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September 13, 2016

All Mendocino County Residents and Visitors:

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 that much better. One example of this responsibility and collaboration is the work we do to manage emergencies.

Often behind the scenes and in addition to the day-to-day duties they perform, many people associated with both public and private organizations throughout the county regularly prepare for, respond to, and aid in recovery from emergencies. We all face a number of risks from natural disasters such as earthquakes, floods, and 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.

This revised plan sharpens the focus on identifying the types of emergencies that can happen in Mendocino County and the ways we can best respond to them – together. 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 at <http://www.co.mendocino.ca.us/oes/>.

Looking forward,

Carmel J Angelo,
Chief Executive Officer



Mendocino County Operational Area Emergency Operations Plan

Plan Approval

This plan was presented to and approved by the Mendocino County Board of Supervisors on the date indicated on the following attached Board of Supervisors Resolution. 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 under the general direction of the Mendocino County Operational Area Disaster Council. The Office of Emergency Services may update this plan as necessary to better prepare for, respond to and recover from emergencies. All changes to this plan must be recorded and updated versions distributed to all agencies listed plan distribution.

For the purpose of efficiently maintaining this plan and its associated appendices, only approval of the basic Emergency Operations Plan (Parts 1-4), is required by the Board of Supervisors. Any change to the basic plan or appendices, will be collaboratively developed and communicated to plan stakeholders.

This plan is approved with
Board of Supervisors approval
of Resolution number **XXX** in
open session on **XXXX**.

Dan Gjerde, Chair
Mendocino County Board of
Supervisors

Date

This plan has been reviewed
and approved.

Katharine L. Elliott, County Counsel

Date



**Mendocino County Operational Area
Emergency Operations Plan**

Insert Signed Board of Supervisors Resolution



Acknowledgements

The Mendocino County Operational Area wishes to thank the following individuals and organizations that contributed to the development of this plan:

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Plan Distribution

Upon approval of this plan and completion of any subsequent changes, the Mendocino County Office of Emergency Services will transmit a copy of the plan to the following agencies:

American Red Cross
Army Corps of Engineers, San Francisco District (Lake Mendocino)
California Department of Transportation
California Governor's Office of Emergency Services (Cal OES)
CalFire
California Highway Patrol
City of Fort Bragg
City of Point Arena
City of Ukiah
City of Willits
Mendocino County Department of Planning and Building
Mendocino County Department of Transportation
Mendocino County Health and Human Services Agency
Mendocino County Office of the Auditor-Controller
Mendocino County Executive Office
Mendocino County Office of County Counsel
Mendocino County Office of Education
Mendocino County Russian River Flood Control District
Mendocino County Sheriff's Office
Mendocino County Operational Area Fire Coordinator
Mendocino-Lake Community College District
Mendocino Transit Authority
North Coast Opportunities, Inc.
US Forest Service, Mendocino National Forest



**Mendocino County Operational Area
Emergency Operations Plan**

Record of Changes

The following table describes changes made to the plan since it was introduced:

Date	Description of Change	Page or Section



Acronyms

AAR	After Action Report
ARES	Amateur Radio Emergency Service
Cal OES	California Office of Emergency Services
CalFire	California Department of Forestry and Fire Protection
CalCord	California On-Scene Emergency Coordination System
CalTrans	California Department of Transportation
CDPH	California Department of Public Health
CHP	California Highway Patrol
CDC	U.S. Centers for Disease Control and Prevention
CUEA	California Utilities Emergency Association
CEO	Mendocino County Chief Executive Officer
CESRS	California Emergency Services Radio System
CLEMARS	California Law Enforcement Mutual Aid Radio System
COG/COOP	Continuity of Government/Continuity of Operations
DWR	California Department of Water Resources
EAP	Emergency Action Plan
EAS	Emergency Alert System
EMAC	Emergency Management Assistance Compact
EMPG	Emergency Management Performance Grant
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	U.S. Environmental Protection Agency
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
Hazmat	Hazardous Materials
HHSA	Mendocino County Health and Human Services Agency
HSEEP	Homeland Security Exercise and Evaluation Program
HSGP	Homeland Security Grant Program
IAP	Incident Action Plan



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ICS	Incident Command System
IPAWS	Integrated Public Alert and Warning System
MCC	Mendocino County Code
MCSO	Mendocino County Sheriff's Office
MHMP	Multi-Hazard Mitigation Plan
NALEMARS	National Law Enforcement Mutual Aid Radio System
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NWS	National Weather Services
OASIS	Operational Area Satellite Information System
OES	Mendocino County Office of Emergency Services
PDA	Preliminary Damage Assessment
RACES	Radio Amateur Civil Emergency Service
REHIT	Redwood Empire Hazardous Incident Team
RFC	NOAA River Forecast Center
SEMS	Standardized Emergency Management System
SOP	Standard Operating Procedure
TBD	To Be Determined
TICP	Tactical Interoperable Communications Plan
USFS	U.S. Forestry Service
USGS	U.S. Geological Survey



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1. Introduction

Some natural and human-caused hazards pose unavoidable risk to public health and safety in Mendocino County. One important role of the county is to minimize and otherwise manage this risk by anticipating hazards; mitigating vulnerability; and preparing for, responding to, and recovering from emergencies and disasters that cannot be mitigated. This Emergency Operations Plan (EOP) serves as the primary guide for coordinating and responding to all emergencies and disasters within the county. It complies with local ordinances, state law, and state and federal emergency planning guidance including the Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and the Incident Command System (ICS). In turn, and to ensure the maximum coordination of emergency management effort possible, all emergency plans developed for Mendocino County should comply with this plan.

The Mendocino County/Operational Area Emergency Operations Plan (EOP) addresses response to and short term recovery from disasters and emergency situations affecting the Mendocino County Operational Area (Mendocino County Op Area). The Mendocino County Op Area consists of the cities, special districts and the unincorporated areas of the County.

In disaster situations, emergency management and homeland security operations start at the local level and expand to include regional, state, Federal and private/non-profit sector assets as the affected jurisdictions requires additional resources and capabilities. The purpose of this plan is to facilitate multi-agency and multi-jurisdictional coordination during emergency operations, particularly between Mendocino County, local and tribal governments, special districts as well as state and Federal agencies.

This plan accomplishes the following:

- Establishes the emergency management organization necessary for response to any emergency or disaster affecting the Mendocino County Op 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 earthquake, wildland/urban interface fires, floods, terrorism, and public health emergencies. The Mendocino County Op Area also maintains stand-alone annexes, plans and standard operating procedures (SOPs) that supplement this plan to address those and other hazards.



This plan continues the County's compliance efforts with the California Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), the National Response Framework (NRF), and the National Preparedness Guidelines (NPG). It facilitates multi-agency and multi-jurisdictional coordination during emergency operations, public information functions, and resource management.

This document serves as the legal and conceptual framework for emergency management in the Mendocino County Op Area. There are a number of separately published documents that support this plan. These supporting references further describe the operational or functional response to particular threats and the responsibilities of specific emergency response disciplines. These references contain checklists and other resource material designed to provide users with the basic considerations and actions necessary for effective emergency response for the specific hazard or function.

Section 1 presents the purpose and scope of the plan, describes the area in which Mendocino County is situated, lists the authorities for this plan, provides assumptions used in the development of this plan, and discusses plan development and organization. Section 2 presents the concept of operations, Section 3 describes the continuity of operations, and Section 4 addresses plan maintenance.

1.1. Purpose

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

- A state requirement to create and maintain an Operational Area Emergency Plan
- Provides information on the County Op Area's emergency management structure and how the emergency management team is activated.
- Specification of policies, roles, resources, and practices of the county and partner agencies as they conduct work before, during, and after an emergency
- Sets forth lines of authority and organizational relationships and shows how actions will be coordinated
- Assigns responsibility to organizations and individuals for carrying out specific actions that exceed routine responsibility at projected times and places during an emergency
- Acknowledgement of county adoption of the Standardized Emergency Management System (SEMS), Incident Command System (ICS) and National Incident Management System (NIMS)



1.2. Scope

This plan is designed to be a flexible and comprehensive emergency plan which applies to any extraordinary situation, regardless of cause or type of situation. While this plan is always in effect not all parts of the emergency management structure will always be used, instead the structure will be flexible, based on the complexity and size of the event. Individuals and organizations operating within the county are expected to execute this plan with maximum coordination, efficiency, and effect. Because this plan also provides a broad framework for coordination of any emergency activity, individuals, businesses, community-based organizations, and other governments are encouraged to familiarize themselves with this plan and its use within the county. This plan defines and guides emergency management activities before, during, and after disaster, for a multitude of hazards, and for all involved individuals and agencies.

1.3. Situation

Mendocino County lies on the North Coast of California, approximately 2 hours north of San Francisco, and 3 hours west of Sacramento by automobile. The county consists of nearly 4,000 square miles of rocky coast, forest, rugged coastal range, and grassland. Elevations range in the county from sea level to nearly 7,000 feet.

The U. S Census recorded a population of 87,841 in 2010, up slightly since 2000. Four incorporated cities (Fort Bragg, Point Arena, Ukiah, and Willits) and 33 unincorporated areas contribute to a rural county where agriculture, fishing, and tourism generate most economic activity.

U.S. Highways 1 and 101 are the predominant north-south transportation routes, and State Highways 20 and 128 are the predominant east-west routes. Except for U.S. 101, most routes that traverse the county require navigating winding slopes that may subject travelers to hazards and delays, especially landslides following heavy rains.

Mendocino County is most vulnerable to earthquake, dam failure, disease outbreak, drought, fire, flood, landslide, severe winter storm, and transportation accidents. Effectively managing disaster risk within the county is particularly difficult because of the county's limited resources, rural nature, and relative remoteness. These conditions require close collaboration within the county and, at times, help from outside the county.



1.4. Authorities

The following local, state, and federal statutes authorize emergency management activity and form the basis for this plan:

Mendocino County

- 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
- Mendocino County Code, Title 15, Chapter 15.32
- Mendocino County Code, Title 20, Chapters 20.168, 20.020, 20.500, 20.532, 20.720
- Mendocino County Code, Title 22, Chapter 22.04

State of California

- California Emergency Services Act
- California Disaster Assistance Act
- California Code of Regulations, Title 19
- California Code of Regulations, Title 2
- California Disaster and Civil Defense Master Mutual Aid Agreement
- Governor's Executive Order W-9-91

Federal

- Title 44, Code of Federal Regulations
- Federal Civil Defense Act of 1950 (Public Law, as amended)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288, as amended)
- U.S. Army Corps of Engineers Flood Fighting (Public Law 84-99)
- Homeland Security Presidential Directive 5, 2005, National Incident Management System
- Homeland Security Policy Directive 8, 2011, National Preparedness
- Americans with Disabilities Act of 1990



1.5. Assumptions

The following assumptions were deemed necessary during 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.
- The Mendocino County Op Area is primarily responsible for emergency actions and will strive to commit available resources to save lives, minimize injury to persons, and minimize damage to property and the environment
- Normal systems of public health and safety response (i.e., 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.
- The county serves as both first responder and supporting agency. In unincorporated areas, the county serves as first responder along with local fire protection districts. In cities, the 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 Willits), the county provides or facilitates first response on behalf of the city.
- All jurisdictions, agencies, and personnel responding to a bona-fide emergency will do so in a manner consistent with SEMS and NIMS. Cities will lead responses to emergencies that occur within their cities. The county will lead all others.
- Jurisdictions and agencies will exhaust or expect to soon exhaust resources available to them before asking for assistance.
- In all but the direst circumstances, jurisdictions will implement their emergency plan and issue a Proclamation of Local Emergency before requesting extraordinary assistance.
- Each jurisdiction asked to provide mutual aid to another will do so, as long as this provision of aid does not jeopardize the health, safety, and security of that jurisdiction.

1.6. Plan Development and Organization

This plan has been designed for ease of reading, implementation, and maintenance. It will assist both those unfamiliar and familiar with the county’s emergency management program to facilitate or otherwise support a timely, effective, response to emergency.

The basic plan includes four sections: the introduction, concept of operations, recovery, and plan maintenance. The basic plan is approved by the Board of Supervisors and maintained by the Mendocino County Office of Emergency Services. In addition to the basic plan which is approved by



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the Board of Supervisors there are Operational Area Annexes, supporting plans, and standard operating procedures (SOPs) which are produced and maintained by various County departments and partners in accordance with this plan. The Operational Area Annexes and SOPs are intended as complementary documents to be maintained by organizations within the county. They may be referenced in this plan but they are not considered part of the basic EOP.

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
951 Low Gap Road
Ukiah, CA 95482
(707) 463-5667
oes@co.mendocino.ca.us



2. Concept of Operations

Mendocino County maintains an Office of Emergency Services (OES) to manage the day-to-day activities associated with emergency management within the county. This office is operated by the Mendocino County Sheriff's Office. The office employs an Emergency Services Coordinator who reports to the Director and Assistant Director of Emergency Services (County Chief Executive Officer and Sheriff, respectively) or their designee.

Mendocino County created a Mendocino County Operational Area Disaster Council (MCC Section 7.04.070) for the purpose of recommending emergency management policy, plans, and activities for adoption by the Board of Supervisors. The council consists of:

- The Director of Emergency Services (County Chief Executive Officer), who serves as chair
- The Assistant Director of Emergency Services (County Sheriff), who serves as vice-chair
- The Emergency Services Coordinator, who serves as secretary
- Police Chiefs of the incorporated cities of Fort Bragg, Ukiah, and Willits
- City Managers of the incorporated cities of Fort Bragg, Point Arena, Ukiah, and Willits
- The County Fire Warden
- One Fire Chief selected by the Mendocino County Fire Chief's Association to be the Mendocino County Operational Area Fire Coordinator
- Fire Chiefs of the incorporated cities of Fort Bragg, Ukiah, and Willits
- The Director of Mendocino County Public Health/Health and Human Services Agency
- One member of the Mendocino County Office of Education
- Other representatives with official emergency responsibilities that the Board of Supervisors may appoint from civic, business, labor, veterans, professional, or other organizations

OES provides support to the council, reports to the Director and Assistant Director of Emergency Services, and presents information to the Board of Supervisors when required.

OES maintains the County Emergency Operations Center (EOC) and copies of all policies, plans, procedures, and other information necessary for effective management of county emergencies. OES supports cities as they work to accomplish emergency management activities within and among their jurisdictions.

As part of its day-to-day operations, OES facilitates emergency management work in the following four areas: mitigation, preparedness, response, and recovery. The work within each area and the



responsibility of other individuals and agencies to support this work are described in the following sections.

2.1. Mitigation

Mitigation activities are designed to eliminate or reduce vulnerability before an emergency occurs. Mendocino County maintains a Multi-Hazard Mitigation Plan (MHMP) and submits it to the California Governor's Office of Emergency Services (Cal OES) and Federal Emergency Management Agency (FEMA) for approval every 5 years. FEMA requires a MHMP plan for the county to remain eligible for certain post-disaster funds. These funds are used for reducing repetitive disaster loss and mitigating future risk.

The Mendocino County Department of Transportation completed a 5-year revision of the Mendocino County Multi-Hazard Mitigation Plan in 2014. This plan incorporates Whole Community engagement through engaging and partnering with all levels of government, NGOs and private companies and principles of Resilience to reduce the potential impacts of disasters.

The process of MHMP development involves an assessment of all natural hazards in the county and development of strategies to eliminate or reduce the vulnerability those hazards. The plan identifies mitigation projects and establishes a work plan necessary to accomplish projects over the plan lifecycle. The mitigation planning process includes a hazard analysis that provides information about hazards, vulnerabilities, and identifies the greatest probable hazards that might affect the county. Past events, exercises and hazard/vulnerability analysis indicates that the county is most susceptible to the following hazards:

- Communication failure
- Dam failure
- Drought
- Earthquake
- Extreme weather
- Flood
- Hazardous material incident
- Insect Pests/Invasive Species
- Landslide
- Public health crisis
- Tsunami
- Wildland/urban interface fire
- Windstorm



In addition to this EOP and the MHMP, three other organizations routinely examine countywide hazards and risk. The Redwood Empire Hazard Incident Team (REHIT) facilitates hazardous material (hazmat) spill planning and response. The Mendocino County Health and Human Services Agency (HHS) provides planning and response for public health disasters. The Mendocino County Sheriff's Office (MCSO) provides planning and response for all other human-caused disasters. When the Mendocino County Gang of Five meets quarterly to review investments in homeland security, all of these entities provide input that is considered.

The MHMP and the Homeland Security Grant Program (HSGP) are the two emergency management programs that contribute the most to mitigation. Given the limited reach of these programs, however, the county encourages all parties to consider risk reduction activities while making other investments. These mitigation activities can include promoting effective land use, implementing new building codes, relocating at-risk structures, creating barriers of protection around vulnerable properties, and increasing disaster awareness and preparedness through outreach campaigns.

The Mendocino County Department of Planning and Building maintains a mitigation project plan as a part of the MHMP. The plan defines, prioritizes, organizes, estimates cost, and schedules mitigation activities.

2.2. Preparedness

Preparedness activities are designed to anticipate and prepare for response to an emergency that cannot be entirely mitigated. This section describes the planning, training, exercising, equipping, and supplying activities associated with preparedness.

2.2.1. Planning

Emergency planning typically involves the development of emergency operations plans and procedures for responding to an emergency. These include:

- Emergency Operations Plan (EOP) – A document that describes the conduct of emergency operations throughout the county.
- Operational Area Annexes and Standard Operating Procedures (SOP) – Functional or hazard specific annexes and procedures which provide detailed guidance on managing response and recovery operations in relation to specific threats or critical activities. They describe the roles, responsibilities, resources, and activities of people and organizations assigned to emergency management positions at an emergency operations center, incident command



post, or other location. These are separate from the basic EOP and maintained by various county departments.

- Supporting Plans – Plans developed by the OES or Op Area partner agencies which address response procedures that may impact the county, such as but not limited to, the Multi Hazard Mitigation Plan, HHSA Disaster Response Team Plan, Access and Functional Needs Plan and Large and Small Animal Plan.
- Continuity of Government/Continuity of Operations Plan (COG/COOP) – A document that describes how essential government services will continue despite an emergency. The elements of a basic county COG/COOP are included in Section 3 of this plan.

Other emergency planning routinely occurs within and among other agencies. To maximize interagency coordination, OES strives to maintain a copy of all emergency planning documents within the county, so planners are encouraged to forward a copy of all plans and procedures related to emergency operations, actions or response to the OES.

2.2.2. Training

Training familiarizes people who will be involved in response with the policies, plans, tools, and procedures of conducting response activity. Because Mendocino County considers the knowledge and experience people gain from training and exercises critical to a successful response, the OES maintains a training plan. The plan recommends the training for each type of responder and specifies when and where that training will be available. Each agency that employs staff in an emergency is responsible for providing them with adequate training in anticipation of response activities. The OES will inform county departments, cities, tribes and special districts of training opportunities available to them.

The OES strives to retain a copy of all emergency management training records. Policy Directives have been placed to assure county departments receive the required Incident Command System and National Incident Management training. Training is provided to staff through Target Solutions or classroom training, which is also made available to Op Area partners. Those with responsibilities under this plan must ensure their personnel are properly trained to carry out their responsibilities and that copies of training certificates are forwarded to the OES.

2.2.3. Exercising

Exercising is an important complement to training that allows individuals and organizations to practice what they have learned, maintain proficiency and assess capabilities. Mendocino County conducts discussion and field based exercises (table-top, functional, and full-scale) according to the



U.S. Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP presents a standard method for designing, conducting, and evaluating exercises. The OES maintains a multi-year exercise plan that incorporates HSEEP methodology.

Within 90 days following an exercise or real-world disaster event, the OES develops an after-action report (AAR). The purpose of the AAR is to note strengths and weaknesses in county response, and to identify opportunities for improvement. After completion of AARs, the OES retains copies for a minimum of 5 years so these reports may be used for subsequent planning, training, and exercising. Any identified areas of improvement should be implemented in county plans and procedures, if possible. All county departments with emergency responsibilities under this plan or other county plans are encouraged to participate in all exercises which pertain to their area of responsibility.

2.2.4. Equipping and Supplying

Various equipment and supplies are typically needed during an emergency. Necessary equipment can range from generators to front loaders and dump trucks. Supplies include batteries for handheld radios and emergency supplies of food and water for those who may have to work at remote locations during an emergency or for residents who may be isolated from normal means of supply.

Many pieces of equipment and supplies needed during emergencies are used day-to-day; others are obtained and stored for use during emergencies (e.g., mass casualty trailers and the medical supplies on-board these trailers). The OES works with different agencies to identify and track the locations of key equipment and supplies that might be needed in an emergency. This database of equipment and supplies is maintained in conjunction with both county purchasing and the OES. County purchasing maintains a resource catalog of county owned resources and vendor contracts/agreements and the OES maintains a resource database of Op Area partner agencies' resources. The purpose of these resource databases is so that the Op Area can coordinate in county resources and allocate them effectively and can better gauge when an emergency is likely to exceed the Op Area's resources.

2.2.5. Mutual Aid

The foundation of California's emergency planning and response is a statewide mutual aid system which is designed to ensure that adequate resources, facilities and other support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with given situation(s). The basis for this system is the California Disaster and Civil Defense Master Mutual Aid Agreement, as provided in the California Emergency Services Act. This Agreement was developed in 1950 and has been adopted by the state, all 58 counties, and most incorporated cities in the State of



California. The Master Mutual Aid Agreement creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the state. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of the local jurisdiction to negotiate, coordinate and prepare mutual aid agreements.

Mutual aid agreements exist in:

- Law Enforcement /Coroners
- Fire Services
- Medical
- Emergency Management
- Public Health
- Hazardous Materials
- Public Utilities
- Public Works

Mutual Aid Procedures

Mutual aid resources will be provided and utilized in accordance with the California Master Mutual Aid Agreement. During a proclaimed emergency, mutual aid resources will be coordinated at the county/operational area and regional level. Cities/towns and special districts will make mutual aid requests through the Mendocino County Op Area EOC. Requests should specify, at a minimum:

- | | |
|---------------------------------------|------------------------------------|
| • Number and type of personnel needed | • Whom forces should report to |
| • Type and amount of equipment needed | • Access routes |
| • Reporting time and location | • Estimated duration of operations |
| | • Risks and hazards |

Following a major disaster, the Mendocino County OES may assist local governments with reimbursement procedures for response-related costs.

2.3. Response

Response activities immediately follow an emergency, or occur when an imminent emergency requires immediate action. Emergencies can overwhelm available local resources and can necessitate extraordinary coordination. This section details how the county will provide the direction, control, coordination, and communication necessary during large scale emergencies and disasters.



2.3.1. California Standardized Emergency Management System

SEMS was enacted as a state law following the Oakland Hills fire in 1992. SEMS is intended to standardize, and thereby make more efficient, coordination of multi-agency response. SEMS includes:

- Incident Command System (ICS) – Common terminology and standard processes and tools. Local governments are required to use SEMS, which include the ICS, to be eligible for state reimbursement of certain response costs and to access to certain federal grant funds.
- Mutual Aid – A California tradition of neighbor jurisdictions helping each other in times of need, without promise of reimbursement. The California Master Mutual Aid Agreement dates back to the 1950s and has been signed by nearly all cities and counties. This concept of mutual aid remains prevalent in California despite the nation-wide introduction of the Emergency Management Assistance Compact (EMAC), a fee for service form of mutual aid.
- Operational Area Model – A concept that outlines a responsibility and hierarchy of response—presuming that all emergencies are local or have a local component, and that local governments are responsible for managing these with their field responders. As the needs of an emergency exceed the capabilities of local governments, requests to Operational Areas (counties), the state, or federal government are made.

Mendocino County has worked to comply with SEMS regulations since 1996 and this plan is based upon and incorporates the SEMS structure. Mendocino County has adopted SEMS by ordinance and OES strives to maintain all trainings, plans, and procedures in compliance with any changes in SEMS. Individuals with questions about SEMS, NIMS, or ICS compliance should contact the OES.

2.3.2. National Response Framework

The National Response Framework (NRF) consists of federal-level policies, plans, and tools for homeland security and emergency management. Sufficient for the purpose of this plan, these federal-level policies, plans, and tools include:

- National Preparedness Goal – A document that describes a vision of emergency management, defines core capabilities, and identifies key scenarios for which the nation should be prepared.
- NIMS – Policy, practices, and tools that effectively make ICS adoption national in scope.
- Numerous plans, appendices, guides, and resources – Tools to help local and state emergency management organizations conduct their work.



Since 2006 Mendocino County has worked to be NIMS compliant and has adopted NIMS by ordinance. As part of federal grant requirements Mendocino County OES continues to build and maintain programs, projects and plans which are NIMS compliant and take into consideration the National Preparedness Goal. Questions about NRF compliance and compliance with emergency management grant funding should be directed to the OES.

2.3.3. Emergency Operations Center

Mendocino County manages emergencies from a County Emergency Operations Center (EOC). The EOC provides countywide executive-level policy, emergency public information, and coordination. The EOC may provide this in support of one or more Incident Command Posts (ICP) established by response agencies or in support of Op Area Cities' or special district's EOCs. ICPs and their Incident Commanders are delegated legal authority to command and control responses in the field. The EOC does not direct response but rather coordinates and ensures that all ICPs are supported well and operating in compliance with county policies.

An EOC provides a central location of authority and information. It allows for face to face coordination among personnel who must make emergency decisions. The following functions are performed in the Mendocino County Op Area EOC:

- Managing and coordinating emergency operations
- Receiving and disseminating warning information
- Developing emergency policies and procedures
- Collecting intelligence from, and disseminating information to, the various EOC representatives, and, as appropriate, to county, city, special district, state agencies, military, and federal agencies and political representatives
- Preparing intelligence/information summaries, situation reports, operational reports, and other reports as required
- Maintaining general and specific maps, information display boards, and other data pertaining to emergency operations
- Continuing analysis and evaluation of all data pertaining to emergency operations
- Directing, controlling and coordinating, within established policy, the operational and logistical support of OA resources committed to the emergency
- Ordering, coordinating, and directing resources and mutual aid
- Maintaining contact and coordination with support to Department Operations Centers, other local government EOCs, and the Coastal Region
- Providing emergency information and instructions to the public, making official releases to the news media and the scheduling of press conferences as necessary



The primary EOC is located at the Sheriff's Office and is a "warm" EOC which means it can be activated quickly when needed. When activated the OES will begin transitioning the EOC to emergency operations and can be fully operational within an hour. Depending on the situation the EOC Manager or OES Coordinator will decide whether to activate, initial EOC staffing levels and will notify necessary EOC staff that the EOC is activated and order them to respond. 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.

Alternative EOC

The two alternate EOC locations have been identified at either Mendocino County Public Health or Cal Fire Howard Forest Station. If available, an alternate EOC would be activated if the primary EOC is damaged or not available for other reasons. The operational capabilities of both alternate EOCs are considerably limited compared to the primary. Direction and control authority will be transferred from the primary EOC to an alternate EOC when deemed necessary by the EOC Director, EOC Manager, or OES Coordinator. The Logistics Section will arrange for relocation of EOC staff members to the alternate EOC. All Section Chiefs will advise their emergency response field forces of the transition to the alternate EOC.

Other facilities essential to emergency management activities also exist with the county. These include:

- Sheriff's Office Dispatch
- Cal Fire Howard Forest Station (Fire/EMS Dispatch)
- Ukiah/Fort Bragg Dispatch
- Willits Dispatch
- Public Health Department Operations Center
- Highway Patrol Ukiah Dispatch Center

Additional information regarding essential facilities appears in Appendix A.2.

2.3.4. Alerts, Notification, and Warning

Hallmarks of successful emergency management programs include around-the-clock awareness of emergency conditions throughout the county, the ability to communicate emergency information to key individuals and organizations, and the capability to respond quickly and effectively. Therefore, the county has designated the Sheriff's Office Dispatch facility as such a location, operating continually (24 hours per day/7 days per week/365 days per year) and from which timely emergency notifications can be relayed to response agencies, leaders, and (when necessary) the



public. 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 or, in life-threatening situations, by calling 9-1-1.

Emergency Notifications

Mendocino County maintains several emergency notification tools to alert first responders, public officials, and the public of important information. One of the main tools utilized for emergency notifications is reverse 911. Reverse 911 is the primary notification system for both internal and public communication during emergencies and can alert preregistered cell phones and email addresses as well as traditional hardline phone lines. The following people (or their designees) have the authority to authorize the issuance of public alerts:

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

California State Warning Center

The California State Warning Center (CSWC) is the 24/7 365 emergency dispatch and notification center for the State of California. In the event CSWC becomes aware of any emergency impacting the Mendocino County Op Area, they will immediately notify the OES of the situation. The OES is responsible for notifying CSWC of any major incidents activations of the Op Area's EOC, or any emergency proclamations. Additionally, the CSWC can notify Duty Officers at both Cal OES and other state agencies at the request of the Op Area.

2.3.5. Emergency Operations Center Activation

When to Activate

The Mendocino County Emergency Operations Center (EOC) can be activated for a variety of reasons. Some reasons the EOC might be activated include but are not limited to:

- An emergency situation has occurred or might occur of such magnitude that it will require a large commitment of resources from two or more local jurisdictions or the County over an extended period of time. 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 damage in the Op Area or neighboring jurisdictions
- An impending or declared "State of War Emergency" has occurred

The OES is responsible for ensuring readiness of the EOC.



Who Can Activate

Depending on the circumstances of an emergency, the following county employees or their designees may elect to activate the County Op Area 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)
- Emergency Services Coordinator

Activation Levels

EOC activation will occur at one of the following activation levels:

- Minimal/Monitoring Activation – Provision of minimum staffing when the EOC is monitoring a situation. This level of activation may also be supported from a remote location (e.g., when a duty officer is working at another duty location or on-call from home.) At this level of activation, only one or two individuals are typically activated as EOC staff.
- Partial Activation – Provision 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 5-10 individuals).
- Full Activation – Implementation of full EOC capability and the full use of county resources. Most ICS positions are filled (approximately 10-20+ people). Alternate EOC teams may be assembled to relieve one another during 24-hour and multi-day activations.

Regardless of the level of EOC activation, persons are assigned to ICS positions when operating as an EOC. Operational periods (EOC shifts) are typically at least 12 hours or more, and EOC action plans are developed for each operational period. These and other EOC activities are conducted according to the EOC Standard Operating Procedures/Annex Plan.

EOC Deactivation

Deactivation of the Mendocino Op Area EOC will occur when the incident, emergency, or disaster is concluded when the Command Section has assessed the need to deactivate and receives approval from the Director or Assistant Director of Emergency Services. All resources and personnel will be accounted for prior to deactivation.



2.3.6. Roles, Responsibilities, and Assignments

The Director of Emergency Services (County CEO) assigns individuals to emergency roles and EOC positions according to operational need, experience, and availability. . Each individual 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 12-hour operational period or serve as the relief team. The OES maintains a current roster of all EOC staff, their position, and contact information.

The EOC organization includes both Command and General Staff. Individuals assigned to work in the EOC must complete a minimum level of ICS training that includes ICS 100, 200, 700, and 800. EOC Command and General Staff must also complete ICS 300 and 400. The EOC Command Staff includes the Director, Assistant Director, EOC Manager, EOC Coordinator, Public Information Officer, Safety Officer, County Counsel and Liaison Officer. EOC general staff consist of Section Chiefs who lead Operations, Planning and Intelligence, Logistics, and Finance and Administration sections.

Types of EOC activity cover a total of 12 separate EOC functions (e.g., fire and rescue, law enforcement, public health) and each type is assigned a department or organization to lead it. Typically, individual EOC assignments resemble the organizational chart in Appendix A.2. Each assignment of emergency function is described in more detail in Appendix A.3.

On this organizational chart, where an EOC does not reference a responsible department to lead an activity, the department assigned higher-level responsibility assumes it. For example, the Mendocino County Executive Office leads all EOC logistics activity.

The overall operation of the County EOC involves three primary functions:

1. Managing emergency policies (e.g., declare emergencies, order evacuations, prioritize limited resources); and
2. Sharing information with emergency organizations, county leaders, and the public; and
3. Coordinating and brokering resources (e.g., coordinate assignment of City A police to support City B or requesting assistance from outside the county).

Each of these EOC functions is described later in this section.

Special Districts

Special districts are defined as local governments in SEMS/NIMS. The emergency response role of special districts is generally focused on the return to normal services. During disasters, some types



of special districts will be more extensively involved in the emergency response by assisting other local governments.

Coordination and communications should be established among special districts that are involved in emergency response, other local governments, and the operational area. This may be accomplished in various ways depending on the local situation. Relationships among special districts, cities/towns, county government and the Op Area are complicated by overlapping boundaries and by the multiplicity of special districts. Special districts need to work with the local governments in their service areas to determine how best to establish coordination and communication in emergencies.

When a special district is wholly contained within the city/town, the special district should have a liaison at the city/town EOC to provide direct support. However, some special district's boundaries cross municipal and county boundary lines. In such a situation, the special district may wish or be requested to provide a liaison representative to the Op Area EOC to facilitate coordination and communication with the various entities it serves.

Volunteer and Private Agencies

Volunteer agencies and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. Some volunteer agencies such as the American Red Cross, Salvation Army and others are an essential element of the statewide emergency response to meet the needs of disaster victims. Mendocino County has an agreement with North Coast Opportunities (NCO) for volunteer and donation management. NCO maintains the Op Area's Donation and Volunteer Management Plan which is approved by the County. Additionally when requested by the EOC, NCO will activate a Volunteer Operations Center to manage volunteers and donations.

Some private agencies have established mutual aid arrangements to assist other private 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. In some functional areas, services are provided by a mix of special district, municipal and private agencies. Mutual aid arrangements may include both governmental and private agencies.

A liaison should be established between activated EOCs and private agencies involved in a response. Where there is a need for extensive coordination and information exchange, private agencies should be represented in activated EOCs at the appropriate SEMS level.



2.3.7. Managing Policy

Although field-level management (command and control) of incident response does not typically occur at the EOC, the EOC plays a critical role in managing emergencies. Sharing information, coordinating resources, issuing formal proclamations of emergency, coordinating evacuations, and determining priorities are all activities that fall within the domain of EOC activity.

Generally, the EOC first establishes priorities and objectives during an action planning process. Typically, EOC priorities are to protect:

1. Life
2. Human health and safety
3. Property, especially critical infrastructure
4. Environment
5. Economy

The action planning process results in an EOC Action Plan each operational period. The process follows NIMS and is often described as the "Planning P."

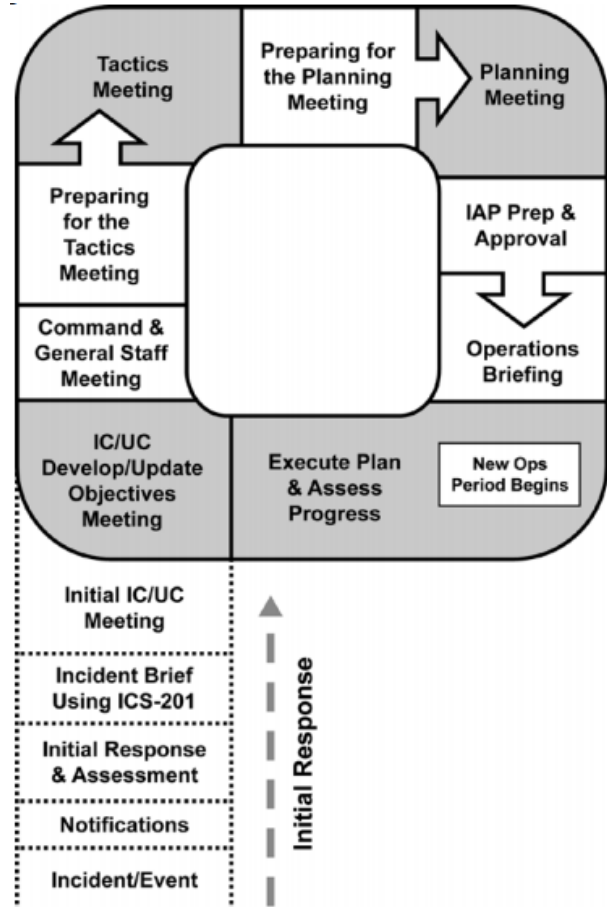


Figure 2 - The Planning "P"

Local Emergency Proclamation

At the Mendocino County level a Local Emergency may be proclaimed by the Director or Assistant of Emergency Services. The Board of Supervisors must ratify the proclamation within seven (7) days. The governing body must review the need to continue the proclamation at least every thirty (30) days until the Local Emergency is terminated. The Local Emergency proclamation 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 man-made situations and local resources for response are inadequate or may become inadequate.



Incorporated cities/towns/special districts within the OA may proclaim a local emergency as provided under their municipal code. The city/town/special district should advise the Mendocino County OES of the proclamation as soon as possible. The proclamation of a Local Emergency provides the governing body with the legal authority to:

- If necessary, request any or all of the following: Director's Concurrence, Governor's Proclamation of a State of Emergency, Presidential Declaration of an Emergency
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements
- Request state agencies and other jurisdictions to provide mutual aid
- Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries

2.3.8. Sharing Information and Communications

One of the important EOC roles is sharing information about emergencies with agencies, government leaders, and the public. Conveyance of information to the public occurs most often through social media, emergency alerts and media outlets. To effectively share information, the EOC maintains robust communication capabilities described earlier in Section 2.3.6 of this plan. The EOC also uses traditional paper message forms and information technology such as the state's web-based Cal EOC to share critical information about the incident with other response agencies.

Collecting accurate, timely information from responders is necessary for the EOC to meet response agency requirements for support. Sharing this information from the EOC with other agencies, especially those able to provide resources to support an emergency in the county, is essential to obtaining additional help. Continuously collecting, confirming, and sharing intelligence is vital to the safety, efficiency, and overall effectiveness of response activities. A Public Information Officer is assigned to the EOC to develop and coordinate information sharing with the media and the public.

Communication and Notification Tools

The State, the Region, the County, and other Mendocino County local governments have established essential communications support procedures to provide the information links between the Federal government, State Operations Center (SOC), Regional Emergency Operations Center (REOC), the Op Area EOC, and other local jurisdictions' EOCs or Department Operations Centers (DOCs). The following systems are available and may be used for emergency communications:



Federal

- IPAWS- Integrated Public Alert and Warning System- a federally maintained alert system in which federal, state, tribal, and local authorities can use to issue critical public alerts and warnings. The Mendocino County Sheriff's Dispatch and the OES have access to issue alerts.
- NWS Alerts- The National Weather Service (NWS) provides alert and warning information through official dissemination sources for public safety.

State/Regional

- Cal EOC- 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.
- CSWC- California State Warning Center - Dissemination of electronic emergency alerts to Operational Areas.
- OASIS – Operational Area Satellite Information System - Communication on microwave frequencies and video conferencing capabilities

Local

- Reverse 911 - County-wide computerized telephone, email and cell notification system
- County Communications – County maintained radio, microwave and data communication systems.
- Amateur Radio Communications – volunteer amateur radio operators who assist the county during emergencies

2.3.9. EOC and Field Coordination

In a major emergency, an EOC may be activated to coordinate and support the overall response while field responders use the Incident Command System. The Incident Commander will be the most qualified officer of the first responding agency. Incident Commanders may report to Department Operations Centers (DOC), which in turn will coordinate with EOC or may report directly to the EOC, usually to their counterpart in the Operations Section.

Unified Command may be established at the field response level when more than one agency has incident jurisdiction or when incidents cross jurisdictional boundaries. Unified Command allows for jurisdictions through their Incident Commander to remain in control of their personnel and resources in field response operations. Agencies work together to establish their designated Incident Commanders at a single Incident Command Post (ICP). In Unified Command, entities develop a common set of objectives and strategies which provides the basis for a single Incident Action Plan (IAP).



Coordination with Mendocino County Operational Area Level

Coordination and communications should be established between activated local government EOC and the Mendocino Op Area EOC (if activated) or the OES. When activated, the Mendocino County Op Area EOC will perform this function. When not activated, Op Area OES personnel should be contacted directly or through the Sheriff's Dispatch. Mendocino County uses an Operational Area Multi Agency Coordination System (MACS) concept when developing response and recovery operations. When and where possible, the County will include jurisdictional representatives in planning for jurisdictional support.

2.3.10. Resource Management

Another important role of the EOC is to broker resources. A city emergency may require a dispatch of county resources. Depending on the circumstances, but especially if needed resources are scarce, the EOC may have to carefully manage the assignment of resources to several emergency scenes. At other times, the EOC may facilitate movement of resources from one city to another (e.g., facilitating support between the cities of Ukiah and Willits). In this case, the EOC works to broker city requests for support from other cities, which relieves them from coordinating additional assignments while responding to an emergency. In other cases, the county may request resources from another county, the state, or the federal government. In these cases, the EOC serves as the conduit for the 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 priorities outlined in section 2.3.7 and based upon operational need.

2.4. Recovery

Recovery is the process of returning to normal an area affected by an emergency. Recovery may sometimes occur within a matter of hours—for example, restoration of electricity and telephone service. After major disasters, recovery can take years. Sometimes, recovery activities begin before response activities conclude. In any case, recovery begins with damage assessment, followed by short-term and long-term recovery activities. These three activities are described in the sections below.

2.4.1. Damage Assessment

Damage assessment activities involve identifying, recording, compiling, and analyzing damage information in order to determine the type of recovery assistance needed. Following major



disasters, a process known as a Preliminary Damage Assessment (PDA) is used to determine to what extent state and federal assistance may be available. Several resources are available within the county to perform a PDA. This process begins with cursory assessments by field personnel, sometimes called windshield surveys. Windshield surveys are named as such because they are performed by one or more individuals driving through neighborhoods and collecting information from inside the vehicle. The Mendocino Department of Planning and Building employs engineers and building inspectors who can perform comprehensive damage assessments. When additional help is needed, a form of statewide mutual aid is also available to provide assistance.

Damage assessments must occur quickly and accurately in order to obtain timely assistance from state and federal agencies. For this reason, the County EOC assigns damage assessment responsibilities to the EOC Planning and Intelligence Section. The EOC Planning and Intelligence Section will work to establish a PDA plan which will outline the process and priorities for damage assessment. Once a plan is approved, the Planning and Intel Section will coordinate with the Operations Section and Logistics Section to assign field teams to carry out the PDA. The PDA should be completed as soon as reasonably possible, however, must be completed within ten (10) days of the incident. All PDA documentation will be submitted to the Documentation Unit of the Planning/Intel Section of the EOC before the end of each operational period.

In general the Mendocino Department of Planning and Building and the Assessor's Office's will have shared responsibility for damage assessment. Planning and Building will coordinate the damage assessment teams and the Assessor's will determine preliminary damage cost estimates.

2.4.2. Short-Term Recovery

The establishment of priorities is just as important in recovery as in response to ensure a timely and orderly restoration. Short-term recovery objectives are typically established in the EOC while response is winding down. These recovery objectives usually include:

- Opening transportation routes
- Restoring utility service
- Securing damaged areas
- Removing hazardous materials and debris
- Providing temporary housing
- Accomplishing cost recovery
- Establishing long-term recovery objectives
- Implementing immediate environmental protection measures



A short term recovery plan will be completed by Planning/Intel Section in coordination with the Finance/Admin Section. As part of short term recovery the Logistics Section will establish a demobilization plan to properly release resources and the Finance/Admin Section will establish a cost recovery plan which will capture all costs related to the emergency.

2.4.3. Long-Term Recovery

Attainment of long-term recovery objectives generally does not occur until long after closure of an EOC. Long-term recovery activities include:

- Rebuilding infrastructure (e.g., highways, bridges)
- Rebuilding homes
- Restoring industry and commerce
- Restoring the natural environment

In the event of a long term recovery the Director or Assistant Director of Emergency Services will appoint a Recovery Manager to oversee all recovery operations. The Recovery Manager may activate a Recovery Operations Center following the demobilization of the EOC. The Recovery Manager will be responsible for establishing long term recovery priorities, a long term recovery plan and overseeing all recovery operations. The Recovery Manager will work with all Op Area, state and federal agencies to ensure a successful recovery process and to recover all eligible costs related to the disaster.

The Recovery Manager will be responsible for applying for and administering all California Disaster Act Assistance, federal Public Assistance, Individual Assistance, and post disaster Hazard Mitigation grants.



3. Continuity

A major natural or man-made disaster could result in great loss of life and property, including the death or injury of key government officials. At the same time, there could be partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry.

In the aftermath of a major disaster, law and order must be preserved and essential government services must be maintained. Civil government accomplishes this best. To this end, it is particularly essential that local units of government continue to function

3.1. Continuity of Government

The California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) provides the authority and procedures to ensure continued functioning of government within the State of California. It provides for the succession of government officers and procedures to ensure continued functioning of government in the event the governing body, including standby officers, is unavailable to serve.

The Mendocino County Board of Supervisors and the County Chief Executive Officer have developed and continue to maintain a continuity of government plan that identifies a primary and alternate location for the vital operations of county government, and a line of succession should one or more members of Board of Supervisors or Chief Executive Officer become unavailable during an emergency.

Below is the line of succession for several county services and departments:

Service/Department	Title/Position
County Executive Office	1. County Chief Executive Officer 2. Assistant Chief Executive Officer 3. Deputy Chief Executive Officer
Sheriff's Office	1. Sheriff 2. Undersheriff 3. Captain
Public Health Officer	1. Public Health Officer



3.2. Continuity of Operations

Mendocino County departments are in the process of developing plans to restore essential department services following an emergency interruption. These plans are exercised periodically and 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 OES attempts to incorporate continuity of operations objectives during design and implementation, whenever possible, in each emergency management exercises.



4. Plan Maintenance

This plan will be maintained by the OES and reviewed by the Mendocino County Operational Area Disaster Council annually. As changes are needed to plan appendices, the OES will facilitate these changes, coordinating and communicating this work with appropriate stakeholders. When changes are needed to the basic plan (not including appendices), these changes will be directed, reviewed, and approved by the Disaster Council as part of its twice yearly meeting schedule before recommendation to the County Board of Supervisors for approval.

Annual training will be provided either as a new orientation or refresher training to 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.

An annual exercise will be conducted to maintain the ability to execute this plan well. The OES will facilitate design, execution, and evaluation of these exercises. The exercises may take the form of a table-top, functional, or full-scale exercise, although a functional exercise will occur at least every 3 years.

Each year, the OES will prepare an annual report of emergency management program accomplishment, need, and improvement planning and present this report to the Disaster Council. If requested by the Disaster Council, the OES will present this report to the Board of Supervisors.



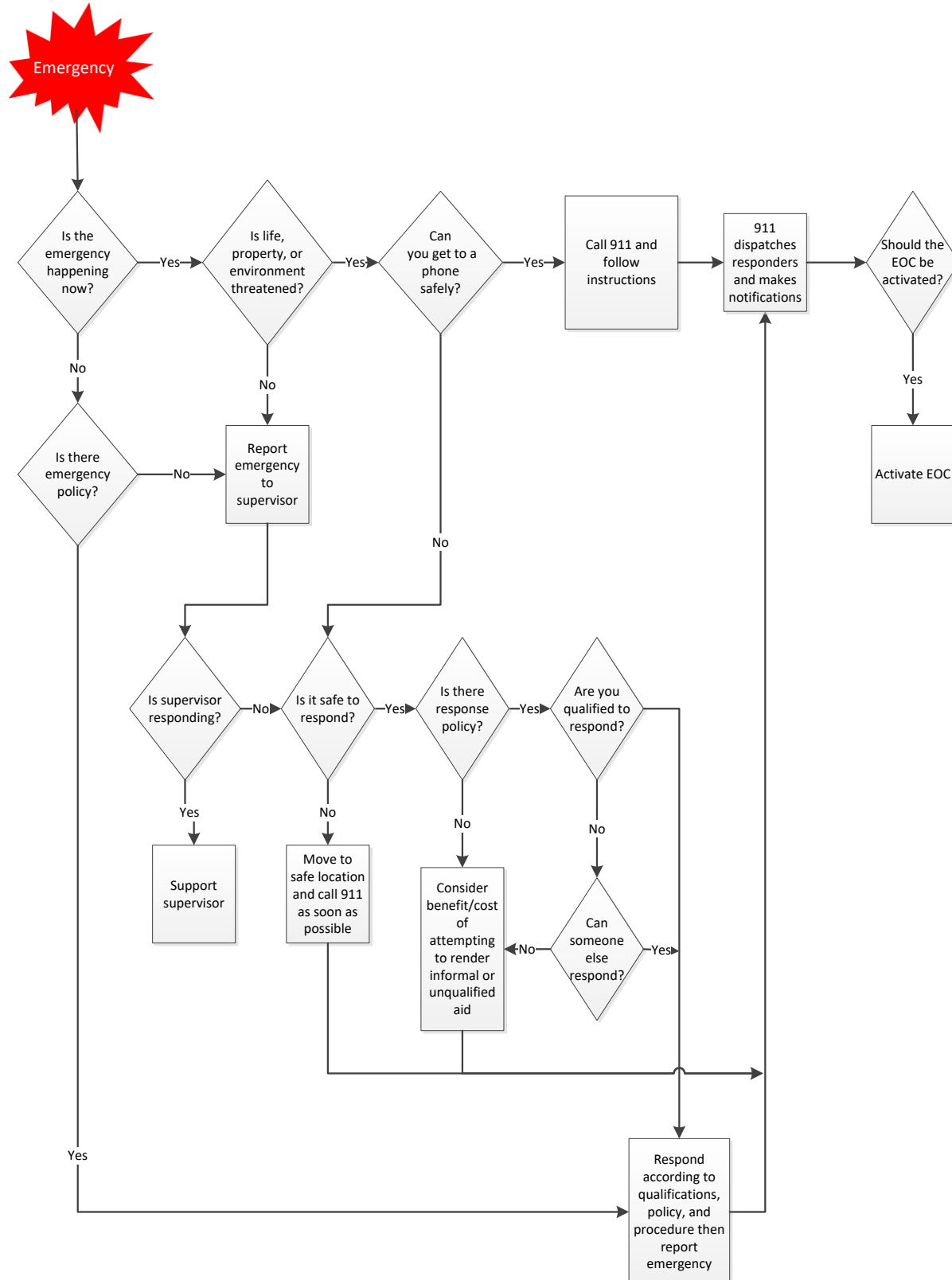
Appendices

- A.1. General Flow of Response
- A.2. Emergency Operations Center Organizational Chart
- A.3. Hazard-Specific Procedure Summaries
 - A.3.1. Communication Failure
 - A.3.2. Dam Failure
 - A.3.3. Drought
 - A.3.4. Earthquake
 - A.3.5. Explosion
 - A.3.6. Extreme Weather
 - A.3.7. Flood
 - A.3.8. Hazardous material spill
 - A.3.9. Public Health Crisis
 - A.3.10. Transportation Accident
 - A.3.11. Tsunami
 - A.3.12. Wildland/Urban Interface Fire
- A.4. Emergency Functions
- A.5. Hazard Identification and Risk Assessment Summary
- A.6. Recommended Training Courses
- A.7. Maps



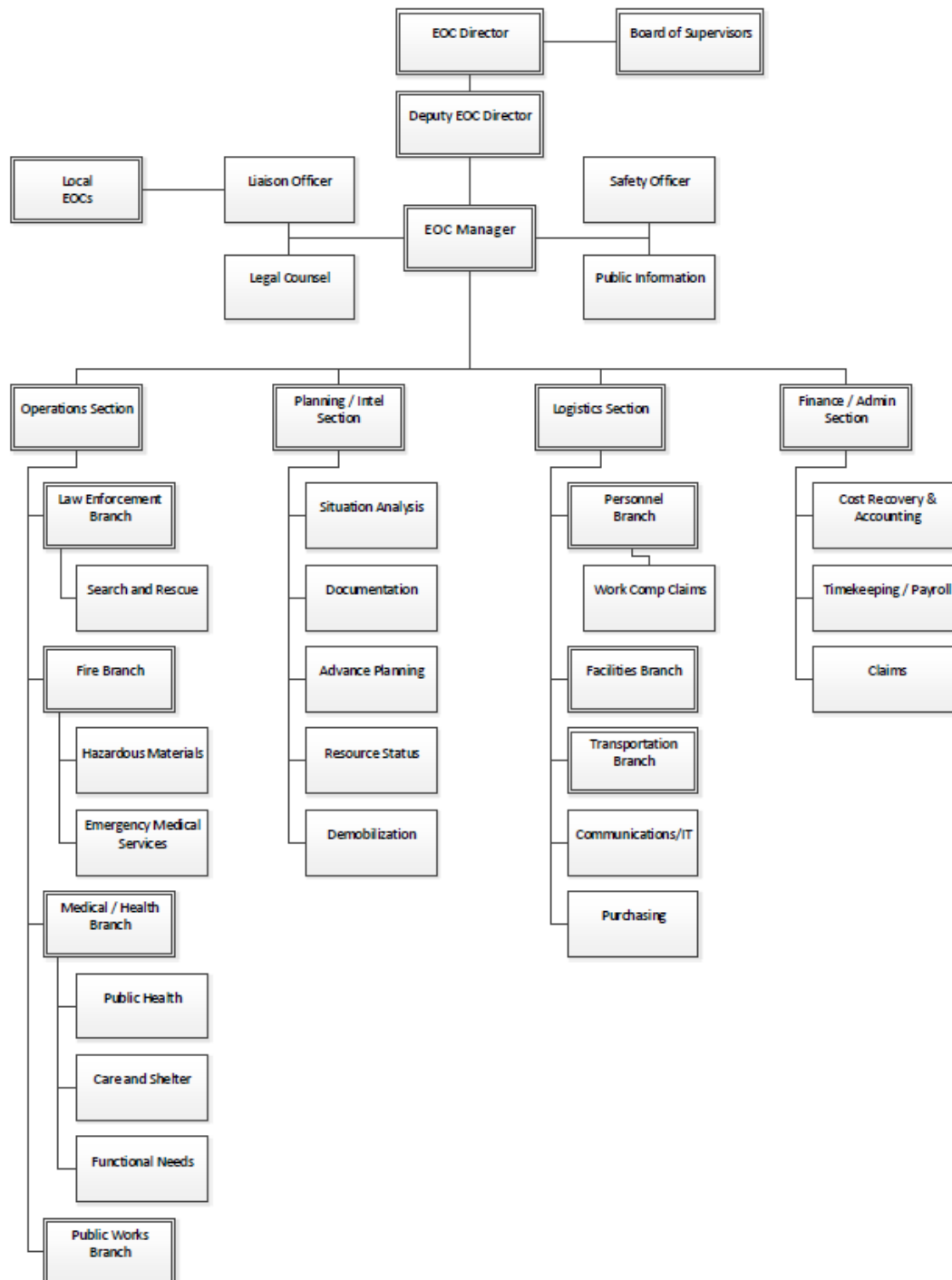
Mendocino County Operational Area Emergency Operations Plan

A.1. General Flow of Response





A.2. Emergency Operations Center Organizational Chart





A.3. Hazard-Specific Procedure Summaries

- A.3.1. Communication failure
- A.3.2. Dam failure
- A.3.3. Earthquake
- A.3.4. Explosion
- A.3.5. Extreme weather
- A.3.6. Flood
- A.3.7. Hazardous material spill
- A.3.8. Public health crisis
- A.3.9. Transportation accident
- A.3.10. Tsunami
- A.3.11. Wildland interface fire



Scenario: Communication failure

- Priorities:**
1. Determine extent of communications failure
 2. Assess need for and activate EOC, if necessary
 3. Implement alternate communications
 4. Test communications with all potentially affected areas
 5. Dispatch damage assessment team
 6. Activate ARES/RACES staff, if necessary
 7. Request mutual aid (i.e. communications vehicle, mobile repeater)
 8. Implement cost accounting system
 9. Prepare to receive program support (local/state/federal)

- Issues to expect:**
1. If communications are quiet, is this because there is nothing happening or because communications are not working?
 2. What is the critical path to restoring communications? It is recovery of a system or migration to another system?
 3. Will mutual aid be available during the incident duration? If not, what are the costs and source of funds to maintain support?

**Organizations to call
for support:**

1. Operational Area Fire Coordinator
2. Operational Area Law Enforcement Coordinator
3. Cal OES
4. Communication Utilities/Companies)



Scenario: Dam Failure

- Priorities:**
1. Implement the Dam Emergency Action Plan (EAP)
 2. Facilitate or support additional public warning
 3. Facilitate or support evacuation
 4. Activate Search and Rescue and necessary Disaster Service Workers
 5. Provide initial and continuous emergency public information
 6. Identify additional response requirements
 7. Assess condition of major transportation routes
 8. Request mutual aid
 9. Activate mass care and shelter
 10. Mobilize damage assessment teams
 11. Implement cost accounting system
 12. Prepare to receive program support (local/state/federal)

- Issues to expect:**
1. Is the dam regulated by the Federal Energy Regulatory Commission (FERC)? If so, has the FERC EAP been maintained and exercised?
 2. Who is managing the disaster (i.e. dam operator, affected city, county, all)?
 3. How has public information been managed?
 4. How is search and rescue being conducted?
 5. What external assistance will be available and when is it expected?

- Organizations to call for support:**
1. Cal OES
 2. DWR (Flood Mgmt and Dam Safety)
 3. Army Corps of Engineers Emergency Operations (if ACOE dam)
 4. Operational Area Fire and Rescue Coordinator
 5. Operational Area Law Enforcement Coordinator



Mendocino County Operational Area Emergency Operations Plan

Scenario: Drought

- Priorities:**
1. Define situation, including least and worst-case scenarios
 2. Develop mitigation strategies to limit the effects of drought before health and safety impacts result
 3. Collaborate with other agencies to maximize effect
 4. Define plans for response before health and safety impacts are imminent
 5. Communicate threat, impact, mitigation and response activities to the public

- Issues to expect:**
1. What help will the county need to respond?
 2. What sources of funding are available to manage an emergency before health and safety threats are imminent?

- Organizations to call for support:**
1. Cal OES
 2. DWR
 3. California Department of Social Services
 4. U.S. Department of Agriculture, National Resource Conservation Service



Scenario: Earthquake

- Priorities:**
1. Assess need for and activate EOC, if necessary
 2. Establish communications with affected areas
 3. Monitor and ready for tsunami threat
 4. Provide initial and continuous emergency public information
 5. Identify additional response requirements
 6. Assess condition of major transportation routes
 7. Request mutual aid
 8. Activate mass care and shelter
 9. Mobilize damage assessment teams
 10. Implement cost accounting system
 11. Prepare to receive program support (local/state/federal)

- Issues to expect:**
1. What help will the county need to respond?
 2. Is our house/building safe?
 3. How will we sustain 24/7 operations
 4. What should earthquake victims do?

- Organizations to call for support:**
1. Cal OES
 2. Region II Fire and Rescue Mutual Aid Coordinator
 3. U.S. Geological Survey (USGS)
 4. NOAA
 5. Operational Area Fire and Rescue Coordinator
 6. Operational Area Law Enforcement Coordinator



Scenario: Explosion

- Priorities:**
1. Secure the affected area
 2. Treat the injured
 3. Assess need for and activate the EOC, if necessary
 4. Facilitate mutual aid, if necessary
 5. Provide initial and continuous emergency public information
 6. Initiate accident or criminal investigation

- Issues to expect:**
1. Was this a criminal act or accident? If a criminal act, what should you tell the public without jeopardizing an investigation?
 2. Are we safe from additional threat?
 3. What sources of funding are available to manage this incident?

- Organizations to call for support:**
1. Cal OES
 2. Region II Law Enforcement Mutual Aid Coordinator
 3. Operational Area Fire and Rescue Coordinator
 4. Operational Area Law Enforcement Coordinator



**Mendocino County Operational Area
Emergency Operations Plan**

Scenario: Extreme Weather

- Priorities:**
1. Participate in National Weather Services (NWS) and River Forecast Center (RFC) weather briefings
 2. Warn people to prepare for storm
 3. Activate sheltering for those in need
 4. Place response staff on alert and pre-position resources
 5. Assess condition and restore major transportation routes damaged by weather
 6. Provide initial continuous emergency public information
 7. Establish contact and coordinate with the California Utilities Emergency Association (CUEA)
 8. Identify additional response requirements
 9. Request mutual aid
 10. Activate mass care and shelter
 11. Mobilize damage assessment teams
 12. Implement cost accounting system
 13. Prepare to receive program support (local/state/federal)

- Issues to expect:**
1. What help will the county need to respond?
 2. How will we sustain 24/7 operations?
 3. What sources of funding are available to manage this incident if it does not become a federally-declared major disaster?

- Organizations to call for support:**
1. NWS
 2. CalTrans
 3. Cal OES
 4. Energy and Telecommunications Utilities/Companies
 5. CUEA
 6. Operational Area Fire and Rescue Coordinator
 7. Operational Area Law Enforcement Coordinator



Scenario: Flood

- Priorities:**
1. Participate in National Weather Services (NWS) and River Forecast Center (RFC) weather briefings
 2. Warn people to prepare for flood
 3. Activate sheltering for those in need
 4. Facilitate or support evacuation
 5. Facilitate or support search and rescue
 6. Assess condition and restore major transportation routes
 7. Identify additional response requirements
 8. Request mutual aid
 9. Mobilize damage assessment teams
 10. Implement cost accounting system
 11. Prepare to receive program support (local/state/federal)

- Issues to expect:**
1. What help will the county need to respond?
 2. Is water safe to drink?
 3. When will the water recede?
 4. What will recovery entail? New land-use?
 5. What sources of funding are available to manage this incident if it does not become a federally-declared major disaster?

- Organizations to call
for support:**
1. NWS
 2. CalTrans
 3. Cal OES
 4. Operational Area Law Enforcement Coordinator
 5. Operational Area Fire and Rescue Coordinator



**Mendocino County Operational Area
Emergency Operations Plan**

Scenario: Hazardous Material Spill

- Priorities:**
1. Determine the nature, extent, and impact of the spill
 2. Assess need for and activate EOC, if necessary
 3. Ensure REHIT dispatch and support
 4. Establish communications with affected surrounding areas
 5. Implement shelter-in-place or evacuation
 6. Provide initial and continuous emergency public information
 7. Identify additional response requirements
 8. Request mutual aid
 9. Prepare to receive program support (local/state/federal)

- Issues to expect:**
1. What help will the county need to respond?
 2. Are some people evacuating and other sheltering-in-place? If so, why?
 3. Are people safe in their homes and businesses?

- Organizations to call for support:**
1. Cal OES
 2. Operational Area Fire and Rescue Coordinator
 3. Region II Fire and Rescue Mutual Aid Coordinator
 4. Department of Fish and Wildlife (Office of Spill Prevention and Response)
 5. U.S. Coast Guard
 6. U.S. Environmental Protection Agency (EPA)



Scenario: Public Health Crisis

- Priorities:**
1. Determine the nature, extent, and impact of the public health event
 2. Assess need for and activate EOC, if necessary
 3. Establish communications with affected areas
 4. Define mitigation and response strategies
 5. Engage and collaborate with all appropriate agencies
 6. Provide initial and continuous emergency public information
 7. Identify additional mitigation and response requirements

- Issues to expect:**
1. What are the nature, extent, and impact of the event?
 2. What help will the county need to respond?
 3. How will we sustain continuous EOC operations?
 4. What sources of funding are available to manage this incident if it does not become a federally-declared major disaster?

- Organizations to call for support:**
1. California Department of Public Health (CDPH)
 2. Cal OES
 3. U.S. Centers for Disease Control and Prevention (CDC)



**Mendocino County Operational Area
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Scenario: Transportation Accident

- Priorities:**
1. Determine the nature, extent, and impact of the accident
 2. Facilitate or support Mass Casualty Incident (MCI) operations
 3. Assess need for and activate EOC, if necessary
 4. Establish communications with affected surrounding areas
 5. Provide initial and continuous emergency public information
 6. Identify additional response requirements
 7. Request mutual aid
 8. Prepare to receive program support (local/state/federal)

- Issues to expect:**
1. What help will the county need to respond?
 2. What transportation routes are affected and what detours have been established?
 3. How long will transportation routes be closed?
 4. What sources of funding are available to manage this incident?

- Organizations to call
for support:**
1. CalTrans
 2. CHP
 3. Cal OES
 4. Operational Area Fire and Rescue Coordinator
 5. Operational Area Law Enforcement Coordinator



Scenario: Tsunami

- Priorities:**
1. Monitor for Alaska and Pacific Tsunami Warning Center messages following reports of a major earthquake within the Pacific Rim
 2. Assess need for and activate EOC, if necessary
 3. Establish communications with potentially affected areas
 4. Activate public warning
 5. Place emergency staff on stand-by and pre-stage resources
 6. Implement evacuation of low-lying coastal areas
 7. Provide initial and continuous emergency public information
 8. Monitor tsunami impacts
 9. Identify additional response requirements
 10. Assess condition of major transportation routes
 11. Request mutual aid
 12. Activate mass care and shelter
 13. Mobilize damage assessment teams
 14. Implement cost accounting system
 15. Prepare to receive program support (local/state/federal)

- Issues to expect:**
1. What help will the county need to respond?
 2. Will there be more tsunami waves?
 3. How do I reconnect with friends and family thought to be in tsunami inundation area?
 4. Where should I go as a resident or business if I need assistance?
 5. What sources of funding are available to manage this incident if it does not become a federally-declared major disaster?

- Organizations to call for support:**
1. Cal OES
 2. U.S. Geological Survey (USGS)
 3. NOAA
 4. DWR
 5. Operational Area Fire and Rescue Coordinator
 6. Operational Area Law Enforcement Coordinator



Scenario: Wildland/urban interface fire

- Priorities:**
1. Determine the nature, extent, and impact of the fire(s)
 2. Assess need for and activate EOC, if necessary
 3. Establish communications with affected areas
 4. Convene conference call of Operational Area Fire Chiefs to discuss threat, priorities, and strategy
 5. Establish liaison with incident and/or area commanders
 6. Provide initial and continuous emergency public information
 7. Identify additional response requirements
 8. Request mutual aid
 9. Assess need and issue order evacuation, if necessary
 10. Activate mass care and shelter
 11. Implement cost accounting system
 12. Prepare to receive program support (local/state/federal)

- Issues to expect:**
1. Will evacuations be necessary?
 2. What help will the county need to respond?
 3. Is our house/building safe?
 4. How will we sustain 24/7 operations?

- Organizations to call for support:**
1. Cal Fire
 2. Cal OES
 3. Operational Area Fire and Rescue Coordinator
 4. Operational Area Law Enforcement Coordinator
 5. Region II Fire and Rescue Mutual Aid Coordinator
 6. USFS



A.4. Emergency Functions

This table represents the assignment of organizations to Emergency Functions and their related activity in the Mendocino County EOC during a State of Emergency.

	Emergency Function	Lead	Concept of Operation
1.	Care and Shelter	Mendocino County Health and Human Services	In coordination with the Mendocino Health and Human Services Agency (HHSA), ARC pre-identifies shelter locations and organizes, trains, exercises shelter teams. During emergencies, the ARC will staff the county's Emergency Operations Center (EOC). The Mendocino County Department of Social Services (DSS) provides a care and shelter Branch Director for the Operations Section of the EOC and directs all county support for care and shelter activities.
2.	Finance	Mendocino County Office of the Auditor-Controller	In order to effectively manage emergency expenditures and maximize emergency and disaster cost recovery, the Mendocino County Office of the Auditor-Controller will assign and train staff to finance and recover the costs of emergency operations. The requisite knowledge and training of these individuals will include understanding (1) emergency funding authorization; (2) local, state, and federal disaster response and recovery programs; (3) managing finances during an emergency as the county EOC's Finance and Administration Section Chief; and (4) the National Incident Management System. In order to staff all section activities, these individuals may also be required to provide just-in-time training and to supervise additional staff.



**Mendocino County Operational Area
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	Emergency Function	Lead	Concept of Operation
3.	Fire and Rescue	Mendocino County Fire Operational Area Coordinator	The Mendocino County Fire Operational Area Coordinator (or their qualified designee) will assign a Fire and Rescue Branch Director at the county EOC. In this capacity, the individual will facilitate coordination of county-wide fire and rescue resources as well as the integration of other, local, state, and federal fire and rescue resources, typically as the Fire and Rescue Branch Director of the EOC Operations Section.
4.	Law Enforcement and Evacuation	Mendocino County Sheriff's Office	The Mendocino County Sheriff's Office (MCSO) will assign a Law Enforcement Branch Director at the county EOC. In this capacity, the individual will facilitate coordination of countywide law enforcement and evacuation activities as well as the integration of other, local, state, and federal law enforcement resources, typically as the Law Enforcement Branch Director of the EOC Operations Section. MCSO will also provide the Public Information Officers necessary to facilitate emergency public information and staff the Planning and Intelligence Section.
5.	Legal Counsel	Mendocino County Office of County Counsel	The Mendocino County Office of County Counsel will assign a minimum of two attorneys (a primary and an alternate) who will serve as emergency county counsel during emergencies. These attorneys will serve as the main consultant for all county emergency-related activities and report to the EOC Director. The requisite knowledge and training of these individuals includes understanding (1) local, state, and federal emergency powers; and (2) proclamations of local emergency. During EOC activations, these individuals may facilitate development or execution of emergency proclamations; therefore the Office of County Counsel will anticipate and develop, in advance, any documents that may be required.



**Mendocino County Operational Area
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	Emergency Function	Lead	Concept of Operation
6.	Logistics	Mendocino County Executive Office	The Mendocino County Executive Office will identify, train, and otherwise prepare to deploy all staff members who could be necessary to provide the EOC with general service and facility support during emergencies. This support may include providing equipment, supplies, telecommunications and information technology, transportation, personnel management, facilities, and other logistical support. The Agency Director (or their qualified designee) will assign and train a minimum of two individuals who can serve as EOC Logistics Chief.
7.	Management	Mendocino County Office of the Chief Executive	The Chief Executive Office of the County (or their qualified designee) will serve as EOC Director and work directly on behalf of the County Board of Supervisors during an emergency.
8.	Health and Emergency Medical Services	Mendocino County Health and Human Services Agency	The Mendocino County Health and Human Services Agency (HHSA) will identify and train at least two people to staff the county EOC and to facilitate and coordinate (1) Emergency Medical Services; (2) Hazardous Material Response; (3) Disaster Public Health; (4) Disaster Behavioral Health; and (5) Emergency Pet and Animal Care. Any of the staff may serve as the Operations Section Branch Director to coordinate EOC activity in their domain of expertise. Due to certain domain activities (i.e., emergency medical services, hazardous material response) performed by outside organizations, HHSA may delegate responsibility for coordinating one or more domain-related activities to an appropriate organization.



**Mendocino County Operational Area
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	Emergency Function	Lead	Concept of Operation
9.	Mitigation and Recovery	Mendocino County Department of Building and Planning	The Mendocino County Department of Building and Planning will lead all hazard identification and pre-event mitigation of emergencies caused by natural and/or technological disasters. This work will be performed while developing and maintaining the Mendocino County Multi-Hazard Mitigation Plan. During emergencies, the department will staff the EOC Planning and Intelligence Branch where individuals will coordinate damage assessment and recovery planning. Following closure of the EOC, the department works on behalf of the county to coordinate all recovery field activities.
10.	Preparedness and Response	Mendocino County Office of Emergency Services	The Mendocino County Office of Emergency Services (OES) will maintain the EOC and all emergency-related planning, facilitate training, and administer all exercise and emergency management program development activities. During activations of the EOC, members of OES will support the EOC Director and serve the Planning and Intelligence Section Chief.
11.	Public Works	Mendocino County Department of Transportation	The Mendocino County Department of Transportation (DOT) will identify and train at least two people to staff the county EOC to facilitate and coordinate (1) debris removal and (2) restoration of transportation infrastructure. Any of these individuals may serve as an Operations Section Branch Director to coordinate EOC activity in their domain of expertise. DOT also provides primary Geographical Information System (GIS support to the EOC.



**Mendocino County Operational Area
Emergency Operations Plan**

	Emergency Function	Lead	Concept of Operation
12.	Volunteer and Donations Management	North Coast Opportunities, Inc. (NCO)	Mendocino County and North Coast Opportunities, Inc. (NCO) will sign a Memorandum of Agreement (MOA) that will formalize the NCO role in managing all volunteer and donations management activity on behalf of the county during disaster. A representative of NCO will staff the county EOC's Logistics Section during activation. OES will serve as the day-to-day emergency planning contact for NCO.



Summary of Emergency Function Assignments in Mendocino County

	American Red Cross	Mendocino County Office of the Auditor- Controller	Mendocino County Fire Operational Area Coordinator	Mendocino County Sheriff's Office	Mendocino County Office of County Counsel	Mendocino County Office of the Chief Executive	Mendocino County Health and Human Services Agency	Mendocino County Department of Planning and Building Services	Mendocino County Office of Emergency Services	Mendocino County Department of Transportation	North Coast Opportunities
Care and Shelter	X						X				
Finance		X									
Fire and Rescue			X								
Health and Emergency Medical							X				
Law Enforcement/ Evacuation				X							
Legal Counsel					X						
Logistics						X					
Management						X					
Mitigation and Recovery								X			
Preparedness and Response									X		
Public Information				X							
Public Works										X	
Volunteers and Donations											X



A.5. Hazard Identification and Risk Assessment Summary

Identified Hazard Overview : A Hazard analysis includes the identification and screening of each hazard and then the profiling of each hazard. The hazard analysis includes natural, human-caused, and technological hazards. Natural hazards result from unexpected or uncontrollable natural events of significant size and destructive power. Human-caused hazards result from human activity and include technological hazards. Technological hazards are generally accidental or result from events with unintended consequences. Hazard profiling is accomplished by describing hazards in terms of their nature, history, location, extent and probability.

- Priorities:**
1. Wildland Fire
 2. Drought
 3. Earthquake
 4. Epidemic/Pandemic
 5. Flood
 6. Hazardous Materials Event
 7. Insect Pests/Invasive Species
 8. Landslides
 9. Tsunami
 10. Dam Failure

Reference: Mendocino County Multi-Hazard Mitigation Plan



**Mendocino County Operational Area
Emergency Operations Plan**

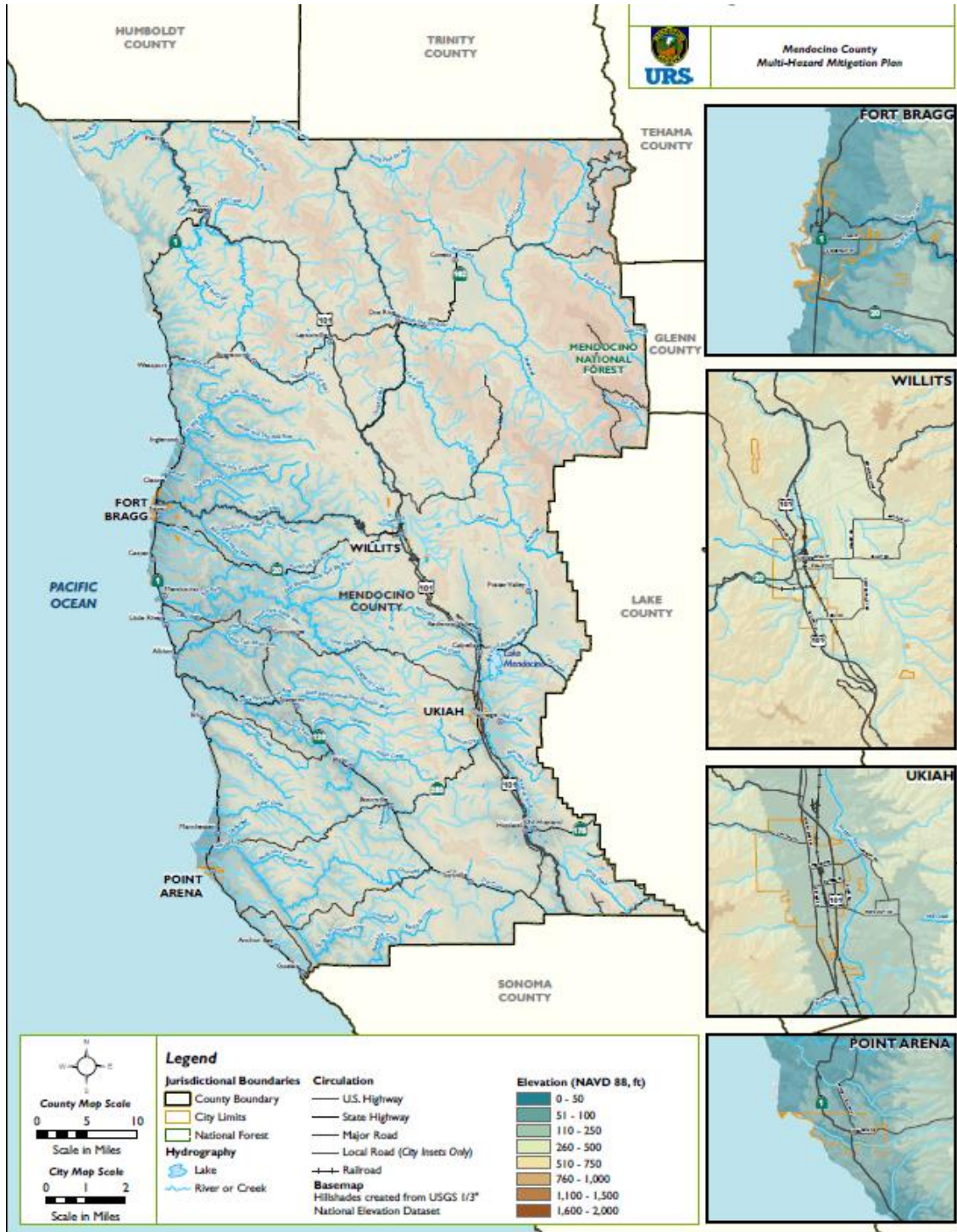
A.6. Recommended Training Courses

Course	Type	Location	Pre-requisite	This course allows people to	Who takes this
ICS-100	Self-guided	www.fema.gov	None	Provides the foundation for higher-level ICS training. Describes the history, features and principles, and organizational structure of the system. This course also explains the relationship between ICS and NIMS.	All
ICS-200	Self-guided	www.fema.gov	ICS 100	Enables personnel to operate efficiently during an incident or event within the ICS. Provides training and resources for personnel who are likely to assume a supervisory position within the ICS.	Management, Section Chiefs, Unit Leaders
ICS-300	Classroom	www.fema.gov	ICS 100, ICS 200	Provides training and resources for personnel who require advanced knowledge and application of the ICS. Expands upon information covered in ICS-100 and ICS-200.	Command and General Staff, Unit Leaders
ICS-400	Classroom	www.fema.gov	ICS 100, ICS 200, ICS 300,	Provides training and resources for personnel who require advanced application of ICS. Expands upon information covered in ICS-100 through ICS-300.	Command and General Staff, Unit Leaders
IS-700	Self-guided	www.fema.gov	None	Introduces the NIMS concept. NIMS provides a consistent nationwide template to enable all government, private-sector, and non-governmental organizations to work together during domestic incidents.	All
IS-800	Self-guided	www.fema.gov	IS-700	Introduces participants to the concepts and principles of the NRF.	All



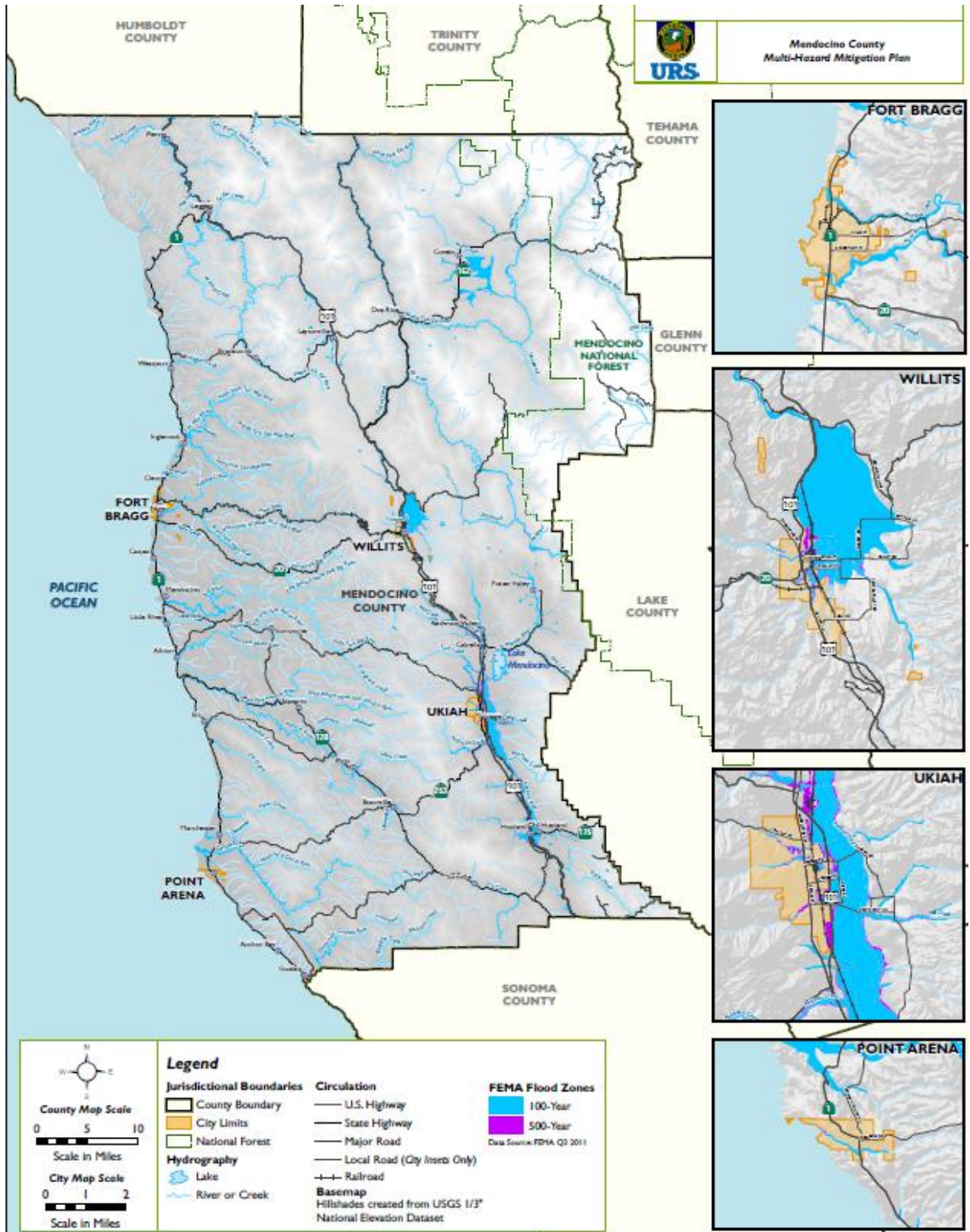
Mendocino County Operational Area Emergency Operations Plan

A.7. Maps



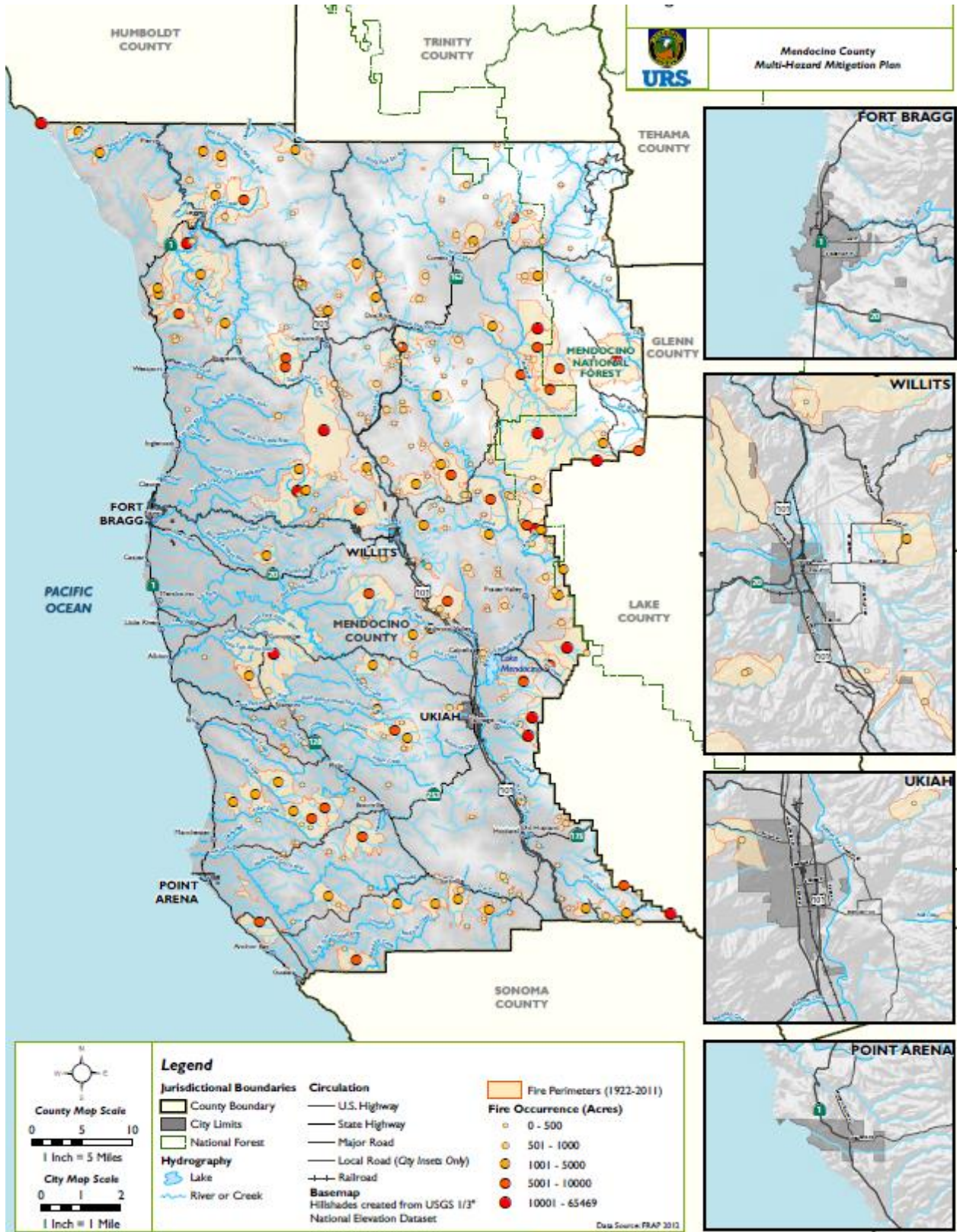


Mendocino County Operational Area Emergency Operations Plan



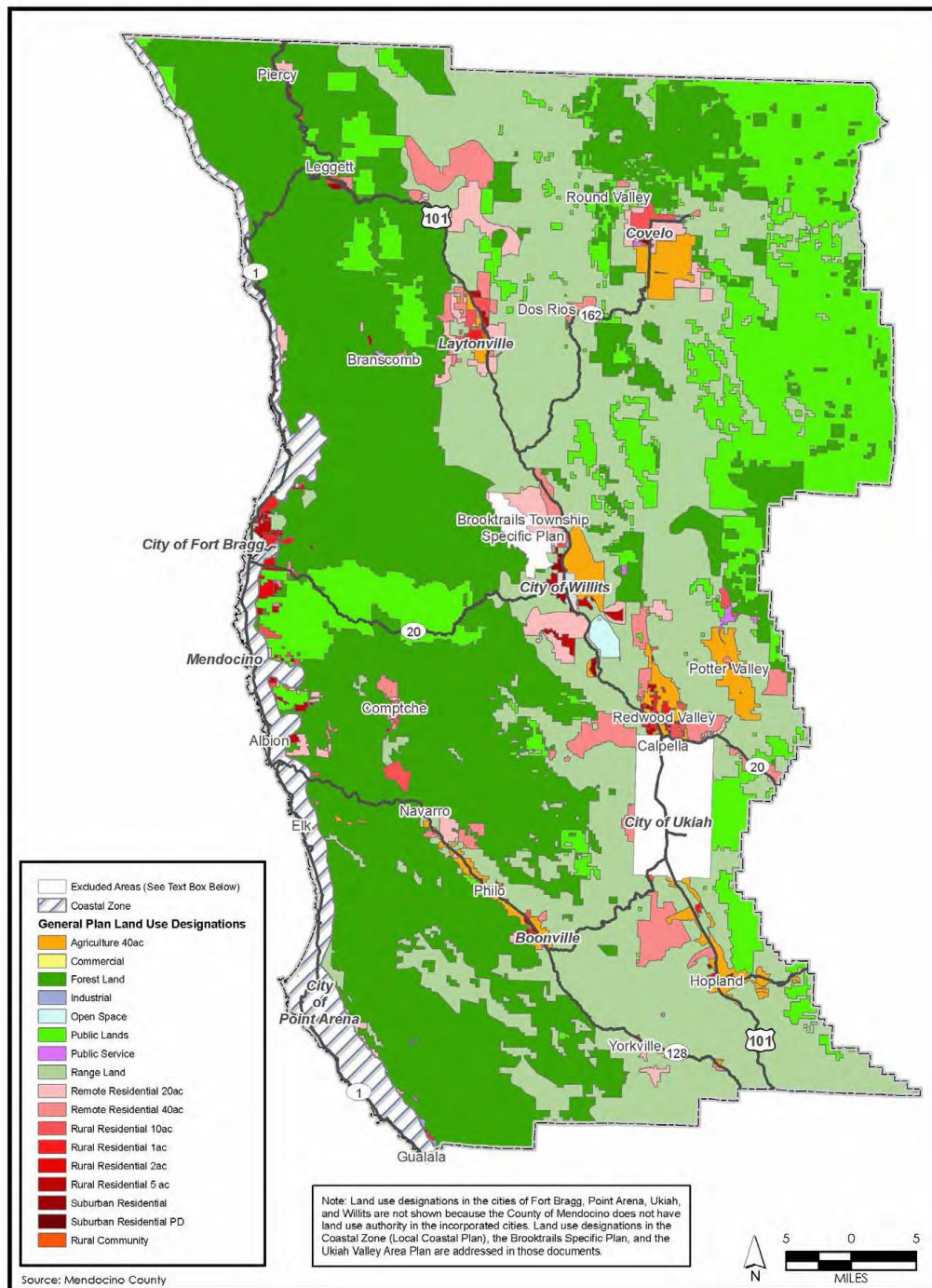


Mendocino County Operational Area Emergency Operations Plan





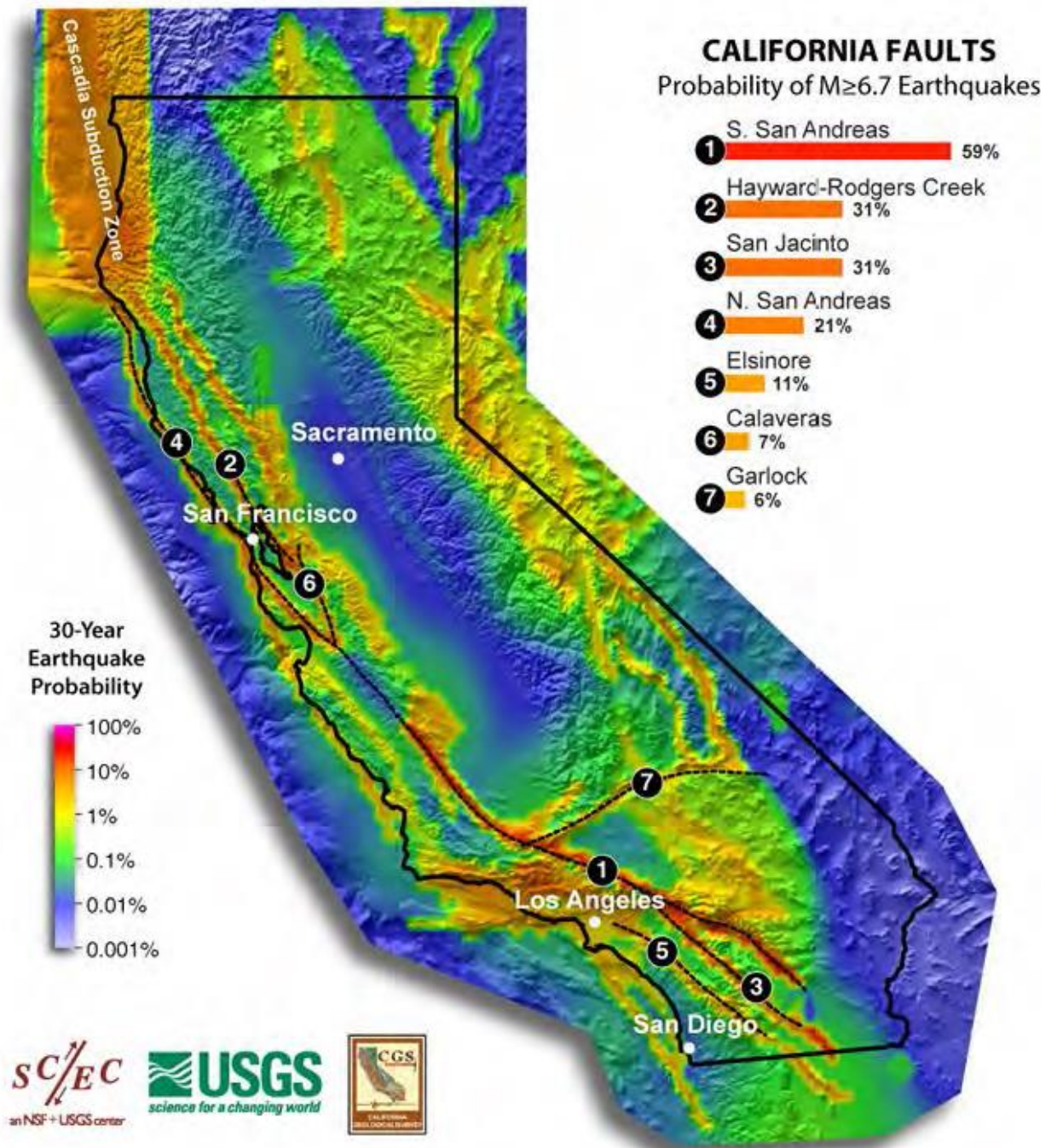
Mendocino County Operational Area Emergency Operations Plan



Reference: Mendocino County Multi-Hazard Mitigation Plan



Mendocino County Operational Area Emergency Operations Plan



Reference: Mendocino County Multi-Hazard Mitigation Plan