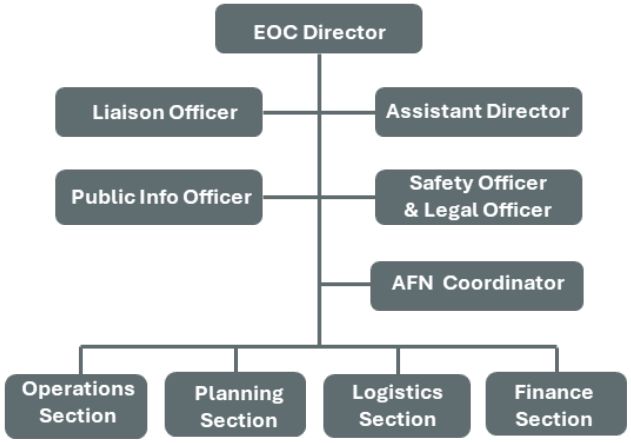


Figure 9: SEMS EOC Organization

the needs of the incident, different sections may not be staffed. Any unstaffed position falls to the responsibility of the supervisor.

Mendocino County EOC operations are divided into five functional areas:

Management: Responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.

Operations: Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the EOC Action Plan.

Planning/Intelligence: Responsible for collecting, evaluating, and disseminating information; developing the EOC Action Plan in coordination with other functions; and maintaining documentation.

Logistics: Responsible for providing facilities, services, personnel, equipment, and materials for incident response.

Finance/Administration: Responsible for financial activities and other administrative aspects of the incident.

See the Direction, Control, and Coordination section or the ICS Branch Annexes for more information.

EOC Activation

When a disaster first occurs, the local jurisdiction first responders will respond based on their regular procedures to save lives and stabilize the event. Depending on the circumstances of an emergency, the following county officials or their designees may elect to activate the EOC to provide county-level leadership, support, and coordination during an emergency:

- The Director of Emergency Services (County Chief Executive Officer)
- The Assistant Director of Emergency Services (Sheriff)

When there is a potential need for an EOC activation, the Director of Emergency Services will be notified. On the direction of the Director of Emergency Services, the Emergency Services Coordinator will begin staff notification of EOC Section Chiefs, who then notify staff for their section based on the need established.

Example triggers for an EOC activation include:

- An emergency has occurred or might occur of such magnitude that it will require a large commitment of resources, coordination of effort, or continue over an extended period. Examples include: a major hazardous material incident, civil disturbance, aircraft disaster, wildland fire, or severe weather conditions.
- A significant disaster has occurred or is likely to occur, causing substantial damage in Mendocino County or neighboring jurisdictions.
- When two or more local (city/special district) EOCs have activated.
- When one local EOC has activated and requested the Mendocino County EOC to activate in support.

Activation Levels

The level of the EOC activation will depend on the nature and scope of the threat to the Mendocino County Operational Area.

- **Minimal/Monitoring Activation:** Level of minimum staffing when the EOC monitors a situation. This level of activation may also be supported from a remote location. At this level of activation, 5-6 individuals are typically activated as EOC staff.
- **Partial Activation:** Level of an intermediate number of staff to operate the EOC when an emergency is imminent or otherwise less than severe or catastrophic. This level of activation typically involves assignment of ICS Command and General Section leadership (approximately 10 individuals).
- **Full Activation:** Implementation of full EOC capability and the full use of Mendocino County resources. All ICS positions are filled (approximately 15-20+ people). Alternate EOC teams may be assembled to relieve one another during 24-hour and multi-day activations.

Table 13 below provides a crosswalk of the Cal EOC activation levels with the Mendocino County EOC activation levels.

Cal EOC Activation Level	County EOC Activation Level	Cal EOC Description
Three (3)	**Minimal/Monitoring Activation**	Used for situations which initially only require a few people such as monitoring of a low risk planned event. At minimum, staffing consists of the EOC Director, Section Chiefs, and a Situational Assessment Unit in the Planning/Intelligence Section. Other members of the organization can also be part of the activation, such as the Communications Unit or a Public Information Officer.
Two (2)	**Partial Activation**	Used for emergencies or planned events that require more than a minimum staff but would not call for a full activation of all organizational elements, or less than full staffing. Representatives to the EOC from other agencies or jurisdictions may be required under Level Two to support functional area activations. Normally achieved as an increase from Level 3 or a decrease from Level One.
One (1)	**Full Activation**	Involves a complete and full activation of all organizational elements at full staffing and all Emergency Support Functions. Level One is typically the initial activation during any major emergency requiring extreme State level help.

Table 13: EOC Activation Levels Crosswalk

Table 14 below provides examples of these activations with staffing levels and activities that could be performed. This table is meant to be a guideline for potential EOC responses. Flexibility should be allowed to adjust to the most appropriate staffing and activities to best respond to the specific situation.

Activation Level	Trigger Event/Situation	Staffing	Activities
Stand-By	Severe Weather Watch	Limited to office or other location	EOC is configured; all systems ready
Minimal	Severe Weather Warning Significant incidents involving two or more cities Public Safety Power Shutoffs (PSPS) Flood Advisory/Watch	• EOC Director • Fire & Emergency Services • PIO • Hotline Call-taker • Planning Section Chief • Operations Section Chief • AFN/Equity Coord.	• Situation analysis • Public information • Response coordination • Resource coordination
Partial	Tsunami/Flood Warning Earthquake with substantial damage reported Major wind or rainstorm with damage Two or more large incidents involving two or more cities Wildfire affecting rural area Major scheduled event Potential Public Health emergency Incident involving large-scale or possible large-scale evacuations Major city or regional emergency – multiple areas with heavy resource involvement	• EOC Director • Fire & Emergency Services Staff • PIO • Hotline Call-taker • Planning Section Chief • Operations Section Chief • Logistics Section Chief • Branches and Units as appropriate to situation • Liaison Officer • Agency reps as appropriate • AFN/Equity Coordinator	• Situation analysis • Public information • Response coordination • Resource coordination • Logistics support • Status reporting • Agency coordination
Full	Earthquake with severe damage Public Health Emergency Wildfire affecting developed areas Major Flooding	• All positions • Liaison Officer Agency Reps as appropriate • AFN/Equity Coordinator	• Situation analysis • Public information • Response coordination • Resource coordination • Logistics support • Status reporting • Agency coordination • Recovery Operations • Sustaining Operations

Table 14: Sample EOC Activation Triggers

Receiving Warnings and Requests to Activate

Warning Sources and Means of Notification

Warnings and alerts may be received from any source and by any means. Warnings or directed messages should always be verified. Potential sources and means of warning/notification include:

- On-scene personnel, via public safety dispatch or 9-1-1
- National Weather Service
- California Highway Patrol (CHP)
- California Department of Forestry and Fire Protection (CAL FIRE)
- Redwood Empire Hazardous Incident Team (REHIT)
- Mendocino County Sheriff's Office, other than on-scene personnel

Mendocino County has designated the Sheriff's Office Dispatch Facility as the primary point of receipt of warnings and requests for EOC activation. The Sheriff's Office Dispatch operates in lieu of an emergency management duty officer. Any critical information intended for emergency management agencies should be directed to the Sheriff's Office Dispatch.

Warnings and alerts may also be received by the Mendocino County Director of Emergency Services, Assistant Director of Emergency Services, or the OES Coordinator or their representative. If the Director of Emergency Services or Assistant Director of Emergency Services receives the warning/alert and decides to activate the EOC then they should notify the OES Coordinator immediately to begin EOC activation procedures. The OES Coordinator may also recommend EOC activation procedures to the Director/Assistant Director of Emergency Services and the Director/Assistant Director has the authority to activate.

EOC Activation Alerting Procedures

Once the Director or their designee determines the need for an activation of the EOC, they will immediately notify the OES Coordinator who will assume the role of the EOC Manager. The Director of Emergency Services will decide on the initial EOC staffing with the OES Coordinator. Emergency response coordination may be conducted from the EOC or from other locations depending on the situation. The EOC may be partially or fully staffed to meet the demands of the situation.

Figure 10: EOC Activation Alerting Procedures

Upon receipt of an authentic warning message, the OES Coordinator and OES Specialist will work together to:

- Consult with the appropriate county and/or municipal officials and make recommendations for the activation of the EOC to the Director of Emergency Services.
- Determine the expected EOC activation level and staffing resource needs based on available information.

- Contact section chiefs to initiate notification procedures using the best available notification tool.
- Receive confirmations from officials and staff that they have been notified and whether they are able to respond.
- Direct Section Chiefs to alert and contact alternate EOC staff and ask to respond if primary is unavailable.

Ongoing Operations

The EOC operates primarily using the ICS functional process, a NIMS compliant operational structure. This format is standard nationally and can be augmented with additional support easily because of the common language and standards.

Planning Cycle

The ICS format establishes a "Planning P" planning cycle to ensure operational expectations are standardized throughout the response. This is a formal planning cycle that includes established meetings and deliverables throughout the operational period. The "Planning P", illustrated below, is a guide to the process and steps involved in planning for an incident. This process is a continuous cycle that is followed during each operational period.

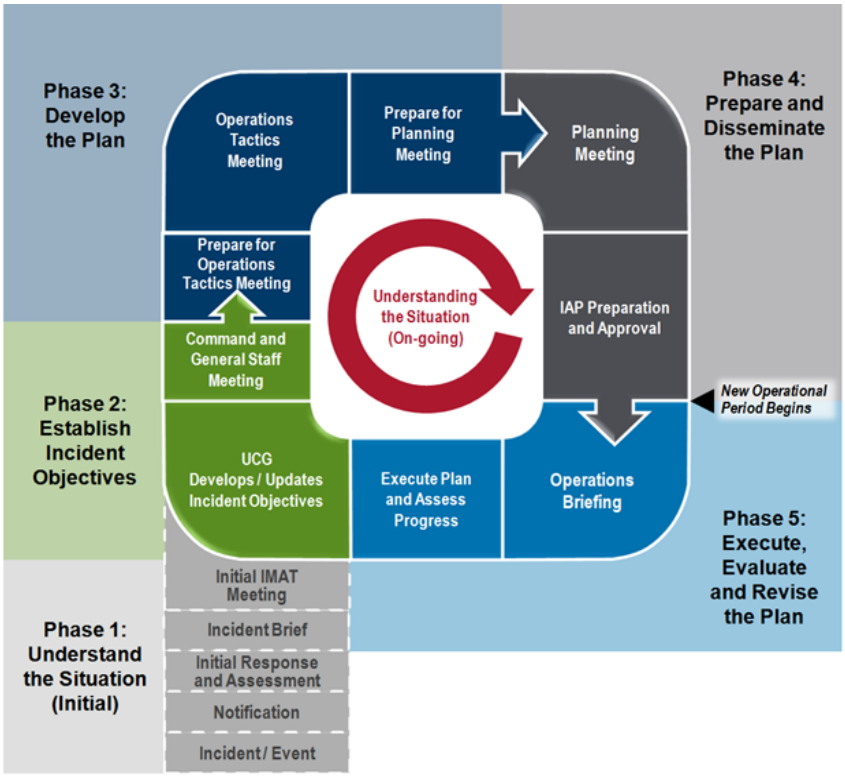


Figure 11: The "Planning P" Cycle

The planning cycle is separated into five phases. The first phase is focused on developing situational awareness and identifying initial actions for the entire event. The next four phases cycle throughout the event, usually on a 24-hour operational period. This process is designed to provide forward planning and strategic forethought in response as well as ensure the oversite and documentation needed throughout the incident. The exact schedule is established by the Planning/Intelligence Section at the time of activation, and all members of the EOC are expected to participate in some aspects of the planning cycle.

The "Planning P" planning cycle supports information analysis and collection, which is critical to successful incident response. During the planning process, information may be collected from a variety of sources, including situation reports, windshield assessments, traditional and social media, and the public. Essential information that can support the development of timely decision making to effectively manage and execute an operation may include changes in conditions affecting the response and

conditions that affect the capability to respond, as well as injuries, fatalities, and deployments or demobilizations.

Resource Management

The Mendocino County EOC is a broker of resources and works to support requests from local jurisdictions during an incident. Mendocino County may request resources from another county, the state, or the federal government. In these cases, the EOC serves as the conduit for Mendocino County to make all external resources requests.

To best manage resources, the OES maintains a current emergency resource database, an emergency contact directory, and access to Cal EOC, which can be used to coordinate resource requests. The EOC coordinates resources according to the response priorities and based upon operational need. Resource requests must be submitted to Cal OES via Cal EOC software via the standard procedures.

Resource Typing

Resource typing is the categorization and description of response resources that are commonly exchanged in disasters, typically through mutual aid agreements. Accurate resource typing enhances emergency readiness and response at all levels of government by providing responders with the information they need to ensure they request and receive the most appropriate resources during a disaster. Standard resource typing definitions provide a common terminology to support identifying, locating, requesting, ordering, deploying, and tracking resources. Mendocino County uses the NIMS resource typing guidelines.

Resource Prioritization

Following a disaster, the Mendocino County EOC will coordinate resources to support county and city response efforts. The resource prioritization concept is to “do the most good for the most people.” If a disaster/emergency is multi-jurisdictional in nature, the EOC will assist affected jurisdictions that have legally proclaimed an emergency. Assistance may include resource mobilization, mutual aid agreements, and public and private sector resources as well as local, state, and federal assets. Mendocino County evaluates capabilities and provides resources as available and prioritized to help ensure the protection of human life, public property, the economy, culture, and the environment.

Resource Request Process

Resource requests may occur from local jurisdictions to the Mendocino County EOC. As the coordinating entity for resources, those jurisdictions wishing to request resources first complete an ICS 213 RR form and submit to the EOC for fulfillment. The EOC Coordinator and Logistics Section work together to best meet the resource needs of the requesting jurisdiction/agency. Local agencies must first exhaust all physical and financial resources before making external requests.

If the response to the situation is or may become beyond the capabilities of the Mendocino County Operational Area, the EOC may choose to request resources through one of the established mutual aid channels. This may include submitting a Proclamation for Local Emergency. More information on mutual aid and multi-jurisdictional coordination can be found in the Multi-Jurisdictional Coordination section of this document.

Communications

Integrated communications provide and enable connectivity between various levels of government, maintain contact among and between incident resources, achieve situational awareness, and facilitate sharing of information between responders and the public. Communication through the development and use of interoperable communications, a common communications plan, and systems that include voice and data links is a critical component of the emergency management program for Mendocino.

Information and intelligence management includes identifying essential elements of information (EEIs) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.

Interoperable Communications Plans

Mendocino County complies with all state and local guidance for their communications plans and procedures. This guidance is used to improve communications systems and content. Some of the guidance specific to communications includes:

- Mendocino County Mass Notification Pan (2021)
- Mendocino County Public Outreach Plan (May 2020)
- Mendocino County Evacuation Plan (July 2020)
- California Emergency Support Function 2: Communications Annex
- California Statewide Communications Interoperability Plan (CalSCIP) (2020)
- California Interoperability Field Operational Guide (2020)
- National Emergency Communications Plan (NECP)

Communication Systems

There are multiple redundant communication systems in place to support EOC operations. The EOC Coordinator will keep the EOC up to date on the availability of communication systems. All staff in the EOC have a responsibility to know what communications are available to them and to use them effectively. Some of the systems utilized may include:

- The ICS, which is designed to manage information flow through sections and leadership, forms, processing, and briefings.
- Communication networks to include radio, amateur radio, phone systems, satellite communications, and video teleconference systems.
- Mendocino County stores EOC Files on the EOC Shared drive.

It is the role of the county EOC to work through the city EOC's or directly with the local on-scene IC. The IC should have access to necessary communication systems to accomplish their mission and provide situational awareness. If the need arises, a Communications Leader under the Logistics Section can be assigned.

Public Information and Warning

As soon as the public must take some action to prepare or protect itself, the local warning system will be activated, as appropriate and as time and resources allow. Public information and warning could take the form of one or more of the following:

- Activation of the Wireless Emergency Alerts (WEA)/Emergency Alert System (EAS) to disseminate urgent information.
- Activation of mass communications platforms such as:
    - Everbridge
    - Nixle
- Providing local warning information to traditional media including regional television and radio stations.
- Websites and social media postings with information, in English and Spanish when translation is available.
- Fire District and Law Enforcement apparatus providing warnings along specific routes using public address systems and sirens.
- Activating a call response center.
- Activation of volunteer resources to assist (e.g., posting of signs).
- Holding community meetings and town hall meetings.
- Activation of the National Oceanic and Atmospheric Administration (NOAA) Weather Alert Radio to alert citizens to turn on their radio or television and listen to instructions (find definition and use below).
- Any other mechanism that closes gaps in the network of communications to the public.

All public communication will consider the whole community and an inclusive approach. Efforts are made to translate public communications to ensure communications are accessible to those with access and functional needs and those who do not speak English as their first language.

Alerts, Notification, and Warning

The goal of Mendocino County's mass notification program is to establish and implement systems within the jurisdictional boundaries of Mendocino County that "alert emergency response personnel and the public to the threat of extraordinary danger and the related effects.

that specific hazards may cause."[22] To help meet this goal, Mendocino County may employ multiple mass notification platforms to alert individuals of an emergency.

It is the policy of the Mendocino County Operational Area to activate Mendocino County's alert and warning program when an incident threatens life or property, unless issuing a notification will worsen or compromise efforts to contain the emergency. The Mendocino County Sheriff's Office is lead alerting authority in the Mendocino County Operational Area.

To fulfill this policy, authorized individuals will:

- Confirm the existence of a credible emergency event or dangerous situation.
- Determine appropriate segments of the Operational Area to notify.
- Determine message content and appropriate notification methods to employ.
- Initiate notification systems.

Mendocino County is committed to ensuring emergency notifications are accessible to all individuals within the operational area, especially those who may not speak English or have other access and functional needs.

Written alert and warning materials, including this EOP, are developed to be user-friendly for assistive technology (such as screen readers).

Emergency managers also work to push messaging out through non-traditional methods and trusted community partners including faith-based organizations and non-governmental organizations to reach segments of the population who may not have access to technology-based alerts.

One of the important EOC roles is sharing information about emergencies with agencies, government leaders, and the public. Conveyance of information, particularly information that requires immediate action, occurs most often through social media, emergency alerts, and media outlets. Continuously collecting, confirming, and sharing intelligence is vital to the safety, efficiency, and overall effectiveness of response activities. A Public Information Officer (PIO) is assigned to the EOC to develop and coordinate information sharing with the media and the public.

The following systems are available and may be used for emergency communications:

Local

- **Everbridge:** Public safety system that enables users to send notifications to individuals or groups using lists, locations, and visual intelligence. This comprehensive notification system keeps everyone informed before, during, and after all events, whether emergency or non-emergency. The Mendocino County Sheriff's Dispatch and OES have authority to issue alerts.
- **Nixle:** Platform that allows authenticated agencies to securely publish public safety information in four categories: alerts, advisories, community information, and traffic. The Mendocino County Sheriff's Dispatch and OES have authority to issue alerts. The Cities of Ukiah and Willits can issue Nixle alerts within their own jurisdictions.
- **County Communications:** County and local jurisdiction-maintained radio, microwave, data, and siren communication systems. Mendocino County Sheriff's Office also maintains Facebook and Twitter accounts through which alerts can be issued to the public.

[22] Definition adapted from FEMA Glossary.

- **Emergency Hotline:** An Emergency Hotline may be activated in the event of an EOC activation. The Emergency Hotline supplements the primary public safety answering point for 9-1-1 and attends to non-life safety calls in coordination with 2-1-1.

State/Regional

- **Salesforce:** Provides real-time information to authorized users and is the primary means for event reporting, resource request process, and the emergency management mutual aid system.
- **CalFire Incident Updates:** The CalFire News Releases and Incident Updates Systems provides email updates for user-subscribed counties.
- **California State Warning Center (CSWC):** Dissemination of electronic emergency alerts to Operational Areas.
- **Operational Area Satellite Information System (OASIS):** Communication on microwave frequencies and video conferencing capabilities

Federal

- **Emergency Alert System (EAS):** A national public warning system commonly used by state and local authorities to deliver important emergency information, such as weather alerts, to affected communities. The Mendocino County Sheriff's Dispatch and the OES have authority to issue alerts.
- **Integrated Public Alert and Warning System (IPAWS):** A federally maintained alert system which federal, state, tribal, and local authorities can use to issue critical public alerts and warnings. Once verified, alerts are sent through EAS and Wireless Emergency Alerts (WEA) systems. Mendocino County and the City of Ukiah have IPAWS certification.
- **National Oceanic and Atmospheric Administration (NOAA)/National Weather Service (NWS) Alerts:** The NWS provides alert and warning information through official dissemination sources for public safety.
    - There are tsunami sirens located along coastal Mendocino County which can be issued in the event of a tsunami warning. NOAA/NWS has the primary authority to active these sirens and Mendocino County Sheriff's Office Dispatch has secondary authority.
- **Wireless Emergency Alerts (WEA):** Short emergency messages from authorized federal, state, local, tribal, and territorial public alerting authorities that can be broadcast from cell towers to any WEA-enabled mobile device in a locally targeted area to enhance public safety. The Mendocino County Sheriff's Dispatch and the OES have authority to issue alerts.

Demobilization

EOC demobilization occurs when the incident no longer needs the support and coordination functions provided by the EOC staff, or those functions can be managed by normal operations. During incident response, the Planning/Intelligence Section is responsible for creating a Demobilization Plan, which outlines demobilization and deactivation procedures. The EOC Manager demobilizes EOC staff in accordance with the Demobilization Plan at the Direction of the EOC Director and as circumstances allow, and the EOC returns to its normal operations/steady-state condition. EOC staff complete resource demobilization and transfer any

ongoing incident support activities before deactivating. Demobilization activities should coordinate with recovery activities such as a “hot wash” debrief and/or AAR/IP following the closure of the EOC. See the After-Action Report section for additional information.

Direction, Control, and Coordination

The Mendocino County Emergency Operations Center (EOC) operates using the Incident Command System (ICS). ICS is used for the command, control, and coordination of emergency response and incorporates personnel, policies, procedures, facilities, and equipment integrated into a common organizational structure designed to improve emergency response operations of all types and complexities.

In compliance with the Standardized Emergency Management System (SEMS), the Mendocino County EOC manages emergency responses within the operational area jurisdiction, when necessary, but incidents are first managed at the lowest possible level of government. For incidents spanning multiple jurisdictions, the Mendocino County EOC will partner with all involved jurisdictions to support incident management activities but will not “own” the emergency. The EOC Director, in collaboration with department heads and Office of Emergency Services (OES) staff, requests team members report (as needed, based on the size and scope of the incident) to the Mendocino County EOC to carry out their duties. Everyone assigned to the EOC will be a member of one of two teams. The EOC A-Team will be the first to activate the EOC. The EOC B-Team will staff the other operational period or serve as the relief team. OES maintains a current roster of all EOC staff, their position, and contact information. Section Chiefs and Unit Leads are responsible for maintaining staffing across their various teams and operational periods

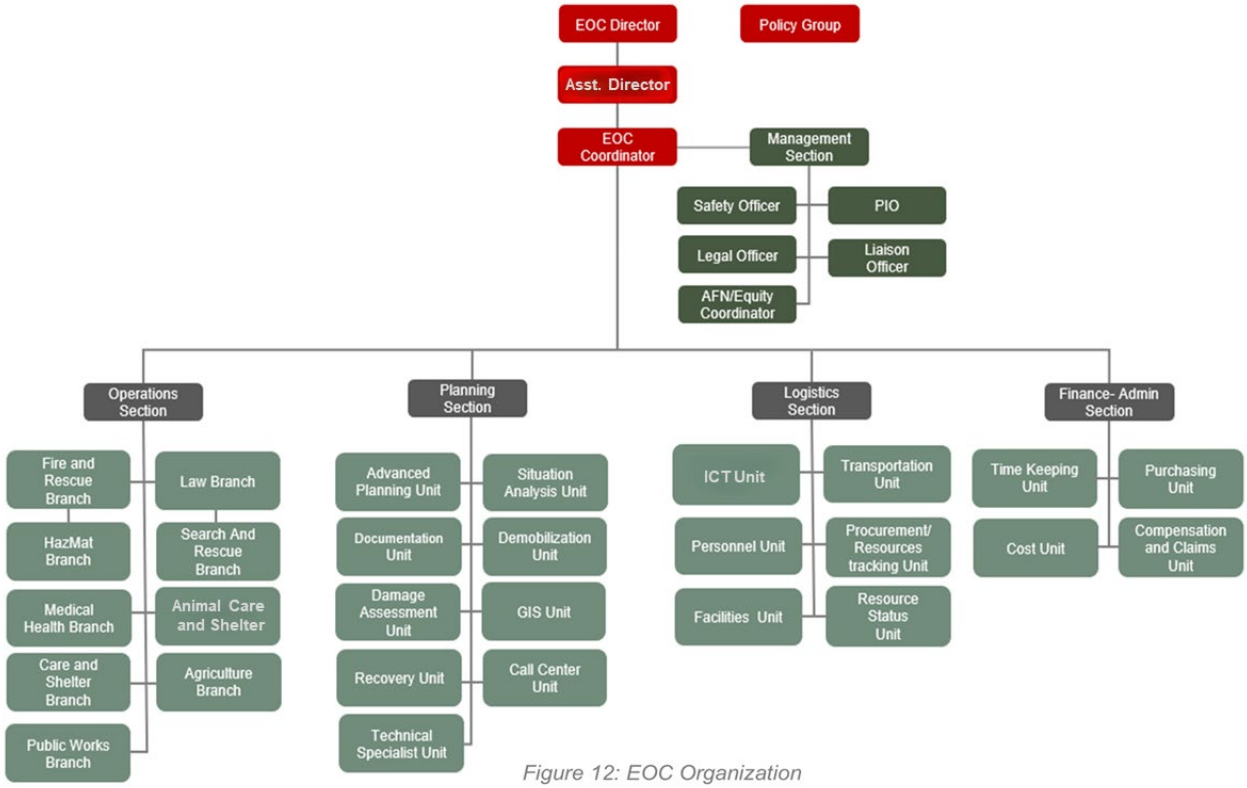


Figure 12: EOC Organization

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Mendocino County EOC staff are responsible for coordinating the resources, strategies, and policy for any event inside Mendocino County that exceeds the capabilities of first responders and the local jurisdiction. Tactical control always remains the responsibility of the field ICs.

Coordination and communications should be established between activated local government EOCs, the Mendocino EOC, and various ICPs and/or Emergency Coordination Centers (ECCs) across the affected jurisdictions. When activated, the Mendocino County EOC will perform this function. When not activated, OES personnel will be contacted directly or through the Sheriff's Dispatch. Mendocino County uses an Operational Area Multi-Agency Coordination System concept to develop response and recovery operations. When and where possible, Mendocino County will include jurisdictional representatives in planning for jurisdictional support.

The EOC is composed of the following sections:

Policy Group

The Policy Group in the EOC focuses on the overall strategy for the response (beyond the strategy developed by the IC at the scene), the overall response priorities, and policy setting. They meet before a disaster occurs to develop emergency policies and then, as required by the disaster situation, discuss the economic, political, legal, and social implications of both the threat and the response to determine the best general approach to the situation. In the event of an emergency/disaster, the Board of Supervisors is responsible for the following:

- Ratifying Local Emergencies within seven (7) days;
- Approving emergency resolutions and orders;
- Hosting VIPs and government officials on tours of affected areas; and
- Providing information to the public as necessary in coordination with the Public Information Officer.

To avoid any potential Brown Act[23] violations, the Board of Supervisors should not report to the EOC unless requested by the EOC Director. The EOC will consult with and inform the Board of Supervisors as needed throughout the EOC activation.

- In Mendocino County, a Local Emergency may be proclaimed by the Director or Assistant Director of Emergency Services. The Board of Supervisors must ratify the proclamation within seven (7) days. The Board of Supervisors must review the need to continue the proclamation at least every thirty (30) days until the Local Emergency is terminated. The Local Proclamation of Emergency should be terminated by resolution as soon as conditions warrant.
- Emergency proclamations are normally made when there is an actual incident or threat of disaster or extreme peril to the safety of persons and property within Mendocino County, caused by natural or manmade situations and local resources for response are inadequate or may become inadequate.
- Emergency proclamations may allow for the activation of certain pre-established emergency provisions such as special purchasing, contracting, and the trigger of state or federal funds or resource support.

[23] https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?division=2.&chapter=9.&part=1.&lawCode=GOV&title=5.

Incorporated cities/towns/special districts may proclaim a local emergency as provided under their municipal code. The city/town/special district should advise OES of the proclamation as soon as possible.

Management Section

The Management Section is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations. This may include managing the overall emergency response effort as well as overseeing and managing all the sections within the EOC utilizing NIMS and ICS principles. The Management Section is led by the Director of Emergency Services in the EOC Director Position. In a CEO model of government, this section is therefore led by the Executive Office.

Figure 13: Management Section

The Management Section will accomplish the following objectives during a disaster/emergency:

- Overall management and coordination of emergency response and recovery operations.
- Coordinate and liaison with appropriate federal, state, and local government agencies, as well as applicable segments of private sector entities and volunteer agencies.
- Establish priorities and resolve any conflicting demands for support.
- Prepare and disseminate emergency public information to inform, alert, and warn the public.
- Disseminate damage information and other essential data.

The primary staff of the Management Section are the EOC Director, Assistant EOC Director, and the EOC Coordinator, who all support the overall operations of the operational area-wide response. The Management Section also includes the Safety Officer, Public Information Officer (PIO), Liaison Officer, Legal Counsel, and Access and Functional Needs (AFN)/Equity Coordinator.

The AFN/Equity Coordinator works closely with Section Chiefs throughout the response and recovery phases to ensure that culturally diverse communities and the AFN population are sufficiently served during the incident. This includes coordinating evacuation and sheltering resources that meet the needs of these populations as well as confirming future emergency planning and preparedness efforts incorporate community-based values and lessons from previous events.

Operations Section

The Operations Section controls the activity of agencies with a direct response in the management and reduction of the emergency. The Operations Section is the recipient of all incoming information concerning the incident and has the most current status of resources (i.e., manpower, equipment, and supplies), flowing both into and out of the EOC. It is the responsibility of the Operations Section to determine and evaluate priorities throughout the response.

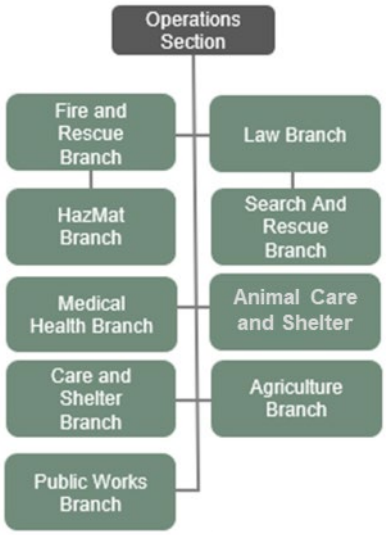


Figure 14: Operations Section

The Operations Section is led by an assigned Operations Section Chief. The Operations Section Chief is traditionally assigned from the Mendocino County Sheriff's Office during the initial response for most disasters and emergencies. During a public health or biological incident, the Mendocino County Health Department will lead the Operations Section.

The Operations Section Chief may activate additional support as needed to assist in conducting the responsibilities of the EOC. Branches that may be activated include Fire & Rescue, Law Enforcement, Health & Medical, Public Works, and Reentry. The HazMat Group may activate under the Fire & Rescue Branch for incidents involving hazardous materials, and the Care & Shelter Group may activate under the Health & Medical Branch for incidents which require sheltering or feeding operations. Additional functions may be developed and activated based on the needs of the response.

Planning/Intelligence Section

The Planning/Intelligence Section is responsible for gathering timely, accurate, accessible, and consistent information and intelligence during the ongoing operations of an emergency. This information is used to prepare situational reports and action plans that create a common operating picture. To ensure effective information flow, emergency response agencies at all levels must establish communications systems and protocols to organize, integrate, and coordinate information among affected agencies. The Planning/Intelligence Section oversees all Planning Meetings and supports in preparing the EOC or activation plan or EOC Action Plan. The section will collect and process internal EOC documentation and prepare advance planning information as necessary.

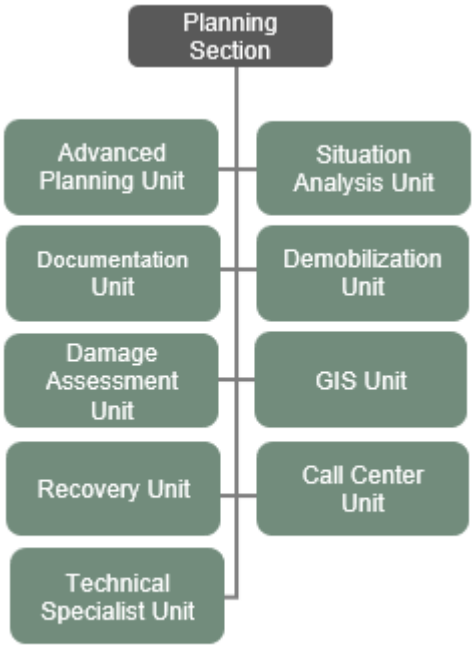


Figure 15: Planning/Intelligence Section

The Planning/Intelligence section is led by an assigned Planning/Intelligence Section Chief. The Planning Section Chief is traditionally assigned from the Planning and Building Services Department. The Planning Section Chief may activate additional support as needed to assist in conducting the responsibilities of the EOC. Units that may be activated include Advanced Planning, Situation Analysis, Documentation, Damage Assessment, GIS, Demobilization, Recovery, and Call Center. Additional units or Technical Specialists may be activated based on the needs of the response. Technical Specialists assigned to the EOC will initially be part of the Planning/Intelligence Section.

A critical role of the EOC is documentation management. Documentation of actions, decisions, and impacts can be used to improve future responses and shape policy. Critical information including details concerning the nature, magnitude, and impact of a disaster should be tracked in addition to any document generated by the EOC. Planning/Intelligence Section staff are responsible for submitting all disaster/emergency related documents for retention.

Vital documentation that should be retained includes at a minimum:

- Situation Reports
- Requests for Proclamations of Emergency
- Requests for Assistance
- Costs/Expenditures Reports
- Damage Assessment Reports

All disaster records are kept in compliance with current state and county legislation. Records will be kept in such a manner to identify incident-related expenditures and obligations separated from general programs and activities. Complete and accurate records are necessary to document reimbursement and for audit reports. These documents are primarily stored in electronic format and are archived per the established Mendocino County retention schedule.

The Planning/Intelligence Section Chief may choose to activate the Documentation Unit leader position to assist with the management of all EOC documents and records. This position becomes progressively more important as the size and complexity of the response increases. For more information on Documentation Unit duties please see the Logistics ICS Branch Annex.

Logistics Section

The Logistics Section provides facilities, services, resources, and other support services both to agencies responding to the emergency and to meet internal EOC operating requirements. Incident, DOC, or agency requests for support directed to the EOC will be channeled through the EOC Logistics Section. The Logistics Section also supports functions such as providing

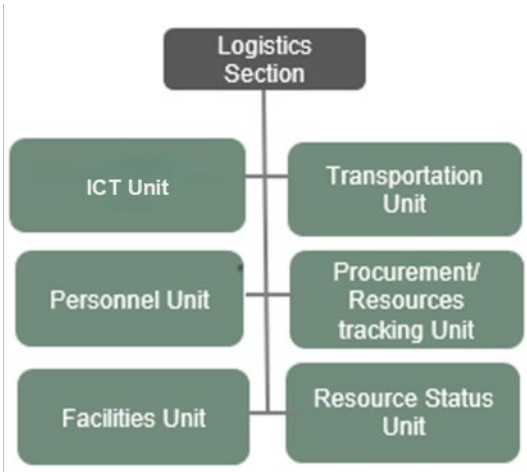


Figure 16: Logistics Section

communication services, resource tracking, acquiring equipment, supplies, personnel, facilities, and transportation services, as well as arranging for food, lodging, and other support services as required. The section coordinates with the operations section to establish priorities for resource allocation.

The Logistics Section is led by an assigned Logistics Section Chief. The Logistics Section Chief is traditionally assigned from the Purchasing Division. The Logistics Section Chief may activate additional support as needed to assist in conducting the responsibilities of the EOC. Units that may be activated include Communications, Transportation, Personnel, Equipment & Supply Procurement, Facilities, and Resources Status. Additional units may be developed and activated based on the needs of the response.

Finance/Administration Section

The Finance/Administration Section in the EOC manages all financial, administrative, and cost analysis aspects of the emergency. Initially, this work may be done in the EOC, but in later stages of the emergency this function may be accomplished at other locations. The Finance/Administration Section ensures that all financial records are maintained throughout the incident, including all on-duty time is recorded and that all on-duty time sheets are collected. They will ensure that all recovery documentation is accurately maintained during the response and submitted to the Prevention, Recovery, Resiliency, and Mitigation Division (PRRM) for the appropriate submission to FEMA or Cal OES.

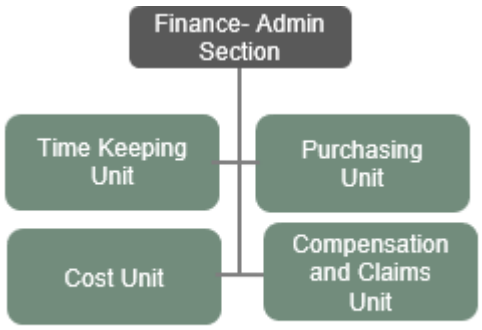


Figure 17: Finance/Administration Section

The Finance/Administration section is led by an assigned Finance/Administration Section Chief. The Finance/Administration Section Chief is traditionally the Disaster Finance Director. The Finance Section Chief may activate additional support as needed to assist in conducting the responsibilities of the EOC. Units that may be activated include Time Keeping, Compensation & Claims, Purchasing, and Cost. Additional units may be developed and activated based on the needs of the response.

General Finance Regulations

Local jurisdictions requesting assistance should assume the resources requested will need to be paid out of local funding. Local jurisdictions may incur disaster-related obligations and expenditures in accordance with applicable state statutes and local codes, charters, and ordinances.

FEMA requires that state and local governments receiving federal financial assistance under the Stafford Act comply with FEMA's rules prohibiting discrimination, as provided in 44 Code of

Federal Regulation (CFR) § 206.11.[24] As a result of this federal requirement, state and local governments seeking to receive federal disaster assistance must follow a program of non-discrimination that incorporates FEMA's Whole Community approach (discussed in detail in the Whole Community Approach section). This requirement encompasses all state and local jurisdiction actions.

As a condition of participation in the distribution of assistance or supplies under the Stafford Act, government bodies and other organizations should provide a written assurance of their intent to comply with regulations relating to nondiscrimination promulgated by the President or the administrator of FEMA, and should comply with such other regulations applicable to activities within an area affected by a major disaster or emergency as the administration of FEMA deems necessary for the effective coordination of relief efforts.

Incurred Costs Tracking (Expenditure Approval)

In a disaster/emergency, some procurement processes may need to be altered for life safety purposes, but to the best of Mendocino County's ability, all purchases will follow regular procurement rules for Mendocino County.

Mendocino County EOC uses the ICS structure for tracking and approving costs, including a Finance/Administration Section. All purchases necessary for life safety during a response qualify for emergency procurement and may be purchased with approval of the EOC Coordinator and Finance/Administration Section. Other items may need approval from the Board of Supervisors if they are over $50,000. Items under $10,000 can be "sole-sourced," while items over $10,000 must go through a competitive bidding process with multiple vendors.

The Finance/Administration Section in the EOC will ensure appropriate documentation is being collected and tracked in compliance with local, state, and federal regulations. Special consideration should be considered for expenses collected across various departments and agencies who may not have been operating in direct support of the EOC, such as ICP costs, continuity of operations costs, and other response costs.

[24] https://www.ecfr.gov/current/title-44/chapter-I/subchapter-D/part-206/subpart-A/section-206.11

RECOVERY

The primary focus during the recovery phase is to return Mendocino County to normalcy. Support for recovery ensures a continuum of care for individuals to maintain and restore health, safety, independence, and livelihoods, especially those who experience financial, emotional, and physical hardships. This can be done through re-establishing businesses, reopening schools, and returning the public and visitors back to a normal routine. Successful recovery ensures that residents emerge from any threat or hazard stronger and positioned to meet the needs of the future. Short- and long-term recovery requires an operational area-wide approach to solve complex problems to bring the community back to normalcy. This requires the collaboration of governments, agencies, businesses, non-profit organizations, and the public to provide a safe and secure environment for all those impacted in the short-term and long-term recovery process. Recovery capabilities support well-coordinated, transparent, and timely restoration, strengthening, and revitalization of infrastructure and housing; an economic base; health and social systems; and a revitalized cultural, historical, and environmental fabric.

Recovery Organization

The Prevention, Recovery, Resiliency, and Mitigation Division (PRRM) in Mendocino County works directly with state, federal, and local partners in physical and financial recovery. The Division works across public and private sectors to ensure that unmet needs are being addressed within the community. PRRM focuses on pre-disaster mitigation activities and post-disaster recovery, which together lead to increased overall resiliency.

PRRM manages both short-term activities intended to restore vital lifeline systems and long-term activities designed to return infrastructure systems to pre-disaster conditions. These two phases are not always clearly delineated and often overlap in the intermediate recovery phase.

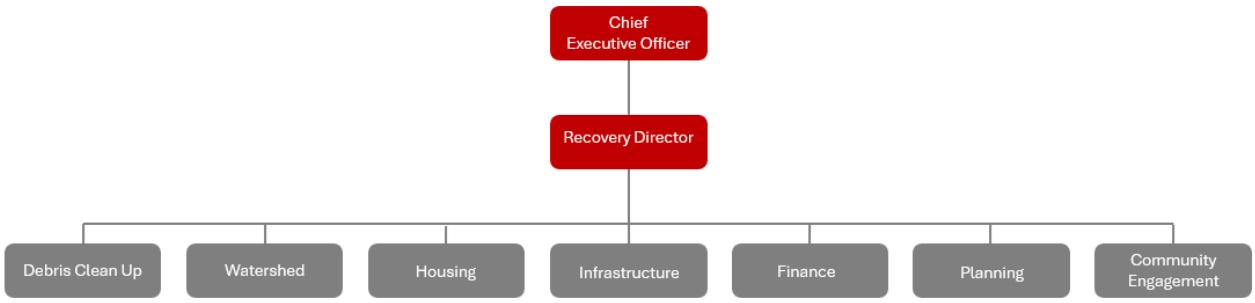


Figure 18: Recovery Section Organization Chart

Short-Term Recovery

Short-term recovery is immediate and often overlaps with response. Short-term recovery mission tasks are established by the Recovery Unit of the Mendocino County Emergency Operations Center (EOC) during incident response. Objectives of short-term recovery may include:

- Consolidate hazardous material and debris removal
- Advocate for temporary housing solutions
- Establishing long-term recovery objectives
- Assist in immediate environmental protection measures
- Conduct damage assessment surveys

During incident response and EOC demobilization, a short-term recovery plan is completed by the Recovery Unit to determine recovery objectives and assignments to guide the recovery period. During EOC operations, the Recovery Unit will coordinate with and activate the local Voluntary Organizations Active in Disaster (VOAD) groups and other community organizations for support during the recovery period as soon as the incident has cleared, and the scene is safe.

Recovery may include a Recovery Operations Center (ROC), Local Assistance Center (LAC), or Disaster Recovery Center (DRC) if identified by the EOC. LACs and DRCs aid affected individuals by offering a centralized location for services and resource referrals for unmet needs following an emergency or disaster. LACs and DRCs have historically proven to be a key factor for a successful recovery and will span into the long-term recovery phase.

Long-Term Recovery

Recovery after a disaster is often supported by public-private partnerships and/or non-governmental organizations which are managed by PRRM. Following a disaster, PRRM will coordinate with and recruit local community organizations to support the long-term recovery process by establishing and managing a long-term recovery group (LTRG).

Long-term recovery objectives may include:

- Establishing a long-term recovery plan.
- Applying for and administering all federal Public Assistance, Individual Assistance, and post disaster Hazard Mitigation grants.
- Rebuilding the community and restoring residents to their daily lives.
- Restoring economic activity to the community.
- Coordinating with all Mendocino County Operational Area, state, and federal agencies to ensure a successful recovery process.

Damage Assessment

An initial damage estimate (IDE) is Mendocino County's identification of the magnitude of the disaster and the local response and recovery impacts. The IDE helps state and federal responders understand the damages and prioritize a Preliminary Damage Assessment (PDA) for Mendocino County, which may lead to a state proclamation or federal disaster declaration. The IDE is conducted immediately, generally within forty-eight (48) hours of the disaster or making a proclamation of emergency. Damages are typically evaluated prior to re-entry after a fire or other similar incident. Search and rescue or GIS may be used to map destroyed property and buildings. Results are submitted to Cal OES via Cal EOC. In Mendocino County, IDEs are typically managed by PRRM with the support of the Planning and Building Services Department along with field responders and other partners with additional field intelligence.

An IDE typically includes:

- Type and extent of public and private sector damage.
- Estimates of damage and emergency response costs.
- Acute public health and environmental issues.

A PDA occurs after IDE data has been submitted and validated and is conducted to enable FEMA to determine the impact and magnitude of damage and the resulting unmet needs of the community. The PDA process is managed by Cal OES in conjunction with Mendocino County and FEMA Region IX.

The Damage Assessment Unit is responsible for supporting the IDE and PDA by collecting damage information from throughout the operational area during the incident (as available). The Damage Assessment Unit also coordinates inspections and prepares a damage assessment report for the EOC Director and other agencies that may need damage information.

Cost Recovery

Disasters have the potential to overwhelm Mendocino County's emergency response capabilities resulting in eligibility for several response cost reimbursement mechanisms through both the state and federal government. Cost recovery is dependent on comprehensive documentation by the Finance/Administration Section of the EOC during the disaster and PRRM during recovery operations. It is the responsibility of the EOC to execute procedures to capture and document costs related to the disaster as well as accurate and timely completion of documents in support of financial recovery.

The Finance/Administration Section and PRRM should maintain cost documentation for accurate accounting during the cost recovery/disaster assistance process. For more information on finance and documentation, see the Finance/Administration section.

Disaster Assistance Overview

Disaster-related expenditures may be reimbursed under several state and federal programs. Reimbursements may be authorized for approved costs for work carried out in the protection or restoration of public facilities or functions. Funding may be available for individuals or businesses to assist with the recovery process.

It is the policy of Mendocino County to apply for any reasonable funding opportunity after a disaster/emergency to attempt to recoup some of the expenses incurred. Many of these programs often shift in requirements, and there should be an expectation of volatility in the future of grant funding. Any funding sources sought will need to be reviewed at the time of application for appropriateness of the source and to ensure requirements are being met by the applicant.

Federal Assistance Programs

Public Assistance (PA) Program

The Federal Emergency Management Agency's (FEMA) Public Assistance (PA) grant program provides federal assistance to government organizations and certain private nonprofit organizations following a presidential disaster declaration. PA provides grants to state, tribal,

territorial, and local governments, and certain types of private nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies. Through the program, FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly owned facilities and the facilities of certain PNP organizations. The PA program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The federal share of assistance is up to 75 percent of the eligible cost. In certain disasters with special circumstances, FEMA has reimbursed up to 100% of eligible costs.

Individual Assistance (IA) Program

FEMA provides assistance to individuals and households through the Individual Assistance Program, which includes the following:

- Mass Care and Emergency Assistance (MC/EA)
- Crisis Counseling Assistance and Training Program (CCP)
- Disaster Unemployment Assistance (DUA)
- Disaster Legal Services (DLS)
- Disaster Case Management (DCM)
- Individuals and Households Program (IHP)

IHP is comprised of two categories of assistance: Housing Assistance (HA) and Other Needs Assistance (ONA).

Small Business Administration (SBA)

The Small Business Administration (SBA) provides low- or zero-interest disaster loans to help businesses and homeowners recover from declared disasters. The SBA declaration process has a lower threshold than FEMA and will only assist those who do not meet FEMA requirements.

Hazard Mitigation Grant Program (HMGP)

FEMA's Hazard Mitigation Grant Program (HMGP) provides funding to state, local, tribal, and territorial governments following a declared disaster to support their efforts to rebuild following a disaster in a way that reduces future losses in their communities. Hazard mitigation includes long-term efforts to reduce risk and the potential impact of future disasters.

Fire Management Assistance Grant (FMAG)

FEMA's Fire Management Assistance Grant (FMAG) provides funding to state, local, tribal, and territorial governments for the mitigation, management, and control of fires burning on publicly or privately owned forests or grassland.

State Assistance Programs

The State of California will make all reasonable efforts to identify, secure, and leverage recovery resources and funds for local governments. It is the responsibility of Mendocino County to work with the state of California to leverage access to those available funds.

California Disaster Assistance Act

The California Disaster Assistance Act (CDAA) authorizes Cal OES to administer a disaster assistance program that provides state funding for costs incurred by local governments due to a disaster event. Funding for the repair, restoration, or replacement of public real property damaged or destroyed by a disaster is made available after Cal OES agreement with a local emergency proclamation requesting state disaster assistance. The CDAA also provides cost sharing authority to the state for costs not met by the federal PA program.

The CDAA also allows certain eligible private nonprofit organizations to receive state assistance for extraordinary costs incurred while providing assistance at the request of local government agencies during a disaster that falls under a Governor's state of emergency proclamation.

CAL FIRE - Fire Prevention Grants Program

CAL FIRE's Fire Prevention Grants Program provides funding for fire prevention projects and activities in and near fire threatened communities that focus on increasing the protection of people, structures, and communities. Funded activities include hazardous fuels reduction, wildfire prevention planning, and wildfire prevention education with an emphasis on improving public health and safety while reducing greenhouse gas emissions.

Local Assistance Programs

Mendocino County and its cities will meet disaster expenditures with currently appropriated funds in accordance State of California and Mendocino County codes. OES is responsible for identifying other sources of funds to meet disaster-related expenses if organizational budgets are exceeded.

After-Action Report/Improvement Plan

The After-Action Report and Improvement Plan (AAR/IP) summarizes key evaluation information, including overview and analysis of the event. In conjunction with state and federal guidelines, an AAR/IP is conducted for all exercises as well as for all EOC activations. Following all major exercises, drills, and actual incidents, the Mendocino County Operational Area requires that an AAR/IP be developed, although during a long-term activation interim AAR's may be completed during ongoing response operations.

The AAR/IP is an opportunity to capture what happened during the event, what went well and should be reinforced or repeated, and gaps which should be filled in the future. The AAR/IP should include a review of response actions, suggested modifications to plans and procedures, identified training needs, and equipment needs to improve future responses. The OES will facilitate the drafting of an AAR/IP specific to EOC and the OES operations during the incident. Other departments and agencies are encouraged to conduct their own after-action reporting, if applicable. For a long-term or multi-part incident, such as COVID-19, an outside vendor may be necessary to support OES with the after-action review and development of a comprehensive AAR/IP to ensure all aspects of the response are accurately represented.

After completion of an AAR/IP following an EOC activation for a local or state proclaimed emergency, OES will facilitate the submission to Cal OES within 90 days of the close of the emergency period.

Methods

The AAR/IP includes an overview of performance while highlighting strengths and areas for improvement. The main elements of an AAR/IP include emergency management response actions taken during the situation, consolidation of feedback from participants (if an exercise), and approval of leadership. Since each activation or exercise is different, the needs of the AAR/IP will also be different. The AAR/IP process should be tailored to the situation and the needs of the event itself. Some of the methods that should be considered when conducting an AAR/IP include:

- Hot wash or debrief
- Review of documents generated
- Document draft review by leadership
- Participant surveys
- Participant interviews
- Open solicitation of written feedback
- After-Action Meetings to validate findings
- Webinars
- Workshops
- Public surveys or solicitation for feedback
- Approval process from elected officials and other government leadership

Corrective Action Program

A corrective action program is a structure to provide reflective improvement of emergency response capabilities in the Mendocino County Operational Area. It utilizes the AAR/IP that contains analysis that is intended to establish best practices and affect positive change. An improvement plan is made up of corrective actions that are concrete, actionable steps which are intended to resolve capability gaps identified in the AAR process.

The Mendocino County Operational Area has developed a Corrective Action Plan process that makes assignments for implementing improvements outlined in AAR/IPs. The consolidated items from the AAR/IPs are maintained in a tracking spreadsheet where OES coordinates both assignments and timelines of relevant corrective actions. The tracking spreadsheet is updated on a quarterly basis. This system is the best practice and in accordance with both HSEEP and NIMS requirements.

ROLES AND RESPONSIBILITIES

Federal

The National Response Framework (NRF) facilitates the delivery of federal response assistance to states to help them respond to and recover from the consequences of significant emergencies and disasters. There are some instances in which a federal or state agency will have a field response role, due to the jurisdictional responsibility of the event. When a federal or state agency is involved in field operations, coordination will be established with the Mendocino County EOC and any appropriate Mendocino County emergency response departments. The event type will determine their location and scope of involvement.

Some federal agencies are mission tasked with actions that can directly support operational area response efforts prior to a federal declaration. Once a federal declaration is issued, all federal agency response efforts will be coordinated through the Federal Emergency Management Agency (FEMA) and the Joint Field Office (JFO).

State

The Mendocino County Emergency Operations Center (EOC) will communicate and coordinate directly with the Cal OES State Operations Center (SOC). Coordination between the Mendocino County EOC and the Cal OES SOC will occur through the appropriate SEMS channels (Management, Planning/Intelligence, Operations, Logistics, and Finance/Administration).

State government departments are responsible for providing various services such as specialized skills, technical assistance and training, equipment, and resources in support of state and local government emergency operations. State government will also work with other states, the regional FEMA Office, and other federal agencies for interstate mutual aid, federal resources, and public and private assistance upon the Presidential Declaration of a Disaster.

Tribal

There are thirteen (13) Tribes within Mendocino County that are not tasked under this Emergency Operations Plan (EOP) but are included in the Mendocino County Disaster Council meetings. During a disaster or emergency, they collaborate with Mendocino County to support response and recovery efforts. In addition, at the request of the Tribes, Mendocino County and its cities will support requests for assistance and resources as needed for the Tribes to respond to and recover from an event. Many of the Tribes have their own independent comprehensive emergency management programs that oversee their jurisdiction. The following Tribes are located within Mendocino County:

- Cahto Tribe of the Laytonville Rancheria (Laytonville)
- Coyote Valley Band of Pomo Indians (Redwood Valley)
- Guidiville Band of Pomo Indians (Talmage)
- Hopland Band of Pomo Indians (Hopland)
- Manchester Band of Pomo Indians (Point Arena)
- Noyo River Indian Community (Fort Bragg)
- Pinoleville Pomo Nation (Ukiah)
- Potter Valley Tribe (Ukiah)
- Redwood Valley Little River Band of Pomo Indians Rancheria (Redwood Valley)
- Round Valley Indian Tribe (Covelo)
- Shebelna Band of Mendocino Coast Pomo Indians (Fort Bragg)
- Sherwood Valley Band of Pomo Indians (Willits)
- Yokayo Tribe of Indians (Talmage)

County

General Responsibilities

Mendocino County has an Operational Area-wide responsibility for coordination of response and recovery operations including warning, public information, damage assessment, resource coordination, and recovery guidance for individuals plus political and special purpose jurisdictions. Each Mendocino County department has basic responsibilities in the phases of disaster cycle including mitigation, preparedness, response, and recovery. The roles and responsibilities in each of these areas are outlined in EOP attachments, annexes, and standard operating procedures (SOPs) where specific strategies in accomplishing these tasks can be found.

Mitigation

- Coordinate prevention resources and capabilities with neighboring jurisdictions, the State, and the private and nonprofit sectors.
- Develop public awareness programs for safety, hazard identification, and emergency notification to minimize life safety risks.
- Active participation in FEMA Hazard Mitigation Grant Program to develop and execute projects that mitigate hazards and impacts. Incorporate suggestions from all cities and county departments in the plan.
- Develop Continuity of Operations Plan (COOP) including procedures to reestablish department operations, including notification of critical personnel, assessment of damage and resources, relocation of critical department functions, and estimated time to open for business.
- Participation in pre-disaster recovery and mitigation planning efforts, including:
    - Provide a better understanding of local vulnerabilities as they relate to risk reduction activities.
    - Actions to reduce long-term vulnerability are applied in both the pre-disaster planning and the post-disaster recovery activities of the Mendocino County Operational Area.

Preparedness

- Keep an updated inventory of key departmental personnel, facilities, and equipment resources.
- Develop mutual support agreements with similar departments or organizations in other jurisdictions, when appropriate.
- Encourage the development of employee response teams from within their department.

Response

- Keep complete records of costs, expenditures, overtime, repairs, and other disaster related expenditures.
- Assess the impact of the event on departmental personnel, clients, facilities, equipment, and capabilities. This includes inspecting, monitoring, and reporting the status of disaster-caused damage in Mendocino County, including private property, infrastructure, and public facilities.
- Report relevant assessment information through the respective department's chain of command to the DOC or EOC on a continuing basis, as appropriate.
- Provide personnel, equipment, and resources to adequately support OES and ensure efficient support of the Mendocino County EOC.
- Make staff available, when requested by OES, for emergency assignments, such as EOC activities, damage assessment, and liaisons with other agencies and organizations.
- Coordinate and prioritize requests for equipment, personnel, and other support needs in support of department operations center (DOC) or EOC operations. Provide department resources (supplies, equipment, services, and personnel), as coordinated through the DOC or EOC.
- Ensure accessibility and reach of the widest range of culturally diverse communities, which includes, but is not limited to: race and ethnicity, including indigenous peoples, communities of color, and immigrant and refugee communities; age, including the elderly and youth; sexual and gender minorities; people with disabilities; occupation and income level including low-income individuals and the unhoused; education level; people with no or limited English language proficiency; as well as geographic location.
- Use a Whole Community approach to engage the full capacity of the private and nonprofit sectors, including businesses, faith-based and organizations supporting residents with disabilities, and the public, in conjunction with the participation of local, tribal, state, and federal governmental partners.

Recovery

- Coordinate other unmet ongoing needs that remain from the response phase. These efforts may include providing for continuity and/or restoration of basic services, providing physical safety and security, as well as a sense of stability necessary for recovery and resumption of normal or new normal levels of functioning.
- Maximize funding opportunities.
- Manage an inclusive, culturally competent recovery process.
- Provide and/or restore basic services needed to sustain the community. These services will include social and human services, public safety, and health services.

- Provide and/or ensure quality housing. Quality housing will be a goal of both temporary and medium-term housing efforts and of permanent reconstruction and redevelopment of housing. Mendocino County will strive to ensure that all residents, including those people with disabilities, are able to continue living in settings that are:
    - Safe, sanitary, and secure.
    - Affordable at levels comparable to residents' pre-disaster housing.
    - Integrated with the rest of the community.
    - Accessible to public services and transportation.
    - Compliant with all applicable regulations and standards.
- Maintain and enhance Mendocino County's economic base.
- Participate in AAR/IP processes with recommendations for plan or procedure improvements.

Department-Specific Responsibilities

The matrix below provides an overview of each Section, Branch, and Unit within the EOC, and which Mendocino County departments have some responsibility within that position. A bold, red 'L' indicates that department is the lead agency for that role/position. A black 'S' indicates that agency is support for that role/position. "Essential Responsibilities" are those responsibilities which are critical functions of the stated agency or department. All departments and agencies are expected to be aware of the minimum responsibilities of each Section/Branch/Group/Unit and always maintain situational awareness during an EOC activation.

L = Lead Agency
S = Support Agency

	Agricultural Commissioner	Animal Care Services	Auditor Controller	Cannabis Program	Chief Executive Officer/Executive Office	County Counsel	Environmental Health	Fire Agency	General Services	Human Resources	Information Technology	Office of Emergency Services	Planning and Building Services	Prevention, Recovery, Resiliency, Mitigation	Sheriff	Social Services	Transportation
MANAGEMENT SECTION					L							S			S		
Liaison Officer					L												
Legal Counsel						L											
Public Information					L										S		
Health and Safety Officer					L												
AFN/Equity						L										S	
OPERATIONS SECTION												S			L		
Fire and Rescue Branch															L		
Law Enforcement Branch															L		
HazMat Group (Environmental Health)							S								L		
Medical Health Branch												L				S	
Mass Care & Shelter Group																L	
Animal Care and Shelter		L															
Public Works Branch									S								L
Search and Rescue Branch															L		
Agriculture Branch	L																
PLANNING/INTELLIGENCE SECTION												S	L				
Advance Planning Unit													L				
Situation Analysis Unit											S		L		S		
Documentation Unit											S		L				
Damage Assessment Unit									S				S	L			
Recovery Unit	S	S		S					S					L		S	S
Call Center Unit										L							
Demobilization Unit										S			L				
GIS Services Unit											S		L				
Technical Specialist																	
LOGISTICS SECTION									L			S					
Communications/IT Unit											L						
Transportation Unit									S						S		L
Personnel Unit									L	S							
Procurement/ Resources Tracking Unit									L								
Facilities Unit									L								
Resource Status Unit									L				S				
FINANCE/ADMINISTRATION SECTION			L									S		S			
Time Keeping Unit			L							S				S			
Compensation & Claims Unit			L						S	S				S			
Purchasing Unit			S						L					S			
Cost Unit			L						S					S			

Table 16 Lead and Support Roles and Responsibilities for EOC Positions
Represents a "sample" activation such as for a Wildfire.

City

General Responsibilities

It is the role of each jurisdiction to support emergency operations to the extent defined in each of their local EOPs. Local jurisdictions are trained to first manage the emergency at their local level following their SOPs. Each city has basic responsibilities in the phases of emergency management including preparedness, mitigation, response, and recovery.

Mitigation

- Reduce disruption to operations through planning, equipment and supply acquisition, technology improvement, removal of barriers to restoration, and other mitigation projects.
- Support mitigation projects by reducing disruption to systems caused by hazards in their jurisdiction.
- Inspect equipment, infrastructure, and facilities for deterioration, make repairs and upgrades to reduce risk, and enhance the capabilities in their jurisdiction.

Preparedness

- Coordinate public and staff all-hazards preparedness resources and capabilities within their jurisdiction and coordinate with Mendocino County when necessary and appropriate.
- Promote the coordination of ongoing plans, the implementation of core capabilities, the engagement and information sharing with private sector entities, infrastructure owners and operators, and other jurisdictions and entities.
- Develop Continuity of Operations (COOP) plans, including procedures to reestablish department operations, including notification of critical personnel, assessment of damage and resources, relocation of critical department functions, and estimated time to open for business in their city.
- Develop mutual support agreements with other jurisdictions, when appropriate.

Response

- Local public health and safety (law enforcement, fire, and emergency medical services) agencies are responsible for the protection of life and property, the protection of public health, the preservation of peace, the prevention of crime, and the arrest of violators of the law.
- Alert EOC response staff of an incident and report to physical or virtual EOC.
- Conduct EOC operations in their jurisdiction (if necessary) with the focus on protection of lives, stabilization of the incident, and conservation of property and infrastructure.
- Provide liaisons and coordination elements in Mendocino County EOC.

Recovery

- Manage recovery efforts within their jurisdiction.
- Support Mendocino County PRRM recovery efforts as needed.

Private Sector, Non-governmental, Volunteer, and Community Organizations

Nongovernmental organizations (NGOs) include voluntary, racial and ethnic, faith-based, veteran-based, and nonprofit organizations that provide sheltering, emergency food supplies, and other essential support services. Volunteer agencies and private agencies may participate in the mutual aid system along with governmental agencies and are an essential element of the statewide emergency response to meet the needs of disaster victims.

General Responsibilities

Mitigation

- Represent communities and diverse groups in mitigation policy discussions.
- May provide training and education to communities, including how-to guides.

Preparedness

- Establish mutual aid arrangements to assist other agencies within their functional area. For example, electric and gas utilities have mutual aid agreements within their industry and established procedures for coordinating with governmental EOCs.
- Formalize private public partnerships through memorandums of understanding between other private sector organizations, non-governmental organizations, and government entities.

Response

- Establish liaisons between activated EOCs and organizations involved in a response.
- Provide EOC representation when there is a need for extensive coordination and information exchange.

Recovery

- Support the volunteer and donations management objective for managing the influx of volunteers and donations to voluntary agencies and all levels of government before, during, and after an incident.
- May provide volunteers, leaders, technical assistance, commodities, and facilities to support the recovery effort.

Organizations

The following organizations are active in Mendocino County and may or may not have defined responsibilities during or after a disaster:

- **American Red Cross:** The American Red Cross is chartered by Congress to provide relief to survivors of disasters and help people prevent, prepare for, and respond to emergencies. In Mendocino County, the American Red Cross supports sheltering operations during times of crisis.

- **Community Animal Response Team (CART):** The Mendocino County CART is managed by the Animal Care Services Department and is made up of volunteers from the community with a desire to assist residents with their pets during an emergency or disaster. During a disaster sheltering situation, a temporary animal shelter is set up nearby to the shelter. The CART team supports residents in caring for their pets while in the shelter.
- **Community Emergency Response Team (CERT):** The Mendocino County CERT program supports first responders in the event of an emergency. Team members provide community education in disaster preparedness and assist with first aid and crowd control at community events.
- **Firewise:** Supports communities in wildfire safety efforts. There are four (4) Firewise programs communities in Mendocino County: Sherwood (Willits), Pine Mountain Estates (Willits), Black Bart Trail (Redwood Valley), and Upper Deerwood (Ukiah).
- **Mendocino Auxiliary Communication Services (MACS).** MACS is a trained group of volunteers ready to support the Operational Area with communications and radio operator resources in the event of a major disaster or incident. Their goal is to support the gathering and distribution of information necessary to respond to and recover from a disaster.
- **North Coast Opportunities (NCO):** Establishes and maintains the Donations and Volunteer Management Plans for Mendocino County. They activate a Volunteer Operations Center to manage volunteers and donations.
- **Redwood Coast Regional Center:** Represents and provides alert and notification support for the Access and Functional Needs (AFN) population during and after a disaster, including a public safety power shutoff.

Individual Community Members

Individuals, families, and households are an important factor in emergency preparedness even if they are not a formal part of emergency management operations. The focus for the community member responsibilities include:

- **Build a kit:** Building an emergency kit that includes food, water, communication devices, and other essential needs.
- **Have a plan:** Preparing personal and family plans that include community members who have access and functional needs. Plans should include evacuation, sheltering-in-place, and sheltering needs; medical needs; provisions for pets and livestock; and prepare for the essential needs of children.

- **Stay informed:** Knowing how to get reliable information from trusted sources and how to use that information to act. This includes signing up for emergency messaging and participating in training through OES, local jurisdiction, and other volunteer emergency management organizations.

Figure 19: Community Emergency Preparedness Tips

Readiness reduces risk and safe, secure, and prepared community members are less dependent on response services, which places fewer responders in hazardous response situations. Those who prepare can also be of service to others, therefore increasing the overall capabilities of the community by actively contributing to post-disaster response and recovery efforts. Because of the nature of an emergency or disaster, the government may be limited in its response capabilities. During the first few hours, days, or weeks following a disaster, essential services may not be available. It is the policy of Mendocino County that residents and visitors are encouraged to be self-sufficient for at least fourteen (14) days should an emergency or disaster occur. Visit our website, MendoReady.org for more information on planning, preparedness, and emergency information.

General Responsibilities

Mitigation

- Acquire adequate insurance coverage including renters, hazard, and flood insurance.Reduce hazards in and around homes through efforts such as greenscaping to reduce fire risk, raising utilities above flood level, and securing unanchored objects against the threat of high winds.
- Stay aware of and participate in disaster preparedness efforts in the community.
- Become aware of planning efforts regarding floodplain management, building codes, and land use and environmental regulations.

Mendocino County marks the beginning of the Cascadia Subduction Zone, a 600-mile fault line prone to catastrophic earthquakes. Scientists predict there is approximately a 30-40% chance that the next earthquake of 7.0-9.0+ will occur within the next 50 years. Being "2 Weeks Ready" or having enough supplies to last for at least two weeks is critical in Mendocino County's ability to recover from a catastrophic disaster.

Preparedness

- Understand the threats and hazards and reasonable preparedness actions to take.
    - Acquire awareness of potential threats and hazards through reliable and trusted sources such as local

emergency management agencies, public information and warning systems, and community education campaigns.
    - Take risk-informed protective actions based on the type of threat and the predicted impacts.
- Identify and report potential terrorism-related activity to law enforcement.
    - Individual vigilance and awareness help communities remain safer and bolster prevention efforts.

Response

- Plan to take care of individuals, families, and neighbors until additional assistance can be accessed.
    - Plan for self-sufficiency for a minimum of three days (72 hours) and strive for 14 days without additional support.
- Monitor emergency communications and follow guidance and instructions provided by local authorities.

Recovery

- After suffering losses, survivors can:
    - Maximize any benefits from insurance coverage.
    - Pursue additional funding through any available personal or loan-based resources.
    - Apply for local, regional/metropolitan, state, tribal, territorial, insular area, or Federal program assistance that may be available
- Get involved in their community's recovery activities, including providing input in the post-disaster recovery planning process.
-

Multijurisdictional Coordination

If local government resources prove to be inadequate during a disaster, requests will be made for assistance from other local jurisdictions and higher levels of government according to existing or emergency-negotiated mutual aid agreements and compacts. This assistance may take the form of equipment, supplies, personnel, or other capabilities. All mutual aid agreements and compacts will be entered into by duly authorized officials and will be formalized in writing whenever possible. Mendocino County is currently a signee to the Cal OES Law Enforcement Mutual Aid, Fire and Rescue, Coroner/Medical Examiner, and Regional Disaster Medial Health systems and is a member of Region II. Mutual aid requests that do not fall into one of the discipline specific mutual aid

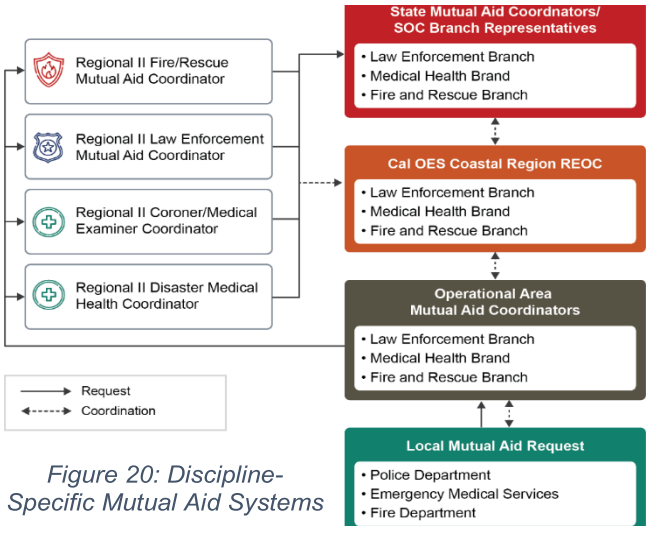


Figure 20: Discipline-Specific Mutual Aid Systems

systems are handled through the mutual aid system by the EOC at the local government, Operational Area, regional, and state levels.

Collaboration through aid agreements is essential in pre-empting a disaster with a holistic response by all responders in Mendocino County. Mendocino County follows procedures from Emergency Management Mutual Aid[25] for planning and responding through a regional collaborative plan during catastrophic events. Mendocino County maintains existing MOUs with some of the neighboring jurisdictions. All efforts will be made for EOC partners to coordinate with regional efforts to expand the existing Memoranda of Agreement (MOA) to include similar regional programs.

Medical Health Operational Area Coordinator (MHOAC)

Authorized by the California Health and Safety Code, the Medical Health Operational Area Coordination (MHOAC) Program supports the provision of medical and health mutual aid within the Mendocino County Operational Area. The MHOAC program is staffed by a MHOAC Coordinator in the Health & Medical Branch of the EOC, who monitors medical and health resources during an incident. The MHOAC Coordinator is responsible for ensuring adequate medical and health resources to support response and is also authorized to make and respond to requests for mutual aid regarding medical and health resources. During an incident, the MHOAC Coordinator may coordinate directly with healthcare providers or emergency medical services resources as necessary.

[25] https://www.caloes.ca.gov/PlanningPreparednessSite/Documents/09%20EMMA%20Plan%20and%20Annexes,%20November%202012.pdf

PLAN MAINTENANCE

Governing Program

The Emergency Operations Plan (EOP) is developed and maintained by Mendocino County Office of Emergency Services (OES), who should facilitate changes to the EOP Basic Plan and Operational Annexes by coordinating and seeking input with appropriate stakeholders using the whole community approach. This approach includes circulating the EOP throughout the planning team (including community-based organizations, voluntary organizations active in disasters [VOADs], and disability advocate groups) for comment and suggested revisions before testing and validating the plan in a tabletop exercise attended by representatives from Mendocino County departments, local jurisdictions, and volunteer organizations. Local multi-agency coordination groups, such as the local Governance Councils then provide input on the EOP before presentation to the Mendocino County Disaster Council and the Board of Supervisors for ultimate review and adoption.

Changes to the Basic Plan should be directed, reviewed, and approved by the Mendocino County Disaster Council as part of its meeting schedule before recommendation to the Mendocino County Board of Supervisors for approval.

The Basic Plan and Operational Annexes must be revised or updated by a formal change using the whole community review approach at least every five years.

Internal Review Process

Commonly used criteria can help decision makers determine the effectiveness and efficiency of plans. These measures include adequacy, feasibility, and acceptability. Decision makers directly involved in planning can employ these criteria, along with their understanding of plan requirements, not only to determine a plan's effectiveness and efficiency but also to assess risks and define costs.

- **Adequacy:** A plan is adequate if the scope and concept of planned operations identify and address critical tasks effectively; the plan can accomplish the assigned mission while complying with guidance; and the plan's assumptions are valid, reasonable, and comply with guidance.
- **Feasibility:** A plan is feasible if the organization can accomplish the assigned mission and critical tasks by using available resources within the time contemplated by the plan. The organization allocates available resources to tasks and tracks the resources by status (e.g., assigned, out of service). Available resources include internal assets and those available through mutual aid or through existing state, regional, or federal assistance agreements.
- **Acceptability:** A plan is acceptable if it meets the requirements driven by a threat or incident, meets decision makers and public cost and time limitations, and is consistent with the law. The plan can be justified in terms of the cost of resources and if its scale is proportional to mission requirements. Planners use both acceptability and feasibility tests to ensure that the mission can be accomplished with available resources, without incurring excessive risk regarding personnel, equipment, material, or time. They also

verify that risk management procedures have identified, assessed, and applied control measures to mitigate operational risk (i.e., the risk associated with achieving operational objectives).

- **Completeness:** A plan is complete if it:
  - Incorporates all tasks to be accomplished.
  - Includes all required capabilities.
  - Integrates the needs of the general population, children of all ages, individuals with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and diverse racial and ethnic populations.
  - Provides a complete picture of the sequence and scope of the planned response operation.
  - Makes time estimates for achieving objectives.
  - Identifies success criteria and a desired end-state.
- **Compliance:** The plan should comply with guidance and doctrine to the maximum extent possible because these provide a baseline that facilitates both planning and execution.

Plan Updates

Plans should evolve as lessons are learned, new information and insights are obtained, and priorities are updated. Evaluating the effectiveness of plans involves a combination of training events, exercises, and real-world incidents to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful response. Planning teams should establish a process for reviewing and revising the plan. Reviews should be a recurring activity. In no case should any part of the plan go for more than two years without being reviewed and revised.

OES will ensure the plan remains current and up to date by reviewing it every 2 years.

Distribution of Planning Documents

The Mendocino County Board of Supervisors, or by designee the Emergency Services Coordinator, should determine the distribution of this EOP and its appendices. In general, copies of plans and annexes should be distributed electronically. Paper copies may be distributed to those individuals, departments, agencies, and organizations who are tasked in this document with roles and responsibilities during an emergency or disaster situation, but all recipients of electronic copies should consider printing hard copies to have available during power outages. Copies should also be set aside for the EOC and other emergency facilities.

The most current version of this document will be available on the OES Website at https://www.mendocinocounty.org/government/executive-office/office-of-emergency-services.

Training and Exercises

Annual training on this EOP should be provided either as a new orientation or refresher training for all county staff that may be expected to participate in an emergency response. A record of this training will be retained in employee records and with the OES.

OES facilitates two tabletop exercises every year and completes a functional exercise every third year. In a year when a disaster declaration has been made no exercise is administered. OES will bear responsibility for designing, facilitation, executing, and evaluating these exercises. Exercises may be conducted as a tabletop, functional, or full-scale format.

Standard Operating Procedures Development

The EOP designates roles and responsibilities for specific functions to emergency response agencies within the Mendocino County Operational Area. These agencies are responsible for developing standard operating procedures (SOPs) to supplement each aspect of the EOP, where applicable. SOPs support execution of the EOP and operational appendices by providing step-by-step instructions and details specific to the roles and responsibilities contained within the documents and can take the form of checklists or job aids. Local jurisdictions are trained to first manage the emergency at their local level following their individual SOPs.

Reporting

OES should prepare an annual report of emergency management program accomplishments, needs, and improvement planning items to be presented to the Disaster Council. If requested by the Disaster Council, OES will present this report to the Board of Supervisors.

ICS BRANCH ANNEXES

This section provides an overview of the Concept of Operations (CONOPS) for the Incident Command System (ICS) Branches within the Mendocino County EOC.

Management Section

The Management Section is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations. The Management Section staff must evaluate the potential economic, social, and environmental impacts of the disaster on its citizens, while managing the response to the conditions within the Operational Area. This may include managing the overall response effort; overseeing and managing the Operations, Planning/Intelligence, Logistics, and Finance/Administration Sections within the EOC; and utilizing ICS principles.

General duties of the management section include:

- Overall EOC management
- Establish priorities and resolve any conflicting demands for support
- Public information assignment
- Public inquiries and rumor control
- Provision for public safety communications and policy
- Facility security
- Agency liaison
- State/federal field activity coordination
- Considerations for populations with access and function needs and/or other special populations

Management Section Organization

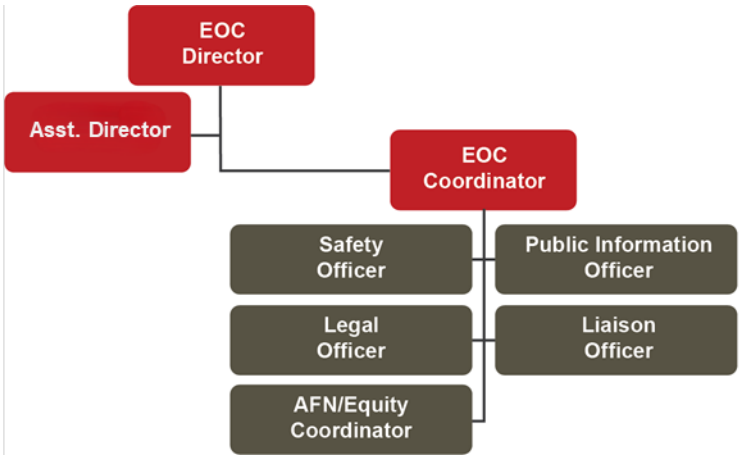


Figure 21: Management Section Organization

Management Section Staff

EOC Director Checklist

The EOC Director (Director of Emergency Services) leads the EOC's overall emergency response and recovery effort. The EOC Director is responsible for overseeing all EOC operations; implementing the policies of the Board of Supervisors; keeping the Board of Supervisors fully advised on the status of the emergency/disaster; and leading the development of rules, regulations, proclamations, and orders. Duties of the EOC Director include:

- ☐ Review common responsibilities for all personnel.
- ☐ Activate the EOC on the recommendation of the OES Coordinator.
- ☐ Establish the appropriate staffing level for the EOC in coordination with the OES Coordinator and continuously monitor the organization's effectiveness ensuring that appropriate modifications occur as required.
- ☐ Assign other Management Staff roles.
- ☐ Exercise overall management responsibility for the coordination between emergency response agencies within the jurisdictional area.
- ☐ In conjunction with the General Staff, set jurisdictional priorities for response efforts. Ensure that all department and agency actions are accomplished within the priorities established at the EOC.
- ☐ Review, approve, and authorize implementation of the EOC Action Plan.
- ☐ Ensure that inter-agency coordination is accomplished effectively.
- ☐ Provide briefings as needed.
- ☐ Conduct other tasks as may be required to safeguard property and protect the people of Mendocino County in emergencies.
- ☐ Locate and coordinate resources and resource requests.
- ☐ In coordination with the PIO, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
- ☐ Deactivate the EOC.
- ☐ Maintain activity log.

Assistant EOC Director Checklist

The Assistant EOC Director (Assistant Director of Emergency Services) is responsible for assisting the EOC Director in the EOC's overall response and recovery effort; overseeing EOC operations when the EOC Director is not present; and coordinating with other agencies involved in response/recovery. Duties of the Assistant EOC Director include:

- ☐ Review common responsibilities for all personnel.
- ☐ Assist the EOC Director in the managing of the response operations.
- ☐ Assist the EOC Director and Policy Group in developing an overall strategy, including:
    - Assessing the situation
    - Defining the problem
    - Establishing priorities
    - Estimating the incident duration
    - Determining if there is a need to make an "Emergency Proclamation"
- ☐ Assume the duties of EOC Director when the EOC Director is not available and has not designated a successor.
- ☐ Ensure all response and recovery is in accordance with the current EOP.
- ☐ Work with other agencies as needed. As necessary, verify that requests for assistance have been addressed or forwarded to the appropriate section branch, unit, or external agency.
- ☐ Work with the Finance/Administration Section in ensuring all costs are tracked and ensuring appropriate claims are submitted for reimbursement.
- ☐ Assist liaison officer in coordination with Operational Area jurisdictions, state, and federal agencies and VIPs.
- ☐ Maintain activity log.
- ☐ Other duties as assigned.

EOC Coordinator Checklist

The EOC Coordinator is responsible for the overall management of EOC operations during activations. The EOC Coordinator role is typically filled by the OES Coordinator. The EOC Coordinator is responsible for informing the EOC Director and Assistant EOC Director of the situation and EOC operations; facilitating the overall functioning of the EOC by managing and supervising the EOC Section Chiefs; and implementing and overseeing the policies set forth by the Board of Supervisors and Director and EOC Director. Duties of the EOC Coordinator include:

- ☐ Review common responsibilities of all personnel.
- ☐ Recommend EOC activation to the EOC Director.
- ☐ Recommend staffing levels to the EOC Director.
- ☐ Support notification of Section Chiefs if necessary.
- ☐ Assist the EOC Director in determining appropriate staffing for EOC.
- ☐ Ensure the EOC is appropriately set up and ready for operations.
- ☐ Ensure EOC check-in procedure is properly established.
- ☐ Facilitate the overall functioning of the EOC.
- ☐ Assist EOC Director and General Staff in developing strategic objectives and section objectives for EOC Action Plan as needed.
- ☐ Assist and serve as an advisor to the EOC Director and General Staff as needed, providing information and guidance related to the internal functions of the EOC and ensure compliance with Operational Area emergency plans and procedures.
- ☐ Convene Action Planning Meeting and ensure that the Planning/Intelligence Section receives appropriate information to complete the EOC Action Plan.
- ☐ Ensure notifications/updates are made to Cal OES/Cal EOC as necessary.
- ☐ Assist EOC Director, Public Information Officer, and Liaison Officer in preparing for and conducting press conferences or briefings.
- ☐ Assist Liaison Officer in ensuring proper procedures are in place for directing agency representatives and conducting VIP/visitor tours of the EOC.
- ☐ Authorize deactivation of certain branches or units when no longer required.
- ☐ Recommend final EOC deactivation to the EOC Director at the appropriate time.
- ☐ Maintain activity log.
- ☐ Other duties as assigned.

Liaison Officer Checklist

The Liaison Officer is responsible for serving as the point of contact for any people or organizations from outside the Mendocino County government structure, including local governments, businesses, and representatives from outside agencies; working with the other EOC sections and branches/groups/units to obtain information; ensuring that all relevant information is disseminated to the appropriate outside entities in a timely manner; and overseeing all field liaison positions. Duties of the Liaison Officer include:

- ☐ Review common responsibilities for all personnel.
- ☐ Oversee all liaison activities, including coordinating outside agency representatives assigned to the EOC and handling requests from other EOCs for agency representatives.
- ☐ Establish and maintain a central location for incoming agency representatives, including providing workspace and support as needed.
- ☐ Ensure that position specific guidelines, policy directives, situation reports, and a copy of the EOC Action Plan are provided to any agency representatives upon check-in.
- ☐ In conjunction with the EOC Coordinator, provide orientations for VIPs and other visitors to the EOC.
- ☐ Act as liaison with state or federal emergency response officials and appropriate county personnel.
- ☐ Maintain a roster of agency representatives located at the EOC. Include the assignment within the EOC of where any agency representatives are located.
- ☐ Maintain activity log.

Legal Counsel Checklist

The Legal Counsel provides legal counsel to the EOC Director and EOC Coordinator in all legal matters pertaining to emergency response; assists in the preparation of proclamations, ordinances, and other legal documents; and maintains the EOC's legal records and reports. Duties of the Legal Counsel include:

- ☐ Review common responsibilities for all personnel.
- ☐ Facilitate requests for Local Emergency proclamations and requests for a State of Emergency to the Governor through Cal OES.
- ☐ Provide legal opinions on requests from management on actions which may have impacts on jurisdictional policy and authority, such as evacuations or quarantines.
- ☐ Develop necessary ordinances and emergency orders to provide legal basis for enforcement of emergency actions or protective measures.
- ☐ Review and/or prepare the templates for declarations and other actions.
- ☐ Provide appropriate proclamation status to the Planning Section.
- ☐ Keep jurisdictional Executives and/or their designees informed and provide policy guidance and clarification for the EOC Management staff, as required.
- ☐ Facilitate requests for support or information as requested.
- ☐ Establish communications with other jurisdictional legal offices for support.
- ☐ Coordinate with AFN/Equity Coordinator on any legal questions or issues.
- ☐ Maintain activity log.

Public Information Officer Checklist

The Public Information Officer (PIO) is responsible for providing news and information on the emergency/disaster to the media, the public, and all departments and required agencies; and for ensuring that all information released is accurate, timely, and in accordance with legal and policy guidelines. In larger disasters, as conditions dictate, the PIO function may expand, and a representative may be sent to the Joint Information Center (JIC). Duties of the PIO include:

- ☐ Review common responsibilities for all personnel.
- ☐ Serve as the central coordination point for the agency for all media releases.
- ☐ Represent Mendocino County as the lead Public Information Officer.
- ☐ Obtain policy guidance from the EOC Director on press releases.
- ☐ Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
- ☐ Coordinate media releases with Public Information Officers at incidents or representing other affected emergency response agencies as required.
- ☐ Develop and publish a media briefing schedule.
- ☐ Develop the format for press conferences, in conjunction with the EOC Director.
- ☐ Maintain positive relationships with media representatives.
- ☐ Interact with other EOC sections, branches, and units to provide and obtain information relative to public information operations.
- ☐ In coordination with other EOC sections, issue timely and consistent advisories and instructions for life safety, public health, and assistance to the public.
- ☐ Coordinate the provision of situation information on public websites and ensure that rumor control is provided with the same information throughout the event.
- ☐ Establish and manage, or send a representative to, the JIC, if activated.
- ☐ Determine staffing requirements and make personnel assigned for the JIC as necessary.
- ☐ Align with the AFN/Equity Coordinator to ensure that announcements, emergency information, and materials are translated and prepared for people with access and functional needs.
- ☐ Coordinate with the call center for public message alignment and consistency.
- ☐ Coordinate with the Planning/Intelligence Section to ensure that copies of all media/news releases are maintained for documentation purposes.
- ☐ Maintain activity log.

Health and Safety Officer Checklist

The Safety Officer is responsible for identifying and mitigating safety hazards and situations of potential County liability during EOC operations; ensuring that all facilities used in support of EOC operations have safe operating conditions; monitoring all EOC and related-facility activities to ensure that they are being conducted as safely as possible; planning for and ensuring that all employees are taken care of if injured; and stopping or modifying all unsafe operations. Duties of the Safety Officer include:

- ☐ Review common responsibilities for all personnel.
- ☐ Ensure that all buildings and other facilities used in support of the EOC are in a safe operating condition.
- ☐ Monitor operational procedures and activities in the EOC to ensure they are being conducted in a safe manner, considering the existing situation and conditions.
- ☐ Write the Safety Plan and present it to the Planning/Intelligence Section for incorporation into the EOC Action Plan.
- ☐ Stop or modify all unsafe operations outside the scope of the EOC Action Plan, notifying the EOC Director of actions taken.
- ☐ Prepare and present safety briefings to the EOC Director and General Staff.
- ☐ Alert the EOC Director of any unsafe conditions and take action when necessary.
- ☐ Coordinate with the Finance/Administration Section in preparing any personnel injury claims or records.
- ☐ Control personnel access to the EOC in accordance with policies established by the EOC Director.
- ☐ Provide VIP security to the EOC as needed.
- ☐ Maintain activity log.

AFN/Equity Coordinator Checklist

The Access and Functional Needs/Equity Coordinator is responsible for ensuring the needs of special populations and diverse communities are considered and planned for during response operations. They work closely with other branches to ensure these populations receive adequate attention in planning and communications; ensure that language, disability, and physical accessibility issues are addressed at all levels of emergency response. Duties of the AFN/Equity Coordinator include:

- ☐ Review common responsibilities for all personnel.
- ☐ Coordinate with the PIO to ensure public information materials are translated and accessible to those with other access and functional needs.
- ☐ Coordinate with the Safety Officer to determine and allow for special needs access to EOC facilities, if necessary.
- ☐ Ensure designated shelter sites are compliant with the federal Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12101 et seq.) (Gov. Code § 8593.3 subd. (a) and 8593.9 subd. (b))".
- ☐ Provide input in Action Planning meetings on strategy, objective, and action plan processes with an AFN/equity lens.
- ☐ Initiate communications with community-based organizations or other stakeholder groups representing individuals with access and functional needs or other equity concerns.
- ☐ Coordinate with the Care and Shelter Branch to support AFN and diverse populations.
- ☐ Establish a regular communication schedule with stakeholder groups throughout the duration of the incident.
- ☐ Report during Action Planning meetings on the needs of AFN populations and potential solutions.
- ☐ Maintain open communication with all EOC components to continually share situational awareness and ensure a common operating picture.
- ☐ Coordinate with the Transportation Unit to address any needs related to transportation accessibility and availability.
- ☐ Coordinate with the Recovery Unit to support AFN and diverse populations during the recovery process.
- ☐ Maintain activity log.

Operations Section

The Operations Section is responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the EOC Action Plan. The Operations Section is the recipient of all incoming information concerning tactical emergency response operations for the incident and has the most current status of resources (i.e., manpower, equipment, and supplies), flowing both into and out of the EOC. It is the responsibility of the Operations Section to determine and evaluate priorities throughout the response.

General duties of the Operations Section include:

- Coordination and support to field operations
- Fire and rescue operations
- Law enforcement support
- Urban search and rescue
- Evacuation operations
- Security and access control
- Emergency medical care
- Traffic direction and control
- Emergency food and water distribution
- Shelter and feeding operations
- Disease prevention and control
- Hazardous materials management and debris removal
- Coroner operations

Operations Section Organization

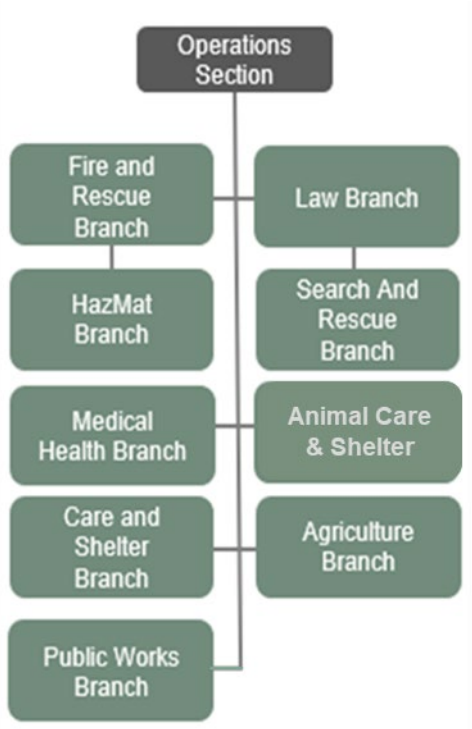


Figure 22: Operations Section

Operations Section Staff

Operations Section Chief Checklist

The Operations Section Chief controls the activity of those agencies making a direct response in the containment and reduction of the emergency. Duties of the Operations Section Chief include:

- ☐ Review common responsibilities for all personnel.
- ☐ Establish the appropriate level of branch and unit organizations within the Operations Section and contact appropriate staff.
- ☐ Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- ☐ Meet with Planning/Intelligence Section Chief to obtain a preliminary situation briefing.
- ☐ Exercise overall responsibility for the coordination of branch and unit activities within the Operations Section.
- ☐ Conduct periodic Operations briefings for the EOC Director, as required or requested.
- ☐ Ensure the Planning/Intelligence Section is provided with branch status reports on a regular schedule for incorporation into the appropriate reports.
- ☐ Determine the need for mutual aid.
    - If mutual aid systems are activated, ensure that the appropriate Mutual Aid Coordinator or representative is in the corresponding branch in operations.
- ☐ Establish radio or cell phone communications with Incident Commander(s) operating in the field.
- ☐ Identify key issues and determine future needs of the Operations Section based on the known situation.
- ☐ Conduct periodic briefings and work to reach consensus among Branch Coordinators on objectives for upcoming operational periods.
- ☐ Provide the Planning/Intelligence Section Chief with the Operations Section's objective for the operational period prior to the Action Planning Meeting.
- ☐ Attend and participate in Action Planning Meetings.
- ☐ Work closely with each Branch Coordinator to ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed.
- ☐ Have available the updated status of resources (i.e., manpower, equipment and supplies), in and out of government.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Fire and Rescue Branch Coordinator Checklist (HazMat)

The Fire and Rescue Branch is responsible for linking the EOC to Fire department operations center (DOCs), Dispatch Centers, the Fire and Rescue Mutual Aid System, and with Incident Command (for incidents under the management of the fire service). The HazMat Group falls under the Fire and Rescue Branch, if activated by the Operations Section Chief. Duties of the Fire & Rescue Branch Coordinator include:

- ☐ Review common responsibilities for all personnel.
- ☐ Coordinate fire, emergency medical, hazardous materials, and urban search and rescue operations.
- ☐ Evaluate and process all requests for fire mutual aid resources through the Fire and Rescue Mutual Aid Coordinator.
- ☐ Assist Fire & Rescue Mutual Aid System Coordinator in acquiring mutual aid resources, as necessary.
- ☐ Coordinate the mobilization and transportation of all Fire & Rescue Branch resources through the Logistics Section.
- ☐ Complete and maintain status reports for major incidents requiring or potentially requiring Mendocino County Operational Area, state, and federal response; and maintains status of unassigned fire and rescue resources.
- ☐ Implement the objectives of the EOC Action Plan (EAP) assigned to the Fire & Rescue Branch for the current operational period.
- ☐ Prepare objectives for the next operational period for the Fire and Rescue Branch and provide them to the Operations Section Chief prior to the next Action Planning meeting.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Fire & Rescue Branch operations periodically or as requested during the operational period.
- ☐ Establish and maintain communication with Fire Branch Coordinators in the field.
- ☐ Respond to requests for fire resources from the field in a timely manner, following established priorities (life safety, property, and then the environment).
- ☐ Monitor and track fire resources utilized during the event.
- ☐ Obtain regular status reports on the fire management situation from the DOC or Fire and Rescue Branch at the field level.
- ☐ Coordinate with the Law Enforcement Branch Coordinator on search and rescue activities.
- ☐ Determine the scope of hazardous materials incidents throughout the jurisdiction.
- ☐ Provide hazardous materials support, as required, to emergency response agencies consistent with established priorities and objectives.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Law Enforcement Branch Coordinator Checklist (Search and Rescue)

The Law Enforcement Branch is responsible for linking the EOC to law enforcement agencies, department operations centers (DOCs), Dispatch Centers, the Law Enforcement Mutual Aid (LEMA), and with Incident Command (for incidents under the management of law enforcement agencies). The Law Enforcement Branch is the primary link from the EOC to law enforcement operations. The Search and Rescue Group falls under the Law Enforcement Branch, if activated by the Operations Section Chief. Duties of the Law Enforcement Branch Coordinator include:

- ☐ Review common responsibilities for all personnel.
- ☐ Assist with notification, alert, and warning of the public as necessary.
- ☐ Coordinate law enforcement, search and rescue, and traffic control operations during emergencies.
- ☐ Coordinate site security at incidents.
- ☐ Coordinate LEMA requests from emergency response agencies through the LEMA Coordinator at the EOC.
- ☐ Coordinate the mobilization and transportation of all resources through the Logistics Section.
- ☐ Coordinate search and rescue, if necessary.
- ☐ Complete and maintain status reports for major incidents requiring (or potentially requiring) Mendocino Operational Area, state, and federal response, and maintain status of unassigned law enforcement resources.
- ☐ Implement the objectives of the Action Plan assigned to the Law Enforcement Branch for the current operational period.
- ☐ Prepare objectives for the next operational period for the Law Enforcement Branch and provide them to the Operations Section Chief prior to the next Action Planning meeting.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Law Enforcement Branch operations periodically or as requested during the operational period.
- ☐ Coordinate the need for evacuation orders and evacuation warnings with the Operations Section Chief.
- ☐ Coordinate with the Fire and Rescue Branch Coordinator on Operational Area search and rescue activities.
- ☐ Obtain regular status reports on the law enforcement situation from the DOC or Law Enforcement Branch at the field level.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Health/Medical Branch Coordinator Checklist

The Health & Medical Branch is responsible for jurisdictional coordination of population mass care activities, including Access and Functional Needs populations and household animals during the emergency. This includes providing care and shelter for evacuated or displaced populations and ensuring public physical and mental health during a disaster. Some of these functions may be managed by the Care & Shelter Group, which falls under the Health & Medical Branch, if activated by the Operations Section Chief. Duties of the Health & Medical Branch Coordinator include:

- ☐ Review common responsibilities for all personnel.
- ☐ Assign and brief Unit leaders as indicated by Operations Section Chief.
- ☐ Establish and maintain communications link with Social Services DOC and establish a schedule for regular situation reports.
- ☐ Coordinate with the other EOC Operations Section Branch Coordinators to aid in the event that evacuation of a hospital or other medical facility is required.
- ☐ If necessary, contact the Regional Disaster Medical Health Coordinator to request mutual aid resources not available in the Operational Area.
- ☐ Respond to requests from the Regional Disaster Medical Health Coordinator to provide medical/health-related mutual aid.
- ☐ Implement the objectives of the Action Plan assigned to the Health/Medical Branch for the current operational period.
- ☐ Prepare objectives for the next operational period for the Health/Medical Branch and provide the objectives to the Operations Section Chief prior to the next Action Planning meeting.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Health/Medical Branch operations periodically or as requested during the operational period.
- ☐ Coordinate medical disaster activities within the Operational Area.
- ☐ Communicate care and shelter activities to the Operations Section Chief.
- ☐ Coordinate and provide the overall management of mass care shelters and other mass care services as required, to disaster victims.
- ☐ Coordinate mental health disaster response services, including among local public and private response agencies and groups.
- ☐ Implement surveillance measures to identify and track the emergence of new and/or infectious diseases related to the disaster.
- ☐ Coordinate with AFN/Equity Coordinator to ensure the needs of special populations are met throughout the response.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Public Works Branch Coordinator Checklist

The Public Works Branch is responsible for coordinating all infrastructure related activities and may include coordination of utility services, public works, and engineering. Duties of the Public Works Branch Coordinator include:

- ☐ Review common responsibilities for all personnel.
- ☐ Survey all utility systems serving the Mendocino County Operational Area, and restore systems that have been disrupted, including coordinating with utility service providers in the restoration of disrupted services.
- ☐ Survey all other infrastructure systems, such as streets and roads within the Mendocino County Operational Area.
- ☐ Provide an initial situation report to the Operations Section Chief.
- ☐ Coordinate debris removal services as required.
- ☐ Implement the objectives of the Action Plan assigned to the Public Works Branch for the current operational period.
- ☐ Prepare objectives for the next operational period for the Public Works Branch and provide the objectives to the Operations Section Chief prior to the next Action Planning meeting.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Public Works Branch operations periodically or as requested during the operational period.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Animal Care and Shelter Branch Coordinator Checklist

The Animal Care and Shelter Branch is responsible for the care and shelter of large and small animals. They are also responsible for reunification after the hazard has subsided, and the area is deemed safe. Duties of the Animal Care and Shelter Branch Coordinator include:

- ☐ Review common responsibilities for all personnel.
- ☐ Assign and brief Unit leaders as indicated by the Operations Section Chief.
- ☐ Implement the objectives of the Action Plan assigned to the Animal Care and Shelter Branch for the current operational period.
- ☐ Prepare objectives for the next operational period for the Animal Care and Shelter Branch and deliver the objectives to the Operations Section Chief prior to the next Action Planning meeting.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Animal Care and Shelter Branch operations periodically or as requested during the operational period.
- ☐ Coordinate Animal Care disaster activities within the Operational Area.
- ☐ Communicate Animal care and shelter activities to the Operations Section Chief.
    - Coordinate and provide the overall management of animal care shelters and other care services as required, for animals.
    - Coordinate and provide overall management of animal care and sheltering.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Mass Care and Shelter Branch Coordinator Checklist

The Mass Care and Shelter Branch is responsible for

- ☐ Review common responsibilities for all personnel.
- ☐ Assign and brief Unit leaders as indicated by the Operations Section Chief.
- ☐ Implement the objectives of the Action Plan assigned to the Mass Care and Shelter Branch for the current operational period.
- ☐ Prepare objectives for the next operational period for the Mass Care and Shelter Branch and provide the objectives to the Operations Section Chief prior to the next Action Planning meeting.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Mass Care and Shelter Branch operations periodically or as requested during the operational period.
- ☐ Coordinate Mass Care Disaster Activities within the Operational Area.
- ☐ Communicate Mass Care and Shelter activities to the Operations Section Chief.
    - Coordinate and provide the overall management of mass care shelters and other care services as required.
    - Coordinate and provide overall management of Mass Care and Sheltering.
- ☐ Refer all media contacts to the PIO.

Maintain activity log.

Agricultural Branch Coordinator Checklist

The Agricultural Branch is responsible for agricultural reentry planning once the hazard has subsided, and the area is deemed safe. Agricultural reentry planning includes planning for reentry of agricultural populations such as farmers, growers, and herders, the general population, and special populations such as those with access and functional needs or other special considerations. Duties of the Agricultural Reentry Branch Coordinator include:

- ☐ Review common responsibilities for all personnel.
- ☐ Manage reentry planning and operations.
- ☐ Develop a reentry plan for agricultural populations (farmers, growers, and herders), for the general population, and for special populations.
- ☐ Implement the objectives of the Action Plan assigned to the Agricultural Branch for the current operational period.
- ☐ Prepare objectives for the next operational period for the Agricultural Branch and provide the objectives to the Operations Section Chief prior to the next Action Planning meeting.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Agricultural Branch operations periodically or as requested during the operational period.
- ☐ Coordinate with the Law Enforcement Branch for Agricultural reentry planning.
- ☐ Coordinate with jurisdictional law enforcement agencies to receive status reports from Agricultural reentry checkpoints in the field.
- ☐ Coordinate with the AFN/Equity Coordinator to ensure the needs of special populations are considered during Agricultural reentry planning and reentry operations.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Planning/Intelligence Section

The Planning/Intelligence Section is responsible for collecting, evaluating, and disseminating information; developing the EOC Action Plan in coordination with other functions; and maintaining documentation. The Planning/Intelligence Section is also responsible for gathering timely, accurate, accessible, and consistent information and intelligence during the ongoing operations of an emergency.

General duties of the Planning/Intelligence Section include:

- Situation status
- Situation analysis
- Information display
- Documentation
- Advanced planning
- Technical services
- Action planning
- Reporting

Planning/Intelligence Section Organization

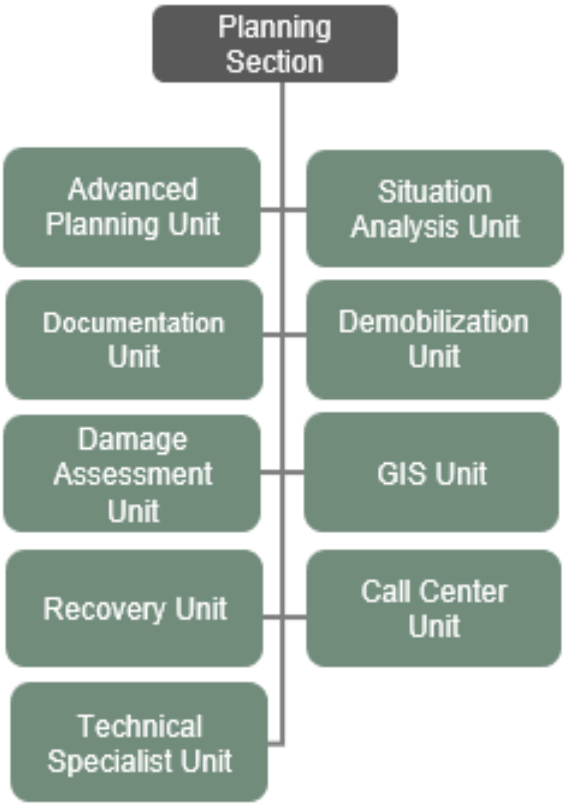


Figure 23: Planning Intelligence Section

Planning/Intelligence Staff

Planning/Intelligence Section Chief Checklist

The Planning/Intelligence Section Chief is responsible for collecting and managing all relevant incident operational data. They also supervise preparation of the Action Plan, organize and prepare action planning meetings, provide input on operational objectives, and anticipate future needs of the incident. Duties of the Planning/Intelligence Section Chief include:

- ☐ Review common responsibilities for all personnel.
- ☐ Establish the appropriate level of branch and unit organizations within the Planning/Intelligence Section and contact appropriate staff.
- ☐ Ensure that the Planning/Intelligence Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- ☐ Meet with the Operations Section Chief to obtain any major incident reports.
- ☐ Coordinate the compilation of the EOC Action Plan and Situation Report for every operational period.
- ☐ In coordination with the other Section Chiefs, ensure that Branch objectives, status reports, and situation reports are used to develop the Action Plan for each operational period.
- ☐ Ensure that Planning/Intelligence Section Units are maintaining current information for reports.
- ☐ Ensure key issues are addressed in the Action Plan by consulting with Section Chiefs, including specific objectives to be accomplished during the next Operational Period.
- ☐ Distribute the Situation Report to all EOC sections and the Cal OES Coastal Region EOC at least once prior to the end of the operational period.
- ☐ Ensure that major incidents reports and status reports are completed by the Operations Section and are accessible by Planning/Intelligence.
- ☐ Facilitate the EOC Director's Action Planning meetings approximately two hours before the end of each operational period.
- ☐ Ensure objectives for each section are completed, collected, and posted in preparation for the next Action Planning meeting.
- ☐ Ensure the Action Plan is completed and distributed at the start of the next operational period.
- ☐ Ensure the Advance Planning Unit develops and distributes a report that highlights forecasted events or conditions likely to occur beyond the next operational period (usually within the next 36-72 hours) particularly those situations which may influence the overall strategic objectives of the EOC.
- ☐ Ensure the Documentation Unit maintains files on all activities related to the event, and provides reproduction services for the EOC, as required.
- ☐ Provide technical specialists with all EOC sections as required.
- ☐ Ensure that fiscal and administrative requirements are coordinated through the Finance/ Administration Section.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Advanced Planning Unit Leader Checklist

The Advance Planning Unit coordinates and implements the action planning process under the leadership of the Planning Section Chief. The Unit compiles and reviews the Action Plan and performs advance planning to forecast potential response and recovery related issues likely to occur beyond the next operational period. Duties of the Advance Planning Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Establish an EOC Action Planning meeting schedule for the operational period with the EOC Director and Planning/Intelligence Section Chief.
- ☐ Coordinate the Action Planning meetings with Planning/Intelligence Section Chief.
- ☐ Prepare a draft Action Plan and submit it to the Planning/Intelligence Section Chief and EOC Director for approval.
- ☐ Print and distribute the approved Action Plan as directed by the Planning/Intelligence Section Chief.
- ☐ Monitor the current situation report to include recent updates.
- ☐ Meet individually with the Management Section Staff and Section Chiefs to determine the best estimates of the future direction and outcomes of the emergency.
- ☐ Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect EOC operations within a 36-to-72-hour time frame.
- ☐ Determine potential future impacts of the event or disaster particularly issues which might modify the overall strategic EOC objectives. This includes coordination of information with all activated jurisdictional EOCs.
- ☐ Submit the Advance Plan to the Planning/Intelligence Chief for review and approval prior to conducting briefings for the Management Section and EOC Director.
- ☐ Conduct periodic briefings with the Planning/Intelligence Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Situation Analysis Unit Leader Checklist

The Situation Analysis Unit collects, processes, and organizes situation information and develops projections and forecasts related to the incident. Duties of the Situation Analysis Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Oversee the collection, organization, and analysis of disaster situation information.
- ☐ Ensure that all maps, status boards, and other displays contain current and accurate information, and that information is validated prior to posting on status boards.
- ☐ Oversee the preparation and distribution of the Situation Report for each operational period. Coordinate with the Documentation Unit for manual distribution and reproduction as required.
- ☐ Prepare a situation summary for the EOC Action Planning meeting.
- ☐ Ensure that Situation Status Reports are developed for dissemination to EOC staff and the Coastal Regional EOC.
- ☐ Ensure that the Action Plan is developed for each operational period, based on objectives developed by each EOC section.
- ☐ Coordinate with each EOC section regularly to receive up to date Branch status information.
- ☐ Conduct periodic briefings with the Planning/Intelligence Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Documentation Unit Leader Checklist

The Documentation Unit is responsible for setting up a work area and beginning the organization of files. The Documentation Unit also files all official forms, reports, and other matters. Duties of the Documentation Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Meet with the Planning/Intelligence Section Chief to determine what EOC materials should be maintained as official records.
- ☐ Collect, organize, and file all completed event or disaster related forms, to include (unless otherwise directed by Planning/Intelligence Section Chief): all EOC Position Logs, Situation Status Reports, Action Plans, and any other related information, just prior to the end of each operational period.
- ☐ Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
- ☐ Reproduce and distribute the Situation Reports and Action Plans. Ensure distribution is made to the Operational Area EOC.
- ☐ Provide documentation reproduction services to EOC staff.
- ☐ Keep extra copies of reports and plans available for special distribution as required.
- ☐ Set up and maintain document reproduction services for the EOC.
- ☐ Maintain a permanent electronic archive of all Situation Reports and Action Plans associated with the event or disaster.
- ☐ Conduct periodic briefings with the Planning/Intelligence Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Damage Assessment Unit Leader Checklist

The Damage Assessment Unit collects damage information from the Mendocino County Operational Area, coordinates inspections, and prepares a damage assessment report for the EOC Director and other agencies that may need damage information. The Damage Assessment Unit assists in the preparation of the Action Plan. Duties of the Damage Assessment Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Develop a Damage Assessment Plan for collecting initial damage estimate data, including developing Damage Assessment Teams.
- ☐ Coordinate with the Operations Section to determine when it is safe to begin damage assessments.
- ☐ Coordinate with the local jurisdictions and Tribes to collect local damage assessment data.
- ☐ Collect initial situation and IDE information from the Operational Area.
- ☐ Disseminate summary situation status and IDE to other EOC sections, jurisdictional EOCS, county departments, and Cal OES.
- ☐ Conduct periodic briefings with the Planning/Intelligence Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Recovery Unit Leader Checklist

The Recovery Unit coordinates the development of recovery plans and operations with other EOC Sections. The Recovery Plan may include establishment of a Recovery Operations Center (ROC), or Local Assistance Center(s) (LAC) as needed. The Recovery Unit also assists in the preparation of the Action Plan. The duties of the Recovery Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Coordinate with the Reentry Branch on reentry planning.
- ☐ Develop a Recovery Plan which identifies short-term recovery goals for the Operational Area.
- ☐ Coordinate with the Public Works Branch on debris clean-up and re-opening of transportation routes.
- ☐ Determine the need for a ROC. If necessary, develop a plan for activating and staffing ROC following the conclusion of the incident.
- ☐ Determine the need for an LAC. If necessary, develop a plan for activating and staffing LAC following the conclusion of the incident.
- ☐ Recruit and coordinate with local voluntary organizations active in disaster groups and other community organizations to support recovery, including a potential LAC and other recovery operations, as soon as the incident is cleared, and the scene is safe.
- ☐ Begin to identify temporary housing for displaced residents once they return to the incident area.
- ☐ Implement the Recovery Plan as soon as the incident area is cleared for safety.
- ☐ Coordinate with the Finance/Administration Section and the Cost Unit to ensure that all disaster related documentation is properly maintained for reimbursement purposes.
- ☐ Conduct periodic briefings with the Planning/Intelligence Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Call Center Unit Leader Checklist

The Call Center Unit manages the emergency hotline which becomes active upon request by Sheriff's Office Dispatch. The hotline supplements the primary public safety answering point for 9-1-1 and attends to non-life safety calls in coordination with 2-1-1. Duties of the Call Center Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Manage the emergency hotline call center, including staff.
- ☐ Coordinate with PIO regularly to ensure consistency in messaging.
- ☐ Alert PIO and Planning/Intelligence Section Chief of any issues affecting the response.
- ☐ Conduct periodic briefings with the Planning/Intelligence Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Ensure all call center staff maintain an activity log for each shift.
- ☐ Maintain activity log.

Demobilization Unit Leader Checklist

The Demobilization Unit assists in ensuring the orderly, safe, and efficient movement of personnel and equipment from the EOC. Duties of the Demobilization Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Develop a Demobilization Plan for the EOC based on a review of the pertinent planning documents and status reports.
- ☐ Establish, with the EOC Coordinator and each Section Chief, which units/personnel should be demobilized first and in which order.
- ☐ Submit any formalized Demobilization Plan to the Planning/Intelligence Section Chief and EOC Coordinator for approval.
- ☐ Coordinate with the Facilities Unit for demobilization of facilities as necessary.
- ☐ Advise all Section Chiefs to ensure that demobilized staff complete all reports, timesheets, activity logs, and exit surveys in coordination with the Personnel Unit prior to leaving the EOC.
- ☐ Monitor the implementation of the Demobilization Plan and be prepared to handle any demobilization issues as they occur.
- ☐ Conduct periodic briefings with the Planning/Intelligence Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

GIS Unit Leader Checklist

The Geographic Information System (GIS) Unit provides analyses and displays geographically referenced information about the incident in real-time to other EOC Branches and Units. Duties of the GIS Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Ensure the Situation Analysis Unit is provided with updated information.
- ☐ Provided all branches, groups, and units with GIS services as requested.
- ☐ Conduct periodic briefings with the Planning/Intelligence Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Logistics Section

The Logistics Section is responsible for providing facilities, services, resources, and other support services both to agencies responding to the emergency and to meeting internal EOC operating requirements. The Logistics Section also supports functions such as providing communication services, resource tracking, acquiring equipment, supplies, personnel, facilities, and transportation services, as well as arranging for food, lodging, and other support services as required.

General duties of the Logistics Section include:

- Field incident support
- Communications support
- Transportation support
- Personnel
- Supply and procurement
- Resource tracking
- Sanitation services
- Computer support

Logistics Section Organization

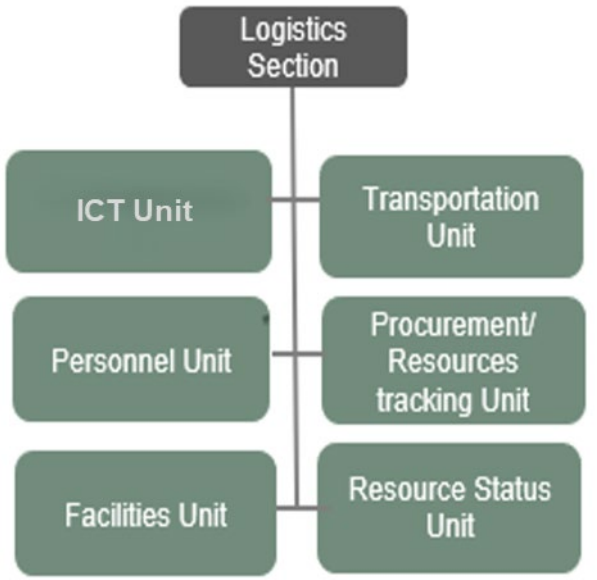


Figure 24: Logistics Section

Logistics Staff

Logistics Section Chief Checklist

The Logistics Section Chief oversees all incident support needs and coordinates with the Operations Section to establish priorities for resource allocation. Duties of the Logistics Section Chief include:

- ☐ Review common responsibilities for all personnel.
- ☐ Establish the appropriate level of Branch and Unit organizations within the Logistics Section and contact appropriate staff.
- ☐ Ensure that the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- ☐ Meet with the EOC Director and Management Section and identify immediate resource needs.
- ☐ Meet with the Finance/Administration Section Chief and determine the level of purchasing authority for the Logistics Section.
- ☐ Meet with the Operations Section Chief and determine priorities for resource allocation.
- ☐ Confirm resource ordering process with Region II Mutual Aid Coordinators.
- ☐ Receive and process all ICS 213 RR forms for resource requests.
- ☐ Ensure that all resources are tracked and accounted for, including resources ordered through Mutual Aid.
- ☐ Conduct periodic Logistics briefings for the EOC Director, as required or requested.
- ☐ Ensure the Planning/Intelligence Section is provided with section status reports on a regular schedule for incorporation into the appropriate reports.
- ☐ Attend and participate in Action Planning Meetings.
- ☐ Ensure that the Supply/Procurement Unit coordinates closely with the Purchasing Unit in the Finance/Administration Section, and that all required documents and procedures are completed and followed.
- ☐ Ensure that transportation requirements, in support of response operations, are met.
- ☐ Ensure that all requests for facilities and facility support are addressed.
- ☐ Assess the adequacy of current Incident Communications Plan (ICS 205) and make changes as necessary.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Information and Communications Technology Unit Leader Checklist (ICT)

The Information and Communications Technology Unit works to achieve interoperability throughout the incident via many forms of communication such as radio, telephone, or web-based systems. Duties of the Communications Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Assess communications systems/frequencies in use and advise on communications capabilities/limitations.
- ☐ Keep all sections informed of the status of the communications systems, particularly those that are being restored.
- ☐ Coordinate with all EOC sections/branches/units regarding the use of all communication systems.
- ☐ Develop and implement effective communications procedures (flow) internal and external to the incident/Incident Command Post.
- ☐ Ensure that adequate communications operators are mobilized to accommodate each discipline on a 24-hour basis or as required.
- ☐ Ensure that communications links are established with activated EOC within the Operational Area, as appropriate.
- ☐ Prepare and implement the ICS 205 form for the Action Plan.
- ☐ Ensure radio and telephone logs are available and being used.
- ☐ Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system. This includes integrating the Mendocino County Auxiliary Communication Service.
- ☐ Document and facilitate the repair of malfunctioning communications equipment.
- ☐ Conduct periodic briefings with the Logistics Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Transportation Unit Leader Checklist

The Transportation Unit is responsible for maintaining and servicing vehicles and mobile equipment and providing a transportation pool during incidents. Duties of the Transportation Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Coordinate with the Logistics Section Chief to staff Transportation Unit with appropriate personnel to consider the following:
  - Fueling needs of incident
  - Transportation needs of responders
  - Location of Supply receiving and distribution points
  - Evacuation needs
- ☐ Develop a Transportation Plan which identifies routes of ingress and egress, plus facilitates the movement of response personnel, the affected population, and the shipment of resources and material.
- ☐ Participate in evacuation route planning, including the identification of transportation routes and resources to support operations.
- ☐ Coordinate with the Situation Analysis Unit and the Law Enforcement Branch to determine the status of transportation routes in and around the affected area.
- ☐ Coordinate with the Public Works Branch Coordinator to determine progress of route recovery operations.
- ☐ Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.
- ☐ Provide transportation services as necessitated by the incident circumstances.
- ☐ Notify the Resource Status Unit of all changes of transportation vehicles.
- ☐ Arrange for and activate towing, fueling, maintenance, and repair services.
- ☐ Document and maintain inventory of support and transportation vehicles.
- ☐ Document and maintain cost summaries of fuel, parts, and service records.
- ☐ Conduct periodic briefings for the Logistics Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Personnel Unit Leader Checklist

The Personnel Unit provides personnel resources as requested in support of the EOC and field operations and identifies, recruits, and registers volunteers as required for the incident. Duties of the Personnel Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Develop an organization chart with each activated EOC position and post in a location accessible to all EOC personnel.
- ☐ Provide the Planning/Intelligence Section with the EOC organizational chart for inclusion in the Action Plan.
- ☐ Process all incoming requests for personnel support including EOC and field operations.
    - Identify the number of personnel, special qualifications, or training, where they are needed, and the person or unit they should report to upon arrival.
    - Determine the estimated time of arrival of responding personnel and advise the requesting parties accordingly.
- ☐ Identify, register, and recruit volunteers, as necessary.
- ☐ Coordinate with the Liaison Officer and Safety Officer to ensure access, badging or identification, and proper direction for responding personnel upon arrival at the EOC.
- ☐ In coordination with the Safety Officer, determine the need for crisis counseling for emergency workers; acquire mental health specialists as needed.
- ☐ Keep the Logistics Section Chief informed of significant issues affecting the Personnel Unit or EOC personnel.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Procurement/Resource Tracking Unit Leader Checklist

The Equipment & Supply Procurement Unit establishes local sources for equipment and supplies to acquire items quickly during times of crisis. Duties of the Equipment & Supply Procurement Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Determine procurement spending limits with the Purchasing Unit in the Finance/Administration Section. Obtain a list of pre-designated emergency purchase orders as required.
- ☐ Coordinate with Logistics Section Chief to determine which equipment/supplies are requested or necessary for the needs of the incident
- ☐ Determine if requested types and quantities of supplies and material are available in inventory.
- ☐ Oversee the procurement and allocation of supplies and material not normally provided through mutual aid channels.
- ☐ Procure resources through the appropriate channels.
- ☐ Coordinate with the Resource Status Unit to determine the status of procured/requested items.
- ☐ In coordination with the Personnel Unit, provide food and lodging for EOC staff and volunteers as required.
- ☐ Conduct periodic briefings for the Logistics Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Facilities Unit Leader Checklist

The Facilities Unit is responsible for set-up, maintenance, and demobilization of all incident support facilities. Duties of the Facilities Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Coordinate with branches and units in the Operations Section to determine if assistance with facility acquisition and support is needed at the field level.
- ☐ Ensure that adequate essential facilities are provided for the response effort, including securing access to the facilities- and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
- ☐ Assign a Facilities Manager for all non-EOC facilities.
    - Develop and maintain a status board or other reference which depicts the location of each facility, a general description of furnishings, supplies, and equipment at the site, hours of operation, and the name and phone number of the Facility Manager.
    - Upon demobilization, coordinate with the Facility Manager to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
- ☐ Arrange for continuous maintenance of the facilities acquired, to include ensuring that utilities and restrooms are operating properly.
- ☐ Ensure acquired buildings, building floors, and/or workspaces are returned to their original state when no longer needed.
- ☐ Ensure all structures are safe for occupancy and that they comply with ADA requirements.
- ☐ Conduct periodic briefings for the Logistics Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Resource Status Unit Leader Checklist

The Resources Status Unit tracks the delivery of incident related resources and supplies, keeping other Sections informed of their status. Duties of the Resource Status Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Coordinate closely with all units in the Logistics Section.
- ☐ Establish and maintain a resource tracking system, such as WebEOC, resource status board, or T-cards.
- ☐ As resource requests are received in the Logistics Section, post the request on a resource tracking system, and track the progress of the request until filled.
- ☐ Work closely with other logistics units and assist in notifying requesting parties of the status of their resource request.
- ☐ Maintain a master roster of all resources at the incident including:
    - Total number of personnel assigned to the incident
    - Total number of resources assigned to each Section or Unit
    - Total number of each specific equipment type
- ☐ Provide the Planning/Intelligence Section with an update on resource status before each Action Planning meeting.
- ☐ Attend Action Planning meetings.
- ☐ Conduct periodic briefings for the Logistics Section Chief, as required or requested.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Finance/Administration Section

The Finance/Administration Section is responsible for managing all financial, administrative, and cost analysis aspects of the emergency. The Finance/Administration Section ensures that all financial records are maintained throughout the emergency including all duty time is recorded and that all duty time sheets are collected.

General duties of the Finance/Administration Section include:

- Fiscal management
- Timekeeping
- Purchasing
- Compensation and claims
- Cost recovery
- Travel requests, forms, and claims

Finance/Administration Organization

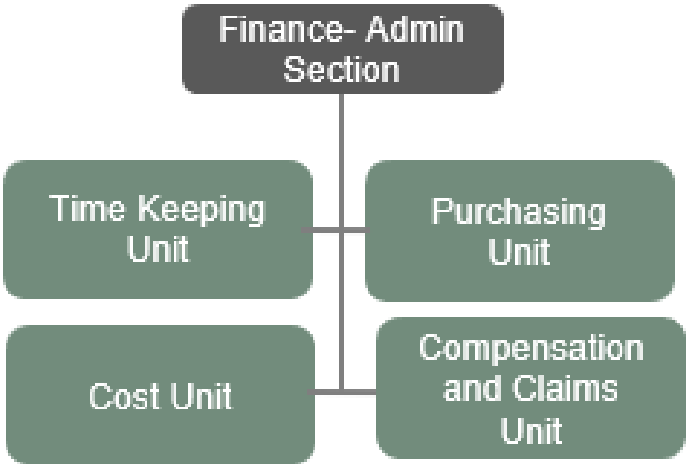


Figure: 25 Finance/Administration Section

Finance/Administration Staff

Finance/Administration Section Chief Checklist

The Finance/Administration Section Chief is responsible for financial activities and other administrative aspects of the incident. The Finance/Administration Section Chief also provides cost analysis information as requested by other sections and ensures compensation and claims functions are addressed in relation to the incident. Duties of the Finance/Administration Section Chief include:

- ☐ Review common responsibilities for all personnel.
- ☐ Establish the appropriate level of Branch and Unit organizations within the Finance/Administration Section and contact appropriate staff.
- ☐ Ensure that all financial records are maintained throughout the event or disaster.
- ☐ Ensure that all on-duty time is recorded for each person staffing the EOC.
- ☐ Ensure that all on-duty time sheets are collected from field level employees supporting the incident at the Operational Area level.
- ☐ Ensure that there is a continuum of the payroll process for all County employees responding to the event or disaster.
- ☐ Determine purchase order limits for the procurement function.
- ☐ Ensure that workers' compensation claims, resulting from the response to the event or disaster by employees, are processed within a reasonable time, given the nature of the situation.
- ☐ Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
- ☐ Ensure the Cost Unit and Purchasing Unit maintain all financial records throughout the event or disaster.
- ☐ Ensure the Time Keeping Unit tracks and records all agency staff time.
- ☐ Conduct periodic Finance briefings for the EOC Director, as required or requested.
- ☐ Attend and participate in Action Planning Meetings.
- ☐ Provide administrative support to other EOC Sections as required.
- ☐ Coordinate with the Recovery Unit regarding disaster finance reimbursement needs.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Time Keeping Unit Leader Checklist

The Time Keeping Unit is responsible for ensuring personnel time is recorded accurately and truthfully. Duties of the Time Keeping Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submitting them.
- ☐ Initiate, gather, and update time reports from all personnel (including volunteers) assigned to each shift.
- ☐ Ensure that time records are accurate and prepared in compliance with policy.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Compensation & Claims Unit Leader Checklist

The Compensation & Claims Unit is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities related to an incident. Duties of the Compensation & Claims Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Maintain a chronological log of injuries, illnesses, and property damage reported during the emergency.
- ☐ Investigate all injury and damage claims as soon as possible.
- ☐ Oversee the investigation of injuries and property/equipment damage claims involving the jurisdiction and arising out of the event or disaster.
- ☐ Prepare appropriate forms for all verifiable injury claims and forward them to Workmen's Compensation within the required time-frame consistent with jurisdiction's policy & procedures.
- ☐ Keep the Finance Chief informed of significant issues affecting the Compensation and Claims Unit.
- ☐ Coordinate with the Safety Officer regarding the mitigation of hazards.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Purchasing Unit Leader Checklist

The Purchasing Unit provides for the administration of all financial services pertaining to purchases and contracts and maintains contract and equipment time records. Duties of the Purchasing Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Provide administration and finance forms and procedures for purchases and contract management.
- ☐ Establish contracts with supply vendors as required or requested by the Equipment & Supply Procurement Unit.
- ☐ Verify costs data in the pre-established vendor contracts and/or agreements.
- ☐ Keep records of purchases and contracts.
- ☐ Prepare and sign contracts as needed with concurrence from the Finance/ Administration Section Chief.
- ☐ Finalize all agreements and contracts, as required.
- ☐ Complete final processing and send documents to Budget and Payroll for payment.
- ☐ Coordinate cost data with Cost Unit Leader.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

Cost Unit Leader Checklist

The Cost Unit is responsible for collecting all cost data, performing cost-effectiveness analysis, and providing cost estimates and cost-saving recommendations. Duties of the Cost Unit Leader include:

- ☐ Review common responsibilities for all personnel.
- ☐ Monitor all emergency expenditures.
- ☐ Ensure that all sections and units are documenting cost-related information and ensure that departments are compiling cost information using any special agency/jurisdiction cost codes.
- ☐ Collect, record, and compile cost information at the end of each operational period (and cumulative) or as directed by the Finance/Administration Section Chief.
- ☐ Obtain and record all cost data to cover:
    - Personnel
    - Equipment
    - Rental/Contract Equipment
    - Supplies from outside vendors
    - Contracts for special or emergency services
- ☐ Ensure that all cost documents are accurately prepared.
- ☐ Coordinate with Operations and Planning/Intelligence Sections to make recommendations on cost savings to Finance/Administration Section Chief.
- ☐ Organize and prepare records for audits as necessary.
- ☐ Refer all media contacts to the PIO.
- ☐ Maintain activity log.

APPENDICES

Appendix A: Acronyms and Abbreviations

Acronym	Term
AAR/IP	After-Action Report/Improvement Plan
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
ARES	Amateur Radio Emergency Service
CAL FIRE	California Department of Forestry and Fire Protection
Cal OES	California Office of Emergency Services
CalSCIP	California Statewide Communications Interoperability Plan
CART	Community Animal Response Team
CCP	Crisis Counseling Assistance and Training Program
CDAA	California Disaster Assistance Act
CEO	Mendocino County Chief Executive Officer
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CHP	California Highway Patrol
CONOPS	Concept of Operations
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
DCM	Disaster Case Management
DOC	Department Operations Center
DSWVP	Disaster Service Worker Volunteer Program
DUA	Disaster Unemployment Assistance
EAP	EOC Action Plan
EAS	Emergency Alert System
EEI	Essential Elements of Information
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan

FEMA	Federal Emergency Management Agency
FMAG	Fire Management Assistance Grant
HMGP	Hazard Mitigation Grant Program
HSEEP	Homeland Security Exercise and Evaluation Program
IA	Individual Assistance
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
IHP	Individuals and Household Program
IPAWS	Integrated Public Alert and Warning System
IPP	Integrated Preparedness Plan
JFO	Joint Field Office
LAC	Local Assistance Center
LEMA	Law Enforcement Mutual Aid
LTRG	Long Term Recovery Group
MACS	Mendocino County Auxiliary Communication Service
MC/EA	Mass Care and Emergency Assistance
MCSO	Mendocino County Sheriff's Office
MJHMP	Multijurisdictional Hazard Mitigation Plan
MOU	Memorandum of Understanding
NCO	North Coast Opportunities
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NWS	National Weather Service
OASIS	Operational Area Satellite Information System
OES	Mendocino County Office of Emergency Services
ONA	Other Needs Assistance
PA	Public Assistance
PAPPG	Public Assistance Program and Policy Guide
PDA	Preliminary Damage Assessment
PETS	Pets Evacuation and Transportation Standards
PIO	Public Information Officer
PPD	Presidential Policy Directive
PRRM	Prevention, Recovery, Resiliency, and Mitigation

REHIT	Redwood Empire Hazardous Incident Team
ROC	Recovery Operations Center
SAR	Search and Rescue
SBA	Small Business Administration
SEMS	Standardized Emergency Management System
SOP	Standard Operating Procedure
THIRA	Threat and Hazard Identification and Risk Assessment
VOAD	Voluntary Organizations Active in Disasters
WEA	Wireless Emergency Alerts

Table 17: Acronyms and Abbreviations

Appendix B: Glossary of Terms

- **Area Command (Unified Area Command):** An organization established to oversee the management of multiple incidents that are each being managed by an ICS organization or to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command sets overall strategy and priorities, allocates critical resources according to priorities, ensures that incidents are properly managed, and ensures that objectives are met, and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional.[26]
- **Emergency Operations Center:** Specially equipped facilities from which government officials exercise direction and control and coordinate necessary resources in an emergency.
- **Emergency Situations:** The term emergency situation can be used to describe a range of occurrences.
    - **Emergency:** Any event for which federal assistance is needed to supplement state/local efforts to save lives, protect public health and safety, protect property, or avert the threat of a catastrophe.[27] Emergencies often hold several of the following characteristics:
        - Involves a large area, significant population, or important facilities.
        - Requires a sizable multi-agency response operating under an incident commander.
        - The EOC will be activated to provide general guidance and direction, coordinate external support, and provide resource support for the incident.
        - May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations.
        - May require community-wide warning and public instructions.
        - May require some external assistance from other local response agencies, contractors, and limited assistance from state or federal agencies.
    - **Major Disaster**: Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or regardless of cause any fire, flood, or explosion, which is of sufficient severity to warrant assistance under the act to alleviate the damage, loss, or hardship caused by the event.[28]A major disaster will hold many of the characteristics of an emergency and will often affect a larger population or area.
    - **Catastrophic Incident:** Any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic incident could result in sustained nationwide impacts over a prolonged period; almost immediately exceeds resources normally available to State, tribal, local, and private-sector

[26] https://training.fema.gov/emiweb/is/icsresource/assets/glossary%20of%20related%20terms.pdf
[27] https://www.fema.gov/sites/default/files/2020-02/Stafford_June_2019_508.pdf
[28] https://www.fema.gov/sites/default/files/2020-02/Stafford_June_2019_508.pdf

authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened.[29]

- **Incident Command System:** A standardized approach to command, control, and coordination of on-scene incident management that provides a common hierarchy within which personnel from multiple organizations can be effective. ICS specifies an organizational structure for incident management that integrates and coordinates a combination of procedures, personnel, equipment, facilities, and communications.[30]
- **Mutual Aid Agreements:** Arrangements between governments or organizations, either public or private, for reciprocal aid and assistance during emergency situations where the resources of a single jurisdiction or organization are insufficient or inappropriate for the tasks that must be performed to control the situation.[31] [32]
- **National Incident Management System:** A comprehensive, nationwide, systematic approach to incident management that is flexible and scalable to all incident types, including the command and coordination of incidents, resource management, and information management.[33]
- **Operational Area:** An intermediate level of the state emergency services organization consisting of a county and all political subdivisions within the county area.[34]
- **Standardized Emergency Management System:** Utilized by emergency response agencies throughout California, SEMS is the cornerstone of California's emergency response system and the fundamental structure for the response phase of emergency management. The system unifies all elements of California's emergency management community into a single integrated system and standardizes key elements such as the Incident Command System, mutual aid, interagency coordination, and the Operational Area concept. [35]
- **Standard Operating Procedures:** Approved methods for accomplishing a task or set of tasks. SOPs are typically prepared at department or agency level.[36]

[29] https://www.fema.gov/pdf/emergency/nrf/nrf_CatastrophicIncidentAnnex.pdf
[30] https://training.fema.gov/emiweb/is/icsresource/assets/ics%20review%20document.pdf
[31] https://www.fema.gov/sites/default/files/2020-07/fema_nims_mutual_aid_guideline_20171105.pdf
[32] https://www.caloes.ca.gov/PlanningPreparednessSite/Documents/09%20EMMA%20Plan%20and%20Annexes,%20November%202012.pdf
[33] https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf
[34] https://www.hsdl.org/?view&did=774745
[35] https://www.hsdl.org/?view&did=774745
[36] https://www.usfa.fema.gov/downloads/pdf/publications/fa-197-508.pdf

Appendix C: Authorities and References

The links to authorities and references were validated on February 4, 2022.

Federal

- Americans with Disabilities Act of 1990
- Americans with Disabilities Act of 1990, Title II, Chapter 7, Emergency Management (2007)
- Emergency Management and Assistance, Title 44, CFR
- Emergency Planning and Community Right-to-Know Act, 42 USC Chapter 116
- Federal Civil Defense Act of 1950, Public Law 920, (Public Law, as amended)
- Homeland Security Presidential Directive, HSPD-3, Homeland Security Advisory System
- Homeland Security Presidential Directive, HSPD-5, Management of Domestic Incidents
- National Response Framework (NRF)
- National Incident Management System (NIMS)
- Presidential Policy Directive, PPD-8, National Preparedness
- Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 5121
- U.S. Army Corps of Engineers Flood Fighting, Public Law 84-99

State

- California Code of Regulations, Title 19, Public Safety
- California Code of Regulations, Title 2, Administration
- California Emergency Services Act
- Governor's Executive Order W-9-91
- California Disaster Assistance Act
- California Disaster and Civil Defense Master Mutual Aid Agreement
- SB-833 Emergencies: Office of Emergency Services: Guidelines: Alert and Warning Systems

Local

- Mendocino County Code, Title 2, Chapters 2.28, 2.33
- Mendocino County Code, Title 5, Chapter 5.12
- Mendocino County Code, Title 7, Chapter 7.04
- Mendocino County Code, Title 8, Chapter 8.80
- Mendocino County Code, Title 9, Chapter 9.05

Appendix D: ICS Forms

Appendix D lists the primary Incident Command System (ICS) forms mentioned in this document. This appendix also includes forms not mentioned in the EOP but are standard practice in the Mendocino County EOC.

- ICS Form 201: Incident Briefing
- ICS Form 202: Incident Objectives
- ICS Form 203: Organization Assignment List
- ICS Form 204: Assignment List
- ICS Form 205: Incident Radio Communications Plan
- ICS Form 205A: Communications List
- ICS Form 206: Medical Plan
- ICS Form 207: Incident Organization Chart
- ICS Form 208: Safety Plan
- ICS Form 209: Incident Status Summary
- ICS Form 210: Resource Status Change
- ICS Form 211: Incident Check-in List
- ICS Form 213RR: Resource Request Message
- ICS Form 214: Activity Log
- ICS Form 215: Operational Planning Worksheet
- ICS Form 221: Demobilization Check-Out
- ICS Form 230CG: Daily Meeting Schedule

Appendix E: Recent Disaster Proclamations

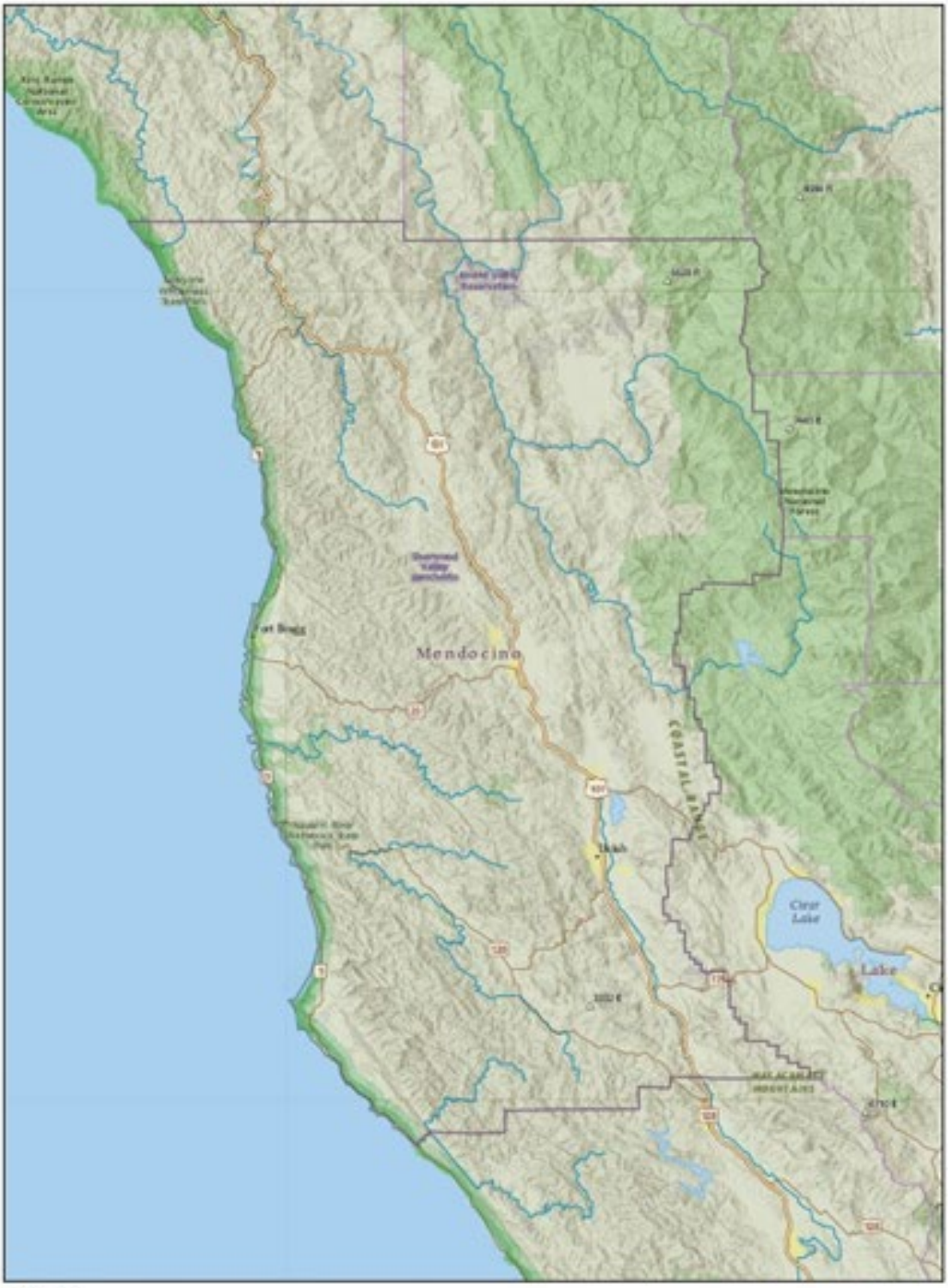
Appendix E highlights recent emergency management events in the Mendocino County Operational Area since 2012. The table identifies whether a local, state, or federal emergency disaster declaration was made for the incident.

Year	Event	Local	State	Federal
2023	February – March Winter Storms	X	X	X
2023	December – January Winter Storms	X	X	X
2021	Hopkins Fire	X	X	
2020	Oak Fire	X	X	X
2020	August Complex	X	X	
2019	Atmospheric River Storm System	X	X	
2019	Atmospheric River Storm System	X	X	
2018	River Fire, Ranch Fire	X	X	
2017	Redwood Complex	X	X	X
2017	February Winter Storms	X	X	X
2017	January Winter Storms	X	X	X
2016	December Winter Storms	X	X	
2015	Severe Rain	X	X	

2014	December Severe Weather	X	X	
2014	Lodge Lightning Complex	X	X	

Table 18: Disaster Declarations Since 2012

Appendix F: Response Maps



7/28/2025

Mendocino County Border

World_Hillshade

1:714,843

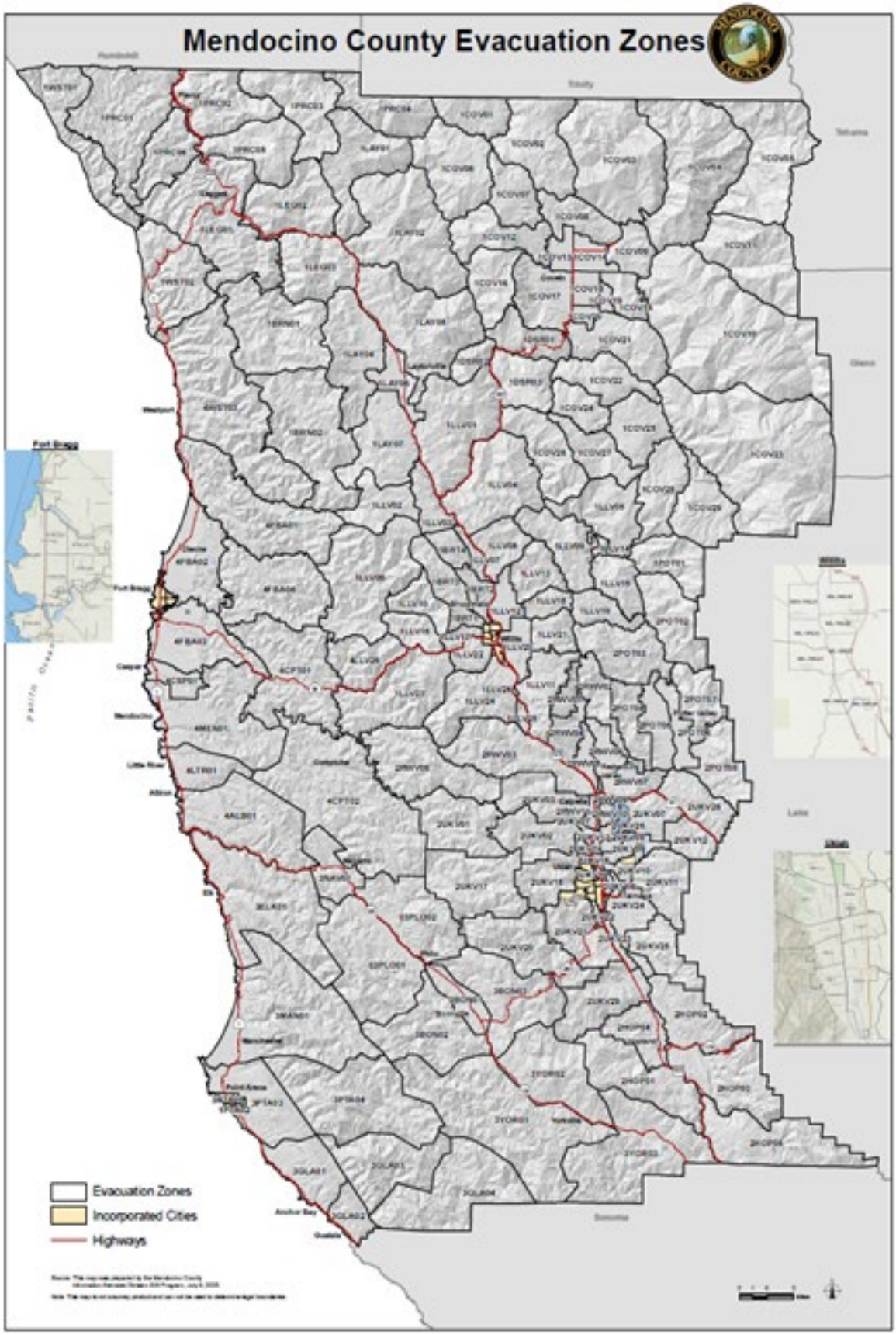
0 5 10 20 mi

0 5 10 20 km

Esri, CGIAR, USGS

Sources: Esri, USGS

Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community


Mendocino County Evacuation Zones
Evacuation Zones
Incorporated Cities
Highways