



# The CEO Report

December 17, 2019

## Human Resources Update

### Inside This Issue

- 1-2 Human Resources Update
- 2 Board Directives
- 3 HHSA Update
- 4 Redwood Fire After Action Report
- 4 Regional Cannabis Update
- 5 RFP/RFQ Update
- 6 Cultural Services Agency Update
- 7 Animal Care Services Update
- 8 Upcoming Meetings and Dates of Interest
- 8 Boards and Commissions
- 8 Attachments

### Announcements

We are pleased to announce that William Schurtz has been appointed as the Human Resources Director for Mendocino County. William is currently an Assistant Director with the Health and Human Services Agency for the County and has over 20 years of public agency experience in Human Resources. He will be starting his new role with Human Resources on December 30, 2019.

In addition, we are also pleased to announce that Anne Molgaard, Interim Child Support Director, will be taking on an additional role as the County's Leadership Director. Anne has been active in leadership since her hire with the County in 2016 and has been a member of the Mendocino County Executive Leadership Team (MCELT) since its inception. Katie S. Ford, Human Resources Analyst, will be working with Anne as the Leadership Coordinator as well as continuing her current role as Wellness Coordinator. We look forward to the great work Anne and Katie will be doing to continue with the Work of Leadership in Mendocino County.

### Training

The County of Mendocino is excited to announce a new continuing education credentialing program provided by the California State Association of Counties (CSAC) in 2020. All courses will be held in Mendocino County at the Ukiah Valley Conference Center, held monthly (January – October) from 10:00 a.m. – 3:30 p.m. on select Thursdays. This is an excellent opportunity to receive valuable trainings from experienced trainers focused on local government. If you would like information on this program, please contact Human Resources.

### Labor

The Memorandums of Understanding with our employees represented by Mendocino County Department Head Association and employees with In Home Health Services represented by SEIU 2015, came to an agreement, which was presented to the Board of Supervisors on December 10, 2019. Human Resources is pleased to announce that all bargaining units have been successfully negotiated and ratified.

### Supervisor's Academy

On December 11 and 12, 2019, the Supervisor's Academy held the courses "Facilitation Skills" and "Change Management."

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#### Contact Information:

Office: (707) 463-4441

Fax: (707) 463-5649

Email:

[ceo@mendocinocounty.org](mailto:ceo@mendocinocounty.org)

Website:

[www.mendocinocounty.org](http://www.mendocinocounty.org)

## Human Resources Update - Continued

### Leadership

Quarterly joint Leadership Team meetings will be scheduled to promote further collaboration in the work of Leadership. To learn more about the Leadership Project Teams, visit the following website:

<https://www.mendocinocounty.org/government/human-resources/leadership-initiative>

The Expanded Leadership Team met on December 11, 2019. The next meeting will be in March, 2020.

### Vacancy List

Attached to this report is an updated Justification of Filled Positions table and the Vacancy and Recruitment Update provided by Human Resources. These reports include additional information as requested by the Board of Supervisors and includes all funded allocated positions, all vacant funded positions, all positions approved to be filled, including positions in the recruitment process, all new hires (excluding extra help), all separations, and the number of employees on leave for each budget unit. The report will contain cumulative information for the current fiscal year and will be updated monthly.

### Health Plan

The Open Enrollment period ended on December 6, 2019. Employees who experience a qualifying life event can make changes to their health plan mid-year. A qualifying life event is a special circumstance, such as a marriage, divorce, etc. that allows changes to the employee's health plan without waiting for the next Open Enrollment period. An employee has a period of 31 days after the qualifying life event to complete the appropriate forms and provide the required verifications.



Check out Mendocino County's  
Career Page, powered by NEOGOV.  
[www.governmentjobs.com/careers/mendocinoca](http://www.governmentjobs.com/careers/mendocinoca)

## Board Directives

During Board of Supervisors meetings, the Clerk of the Board records the various consensus decisions and/or legislative actions that direct County staff and/or other agencies to follow up, research, or follow through on certain topics or issues. The Executive Office maintains a tracking mechanism of all said directives with a status as to completion and/or necessary steps to follow through.

Attached is a list of all current directives as of November 12, 2019.

## Health and Human Services Update

### **Mendocino County Complete Count Committee 2020 Census Update**

The Mendocino County Complete Count Committee (MCCCC) has been busy spreading the word about the upcoming 2020 Census. Regional committees have been formed on the coast and inland, and volunteers are being sought to help form groups in Willits and Covelo.

Volunteers will help educate the public on how this census is different – it will be administered mostly online or over the phone, and will not rely on paper forms. These volunteers will be responsible for informing hard-to-reach populations like senior citizens, non-English speakers, those with disabilities, and those experiencing homelessness about why it is important to count everyone in our county – citizens and non-citizens alike.

For every person counted, the Federal Government returns about \$2,000 a year to California to fund hundreds of programs including: CalFresh, CalWORKs, WIC, fire management, housing, Medicare Part B, highway planning and repair, education, and pollution control.

Beginning March 23, 2020, you will be able to go online to the secure U.S. Census site, or call a 1-800 number available in 24 languages, and complete the brief census questionnaire. No questions about income or citizenship are included.

If you would like more information about joining the Mendocino Complete Count Committee, or to volunteer, please contact Julie Beardsley at (707) 472-2684. You can also learn more about the census at [www.mendocinocounts.org](http://www.mendocinocounts.org).

In addition, the 2020 Census is still hiring for a variety of temporary jobs, including census takers, recruiting assistants, office staff, and supervisory staff. Learn about applying to work for the 2020 Census at [www.2020census.gov/jobs](http://www.2020census.gov/jobs).



## Mendocino Lake Complex (Redwood Fire) After Action Report

The objective of the After Action Report is to document key elements and themes that occurred during the response period of the Redwood Fire from October 8, 2017, through October 16, 2017. Information provided was used to identify areas for improvement and strategies to address observed gaps. The ultimate objective is for the County of Mendocino to develop a strong and resilient community that is able to respond to disasters in a manner that minimizes loss of lives (human and animal) and property damage.

This report provides analysis of lessons learned and recommended improvements for future planning, training, and exercise development. The overall goal is to improve the disaster response system in Mendocino County.

## Regional Cannabis Update

On December 4, 2019, at the CSAC Annual Conference, Mendocino, Humboldt, Sonoma, Trinity and Del Norte counties met to discuss working together as a region to address State barriers to cannabis licensing. Two Supervisors from each County and the County Chief Administrative/Executive Officers participated. The North Coast Counties share many of the same issues with State resource agencies and State cannabis licensing agencies and believe together as a region they can affect change at a State level to help the cannabis industry. In 2020, the North Coast Counties consisting of Del Norte, Humboldt, Lake, Mendocino, Sonoma and Trinity will be forming a regional ad hoc to address problems around cannabis licensing and share best practices and lessons learned.



For more information, visit:

[www.mendocinocounty.org/community/mendocino-strong](http://www.mendocinocounty.org/community/mendocino-strong)



Stay plugged in and up-to-date with the latest Mendocino County News by visiting:

[www.mendocinocounty.org](http://www.mendocinocounty.org)

## Request for Proposal/Request for Qualifications Update (RFP/RFQ) Update

### **RFB# 53-19 Administration Center HVAC Unit 22 Replacement**

- Issued on December 2, 2019
- Submission deadline December 19, 2019

### **RFB# 50-19 Courthouse Annex HVAC Unit 1 Replacement**

- Issued on November 26, 2019
- Submission deadline December 12, 2019

### **RFB# 48-49 Willits Library HVAC Unit Replacement**

- Issued on November 26, 2019
- Submission deadline December 12, 2019

### **DR# 19-05 Local Hazard Mitigation Plan and General Plan Safety Element Consultant**

- Issued on November 25, 2019
- Submission deadline January 3, 2020

### **RFB# 46-19 Department of Transportation Water Damage Repair**

- Issued on November 8, 2019
- Submission deadline December 5, 2019

### **RFB# 43-19 Sheriff Detectives – Donovan Room Flooring**

- Issued on October 24, 2019
- Submission deadline was November 14, 2019
- Contract in negotiation process

### **BID# 42-19 Tax Collector's Remodel Rebid**

- Issued on October 17, 2019
- Submission deadline November 19, 2019
- Anticipate award recommendations to the Board in mid-December

### **RFQ# 38-19 Toyota Truck (DOT)**

- Issued date was October 7, 2019
- Submission deadline was October 22, 2019
- Moving forward with the evaluation process

### **RFB# 34-19 Sheriff's Office-Structured Cabling and Underground Fiber**

- Issued on October 2, 2019
- Submission deadline was October 29, 2019
- Presentation to the Board in near future

### **RFP/RFQ# 23-19 Architectural/Engineering/Environmental Services for Mendocino County Psychiatric Health Facility (PHF), Crisis Stabilization Unit (CSU), and Crisis Residential Treatment (CRT) Facilities (Executive Office/Measure B)**

- Issued on June 19, 2019
- Submission deadline was August 16, 2019
- Evaluation process completed
- Per Board direction, contract approved contingent upon Measure B Citizens Oversight Committee's approval



## Cultural Services Agency Update

### Library

The Mendocino County Library is pleased to announce the release of our first Annual Library Report. This first report, approved by the BOS, recognizes the growth and changes to Mendocino County Library due to the passage of Measure A in 2011. This report provides the public with information on what has been happening within our library system. Printed copies of the report will be available at all the branches as well as online <https://www.mendolibrary.org/home>

The Mendocino County Library will be hosting Winter and Holiday Stories performed by Linda Pack and R. Bobby. This program will be held at branches throughout our County. Please check your local branch for dates and times.

### Museum

Mendocino County Museum opened a new exhibit, "Natural Expressions: Art Inspired by Mendocino County." This exhibit highlights various works of art that have been inspired by Mendocino County nature and have natural elements included in the design. In addition, various crafts and programs will be held in conjunction with the exhibit. Please check the Museum website for more detail.

The Mendocino County Museum has opened the new Interactive/Education room. This room includes a touch table, Mendocino County Library Reading Corner, interactive crafts, and chances for exploration for children and families.

The Mendocino County Museum is now offering meeting room rental service. Please see our website for rules, agreement forms and fees: <https://www.mendocinocounty.org/government/cultural-services-agency/museum-meeting-room-reservations>



*For more information, visit the Cultural Services Agency's website at:*

[www.mendocinocounty.org/government/cultural-services-agency](http://www.mendocinocounty.org/government/cultural-services-agency)

## Animal Care Services Update

### Income Statistics

November 1, 2019, through November 30, 2019

- Five animals received for quarantine at the Animal Shelter
- Five dead animals received for disposal
- Eight feral cats received
- One animal received for rabies specimen testing
- 14 owned animals received by Animal Control or Police
- 13 owner surrendered animals received
- 113 stray animals received from by Animal Control, Police or came in over the counter from citizens
- Total of 159 animals received at the Animal Shelter



To view pictures and bios of the Animal Shelter's wonderful adoptable cats and dogs, visit

[www.mendoanimalshelter.com](http://www.mendoanimalshelter.com)

### Outcome Statistics

November 1, 2019, through November 30, 2019

- 20 cats adopted
- 30 dogs adopted
- Zero other animals adopted
- Two ill/failure to thrive animal(s) died at shelter
- Nine dead animal disposals
- 12 ill, suffering and unsafe animals euthanized
- One animal sent off to laboratory for rabies testing
- Two owner surrendered animals euthanized
- 16 trap, neuter and return to field cats
- 62 return to owner animals
- 24 animals transferred to other rescue organizations
- A total of 178 animals departed the Animal Shelter

## Upcoming Board Meetings

Regular Meeting December 17, 2019

## Dates of Interest

County Holiday December 25, 2019

County Holiday January 1, 2020

## Boards and Commissions Vacancies\*

Board Name	Position
Library Advisory Board	City of Ukiah Appointee
Sonoma Mendocino Economic Development District	Director
Sonoma Mendocino Economic Development District	Director
Sonoma Mendocino Economic Development District	Director
Westport-Ten Mile Cemetery District	Trustee
Mendocino County Tourism Commission	Inland Chamber of Commerce/Inland Regional Promotional Organization Member
Mendocino County Tourism Commission	At Large Member
Mendocino County Tourism Commission	Coastal Large Lodging Operator Member
Mendocino County Employees' Retirement Association Board	Member
Mendocino County Employees' Retirement Association Board	Member
Behavioral Health Advisory Board	1 <sup>st</sup> District Member
Behavioral Health Advisory Board	2 <sup>nd</sup> District Member
Behavioral Health Advisory Board	3 <sup>rd</sup> District Member
Behavioral Health Advisory Board	3 <sup>rd</sup> District Member
Behavioral Health Advisory Board	4 <sup>th</sup> District Member
Behavioral Health Advisory Board	5 <sup>th</sup> District Member
Westport Municipal Advisory Council	Member
Westport Municipal Advisory Council	Alternate
Redwood Valley Municipal Advisory Council	Member

\* Anticipated vacancies

Please note: Anticipated vacancies include expiring terms; the incumbent of the expiring term may apply for reappointment and/or may continue to serve in their capacity until replaced. California Government Code requires public noticing for all expiring terms regardless of the incumbent's intention to apply for reappointment.

## Attachments

1. Position Justification Report
2. Vacancy and Recruitment Update
3. Board Directives
4. Mendocino Lake Complex (Redwood Fire) After Action Report
5. Ongoing list of Boards and Commissions Vacancies

December						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

-  Regular Board Meeting
-  Standing Committee
-  County Holiday
-  CSAC Annual Conference

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JUSTIFICATION OF FILLED POSITIONS						
November 2019						
DEPARTMENT/OFFICE	CLASSIFICATION	POSITION NUMBER	LOCATION	DATE REQUISITION APPROVED	JUSTIFICATION PROVIDED	DATE POSITION FILLED
Cultural Services Agency (Library)	Library Assistant	3920	Covelo	8/29/2019	This position is necessary for circulation desk coverage, assisting with children's programs, and staffing the library during open hours.	11/3/2019
Executive Office (Clerk of the Board)	Deputy Clerk of the Board of Supervisors I	4076	Ukiah	7/16/2016	This position is essential to maintain the operations of the Clerk of the Board, which includes core functions to the CEO, Clerk of the Board and Board of Supervisors.	11/3/2019
HHSA (Administration)	Staff Assistant III	4279	Ukiah	5/23/2019	Risk of not meeting State and Federal mandates, overtime and/or assigning duties elsewhere working another employee out of class.	11/3/2019
HHSA (Social Services)	Social Worker Assistant II	2716	Ukiah	12/20/2018	Risk of not meeting State and Federal mandates, overtime and/or assigning duties elsewhere working another employee out of class.	11/3/2019
HHSA (Social Services)	Social Worker Assistant II	3090	Ukiah	7/1/2019	Risk of not meeting State and Federal mandates, overtime and/or assigning duties elsewhere working another employee out of class.	11/3/2019
HHSA (Social Services)	Social Worker IV-A	2140	Ukiah	9/6/2018	Risk of not meeting State and Federal mandates, overtime and/or assigning duties elsewhere working another employee out of class.	11/3/2019
Probation	Deputy Probation Officer III	456	Ukiah	9/13/2019	This position is critical in assisting the SDPO in training new employees to the court unit, as well as assisting the SDPO in correcting and assigning reports.	11/3/2019
Transportation	Deputy Director of Transportation - Administration and Business Services	3390	Ukiah	9/19/2019	This position oversees several large budget units, manages a full division of staff and manages numerous capital improvement projects.	11/3/2019
Auditor-Controller	Account Specialist II	3410	Ukiah	11/12/2019	This position handles countywide and Special Districts accounts payable. Other key functions will also be put on hold which will likely cause delays and other impacts.	11/17/2019
Auditor-Controller	Account Specialist II	3957	Ukiah	9/30/2019	This position handles countywide and Special Districts accounts payable. Other key functions will also be put on hold which will likely cause delays and other impacts.	11/17/2019
HHSA (Public Health)	Account Specialist III	3921	Ukiah	5/7/2019	Risk of not meeting State and Federal mandates, overtime and/or assigning duties elsewhere working another employee out of class.	11/17/2019
HHSA (Social Services)	Social Worker III	1472	Ukiah	6/5/2019	Risk of not meeting State and Federal mandates, overtime and/or assigning duties elsewhere working another employee out of class.	11/17/2019
HHSA (Substance Use Disorder Treatment)	Staff Assistant III	3645	Ukiah	7/24/2018	Risk of not meeting State and Federal mandates, overtime and/or assigning duties elsewhere working another employee out of class.	11/17/2019
Probation	Deputy Probation Officer II	466	Ukiah	6/18/2019	This position is in the Adult Court Unit. Probation will not be able to meet statutory mandates per Penal Code 1203 to submit reports and recommendations to the Courts in a timely manner.	11/17/2019
Probation (Juvenile Hall)	Supervising Juvenile Corrections Officer	431	Ukiah	9/30/2019	Juvenile Hall is mandated by Title 15 regulations to maintain specific staffing levels. Without this position, Juvenile Hall is below mandated levels.	11/17/2019
Sheriff-Coroner	Account Specialist Supervisor	4282	Ukiah	8/15/2019	This position is responsible for functions within the Fiscal office including Payroll, Accounts Payable, Accounts Receivable, Purchasing and Commissary. Without this position, essential fiscal operations would be delayed, including payroll and paying vendors.	11/17/2019

**BOARD OF SUPERVISORS VACANCY/RECRUITMENT UPDATE**

Pay Period 24-19, October 20 - November 16, 2019

DEPARTMENT/OFFICE	FUND	TOTAL FUNDED ALLOCATED FTE POSITIONS	VACANT FUNDED FTE POSITIONS	VACANCY RATE (All Vacant Funded Regardless of Recruitment Status)	POSITIONS IN RECRUITMENT (AS OF REPORT DATE)	VACANCY RATE* (Positions in Recruitment)	NEW HIRES SINCE 7/1/19	SEPARATIONS SINCE 7/1/19	EMPLOYEES ON LEAVE	EMPLOYEES IN BOONVILLE	EMPLOYEES IN COVELO	EMPLOYEES IN FORT BRAGG	EMPLOYEES IN LAYTONVILLE	EMPLOYEES IN POINT ARENA	EMPLOYEES IN UKIAH	EMPLOYEES IN WILLITS
AGRICULTURE	1100	9.00	3.00	33.3%	1	11.1%	5	1	--	--	--	--	--	--	6	--
<i>Agriculture Total:</i>		<i>9.00</i>	<i>3.00</i>	<i>33.3%</i>	<i>1</i>	<i>11.1%</i>	<i>5</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>6</i>	<i>0</i>
AIR QUALITY	3270	9.00	2.00	22.2%	--	0.0%	--	--	--	--	--	--	--	--	7	--
<i>Air Quality Total:</i>		<i>9.00</i>	<i>2.00</i>	<i>22.2%</i>	<i>0</i>	<i>0.0%</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>7</i>	<i>0</i>
ANIMAL CARE	1100	13.00	2.00	15.4%	--	0.0%	1	--	--	--	--	2	--	--	10	--
<i>Animal Care Total:</i>		<i>13.00</i>	<i>2.00</i>	<i>15.4%</i>	<i>0</i>	<i>0.0%</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>10</i>	<i>0</i>
ASSESSOR-CLERK-RECORDER (ASSESSOR)	1100	20.00	4.00	20.0%	2	10.0%	1	--	1	--	--	--	--	--	16	--
ASSESSOR-CLERK-RECORDER (CLERK RECORDER)	1100	3.00	0.00	0.0%	--	0.0%	--	--	--	--	--	--	--	--	3	--
ASSESSOR-CLERK-RECORDER (COUNTY CLERK-ELECTION)	1100	3.00	0.00	0.0%	--	0.0%	3	--	--	--	--	--	--	--	3	--
ASSESSOR-CLERK-RECORDER (MICROGRAPHICS)	1218	1.00	0.00	0.0%	--	0.0%	--	--	--	--	--	--	--	--	1	--
<i>Assessor-Clerk-Recorder Total:</i>		<i>27.00</i>	<i>4.00</i>	<i>14.8%</i>	<i>2</i>	<i>7.4%</i>	<i>4</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>23</i>	<i>0</i>
AUDITOR-CONTROLLER	1100	12.00	2.00	16.7%	--	0.0%	1	1	1	--	--	--	--	--	10	--
<i>Auditor-Controller Total:</i>		<i>12.00</i>	<i>2.00</i>	<i>16.7%</i>	<i>0</i>	<i>0.0%</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>10</i>	<i>0</i>
BOARD OF SUPERVISORS	1100	5.00	0.00	0.0%	--	0.0%	--	--	--	--	--	--	--	--	5	--
<i>Board of Supervisors Total:</i>		<i>5.00</i>	<i>0.00</i>	<i>0.0%</i>	<i>0</i>	<i>0.0%</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>5</i>	<i>0</i>
CHILD SUPPORT SERVICES	1100	36.00	10.00	27.8%	--	0.0%	4	4	1	--	--	--	--	--	26	--
<i>Child Support Services Total:</i>		<i>36.00</i>	<i>10.00</i>	<i>27.8%</i>	<i>0</i>	<i>0.0%</i>	<i>4</i>	<i>4</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>26</i>	<i>0</i>
COUNTY COUNSEL	1100	12.00	1.00	8.3%	1	8.3%	--	1	--	--	--	--	--	--	11	--
<i>County Counsel Total:</i>		<i>12.00</i>	<i>1.00</i>	<i>8.3%</i>	<i>1</i>	<i>8.3%</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>11</i>	<i>0</i>
CULTURAL SERVICES AGENCY (LIBRARY)	1205	35.50	3.00	8.5%	1	2.8%	1	--	--	--	4	7	--	1	16	5
CULTURAL SERVICES AGENCY (MUSEUM)	1100	5.00	0.00	0.0%	--	0.0%	--	--	--	--	--	--	--	--	1	4
<i>Cultural Services Agency Total:</i>		<i>40.50</i>	<i>3.00</i>	<i>7.4%</i>	<i>1</i>	<i>2.5%</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>4</i>	<i>7</i>	<i>0</i>	<i>1</i>	<i>17</i>	<i>9</i>
DISTRICT ATTORNEY	1100	46.00	12.00	26.1%	7	15.2%	1	7	3	--	--	1	--	--	33	--
DISTRICT ATTORNEY (ANTI DRUG ABUSE)	4650	3.00	1.00	33.3%	--	0.0%	--	1	--	--	--	--	--	--	2	--
DISTRICT ATTORNEY (RAPE PROSECUTION)	4480	1.00	1.00	100.0%	--	0.0%	--	1	--	--	--	--	--	--	0	--
DISTRICT ATTORNEY (VICTIM WITNESS)	4640	5.00	2.00	40.0%	3	60.0%	--	--	--	--	--	--	--	--	3	--
<i>District Attorney Total:</i>		<i>55.00</i>	<i>16.00</i>	<i>29.1%</i>	<i>10</i>	<i>18.2%</i>	<i>1</i>	<i>9</i>	<i>3</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>38</i>	<i>0</i>

**BOARD OF SUPERVISORS VACANCY/RECRUITMENT UPDATE**

*Pay Period 24-19, October 20 - November 16, 2019*

DEPARTMENT/OFFICE	FUND	TOTAL FUNDED ALLOCATED FTE POSITIONS	VACANT FUNDED FTE POSITIONS	VACANCY RATE (All Vacant Funded Regardless of Recruitment Status)	POSITIONS IN RECRUITMENT (AS OF REPORT DATE)	VACANCY RATE* (Positions in Recruitment)	NEW HIRES SINCE 7/1/19	SEPARATIONS SINCE 7/1/19	EMPLOYEES ON LEAVE	EMPLOYEES IN BOONVILLE	EMPLOYEES IN COVELO	EMPLOYEES IN FORT BRAGG	EMPLOYEES IN LAYTONVILLE	EMPLOYEES IN POINT ARENA	EMPLOYEES IN UKIAH	EMPLOYEES IN WILLITS
EXECUTIVE OFFICE	1100	13.00	3.00	23.1%	--	0.0%	--	--	--	--	--	--	--	--	10	--
EXECUTIVE OFFICE (CENTRAL SERVICES)	1100	5.00	1.00	20.0%	--	0.0%	--	--	--	--	--	--	--	--	5	--
EXECUTIVE OFFICE (CLERK OF THE BOARD)	1100	3.00	1.00	33.3%	--	0.0%	--	--	--	--	--	--	--	--	2	--
EXECUTIVE OFFICE (DISASTER RECOVERY)	1225	1.00	0.00	0.0%	--	0.0%	--	--	--	--	--	--	--	--	1	--
EXECUTIVE OFFICE (FACILITIES & FLEET)	1100	33.80	9.80	29.0%	2	5.9%	3	2	1	--	--	2	--	--	21	1
EXECUTIVE OFFICE (GARAGE)	1100	3.00	0.00	0.0%	--	0.0%	1	--	--	--	--	--	--	--	3	--
EXECUTIVE OFFICE (GENERAL LIABILITY)	7130	2.50	1.00	40.0%	1	40.0%	--	1	--	--	--	--	--	--	2	--
EXECUTIVE OFFICE (INFORMATION SERVICES)	1100	25.00	4.00	16.0%	--	0.0%	1	2	1	--	--	--	--	--	21	--
<i>Executive Office Total:</i>		<i>86.30</i>	<i>19.80</i>	<i>22.9%</i>	<i>3</i>	<i>3.5%</i>	<i>5</i>	<i>5</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>65</i>	<i>1</i>
FARM ADVISOR	1100	3.00	1.00	33.3%	--	0.0%	--	1	--	--	--	--	--	--	2	--
<i>Farm Advisor Total:</i>		<i>3.00</i>	<i>1.00</i>	<i>33.3%</i>	<i>0</i>	<i>0.0%</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>
HHSA (ADMINISTRATION)	1100	23.00	4.00	17.4%	--	0.0%	1	--	1	--	--	--	--	--	19	--
HHSA (ALCOHOL/OTHER DRUG PROGRAM)	1100	35.00	16.00	45.7%	5	14.3%	2	2	1	--	--	1	--	--	18	--
HHSA (CGAP-DFC GRANT)	4260	1.00	1.00	100.0%	1	100.0%	--	1	--	--	--	--	--	--	--	--
HHSA (EMERGENCY MEDICAL SERVICE)	1100	1.00	1.00	100.0%	--	0.0%	--	--	--	--	--	--	--	--	--	--
HHSA (ENVIRONMENTAL HEALTH)	1100	21.60	2.00	9.3%	2	9.3%	1	2	1	--	--	--	--	--	20	--
HHSA (MENTAL HEALTH)	1221	48.00	16.00	33.3%	7	14.6%	2	4	--	--	--	--	--	--	32	--
HHSA (PUBLIC HEALTH)	1100	24.00	7.00	29.2%	1	4.2%	--	--	1	--	--	1	--	--	15	1
HHSA (PUBLIC HEALTH BIOTERRORISM AS)	4780	2.00	0.00	0.0%	--	0.0%	--	-	1	--	--	--	--	--	2	--
HHSA (PUBLIC HEALTH CCS)	1100	8.00	2.00	25.0%	1	12.5%	--	--	--	--	--	--	--	--	6	--
HHSA (PUBLIC HEALTH NURSING)	1100	21.00	7.00	33.3%	6	28.6%	1	--	2	--	--	2	--	--	9	3
HHSA (PUBLIC HEALTH TOBACCO ED)	4530	1.00	0.00	0.0%	--	0.0%	--	--	1	--	--	--	--	--	1	--
HHSA (PUBLIC HEALTH WIC)	4180	14.20	4.00	28.2%	--	0.0%	1	--	1	--	--	2	--	--	9	--
HHSA (SOCIAL SERVICES)	1100	404.00	88.00	21.8%	57	14.1%	23	17	12	--	--	38	--	--	244	33
<i>HHSA Total:</i>		<i>603.80</i>	<i>148.00</i>	<i>24.5%</i>	<i>80</i>	<i>13.2%</i>	<i>31</i>	<i>26</i>	<i>21</i>	<i>0</i>	<i>0</i>	<i>44</i>	<i>0</i>	<i>0</i>	<i>375</i>	<i>37</i>

**BOARD OF SUPERVISORS VACANCY/RECRUITMENT UPDATE**

*Pay Period 24-19, October 20 - November 16, 2019*

DEPARTMENT/OFFICE	FUND	TOTAL FUNDED ALLOCATED FTE POSITIONS	VACANT FUNDED FTE POSITIONS	VACANCY RATE (All Vacant Funded Regardless of Recruitment Status)	POSITIONS IN RECRUITMENT (AS OF REPORT DATE)	VACANCY RATE* (Positions in Recruitment)	NEW HIRES SINCE 7/1/19	SEPARATIONS SINCE 7/1/19	EMPLOYEES ON LEAVE	EMPLOYEES IN BOONVILLE	EMPLOYEES IN COVELO	EMPLOYEES IN FORT BRAGG	EMPLOYEES IN LAYTONVILLE	EMPLOYEES IN POINT ARENA	EMPLOYEES IN UKIAH	EMPLOYEES IN WILLITS
HUMAN RESOURCES	1100	19.00	5.00	26.3%	--	0.0%	--	3	1	--	--	--	--	--	14	--
HUMAN RESOURCES (EMPLOYEE WELLNESS)	1100	1.00	0.00	0.0%	--	0.0%	--	--	--	--	--	--	--	--	1	--
HUMAN RESOURCES (HEALTH BENEFITS)	7150	4.00	1.00	25.0%	--	0.0%	--	--	--	--	--	--	--	--	3	--
<i>Human Resources Total:</i>		<i>24.00</i>	<i>6.00</i>	<i>25.0%</i>	<i>0</i>	<i>0.0%</i>	<i>0</i>	<i>3</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>18</i>	<i>0</i>
PLANNING AND BUILDING	1100	41.00	3.00	7.3%	1	2.4%	3	1	--	--	--	7	--	--	31	--
PLANNING AND BUILDING (CANNABIS PROGRAM)	1100	5.00	2.00	40.0%	--	0.0%	--	2	--	--	--	--	--	--	3	--
<i>Planning and Building Total:</i>		<i>46.00</i>	<i>5.00</i>	<i>10.9%</i>	<i>1</i>	<i>2.2%</i>	<i>3</i>	<i>3</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>7</i>	<i>0</i>	<i>0</i>	<i>34</i>	<i>0</i>
PROBATION	1100	42.00	6.00	14.3%	2	4.8%	1	1	3	--	--	2	--	--	31	3
PROBATION (JUVENILE HALL)	1100	19.00	2.00	10.5%	1	5.3%	3	3	3	--	--	--	--	--	17	--
<i>Probation Total:</i>		<i>61.00</i>	<i>8.00</i>	<i>13.1%</i>	<i>3</i>	<i>4.9%</i>	<i>4</i>	<i>4</i>	<i>6</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>48</i>	<i>3</i>
PUBLIC DEFENDER	1100	23.00	1.00	4.3%	--	0.0%	--	--	3	--	--	2	--	--	20	--
PUBLIC DEFENDER (ALTERNATE DEFENDER)	1100	5.50	0.00	0.0%	--	0.0%	--	--	--	--	--	--	--	--	6	--
<i>Public Defender Total:</i>		<i>28.50</i>	<i>1.00</i>	<i>3.5%</i>	<i>0</i>	<i>0.0%</i>	<i>0</i>	<i>0</i>	<i>3</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>26</i>	<i>0</i>
RETIREMENT	1100	5.00	0.00	0.0%	--	0.0%	--	--	--	-	-	-	-	-	5	--
<i>Retirement Total:</i>		<i>5.00</i>	<i>0.00</i>	<i>0.0%</i>	<i>0</i>	<i>0.0%</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>5</i>	<i>0</i>
SHERIFF-CORONER	1100	113.00	9.00	8.0%	8	7.1%	5	9	6	--	--	11	--	1	78	14
SHERIFF-CORONER (COPS PROGRAM AB3229)	1210	1.00	0.00	0.0%	--	0.0%	--	--	--	--	--	--	--	--	1	--
SHERIFF-CORONER (JAIL)	1100	73.00	3.00	4.1%	3	4.1%	5	2	2	--	--	--	--	--	70	--
SHERIFF-CORONER (OFFICE OF EMERGENCY SERVICES)	1100	2.00	1.00	50.0%	1	50.0%	1	1	--	--	--	--	--	--	1	--
<i>Sheriff-Coroner Total:</i>		<i>189.00</i>	<i>13.00</i>	<i>6.9%</i>	<i>12</i>	<i>6.3%</i>	<i>11</i>	<i>12</i>	<i>8</i>	<i>0</i>	<i>0</i>	<i>11</i>	<i>0</i>	<i>1</i>	<i>150</i>	<i>14</i>
TRANSPORTATION	1200	92.80	21.00	22.6%	11	11.9%	1	--	5	4	4	11	4	4	38	7
TRANSPORTATION (ENGINEERING & TECHNICAL ASSIST)	1100	6.00	0.00	0.0%	1	16.7%	--	2	--	--	--	--	--	--	5	--
<i>Transportation Total:</i>		<i>98.80</i>	<i>21.00</i>	<i>21.3%</i>	<i>12</i>	<i>12.1%</i>	<i>1</i>	<i>2</i>	<i>5</i>	<i>4</i>	<i>4</i>	<i>11</i>	<i>4</i>	<i>4</i>	<i>43</i>	<i>7</i>
TREASURER-TAX COLLECTOR	1100	6.00	0.00	0.0%	--	0.0%	--	--	2	--	--	--	--	--	6	--
TREASURER-TAX COLLECTOR (COURT AB233 PROGRAM)	1100	6.00	1.00	16.7%	--	0.0%	--	--	--	--	--	--	--	--	5	--
<i>Treasurer-Tax Collector Total:</i>		<i>12.00</i>	<i>1.00</i>	<i>8.3%</i>	<i>0</i>	<i>0.0%</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>11</i>	<i>0</i>
<b>COUNTYWIDE TOTAL:</b>		<b>1375.90</b>	<b>266.80</b>	<b>19.4%</b>	<b>126</b>	<b>9.2%</b>	<b>72</b>	<b>72</b>	<b>54</b>	<b>4</b>	<b>8</b>	<b>89</b>	<b>4</b>	<b>6</b>	<b>930</b>	<b>71</b>

## Board Directives

Date	Agenda Item #	Agenda Item Title	Directive	Department	Liaison	Status
11/12/2019	6A)	Discussion and Possible Action Including Acceptance of Presentation from Zero Waste Mendo (Sponsors: Supervisor McCowen and Gjerde)	The Board of Supervisors accepts presentation from Zero Waste Mendo; and directs Executive Office to work with Zero Waste Mendo to prioritize auditing of the County Facilities and refers subject to Climate Action Advisory Council	Executive Office	Steve Dunncliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
11/12/2019	5G)	Discussion and Possible Action Including Acceptance of Presentation from the Health and Human Services Agency Advisory Board	GENERAL CONSENSUS OF THE BOARD- that the Board should have a formal appointment to the HHSA Advisory Committee as part of the Special Assignments in January.	Executive Office	Janelle Rau, Deputy Chief Executive Office (DCEO)	IN PROCESS
11/12/2019	6C)	Discussion and Possible Action Including Direction to Staff to Develop a Cannabis Cultivation Amnesty Transition Pathway	The Board of Supervisors directs the Executive Office to convene a regional county forum to identify and address state barriers to successful permitting and explore economic development through regional cooperative models; directs the Cannabis Cultivation ad hoc to work with staff and stakeholders and report to the Board within 60 days with recommendations for streamlining the cultivation ordinance; directs staff to develop an equity program application that prioritizes capital assistance to legacy growers to address environmental and building compliance issues and directs Cannabis Cultivation Ad Hoc committee to work with staff and stakeholders to develop criteria and timing for re-opening the permitting process for legacy growers who did not come forward in phase 1 except in Sunset zones	Planning and Building Services	Sarah Dukett, Deputy Chief Executive Officer (DCEO)	IN PROCESS

## Board Directives

Date	Agenda Item #	Agenda Item Title	Directive	Department	Liaison	Status
11/12/2019	6D)	Discussion and Possible Action Including Direction to Staff to Author a Specification Document Outlining Document Digitalization Plan	The Board of Supervisors directs staff to author a specification document outlining document digitalization plan including equipment and personnel needs, tentative schedule, training, file naming convention, public access, redaction, redundant offsite storage and an associated cost analysis	Executive Office	Janelle Rau, Deputy Chief Executive Office (DCEO)	IN PROCESS
10/1/2019	5E)	Discussion And Possible Action Including Board Direction To Staff Regarding Potential Amendment To Chapter 18.23 Of The Mendocino County Code (Class K Ordinance), To Remove The Square Foot Maximum Restrictions For Limited Density Rural Dwellings - Sponsor: Planning & Building Services	IT IS ORDERED that the Board of Supervisors provides direction to staff regarding an amendment to Chapter 18.23 of the Mendocino County Code, more commonly known as the Class K Ordinance to remove the square foot maximum restriction for limited density rural dwellings with sprinklers .	Planning & Building Services/County Counsel	Steve Dunncliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
10/1/2019	6D)	Discussion And Possible Action Including Directing County Counsel And The Planning & Building Services Director To Determine The Feasibility Of Using Satellite Imagery To Demilitarize Cannabis Code Enforcement And Collect Fees And/or Taxes From Non Permitted Cultivation (Sponsor: Supervisor Williams)	IT IS ORDERED that the Board of Supervisors directs County Counsel and Planning & Building Services Director to determine the feasibility of using satellite imagery to streamline cannabis code enforcement, collect fees and/or taxes from non permitted cultivation, and based on findings, consider reopening phase 1, if necessary, to bring cultivators into compliance; and direct Planning & Building Services Director to return with findings and fiscal analysis within sixty days.	Planning & Building Services/County Counsel	Steve Dunncliff, DCEO/Sarah Dukett, DCEO	IN PROCESS
10/1/2019	6C)	Discussion And Possible Action Including Affirmation Of The County's Duty To Implement And Defend Laws Created through the Initiative	IT IS ORDERED that the Board of Supervisors refers to the General Government Standing Committee the consideration of a policy requiring a fiscal analysis of future initiatives to be disclosed to voters prior to that initiative being placed on the ballot.	Board of Supervisors	Janelle Rau, DCEO/Darcie Antle, DCEO	IN PROCESS

## Board Directives

<b>Date</b>	<b>Agenda Item #</b>	<b>Agenda Item Title</b>	<b>Directive</b>	<b>Department</b>	<b>Liaison</b>	<b>Status</b>
10/1/2019	6B)	Discussion And Possible Action Including Adoption Of What3Words Gcoding System For Emergencies And Recommend Same For Local Law Enforcement	IT IS ORDERED that the Board of Supervisors refers the potential adoption of What3words gcoding system to the Office of Emergency Services with a request to report back within sixty days.	Office of Emergency Services	Janelle Rau, Deputy Chief Executive Officer (DCEO)	IN PROCESS
8/20/2019	5G)	Discussion And Possible Action Including Acceptance Of The Mendocino County Annual Investment Report, Including Report Of Pooled Investments At June 30, 2019	GENERAL CONSENSUS OF THE BOARD that future investment reports shall be placed on the Consent Calendar.	Treasurer-Tax Collector	Darcie Antle, Deputy Chief Executive Officer (DCEO)	IN PROCESS
5/21/2019	7A)	Discussion And Possible Action Regarding Direction Given To The Air Pollution Control Officer To Work With Fire Agencies And Community Partners To Identify Barriers To Fire Fuel (Vegetation) Management And Develop A Plan To Streamline Air Quality Processes That Support Vegetation Management, Including Investigation Of The Feasibility Of Implementing A Unified Application And Payment Model For Burn Permitting	IT IS ORDERED that the Board of Supervisors forms an ad hoc committee consisting of Supervisors McCowen and Williams, to identify barriers to fire fuel management.	Air Quality Management District	Steve Dunicliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
5/14/2019	6C)	Discussion And Possible Action To Direct Air Quality Management District (Air Quality) Staff To Identify Barriers To Fire Fuel (Vegetation) Management Through Controlled Burning, And Develop A Plan To Streamline Air Quality Processes That Support Vegetation Management Efforts	Air Pollution Control Officer is directed to work with fire agencies and community partners to identify barriers to fire fuel (vegetation) management and develop a plan to streamline Air Quality processes that support vegetation management efforts; and further to investigate feasibility of implementing a unified application and payment model.	Air Quality Management District	Steve Dunicliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
4/16/2019	5B)	Discussion And Possible Action Including Acceptance Of Presentation Regarding Transportation Funding Including A Transportation Sales Tax Proposal And Discussion Of Existing Revenues (Countywide)	GENERAL CONSENSUS OF THE BOARD that staff shall present information concerning renewal of library sales tax and potential for a sales tax to support fire and EMS to the General Government Committee as part of the transportation sales tax item.	County Counsel	Darcie Antle, Deputy Chief Executive Officer (DCEO)	IN PROCESS

## Board Directives

Date	Agenda Item #	Agenda Item Title	Directive	Department	Liaison	Status
4/9/2019	5G)	Discussion And Possible Action Regarding Confirmation Of Proposed Goals And Priorities For Planning & Building Services In Fiscal Year 2019-20	GENERAL CONSENSUS OF THE BOARD that Executive Office Staff shall schedule an Economic Development Workshop. Supervisors McCowen and Williams shall work with staff to develop agenda.	Executive Office	Janelle Rau, Deputy Chief Executive Officer, (DCEO)	IN PROCESS
3/19/2019	6B)	Discussion And Possible Action Regarding Direction To Chief Executive Officer About Hiring Practices	IT IS ORDERED that the Board of Supervisors Directs the Chief Executive Officer to produce monthly hiring reports, document the necessity of every open position prior to upcoming budget decisions, and provide a realistic projection of which positions will actually be filled in the coming fiscal year.	Executive Office	Janelle Rau, Deputy Chief Executive Officer, (DCEO)	IN PROCESS
3/12/2019	6A)	Discussion And Possible Action Including Direction To Staff To Explore Feasibility Of Transitioning Our Local Emergency Medical Services Agency (LEMSA) Partnership With Sonoma County To Be A Joint Powers Authority	IT IS ORDERED that the Board of Supervisors Directs staff to begin discussions with Sonoma County regarding formation of a Joint Powers Authority to execute the partnership with our LEMSA.	Health & Human Services	Darcie Antle, Deputy Chief Executive Officer (DCEO)	IN PROCESS
2/26/2019	5D)	Discussion And Possible Action Including Adoption Of The Mendocino County Digital Infrastructure Plan 2019-2025, As Presented By The Economic Development And Financing Corporation (EDFC)	IT IS ORDERED that the Board of Supervisors adopts Mendocino County Digital Infrastructure Plan 2019-2025 as presented by the Economic Development and Financing Corporation, and directs that the two Board of Supervisors Representatives to Economic Development and Financing Corporation (Supervisors Williams and Haschak) work with County staff and EDFC staff to bring back suggested timeframes for milestones for implementing the plan.	Executive Office	Janelle Rau, Deputy Chief Executive Officer, (DCEO)	IN PROCESS

## Board Directives

Date	Agenda Item #	Agenda Item Title	Directive	Department	Liaison	Status
2/26/2019	5G)	Discussion And Possible Action Regarding Presentation From Aircon Energy Regarding Energy And Sustainability Services For County Owned Facilities, Including Results Of An Initial Feasibility Study	IT IS ORDERED that the Board of Supervisors receives presentation, including the results of an initial feasibility study from Aircon Energy, and provides direction that may include having Aircon Energy conduct a formal investment grade audit of County facilities and return to the Board to present final recommendations and options to implement and fund energy efficiency improvements.	Executive Office	Steve Dunicliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
2/26/2019	5G)	Discussion And Possible Action Regarding Presentation From Aircon Energy Regarding Energy And Sustainability Services For County Owned Facilities, Including Results Of An Initial Feasibility Study	GENERAL CONSENSUS OF THE BOARD that AirCon will work with Sonoma County division of sustainability and that Supervisor Gjerde help facilitate that discussion	Board of Supervisors	Steve Dunicliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
2/26/2019			BY ORDER OF THE CHAIR formation of a solid waste ad hoc committee consisting of Supervisors Gjerde and McCowen to meet with MSWA member agencies to consider further structure of MSWA	Transportation	Steve Dunicliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
1/22/2019	5F)	Discussion And Possible Action Regarding Comprehensive Update On The Implementation Of The Mendocino County Cannabis Cultivation Program, Cannabis Facility Business Licenses And Cannabis Compliance Efforts	GENERAL CONSENSUS OF THE BOARD THAT STAFF SHALL investigate the creation of "Cannabis Business District" plans	Planning & Building Services	Steve Dunicliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
12/18/2018	6A)	Supervisors' Reports Regarding Board Special Assignments, Standing And Ad Hoc Committee Meetings, And Other Items Of General Interest	GENERAL CONSENSUS OF THE BOARD THAT staff should prepare a strategic planning item for early 2019 to help identify priorities/issues of new Board.	Executive Office	Janelle Rau, Deputy Chief Executive Officer, (DCEO)	IN PROCESS

## Board Directives

Date	Agenda Item #	Agenda Item Title	Directive	Department	Liaison	Status
12/11/2018			GENERAL CONSENSUS OF THE BOARD that that the Chief Executive Office is authorized to work with interested parties regarding Solid Waste contract compliance issues and a potential site use Agreement for the Ukiah transfer station; and to work with those Supervisors most affected.	Executive Office	Steve Dunicliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
12/4/2018	5A)	Noticed Public Hearing - Discussion And Possible Adoption Of Resolution Amending The Master Fee Schedule Effective March 4, 2019 For The Cultural Services Agency, Environmental Health, Juvenile Hall And Adult Probation - Sponsor: Executive Office	GENERAL CONSENSUS OF THE BOARD for staff to prepare a future agenda item regarding full cost recovery related to County Fees.	Executive Office	Janelle Rau, Deputy Chief Executive Officer, (DCEO)	IN PROCESS
9/25/2018	5F)	Discussion And Possible Action Including Acceptance Of Transportation Director's Report Regarding Mountain View Road And Little River Airport Jet Fuel - Sponsor: Transportation	GENERAL CONSENSUS OF THE BOARD that Director of Transportation shall pursue grant options for fueling station at Little River Airport that would support EMS Services for the Mendocino Coast.	Transportation	Steve Dunicliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
9/11/2018	5F)	Discussion And Possible Action Including Introduction And Waive First Reading Of Ordinance Amending Chapter 6.04 Of The Mendocino County Code Regarding County Business License Requirements - Sponsor: Treasurer-Tax Collector, County Counsel And Executive Office	GENERAL CONSENSUS OF THE BOARD for staff to schedule a future agenda item to amend Business License Ordinance to include license exemption for "short term" events occurring on fairgrounds (short term shall be any event lasting less than 30 days) among other potential changes.	County Counsel	Carmel J. Angelo, Chief Executive Officer (CEO)	IN PROCESS

## Board Directives

Date	Agenda Item #	Agenda Item Title	Directive	Department	Liaison	Status
4/24/2018	5C)	Discussion And Possible Action Regarding “Homelessness Needs Assessment And Action Steps For Mendocino County”, A Report Of Data And Recommendations For Strategic Action Steps By Robert G. Marbut Jr., Ph.D. - Sponsor: Health & Human Services Agency	GENERAL CONSENSUS OF THE BOARD that staff shall continue outreach to the City Councils to endorse the strategic action in Dr. Marbut’s report, particularly prioritizing the needs to throughout the County; providing meals prior to 9 am and after 5pm to avoid taking homeless away from programs that are helping; limiting it for to Resource see days; and for staff to provide a written report every two months; and an in-depth presentation to the Board of Supervisors every six months.	Health & Human Services	Darcie Antle, Deputy Chief Executive Officer (DCEO)	IN PROCESS
4/24/2018	5H)	Discussion And Possible Direction Regarding The Preparation Of Mendocino County’s Fiscal Year (FY) 2018-19 Budget - Sponsor: Executive Office	GENERAL CONSENSUS OF THE BOARD that staff shall develop property liquidation options for the Willits Justice Center and County Courthouse in Ukiah.	Executive Office	Janelle Rau, Deputy Chief Executive Officer, (DCEO)	IN PROCESS
4/24/2018	5H)	Discussion And Possible Direction Regarding The Preparation Of Mendocino County’s Fiscal Year (FY) 2018-19 Budget - Sponsor: Executive Office	GENERAL CONSENSUS OF THE BOARD that staff develop property acquisition options around the new County Courthouse in Ukiah.	Executive Office	Janelle Rau, Deputy Chief Executive Officer, (DCEO)	IN PROCESS
4/24/2018	5C)	Discussion And Possible Action Regarding “Homelessness Needs Assessment And Action Steps For Mendocino County”, A Report Of Data And Recommendations For Strategic Action Steps By Robert G. Marbut Jr., Ph.D. - Sponsor: Health & Human Services Agency	Direction to staff to continue implementation of Marbut report in collaboration with our community partners.	Health & Human Services	Darcie Antle, Deputy Chief Executive Officer (DCEO)	IN PROCESS

## Board Directives

Date	Agenda Item #	Agenda Item Title	Directive	Department	Liaison	Status
7/11/2017	5F)	Transportation Director's Report - Sponsor: Transportation	GENERAL CONSENSUS OF THE BOARD that Executive Office staff shall work with Information Services staff to develop an online presence that would provide County residents status as to road conditions/repair projects. Executive Office shall begin the process advise Department of Transportation staff when they are ready for Department of Transportation input.	Transportation	Steve Dunncliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS
5/23/2017	5A)	Discussion And Possible Action Regarding Informational Presentation On The Health & Human Services Agency Employee Survey Results And 2017 Goals - Sponsor: Health & Human Services Agency	GENERAL CONSENSUS OF THE BOARD that Health & Human Services staff shall incorporate a rewards program to recognize high achieving employees with a monetary or other benefit to encourage people to make suggestions that allow the County to improve work and/or services.	Health & Human Services Agency/Human Resources	Darcie Antle, Deputy Chief Executive Officer (DCEO)	IN PROCESS
4/17/2017	5A)	Discussion And Possible Action Including Introduction And Waive Reading Of An Ordinance Adding Chapter 9.30 To The Mendocino County Code Regulating The Cultivation Of Recreational Marijuana Pursuant To Proposition 64 And Amending Chapter 9.31 Regarding Medical Marijuana Cultivation - Sponsor: County Counsel	GENERAL CONSENSUS OF THE BOARD directing staff to bring forward further discussion of possibilities or procedures to adopt a square footage allowance for coastal zone rather than 25 plants (not restricted to cultivation or nurseries).	Planning & Building Services	Steve Dunncliff, Deputy Chief Executive Officer (DCEO)	IN PROCESS



# County of Mendocino

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## Mendocino Lake Complex Fire (Redwood Fire) Incident October 2017 After Action Report

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Incident Period: October 8, 2017 through October 16, 2017

This report was prepared by Tamara Maciel Bannan, MPH with funding from Mendocino County.

# Table of Contents

## Contents

<b>EXECUTIVE SUMMARY</b> .....	<b>V</b>
<b>OBJECTIVE</b> .....	<b>V</b>
<b>GOALS</b> .....	<b>V</b>
<b>PROJECT OUTLINE</b> .....	<b>V</b>
<b>RECOMMENDATIONS BASED ON FINDINGS</b> .....	<b>V</b>
<b>INTRODUCTION</b> .....	<b>1</b>
<b>1.1 PURPOSE</b> .....	<b>1</b>
<b>1.2 SCOPE AND METHODOLOGY</b> .....	<b>2</b>
1.2.1 CAPABILITIES AND OBJECTIVES .....	2
1.2.2 PARTICIPANTS.....	5
1.2.3 INFORMATION GATHERING AND ANALYSIS .....	5
<b>1.3 INCIDENT OVERVIEW</b> .....	<b>6</b>
<b>BACKGROUND</b> .....	<b>7</b>
<b>2.1 POTTER VALLEY AND REDWOOD VALLEY LOCATION OVERVIEW</b> .....	<b>7</b>
<b>2.2 WEATHER AND FUEL CONDITIONS</b> .....	<b>8</b>
<b>2.3 NEARBY FIRES</b> .....	<b>8</b>
<b>2.4 SEQUENCE OF EVENTS</b> .....	<b>9</b>
<b>OBSERVATIONS AND FINDINGS</b> .....	<b>11</b>
<b>3.1 COUNTYWIDE RESPONSE COMMUNICATIONS</b> .....	<b>11</b>
3.1.1 CAPABILITY: INTEROPERABLE COMMUNICATIONS.....	11
3.1.2 CAPABILITY: PUBLIC INFORMATION .....	13
3.1.3 CAPABILITY: OPERATIONAL COMMUNICATIONS.....	18
<b>3.2 EMERGENCY MANAGEMENT AND OPERATIONAL COORDINATION</b> .....	<b>20</b>
3.2.1 CAPABILITY: OPERATIONAL COORDINATION .....	20
3.2.2 CAPABILITY: SITUATIONAL ASSESSMENT .....	21
3.2.3 CAPABILITY: MANAGE RESOURCES .....	23
3.2.4 CAPABILITY: LOGISTICS AND SUPPLY CHAIN MANAGEMENT .....	24
3.2.5 CAPABILITY: MASS SEARCH AND RESCUE OPERATIONS.....	26
3.2.6 CAPABILITY: ACCESS CONTROL, IDENTITY VERIFICATION, ON-SCENE SECURITY PROTECTION, AND LAW ENFORCEMENT .....	27
<b>3.3 INFRASTRUCTURE SYSTEMS</b> .....	<b>28</b>
3.3.1 CAPABILITY: CRITICAL TRANSPORTATION .....	28
3.3.2 CAPABILITY: ENVIRONMENTAL RESPONSE/HEALTH AND SAFETY/PHYSICAL PROTECTIVE MEASURES .....	29
3.3.3 CAPABILITY: MASS CARE SERVICES .....	31
3.3.4 CAPABILITY: PUBLIC HEALTH, HEALTHCARE, AND EMERGENCY MEDICAL SERVICES.....	35
<a href="#">SUMMARY OF RECOMMENDATIONS</a> .....	40

**RECOMMENDATION AREA 1: PERSONNEL TRAINING AND SKILL BUILDING..... 40**  
**RECOMMENDATION AREA 2: COMMUNICATIONS ..... 41**  
**RECOMMENDATION AREA 3: IMPROVE THE EOC..... 42**  
**RECOMMENDATION AREA 4: MEDICAL RESPONSE IMPROVEMENT ..... 43**

## EXECUTIVE SUMMARY

Late at night on October 8, 2017, fire broke out in two areas in Potter Valley and ignited a third spot in Redwood Valley. The three fires burned together and became known as the Redwood Fire. The Redwood Fire in Mendocino County burned 36,523 acres, nine lives were lost, 545 structures destroyed and 43 structures damaged by the fire.

Calls flooded dispatch, which alerted authorities to the incident. CAL FIRE was notified and the Incident Command was established. Concurrently, a fire broke out in Lake County and CAL FIRE, for incident command purposes, designated the combined fires as the Mendocino Lake Complex Fire.

### Objective

The objective of this report is to document key elements and themes that occurred during the response. Information provided will be used to identify areas for improvement and strategies to address observed gaps. The ultimate objective is for the County of Mendocino to develop a strong and resilient community that is able to respond to disasters in a manner that minimizes loss of lives (human and animal) and property damage.

### Goals

This report provides analysis of lessons learned and recommended improvements for future planning, training, and exercise development. The overall goal is to improve the disaster response system in Mendocino County.

### Project Outline

The scope of this report commences with the initial response and concludes at initial repopulation, or approximately one week after the fire started on October 8, 2017. Recovery was not assessed, as it was still underway during the writing of this report. Information was gathered using multiple debrief sessions with groups of individuals that worked the response. Debrief meetings were held on December 11 and 12, 2017. There were 17 debrief meetings over this two-day period. Information was recorded and assessed according to state and national capabilities and standards.

Follow-up interviews were held on January 4 and 5, 2018 with the Mendocino County Sheriff and the Mendocino County Chief Executive Officer, respectively. These interviews were used to validate information obtained during the debrief sessions and to clarify areas to ensure the findings in this report are comprehensive.

### Recommendations Based on Findings

Strengths and opportunities for improvement are identified within each of the capabilities that were assessed in Section 3. Using this information, themes that crossed many of the capability areas were observed. These theme-based recommendations are summarized in the Summary of Recommendations Section.

Recommendation areas:

- Personnel training and skill building

- Communications
- Improve the Emergency Operations Center
- Medical response improvement

## Introduction

The Redwood Fire is the name given to the fires that started in Potter Valley and Redwood Valley. Two spot fires were first noticed in Potter Valley east of North Busch Road, located east of Redwood Valley. The first spot fire was reported at 11:34 p.m. on Sunday, October 8, 2017. An arc from a conductor was witnessed along with the start of a vegetation fire. Nearly an hour later at 12:27 a.m., a CAL FIRE heavy equipment operator noticed the second vegetation fire while in route to the first one on North Busch Road. This was confirmed to be a separate fire from an overhead conductor.

A third vegetation fire was reported at 12:37 a.m. on the south side of the East Road bridge near the Tomki Road intersection in Redwood Valley. An investigation confirmed that it was a spot fire from the two other fires that started in Potter Valley. Eventually the three fires burned together and were named the Redwood Fire, consuming 36,535 acres. The flames spread quickly by powerful winds gusting up to 67 miles per hour. The fire burned ten miles from Potter Valley to Reeves Canyon Road the west side of Highway 101 in Redwood Valley.

The Redwood Fire damaged telecommunication lines throughout portions of the county, including Willits, leaving many without cellular and land line telephone or internet access during this critical time. There were a total nine fatalities, most occurring within the first 24 hours of the response and one occurring a few weeks after while in the hospital. The fires destroyed 545 and damaged 43 structures. About 8,000 people were evacuated from their homes, and repopulation of the affected area began on October 15, 2017.

### 1.1 Purpose

The purpose of this After Action Report (AAR) is to describe the coordinated response effort from the County of Mendocino and its community partners to the October 2017 Redwood Fire. The report summarizes areas of strengths and opportunities for improvement as described by those who participated in the response efforts. This report primarily examines the County's response and overall system functions. The goal of this report is to provide analysis of lessons learned and recommend improvements for future planning, training, and exercise development.

The intent of this report is not to describe every detail of the fire response, but rather to highlight those key elements and themes that were discussed in the 25 debrief meetings and interviews with those that responded. Individual agencies or organizations may have their own report reflecting findings from its specific response function. This report will evaluate the County response and system. It is also not the intent of this AAR to question any actions or decisions of responders on scene that day. The findings in this report are based on the debrief meetings and interviews, and they will reflect the coordinated response of the countywide system as factual as the information provided.

Analysis and lessons learned documented herein are intended to provide Mendocino County and its response partners with an understanding of the challenges caused by a late-season firestorm that involved multiple counties near the area. It is also intended to convey thoughtful recommendations for possible improvements in response to incidents that may require rapid, large-scale, multi-agency response.

## 1.2 Scope and Methodology

The scope of this report commences with the initial fire response on October 8, 2017 and concludes at initial repopulation of the affected areas on October 15, 2017. The scope of this AAR does not include recovery efforts, as they were still underway during the writing of this report. The critical points within the analysis provided herein relate to specific capabilities relevant to response needs, which include procedural development and coordination among stakeholders, competencies gained through training and exercises, and physical resources to support certain tasks.

The review and this resulting AAR were conducted and developed consistently with guidelines set forth in the State of California Standardized Emergency Management System (SEMS) and the U.S. Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP) to support the “Validating Capabilities” step in the Preparedness System (Figure 1). Recommendations provided in this plan are based on capability targets premised on best practices and relevant government guidelines including National Preparedness Goals as well as other relevant sources.

Figure 1: FEMA National Preparedness System



Steps used to conduct the review include:

1. Identifying capabilities and objectives;
2. Identifying and consulting with responders during the review process; and
3. Information gathering and analysis.

These steps are described in more detail below:

### 1.2.1 Capabilities and Objectives

The overall National Preparedness Goal is a secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk. Mendocino County also aims for a secure and resilient jurisdiction. Using the core capabilities to assess and build resiliency, one of the five mission areas of this goal is responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of an incident. Objectives in this area will be used to align the findings in this report as this report is based upon the fire response and cascading impact. The core capabilities contained in the goal are the distinct critical

elements necessary for a successful response, and they are not exclusive to any single government or organization, but rather require the combined efforts of the whole community in a system-wide response.

The response mission area includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. These are most relevant to the scope of this report. Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal accessibility, establishing a safe and secure environment, and supporting the transition to recovery. It is important to note that this report does not directly address Fire Management and Suppression as CAL FIRE and the local fire departments were responsible for that component. Those ancillary supportive capabilities are considered in this report. Relevant objectives and capabilities associated with the review of the system-wide response are provided below:

**Objective 1 - Countywide Response Communications:** Implement those capabilities necessary to save lives, protect property and the environment, stabilize the incident, and support transition to recovery after an incident has occurred.

- **Capability 1.1 - Interoperable Communications:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
- **Capability 1.2 - Public Information and Warning:** Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
- **Capability 1.3 - Operational Communications:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

**Objective 2 - Emergency Management and Operational Coordination:** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

- **Capability 2.1 - Operational Coordination:** Enhance and maintain command, control, and coordination structures, consistent with the National Incident Management System (NIMS) and California State Emergency Management System (SEMS), to meet basic human needs, stabilize the incident, and transition to recovery.

- Capability 2.2 - Situational Assessment: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
- Capability 2.3 - Manage Resources: Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain as needed throughout the duration of an incident.
- Capability 2.4 - Logistics and Supply Chain Management: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
- Capability 2.5 - Mass Search and Rescue Operations: Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
- Capability 2.6 - Access Control, Identity Verification, on-scene Security Protection, and Law Enforcement: Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems. Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.

**Objective 3** - Infrastructure Systems: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

- Capability 3.1 - Critical Transportation: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
- Capability 3.2 - Environmental Response/Health and Safety: Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
- Capability 3.3 - Physical Protective Measures: Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
- Capability 3.4 - Mass Care Services: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

- Capability 3.5 - Public Health, Healthcare, and Emergency Medical Services: Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

### 1.2.2 Participants

Debrief meetings were held on December 11 and 12, 2017. Follow-up interviews with the Mendocino County Sheriff and the Mendocino County Chief Executive Officer were held on January 4 and 5, 2018, respectively. Debrief meetings were held with the following groups:

- Mendocino County Sheriff's Office (MCSO) Patrol
- Law Enforcement Mutual Aid Agencies: Willits Police Department (WPD), Ukiah Police Department (UPD), and Fort Bragg Police Department (FBPD)
- Dispatch: MCSO Dispatch, Howard Forest Dispatch, UPD
- Animal Care and Evacuation: MCSO Animal Control, County Animal Care, non-profit partners
- Information Technology: MCSO Information Systems (IS), Mendocino County (MC) IS, MC Communications
- Human Resources
- Department of Transportation
- Potter Valley Fire, Redwood Valley Fire, CAL FIRE
- Medical Health and Emergency Medical Services (EMS)
- Emergency Operations Center (EOC) Operations and Sheltering
- EOC Logistics
- EOC Planning and Intelligence
- EOC Public Information
- Care and Shelter
- Public Health, Environmental Health, and EMS
- Operational Area Partners: Cities, Hospitals, and Special Districts
- County Department Heads and Other Response Staff



### 1.2.3 Information Gathering and Analysis

The methodology employed for gathering information for this report was a group debrief meeting format. The groups are listed in 1.2.2. Participants were asked to discuss what went well including the strengths in the system response to the fires as well as what could be improved to be better prepared in the future. These meetings were intentionally held in an open-ended format to allow the discussion to flow as those participating were reflecting upon their actions taken during the response to the fires. Information was categorized in terms of strengths and areas for improvement.

Participants were also asked for their ideas on how to improve the system to be better prepared for future emergency situations.

Additional information was gathered from Mendocino County leadership, Sheriff and Chief Executive Officer, via individual interviews. They were asked the same questions about strengths and areas for improvement along with their suggestions for improving the emergency response system.

### 1.3 Incident Overview

Late night on Sunday, October 8, 2017, the Mendocino County Sheriff's Office (MCSO) began receiving calls on its 911 dispatch line regarding a fire in Potter Valley. Dispatch immediately transferred the first call to CAL FIRE dispatch. The California Highway Patrol's dispatch also transferred a fire-related call to CAL FIRE dispatch shortly after the MCSO call was forwarded. Potter Valley Fire Department (PVFD) was dispatched to a wild land fire located in the northwest portion of the valley.

The Redwood Fire of the Mendocino Lake Complex Fire started on October 8, 2017 in the northwestern portion of Potter Valley, CA in Mendocino County and burned a total of 36,523 acres. The fire was officially declared 100% contained by CAL FIRE on October 26, 2017. The fire damaged 43 and destroyed 547 structures with approximately 97.4% of the burn area covered private land and the remainder non-private lands.



## Background

This Section provides background information regarding the location of Potter Valley and Redwood Valley, the weather and fuel conditions, the wild fires burning in nearby counties, and the sequence of events, which occurred on October 8, 2017. This background information was gathered to support analysis of response actions and recommendations provided in the Observations and Findings Section.

### 2.1 Potter Valley and Redwood Valley Location Overview

Both Potter Valley and Redwood Valley are located in Mendocino County. Potter Valley is located 18 miles northeast of Ukiah at an elevation of 948 feet. The valley size covers approximately 12 square miles. The headwaters of the East Fork of the Russian River originate in the valley. Potter Valley is a rich agricultural region, with excellent soils. The population estimate for Potter Valley in 2017 is 646.<sup>1</sup>

Redwood Valley is located 6.5 miles southwest of Potter Valley at an elevation of 722 feet. It is about 8 miles north of Ukiah and 12 miles south of Willits. Redwood Valley is the headwaters of the West Fork of the Russian River. Redwood Valley is primarily rural-residential and agricultural, with wine grapes being the main crop. There are over a dozen wineries in the area. The 2017 population estimate for Redwood Valley is 1,729.<sup>2</sup> Figure 2 provides a map of the Redwood Fire Incident in relationship to both valleys.

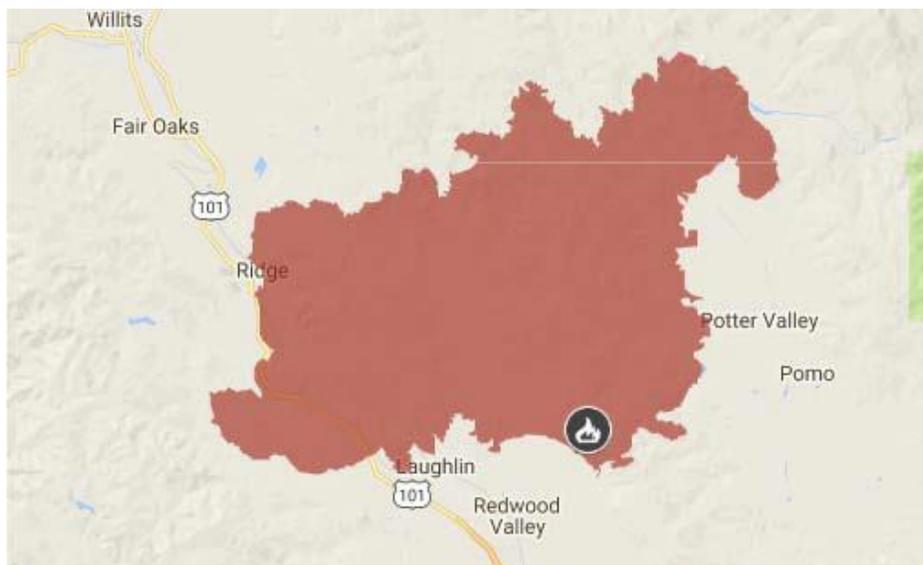


Figure 2: Map of Redwood Fire Incident

<sup>1</sup> Suburban Statistics: <https://suburbanstats.org/population/california/how-many-people-live-in-potter-valley>

<sup>2</sup> Suburban Statistics: <https://suburbanstats.org/population/california/how-many-people-live-in-redwood-valley>

## 2.2 Weather and Fuel Conditions

The weather conditions enabled these fires to start and spread quickly. For over two weeks the relative humidity remained around 45%. On Saturday, October 7, 2017, a red flag warning was announced for the county starting on Sunday, October 8, 2017 around 2:00 p.m. A red flag warning is a forecast warning issued by the United States National Weather Service to inform area firefighting and land management agencies that conditions are ideal for wild land fire combustion, and rapid spread.

At approximately 7:00 p.m. on October 8, 2017 winds were gusting between 40 to 60 miles per hour as a result of a deep high pressure trough that moved into the Great Basin combined with a low air pressure off the California coast, creating a very tight pressure gradient resulting in these very strong winds. The easterly winds also brought dry, hot air in from California's interior. Temperature measurements showed a 21 degree increase from 56F to 77F in less than 20 minutes at 4:26am on October 9, 2017. This effect is caused by extreme winds as air descends from higher elevations.

In addition to the weather conditions, the fuel conditions also were optimal for feeding and sustaining the burn of wild fire. California had been experiencing an extended drought up to the winter/spring of 2016-17 when the state received 150-200% of its normal precipitation levels for this time period. This led to heavy fuel growth in the back country. The rains ceased in April 2017, leading to a dry spring with only 25% of normal precipitation levels. June and July 2017 experienced record setting heat waves causing the new fuel growth to dry out. Some burned areas had no known fire history, and others had a minimum of 60 years of brush growth since the last fire. Brush fuel moisture samples were assessed to be at critical dry levels when sampled. There were plenty of dead and downed oak and pine/fir trees as a result of the prolonged drought.

## 2.3 Nearby Fires

There were more than a dozen fires that were burning across California in October 2017, with many located in the nearby counties of Napa, Sonoma, and Lake. Approximately an hour or two before the Potter Valley Fire was noticed, the Tubbs Fire started in Calistoga, California, located in nearby Napa County. This fire grew to become the most destructive fire in California state history up to this point in time. It burned in parts of Napa, Sonoma, and Lake Counties. The Tubbs Fire was responsible for the death of 22 people.

### Active wildfires in North California, 13 Oct 2017

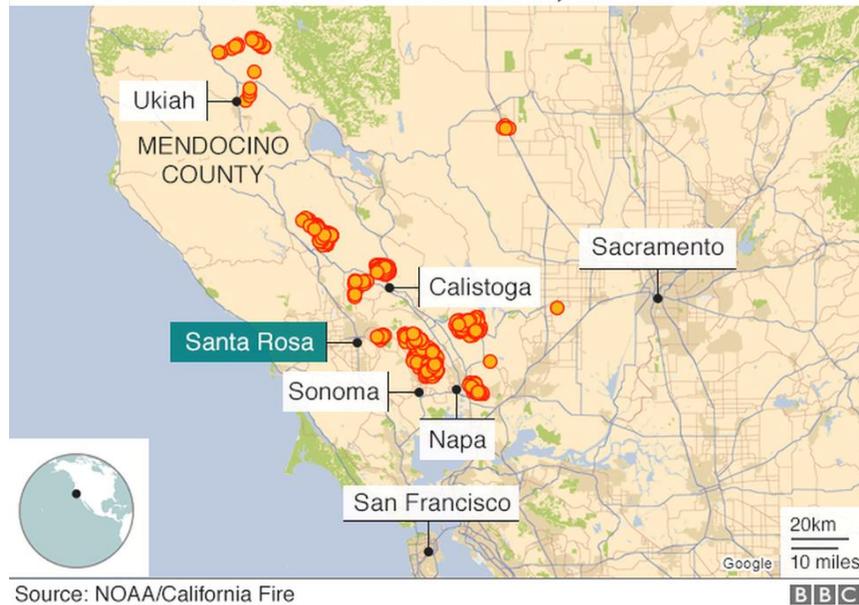


Figure 3

Figure 3 is a map that shows other fires burning simultaneously in Northern California during this time period were the Atlas Fire, Sulphur Fire, Pocket Fire, Nuns Fire, Cherokee Fire, Cascade Fire, La Porte Fire, Partrick Fire, Adobe Fire, and Pressley Fire. All of these fires were under similar conditions that were related to the Mendocino Lake Complex Fire.

## 2.4 Sequence of Events

The following Sequence of Events was compiled from computer aided dispatch (CAD) systems from the Public Safety Answering Points (PSAPs aka Dispatch Centers) within Mendocino County as well as report from first responders. The sequence will cover an approximately 12 hour time frame starting with initial response at 11:30 PM on October 8, 2017. All times are approximate. The PSAPs included the Mendocino County Sheriff's Office (MCSO), the Ukiah Police Department (UPD), and the California Highway Patrol (CHP). It also includes information from the Cal Fire Dispatch, although this dispatch center is not a primary PSAP. The response personnel were from Potter Valley Fire Department (PVFD), Redwood Valley Fire Department (RVFD), Cal Fire, CHP Patrol Officers and MCSO Deputies.

- 11:30 PM- 911 call came into MCSO dispatch reporting fire in the Potter Valley area.
- 11:36 PM- Potter Valley Fire dispatched to a wildland fire, n/west valley floor.
- 11:36 PM- Cal Fire Dispatched 3 fire engines to Potter Valley on Mutual Aid call.
- 11:41 PM- Power is lost to the Potter Valley residents, north of Main Street.
- 11:41 PM-PVFD Chief reports delayed response due to down trees and power lines.
- 11:44 PM- Cal Fire receives call of a second fire north west of first fire.

11:46 PM- Cal Fire assumes command of the Potter Valley Incident.  
11:59 PM- PVFD paces fire in a vehicle at 15 mph headed south.  
12:15 AM- RVFD dispatched to Potter Valley on a Mutual Aid request.  
12:27 AM- MCSO Dispatch receives a 911 call of fire in Redwood Valley.  
12:38 AM- RVFD Chief receiving calls from locals about fire in Redwood Valley.  
12:57 AM- RVFD arrives and confirmed five acre fire in Redwood Valley.  
12:57 AM- Cal Fire assumes command of Redwood Valley Incident.  
12:59 AM- Fire personnel confirm fire burning between both incidents.  
01:04 AM- MCSO request a Reverse 911 (R911) call to evacuate areas in Potter Valley.  
01:15 AM- Cal Fire switches from fire suppression to evacuation in Redwood Valley.  
01:27 AM- UPD responds on mutual aid to assist with traffic control and evacuations.  
01:30 AM- MCSO orders mandatory evacuation of Redwood Valley to Highway 101.  
01:40 AM- Cal Fire confirms to ground personnel fire was affecting both valleys.  
01:45 AM- MCSO confirms to all MCSO personnel two fires affecting both valleys.  
01:47 AM- R911 sent to 3911 residents in Redwood and Potter Valley to evacuate.  
01:51 AM- Cal Fire reports 8 structures lost and 500 acres burned in Potter Valley.  
01:59 AM- Fire and Law personnel forced to stop evacuations in Redwood Valley.  
02:01 AM- MCSO reports fire has jumped Highway 101 and headed northwest.  
02:04 AM- Temporary Shelter opened at Church in Redwood Valley for evacuees.  
02:13 AM- County EOC staff begin to set up evacuee shelters in Ukiah.  
02:27 AM- MCSO requests CHP close the 101 highway between Willits and Ukiah.  
02:35 AM- MCSO completes evacuation of Baker Creek Subdivision, Redwood Valley.  
02:49 AM- Cal Fire reports 2000 acre Potter Valley fire burning to Redwood Valley.  
02:53 AM- MCSO begins evacuation of homes between Potter and Redwood Valleys.  
03:11 AM- MCSO calls in more deputies and Search and Rescue for evacuations.  
03:11 AM- MCSO finds burn victim west of west road, victim transported to hospital.  
03:12 AM- Large animal shelter opened at the Redwood Empire Fairgrounds.  
03:37 AM- MCSO push evacuations south in Redwood Valley ahead of fire.  
04:00 AM- Large animal shelter opened at the Willits High School.  
04:08 AM- MCSO reports power failure to communications site, Laughlin Peak.  
04:22 AM- Cal Fire requests Redwood Valley evacuation continue to Highway 20.  
04:29 AM- Evacuation Center opens at Ukiah Valley High School.  
04:35 AM- County EOC opens call center for public information.  
05:00 AM- Wind speeds at the NOAA weather stations drop below 30 mph.  
06:34 AM- Willits Hospital reports losing internet connectivity.  
06:43 AM- Evacuation shelter opened at the Willits Community Center.  
07:14 AM- City of Willits reports losing all phone service, including 911.  
07:38 AM- County EOC dispatches HAM Radio volunteers to area hospitals/shelters.  
07:50 AM- Ukiah Hospital running short on burn dressings. EOC assisted with more.  
08:30 AM- Cal Fire merges both incidents into one incident.  
08:35 AM- Communications personnel responding to Laughlin Peak for assessment.  
09:30 AM- Fiber-optic lines to Cal Fire Dispatch burned taking out phones.  
10:07 AM- Assessment of cellular phones disrupted in Potter Valley, Redwood Valley and Willits.  
11:35 AM- CHP to man all road closures while MCSO patrols evacuated areas.  
11:59 AM- Laughlin Peak damaged by fire. Burned generator supply, PG&E power

supply and multiple antennas.

Following the first 12 hour response firefight efforts, evacuations, and re-populations continued but on a much less emergent pace. Between October 9 and October 12, 2017 MCSO Detectives and fire personnel conducted numerous searches for human remains in destroyed residences. There were ultimately 10 persons who lost their lives in this fire.

## Observations and Findings

This section provides observations and findings of response performance as they relate to relevant objectives, capabilities and expected activities, tasks, and outcomes. Observations are organized by objectives and associated capabilities. Each capability is followed by related observations, findings, and recommendations. Observations are based on information gathered during the debrief meetings and leadership interviews.

### 3.1 Countywide Response Communications

#### 3.1.1 Capability: Interoperable Communications

*Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.*

##### 3.1.1.1 Observations

###### *Strengths*

- Communications between local law enforcement agencies went well once established.
- Fire response was immediately activated within two minutes with the dispatch of the Potter Valley Fire Department. Once the scope of the fire was assessed, all local fire departments and CAL FIRE were mobilized. The consensus among interviewees was the fire response was optimal based on the situation.
- There was a desire and a positive approach of the various responder groups to work together.
- Interdisciplinary relationships went well.
- Established pre-incident relationships among first responders resulted in an informal ability to initiate and maintain contact and communication. They were able to contact each other directly when the phone connections to dispatch were overwhelmed.

### ***Opportunities for Improvement***

- Initial confusion about the status of the fire. Initially it was unclear there were fires in both Potter Valley and Redwood Valley because many of the main roads within the two areas had similar names.
- Initial lack of clarity about the situation and incident command (e.g., who was in charge and what was supposed to be done by whom). Coordination of communications was not immediate.
- Channels of communications were not standardized. Initially, there was no direct communications link between all law enforcement and fire first responders. Communication was going through dispatch, which led to messaging errors. There was confusion with the fire's location. Many responders did not know that there were fires in both Potter Valley and Redwood Valley.
- Due to the use of different communication channels by fire and law enforcement the initial evacuation was a little uncoordinated. This was quickly rectified.
- Fire and law enforcement briefings were not always coordinated, leading to confusion in communications about the status of the fires and objectives.

#### ***3.1.1.2 Findings***

As the nature of the incident escalated and it became apparent that more support was necessary, and contact occurred, the response by on-call staff was timely and efficient. Sheriff deputies were willing to report for duty, and many cancelled planned time off to assist in the response. County Office of Emergency Services was contacted at 1:30 a.m. on October 9, 2017, approximately two hours after the initial call to dispatch and the Emergency Operations Center (EOC) was activated. Many worked extended hours for many days during the initial response. It is important to enforce staff rotations to ensure EOC operations are efficient and effective. Many of the first responders had pre-established relationships, which facilitated interoperable communications. The various agencies staffing the EOC were able to work together collaboratively.

Initial communications between field officers and dispatch were confusing as there were fires burning in both Potter Valley and Redwood Valley. Both communities have two main roads passing through them, one with the word "east" in its name and the other with the word "west" in its name. Communications about the fires status were mixed up as a result. Once it became clear which fire was being discussed, the communication messages became clear.

Radio communications channels are shared between fire and law enforcement. The various law enforcement agencies were communicating on different radio channels. Fire was also using a different radio channel. First responders all mentioned a need for a predetermined radio channel to communicate between organizations during an emergency, while maintaining separate command and tactical channels for security issues that are not related to the emergency.

### 3.1.1.3 Recommendations

- Use full names of streets and communities/towns when communicating incidents. This should be part of daily practice so miscommunications don't occur during emergency situations.
- Establish a radio channel interoperable plan that will be used by all first responders during an emergency. Standardize when this channel is to be used, and train, drill, and exercise using it with personnel.
- Staff rotations should be enforced to ensure staff are rested and responsive.
- Determine appropriate timing of various briefings to ensure responders are able to obtain the most current information.

### 3.1.2 Capability: Public Information

*Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.*

#### 3.1.2.1 Observations

##### **Strengths**

- Mendocino County Sheriff's Office (MCSO) dispatch was able to handle a call volume that surged to 1,677 between October 8-9 from an average of 250 calls during a comparable period of time, with only 13 calls unanswered. This was done with two staff members in the middle of the night. The rate of answered calls was 94.5% or higher during the surge.
- MCSO dispatch phone lines remained functional during the call surge between midnight and 4:00 a.m. on October 9, 2017.
- Everbridge, reverse 911 system, was used to communicate evacuation orders and re-entry information.
- CAL FIRE dispatch centers sent their staff to assist with the MCSO dispatch center call volume.
- It was beneficial to have the call center up and running early in the response process.

- The firehouse in Redwood Valley became a community hub, which worked well for public communication.
- Social media (Facebook and Twitter) worked well and provided a direct communication link with the community for those that did not lose telecommunication connectivity.
- Daily MCSO press conferences were valuable in updating the community about the fires.
- MCSO Public Information Officer (PIO) ramped up quickly to establish communications with law enforcement and fire to receive ongoing information and updates that was verifiable before being released to the public.
- PIOs from MCSO, CAL FIRE, and MC Executive Office were able to share information easily. This enabled consistent and clear messaging to the public.
- Daily press conferences were helpful in getting updated information out to the community.
- Ability to communicate with the deaf community by having interpreters at the press conferences. Interpretation services came from Santa Rosa.
- Call center was next to EOC, which enabled call center staff to provide the most current and up-to-date information available.

#### ***Opportunities for Improvement***

- Telecommunication lines run above ground, leaving them vulnerable to becoming severed or burned during an emergency situation or an attack. In this case, they burned, which severed connectivity with communities north of Willits.
- Cell towers don't have a back-up power source, posing communication challenges with the public in those areas.
- The majority of the alert and warning systems depend upon commercial networks.
- There is no information and referral line to communicate with community outside of 911.
- There were challenges to rumor and misinformation control with people sharing incorrect information with their family and friends whether it was in-person conversation or via online social networks.
- Community members created an unofficial Facebook group that provided a platform for sharing unconfirmed information. It grew to over 7,000 people in 24 hours.
- Most public communication was done in English. Sign language capabilities were established quickly, but Spanish interpretation/translation was delayed.

- Media (radio, television, newspaper) lists were not updated and did not include Spanish media.
- Press releases from Napa and Sonoma Counties large mass media overshadowed those from Mendocino County. The coverage of Mendocino County was significantly less than for those other counties.
- The role of PIO is typically added to a job description with a different type of role within the organization. This leads to a lack of dedicated staff with experience in managing the public information function of the EOC.
- Press conferences had short notice of details (e.g., time and location), and the sound system was not sufficient.

### 3.1.2.2 Findings

Dispatch was the first method of communication with the public about the fires. MCSO dispatch received the initial call about the Potter Valley Fire. Call volume began to surge around midnight on October 9, 2017. There were two dispatchers on duty that were able to handle the call volume surge very well with a call answer rate that never dipped below 94.5%. Also, the phone lines were able to handle the call volume surge and remained fully operational during that time.

Initial information about the fires was confusing. There was a lack of situational awareness and it took a while for it to become clear that there were fires burning in both Potter Valley and Redwood Valley. Without knowing exactly which way the fires were heading, it was difficult to establish safe evacuation routes for those impacted communities. Community members wanted to receive instructions about what to do and where to go, but during the early stage of the fire response there was not enough information to provide them with exact route and destination information. Situational analysis was a key factor in determining how and where to evacuate. Dispatchers did not want to lead people into a potentially more dangerous situation based on limited information about the location and direction of the fires.

Reverse 911, the Everbridge System, was used, and there was mixed feedback about it from the various debriefings. Many said that it worked well. Others believed the system could be activated sooner in the future. The information was in English only. County staff opened a call center at the Emergency Operations Center (EOC) to alleviate the call volume coming into dispatch. This allowed dispatch to return to handling other emergencies, as opposed to inquiries about the status of the fires. The location of the call center in the EOC was not ideal. This will be covered more in the discussion about operational communications in Section 3.2.1.2.

Under normal conditions public communication is challenging to coordinate and to deliver consistently, and in this emergency it was especially challenging when many that needed information lost connectivity due to the severing of burned telecommunication lines. Also, cell towers lost power, and there was no back-up power

source. County staff discovered that communications redundancy is not the same as communications diversity. Diversity would involve running separate communication lines, preferably using a different route to prevent this from happening again.

The use of social media was mostly observed to be positive. Younger adults tend to receive their news via these sources. It should be noted that the community needs to know the difference between official accounts and those that are not official, because community groups established Facebook pages that contributed to the spread of unconfirmed information. Also, all residents do not use Facebook or Twitter, so social media should be used in conjunction with other traditional means of public information such as press releases and press conferences.

County staff, including the Sheriff, conducted daily press conferences, which was an effective method of disseminating information. However, many times there was limited planning causing a lack of details about where and when they were being held. The PIO should be coordinating all press conferences to ensure media and other community partners are notified in a timely manner and to ensure consistency of messaging across all media sources. There also were issues with the sound system that need to be addressed to prevent issues in the future.

The initial release of public information was all in English. Sign language was added shortly after that; however, information in Spanish took longer to disseminate. The County should consider a more current list of Spanish language media partners. According to the Data USA website 16.7% of Mendocino County's population are native Spanish speakers. Press release templates should be created in both English and Spanish. This will help craft messages more efficiently so that information is disseminated to the public as quickly as possible.

Ongoing relationships with the local radio stations should be developed so that they will have a better understanding of their role in a community-wide response to a disaster. This would be part of a broader pre-planning effort to work with community partners to ensure readiness to respond in the future. In addition to planning, include training and exercising plans so that everyone involved in the response can step into their roles and act in a timely manner.

### **3.1.2.3 Recommendations**

- Provide more emergency preparedness resources and education to the community. Look to other counties that have developed community-friendly materials. For example, San Diego has Ready San Diego, a website for residents to learn more about being prepared for emergencies.
- Partner with telecommunications companies to improve and expand telecommunication line diversity to prevent inability to communicate with communities at risk during an emergency. Work with AT&T and other providers

to explore diverse communication options and/or underground telecommunication lines to reduce their vulnerability.

- Explore alternative methods of communicating with the public when all systems are down.
- Explore partnering with communities to designate community centers during emergencies.
- Develop communication materials in Spanish and consider including a phone number for non-emergency needs (e.g., a call center number or 211). Keep message simple.
- Explore expanding the use of a 211 information line (or other similar service) to communicate non-emergency information with the community to be used as a call center during emergency situations.
- Develop policies and procedures for the release of public information to ensure messages are properly vetted, valid, and consistent.
- Develop additional PIO staffing and depth. Designate dedicated PIO staff. Determine which County staff will fulfill the role of PIO during an emergency and ensure they are trained and exercised on this critical emergency response function.
- Establish a Joint Information Center (JIC) as part of the EOC operations to allow for consistent, validated messaging across multiple organizations. Use mutual aid PIOs.
- Build and expand relationships with local radio stations so they have a better understanding of their role in a community-wide disaster response, and consider including them in drills and exercises.
- Continue using social media as an additional method of communicating with the community. This does not work for everyone, but certain segments of the population tend to use social media for their news. Ensure that the public knows the difference between official and non-official sources.
- Perform quarterly reviews of the media list to ensure that contact information is still current and ensure that Spanish-speaking outlets are considered as well as any other language needs that may meet threshold language requirements.
- Explore purchasing a sound system that will be effective for press conferences to avoid issues during an emergency.
- Start holding daily press conferences within the first 24 hours of an emergency, and delegate coordination to the PIO.
- Have generic scripts and press release templates available in both English and Spanish that can be quickly modified to ensure efficiency and to avoid language being a barrier to health and safety during an emergency.

- Don't wait for more detailed information when time is critical. Communicate what is known and what is unknown, and let the public know where to go for the most current information.

### 3.1.3 Capability: Operational Communications

*Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.*

#### 3.1.3.1 Observations

##### **Strengths**

- Amateur or ham radio volunteers established connectivity to communicate with entities that lost communication due to burned telecommunication lines.
- Daily briefings at the fairgrounds were used to communicate updates to responders from the CAL FIRE Incident Management Team
- There was no loss of internet access to the EOC.

##### **Opportunities for Improvement**

- Various briefings were held simultaneously at times, which affected operations.
- Telecommunication lines run above ground, leaving them vulnerable to becoming severed or burned during an emergency situation or an attack.
- Law enforcement officers on the scene did not have updated public releases to address public inquiries about the status of the fires in the field.
- The communications system failed when the telecommunications lines and the communication tower burned.
- The City of Willits was unable to know what was going on due to the communication lines being down.
- The County provided Howard Hospital with a satellite phone, but their staff was not trained on how to use them; therefore, there were initial delays in using this communication source.
- Additional situation representatives from the EOC to provide current situation information to partners would have kept them updated.
- Schools were not present for the briefings and discussions about school closures lacked input from school officials.

### **3.1.3.2 Findings**

There were mixed reports about operational communications. There was initial confusion and breakdown in communications due to telecommunication lines being down, the lack of a predesignated common radio channel to communicate between fire and law enforcement, and incident command taking time to get established. However, by the sunrise on the following day, after the EOC was opened, communications started to improve. The EOC opened a call center to handle the call surge related to the fires so that dispatch could be freed up to handle emergency calls.

There were challenges contacting staff to have them report as disaster service workers. Initially there were challenges to internet access because the MCSO is on a different network system than the rest of the County. When the EOC was activated, the computers were not connected to the County system. EOC staff brought their laptops, which were not configured to the MCSO network. This created challenges with accessing computer files and systems that were located on the County network. Also, some of the staff contact information was out of date. Debrief meeting participants suggested staff check their personal contact information to verify it is current in a systematic fashion. They also recommend a hard copy to be printed as a back-up for when the electronic files are inaccessible.

Howard Memorial Hospital in Willits was unable to communicate due to all of the communication systems being down. They tried to use a County-loaned satellite phone, but they were not trained on how to use it. They were not aware that they needed to be outside and that they needed to use international dialing. This delayed the use of a necessary communication tool.

### **3.1.3.3 Recommendations**

- Improve the timing and coordination of the various briefings, and establish a briefing schedule early.
- Expand County communications staff so that back-up is a minimum of 3.
- Ensure that staff maintain current personal contact information in the County system.
- Keep a hard copy list with staff contact information in case electronic information is inaccessible due to power outages or lack of connectivity to the County system.
- Work with Operational Area partners to establish their own back-up communication method for when telecommunication lines are not functioning.
- Train a minimum of 3-4 people per organization with satellite telephones so that they know how to use them. Consider drilling their use on an annual basis. Ensure that there are instructions with the equipment.
- Having a variety of communications (e.g., microwave, cell, satellite telephones, landline, etc.). Keep landlines as a back-up.

## 3.2 Emergency Management and Operational Coordination

### 3.2.1 Capability: Operational Coordination

*Enhance and maintain command, control, and coordination structures, consistent with the National Incident Management System (NIMS), to meet basic human needs, stabilize the incident, and transition to recovery.*

#### 3.2.1.1 Observations

##### *Strengths*

- The Emergency Operations Center (EOC) was opened about three to four hours after the fires were first reported.
- A call center was established to alleviate the call volume that was coming into dispatch.
- County IT Department had adequate staffing to support establishing connectivity in the EOC.
- Initial staffing of the EOC was not an issue. Staff volunteered to work.

##### *Opportunities for Improvement*

- The need to configure computer equipment and to run internet connectivity to the EOC caused delays in getting it up and running.
- The room used for the EOC was not ready for operations. Telecommunication connections had to be established.
- The room itself was too small, and necessary staffing quickly outgrew the space.
- No securitization of the EOC causing environment to be more chaotic than it needed to be.
- Increase available parking at the EOC.

#### 3.2.1.2 Findings

There were multiple barriers to the functionality of the EOC. The first day that the EOC was open, there was a limited functioning IT system. Some staff brought their laptops with them. The IT infrastructure was antiquated and outdated. OES purchased new computers, but they were still brand new in their boxes and had not yet been configured. Existing computers needed updating. The staff contacted the County IT Department to assist with getting the EOC functional, and they had staff available to do the work.

The EOC successfully established a call center early on which reduced the impact to dispatch centers, and staffing it was relatively easy during the first couple of days. Staff were eager to help in any way that they could. The call center was located in a separate room next to the EOC. The location allowed for call center staff to obtain the most current information to share with the public. However, it took up much needed EOC space. Staffing of the EOC quickly outgrew the space. As a result, the EOC was reconfigured a number of times, detracting from its primary goal of managing the disaster.

The County Health and Human Services Agency (HHS) opened a virtual Departmental Operations Center (DOC) during the first couple of days until it became apparent that they needed a physical space for the HHS DOC. They converted the director's office into the DOC. This model worked for linking the vast HHS response operations for health, safety, and mass care and shelter to the EOC without needing to take up valuable space in the EOC itself.

### 3.2.1.3 Recommendations

- Create a “warm” EOC, which can be rapidly opened and fully functional. Equipment should be ready to use upon opening. Each station should be stocked with essential office supplies and equipment.
- Explore options for a larger EOC space that can accommodate more staff.
- Identify a back-up location for the EOC in case the current one is inoperable or inaccessible as a result of the emergency.
- Test EOC equipment on a monthly basis to ensure that it is operational.
- Create a list of roles and responsibilities for each of the EOC functions: finance, logistics, operations, and planning, and keep a hard copy at each station so it is available upon activation.
- Conduct regular additional drills and exercises for staff to practice opening and setting up the EOC and the HHS DOC.
- Create a list of roles and responsibilities for each of the DOC functions: finance, logistics, operations, and planning, and keep a hard copy at each station so it is available upon activation.
- Establish an EOC vehicle parking plan.
- Establish a process for procurement and mutual aid.

### 3.2.2 Capability: Situational Assessment

***Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.***

### 3.2.2.1 Observations

#### *Strengths*

- Coverage for Geographic Information Systems (GIS) component worked with three people.
- ICS training has helped for GIS staff to know where to go and who to check-in with.
- Big screen TV worked great for clarity.
- GIS staff entered EOC prepared with GIS data.
- Chain of command went well.
- Request volume was manageable.
- EOC was well run and organized, and there was no confusion about what GIS should be doing because they completed OES training. Clear roles for the GIS function.
- Planning and intelligence was reactive in the best way they possibly could in the beginning and continued throughout the incident. It took the EOC a period of time to function well.

#### *Opportunities for Improvement*

- Antiquated IT systems and equipment. Computers were not up-to-date. Update and improve outdated IT systems and equipment to current standards.
- County network allows data sharing across multiple departments, but the MCSO is on a different network. IT colleagues came in to help set up wifi to access County network. Establish a permanent solution.
- Multiple GIS tools were used, which were not always compatible. They were not able to export data in the correct format. Update GIS tools.
- Data availability and networks were challenging due to different systems and compatibility issues. Update and align systems.
- Printers were in a different office making it cumbersome. Centralize printing function in new EOC configuration.
- Not all computers were connected to the plotter printer to meet printing needs, leading to limited availability of computers that could print materials on the plotter printer. Establish universal printer/plotter connectivity.
- There were user account and password issues. If they walked away and the computer went to sleep, they could not log back on.
- EOC staff did not have access to the technology tools that they needed or regularly used.

### 3.2.2.2 Findings

The EOC needs to have a GIS person available in the room at all times. This was challenging because the GIS person would have to leave the room to go to the printer to pick up print jobs. This led others in the EOC to not knowing the whereabouts of the GIS person while needing his/her expertise.

The public and Operation Area partners were unable to find an updated map of the evacuation area. Social media was helpful mode of communication. Need to get evacuation maps out quicker. Challenges in making the maps were that the evacuation areas were rapidly changing. Mapping updates were being done constantly, but these updates were not always being released to the public as the updates occurred.

EOC room layout and workflow was not optimal. GIS and Planning/Intelligence should be located closer together. It took a few days to better organize the EOC layout. Staff agreed that room set up should be drilled to get it functional. EOC layout and workflow can be addressed now. Some staff were unclear about who communicates with whom and who needs what. There is a need for situational awareness in the room. Additional EOC staffing in the Planning/Intelligence section would have been helpful.

### 3.2.2.3 Recommendations

- Organize the layout by what worked functionally for future use. Exercise or drill it to make sure it flows.

## 3.2.3 Capability: Manage Resources

***Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain as needed throughout the duration of an incident.***

### 3.2.3.1 Observations

#### ***Strengths***

- County staff from every department wanted to assist in any capacity.
- Support for law enforcement was requested early. Requesting off-duty officers to work went well. Deputies were self-cancelling time off to come into work to assist with evacuations.

#### ***Opportunities for Improvement***

- Many of those volunteering to assist had limited training and experience in emergency response. Establish more training opportunities for staff.

- Need a better tracking system for staff time and resources for reimbursement. Establish a state and federal compliant tracking system to facilitate reimbursements.

### 3.2.3.2 Findings

Resource management had plenty of volunteers to assist. Adopting a standardized practice for activity logs may help in tracking time. Volunteers also need to be properly and thoroughly trained before taking on the duties assigned to him/her.

### 3.2.3.3 Recommendations

- Pre-establish payroll codes for use during emergency response.

## 3.2.4 Capability: Logistics and Supply Chain Management

*Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.*

### 3.2.4.1 Observations

#### **Strengths**

- Able to purchase what was needed due to staff in the EOC with purchasing authority. Decision-makers in the EOC made it helpful to make rapid purchases.
- Finance expertise made it easy to determine best method of procurement.
- Established a project number early on in order to track response-related expenses.
- Resources were procured in a timely manner.
- Food purchase for the EOC went well.
- The finance section was well-staffed.

#### **Opportunities for Improvement**

- Staff experienced difficulties reporting their time spent on emergency response.
- Initially there was a lack of clarity and expertise on the role of the finance section. There was a lack of training and exercising of this function. Clarify and document role and provide training.
- Determined additional codes for staff time would be helpful to fully document workload and facilitate reimbursement.

- Tracking staff time was a work in progress; getting better as the emergency progressed. Establish state and federal compliant time tracking processes and tool.
- The EOC was constantly being rearranged during the actual emergency.
- The sign-in process was not enforced and may have been overlooked. This changed once someone was in charge of ensuring everyone in the EOC signed in.
- EOC roles and responsibilities were not clearly defined. Define and document EOC roles and responsibilities and train staff accordingly.
- The activity logs may not match County time sheets.
- There were challenges in completing the Form 214. It is difficult to stop what you are doing throughout the day to document your actions.

#### **3.2.4.2 Findings**

There was enough staff present that had purchasing authority to procure needed supplies, services, equipment, etc. However, some staff were unfamiliar with the roles and responsibilities in the different EOC sections. They had to learn on the job. Many stated that they felt that they could have been better prepared, but that did not stop them from figuring it out and procuring what was needed. They were able to purchase food for those working in the EOC, but there were many requests for healthier food options and more variety. Initially pizza was the primary offering leading to a desire for a variety of food options.

Tracking time was challenging. The staff were able to create a code to track time spent on the fire response, but in hindsight staff wished that they would have used more time codes to identify specific activities. The activity log was challenging to use in real time. It requires responders to take time away from their jobs to record what they did. Staff suggest moving to an electronic form, which should make completing the Form 214 less cumbersome. Using electronically coded staff identification cards could be useful in tracking time by scanning them to record a date and time stamp electronically in a database. These also can be used for access to specific buildings and/or rooms that only pre-identified staff can access. The EOC was recording those working using a sign-in sheet. The electronic identification card could eliminate the need for this since staff could scan it upon entering and exiting. This also would work for securing the EOC. The sign-in sheet was not used consistently. Eventually one staff member was assigned to sign-in duty to ensure that everyone coming to work in the EOC signs in.

#### **3.2.4.3 Recommendations**

- Review emergency procurement policy and revise it as needed based on lessons learned during the fire response.
- Increase staff capacity with purchasing authority, which would only be effective during an activated EOC or during emergency situations.

- Issue more purchasing cards with only a \$1 limit that can be increased during EOC activation.
- Increase staff capacity for contacting credit companies to request an increase in spending limits during an emergency.
- Consult with other counties that have firestorm response experience what codes they use for tracking staff time.
- Consider developing a special County Disaster Service Worker identification card to be used during emergencies.
- Consider implementing electronic access badges.
- Create a role in the EOC that is responsible for ensuring those entering sign-in.
- Explore automating activity log forms.
- Record time of volunteers on activity logs to recap as in-kind contribution/match.

### 3.2.5 Capability: Mass Search and Rescue Operations

*Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.*

#### 3.2.5.1 Observations

##### ***Strengths***

- Spreadsheets and check sheets were used in the call center to track calls and follow up on locating missing persons and animals.
- National Guard assisted with search and rescue (SAR).
- There was good communication with the regional Coroner's mutual aid coordinator.
- The call center where the public could speak with a live person was an asset.
- Live, zoomable mapping worked well in the call center.

##### ***Opportunities for Improvement***

- Spreadsheets and check sheets did not go smoothly at first. There were sometimes multiple entries for the same person that may not have been initially apparent, leading to multiple teams assigned to search for the same person or teams with lists longer than they needed to be.
- Communication between call center, detectives, and the coroner was lacking.

- Detectives were making lists in the field, leading to a lot of duplicative work.
- Field communications in Willits was challenging due to the down communication lines.
- Better communication between the call center and the field is needed.

### 3.2.5.2 Findings

There were initial SAR communication and tracking challenges, but staff were able to develop a coordinated structure by day 3 or 4. The communication between the EOC and field operations could be confused. Welfare checks were sometimes duplicated for some of the missing persons.

The call center staff undertook developing an Excel spreadsheet to track those people being reported as missing. However, sometimes these lists would get confused with the lists that the detectives in the field were writing by hand. The PIO was put in charge of the call center, which spread the PIO responsibilities too thin to be effective. In the early phase of using the Excel spreadsheet, there were inconsistencies with the data. However, by day 3 or 4, this started functioning very well, and those using the spreadsheets found them to be very useful.

### 3.2.5.3 Recommendations

- Consider using libraries as communication hubs for getting updated information out to the public. This could be a place for the public to go for more information about missing family or friends.
- Have a dedicated liaison between the call center and EOC to ensure they have the most current information.
- There should be a dedicated call center supervisor. In addition, there needs to be a dedicated data manager so that this person can maneuver around to stay on top of the data and ensure that it is entered consistently. This person would need to be proficient in managing data in a software system such as Excel.
- Use the data spreadsheet from this event response as a template for the future. Have it accessible and ready to go.
- Train staff on using the spreadsheet in advance.
- Do not use the PIO to supervise the call center. This needs to be a separate position if feasible.

### 3.2.6 Capability: Access Control, Identity Verification, On-scene Security Protection, and Law Enforcement

***Apply and support necessary physical, technological, and cyber measures to control admittance to***

*critical locations and systems. Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.*

### 3.2.6.1 Observations

#### **Strengths**

- Entry and access into the EOC was conducted using a paper sign-in process. The EOC sign-in process evolved over time leading to a point person assigned to ensuring everyone was properly signed in and out of the EOC.

#### **Opportunities for Improvement**

- The EOC was not secure. Anyone could walk into the EOC without being screened. Eventually a sign-in sheet was developed and dedicated sign-in staff was established resulting in increased accountability.
- Law enforcement ran out of sign-in sheets. Make available universal electronic sign-in sheet to be reproduced as needed.

### 3.2.6.2 Findings

Checking in, security, and identification developed over time. Changes and improvements to the process may have confused some staff reporting to work because they may have experienced a different process while reporting for duty on a previous day.

### 3.2.6.3 Recommendations

- Establish security system at the EOC using staff key cards and picture ID badges.

## 3.3 Infrastructure Systems

### 3.3.1 Capability: Critical Transportation

*Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.*

#### 3.3.1.1 Observations

##### **Strengths**

- Road closures went well.
- Home to work pick-ups/vehicles where workers have the equipment at home (as opposed to leaving them at work) is helpful in reducing time it takes to respond to these types of disasters, especially when employees live near the

areas at risk, in particular deputies and Mendocino County Department of Transportation (DOT) staff.

- CHP responded quickly to County requests for road closures.
- Communication between law enforcement and DOT went well.
- DOT radio communications have worked well for many years and were reliable during this response.

#### ***Opportunities for Improvement***

- DOT had no authority to stop residents from disobeying road closures.
- DOT experienced the same communications issues that other did with the telecommunication lines being down.
- DOT ran out of barricades and were able to borrow some from Caltrans. This request was made via direct contact with Caltrans and not by a request through EOC.

#### **3.3.1.2 Findings**

The transportation area supervisor lives in Potter Valley where the fire started, and he got the call from the CHP about a downed tree and that there was a fire. DOT staffed road closures and opened county roads when they were deemed safe. They were responsible for placing barricades and for debris removal. All work done was at the request of Incident Command (IC), and they never felt like they were at risk. Their work really is not much different than their normal daily work so DOT response went well and was considered uneventful. DOT was accustomed to closing and opening roads at Fire's request. Once or twice transportation was asked to bring water truck for animals in the area that needed water and feed.

#### **3.3.1.3 Recommendations**

- Consider putting generic road signs stating "fire" or "evacuation route" in every emergency vehicle so that officers or staff can pull them out and place arrows according to the direction needed.

#### **3.3.2 Capability: Environmental Response/Health and Safety/Physical Protective Measures**

***Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities. Implement and maintain risk-informed countermeasures, and policies protecting people.***

#### **3.3.2.1 Observations**

##### ***Strengths***

- Staff were checking in on each other’s wellbeing.
- Environmental Health was able to meet resource requests for personnel to assist with environment health issues after the request for additional staff support was submitted.
- Created a video to assist residents with fire recovery and cleanup safety.
- The public liked the deployment of dumpsters in affected areas for spoiled food.

***Opportunities for Improvement***

- Environmental Health was functioning at full staffing capacity and was unable to meet the initial demand.

***3.3.2.2 Findings***

Environmental Health received more requests than they had staffing to cover during the first week. It was challenging to try to deploy staff to multiple, and different locations. There were not enough employees to deploy to all locations simultaneously. Environmental Health was able to make a request for additional staffing, which enabled fulfillment of its role during the response using staff from other Public Health programs. Staff response was overwhelmingly positive to being re-assigned to the role of disaster service workers, enabling them to eventually fulfill requests from the EOC. The staff felt like their closeness aided in their ability to respond. They checked on each other’s wellbeing and whereabouts in addition to ensuring that their safety was not in jeopardy. This helped them to deal with the emotional trauma and loss that was experienced. Also, daily check-ins were used to update all Environmental Health on the current status of the response.

Another useful tool that Environmental Health created was a video that explained public health concerns with debris. The group suggested exploring the use of video technology for other types of public instruction as part of future response efforts.

***3.3.2.3 Recommendations***

- Consider expanding the use of videos for communicating health and safety information to the public.
- Train County staff in recognizing environmental public health threats and when to use personal protective equipment.
- Train County staff on the proper use of personal protective equipment ahead of time and part of incident safety briefings.
- Establish contracts with more than one garbage service provider to facilitate deployment of dumpsters throughout the county in the event of a future natural disaster.

### 3.3.3 Capability: Mass Care Services

*Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.*

#### 3.3.3.1 Observations

##### *Strengths*

##### **Human Sheltering**

- A shelter for humans established by 5:00 a.m. on Monday, October 9th, about 6.5 hours after the fires were first reported.
- Willits shelter had received abundant donations and things went well despite the communication lines being down.
- The sheltering team did a great job.
- They were able to establish Ham radio connection in Willits
- Spreadsheets and check sheets were used to track calls and follow up on locating missing persons.
- Mutual aid went well.
- County staff maintained a high level of professionalism, and everybody was working together and putting any issues aside to get the work done. They worked together cohesively.
- CAL FIRE brought maps to the shelters for the whole community and provided live updates.
- Shelters had an information wall that provided fire maps, resources lists, etc.
- Communications with the EOC improved over time, and was functioning by day 3.

##### **Animal Sheltering**

- Animal evacuations were well coordinated. There were able to control who came into the fire zone.
- Responders were able to place food and water out for the animals that could not be evacuated.
- The County was able to house hundreds of large animals at the fairgrounds, with only couple of animal injuries.
- Overall management of large animals went well. The shelter was at the fairgrounds so owners could camp there to help take care of them.
- Exchange of materials and supplies between fairgrounds went well.
- Animal intake information, tagging, and numbering went well.

- It was helpful to separate animals by those that had an owner versus those that had no registered owners and one spot for someone to find a missing animal.
- Staff handled a potential infectious situation well using quarantine practices.
- Small animals had only about 20-25 that were not reunited.
- The Animal Shelter team came together, while other animal organizations assisted. Event highlighted capacity limitations. Numerous veterinarians stepped up to help. Lost a couple of animals. Regular shelter residency averaged approximately 100 animals and the shelter capacity for this event was nearly doubled.
- Animal Shelter was well run, and staff availability was positive.
- 55 adoptable animals were sent to other Northern California counties for adoption. This helped to alleviate the capacity issue at the Animal Shelter.
- Overwhelming support from community with volunteer time and donations.
- Request for equipment and supplies were immediately filled.
- Having CAL FIRE next to shelter and evacuees was a benefit.
- Team from Sacramento (sr. control officers) was very helpful.

#### ***Opportunities for Improvement***

##### **Human Sheltering**

- Shelters were short staffed due to Red Cross staff located on the Gulf Coast and in Sonoma County.
- Public expected shelter workers to have the most current information, but communication was limited between the shelters and the EOC.
- Shelter transition could have been better coordinated during the move from Ukiah High School to Mendocino College.

##### **Animal Sheltering**

- Unclear about the duration of the evacuations. Day 5 still removing animals at owners' requests. Day 6 or 7 when people were able to go back in.
- Opening up the large animal shelter could be delegated to facilitate rapid shelter opening.
- Shelter in Willits filled quickly, which was not anticipated causing the site to improvise in order to meet the demand. Establish back up sites in advance.
- Communications were limited due to the cell towers being down.
- There was not one specific point to send people. Multiple lists of animals that needed to be fed/water and evacuated. The public didn't know where to call or what to do. The information number was not well publicized.

- Escort back to properties where animals were located did not go well, because some member of the public abused it.
- The call center had limited instruction. This was the first emergency call center activated.
- There was no feedback loop about the lists (list of locations to evacuate or feed/water animals). There was no information for them to report number and type of animals. No tracking mechanism in place.
- There was duplication from call center lists and lists from the field.
- SAR was overworked. It was exhausting for those that were trained (needed a healthy break).
- List of volunteers were not utilized effectively. Need to sign up with North Coastal Opportunities (NCO). Need to determine if this can be done online for better management of volunteer resources.
- Lack of communication (internal) between field and EOC.
- Mutual aid was challenging because all neighboring counties were tied up in response. Some mutual aid requests were made informally and not via the formal mutual aid request process.
- There were complaints about volunteers not wearing personal protective equipment (PPE).
- Animals were being moved by staff using their personal vehicles.
- 120 stalls at fairground, but some were not available because they were being used as storage facility. This was a barrier to getting the animals properly housed upon arrival to the fairgrounds.

### **3.3.3.2 Findings**

The Animal Shelter team came together, while other animal organizations helped out. The Animal Shelter now knows its capacity limitations. Numerous veterinarians stepped up to help, and UC Davis offered to send veterinarians via their veterinarians emergency response team. However, this was a watch and wait situation to determine if it could be managed locally, and it was. Having the veterinarians ready to respond is significant, especially those with large animal emergency training (search and rescue, and care). The Animal Shelter took in over 100 additional small animals, above the regular residency of approximately 100. Capacity was nearly doubled with the addition of the 100 rescued animals.

There were an overwhelming number of volunteers that could not be used. Animal Shelter staff did not know the nature of animals that came to the shelter, so could not use untrained volunteers. Look at providing animal care training to volunteer groups. Most injuries to animals occurred when animals evacuated to a “friend’s” house.

### 3.3.3.3 Recommendations

- Identify additional shelter sites and have agreements in place before they are needed to ensure they can be operationalized quickly during an emergency.
- Establish the back up animal evacuations in advance.
- Have NCO at the shelters to sign up volunteers so they can be used instead of turned away. Explore using an online registration system.
- Provide fire safety training for those that evacuate animals.
- Have an extra person so that they go out in teams of two instead of individuals.
- Opening up the large animal shelter should be delegated. If the call could have been made sooner. Delegate authority to open them. Can't open without Sheriff Department authority.
- Use a carbon copy notes to tag homes/properties to document whether or not animals were fed, etc.
- Ensure volunteers and staff receive and are properly trained to use masks and other PPE as needed.
- Look into shelter dogs in place. Dogs should be housed with their humans. Perhaps temporary kennels outside of human shelters.
- Consider using a portable cell tower.
- Have good intake forms for both large and small animals with very specific items. Include the outcome of the animal on the form and document their leaving the shelter with a signature of the owner.
- Plan for the scope of housing and what trigger points to open up other shelters and having those listed beforehand.
- Have stalls ready to place animals.
- Develop MOUs for small animals with Inland Human Society and Coast Humane Society.
- In the field use your discretion and try to remain calm while determining whether or not to take the animals.
- Use the buddy system, and ask for help if you need help.
- Provide counseling for those working throughout the event.
- Provide nutritious food for people and animals.
- Have pet crates at the shelters, so small pets can remain with their humans.
- Understanding who can drive specific county vehicles such as Sheriff truck and trailer for hauling animals.
- Explore how to expand the number of available animal transport vehicles during an emergency.

- Identify additional shelter locations.

### 3.3.4 Capability: Public Health, Healthcare, and Emergency Medical Services

*Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.*

#### 3.3.4.1 Observations

##### **Strengths**

- Public Health DOC Operations Chief did outreach to hospitals and clinics to assess their needs. This was done through the operations of a virtual DOC during the first part of the response.
- Timely procurement and dissemination of N-95 masks due to the cache in storage with the Public Health Emergency Preparedness (PHEP) program.
- Initiated Continuity of Operations Plan (COOP). It worked well with worksite relocations and ensuring other non-response functions maintained their operations.
- All County services remained open (non-fire-related).
- EMS ground response was successful in light of their absence at the EOC.
- Skilled nursing facilities and clinics responded to the polls.
- Hospital response went well and used radio systems to communicate.
- MedNet communications source worked well.
- Able to procure fixed-winged aircraft to transfer burn victims to burn centers outside of the county while the Medical Health Operational Area Coordinator (MHOAC) was unresponsive.
- Strong relationships between public health staff members enabled them to look in on each other regarding their whereabouts and wellbeing. Some programs started internal program briefings.
- Ham radio volunteers identified the need to establish radio connectivity in Willits, where communication lines were down.
- Public Health used their access to first responders to provide immunizations to protect them from influenza and tetanus.
- Volunteer management went very well.
- Dispensed over 67 cases of N-95 masks to the Sheriff's department, fire agencies, clinics and hospitals, libraries and shelters.

### *Opportunities for Improvement*

- There were challenges in communications due to the communication lines being down (see section 3.1.3 for more details about this).
- Emergency Medical Services (EMS) covers two counties (Mendocino and Sonoma), and both were burning. This limited available resources. Thinly spread resources were more concentrated in Sonoma County.
- The MHOAC did not make contact with Mendocino County EOC until day 4 of the response.
- The EMS Agency and back-up MHOAC, Coastal Valley, never came to Mendocino County. They thought the MHOAC was working with the Mendocino County EOC. Pre-hospital providers and not the Local Emergency Medical Service Area (LEMSA) managed evacuations.
- The MHOAC uses an inventory tracking systems called Image Trend, a database linked to a hospital bed capacity monitoring system. The N-95 mask cache was not in the system.
- Early in the response EMS was unable to reach the EOC. No notifications went out. No EMS information available for the first 3-4 days.
- Many of the newer Public Health and Environmental Health staff felt unprepared due to a lack of training and exercises.
- It took 3 days to establish a health and medical DOC using the HHS Director's office.
- Communication between EOC and Health and Medical DOC needs improvement (not ideal). The DOC staff felt like they were in the dark when it came to important updates.
- Satellite communications were deployed; however, the hospitals were not trained in how to use them properly. This led to them being ineffective for some organizations. They did not know that they needed to be used outside.
- Satellite phones require knowledge of international dialing, and most people using them were not aware of this.
- HHS felt overburdened with much of the staffing responsibility for various roles that did not require trained first responders and emergency managers.

#### **3.3.4.2 Findings**

##### **Emergency Medical Response**

The Local Emergency Medical Service Area (LEMSA) provides emergency medical services management for both Mendocino and Sonoma counties. This resulted in EMS resources being thinly spread across both counties. The MHOAC learned about the fires on October 9, 2017 at 10:00 AM. However, he was confused by the report and thought that it was about the fires in Sonoma County (the Tubbs Fire). The MHOAC did not

attempt to clear this confusion up for and addition 3-4 days based on an assumption that the Redwood Fire was not as significant of an emergency as the Tubbs Fire. The MHOAC stated that the reason for him not being able to contact the Mendocino County EOC for more information was due to the damaged communication lines, and EMS was not directly notified about the Mendocino County EOC being activated. The LEMSA was not aware of the significance of the Redwood Valley fires. The alert that they received gave them the impression that this was a less significant event than it actually was.

Requests for EMS support came simultaneously from Redwood Valley and Sonoma Kaiser. EMS staff decided to keep resources in each area since both were in need. The LEMSA decided not to fulfill the Mendocino County request for support since none of the skilled nursing facilities and hospitals were under evacuation orders. A first responder was identified as someone trustworthy, so they went by what she told them, which was that everything was under control in Mendocino County as far as EMS and pre-hospital services were concerned. Medical needs were only necessary during the first 5 hours of the response for burn victims, after that, the need for EMS services diminished. The LEMSA decided to focus on Sonoma County since they were evacuating skilled nursing facilities and hospitals. The LEMSA also felt that there was a misunderstanding about their role. Aircraft request was made bypassing the role of the MHOAC, most likely due to his absence during the first 3-4 days.

### **Public Health**

Public Health staff initiated contact with all of the hospitals during the first couple of days to check-in on their status using a virtual DOC model, as opposed to waiting for the hospitals to contact them with requests. Public Health staff was able to disseminate previously stored N-95 masks to the community (hospitals, clinics, Sheriff's officers, shelters, LACs, etc.) and for the staff to use while deployed. They included instructions on how to use them properly. If they did not have these stockpiled, they would not have been able to meet the demand because the procurement to purchase them took over two weeks for delivery. The newly delivered masks will replace those that were in storage. Public Health established a DOC using the HHS Director's office, which improved communication with the EOC and HHS leadership.

Although the Emergency Preparedness lead was out on vacation, those responding were able to locate call down lists and other relevant information for the public health response. HHS established regular, ongoing check-ins with their managers to keep them updated and assess what they needed to keep operations going. This helped to assure that other programs that were not involved in fire response were continued, such as Child Welfare Services operations. County services remained operational during the response. They were able to continue normal operations without actually using the COOP.

HHS was able to open a Local Assistance Center (LAC) with little to no help from California OES or FEMA. Staffing of the LAC fell heavily upon all of the HHS programs. This turned out to be a positive because when FEMA opens a Disaster Recover Center (DRC), it takes over control. The LAC was a great way to communicate with the public

about what was known and unknown about the status of the fires. They could tell the public what the plan is with the caveat that it isn't perfect and could change depending on the situation. This information was able to calm some of the public's fears, which would not have happened in a DRC.

Volunteer management went well. North Coastal Opportunities (NCO) was able to take the lead on this important role and having pre-existing relationships with Mendocino County staff made it easy to get the volunteer operations up and running. They placed over 300 volunteers. They also used the volunteers in creative ways such as instructors for physical fitness and activities to keep evacuees occupied and to help alleviate some of the stress of the situation.

Public Health participates in the annual statewide medical and health exercises. This helped to ensure that HHSA staff and the community partners that participate in those were prepared to respond during these fires. Also, there is a requirement through the Public Health Preparedness program for all staff to be trained in ICS 100, 200, and 700. HHSA also ensured a number of staff completed 300 and 400 training.

#### **3.3.4.3 Recommendations**

- Plan for redundant communication methods using “out of the box” thinking, given the many communication challenges that were experienced.
- Consider using receptionist staff in all program areas as a method to communicate response updates to the community as a redundant method of communication.
- Ensure County staff are aware of which departments and programs have staff working in various capacities during the response. This may alleviate the perception of unequal sharing of the workload.
- Explore other models of LEMSA that would assure local responses are coordinated from within the county.
- Establish clearly articulated roles and responsibilities for the MHOAC position. Ensure that this person knows all methods of redundant communications with the EOC during an emergency.
- Mandate staff training in ICS, especially for the newer appropriate staff.
- Drill and exercise emergency response plans at least a couple of times per year. The drills and/or exercises do not need to be large in scale. Specific response functions such as drilling the call down list can be simple and performed a couple of times per year to ensure contact information is current.
- Call down lists should be accessible both electronically and physically (hardcopy).
- Cross train staff to the extent feasible.

- Continue stocking caches of supplies such as N-95 masks. Create an inventory that is accessible at the EOC and DOC.
- Establish a DOC and exercise opening and communicating with the EOC. Consider including key partners to have a seat at the DOC such as the MHOAC, LEMSA staff, clinic or hospital staff, school staff, etc. This allows those key community partners direct access to information as it is received.

## Summary of Recommendations

Overall partners throughout Mendocino County came together to respond to the Redwood Fire and coordination improved throughout the response. Given the fires started in the middle of the night and initial communications about the situation were confused, the responders were able to overcome these barriers and organize themselves to respond. It took longer than it should to bring the EOC to full readiness. It was not ready for use. Computer hardware previously purchased required imaging to become functional. Many of the staff that first arrived at the EOC had not been trained nor had they exercised opening and running the EOC.

The Fires occurred on a holiday weekend, and many of the County's emergency-trained staff were away on vacation, including the Emergency Manager. This left the County's Emergency Manager's back-up responsible for opening and initiating the EOC. County IT staff had to be utilized to ensure telecommunications, including internet connection, was available in the EOC. They were able to do this within the first day of the response. Once the County was able to get the EOC fully operational, the response became better coordinated. The time that the fires broke out also contributed to some of the adverse outcomes. Many people were in bed and sleeping when the fires broke out.

The overall recommendations for an improved disaster response in Mendocino County mostly address the need for increased preparation, so that the next time there is a red flag warning, residents and responders will be informed and better prepared. It is not expected that Mendocino County staff take all of them on at once. Rather, teams of staff should be identified to address each of the improvements to be made over time. They would be tasked with prioritizing based on things that could be done quickly, easily, and little cost. Those items that would require more coordination and cross-sector involvement would need a detailed implementation plan with associated costs for the improvement.

### Recommendation Area 1: Personnel Training and Skill Building

Every group briefing expressed the willingness of staff from every County department to volunteer to assist in responding to the fire. This included not only the MCSO, but also County CEO office staff, elected officials, Treasurer/Tax Collector, County Counsel, HHS, etc. Willingness to help is great, but additional training on what to do and have the opportunity to practice during a drill or exercise. Consider investing in additional ICS training for staff. The staff that received this training were better prepared to respond and were able to handle their duties as assigned. Determine which additional staff should be trained and at what level. Conduct regular drills and exercises many times throughout each fiscal year. These provide a way for staff to practice what they learned in ICS training. As with any training, there needs to be adaptability to the specific situation. The more practice using diverse scenarios allows for staff to develop and grow their emergency response skills. Participate in drills that are coordinated by

the State. Test capabilities that are relevant. Reach out to other counties that have experience in disaster preparedness. Consider utilizing existing scenarios so there is no need to recreate something that is already available. A simple semi-annual drill of call down lists and/or phone trees will serve a dual purpose: it will test the staff's ability to respond, and it will allow for contact information to be updated when wrong numbers are reached. With proper training, staff will know what to bring and what to expect when they report for duty.

Chain of command during an emergency may not be the same as chain of command during normal business activities. Consider developing a flow chart that illustrates lines of communication with contact information built into it. Train staff to know how to use it. This will prevent phone calls to the wrong person that result in a delay in action. There needs to be emergency staffing back-ups that are at least three. This information should be included in the flow chart. Practice exercising this so that staff can become familiar with the process.

## **Recommendation Area 2: Communications**

Communications can be challenging anytime, but they are especially critical during a disaster response. Our modern society depends on modes of communications that rely on telecommunications via wire and wireless connectivity. When wires are exposed above ground, they are vulnerable to becoming severed, and as experienced with this fire, they were melted and severed. When feasible, consider burying wires underground to protect them from these vulnerabilities. A cell tower also melted because they too are above ground. Radio communications were working with the first responders because the radio antennas remained up. Vegetation growth around the communication tower was cited as a reason why this melting may have happened. Briefing participants mentioned the need to ensure that vegetation near the Laughlin towers be trimmed and maintained. Ensure telecommunication lines are not only redundant but also diverse to prevent the severing of a line to lose all telecommunications connectivity as it did in Willits. Work with telecommunication providers to assure that this will not happen again.

Develop a plan to include amateur radio (Ham) operators as a back-up communication with communities that may lose connectivity. For those organizations with satellite communications, ensure that they know how to properly use the equipment. Keep an instruction guide with the equipment.

Keep call down lists, plans, and other key information both electronically and hard copy. The hard copy back-up can be used if the electricity is not working or the communication lines are down.

For public risk communication, identify the staff to assume the role of PIO during a disaster. Ensure that the risk communication plan is reviewed, updated and exercised periodically. Create templates for press releases and other types of public messaging. Many of these have been created by other counties, so consider reaching out with

requests to use them. There is no need to recreate work unnecessarily. Ensure that these are both in English and Spanish. Use a translation expert to avoid any inadvertent mistakes that could result in the loss of life or injury. Have short and simple reverse 911 messaging ready to go. Create the most probable hazards for this region (e.g., fire, mud slides, and earthquakes).

### **Recommendation Area 3: Improve the EOC**

There were many issues with the EOC that were the result of it not being prepared for use in a large scale disaster response. Space was limited. Try to identify a location for a larger EOC or identify space for some capabilities to be located near the existing site. For example, all communications including the call center and PIO functions could be conducted in a separate room next to the EOC. Also, consider a separate space for policy makers so that they are not interfering with the response process. Test equipment on a regular basis to ensure that it is working properly by conducting drills and exercise with staff. This also will help in becoming more familiar with the process so when they need to respond, they can do so efficiently. Each of the EOC function area should have a documented list of roles and responsibilities, so anyone stepping into the position can follow them as part of their initial training (for those that may be new to ICS) or as a resource to serve as a reminder (for those that have been trained in ICS).

Ideally funding should be allocated to build a new modernized EOC with enough space to accommodate all related functions. It should be a locked facility with controlled access. Staff should all have identification cards that are role-dependent and electronically coded to open the doors. A separate and secure space should be available for confidential discussions away from the EOC, but not too far. There should be a separate space for conducting press conferences and updating elected officials. There should be a break room with a sink and refrigerator so that healthy food for those working in the EOC can be properly stored. Bathroom facilities should be able to provide for the need of up to 50 people at any given time.

Consider updating the EOC technology with larger computer screens, printers in the back of the room, capacity to add computers and telephone lines, extra phones, enough licenses for staff in the EOC to utilize software. Have IT infrastructure installed and ready to go. Permanent access points for connectivity with the County network should be established. The use of electronic timekeeping can be merged with payroll timesheets to facilitate tracking of staff time. Also, they can be coded onto identification badges so that they can be scanned when staff report for duty and when they leave.

Formalize the HHSa DOC, to coordinate and enhance the health, medical, and social services response. Using the director's office may not be appropriate during the next disaster response. Develop a plan for the DOC and exercise opening and operating it. There are electronic formats for information sharing during emergencies, such as WebEOCs. These systems allow for information to be shared between all partners responding to a disaster. The limitation is that it requires function computers with access to the internet.

#### **Recommendation Area 4: Medical Response Improvement**

The MHOAC and the LEMSA representatives were absent during the first few days of the fires. They were focusing their attention on Sonoma County because they serve both Mendocino and Sonoma Counties, and there was a perceived greater need in Sonoma County because the fires there were approaching population dense areas. Contractual expectations should reflect that these key positions must report to the EOC or HHSA DOC within a given number of hours following notification. Fortunately, after the first day, there was not a heavy demand for medical services so the outcomes from this absence were not as severe as they could have been. Explore alternative LEMSA models that may be more appropriate for Mendocino County.



# VACANCY NOTICE

MENDOCINO COUNTY  
BOARD OF SUPERVISORS  
501 LOW GAP ROAD, ROOM 1010  
UKIAH, CA 95482

**CARRE BROWN**  
First District

**JOHN McCOWEN**  
Second District

**JOHN HASCHAK**  
Third District

**DAN GJERDE**  
Fourth District

**TED WILLIAMS**  
Fifth District

**CARMEL J. ANGELO**  
Chief Executive Officer/Clerk of the Board

**CHRISTIAN M. CURTIS**  
Acting County Counsel

Date Posted: December 11, 2019

NOTICE IS HEREBY GIVEN that there are vacancies on the following Board(s) and/or Commission(s):

- Library Advisory Board..... (1)  
-- City of Ukiah--
- Sonoma Mendocino Economic Development District..... (3)  
-- Director--
- Westport-Ten Mile Cemetery District..... (1)  
-- Trustee--
- Mendocino County Tourism Commission..... (3)  
-- Various--
- Mendocino County Employees' Retirement Association Board..... (2)  
-- Member--
- Behavioral Health Advisory Board..... (6)  
-- Various--
- Westport Municipal Advisory Council..... (2)  
-- Various--
- Redwood Valley Municipal Advisory Council..... (1)  
-- Member--



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Fifth District

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Chief Executive Officer/Clerk of the Board

**CHRISTIAN M. CURTIS**  
Acting County Counsel

Please note:

Anticipated vacancies include expiring terms: the incumbent of the expiring term may apply for reappointment and/or may continue to serve in their capacity until replaced. California Government Code requires public noticing for all expiring terms regardless of the incumbent's intention to apply for reappointment.

If you are interested in serving on this Board, contact your Supervisor, or the Clerk of the Board of Supervisors, at 501 Low Gap Road, Room 1010, Ukiah, CA 95482 or (707) 463-4441.

**LAST DATE FOR FILING: January 1, 2019, or until filled.**

**CARMEL J. ANGELO**  
Clerk of the Board of Supervisors

By: \_\_\_\_\_  
Deputy

**PLEASE KEEP POSTED THROUGH: January 2, 2019**



# VACANCIES

**MENDOCINO COUNTY  
BOARD OF SUPERVISORS**  
501 LOW GAP ROAD, ROOM 1010  
UKIAH, CA 95482

**CARRE BROWN**  
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Chief Executive Officer/Clerk of the Board

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Acting County Counsel

APPOINTMENTS TO BOARDS AND COMMISSIONS  
DECEMBER 11, 2019

The Board of Supervisors is actively seeking candidates to fill the following vacancies. Please consult with the Executive Office for information on specific categorical areas and District vacancies.

<b>BOARD/ COMMISSION</b>	<b>POSITION CATEGORY</b>	<b>SEATS OPEN</b>
(a) Air Quality Management District Hearing Board	(Various)	(5)
(b) Archaeological Commission of Mendocino County	(Various)	(2)
(c) Area Agency on Aging Governing Board	(At Large Member)	(1)
(d) Assessment Appeals Board	(Various)	(2)
(e) Behavioral Health Advisory Board	(Various District Representatives)	(6)
(f) Child Care Planning Council	(Various)	(4)
(g) Community Development Commission	(Various)	(5)
(h) Covelo Cemetery District	(Trustee)	(1)
(i) Emergency Medical Care Committee	(Various)	(6)
(j) First 5 Mendocino	(Various)	(2)
(k) Fish Rock Cemetery District	(Trustee)	(3)
(l) Gualala Municipal Advisory Council (GMAC)	(Various)	(1)
(m) Health and Human Services Agency Advisory Board (HHSA)	(Various)	(5)
(n) Hopland Cemetery District	(Trustee)	(3)
(o) In-Home Supportive Services (IHSS) Advisory Committee	(Various)	(7)
(p) Law Library Board of Trustees	(Trustee)	(1)
(q) Library Advisory Board	(3rd District Representative)	(2)
(r) Little River Airport Advisory Committee	(Various)	(10)
(s) Mendocino Council of Governments (MCOG)	(Alternate Mendocino County BOS Representative)	(1)
(t) Mendocino County Business Improvement District	(Various)	(2)
(u) Mendocino County Employees' Retirement Association Board	(Member)	(2)
(v) Mendocino County Fish and Game Commission	(1st District Member)	(1)
(w) Mendocino County Resource Conservation District	(Long-Term Director)	(1)
(x) Mendocino County Tourism Commission	(Various)	(6)
(y) Mendocino Historical Review Board	(Member)	(1)
(z) North Coast Resource Partnership	(Alternate Mendocino Rep to the Tech Review Comm.)	(1)
(aa) Policy Council on Children and Youth (PCCY)	(Various)	(12)
(ab) Potter Valley Cemetery District	(Trustee)	(1)
(ac) Redevelopment Successor Agency Oversight Board	(Public Member)	(1)
(ad) Redwood Valley Municipal Advisory Council	(Member)	(1)
(ae) Round Valley Municipal Advisory Council	(Member/Alternate)	(4)
(af) Sonoma Mendocino Economic Development District	(Director)	(2)
(ag) Westport Municipal Advisory Council	(Member)	(3)
(ah) Westport Municipal Advisory Council	(Various)	(2)