Mendocino County Operational Area

Homeland Security Strategic Work Plan (2011-2015)

July 2010

July 2010

Dear Mendocino County Operational Area Stakeholders,

Today, we are pleased to share our revised Homeland Security Strategic Work Plan. It continues an effort begun in 2006 to identify, prioritize, and thereby focus our attention on making the best investments possible with limited federal homeland security grant funds. Using the previous strategic plan, we were able to make specific investments in homeland security capabilities most important to us and our communities. This revised plan retains that purpose and updates our investment strategy.

As public health and public safety officials, we are charged with ensuring the best possible safety, security, and health of those who live, work, and visit in Mendocino County. We are also charged with protecting the environment and the wonderful natural resources unique to our county and region. Commonly known as the "Gang of Five," we meet monthly as a multi-discipline, multi-jurisdictional group to coordinate this work, address state and federal guidelines, and meet an important state requirement for collaboration.

This plan is built on input from a county-wide capability and needs assessment. It formalizes and communicates our collective homeland security investment strategy for the next 5 years.

Sincerely,

_____   Thomas Allman, Sheriff, Mendocino County

Stacy Cryer, Interim Director,
_____   Mendocino County Health and Human Services Agency

_____   Chris Dewey, Chief, Ukiah Police Department

_____   Dan Grebil, Chief, Ukiah Valley Fire District

_____   Steve Orsi, Chief, Fort Bragg Fire Department

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A. INTRODUCTION

California Code of Regulations Title 19, §2403 designates counties in California as "Operational Areas" for the purpose of preparing for, responding to, and recovering from emergencies. Since 2003, the State of California has required Operational Areas applying for homeland security grant funds to appoint an "Approval Authority" to approve all grant applications. At a minimum, Approval Authorities must include the following representation:

- County Public Health Officer or designee responsible for Emergency Medical Services
- County Fire Chief or Chief of Fire Authority
- Municipal Fire Chief (selected by the Operational Area Fire Chiefs)
- County Sheriff
- Chief of Police (selected by the Operational Area Police Chiefs)

The Mendocino County Operational Area Approval Authority has come to be commonly referred to as the "Gang of Five." This group has continued to meet monthly to develop, implement, and monitor investments in homeland security capability.

Since 2003, the U.S. Department of Homeland Security (DHS) has made grant funds available to local and state governments for enhancing homeland security capabilities. The California Emergency Services Agency (CalEMA) now serves as the State Administrative Authority (SAA) for those grants. The Mendocino County Operational Area has been a recipient of one of these grants – the Homeland Security Grant Program (HSGP) grant — since the program's inception in 2003. The county has since received approximately $250,000 each year from the HSGP.

In 2006, the Mendocino County Operational Area Approval Authority developed the County of Mendocino Homeland Security Five-Year Strategic Plan (2006-2010) as a means to describe multi-year priorities for HSGP investment. Development of the plan involved a stakeholder survey and produced a set of priorities, priority areas, goals, measures of success, and action steps to implement the overall strategy.

This plan carries on with this practice of strategic planning, with an emphasis on stakeholder engagement, careful analysis of program requirements, collaboration, and process transparency. This new 5-year strategic planning effort also culminates in a detailed work plan to better define initiatives, improve coordination and to ensure accountability for strategic outcomes.

B.   STRATEGIC PLANNING PROCESS

Mendocino County awarded a contract to Tetra Tech EM Inc. (Tetra Tech) to facilitate the strategic planning process and to develop the project deliverables. Each phase and outcome of the project is described below.

PROJECT KICK-OFF

A project kick-off meeting was held with the Gang of Five on November 30, 2009, at the Mendocino County Health and Human Services Agency building at 1120 South Dora Street, Ukiah. The objectives of that meeting were to:

- Introduce project sponsors, team members, and stakeholders
- Discuss Tetra Tech's review of hazards, potential impacts, current operational area capabilities, and progress made implementing the previous strategic plan
- Review homeland security and emergency management program standards
- Formalize a project schedule
- Identify program stakeholders
- Define conditions of project satisfaction

STAKEHOLDER SURVEY

Tetra Tech developed a comprehensive stakeholder survey tool to determine stakeholder:

- Assessments of the current Operational Area program compared with the Emergency Management Accreditation Program (EMAP) and National Fire Protection Association (NFPA) 1600 Standards
- Evaluations of current Operational Area capabilities in relation to 37 DHS Target Capabilities; and
- Impressions of hazard probabilities and potential impacts

On February 3, 2010, with input and support from the Mendocino County Sheriff's Office, a comprehensive stakeholder survey was sent to 21 key stakeholders who were asked to forward surveys to colleagues within their disciplines. This first set of surveys was sent to:

- Dora Briley, Mendocino County Health and Human Services
- Dan Grebil, Mendocino County Fire Chiefs
- Hunter Alexander, Public Health Administrator for EMS
- Captain Ray Madrigal, Area Commander, California Highway Patrol
- John Morley, Mendocino County Environmental Health

- Jane Chambers, City Manager, Ukiah
- Paul Caylor, City Manager, Willits
- Dan Ramirez, CalTrans Superintendent, Ukiah
- Howard Dashiel, Mendocino County Department of Transportation
- Jerry Kleinback, Noyo Harbor Master

- Bliss Fisher, Mendocino County Animal Care and Sheltering
- Stacey Cryer, Mendocino County Health and Human Services Agency
- Gerry Gonzalez, Chief of Police, Willits
- Chris Dewey, Chief of Police, Ukiah
- Claudia Hillary, City Clerk, Point Area

- Roger Barr, US Coast Guard, Humboldt Bay
- Roland Sanford, Mendocino County Water Agency
- Tami Bartolomei, North Coast Opportunities
- Steve Turner, Mendocino County Office of Education
- Chuck Yates, Ukiah Fire Department

A copy of the survey instrument is attached as Appendix B.

REVIEW OF STAKEHOLDER SURVEY RESULTS AND SUBSEQUENT GOAL SETTING

On March 15, 2010, during a regularly scheduled Gang of Five meeting at the Mendocino County Health and Human Services Agency building, the results of the stakeholder survey were shared. Strategic goals were then proposed to address survey responses and an analysis of requirements by the Tetra Tech team. Subsequent discussions between Gang of Five members and the project team allowed additional information to be collected.

WORK PLANNING

The Tetra Tech project team then compiled this *Mendocino County Operational Area Homeland Security Strategic Work Plan (2011-2015)* for review and approval by the Gang of Five.

C.   RESULTS OF STAKEHOLDER SURVEY

Tetra Tech received 29 survey responses from Operational Area stakeholders. At least one representative from discipline groups (law enforcement, fire and rescue, schools, public health, emergency medical services, community preparedness, harbor management, and state fire) responded. Results of the survey are described below.

OPERATIONAL AREA PROGRAM QUALITY

The current EMAP standard defines 63 different program elements that must be in place for a program to be accredited. Early iterations of the EMAP standard were derived from the NFPA 1600 Standard. Elements from both standards were combined to create 29 questions for this stakeholder survey. The percentages listed after each program element indicates the percentage of stakeholder respondents who believe the Operational Area program element is in-place and functioning well.

1. Legislation Management (15%)
2. Specialized WMD Resources (19%)
3. Stakeholder Involvement (30%)
4. Hazard Mitigation Program (30%)
5. Emergency Resource Identification (33%)
6. Donations and Volunteer Programs (33%)
7. Continual Program Improvement (33%)
8. Formal EM Program (37%)
9. Grant Management (37%)
10. Resource Management System (37%)
11. Comprehensive Training Program (37%)
12. Comparison of Exercises to Needs (37%)
13. Regular Program Review (44%)
14. Cooperative Threat Detection (45%)
15. After Action Reports/Improvement Plans (45%)
16. Joint Information Center (45%)
17. Emergency Operations Centers (48%)
18. Finance and Admin. Procedures (52%)
19. Emergency Public Information (52%)
20. Program Delegation (46%)
21. Emergency Communications (46%)
22. Emergency Management Procedures (59%)
23. Training Quality Assurance (59%)
24. Hazard Identification (63%)
25. Regular Risk Assessment (63%)
26. Public Information Officers (63%)
27. SEMS/NIMS Training Program (67%)
28. Mutual Aid Programs (67%)
29. Complete SEMS/NIMS Adoption (74%)

This part of the survey also measured stakeholder confidence in a set of emergency management plans and how well those plans addressed various emergency operations activities. Information about six plans was collected. Below, the percentages describe stakeholder confidence in these plans.

- Critical Infrastructure Protection Plan (22%)
- Mitigation Plan (30%)
- Recovery Plan (30%)
- Continuity of Government/Continuity of Operations Plan (47%)
- Emergency Communications Plan (70%)
- Emergency Operations Plan (89%)

Stakeholder confidence in specific elements of the emergency operations plan is also described below.

- Agriculture and Natural Resources Annex (4%)
- Long-term Recovery Annex (11%)
- External Affairs Annex (18%)
- Transportation Annex (26%)
- Infrastructure Protection Annex (30%)
- Public Health and Medical Services Annex (30%)
- Hazardous Materials Annex (33%)
- Public Works Annex (33%)

- Public Safety and Security Annex (37%)
- Mass Care, Housing and Human Services Annex (41%)
- Logistics Management and Resource Support Annex (44%)
- Firefighting Annex (52%)
- Communications Annex (52%)
- Search and Rescue Annex (56%)
- Multi-agency Coordination Annex (63%)

CAPABILITY, COMPARED WITH THE DHS TARGET CAPABILITIES LIST (TCL)

In 2007, DHS published the TCL, a detailed volume of information about 37 separate capabilities related to homeland security. Stakeholders were asked to score their impressions of Operational Area capability in these areas on a scale from 1 to 10. Capabilities and average stakeholder scores are listed below. A score of "0" indicates no capability; a "10" indicates full capability.
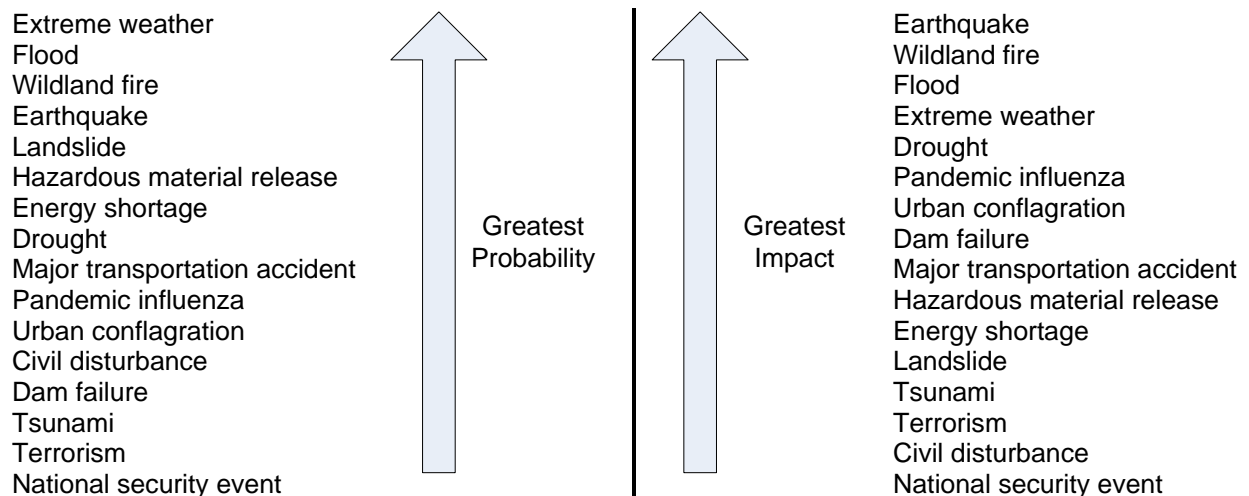
DHS Target Capability	Score (1-10)	DHS Target Capability	Score (1-10)
Laboratory Testing	1.4	WMD and HazMat Response	4
Animal Disease Emergency Support	1.5	Responder Safety and Health	4
Emergency Triage and Treatment	1.6	Information Gathering	4.2
CBRNE Detection	1.6	Medical Surge	4.3
Investigation and Law Enforcement	1.8	Information Sharing and Dissemination	4.4
Epidemiological Surveillance	1.9	Structural Damage Assessment	4.5
Fatality Management	2.4	Risk Management	4.5
Critical Resource Logistics	1.9	Isolation and Quarantine	4.6
Mass Prophylaxis	2.1	Emergency Operations Center	4.6
Intelligence Analysis and Production	2.2	Mass Care (Sheltering, Feeding)	4.8
Food and Agriculture Safety and Defense	2.2	Communications	4.8
Medical Management and Distribution	2.3	Citizen Evacuation and Shelter-in-Place	4.8
Volunteer/Donations Mgmt.	2.4	Planning	5.1
Restoration of Lifelines	2.7	On-Site Incident Management	5.6
Economic and Community Recovery	2.7	Emergency Public Safety and Security	5.6
Environmental Health	2.8	Fire Incident Response Support	5.9
Search and Rescue (Land-Based)	2.9	Emergency Public Information	6.2
Critical Infrastructure Protection	3.6	Community Preparedness and Participation	6.4
Explosive Device Response Operations	3.8		

HAZARD IDENTIFICATION AND RISK ASSESSMENT

In 2003, the President of the United States signed Homeland Security Presidential Directive 8 (HSPD-8). The directive established a number of policies designed to better strengthen and prepare the country for emergencies. One of these policies established the National Preparedness Goal and planning for 15 emergency scenarios which, in turn, has facilitated an examination of probability, impact, and capability related to each scenario.

HSPD-8 reinforces a Federal Emergency Management principle taught for decades that recognizes hazard identification and risk assessment (HIRA) as a fundamental step toward developing an effective emergency management program. HIRAs help indicate how likely various emergencies are to occur and estimates their impact. Relative probabilities and impacts are used to help identify program needs and priorities. The list below illustrates stakeholder impressions and analysis of probability and potential impact for different emergencies or disasters in Mendocino County.

Greatest Probability	Greatest Impact
Extreme weather	Earthquake
Flood	Wildland fire
Wildland fire	Flood
Earthquake	Extreme weather
Landslide	Drought
Hazardous material release	Pandemic influenza
Energy shortage	Urban conflagration
Drought	Dam failure
Major transportation accident	Major transportation accident
Pandemic influenza	Hazardous material release
Urban conflagration	Energy shortage
Civil disturbance	Landslide
Dam failure	Tsunami
Tsunami	Terrorism
Terrorism	Civil disturbance
National security event	National security event

RESULTING GOALS AND OBJECTIVES

The capability assessment identified 13 general areas for program improvement. These areas are listed below in alphabetical order.

- Community Involvement
- Collaboration and Program Support
- Critical Infrastructure Protection
- Emergency Public Information
- Interoperable Communications
- Training and Exercising
- Mass Care and Shelter
- Medical Surge
- Planning
- Public Health
- Resource Management
- Responder Safety and Health
- Risk Management

Interviews with Gang of Five members allowed goals to be categorized further, resulting in the following six priorities.

1. Planning (plans, standard operating procedures, plan annexes, and position checklists)
2. Readiness (facilities, equipment, training, and exercising)
3. Personnel (Disaster Service Workers)
4. Communications (P25-compliant mobile radios and the emergency notification system)
5. Collaboration (regular meetings and an annual strategic planning workshop)
6. Capability Enhancement (Mass Casualty Incident, Special Weapons and Tactics, Hazardous Materials, Bomb Squad, Points of Dispensing, or Receiving and Storage Site)

Using these priorities, short-term (first year) and long-term (subsequent and multi-year) projects were identified.

Short-term projects meet an immediate, serious need and include development of:

1. Emergency operations plans and standard operating procedures
2. A critical infrastructure plan
3. An evacuation annex to the emergency operations plan
4. A fully functional emergency operations center
5. A 3-year training and exercise plan for all disciplines to cover all exercises
6. An emergency management resource catalog
7. A Tactical Interoperable Communications Plan (TICP) and communications investment strategy
8. An emergency alert and notification system
9. A Disaster Council, Disaster Services Worker program, and volunteer cadre
10. Opportunities to promote increased collaboration among the Gang of Five and partner agencies.

The short-term priorities are ready for immediate implementation with HSGP fiscal year (FY) 2010 funding.

Long-term or multi-year projects address each of the six priorities roughly using the following allocation of funding available each year:

1. Planning (45 percent first year; 10 percent subsequent years)
2. Readiness (25 percent first year; 18 percent subsequent years)
3. Personnel (5 percent first year; 10 percent subsequent years)

4. Communications (20 percent first year; 30 percent subsequent years)

5. Collaboration (5 percent first year; 2 percent subsequent years)

6. Capability Enhancement (0 percent first year; 30 percent subsequent years)

The work plan that implements these six priorities, short-term projects, and multi-year projects is attached as Appendix A.

D. PLAN MAINTENANCE

This strategic plan will be used as the basis for strategic discussion at monthly Gang of Five meetings and will be reviewed at least annually along with stakeholder input. Any changes made after this plan is adopted will be recorded in a plan change log. Any significant change to the patterns of homeland security investment will be recorded as a change to this plan. This plan may be changed only with majority consensus of the Gang of Five.

APPENDIX A

MENDOCINO COUNTY OPERATIONAL AREA HOMELAND SECURITY WORK PLAN

	Strategic Work Plan (2011-2015)			
Short-term goals and objectives are highlighted with red font				
Goal	**Objectives**	**Lead (support) Agency**	**Schedule**	**Budget**
Planning	Revise Operational Area Emergency Operations Plan and SOPs	MCSO	Q3-Q4, 2010	$20,000 (Planning)
	Develop Evacuation Annex to Operational Area EOP	Operational Area Fire Chiefs	Q4, 2010 – Q2, 2011	$40,000 (Planning)
	Revise city EOPs and SOPs to align with Operational Area, including Incident Action Plans, Situation Status Reports, Resource Ordering tools and processes	MCSO	Q1, 2011	$40,000 (Planning)
	Develop Operational Area Critical Infrastructure Protection Program	MC Risk Management	Q2-3, 2011	$30,000 (Planning)

Strategic Work Plan (2011-2015)				
Short-term goals and objectives are highlighted with red font				
Goal	**Objectives**	**Lead (support) Agency**	**Schedule**	**Budget**
Planning	Develop severe weather annex to Operational Area EOP	MCSO	2012	$20,000 (Planning)
	Develop earthquake response and recovery annex to Operational Area EOP	MCSO	2013	$35,000 (Planning)
	Develop Mass Care, Shelter and Feed annex to Operational Area EOP	MCSO	2014	$25,000 (Planning)
Readiness	Establish a fully functional emergency operations center capable of managing Operational Area emergencies	MCSO	Q3, 2010	$20,000 (Equipment)
	Develop and implement a 3-year homeland security training and exercise plan	MCSO	Q3, 2011 (plan) Q2 annual TTX Q3 annual FX	$10,000 (Organization) $10,000 (Organization) $40,000 (Organization)

	Strategic Work Plan (2011-2015)			
Short-term goals and objectives are highlighted with red font				
Goal	**Objectives**	**Lead (support) Agency**	**Schedule**	**Budget**
Readiness	Develop critical resource catalog with owner, dispatch, and operating requirement information	MCSO DSW	Q4, 2011	$1000 (Planning)
Readiness	Develop continuity of operations plans for Operational Area and major cities	MCSO	2015	$75,000 (Planning)
Communications	Develop Interoperable Communications Plan and Investment Strategy	MCSO	Q1-Q2, 2011(plan)	$25,000 (Planning)
	Develop emergency notification system for first responders and the public	MCSO DSW	2012	$30,000 (Equipment)
Communications	Develop public information officer cadre, tool kit, and training	MCSO	2012	$25,000 (Organization)

Strategic Work Plan (2011-2015)				
Short-term goals and objectives are highlighted with red font				
Goal	**Objectives**	**Lead (support) Agency**	**Schedule**	**Budget**
Communications	Invest in interoperable communications strategy	TBD	2012 – 2015	$300,000 ($75,000/yr) (Equipment)
	Develop public information officer cadre, tool kit, and training	MCSO	2012	$25,000 (Organization)
Personnel	Develop a DSW cadre to support planning, training, exercising, and response operations (e.g. CERT)	NCO, MCHHSA, MCOE	Q2, 2010	$10,000 (Organization)
Collaboration	Annual 1-day strategic planning session for the Gang of Five	MCSO	Q4, 2010	$7,500 (Organization)
	Develop Gang of Five By-laws and SOP	Contractor	Q4, 2010	$5,000 (Organization)
Capability Expansion	Law enforcement	MCSO, Ukiah PD	2012	$75,000 (Equipment and Training)
	Fire and Rescue	Operational Area Fire Chiefs	2013	$75,000 (Equipment and Training)

	Strategic Work Plan (2011-2015)			
Short-term goals and objectives are highlighted with red font				
Goal	**Objectives**	**Lead (support) Agency**	**Schedule**	**Budget**
Capability Expansion	HazMat	REHIT	2014	$75,000 (Equipment and Training)
	Med/Health	MCHHS	2015	$75,000 (Equipment and Training)

APPENDIX B

HOMELAND SECURITY STAKEHOLDER SURVEY

MENDOCINO COUNTY OPERATIONAL AREA HOMELAND SECURITY PROJECT SURVEY

NAME	
TITLE	
JURISDICTION/AGENCY	
PHONE	
FAX	
E-MAIL	

INTRODUCTION:

This survey was developed to identify emergency management and homeland security hazards, vulnerabilities, capabilities, and gaps for the Mendocino County Operational Area (OA). The information collected with this survey will support development of a multi-year homeland security work plan. You have been identified as a key stakeholder in the OA, and your participation in the survey is critical to our disaster preparedness.

INSTRUCTIONS:

Please send the completed survey by February 19, 2010 to:

   e-mail: rebecca.johnson@tetratech.com

   fax: (510) 433-0830

   mail: ATTN: Rebecca Johnson
            Tetra Tech
            1999 Harrison Street, Suite 500
            Oakland, California 94612

The survey is composed of three parts: (1) a qualitative assessment, (2) a hazard ranking table, and (3) a target capabilities score.

1. Qualitative Assessment - Consists of a series of true/false questions to evaluate strengths and weaknesses of the homeland security program in the following areas: policy; hazard identification; vulnerability assessment; mitigation; detection, prevention, and security; plans and procedures; resources; incident management; mutual aid; facilities; training; exercising; and communication. Although not every question may appear relevant to your program, the answers you provide may help to indicate where more information sharing may be needed.

2. Hazard and Vulnerabilities Analysis (HVA) – Consists of a table identifying potential hazards and capturing information about the probability and impact of each hazard. A high probability or impact rating may indicate a hazard requires immediate attention; a low rating may indicate a hazard should merely be incorporated into future planning. Indicate your assessment of probability, frequency, and impact related to each event using scores of "high," "medium," and "low."

3. Target Capabilities Assessment — Consists of a table of U.S. Department of Homeland Security (DHS) Target Capabilities representing nationwide research identifying the 37 capabilities that may be critical to an effective homeland security program. On a scale of 1 to 10 (10 representing the highest level of capability; 0 representing the lowest), rank the capabilities from your perspective. If you are not familiar with a capability, leave it blank or indicate "N/A" if it does not apply to you and your agency.

If you would like a copy of the DHS Target Capabilities List to examine capabilities further, send your request to rebecca.johnson@tetratech.com. Please indicate if you prefer delivery of the file by alternate means.

POINTS OF CONTACT:

For any questions regarding this survey, please contact:

MENDOCINO COUNTY OES	Shannon Barney (707) 463-5667 barneys@co.mendocino.ca.us
TETRA TECH	George Whitney (916) 853-4549 george.whitney@tetratech.com
	Rebecca Johnson (510) 302-6258 rebecca.johnson@tetratech.com

1. QUALITATIVE ASSESSMENT

Mark True or False for each statement.

POLICIES	
My jurisdiction/agency has a homeland security and emergency management program established in local ordinance and that program maintains a strategic plan.	☐ True ☐ False
My jurisdiction/agency formally and regularly reviews our homeland security and emergency management program and systematically considers program changes.	☐ True ☐ False
My jurisdiction/agency has formally authorized and delegated responsibility for coordinating overall homeland security and emergency management activities before, during, and after an emergency.	☐ True ☐ False
My jurisdiction/agency maintains and regularly employs a formal process of stakeholder involvement for its homeland security and emergency management program exists.	☐ True ☐ False
My jurisdiction/agency has developed administrative and financial procedures specifically for use during emergencies to effectively and efficiently meet program needs during disasters.	☐ True ☐ False
My jurisdiction/agency maintains a process to identify, regularly review and influence legislation and regulation that affect our homeland security and emergency management program.	☐ True ☐ False
My jurisdiction/agency has developed and implements a policy that guides the pursuit and capture of homeland security and emergency management grants.	☐ True ☐ False
HAZARD IDENTIFICATION, VULNERABILITY ASSESSMENT AND MITIGATION	
My jurisdiction/agency employs a systematic process to identify all potential natural and human-caused hazards.	☐ True ☐ False
My jurisdiction/agency regularly assesses the probability of hazards that may occur and quantifies impacts to life, safety, property, the environment and the economy.	☐ True ☐ False

My jurisdiction/agency systematically develops mitigation strategies for all-hazards and vulnerabilities, evaluates their feasibility and value, and implements these strategies according to priorities, a schedule and available funding.	☐ True ☐ False

DETECTION, PREVENTION AND SECURITY

My jurisdiction/agency formally cooperates with other agencies to detect and monitor threats to my jurisdiction/agency including use of weapons of mass destruction (WMD).	☐ True ☐ False
My jurisdiction/agency maintains specialized capabilities to prevent, protect, or otherwise respond to identified WMD threats.	☐ True ☐ False
My jurisdiction/agency maintains specialized capabilities to prevent, protect, or otherwise respond to identified WMD threats.	☐ True ☐ False

PLANS AND PROCEDURES

My jurisdiction/agency has developed and maintains the following plans (*mark the applicable plans):*

Emergency Operations	☐
Recovery	☐
Mitigation	☐
Continuity of Operations/ Continuity of Government	☐
Communications	☐
Critical Infrastructure Protection	☐

My jurisdiction/agency's emergency operations plan addresses the following areas of responsibility (*mark the applicable responsibilities):*

ESF 1- Transportation	☐
ESF 2- Communications	☐
ESF 3- Public Works	☐
ESF 4- Firefighting	☐
ESF 5- Emergency Management	☐
ESF 6- Mass Care, Housing and Human Services	☐
ESF 7- Logistics Management and Resource Support	☐
ESF 8- Public Health and Medical Services	☐
ESF 9- Search and Rescue	☐
ESF 10- Oil and Hazardous Materials Response	☐
ESF 11- Agriculture and Natural	☐
ESF 12- Infrastructure	☐
ESF 13- Public Safety and Security	☐
ESF 14- Long Term Community Recovery	☐
ESF 15- External Affairs	☐

My jurisdiction/agency has developed and maintains procedures to implement all emergency plans.	☐ True ☐ False
RESOURCES	
My jurisdiction/agency systematically identifies and reviews homeland security and emergency management resources necessary to respond to impacts identified in a hazard identification and risk assessment.	☐ True ☐ False
My jurisdiction/agency has developed and maintains an all-discipline resource management system that supports identification, acquisition, storage, maintenance, and use of homeland security and emergency management resources before, during, and after disaster.	☐ True ☐ False
My jurisdiction/agency has developed and maintains plans and procedures to manage convergent volunteers and donations.	☐ True ☐ False
INCIDENT MANAGEMENT	
My jurisdiction/agency has formally adopted the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).	☐ True ☐ False
My jurisdiction/agency has developed and implemented a systematic position-specific approach to ensure response personnel receive SEMS and NIMS training.	☐ True ☐ False
MUTUAL AID	
My jurisdiction/agency has developed and maintains formal plans and procedures for using and providing mutual aid.	☐ True ☐ False
FACILITIES	
My jurisdiction/agency has identified, equipped, tested and currently maintains a primary and alternate emergency operations center for coordinating multi-agency response.	☐ True ☐ False

TRAINING	
My jurisdiction/agency has developed and maintains a formal homeland security and emergency management training program that regularly identifies and provides training corresponding to the goals, objectives, and initiatives identified in plans.	☐ True ☐ False
My jurisdiction/agency maintains training records to ensure all responders have received required training and that also tracks elective training.	☐ True ☐ False

EXERCISING	
My jurisdiction/agency has adopted a formal exercise program to regularly test policies, plans, procedures, systems, and resources critical to effective homeland security and emergency management preparedness and response.	☐ True ☐ False
My jurisdiction/agency has developed and maintains a process by which opportunities for improvement identified during exercises are identified and considered.	☐ True ☐ False
My jurisdiction/agency systematically monitors efforts to improve homeland and security preparedness using opportunities identified during exercises and ensures these efforts receive the support they need.	☐ True ☐ False

COMMUNICATION	
My jurisdiction/agency has developed and maintains a public information plan to educate the public about hazards, actions necessary to improve disaster preparedness, and about supporting citizen-responder roles before a disaster occurs.	☐True ☐ False
My jurisdiction/agency has developed and maintains systems to quickly transmit alerts and warnings about disasters to the public and provide responders timely notifications of emergency conditions and activations.	☐ True ☐ False
My jurisdiction/agency has identified spokespeople who may be called upon to relay emergency public information and has provided the tools and training necessary to accomplish this role effectively.	☐ True ☐ False
My jurisdiction/agency has an established plan with procedures along with other jurisdictions to operate a Joint Information Center to effectively manage public information following large disasters.	☐ True ☐ False

2. HAZARD AND VULNERABILITY ASSESSMENT

Estimate the probability and impact of each hazard using "high," "medium," and "low."

Hazard	Probability		Impact				
	Historical Frequency	Projected Frequency	Life	Health/Safety	Economic	Environmental	Social
Earthquake							
Tsunami							
Extreme Weather							
Landslides							
Transportation Accident							
Hazardous Materials							
Interface Wildland Fire							
Urban Conflagration							
Energy Shortage							
Offshore Oil Spill							
Civil Disturbance							
Terrorist Activities							
National Security							
Dam Failure							
Flood (Including winter storm)							

3.   TARGET CAPABILITIES ASSESSMENT:

Score your assessment of capability in each of the following DHS Target Capabilities using a scale of 0-10. If you wish, please refer to the DHS Target Capabilities List for more information about each capability. Add any comments about each capability.

COMMON CAPABILITIES		
	Score	Comments
Planning		
Communications		
Community Preparedness and Participation		
Risk Management		
Intelligence and Information Sharing and Dissemination		
PREVENT MISSION CAPABILITIES		
	Score	Comments
Information Gathering and Recognition of Indicators and Warning		
Intelligence Analysis and Production		
Counter-Terror Investigation and Law Enforcement		
CBRNE Detection		
PROTECT MISSION CAPABILITIES		
	Score	Comments
Critical Infrastructure Protection		
Food and Agriculture Safety and Defense		
Epidemiological Surveillance and Investigation		
Laboratory Testing		

RESPOND MISSION CAPABILITIES		B-9
	Score	**Comments**
On-Site Incident Management		
Emergency Operations Center Management		
Critical Resource Logistics and Distribution		
Volunteer Management and Donations		
Responder Safety and Health		
Emergency Public Safety and Security		
Animal Disease Emergency Support		
Environmental Health		
Explosive Device Response Operations		
Fire Incident Response Support		
WMD and Hazardous Materials Response and Decontamination		
Citizen Evacuation and Shelter-in-Place		
Isolation and Quarantine		
Search and Rescue (Land-Based)		
Emergency Public Information and Warning		
Emergency Triage and Pre-Hospital Treatment		
Medical Surge		
Medical Supplies Management and Distribution		
Mass Prophylaxis		
Mass Care (Sheltering, Feeding and Related Services)		
Fatality Management		
RECOVER MISSION CAPABILITIES		
	Score	**Comments**
Structural Damage Assessment		
Restoration of Lifelines		
Economic and Community Recovery		

APPENDIX C

ANALYSIS OF HOMELAND SECURITY FIVE –YEAR STRATEGIC PLAN (2006-2010)

Assessment of Mendocino County Operational Area Homeland Security Strategic Plan (2006-2010)			
Goal	**Measures of Success**	**Success Indicated (Yes/No)**	**Goal Achieved (Yes/No)**
A Multi-Discipline, Coordinated Emergency Response "System" that Responds Effectively to Natural, Man-Made or Terrorist-Related Disasters or Events in Mendocino County	Written, operational emergency operating procedures and contingency plans (CEOs office responsibility)	No	No
	A coordinated, collaborative training approach countywide	No	
	Successful training and exercise – SEMS to be NIMS compliant	No	
	Inventory of skills and training required at each level	No	
	Asset inventory - what equipment and personnel we have, what we need; strengths, weaknesses	No	
	A functioning operational area disaster council	No	
A Well-defined, Operational Area Communications system through which all Disciplines Can Communicate	A mobile interoperable, compatible communications unit – a shared communication center	Yes	No
	An operational area communications plan that regionalizes technology assets and has built-in redundancy: • 911 system – wireless 911 vs. 911 • GIS mapping • Mobile data – all first responders on a similar platform so information can be shared at dispatch and incident command	No	
	A comprehensive operational area communications committee	Yes	
An EMS and Public Health "System," Adequately Trained and Properly Equipped to Respond to Multi-Hazard Events	EMS responders are trained to appropriate levels – first responder awareness/ first responder operational	Yes	Yes
	All responding EMS and public health system staff have necessary personal protective equipment	No	
	Increased awareness of public health-related events that might require EMS, law enforcement, and fire assistance	Yes	

Assessment of Mendocino County Operational Area Homeland Security Strategic Plan (2006-2010)

Goal	Measures of Success	Success Indicated (Yes/No)	Goal Achieved (Yes/No)
Well-Trained REHIT and HAZMAT Teams that Can Provide Identification, Isolation and Decontamination Response	Training for hazmat technicians and specialists, general training fra/fro	Yes	Yes
A Well-trained and Prepared System to Provide Multi-Discipline, Coordinated Emergency Response to Natural, Man-Made, or Terrorist-related Disasters or Events in Mendocino County	A level 2 HazMat team readiness	Yes	No
	Qualified personnel to respond to explosive ordinance disposal (EOD) events	No	
	A comprehensive inventory of known CBRNE hazards	No	
A Public Media Communications System That Notifies the General Public of an Event, Actions to Take, and Recovery Steps	People most likely to perform in a public information officer (PIO) capacity have training and skills in dealing with the media	No	No
	A comprehensive and reliable emergency notification system that connects with the media/emergency broadcast system	No	
Well-Trained CERT Teams Associated With Local Fire Departments That are Prepared to Assist Neighborhoods and Schools during Catastrophic Events	Countywide opportunities for CERT and other emergency response training offered in each zone	Yes	Yes
	A campaign regarding personal preparedness	No	
	A coordinated amateur communications system (ACS) (ham radio operators)	Yes	
	CERT and other emergency equipment for schools; water, and radios	Yes	