

Mendocino County EOC Facility Evaluation

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Background

The following checklist was developed to assist Mendocino County OES in performing the initial evaluation of the hazards, vulnerabilities, and resultant risk to their existing Emergency Operations Center (EOC). The evaluation is based on State and Federal guidance. The questions have an operations focus and are intended to address whether a requirement for a particular capability exists, whether the EOC can provide that capability, and whether the provided capability is adequate. The checklist¹ first asks questions about the physical features of a facility housing an EOC or Alternate EOC, and then addresses the characteristics of facility Features, Survivability, Security, Sustainability, and Interoperability. Descriptions of each characteristic can be found in the table below.

Table 1: Facility Characteristic Descriptions

Section	Description
Features	Examines the physical features of EOC facilities: sitting, structure, available space. EOC spaces to consider are an operations area, conference rooms, communications center, secure communications room, and multi-use space. Multi-use space is space that is not dedicated to EOC operations, but can quickly be made available to support EOC requirements for additional space during major disaster or surge situations.
Survivability	Sustain the effects of a realized potential risk and continue operations from the EOC or a fully-capable alternate location; (e.g., have an alternate EOC that can be activated and used if the primary is destroyed, damaged, or not accessible).

¹ The checklist/assessment is a guide and is not intended to be all-inclusive. In conducting the initial assessment, other concerns or issues that may not have been included in the checklist have been noted as a comment at the end of the assessment.

Security	Guard against potential risks and protect operations from the unauthorized disclosure of sensitive information; (e.g., have sufficient security and structural integrity to protect the facility, its occupants, and communications equipment and systems from relevant threats and hazards).
Sustainability	Support operations for extended durations; (e.g., be able to sustain operations 24/7 during all emergency situations without interruption; to the extent practical, be located in a place that is not a high-risk area for known hazards, such as fire, flood zone, other natural hazard, nuclear power plant, hazardous material sites, etc.).
Interoperability	Share common principles of operations and exchange routine and time-sensitive information with local jurisdictions, State-level EOCs, and FEMA's network of operations centers; (e.g. be able to communicate with key State agencies, local government EOCs, emergency response teams at or near an incident site, near-by State EOCs, and Federal authorities to include the FEMA Regional Operations Center (ROC) as well as the FEMA Operations Center).
Flexibility	Scale operations and adapt operational pace to the All Hazards event (e.g., have sufficient space, equipment, furniture, administrative supplies, and the like available to satisfy mission requirements).

The following considerations were made when assessing the physical space of the EOC:

- Square feet
- Number of staff working each shift
- The ability to accommodate surge requirements

Section 1: FEATURES

Primary EOC

Question	Yes	No
Is there an EOC?	Yes	
<ul style="list-style-type: none"> • Recently relocated to: 501 Low Gap Road, Ukiah CA 95482 • Previously located at: 951 Low Gap Road, Ukiah CA 95482 		
Is the EOC located in an urban, suburban or rural area?		Rural
Is the EOC in the proximity of a government center	Yes	
Do government executives/key officials have rapid access to the EOC?		No
Is the EOC staffed daily by Emergency Management personnel?		No
<ul style="list-style-type: none"> • Day • Night • 24/7 		
How many staff on average are on duty during previous EOC activations?		25

Are additional government personnel readily available to augment the EOC should the emergency escalate beyond the capability of the on-duty EOC team?	Yes	
Have SOPs, SOGs, government policy and/or ordinances been established to allow agencies to utilize employees to augment EOC staff?	Yes	
Is the EOC in a centrally located site allowing rapid response to all parts of the jurisdiction?	Yes	
Is the EOC in an area that avoids congestion (I.e., transportation choke points, such as inadequate thoroughfares, bridges, etc.) or debris from collapsing buildings?	Yes	
Is the EOC in a facility that has structural integrity?	Yes	
Is the EOC in an area where it can be quickly secured?		No
Is the EOC located in a known high risk area: e.g. fire, floods, earthquakes, nuclear?		No
If yes, explain. Are there any plans to mitigate that risk?	N/A	
Is the EOC located near an adequate road network for ease of access?	Yes	
Is the EOC located in a building or below grade in a shelter?		No
Is the building/shelter housing the EOC close to or set back from a tree line?	Yes	
<ul style="list-style-type: none">The EOC is within a ¼ mile of the tree line		
The EOC is located in a ground floor single story building	Yes	
Is parking available in a parking lot or garage (above or below ground)?	Yes	
Does the building/shelter have space to accommodate a helicopter landing pad?	Yes	
Is the surrounding area sufficiently clear of obstructions to allow a helicopter to approach and land?	Yes	
Is the EOC in a government owned or leased facility?	Owned	
Does the EOC occupy its own building/shelter or does it share a building/shelter with another organization: e.g. State or local police headquarters, emergency medical services facility, National Guard armory or commercial building?	Own	
Is the EOC space dedicated (set aside and configured for the EOC use only) or multiuse (not dedicated)? (Multi-use space is usually an office, administrative or conference area that is used for day-to-day functions and can be made available to support emergency response and management operations. Typically, the day-to-day staff are displaced to another location)	NO	
<ul style="list-style-type: none">Currently, the OES Director's intent for the space is unknown. Assorted county staff have been temporarily moved into assorted spaces within the building. Each staff member has a secondary workspace elsewhere in the county complex.		
Is the EOC one large room or is it a complex?	Complex	
Does the EOC have the space, whether in one large room or complex of rooms, for an operations area (to preform emergency response and management functions), Conference/media room (for meetings and press briefings), communications room (for centralized facsimiles, radios, and video teleconferencing (VTC) and secure communications (secure voice, facsimile, VTC)?		No
Does the EOC have a dedicated operations room?		No
Is the space adequate to support the emergency response and the EOC staff?	Yes	
Does the EOC have a dedicated conference/media rooms?		No
Is the conference room size adequate to support meetings and media briefings?		No
Can the Conference room be physically separated/isolated from the operations are so that media briefings do not interfere with on-going operations?		No

Does the EOC have a dedicated communications room/center?		No
Does the EOC have a dedicated Call Center?		No
Is the size of the communications room/center adequate to support EOC communications requirements?		No
Does the EOC have a secure communications room?		No
Is the space adequate to support cleared EOC staff and secured communications requirements?		No
Does the EOC have a designated multi-use space?		No
Is the size of the space adequate to support expanded operations?		No
Can the EOC support augmenting staff from other Federal or State agencies in a major disaster or surge situation?		No
If not can it be reconfigured or are there plans to provide the necessary space?		No

Alternate EOC

Question	Yes	No
Is there an alternate EOC?		No
<ul style="list-style-type: none"> Currently, the EOP outlines alternate EOC locations. These locations are not sufficient for EOC operations though as they are dispatch centers that belong to allied agencies (CalFire, local cities, etc.). These sites would be taxed during an actual disaster and could not support sustained Operational Area/County operations. 		

Section 2: SURVIVABILITY

Primary EOC

Question	Yes	No
Is the EOC located in a known high-risk area; e.g. fire, floods, earthquakes, nuclear power plant, Hazardous materials (HAZMAT) sites etc.?		No
<ul style="list-style-type: none"> The building isn't <i>seismically hardened or fire resistant</i>. Additionally, there is no <i>external physical security or hardening</i> generally used to create standoff from manmade threats. 		
Can the EOC survive the effects of relevant risks; e.g. natural and manmade hazards?		No
Does the EOC have special structure capabilities that improve its survivability?		No
Does the EOC have a collective protection system for; Chemical, Biological, Radiological, or nuclear (CBRN) agents?		No
Does the EOC have protection from blast effects?		No
Where is the EOC located? Basement, ground level, upper floor, or below grade in a shelter?	Ground level	

Alternate EOC [Not Applicable]

Section 3: SECURITY

Primary EOC

Question	Yes	No
Are physical security measures (barriers, security cameras, etc.) presently used in the EOC/alternate EOC and are these existing security features adequate?		No
• Doors have standard locks on them. Limited personnel have keys to the EOC.		
How is access to the EOC/Alternate EOC controlled?	Guard	
Is a badge or swipe card system in use?		No
Is it adequate to control access <u>to</u> the facility?		No
Does appropriate staff have 24 hours access to the facility?		No
Are there any access control systems (card access, elevators, lock-out stairwells) that, if non-operable, could preclude access to the facility?		No
Can security capabilities increased commensurate with higher threat levels (e.g. additional barriers, increased surveillance, and additional guards)?	Yes	
Can areas where classified and/or unclassified but sensitive information is discussed be isolated from unauthorized/uncleared individuals?	Yes	
Does the EOC/ alternate EOC have an existing secure communications area/room? Does it meet FEMA provided security requirements?		No
Is the size (square footage) of the room adequate?	N/A	
How is access to an existing secure communications area controlled?	N/A	
COMMUNICATIONS/NETWORKS		
Do Local Area Networks (LAN) used in support of emergency operations have adequate protections against cyber-attack (e.g. unauthorized access, denial of services, or malicious code)?	Yes	
Do State Wide Area Networks (WAN) used in support of emergency operations have adequate protection against cyber-attack (e.g. unauthorized access, denial of services, or malicious code)?	Yes	
Do you have secure voice capability?		No
• If so, is it adequate to support your emergency operation's needs?	N/A	
Do non-secure telephones have a privacy feature?		No
Do you have a secure facsimile capability?	Yes	
• Facsimile can be done via email and encryption		
Are radio communications protected; i.e. encrypted or have privacy features?		No
• Radios and antenna would need to be relocated from previous EOC site. Mobile radio solutions can be brought in, however have limited range capabilities.		
PERSONNEL		
Are personnel with security clearances required?		No
Are cleared personnel trained to; • Use secured communications equipment? • Control and protect classified materials? • Manage and control communications security?	N/A	
Are individuals with security clearance identified (e.g. unique marking on ID badge, recognition)?	Yes	

Section 4: SUSTAINABILITY

Primary EOC

Question	Yes	No
Can the EOC support operations 24 hours a day/ 7 days a week for an extended period of time?	Yes	
Are Operational and administrative supplies adequate to sustain operations; e.g. food, water, fuel for backup generators, paper products, office supplies, etc.?		No
Does the EOC/Alternate EOC have backup power? (Generator power)		No
Does the EOC/alternate EOC have uninterruptible power supply (UPS)? (UPS units typically use batteries to provide power for a limited duration; e.g. 10-20 minutes depending on the load.)	Yes	
If yes, what systems/functions does the UPS support?	YES	
Is the duration of the UPS adequate to support these systems/functions until the backup power comes on line?		No
Are Heating, Ventilation and Air Conditioning (HVAC) system centrally (building wide) or locally managed?	Locally	
Are HVAC systems controllable 24-hours a day, seven days a week (24x7)?	Yes	
Does the EOC have access to support areas; e.g. file rooms, server sites, and the like?	N/A	
COMMUNICATIONS/NETWORKS		
Is the number of telephones, secure or non-secure, adequate for the EOC to conduct emergency response and management operations?	Yes	
Are telephones connected to an in-house Private Branch Exchange (PBX)?		TBD
Are telephones connected directly to a local commercial carrier; i.e., draw dial tone from the local switch rather than from the PBX? (These telephones are just like those found in a home or office. The advantage is that if the EOC loses power to the PBX, telephones connected directly to the dial central office will continue to function.)		TBD
Is the number of printers adequate for the EOC to conduct emergency response operations?		No
Does the EOC have reproduction capabilities		No
Does the EOC have a plotter		No

Alternate EOC [Not Applicable]

Section 5: INTEROPERABILITY

Primary EOC

Question	Yes	No
Does the EOC have a requirement to monitor the communications of key emergency services; e.g., police, fire, emergency medical services (EMS), HAZMAT, and public works?	Yes	
Is there a requirement to monitor the communications of other services?	Yes	
If yes, does the capability exist and is it adequate?		No

Does the EOC have a requirement to establish an emergency communications network that includes the key emergency services and local EOCs/jurisdictions?	Yes	
If yes, does the capability exist and is it adequate?		No
<ul style="list-style-type: none"> If a requirement exists, can the EOC/Alternate EOC communicate with the following entities: 		No
<ul style="list-style-type: none"> Local EOCs throughout the State? 		No
<ul style="list-style-type: none"> FEMA ROC and/or FEMA Regional Staff? 		No
<ul style="list-style-type: none"> Federal Disaster Field Office (DFO)? 		No
<ul style="list-style-type: none"> EOC/Alternate EOC of other States? 		No
<ul style="list-style-type: none"> Operations centers of State-level emergency services organizations? 		No
<ul style="list-style-type: none"> Incident Commander or incident site command post? 		No
<ul style="list-style-type: none"> Operations centers of regional and local airport, highway, port, and waterway authorities; hospitals and ambulance service providers; nuclear power plants; dams; private sector utilities (power, telephone, sewerage, and water) and chemical companies? 		No
<ul style="list-style-type: none"> Are the EOC/Alternate EOC communications means adequate to satisfy communications requirements? (Consider radios, telephones, cell phones, available frequency spectrum, and other issues.) 		No
PROCEDURES		
Do the State and local government EOCs have common operations, reporting, and communications procedures that will be used during the response to and management of an All Hazards event?	Yes	
If the EOC/Alternate EOC has a requirement to exchange information with local EOCs/jurisdictions and key emergency services; e.g., police, fire, EMS, HAZMAT, and public works, are there procedures/checklists in place to facilitate the exchange?	Yes	
If required are scheduled reports assembled and disseminated?	Yes	
Do the State and local government EOCs conduct routine, recurring, or periodic joint communications training to exercise the communications capabilities that will be used during the response to and management of an All Hazards event?	Yes	
Are the results used to identify communications deficiencies and develop solutions that correct the deficiencies and improve communications capabilities?	Yes	
Do the state and local government EOCs/alternate EOC conduct routine recurring or periodic joint training exercises to practice, test and refine their common operations, reporting, and communications procedures?	Yes	
Are actual experiences used to validate existing or create new common procedures?	Yes	

Alternate EOC [Not Applicable]

Section 6: FLEXIBILITY

Primary EOC

Question	Yes	No
Is there space dedicated for an EOC?	Yes	
<ul style="list-style-type: none"> It is unknown how much space is dedicated or the intent at this time. 		
Is dedicated square footage available for the EOC adequate to conduct emergency response operations?		TBD
Is the EOC operational 24/7?		No
Are there activation, layout, and setup procedures for the EOC?		No
Can EOC activation and operations be tailored to the scale of emergency response activities? (For example, a small-scale event might require the activation of fewer staff and capabilities, and the conduct of limited emergency response operations; a large-scale event, the activation of all staff and capabilities, and the conduct of extensive emergency response operations.)	Yes	
Have the conditions that would cause the EOC to be relocated been identified?		No
Are there procedures for relocating from the EOC?		No
Are EOC activation and relocation exercises held periodically?	Yes	
Is the level of participation by member agencies sufficient to ensure an efficient and timely activation during actual events?		No
Do participants include key personnel assigned to the EOC?	Yes	
Is there a dedicated conference/media room in the general vicinity of the EOC?		No
Is there multi-use space available in the general vicinity of the EOC?		No
Is there an Alternate EOC identified and established to ensure COOP for emergency response operations?		No
Is space dedicated for an Alternate EOC?		No
Does the EOC have recording capability?		No
Does the EOC have caller ID capabilities?	Yes	
Voice conferencing capabilities?	Yes	
Does the EOC have the capability to display video?	Yes	
<ul style="list-style-type: none"> Limited capability via mobile displays 		
If yes, do they also have the capability to distribute audio associated with the video display?		No
Do the EOC have a video teleconferencing (VTC) capability?		No
<ul style="list-style-type: none"> The VTC system would need to be relocated from the Sheriff's training room. 		
Do the EOC have the capability to receive public (intercom) announcements?		No
Can the telecommunications capability be configured to support the scale of emergency response and management activities?	Yes	

Alternate EOC [Not Applicable]

Summary

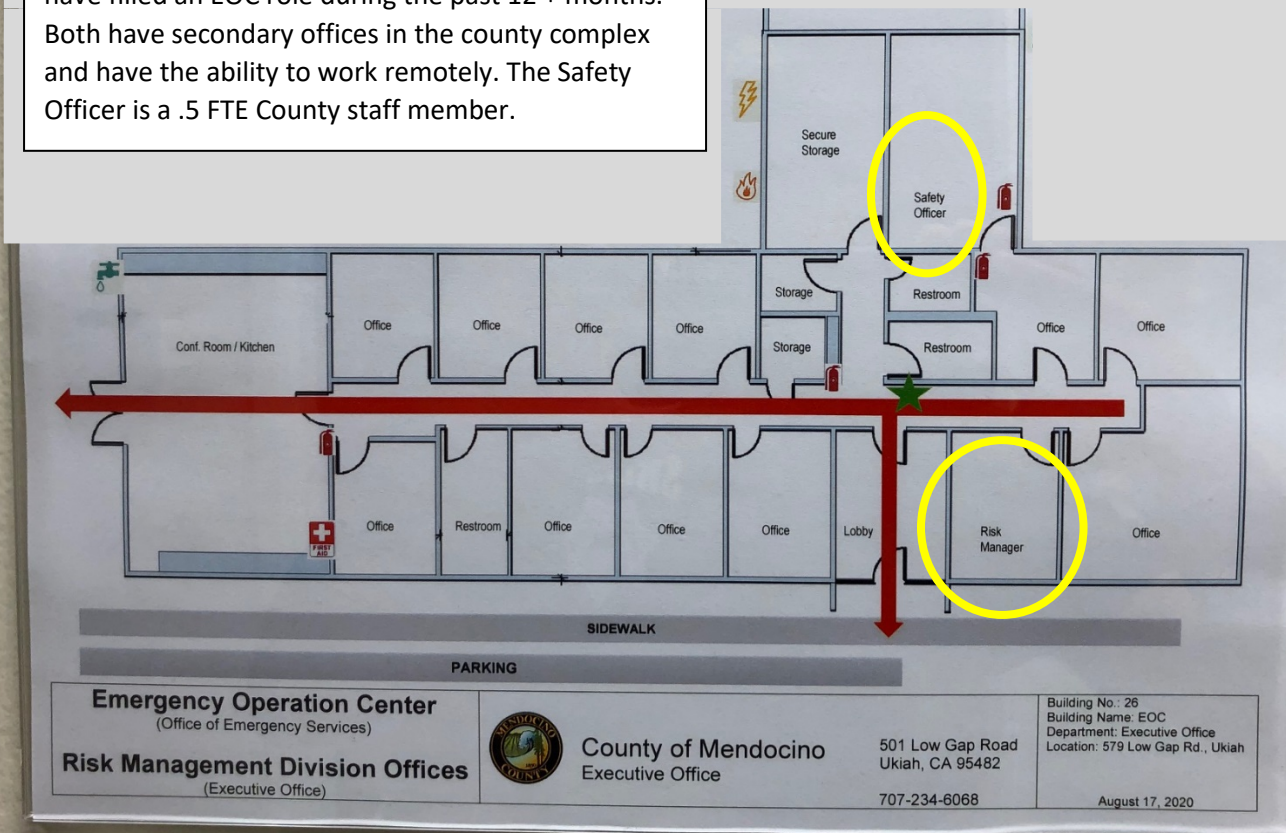
- The County's current facilities readiness is below average based on industry standards, the regions threats, and available resources. Staff need commitment/direction from management in order to conduct additional facility planning, improvements, and maintenance.
- Numerous reports have identified the need for a committed and ready EOC facility such as; the OES strategic plan dated 2010, the 2017 Complex Fires After Action Report, the 2020 August/Oak Complex Fire After Action Report, and the initial after action documentation generated from the current COVID-19 response.
- Communication assets are the backbone of emergency operations. Currently, the EOC and the Public Hotline (Call Center) do not have committed resources. The EOC has been moved 2 times in the past 12 months. The Public Hotline has been moved 5 times to assorted locations over the past 12 months. The best practice is to collocate both resources during the response phase. Additionally, the VTC, OASIS, and ACS radio antennas need to be relocated to the new EOC location. Relocating the OASIS system requires support from CalOES.
- The new EOC's location and limited use is ideal given its proximity to Sheriff Dispatch and executive offices. Both the EOC and Public Hotline facilities requires dedicated generator back up and sufficient UPS resources.
- Facility management responsibilities are currently assigned to OES staff according to county code, however OES staff are not permitted access. This significantly limits preparedness and response capabilities. The responsibilities either need to be reassigned or proper support needs to be given to qualified staff.
- A routine IT service schedule must be developed and enforced to ensure equipment readiness. One best practice is to collocate EM staff near the EOC. This ensures EOC equipment is used regularly and allows EM staff the ability to integrate the facilities into assorted training events throughout the year with outside agencies.
- HVAC systems should be assessed to ensure purification/filtration capacities are adequate to meet the demands of a large wildfire. Current HVAC system is newer, however air scrubbers and filters need to be kept on hand.
- Building security/hardening need to be addressed. Security features such as access controls, barriers, secure areas, and surveillance devices need to be installed in order to monitor activities taking place outside the building such as media events, civil unrest, etc. These items are essential to ensure safety of Disaster Service Workers so they aren't unknowingly exposed to dangerous situations.
- An EOC demobilization plan has been draft. A list of supplies that should remain on hand at the EOC at all times (administrative supplies adequate to sustain operations; e.g. food, water, fuel for backup generators, paper products, office supplies, etc.) is included as an appendix.

Budget Estimate

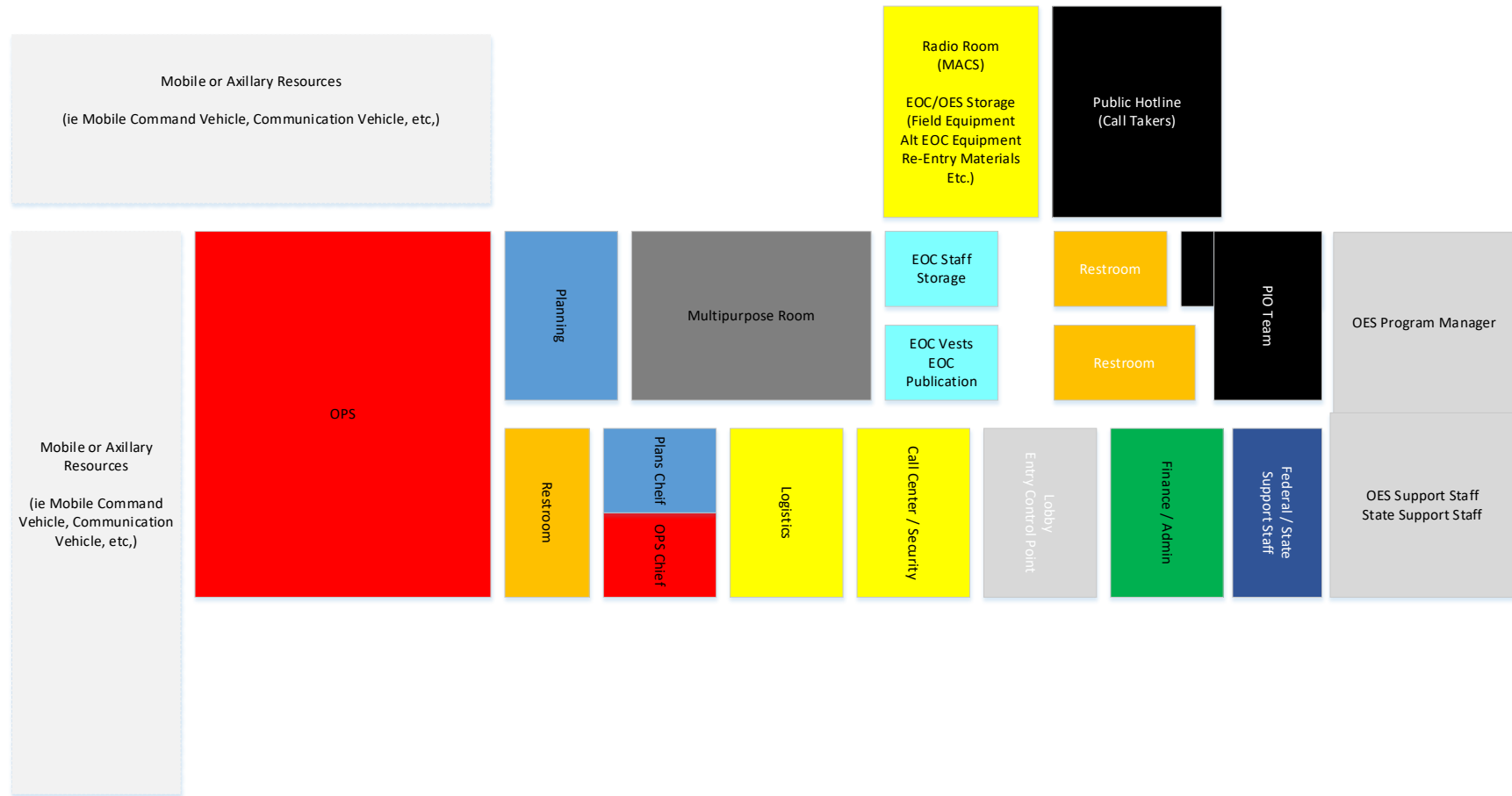
Project: EOC Enhancement/Transition								
Building # 501 Low Gap Road, Ukiah CA 95482								
Scope			Rate	Rate	Rate	Item	Extended	
Description	Units	Quantity	Labor	Material	Equip	Cost	Cost	Comments
Design Services	EA						\$ 15,000	Architect Fees
Hazmat Testing & Services	EA						\$ -	
Septic System Inspections & Design	EA		0.00	0.00	0.00		\$ -	
Septic System Expansion / Improvements	MH		80.00	50.00	80.00		\$ -	
ADA grading/ striping & signage	MH		75.00	20.00	50.00		\$ -	
Building Demolition	MH		75.00	10.00	75.00		\$ 100,000	Renovation Estimate
Concrete	CY		300.00	200.00	50.00		\$ -	
Structural Steel	MH		100.00	30.00	50.00		\$ -	
Rough Framing	MH		85.00	25.00	15.00		\$ -	
Framing Floors	LF		80.00	40.00	10.00		\$ -	
Sheathing	SF		2.00	1.00	0.00		\$ -	
Insulation	SF		1.00	2.00	0.00		\$ -	
Roofing	SF		4.00	2.00			\$ -	
Stainless Shelf and Counters	LF		20.00	200.00			\$ -	
Roll-up Door	EA		500.00	1,500.00			\$ -	
Drywall	SF		7.50	2.00	0.50		\$ -	
Tile & FRP	SF		4.00	5.00			\$ -	
Flooring	SF		8.00	8.00			\$ -	
Painting	SF		2.00	0.50	0.00		\$ -	
Specialties & Equipment	EA		100.00	2,000.00	200.00		\$ 107,000	Communication Enhancements: Call Center, VTC, OAISES, Radio Room IT Modernization: laptop devices, video displays, video display system, audio integration Security Enhancements: Exterior camera system, access control system, building hardening and standoff
Fire Sprinklers/Ansul System Protection	MH		125.00	200.00	50.00		\$ -	
Plumbing Rough- and Top Out	MH		110.00	40.00	50.00		\$ -	
HVAC Equipment	EA		0	2,500	100.00		\$ 2,000	Air scrubbers & filters
HVAC Ducts & Registers	MH		110.00	20.00	25.00		\$ -	
Electrical Power	MH		85.00	40.00	10.00		\$ 50,000	Generator Backup
Electrical Lighting	EA		200.00	200.00			\$ -	
Low Voltage - Fire Alarm & AV	MH		85.00	100.00	25.00		\$ -	
Subtotal Construction Costs							\$ 274,000	
General Conditions & Bonds	%					8.00%	\$ 21,920	
Contractor's Contingency and Fees	%					15.00%	41,100	
Design Contingency	%					15.00%	41,100	
Competitive Bid Total							\$ 378,120	
High End of Bid Range						130%	491,556	

Current EOC Layout

Currently, the Risk Manager and Safety Officer are assigned work space in the EOC. Neither employees have filled an EOC role during the past 12 + months. Both have secondary offices in the county complex and have the ability to work remotely. The Safety Officer is a .5 FTE County staff member.



Recommend Layout - Draft



*Notes:

- This is a tentative plan based on the initial EOC facilities assessment. Phone, internet drops, power supplies, etc. will need to be assessed to ensure equipment compatibility.
- OES program offices are not part of the EOC.