

DRAFT DOCUMENT
For Public Comment



Redwood Complex Fire

RECOVERY PROJECT WORK PLAN

2018 - 2019



Submit comments to teamrecovery@mendocinocounty.org

By 8:00 am on August 10, 2018

Deadline Extended 5:00 pm Monday, August 13, 2018

Mendocino County Disaster Recovery

Photo of Redwood Valley by C. Taaning

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INTRODUCTION

In the immediate aftermath of the Redwood Complex Fire, the County Executive Office appointed a Recovery Director and convened an interdepartmental team with representation from the Sheriff's Office of Emergency Services, Health and Human Services Agency, Department of Transportation, Planning and Building Services, and the Air Quality Control Board. This team worked closely with the Federal Emergency Management Agency (FEMA) and the Governor's Office of Emergency Services (Cal OES) to transition from emergency response to recovery services, including immediate housing, health and safety needs for fire survivors; stabilizing the watershed; and coordinating with state and federal agencies to implement fire debris removal. The initial work of this interdepartmental team was to secure the safety of the communities affected by the Redwood Complex Fire, mitigate immediate and long term environmental hazards resulting from the fire, and establish a local assistance center to address the immediate needs of fire survivors. Initial Fire Recovery Community Meetings were held in Redwood Valley on a weekly basis to provide information and respond to questions and concerns from residents and community members.

After the immediate needs were addressed, County Fire Recovery meetings shifted to monthly information sessions and an important public-private partnership was established to support long-term recovery. This long-term recovery committee, known as Mendocino Rebuilding Our Community (M-ROC) is a joint effort among the County, the Community Foundation of Mendocino County, North Coast Opportunities (NCO), and several other non-profit, faith based and community volunteers. M-ROC is focused on providing direct services to fire survivors through local disaster case management and solution-oriented committee work that supports individual rebuilding and recovery efforts. Through confidential case management, this public-private partnership has reached into the community of fire survivors to identify needs and assist people to access resources. Direct relationships have been established between individuals and case managers, providing M-ROC and the County an understanding of the many important issues facing those in need. As a result of direct County engagement with the community through interdepartmental work, community meetings, and case management, several projects necessary for the long term recovery of the affected communities were identified.

The Redwood Complex Fire Recovery Project Plan represents the result of project identification and planning by County of Mendocino's Fire Recovery Team in direct dialogue with FEMA, Cal OES, and other federal and state agencies; local partnering agencies and M-ROC case management services; and the Redwood Valley Municipal Advisory Committee. Projects are outlined under their related Recovery Support Function. All of the projects presented here were developed over several months of recovery work. Each project addresses a key area for disaster recovery, keeping sight of the goal of long-term community resiliency over all Recovery Support Function sectors.

As the Mendocino County and the communities of Redwood Valley, Potter Valley, and Willits move into the long-term recovery phase, the issues identified in the affected populace help to focus use of local, state, and federal resources to be most effective. To augment this community input process, the County Fire Recovery Team has partnered with the Redwood Valley Municipal Advisory Council (RVMAC) to engage the Redwood Valley community in evaluating several recovery projects identified by the County Fire Recovery Team. The County hosted a special meeting with the RVMAC on May 9, 2018, to discuss long-term recovery projects and related grant funding that the County is pursuing. At the May 9th meeting, residents were invited to discuss *The Future of Redwood Valley* and learn about the Recovery Support Functions that frame community disaster recovery. A summary of this community input is provided in Appendix A.

RECOVERY SUPPORT FUNCTIONS

Coordinating Structure

The Recovery Support Functions (RSFs) comprise the coordinating structure for key functional areas of assistance in the National Disaster Recovery Framework (NDRF). Their purpose is to support local governments by facilitating problem solving, improving access to resources and by fostering coordination among State and Federal agencies, nongovernmental partners and stakeholders. (FEMA 2018)

<https://www.fema.gov/recovery-support-functions>

The County of Mendocino Fire Recovery Team has identified seven Recovery Support Functions corresponding to FEMA and Cal OES Recovery Frameworks. These Recovery Support Functions provide a framework for the purposes of coordinating partnership efforts and seeking grant funding.

Mendocino County Recovery Support Functions

1. Community Planning and Capacity Building
2. Community Emergency Preparedness
3. Housing
4. Infrastructure
5. Economic Recovery and Resiliency
6. Health and Human Services
7. Natural Systems and Cultural Resources



LONG-TERM RECOVERY PLANNING

A Whole Community Approach

Whole Community is a means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and respect the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities and interests. By doing so, a more effective path to societal security and resilience is built.

Whole Community is a philosophical approach on how to think about conduction emergency management (FEMA 2011).

https://www.fema.gov/media-library-data/20130726-1813-25045-0649/whole_community_dec2011_2.pdf

Over the next year, the County of Mendocino will update its Emergency Operations Plan to include a Disaster Recovery Plan and a Debris Management Plan. In addition, the Mendocino County Office of Emergency Services will embark on an update of the hazard mitigation plan, which expires in 2019, in coordination with Planning and Building Services' General Plan Update of the Safety Element, which must complement the hazard mitigation plan.

The County will also implement key findings from the After Action Report (AAR) that reviewed the response to the Redwood Complex Fire, including evacuation and repopulation after the fire. The County would also benefit from an After Action report related to the private property debris removal operation and other aspects of the first six months of recovery following the initial response.

FEMA provides several guidance documents to assist localities in disaster planning. In the *National Disaster Recovery Framework* (NDRF), local governments are encouraged to use a Whole Community Approach in planning for disaster and developing community resilience. Resilience is defined in Presidential Policy Directive 8 (PPD-8) as “the ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.” Developing resilience is a goal throughout all Recovery Support Functions. The NDRF, as well as *Safeguarding California Plan 2018 Update: California’s Climate Adaptation Strategy*, recommend risk assessment, hazard mitigation, and adaptation to expected climate change events to be considered across the whole community.

A Whole Community Approach engages broad inclusion for all who may be affected in the case of an emergency. The County Fire Recovery Team will continue to build partnerships with local tribal governments to collaborate on project planning for the safety of all individuals, families, and communities. More outreach is needed into other regional areas of the county, including a diversity of age groups, socio-economic sectors, cultural groups, and non-English speaking communities to assure accessibility and bring forward full participation in both immediate and long-term recovery and to plan for future resilience. A comprehensive strategy also positions Mendocino County for grant funding to implement identified projects across the functional areas of community emergency preparedness, housing, infrastructure, economic resiliency, health and human services, natural systems, and cultural resources. The implementation of these projects will increase the resilience of the areas impacted by the October 2017 wildfires as well as the diverse communities throughout the County in the face of increasing threats from wildfires and other climate change-related disasters.

RECOVERY SUPPORT FUNCTION: COMMUNITY PLANNING AND CAPACITY BUILDING

The Redwood Complex Fire began on October 8, 2017. The fire burned 36,523 acres in Redwood Valley and Potter Valley. The fire destroyed approximately 350 residences and approximately 300 other structures. Nine human lives were lost to the Redwood Complex Fire.

The Redwood Complex Fire was declared a Presidential Disaster on October 10, 2017 as part of a statewide wildfire emergency. This statewide wildfire disaster of October 2017 was the most destructive in California State history, requiring unprecedented federal, state, and local collaborative effort in emergency response and recovery.

The County of Mendocino is committed to assisting the communities directly impacted by the Redwood Complex Fire to recover and rebuild a more resilient community. Effective recovery requires strengthening the capacity of County departments and personnel to be better able to respond to future emergencies and engage in immediate and long-term disaster recovery needs. Engaging with and supporting county-wide community partnerships is necessary to identify needs and plan strategies to increase resiliency in housing, infrastructure, health and human services, and the broader economy. It is also important to protect and restore our natural environment as well as value and enhance cultural resiliency.

Strategic planning to enhance community resiliency is supported by FEMA’s *National Disaster Recovery Framework*, *Safeguarding California: California’s Climate Adaptation Policy*, and the *California Adaptation Planning Guide*. These Federal and State policies, frameworks, and guides are available to support local governments in strategic planning for disaster recovery.

PLANNING (PRE-DISASTER, COMMUNITY, AND POST-DISASTER RECOVERY)

Critical Tasks

- **Convene the core of an inclusive whole community planning team**
- **Develop a unified approach to making investments in resilient infrastructure**
- **Initiate, conduct, and complete a recovery planning process that provides an overall strategy for recovery, including operational and tactical level approaches**
- **Address all Recovery Core Functions, integrating socioeconomic, demographic, and risk assessment considerations in recovery planning process and strategies**
- **Identify achievable, tangible community based recovery actions and activities that support the community’s identified recovery goals**
- **Coordinate planning efforts across jurisdictional boundaries (FEMA 2016)**

<https://www.fema.gov/national-disaster-recovery-framework>

COMMUNITY PLANNING AND CAPACITY BUILDING PROJECT: County-wide Resiliency Planning

SUPPORTS ALL RECOVERY FUNCTIONS

BACKGROUND: Mendocino County comprises a large area of coastal range mountains, including many wildland interfacing with homes and rural neighborhoods.

A process will be developed through the County Executive Office, Economic Recovery & Resiliency Strategic Development, and the Mendocino County Executive Leadership Team (MCELT) to engage each County Supervisorial District and develop a county-wide strategic plan.

GOALS:

- Develop a county-wide strategic plan that reflects a clear path for Mendocino County to become more resilient and ready to respond to and recover from natural and economic disasters.
- Identify County and community-based projects that increase resiliency across the Recovery Support Functions.

PROJECT DESCRIPTION:

Fund a county-wide community planning process to develop long term whole community resiliency. Coordinate planning efforts with existing collaborative partnerships and throughout each Supervisorial District to address the County’s need for a strategic plan that incorporates aspects of recovery and resilience.

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$50,000

Funds Received: None to date

Potential Resources:

State or Federal Emergency Operations Planning Grants

ACTION STEPS:

Assemble community partners and initiate a county-wide Strategic Planning work group to accomplish the following:

- Convene meetings among collaborative partners in the fields of Emergency Services, Housing, Infrastructure, Economic Development, Health and Human Services, the Environment, and Cultural Resources
- Coordinate with each member of the Board of Supervisors (BOS) to conduct whole community planning and identify vision, goals, objectives and projects throughout the Recovery Support Functions
- Work with MCELT and collate the results from county-wide community planning into a comprehensive strategic planning document to present to the MCBOS for approval
- Prioritize and pursue funding for identified projects
- Work closely with the community long-term recovery committee, Mendocino – Rebuilding Our Community (M-ROC) to assure incorporation of important aspects of recovery and resiliency efforts.



COMMUNITY PLANNING AND CAPACITY BUILDING PROJECT: Update the County’s Emergency Operations Plan and Hazard Mitigation Plan

SUPPORTS ALL RECOVERY FUNCTIONS

BACKGROUND:

The Emergency Operations Plan (EOP) serves as the primary guide for coordinating and responding to all emergencies and disasters within the county. It complies with local ordinances, state law, and state and federal emergency planning guidance including the Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and the Incident Command System (ICS). The Mendocino County/Operational Area Emergency Operations Plan (EOP) addresses response to and recovery from disasters and emergency situations affecting the Mendocino County Operational Area.

However, like many rural counties, Mendocino County’s EOP only mentions recovery as a concept and did not include the key elements that were needed in the wake of the Redwood Complex fire. Utilizing OES expertise and the recovery experience, Mendocino County is in the process of updating its plans to be better prepared for future disasters. Updating the County’s hazard mitigation plan is necessary in order to apply for future Hazard Mitigation Grant Program (HMGP) funding.

GOAL:

Work with key stakeholders to update Mendocino County Operational Area and Hazard Mitigation Plans.

PROJECT DESCRIPTION:

- Update key sections of the EOP, including Recovery, Debris Management, and Evacuation plans
- Update the County’s Hazard Mitigation Plan
- Coordinate with the County Fire Safe Council and local public safety partners to support community specific response plans

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$450,000

Funds Received: None to date

Potential Resources:

- Hazard Mitigation Grant Program (HMGP) \$140,000
- PG&E Resilient Communities Grant Program \$20,000

ACTION STEPS:

- Complete the EOP Recovery Plan Addendum and Debris Management Plan by September 2018
- On a contingency basis for future disasters release Request for Proposals and secure contracts for emergency debris removal
- Update County Evacuation plan
- Support Community Emergency Response Teams (CERT) “Map Your Neighborhood” program development
- Support Fire Safe Council development
- Complete HMGP planning grant submission by September 2018 deadline to fund the update of the Hazard Mitigation Plan
- Update the County’s Hazard Mitigation Plan by the end of 2019 (before the current plan expires)
- Incorporate the County’s Hazard Mitigation Plan in an updated General Plan Safety Element

COMMUNITY PLANNING AND CAPACITY BUILDING PROJECT: Update the County General Plan’s Safety Element

SUPPORTS ALL RECOVERY FUNCTIONS

BACKGROUND:

The County’s current hazard mitigation plan was adopted in 2014 while the last update to the County General Plan was in 2009. Since the last update, new state legislation has required that future General Plan updates include specific changes to the Safety Element that integrate the Hazard Mitigation Plan. Integration with the Safety Element is necessary to facilitate the development of regulations and programs to improve the disaster resiliency planning for the County and the County's ability to apply for funding sources that supports mitigation efforts.

GOAL:

Improve community capacity and mitigate long-term risks by integrating the County’s General Plan with the goals and mitigations offered in the County’s hazard mitigation plan. By integrating the hazard mitigation plan into the Safety Element of the General Plan, this will serve to reinforce emergency preparedness and prevention through the development and redevelopment of properties within the unincorporated areas of the County.

PROJECT DESCRIPTION:

Update Mendocino County’s General Plan to meet the current requirements for the Safety Element. Integrate the County’s hazard mitigation plan into the Safety Element of the Mendocino County General Plan.

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$200,000

Funds Received: None to date

Potential Resources:

\$150,000 Hazard Mitigation Grant Program

ACTION STEPS:

- Planning and Building Services will submit the Hazard Mitigation Grant Program application by the grant deadline in September 2018.
- Planning and Building Services will update the County’s General Plan in coordination with the update of the Mendocino County Office of Emergency Service’s Hazard Mitigation Plan.
- Planning and Building Services will coordinate with the Mendocino County Office of Emergency Services to integrate the two plans into one as part of the update to the Safety Element.



COMMUNITY PLANNING AND CAPACITY BUILDING PROJECT: County Cultural Responsiveness

ADDITIONAL RECOVERY SUPPORT: COMMUNITY EMERGENCY PREPAREDNESS, HEALTH AND HUMAN SERVICES, CULTURAL RESOURCES, NATURAL SYSTEMS

BACKGROUND: Concerns regarding county-tribal intergovernmental and community interactions have arisen as a result of the fire. These issues reveal a lack of cultural and political awareness regarding tribal status and protection of cultural resources. Education is necessary to increase cultural competency and responsiveness for county departments, employees, and the public.

GOALS:

- Increase cultural capacity of Emergency Services personnel and other local agencies to respond appropriately to events on tribal lands
- Increase cultural competence of county employees during orientation and through ongoing trainings
- Educate employees and the public about the proper protection of indigenous archaeological sites

PROJECT DESCRIPTION:

It is important at all times, but particularly accentuated during times of crisis, to recognize the importance of Indigenous peoples’ history in Mendocino County, the sovereign status of tribal lands and personnel, the distinction of local federally recognized tribes, and protocols regarding intergovernmental interactions and cultural resources protection.

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$15,000

Funds Received: None to date

ACTION STEPS:

- Update county maps and address contact lists to reflect on-the-ground reality of tribal lands and communities for emergency services personnel
- Develop County Cultural Competency Training in collaboration with local tribes and the United Pomo Nations Council (UPNC)
- Hire cultural trainers, approved by local tribes, to instruct all county employees on topics such as:
 - Indigenous history of Mendocino County
 - Sovereignty law
 - Recognition of tribal insignia
 - Local tribal protocols, customs, and cultural values
 - Archaeological and cultural resource protection

COMMUNITY PARTNERS
*Redwood Valley Band of Pomo
Indians*



RECOVERY SUPPORT FUNCTION: COMMUNITY EMERGENCY PREPAREDNESS

Community Emergency Preparedness requires the whole community’s participation in order to increase the safety of Mendocino County residents and visitors during emergencies. It involves County departments, medical health organizations, Emergency Medical Services (EMS) response, as well as the assistance of local Volunteer Organizations Active in Disaster (VOAD) working in close coordination. Mendocino County OES is engaging with emergency services personnel including the Sheriff’s Department, Fire District agencies, and CAL FIRE to develop comprehensive emergency zone maps, coordinated information systems, and provide ongoing staff trainings. As part of the Emergency Operations Plan (EOP), OES is developing a Disaster Recovery Plan to provide a framework for recovery processes to be initiated at the outset of future disasters. This plan will also guide the recovery process beyond the initial response phase in short and long term recovery components.

As part of the County’s commitment to improve our disaster response, the County is preparing an After Action Report (AAR) which is a best practice following any large incident. The purpose of the AAR is to describe the coordinated response effort from the County and its community partners during the Redwood Fire. The report summarizes areas of strengths and opportunities for improvement as described by those who participated in the response efforts. The AAR primarily examines the County’s response and overall system functions, it does not examine outside non-county agencies. The report provides an analysis of lessons learned and recommend improvements for future planning, training, and exercise development. Many of the recommendations from the AAR are included in this Recovery Project Plan. These projects provide a general overview of the goals of OES to support Community Emergency Preparedness.

The County will support communities, local Fire Safe Councils, and Community Emergency Response Teams (CERT) to develop “Map Your Neighborhood” Plans to identify potential evacuation routes, places of refuge, and to identify neighbors’ special needs for comprehensive preparedness. A Common Operating Picture assessment system will be further developed among federal, State, and local agencies to coordinate emergency response, coupled with a Joint Information System to evaluate changing conditions and distribute information to the public in emergencies. Emergency services personnel will be trained and drilled in these systems on an ongoing basis.

COMMUNITY EMERGENCY PREPAREDNESS

Critical Tasks

Community Emergency Preparedness is a key priority in lessening the impact of disasters. The areas of focus for developing emergency preparedness in local communities, coordinated with County emergency service systems and personnel are as follows:

- **Planning—personal and neighborhood preparedness coordinated with local, county, and state agencies**
- **Training and Exercising—staff and community training and drilling, ongoing system tests**
- **Information Sharing and Emergency Notification—situational assessment and information sharing among agencies coordinated with public alert systems**

COMMUNITY EMERGENCY PREPAREDNESS PROJECT: Training and Exercise Drilling

ADDITIONAL RECOVERY SUPPORT: CAPACITY BUILDING

BACKGROUND:

Training for emergency preparedness improves response capabilities and public safety.

GOAL:

- Increased community emergency awareness and preparedness
- Increased county employee capacities to respond to emergency

PROJECT DESCRIPTION:

- Conduct Internal Emergency Staff training to include Care and Shelter, Emergency Operations Center trainings and exercises, and additional PIO trainings.
- Provide CERT trainings to communities
- Public Outreach to communities, encourage more public events and activities
- Annual test of Public Alert and Warning System

FINANCIAL CONSIDERATIONS:

Cost:

- Internal Training Costs: unknown staff time
- External Training Costs: unknown depending on training provider
- Emergency “Essential Emergency Concepts” class (approximately \$60,000 to host serving up to 60 employees)

Funds Received: None to date

Potential Resources:

- Emergency Management Performance Grant

ACTION STEPS:

- Update multi-year training plan
- Update multi-year exercise plan to include additional EOC exercises
- Identify funding to increase number of CERT trainings provided to the public
- Identify funding for staff to attend greater number of emergency trainings, including Public Information Officer (PIO) trainings

COMMUNITY PARTNERS
Cities and Special Districts
Cal OES
CAL FIRE and Local Fire
Agencies
Local Nonprofits
Tribes



COMMUNITY EMERGENCY PREPAREDNESS PROJECT: Public Alert and Warning

ADDITIONAL RECOVERY SUPPORT: CAPACITY BUILDING, INFRASTRUCTURE

BACKGROUND: Mendocino County has a Public Alert and Warning System which utilizes commercial landline, cell phones, and internet infrastructure to alert the public during emergencies. This system has been used successfully for a variety of emergencies, but it is only effective if local communication infrastructure remains operational. Additionally, Mendocino County also has four tsunami sirens along the coast with radio activation

GOAL:

Robust, resilient, multi-level emergency communication capacity

PROJECT DESCRIPTION:

- Identification and mitigation of risks to communications infrastructure, development of auxiliary/alternative communication systems, provide ongoing staff training
- Development of an updated operational area public alert and warning plan

FUTURE OF REDWOOD VALLEY

COMMUNITY INPUT:

- Need for coordination of communication systems
- Want locally-based watch/communication
- Want community/county trainings on communication
- Strong support for sirens

COMMUNITY PARTNERS:

- Local and state fire agencies*
- Local radio broadcast stations*
- Special Districts*
- FEMA*
- Cal OES*
- Red Cross*

FINANCIAL CONSIDERATIONS:

Cost:

- Preparedness training and planning: unknown staff time
 - Siren Study: unknown
- (Cost of Sirens: \$10,000 -- \$50,000 per site)

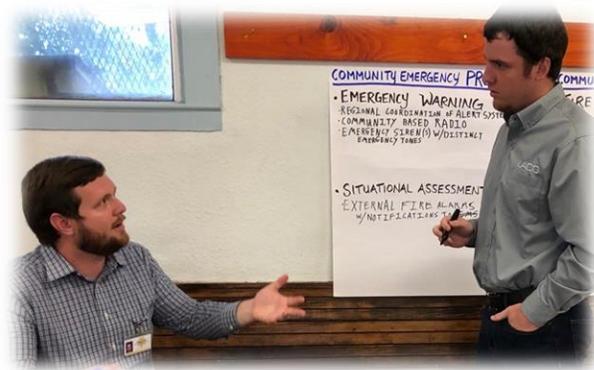
Funds Received: None to date

Potential Resources:

- Hazard Mitigation Grant Program

ACTION STEPS:

- Develop updated public alert and warning plan
- Provide additional training to public safety staff on alert and warning procedures
- Conduct a Study to identify siren designs, uses, and capabilities and identify potential locations for potential future procurement including cost estimates for implementation for BOS review and decision



COMMUNITY EMERGENCY PREPAREDNESS PROJECT: Situational Assessment and Information Sharing

ADDITIONAL RECOVERY SUPPORT: CAPACITY BUILDING, INFRASTRUCTURE

BACKGROUND:

Mendocino County is largely reliant upon “eyes on the ground” assessments to determine location and extent of emergency situations. Information is normally relayed to public safety dispatch centers from public safety personnel on the ground and from calls from the public.

GOAL:

- Better determine location and severity of emergency/disaster incidents in order to notify the public and make operational decisions.
- Improve information sharing system among cooperative agencies

PROJECT DESCRIPTION:

- Procure Cameras and/or other means to spot fires early and monitor existing fire advancement and rate of spread.
- Develop ‘Common Operating Picture’ system to better track incidents and share information with public safety partners.
- Develop a Joint Information System from various agencies, PIOs, and Operation centers to share and coordinate information.

FUTURE OF REDWOOD VALLEY

COMMUNITY INPUT:

- Desire for coordinated communication systems
- Early Alert System warnings
- Improve dispatch communications

FINANCIAL CONSIDERATIONS:

Cost:

- Staff time to improve information sharing capacity
- Purchase Information-sharing tools
- Purchase equipment such as fire cameras (Cost: \$5,000-\$30,000 per camera. Camera would have an increased radio and Information Technology (IT) staff cost to maintain.)
- IT costs for redundant information sharing (satellite communications, etc.)

Funds Received: None to date

Potential Resources:

- State Homeland Security Grant Program
- Emergency Management Performance Grant
- General Fund (staff time)

ACTION STEPS:

- Update joint information sharing plan
- Identify funding for fire cameras
- Identify potential locations and infrastructure needs for fire cameras
- Research common operating picture tools
- Make recommendation for adoption of a common operating picture tool

COMMUNITY PARTNERS:

CAL FIRE

Local Fire Departments

Law Enforcement Agencies

Public Safety Answering Points (PSAPs)

Dispatch Centers

Sonoma County Water Agency

RECOVERY SUPPORT FUNCTION: HOUSING

Before the Redwood Complex Fire, the housing vacancy rate in Mendocino County was less than 2%. The resulting pressure on housing stock after the displacement of approximately 400 households has steeply exacerbated the local housing crisis.

In partnership with FEMA and Cal OES, a local Housing Task Force was convened to procure temporary housing for those displaced by the fires and provide longer term housing assistance. The Housing Task Force negotiated with the U.S. Army Corps of Engineers to develop the Kyen Campground at Lake Mendocino for fire survivors to live in FEMA trailers for their transitional housing.

The County of Mendocino is committed to assist and support fire survivors through the long term rebuilding process. Mendocino County Planning and Building Services will continue to prioritize and fast track building permits and will provide individual assistance for fire survivors.

To address and remediate the chronic shortage for workforce and other affordable types of housing, Mendocino County will ensure adequately zoned property is available to facilitate residential development to meet the Regional Housing Needs Assessment (RHNA) goals as determined by the California Department of Housing and Community Development Division of Housing Policy Development.

Additionally, the County of Mendocino will be initiating the update of the County’s Housing Element, which identifies the housing needs in the unincorporated area of the County and address the needs of the 2019 – 2027 planning period. This task will be undertaken by Planning and Building Services.

HOUSING

Critical Tasks

- **Assess pre- and post-disaster housing needs and impacts, identify temporary housing, support planning for permanent housing**
- **Address affordable, accessible, and workforce housing needs in community planning efforts**
- **Address interim housing needs, assess permanent housing options, define an achievable timeline for providing a resilient, accessible, sustainable housing market in community recovery plans (FEMA 2016)**

<https://www.fema.gov/national-disaster-recovery-framework>

HOUSING PROJECT: Planning and Building Services

ADDITIONAL RECOVERY SUPPORT: CAPACITY BUILDING

BACKGROUND:

Hundreds of property owners are pursuing new building permits for rebuilding destroyed homes and other structures that were lost in the Redwood Complex Fire. Planning and Building Services is working one on one with community members to assist homeowners to draft appropriate and effective applications. More staff time is needed to process and approve applications and provide more technical assistance to fire survivors navigating the rebuilding process. Expanded staffing for a limited period of time will allow the County to continue processing and issuing building permits in a timely fashion, while ensuring that homeowners affected by the devastating wildfire are able to rebuild their homes and their lives.

GOAL:

Homeowners affected by the fire receive timely and individualized attention when developing building plans and applying for building permits(s) to rebuild in the affected areas of the County.

PROJECT DESCRIPTION:

Provide additional professional staffing for County Planning and Building Services to provide accessible, engaged personal assistance and support for property owners. Provide community level and individualized educational support to fire survivors on permit and zoning requirements. The additional staff levels will be dedicated to ensure timely processing of all entitlements and permits for rebuilding properties affected by the Redwood Complex Fire.

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$500,000

Funds Received: None to date

Potential Resources:

Hazard Mitigation Grant Program (HMGP): \$275,000 to fund 2 FTEs for a period of one year

ACTION STEPS:

- Planning and Building Services will submit the HMGP application by the September 4, 2018 deadline
- Solicit letters of support from elected representatives
- Track the progress and award of HMGP grant funding
- Seek additional grant funding to fund more than 2 FTEs and for more than 1 year
- Once HMGP funding is secured from FEMA and CalOES, the department will fill these two key positions as quickly as possible and monitor progress and grant reporting requirements

FUTURE OF REDWOOD VALLEY

COMMUNITY INPUT:

- Planning and Building Services should coordinate closely with M-ROC case management to identify and solve individual and community issues
- Need more over-the-counter, streamlined permitting processes through Planning and Building Services

HOUSING PROJECT: Financial Help for Owners to Rebuild

ADDITIONAL RECOVERY SUPPORT: ECONOMY

BACKGROUND:

Approximately 20% of property owners who lost their homes in the Redwood Complex Fire indicated they had no homeowners insurance. In addition, a significant portion of those with insurance are underinsured. These factors as well as additional financial barriers adversely impact property owners' ability to rebuild and re-populate, causing long-term hardships for the whole community's collective ability to recover.

GOAL:

Remove barriers to reconstruction by direct assistance to uninsured and underinsured property owners

PROJECT DESCRIPTION:

Mendocino County and its community partners will develop and seek out various kinds of housing reconstruction assistance to help rebuild uninsured and underinsured homes. The Community Foundation of Mendocino County funds will be leveraged with governmental and private philanthropy grants wherever possible.

FUTURE OF REDWOOD VALLEY COMMUNITY INPUT:

- Income qualifications need to be clear
- Skilled construction labor funding is needed

COMMUNITY PARTNERS:

Community Development Commission of Mendocino County (CDC)

Rural Communities Housing Development Corporation (RCHDC)

M-ROC Case Management, Housing and Unmet Needs Committees

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$7,200,000

Funds Received: None to date

Potential Resources:

- Cal HOME application by the Community Development Commission of Mendocino County (CDC) - \$1,000,000 June 2018
- Community Development Block Grants (CDBG)
- Other Housing and Urban Development (HUD) funding through California's Department of Housing and Community Development (HCD)

ACTION STEPS:

- Track and help coordinate implementation of the CDC's Cal HOME grant in partnership with M-ROC case management
- Identify and apply for additional grant programs
- Advocate for additional grant programs to assist property owners rebuild
- Continue to defer the cost of building permits for fire survivors until the time of certificate of occupancy/final.



HOUSING PROJECT: Fire Safe Rebuilding Materials

ADDITIONAL RECOVERY SUPPORT: COMMUNITY EMERGENCY PREPAREDNESS

BACKGROUND: Defensible space and other fire-wise practices alone are inadequate to mitigate the risk of homes burning from the type of firestorm seen in the October 2017. To provide for increased safety and security of life and property, fire-resistant building materials and practices should be utilized to the highest degree possible.

For example homes constructed with standing seam metal roofs provide significant fire mitigation when compared to homes constructed using standard roofing materials. Construction using standard seam metal roofs helps to prevent combustion of homes from floating embers and other wildfire hazards while also mitigating fire danger for neighboring homes, as a home constructed with ignition-resistant materials is less likely to combust and ignite the surrounding homes.

GOAL:

Mitigation of future fire dangers through the use of fire-resistance construction materials

PROJECT DESCRIPTION:

The Redwood Complex Ignition-Resistant Construction project through the Hazard Mitigation Grant Program would provide a rebate for the installation of standing seam metal roofs and other fire resistant materials on homes in the fire perimeter of the Redwood Complex Fire in order to mitigate fire danger, resulting in increased security of life and property in future fire events.

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$4,000,000

Funds Received: None to date

Potential Resources:

- Hazard Mitigation Grant Program (HMGP): \$3,000,000

ACTION STEPS:

- Develop a Hazard Mitigation Grant Program grant application before the deadline of September 4, 2018
- Identify and apply for potential grants to address the \$1,000,000 non-federal match requirement before the deadline
- Work with Cal OES and FEMA to see if there are any late submission opportunities if non-federal match is unavailable by application deadlines

**FUTURE OF REDWOOD VALLEY
COMMUNITY INPUT:**

- Concerns regarding costs, regulations and permitting processes
- Strong Support for Incentives



HOUSING PROJECT:

Build More Affordable Housing

BACKGROUND:

Mendocino County’s chronic housing shortage, at crisis levels before the fire became an additional catastrophic issue for the 40% of fire survivors who were renters. Expediting the process and supporting the capacity to build additional units will provide essential relief of a critical need for affordable and moderate income housing in the community.

In addition, creative solutions must be explored such as converting the long time vacant Redwood Valley Elementary School facility into housing.

GOAL:

Incentivize the development of affordable housing units and provide affordable housing in Redwood Valley to include multi-use space.

PROJECT DESCRIPTION:

Affordable housing infrastructure and development incentives to develop at least 220 new affordable units in the Ukiah area and convert vacant Redwood Valley Elementary School facility into 25 housing units, gym & outbuilding to become community center. The Ukiah Unified School Board started steps to move forward with the rezoning process in March 2018. The next step for the school district is to hire a consultant to prepare a real property analysis, strategy assessment, and report. The school board will decide on whether to lease or sell the property.

COMMUNITY PARTNERS:

*Community Development Commission of
Mendocino County (CDC)
Rural Communities Housing Development
Corporation (RCHDC)
Ukiah Unified School District*

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$30,000,000

Funds Received: None to date

Potential Resources:

- Community Development Block Grants (CDBG)
- Other Housing and Urban Development (HUD) funding through California’s Department of Housing and Community Development (HCD)

ACTION STEPS:

- Coordinate with state and local agencies, local non-profits, and charitable groups to implement the goals and policies of the County Housing Element of the General Plan
- Work with new and existing affordable housing development organizations that identify and address affordable housing needs of the community
- Continue to support housing development agencies that pursue and administer programs that provide low and moderate income households with homeownership assistance



RECOVERY SUPPORT FUNCTION: INFRASTRUCTURE

The Recovery Support Function of Infrastructure covers projects related to essential services such as utilities, roads, and public safety. It requires involvement from the Department of Transportation, Mendocino County Office of Emergency Services, and other community partners such as water districts, private utilities, and resource conservation groups. Repairing infrastructure is a priority. This includes the repair of roads that were damaged by the fire and subsequent recovery efforts. Dead and dying trees left in the wake of the flames pose hazards to public safety along the public right of ways and on private property. The necessity for safe alternate routes for emergency ingress and egress is an important feature for emergency preparedness. These concerns face the communities affected by the Redwood Complex Fire as well as many other communities throughout Mendocino County.

The County has formed a unique partnership with the Redwood Valley County Water District (RVCWD) to support the rebuilding efforts in Redwood Valley. The RVCWD serves many homes in Redwood Valley and incurred significant damages to a pump station, fire hydrants, and four miles of main lines during the fire. The County's Fire Recovery Team has been working closely with the RVCWD's management to explore funding strategies to support the replacement of the RVCWD infrastructures lost during fire along with the improvements required to meet current building codes increased demand and seismic standards. Although the County has no legal or financial obligation to the RVCWD, the County recognizes that this continued partnership is important to facilitate reconstruction for the RVCWD's customers and develop community capacity to rebuild with resiliency.

As the recovery efforts focus on repairing and improving Redwood Valley's infrastructure, these project plans may be able to be replicated in other areas of the County in order to increase safety and community capacity and resiliency.

INFRASTRUCTURE SYSTEMS

Critical Tasks

- **Facilitate restoration of essential infrastructure to maintain community functionality**
- **Coordinate planning for redevelopment at the regional, system-wide level**
- **Develop a plan with specified timeline for developing, redeveloping and enhancing community infrastructures to contribute to resilience, accessibility and sustainability**
- **Provide systems that meet the community needs while minimizing service disruption during restoration (FEMA 2016)**

<https://www.fema.gov/national-disaster-recovery-framework>

INFRASTRUCTURE PROJECT: Improve Redwood Valley Water System

***ADDITIONAL RECOVERY SUPPORT: COMMUNITY EMERGENCY PREPAREDNESS,
HOUSING, ECONOMIC RECOVERY AND RESILIENCY***

BACKGROUND:

Following the Redwood Complex Fire, the County and Redwood Valley County Water District (RVCWD) met to discuss immediate damage and recovery strategies as well as how to improve community resilience in the event of future disasters. Currently, water main lines and water laterals throughout the Water District do not provide the safest or most adequate level of service for District residents. To provide sufficient fire flow for an enhanced number of fire hydrants throughout the community and interior fire sprinklers within rebuilt homes in compliance with the California Building Code, existing 4-inch diameter water mains need to be upgraded to 6 inches, and ¾ inch water laterals need upgraded to 1 inch. Also, the Water District, located near the San Andreas, Rodgers Creek and Maacama faults, has significant potential for a large seismic event to occur and damage to the system.

The release of federal grant funding to mitigate natural hazards presented the community with an opportunity to address the need for historical deficiencies in the water system and build a more resilient infrastructure. Identified strategies to improve future resilience from both earthquake and fire include replacing/improving water mains and laterals; increasing the number of fire hydrants throughout the system; and improving water storage for back up water supply during drought or other crises.

GOAL:

Sufficient and safe water supply for Redwood Valley residents to respond to and mitigate disasters

PROJECT DESCRIPTION:

- Complete engineering and design plans
- Replace main lines and laterals
- Install fire hydrants
- Increase drought-resistant storage capacity

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$9,300,000

- \$7,920,000 water main lines and service laterals
- \$630,000 fire hydrants
- \$750,000 water storage

Funds Received:

- Sonoma Clean Power \$100,000
- Senator McGuire's \$2,000,000 appropriated in the State budget to serve as match for the Hazard Mitigation Grant Program

Potential Resources:

- Hazard Mitigation Grant Program \$5,940,000 for water mains and laterals replacement project
- Community Development Block Grant (CDBG-DR)

ACTION STEPS:

- The Hazard Mitigation Grant Program (HMGP) Notice of Intent has been approved
- The full HMGP application deadline is September 4, 2018
- County staff will continue to support the Redwood Valley County Water District through a contract with LACO Associates to complete the HMGP application
- Work with Senator Mike McGuire's office to access the \$2 million allocation from the state budget
- Continue to partner with Redwood Valley Water District to identify additional grant funding

INFRASTRUCTURE PROJECT: Repair Damaged Public Roads

ADDITIONAL RECOVERY SUPPORT: COMMUNITY EMERGENCY PREPAREDNESS, NATURAL SYSTEMS

BACKGROUND:

Mendocino County maintained roads in the area of the Redwood Complex Fire which were damaged by the extreme heat of the fire. The roads were further impacted by intensive use of heavy equipment, first by emergency response vehicles and then over several winter months by fire debris removal. Rural county roads were not built to withstand such heavy equipment loads or the increased traffic that the debris removal and recovery processes have created.

GOAL:

Repair damaged County roads in the fire footprint

PROJECT DESCRIPTION:

Repair County maintained roads that were severely damaged in the Redwood Complex Fire burn area including Redwood Valley and Potter Valley

FUTURE OF REDWOOD VALLEY

COMMUNITY INPUT:

- Need more safety signage/devices on roadways
- Educate the community on roads to be repaired
- Identify more revenue for road repair

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$8,100,000

Funds Received:

- FEMA Public Assistance obligated \$5,800,000
- Federal Highway Fund for five roads in need of repair in Redwood Valley and Potter Valley. Three have been approved and two have been denied for funds

Potential Resources:

Federal Highway Funds

ACTION STEPS:

- Continue to appeal the Federal Highway fund's denial of \$680,000 to pay for damages to West Road caused by the Redwood Complex Fire
- Identify additional grant programs to repair County roads and help residents address private road damage



INFRASTRUCTURE PROJECT: Remove Hazardous Trees

***ADDITIONAL RECOVERY SUPPORT: COMMUNITY EMERGENCY PREPAREDNESS,
NATURAL SYSTEMS***

BACKGROUND:

As a direct result of the Redwood Complex Fire thousands of trees located throughout the forested community landscape suffered severe damage, the results of which are still being revealed by the failure of seasonal regrowth. These dead or dying trees pose a falling threat to public right of ways and create a hazard to public health and safety, infrastructure and private residences.

The Mendocino County Department of Transportation has identified 373 hazardous trees in the public right of way and Mariposa Park that qualify for the publicly supported FEMA program.

GOAL:

Provide public safety, protect public road infrastructure, enable safe rebuilding, and reduce forest fuel load

PROJECT DESCRIPTION:

- Professionally assess all fire damaged trees that pose a risk of falling into public right of ways
- Remove dead and decaying trees that pose a risk in public right of ways
- Reduce forest fire fuel load

FUTURE OF REDWOOD VALLEY

COMMUNITY INPUT:

- Identify help for private property owners with dead or dying trees that are outside of the public right of way

COMMUNITY PARTNERS:

*Mendocino County Resource
Conservation District (MCRCD)
LACO Associates*

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$2,150,000

Funds Received:

- FEMA Public Assistance obligated \$2,000,000 to address the 373 hazardous trees in the public right of way and the County Park.

Potential Resources:

- CAL FIRE Prevention Grant Program \$150,000

ACTION STEPS:

- Implement FEMA Public Assistance grant, which has to be completed in Fiscal Year 2018-19 in order to qualify for 100% reimbursement
- The County also applied for \$150,000 for this project through the CAL FIRE Prevention Grant Program and will continue to track progress and potential award
- Advocate for programs to assist private property owners and vulnerable community members with removing hazardous trees from their property
- Publish information on reporting unremoved hazardous trees to CAL FIRE and county code enforcements

INFRASTRUCTURE PROJECT: Safe Emergency Ingress/Egress

ADDITIONAL RECOVERY SUPPORT: COMMUNITY EMERGENCY PREPAREDNESS

BACKGROUND:

Like many rural communities, Mendocino County includes many private communities where rural residents live on single lane, narrow roads that lack an alternative exit. Safe secondary exit routes and emergency vehicle access are critical in times of disaster. First responders need unobstructed access to reach the disaster area. Residents need secondary access to escape when exit routes are blocked during a disaster.

GOAL:

- Develop and implement plans for emergency ingress and egress in the event of future disasters
- Develop plans to widen narrow rural roads and create turn outs or alternative routes where needed

PROJECT DESCRIPTION:

Identify and implement a planning process to address secondary road access development plans for emergency ingress/egress.

FUTURE OF REDWOOD VALLEY

COMMUNITY INPUT:

- More information is needed to address evacuation challenges and safety
- Importance of North Tomki routes



FINANCIAL CONSIDERATIONS:

Cost:

- Approximately \$1,600,000 for planning phase
- Implementation phase costs TBD

Funds Received: None to date

Potential Resources:

- Proposition 1 Watershed and Delta Ecosystem Restoration Grant Program: \$1,300,000 application submitted to plan improvements for the County road associated with Tomki Road wet stream crossings
- Hazard Mitigation Grant Program-Planning funds may be available in future rounds of funding

ACTION STEPS:

- Work with the California Department of Fish and Wildlife and track the Proposition 1 Watershed and Delta Ecosystem Restoration Grant Program progress and award
- Identify all public and private roads county-wide that lack secondary escape routes and require ingress/egress emergency planning or improvements
- Identify and apply for other applicable grant programs to support planning, road work and other ingress/egress concerns

RECOVERY SUPPORT FUNCTION: ECONOMIC RECOVERY AND RESILIENCY

The economic recovery of a region after disaster is deeply tied to its capacity for resilience. Building in economic protective factors to be able to withstand disruption and adapt to changing conditions is an essential part of economic recovery. It is important to identify keystone projects which can catalyze sustainability throughout the local economy and are capable of scaling up to provide growth and stability. Projects that involve multiple businesses and provide high-skilled labor opportunities have the capacity to increase local economic resiliency.

Supporting locally-based economic initiatives is essential to build strength and sustainability. It is also vital to the County as a whole to reinforce economic networks and other factors which provide local economies external support structures and link localities together. County-wide economic planning that emphasizes disaster recovery and resiliency can build upon past economic development efforts to engage the whole community, plan and identify keystone economic projects, and launch the economic development efforts of the future.

Following the Redwood Complex Fire, the County has engaged with local partners in a new way to help reinvigorate a County led focus on Economic Development. The County Board of Supervisors has approved the Economic Development & Financing Corporation (EDFC) in partnership with West Company to serve as the economic arm for Mendocino County. The County is embarking on several ways to support this new partnership.

Planning for economic resilience on a county-wide basis involves local communities identifying keystone projects that can leverage local resources and build skills to provide for vibrant, creative communities. It is the beauty of Mendocino County’s natural resources, the creativity of local artisans, and the strength of community character which makes for a resilient home and a rejuvenating place to visit.

ECONOMIC RECOVERY

Critical Tasks

- **Share, aggregate, and integrate economic impact data to assess economic issues/identify inhibitors**
- **Implement economic recovery strategies, integrate public sector capabilities, share information, and facilitate robust problem solving among stakeholders**
- **Incorporate economic recovery and removal of inhibitors in the community recovery plan, maintain rights of all individuals (FEMA 2016)**

<https://www.fema.gov/national-disaster-recovery-framework>

ECONOMIC RECOVERY AND RESILIENCY PROJECT: Plan for Economic Resilience

ADDITIONAL RECOVERY SUPPORT: CAPACITY BUILDING

BACKGROUND:

Strengthening local economies throughout the county is key to creating resilience. The County’s strategic planning process should focus on economic development. An Economic Recovery Coordinator could serve as the County’s primary liaison to key community partners including its non-profit economic arm, the Economic Development Finance Corporation (EDFC) and West Company. This team will facilitate community planning, provide evidence based strategies for implementation, and provide technical assistance for key projects within the County Executive Office.

GOAL:

- Create a meaningful economic development plan, which includes economic recovery and resiliency
- Expand vocational training opportunities in partnership with Mendocino College
- Create new jobs and improve broadband access/services in rural areas

PROJECT DESCRIPTION:

Create an Economic Recovery and Resiliency Strategy and support economic recovery projects.

FUTURE OF REDWOOD VALLEY

COMMUNITY INPUT:

- Need more training/retraining opportunities
- Support for Agriculture
- Support for environmental education

COMMUNITY PARTNERS:

*Economic Development Finance Corporation
(EDFC)
West Company
Workforce Alliance of the North Bay
Mendocino College*

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$1,500,000

Funds Received: None to date

Potential Resources:

- Economic Development Administration (EDA) Disaster Recovery Funds \$397,180 to pay for a County Economic Recovery Coordinator and other supports over a two-year period
- Senator McGuire’s \$1,000,000 appropriated in the State budget to enhance Mendocino College’s vocational training opportunities in Mendocino and Lake counties

ACTION STEPS:

- Track the progress and potential award of the EDA Disaster Recovery grant that the County applied for on July 1, 2018.
- Work with Senator Mike McGuire’s office to access the \$1,000,000 allocation from the state budget
- Develop a county-wide Economic Recovery and Resiliency Plan that supports county-wide economic development and a County adopted strategic plan
- Develop capacity to apply for other disaster recovery and resiliency funding, as well as economic development funding opportunities

ECONOMIC RECOVERY AND RESILIENCY PROJECT: Increase Jobs through Industrial Area Development

BACKGROUND: The former Masonite Company mill and processing center has been abandoned for many years. Redevelopment of the site for business and light manufacturing requires infrastructure, road, and utilities development. These uses are in compliance with County of Mendocino General Plan and zoning regulations as the present zoning designation of the project site is industrial and the current land use is either industrial or vacant. The purpose of the new road is to provide the necessary infrastructure for light manufacturing jobs to be created by new and expanding businesses that have committed to locating at the site if the road is built. This road project meets the recovery and resilience, infrastructure improvements, and job creation and manufacturing priority criteria of the Economic Development Administration’s (EDA) Disaster Recovery grant program.

GOAL:

Create new jobs through the economic impact of this new industrial area, including the generation of 40 new jobs in light manufacturing, 20 new positions in timber products recycling and distribution, 16 new jobs in wine production and 24 jobs in wine cultivation.

PROJECT DESCRIPTION:

Provide the funding needed for infrastructure, road, and utilities development for a new industrial park in North Ukiah. The project is planned and zoned for industrial development, including manufacturing businesses. Final design and construction is for approximately 6,050 linear feet of new roadway with required utilities connecting Ford Road (at the south end) toward North State Street (in the middle), and Orr Springs Road (on the north).

FINANCIAL CONSIDERATIONS:

Cost: Project Total: \$11,400,000

Funds Received:

\$2,273,937 provided by the private sector development in partnership with Ross Liberty

Potential Resource

- Economic Development Administration (EDA) Disaster Recovery Funds grant request of \$9,095,746

ACTION STEPS:

- Track the progress and potential award of the EDA Disaster Recovery grant
- Work with Ross Liberty and other key stakeholders to coordinate development of the project

COMMUNITY PARTNERS:

- Ross Liberty*
- Factory Pipe LLC*
- Ford Road Rhys Ukiah Winery*
- The Grafted Group*
- Headquarters/30Degreeish Property*
- Reuser Inc.*



RECOVERY SUPPORT FUNCTION: HEALTH AND HUMAN SERVICES

In the immediate aftermath of the Redwood Complex Fire, an inspiring groundswell of community organizing went right to work. Over \$2 million dollars was raised locally for long-term rebuilding efforts. These funds were entrusted to The Community Foundation of Mendocino County (CFMC) and North Coast Opportunities (NCO) to assist fire affected community members. Mendocino—Rebuilding Our Community (M-ROC) was formed as a collaborative consortium of service organizations to provide assistance to those directly impacted by the fire. M-ROC includes key partnerships between the County of Mendocino, Community Foundation, and NCO, along with several regional and local agencies and faith-based organizations. Volunteers from the community are welcomed into this forum to forge networks to address specific issues as identified by disaster case managers and respond to unmet needs. The Mendocino County Health and Human Services Agency (HHSA) has provided key supports and linkages for vulnerable populations through disaster case management. The recovery process for Redwood Valley, Potter Valley, and Willits fire survivors will take several years. In partnership with M-ROC, the County will continue to stay the course to assist individuals and families as they make important choices about how to move forward with their lives.

HHSA has also secured funding for crisis counseling that is contracted with Redwood Community Services to support California H.O.P.E. Additional funds for housing support and other unmet needs have been procured by the Mendocino County Recovery Team. It is also necessary to prepare the whole county for future disaster recovery, and support programs that foster health and resilience for all populations in Mendocino County.

HEALTH AND HUMAN SERVICES

Critical Tasks

- **Identify affected populations, groups, and key partners in recovery**
- **Complete an assessment of health and social service needs, prioritize these needs based on the whole community's participation in the recovery planning process, develop a recovery timeline with consideration to available human and budgetary resources**
- **Restore health care and social services functions (public health, behavioral health, etc.)**
- **Restore and improve resiliency of health care and social services systems, networks, and capabilities to promote independence and well-being of community members**
- **Implement strategies to protect health and safety of public and recovery workers from the effects of a post-disaster environment (FEMA 2016)**

<https://www.fema.gov/national-disaster-recovery-framework>

HEALTH AND HUMAN SERVICES PROJECT: Support Disaster Case Management to Address Unmet Needs

SUPPORTS ALL RECOVERY FUNCTIONS

BACKGROUND:

Mendocino Rebuilding Our Community (M-ROC), is a collaborative Long term fire recovery committee led by the Community Foundation of Mendocino County, North Coast Opportunities and the County of Mendocino along with faith-based leaders and other community partners. Its bylaws and structure were developed with federal and state guidance that allows it to be recognized by FEMA, Cal OES and associated federal, state, and philanthropic funders.

GOAL:

- Provide a safe place for all fire survivors to access information and resources that can help them personally recover from this tragedy
- Increase availability of funds to assist fire survivors access to needed supports to recover and rebuild

PROJECT DESCRIPTION:

The M-ROC subcommittees focus on:

- **Case Management:** working directly with families and individuals who lost their home
- **Construction and Housing:** creating opportunities and connecting families in need
- **Material Donations:** collecting and distrusting household and personal items to survivors
- **Emotional and Spiritual Support:** creating emotional and spiritual connections/resources
- **Unmet Needs:** advising the allocation of limited resources
- **Fundraising and Finance:** identifying new funds and managing allocated funds
- **People Helping People:** peer driven supports connecting creative housing solutions

FINANCIAL CONSIDERATIONS:

Financial considerations include the ongoing provision of disaster case management services; active engagement with HHSA to identify public resources and programs to serve the most vulnerable fire affected individuals; increased capacity to provide community based trauma informed care; funding to subsidize the high costs of rebuilding or finding other housing solutions; and, facilitation and a forum to continue to identify and addressing other critical needs.

Funds Raised for M-ROC:

Mendocino Community Foundation (MCF), North Coast Opportunities (NCO), and M-ROC have raised approximately \$4,000,000 in donations and grants.

Funds Received Directly by the County to Address Unmet Needs:

Golden State Finance Authority: \$254,854 for individual assistance grants through M-ROC

California Department of Health Care Services: \$120,000 for counseling through Redwood Community Services, California H.O.P.E.



HEALTH AND HUMAN SERVICES PROJECT: Public Health Preparedness and Hydration Stations

ADDITIONAL RECOVERY SUPPORT: COMMUNITY EMERGENCY PREPAREDNESS

BACKGROUND:

Climate resiliency planning is an important aspect of public health and emergency preparedness. By adapting to better cope with the effects of climate change, communities can build resilience and protect vulnerable populations.

During extreme heat, hydration stations are of vital importance, especially to the County’s most vulnerable populations. This project is part of the County’s commitment to proactively prepare for future extreme heat events, and will serve as a catalyst to strengthen the collaborative work that is necessary between the Public Health Department and Mendocino County’s Office of Emergency Services (OES).

GOAL:

- Strengthen Public Health Emergency Preparedness plans in partnership with Mendocino County’s Office Emergency Services
- Evaluate County hydration stations and related policies and procedures
- Develop better hydration strategies throughout the County
- Leverage and enhance the County’s fire disaster recovery efforts and resources by integrating planning initiatives for climate resiliency, risk mitigation, and emergency response

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$80,000

Funds Received: None to date

Potential Resources:

- PG&E Better Together Resilient Communities Grant: \$80,000

ACTION STEPS:

- Track the progress and potential award of the PG&E Better Together Resilient Community Grant
- If funded, assign a public health coordinator in HHSA’s division of Public Health
- Hold community planning events, work sessions and trainings in coordination with the County Public Health Officer and the OES Coordinator
- Develop capacity to apply for and administer other disaster recovery and resiliency funding, as well as leverage public health emergency management funds



RECOVERY SUPPORT FUNCTION: NATURAL SYSTEMS AND CULTURAL RESOURCES

Mendocino is a beautiful rural community with many natural resources as well as a deep appreciation for how the land supports our lives and livelihoods. The changing state of forests as a result of a century of fire suppression and increasing drought poses a common threat to our many wildland-interface communities. Forest management and vegetative fuel reduction measures are among the highest priorities for wildfire emergency preparedness. The necessity for landowner-initiated vegetation management is complicated by limitations of senior and low-income populations.

The forests that were ravaged by the Redwood Complex Fire hold significant risk as dead and dying trees still stand. The burned slopes could pose an erosion threat to homes as well as to the headwaters of the Russian River Watershed, the main water source for many communities in Mendocino, Sonoma, and Marin counties.

Disaster Recovery and Resilience in an era of increased wildfire risk demands a commitment to addressing the source of the problem while handling the many fronts of change that face communities. California is in the vanguard of climate adaptation policy. Resources should be prioritized for projects that seek to mitigate hazards while simultaneously addressing the need for reduced greenhouse gas emissions and carbon sequestration. This provides Mendocino County an important opportunity to utilize the wealth of expertise within the community regarding natural resource protection and sustainable forest management while providing important educational and economic opportunities.

Along with the beauty of the natural environment, Mendocino County's tourism industry features the creativity of Mendocino County residents. Mendocino County is a destination for both artists and art-lovers who come here to participate in our rich cultural history and expressive arts. Protecting cultural resources in Mendocino County includes the preservation of living legacies throughout a diverse array of cultural expressions: traditional, historical, land-based, and artistic. See Appendix C for a description of community-driven Recovery Projects that seek to address cultural resiliency.

NATURAL AND CULTURAL RESOURCES

Critical Tasks

- **Implement measures to protect and stabilize culturally significant documents, objects and structures**
- **Mitigate impacts/stabilize natural and cultural resources, conduct assessment of impacts that identifies protections that need to be in place during stabilization during recovery**
- **Complete assessment of affected natural and cultural resources, develop timeline to address these impacts in a sustainable and resilient manner with consideration to available human and budgetary resources**
- **Preserve natural and cultural resources as part of an overall community recovery in coordination with natural and cultural resource experts and the recovery team in accordance with recovery plan timeline (FEMA 2016)**

<https://www.fema.gov/national-disaster-recovery-framework>

NATURAL SYSTEMS PROJECT: Hazardous Fuel Reduction

ADDITIONAL RECOVERY SUPPORT: COMMUNITY EMERGENCY PREPAREDNESS

BACKGROUND: Increased fire fuel loading presents direct threat to life and property throughout Mendocino County. Both live and dead trees and vegetation have accumulated and increased the likelihood of large wildfires. When fire encounters areas of heavy fuel loads (continuous brush, downed trees, vegetation or small trees) it can easily burn these surfaces. Fire-ladder fuels may quickly move from a ground fire into a crown fire. This is what occurred in the October 2017 Firestorm in Mendocino County.

The County has identified the urgent need to remove hazardous trees from the public right of way to protect public safety through FEMA public assistance project. Further fuel reduction steps need to occur to mitigate the threat of dead and dying trees on private property.

GOAL:

- Create fire-safe households, neighborhoods, and communities by removing dead or dying trees on private property.
- Reduce surface and fire-ladder fuels, thin out dense tree stands, preserve mature size trees. Create fuel breaks by clearing wide strips of land. Ensure there is defensible space around structures.

PROJECT DESCRIPTION:

Create more resilient & fire-safe communities with vegetation management, forest fuel-load reduction, retention ponds, and better forest management practices

FUTURE OF REDWOOD VALLEY COMMUNITY

INPUT:

- Communities need more information, advice, and support for hazardous fuel reduction
- Neighborhood collaboration between adjacent landowners may leverage resources
- Some have ecological concerns regarding the efficacy of control burns vs. chipping
- Forest fuel load reduction and vegetation management are a high priority

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$850,000

Funds Received: None to date

Potential Resources:

- Wells Fargo & NFWF Resilient Communities Grant
- CAL FIRE Fire Prevention Grant Program \$850,000
- CAL FIRE Assistance to Firefighters Grant
- CAL FIRE Local Assistance for Tree Mortality Grant Program

ACTION STEPS:

- Work with CAL FIRE and track the Fire Prevention Grant Program progress and award
- Once funding from CAL FIRE has been secured, contract with Mendocino County Resource Conservation District for project management, public outreach, and tree assessment
- Apply for applicable grants when the County is an eligible applicant
- Coordinate programs with other agencies to apply for applicable grant funding when the County is not an eligible applicant
- Identify areas with dangerous fuel loads
- Publish information on reducing fuel loads and vegetation management to the community

COMMUNITY PARTNERS:

Mendocino County Resource Conservation District (MCRCD)
Mendocino County Fire Safe Council

NATURAL SYSTEMS PROJECT:
Reforestation and Watershed Stabilization

ADDITIONAL RECOVERY SUPPORT: COMMUNITY EMERGENCY PREPAREDNESS

BACKGROUND: The Redwood Complex Fire burn area is traversed by the headwaters of the Russian River in Redwood Valley, the Laughlin Range and Forsythe Creek to the west, and the East Fork of the Russian River in upper Potter Valley and the Eel River to the east. In the aftermath of the Redwood Complex Fire, erosion and sedimentation became a significant concern due to the rural land uses and steep topography that dominate much of the burn area. There is a need to complete 240 acres of reforestation planning, inventory 20 miles of rural roads, assess hillslope stability and assess up to 60 stream crossing with the Forsythe Creek area and within the fire footprint.

GOAL:

Collaborate with community partners to implement ecosystem restoration and mitigation measures

PROJECT DESCRIPTION:

Stabilize the watershed through projects such erosion control, soil stabilization, reforestation, replacement of burned culverts, installation of new culverts, and restoration of natural hydrologic.

FUTURE OF REDWOOD VALLEY

COMMUNITY INPUT:

- Concerns regarding aerial seeding/invasive species
- Strong support for native plant restoration (oaks, others)
- Community needs access to information and resources
- Concern for appropriate land restoration
- Hazardous tree removal is a priority

COMMUNITY PARTNERS:

Mendocino County Resource Conservation District (MCRCD)

FINANCIAL CONSIDERATIONS:

Cost: Approximately \$902,000

Funds Received:

- Hazard Mitigation Grant Program: \$71,918 obligated Drainage Project
- Hazard Mitigation Grant Program: \$35,400 obligated Soil Stabilization Project
- Sonoma Clean Power: \$50,000

Potential Resources:

Proposition 1 Watershed and Delta Ecosystem Restoration Grant Program from California Department of Fish and Wildlife (CDFW) Emergency Watershed Protection:

- \$657,000 implementation project for erosion prevention control by installing culverts and reshaping road sections on prioritized rural and unimproved roads along the West Fork Russian
- \$88,000 planning project to prepare for restoration plans for 240 acres of riparian and hillslope reforestation

ACTION STEPS:

- Apply for applicable grants when the County is an eligible applicant
- Work with CDFW and track the Proposition 1 Watershed and Delta Ecosystem Restoration Grant Program progress and award
- Once funding from CDFW has been secured, contract with Mendocino County Resource Conservation District for CDFW contract, regulatory permit, and project construction compliance
- Release Requests for Proposals for the Hazard Mitigation Grant Program

NEXT STEPS:



As Mendocino County looks forward to long-term recovery with an eye towards developing and enhancing county-wide resilience throughout the Recovery Support Functions, a few key commitments are necessary.

The County will need to ensure that adequate resources are allocated to continue to work with local, state and federal partners and follow through on identified recovery projects. In addition to the capacity to seek and secure new funding opportunities, long-term disaster recovery requires oversight for contract compliance and monitoring in order to assure that projects are appropriately implemented and financial processes are designed to mitigate future audit risks.

Processes for community input across the key areas of economic development, recovery, and resiliency planning must be developed in order to develop a meaningful County strategic plan that recognizes the needs of the County Board of Supervisors, its employees and its constituents. Part of those processes would ideally incorporate a *Whole Community Approach* described in the introductory section of this Fiscal Year 2018-19 recovery project plan.

In this Recovery Project Plan, the County of Mendocino outlines recovery projects for the area most severely impacted in Mendocino County identified over the first six months of fire recovery efforts. The majority of the impact to households lay within the boundaries of the Redwood Valley Municipal Advisory Council. This Plan identifies several projects to strengthen resiliency in the County as a whole. Immediate action on these projects engages nationally declared disaster recovery support currently available from federal and state partners. Strategically planning for future wildfires and other emergencies in the county demonstrates the County's commitment to community safety and diligent decision-making. County resources allocated to these projects leverage access to grant opportunities and appropriations which will benefit a broad spectrum of the population. By these commitments the County moves to ensure long-term financial recovery from the fire, provide resources for individual and family recovery, and prepare communities throughout the county for future wildfires and other disasters.

Submit Comments to teamrecovery@mendocinocounty.org

By ~~8:00 am on August 10, 2018~~

Deadline Extended 5:00 pm Monday, August 13, 2018

APPENDIX A COMMUNITY INPUT

The Future of Redwood Valley Community Meeting May 9, 2018

On May 9, 2018 the County of Mendocino Fire Recovery Team hosted a community meeting at the Redwood Valley Grange with the help of the Redwood Valley Municipal Advisory Council. Over 60 Redwood Valley residents and community members attended the evening meeting.

Kirsten Johnsen, Administrative Analyst from the Mendocino County Disaster Recovery Team, and Cliff Paulin, Redwood Valley Community Plan Facilitator, co-facilitated the community meeting using a World Café format. Results from the meeting were collated and thematically analyzed by Kirsten Johnsen. The full report, including raw data and thematic distribution charts, is available for the community to view and utilize for future planning processes at www.redwoodvalleymac.com.

MEETING GOALS

The purpose of the meeting was to engage in dialogue with the Redwood Valley community regarding fire recovery and community resilience projects which the County identified for potential funding through state or federal appropriations and grant applications. While the funding for these projects was not yet secured, community input contributed by clarifying questions, identifying needs, and incorporating ideas for effective project implementation. Residents and community members circulated through several tables designated by Recovery Support Function to provide their feedback on projects and generate new ideas.

MEETING RESULTS

Raw Data: At the close of the meeting, each Recovery Support Function table had several lists of responses and ideas recorded on flipcharts. The information from these pages was transcribed directly into separate documents for each Recovery Support Function.

Data Analysis: The raw data from the direct transcription was analyzed to determine categories of thought, which were then grouped together. Themes were identified within responses to specific projects as well as in the lists of new ideas for projects or needs. These themes were cross-referenced across the spectrum of Recovery Support Functions.

Summary: The thematic findings were summarized across Recovery Support Function areas. This summary offers the Redwood Valley community, the Redwood Valley Municipal Advisory Council, and the County of Mendocino a succinct, yet broad scope of the areas of interest, concern, inspiration, and need for more information regarding potential fire recovery projects and planning for the future of Redwood Valley.

APPENDIX B SUMMARY OF THEMES

Redwood Valley Community Meeting May 9, 2018

THE FOLLOWING THEMES WERE MENTIONED IN THE COMMUNITY AT MORE THAN ONE RSF TABLE VENUE:

- Emergency Evacuation systems: secure safe escape routes and procedures (CEP, INF)
- Utilities: property owners need help with costs, want to upgrade to fire safe utilities (local/state initiative?) (CEP, HOU, INF)
- Vegetation/Forestry Management: property owners need information, assistance, and funding for hazard tree removal and forest thinning (CEP, INF, NAT)
- Redwood Valley Grange: a valued cultural and historical asset to the community which can provide economic, health and human service support, and support for children and youth. The Grange is in need of roof repair and kitchen upgrade (ECON, HHS, CUL)
- Native Plants: There is cross-RSF interest in pursuing native plant restoration as a local project to support the economy with ecological and cultural value (ECON, NAT, CUL)
- Wildfire Memorial: An anniversary remembrance ceremony and installation of a memorial monument would provide emotional and cultural healing (HHS, CUL)
- Art: Redwood Valley's artists, community members, fire survivors, and children would benefit from art as healing. A local Art center to boost local economy (ECON, HHS, CUL)
- Redwood Valley School Conversion to Housing: There is broad interest in and curiosity about this project. Community members want multi-use space to be designed to include commercial space, a behavioral assessment center, space for art/art center, available to people of all ages (youth and elders) (ECON, HHS, HOU, CUL)
- Agriculture: Agriculture is a local value, including support for farmers, concerns about water, and a desire to create a horse-friendly community (horse trails/local horse economy) (ECON, INF)
- Youth: A desire to care for children and encourage youth-- from offering emotional health services to providing affordable rentals (HHS, HOU)

APPENDIX B SUMMARY OF THEMES

Redwood Valley Community Meeting May 9, 2018

THERE ARE MANY CONCERNS FACING THE COMMUNITY:

- Costs: for fire safe rebuilding materials, cost of permits, help with debris cleanup, tree removal, forest thinning (HOU, INF, NAT)
- Water: for capacity and source limitations, fire safe storage and sprinkler systems, use for agriculture (HOU, INF)
- Need to help private property owners: with vegetation management, utility hookups, permits, fire safe rebuilding, forest thinning (CEP, HOU, INF, NAT)
- Class K/sprinklers were a concern: the need for sprinklers and concern about Class K regulations in terms of costs and loans (CEP, HOU, INF)

THE REDWOOD VALLEY COMMUNITY NEEDS MORE INFORMATION ABOUT AND ACCESS TO:

- Emergency warning systems (CEP)
- Economic training/retraining opportunities (ECON)
- Emotional health/life coaching support groups (HHS)
- Emotional support for children and youth (HHS)
- All information on the Redwood Valley School Housing Conversion project (HOU)
- Funding available for private property owners for tree removal and utility hookups (INF)
- Information on tree assessment and removal as well as forestry thinning options (NAT)

THE REDWOOD VALLEY COMMUNITY IS INTERESTED IN NEIGHBORHOOD AND COMMUNITY COLLABORATION ON:

- Neighborhood fire watch (during red flag warnings) (CEP)
- Community-based/HAM radio alert systems (CEP)
- Increasing RV Grange membership (ECON)
- Creating space for local businesses (ECON)
- Engaging in shared business projects (ECON)
- Whole community (youth and elders) involvement at RV school site (HOU)
- Neighborhood assistance for shared utility conduits/hookups/costs (HOU)
- To identify high fire risk areas of RV (INF)
- To identify roads damaged by fire/debris removal/rebuilding in need of repair (INF)
- To combine parcels for forest thinning/vegetation grants (NAT)
- To involve everyone in multi-cultural collaboration for RV recovery and resilience (CUL)

APPENDIX C COMMUNITY-DRIVEN PROJECTS

Generating Cultural Resiliency

∞ OUT OF THE ASHES FIRE MEMORIAL ARTS EVENTS ∞

PROJECT DESCRIPTION: A consortium of artists and fire survivors are collaborating on expressive arts events to be showcased around the county during the month of October 2018, the one-year anniversary of the fire. These arts events help fire survivors and the community to emotionally process this trauma in shared, supportive venues. Events include monologues, visual art displays, written stories, poetry readings, dance performances, and memorial ceremonies. The Art from the Ashes Community Mosaic Mural will be ceremonially unveiled at its installation location at the Redwood Valley Grange.

PROJECT PARTNERS: Arts Council of Mendocino County, First Person Plural Monologues, Mendocino County Museum, Ukiah Art Center, Mendocino College, Frey Vineyards, S.P.A.C.E., and many others in development

CONTACT: Jaye Alison Moscariello jamoscariello8@gmail.com (310) 970-4517

∞ ART FROM THE ASHES MOSAIC MURALS ∞

PROJECT DESCRIPTION: This project guides fire survivors to create mosaic art pieces from broken pottery, melted glass, metal and other shards found on their property after the fire. Making art from the ruins is a healing process and the items created can be a reminder of growth through community and artistic engagement. Mosaics created by fire survivors may be displayed in art shows around the county or may be contributed to a collective mosaic mural for permanent installation at the Redwood Valley Grange. The mural will be a lasting documentation and legacy for the larger community of family, friends, neighbors, and visitors for generations to come.

PROJECT PARTNERS: Arts Council of Mendocino County, California Arts Council, Mendocino Community Foundation, Art Center Ukiah, Mendocino County Museum, Mendocino College, Redwood Valley Grange, Frey Vineyards

CONTACT: Elizabeth Raybee eray@eraybeemosaics.com (707) 743-1437

∞ REDWOOD VALLEY GRANGE REPAIR AND UPGRADE ∞

PROJECT DESCRIPTION: Immediately after the fire, volunteers with the Redwood Valley Grange No. 382 provided free hot meals, emergency food and clothing distribution, counseling services, child care, and community support networking. To better serve its community the RV Grange roof needs to be repaired and the kitchen rebuilt to commercial standards. A commercial kitchen located at the RV Grange can assist the local economy while continuing to support human services and provide community support and refuge for future disasters. The RV Grange needs community support to meet its goals to:

- Repair ceiling and replace roof with composite shingle or metal roof, including HVAC and insulation.
- Upgrade to commercial kitchen with new flooring, equipment and appliances, including structural, electrical, and plumbing upgrades.

PROJECT PARTNERS: RV Municipal Advisory Council, North Coast Opportunities, Sons of Italy, 4H, Civic Light Opera, Held-Poage Historical Society, Art from the Ashes Mural

CONTACT: Jini Reynolds jini@pacific.net (707) 972-1414

GLOSSARY OF RECOVERY ACRONYMS

AAR	After Action Report
BHAB	Behavioral Health Advisory Board
BOS (MCBOS)	Mendocino County Board of Supervisors
CAL FIRE	California Department of Forestry and Fire Protection
CAL OES	California Office of Emergency Services
CAL HOME	Not an acronym, but a low income housing loan fund
California H.O.P.E.	California Helping, Opportunities, Possibilities, Empowerment
CDBG-DR	Community Development Block Grant-Disaster Recovery
CDC	Community Development Commission of Mendocino County
CDFW	California Department of Fish and Wildlife
CERT	Community Emergency Response Team
CFMC	Community Foundation of Mendocino County (see MCF)
CWPP	Community Wildfire Protection Plan
EDA/DR	Economic Development Administration/Disaster Recovery
EDFC	Economic Development Finance Corporation
EMS	Emergency Medical Services
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
HCD	California Department of Housing and Community Development
HHS	Health and Human Services Agency
HHSAB	Health and Human Services Advisory Board
HMGP	Hazard Mitigation Grant Program
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, Air Conditioning
ICS	Incident Command System
IT	Information Technology
MAC	Municipal Advisory Council
MCBOS/BOS	Mendocino County Board of Supervisors
MCDOT	Mendocino County Department of Transportation
MCDRT	Mendocino County Disaster Recovery Team
MCELT	Mendocino County Executive Leadership Team
MCF	Mendocino Community Foundation (see CFMC)
MCOES	Mendocino County Office of Emergency Services (see OES)
MCPBS	Mendocino County Planning and Building Services
MCRCD (RCD)	Mendocino County Resource Conservation District
MOU	Memorandum of Understanding
M-ROC	Mendocino-Rebuilding Our Community

GLOSSARY OF RECOVERY ACRONYMS

NCO	North Coast Opportunities
NDRF	National Disaster Recovery Framework
NIMS.....	National Incident Management System
NOFO	Notice Of Funding Opportunity
OES	Mendocino County Office of Emergency Services
PG&E	Pacific Gas and Electric
PIO	Public Information Officer
PPD-8	Presidential Policy Directive-8
PSAP	Public Safety Answering Points
PTSD.....	Post Traumatic Stress Disorder
RCD (MCRCD)	Mendocino County Resource Conservation District
RCHDC	Rural Community Housing and Development Corporation
RFP	Request for Proposal
RSF	Recovery Support Function
CAP.....	RSF—Community Planning and Capacity Building
CEP	RSF—Community Emergency Preparedness
CUL.....	RSF—Cultural Resources
ECON	RSF—Economy
HHS.....	RSF—Health and Human Services
HOU	RSF—Housing
INF	RSF—Infrastructure
NAT.....	RSF—Natural Systems
RV	Redwood Valley
RVCWD	Redwood Valley County Water District
RVMAC.....	Redwood Valley Municipal Advisory Council
SEMS	Standardized Emergency Management System
TBD.....	To Be Determined
UMCOR	United Methodist Committee on Relief
UPNC	United Pomo Nations Council
VOAD	Volunteer Organizations Active in Disaster