

I. An Effective County Government

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	Notes
I.A	Define clear roles, responsibilities, and processes for government leadership				
I.A.1	Make determinations about key roles for county governance, including the CEO/CAO and County elected officials.	Medium	Complete	BOS	BOS completed through Ad Hoc process in 2022.
I.A.2	Create operating agreements for how the Supervisors will work with one another and with the CAO/CEO, County elected officials, and Department Heads	High	In Progress	BOS/CEO	On agenda for 2025 BOS workshop. CoCo is drafting
I.A.3	In collaboration, Supervisors, Department Heads, CAO/CEO, and other elected County leaders create a Code of Conduct that defines acceptable behavior and sets expectations for accountability.	High	In Progress	BOS/CEO	On agenda for 2025 BOS workshop. CoCo is drafting
I.A.4	Create groupings of departments with similar functions and assign Supervisors as liaisons with the Department Heads from those groups to conduct regular meetings that promote healthy communication and greater cooperation across departments.	Low	Complete	County Counsel	Cannot complete as there are issues related to Brown Act
I.A.5	Identify an organizational leader to work closely with Department Heads and CEO/CAO Office to guide the implementation of the strategic plan by establishing responsibilities, priorities, and annual budgets.	Low	In Progress	BOS/CEO	CEO's office identified as lead. Continuing implementation of strategic plan by working with Department Heads.
I.B	Create a thriving Organizational Culture				
I.B.1	Attract and retain the best employees by identifying why people join, stay, and leave County government and making needed improvements informed by annual surveys for current employees and exit interviews for all departing employees.	High	Complete - Ongoing	HR	11/27/24The County launched anonymous Anniversary and Exit Surveys in June 2022 to gather employee feedback about their workplace experiences. Additionally, the Employee Engagement & Retention Leadership team conducts an annual Employee Engagement Survey. This team is committed to analyzing survey data regularly and using the insights to develop initiatives and programs that address employee needs, improve engagement, and enhance retention.
I.B.2	Invest in employee professional growth and retention by continuing to offer high quality training, development, and leadership programs.	High	Complete - Ongoing	HR	11/27/24: HR continues to enhance leadership training by reinstating the Supervisor/Management & Emerging Leaders Academy, now a requirement for supervisory roles and an option for aspiring leaders. In addition, HR has introduced a 6-part Management Roundtable series focused on leadership development and offers a wide range of wellness and Employee Assistance Program (EAP) trainings to support employee well-being and professional growth. Recognizing the importance of high-quality training for retention and professional development, HR actively seeks the best external training providers and encourages participation in programs like the NACo High Performance Leadership Academy and CSAC courses. Through the Leadership Initiative, HR also hosts an annual Leadership Book Club, fostering both personal and professional growth through shared learning experiences.

I.B.3	Create a compensation and benefits philosophy, participate in salary surveys, and complete competitive market matching every two years. Adjust wages as appropriate.	Medium	In Progress	BOS/HR	11/27/24:Plan has been submitted to BOS in draft format- HR working on final draft in preparation of next round of labor negotiations
I.B.4	Continue Department Heads meetings. Department Heads integrate the County's Leadership Philosophy into the development and implementation of management practices. Department Heads take accountability for ensuring that staff demonstrate effective leadership behaviors throughout the organization.	Medium	Complete - Ongoing	CEO	11/27/24:Standing Department Head meetings are held on the first Wednesday of the month.
I.B.5	Strengthen the County's Leadership Initiative and High-Performance Organization culture through the implementation of projects, coaching, and performance improvement initiatives that promote leadership at all levels with support from senior leaders and the Board of Supervisors.	High	In Progress	HR/CEO	11/27/24:EO and HR continue to work with departments on developing skills and supporting employees. There are many trainings opportunities internally and through CSAC and NaCO, and employees are encouraged to participate. We are also in the process of working on a revamp of the County's leadership philosophy.
I.C	Implement new approaches to demonstrate our commitment to Diversity, Equity, and Inclusion (DEI)				
I.C.1	Adopt definitions and create a shared understanding of what diversity, equity, and inclusion mean.	Medium	In Progress	HR	11/27/24:Effective August 2024, HR is offering quarterly courses on DEI through a professional contracted trainer. In addition, we have begun to provide education to county employees on the importance of DEI and our commitment to DEI in the workplace as an employer. HR is also developing a web page to provide more education and bring attention to our DEI efforts. Common DEI definitions will be posted on the new DEI webpage to further a shared understanding.
I.C.2	Appoint an Equity Officer who will create a multi-year plan to address disparities in treatment of County employees due to race, ethnicity, and other protected classes.	Medium	Held	HR	11/27/24: Funding is not available for this position. HR has taken on the role of DEI, through trainings, engagement surveys and a committee. HR would like to work with the REAJC committee to come up with a draft multi-year plan.
I.C.3	Launch DEI training for County leadership, beginning with the Board of Supervisors and CAO/CEO. Provide coaching, toolkits, and other resources, as needed.	Medium	In Progress	HR	11/27/24: Department Head training occurred 2023 and County HR continues to offer DEI trainings on a regular basis through online learning and contract with Cooperative Personnel Services.
I.C.4	Broaden the list of organizations invited to contract with the County to include a more diverse set of organizations.	Medium	Complete - Ongoing	Purchasing	County uses PlanetBids to advertise to a wide set of organizations.
I.C.5	Develop a consultation policy with the ten federally recognized Tribes to build deeper working relationships.	High	Not Started	Health Services	Pending update
I.C.6	Through the guidance of the Equity Officer, review existing processes and policies in every department to determine adverse impact against County residents who are Black, Indigenous, and People of Color in service delivery or access.	Medium	Held	HR	Pending appointment of Equity Officer. Contingent on available funding.
I.C.7	Boost pay premium for bilingual employees who use multiple languages in their positions.	High	Complete	BOS/HR	Negotiated in bargaining unit contracts 2024
I.C.8	Implement strategic job outreach and recruitment efforts to attract a more diverse candidate pool.	Medium	Complete - Ongoing	HR	11/27/24: All job postings are featured on the top eight diversity-focused websites through Careers in Government. Jobs are tagged with relevant diversity groups and associations to enhance visibility. Job postings are published in local bilingual newspapers at the request of County departments, and advertisements in women- and minority-focused associations/publications as a priority based on the job. Collaboration with our local community college career services, and community organizations further strengthen recruitment pipelines. To improve language accessibility, job applications are available in Spanish, and HR provides translations for paper applications in other languages Advertising efforts have broadened to include additional DEI-focused websites across various industries, including higher education.

I.D Improve operational efficiency by streamlining processes and implementing technology-based solutions					
I.D.1	Redesign the hiring process to drastically reduce cycle time from open requisition to new employee start date.	High	Complete - Ongoing	HR	11/27/24: The recruitment and hiring process is guided by the Mendocino County Civil Service Rules (CSR). Human Resources has identified areas for improvement within the process and is actively revamping the CSRs, which are now in the final editing stage with HR and Counsel and then review and adoption by the Civil Service Commission. Some of the proposed updates aim to streamline recruitment timelines from open requisition to hire. Additionally, delays in the process can sometimes occur when County departments do not meet established hiring timelines. To address this, HR has been providing training to department personnel on the importance of timeliness in interviewing and selecting staff.
I.D.2	Evaluate the existing portfolio of County software and applications based on pre-determined criteria including reliability and ease of use, among others. Identify and prioritize the software that needs to be updated and budget for it accordingly.	Medium	Complete - Ongoing	IT	Secured a grant that will fund the purchase and implementation of a county wide grants management software. Working with AC/TTC on utilizing Enterprise software to highest functionality Implementation improved the payroll process, budget development, budget book development and transparency software.
I.D.3	Audit core processes for conducting business in every department to determine where technology can support organizational effectiveness and efficiencies. Perform a cost-benefit analysis of moving to a technology-based solution and prioritize investments across departments.	Medium	In Progress	TBD	Have assisted departments to implement a time saving upload for time entry as part of the payroll process.
I.D.4	Establish expectations for every department to complete a minimum of one process improvement project each year to improve efficiencies, reduce costs, and increase customer service.	High	In Progress	CEO/BOS/DH	Departments are expected to provide at least one process improvement update each year. BHRS specifically completes process improvement projects for Substance Use Disorder Treatment in partnership with Partnership Health Plan and in Mental Health two improvement projects, one clinical and one non clinical, are completed in partnership with contracted agencies.
I.E Implement practices that support a sustainable environment and responsible stewardship of natural resources					
I.E.1	Strengthen internal communications to provide equitable access and increased understanding among County employees of organizational information, budgets, decisions, and emerging changes in direction.	High	Complete - Ongoing	Fiscal Team with ACTTC	Trainings are held to education budget officers and other employees on the County's budget process.
I.E.2	Identify a Public Information Officer to build an inter-departmental communications team that increases information sharing with the public and conducts periodic public forums with the aim of improving community engagement and trust.	Medium	Held	CEO	Looking for \$\$ to support PIO
I.E.3	Simplify the County website for ease of use and access to information.	Medium	In Progress	IT	Complete update and revision to the County website. Significant effort has gone into simplifying the County website and removing old documents, links, and references. A project is currently in planning for a complete update to the County website.
I.E.4	Offer all County communications, including the website, with a Spanish language option.	Medium	In Progress	CEO/BOS/DH	We currently publish many County communications in both English and Spanish. The County website has a translate feature into many languages. CEO report is also presented in Spanish.
I.E.5	Offer automated and paper-driven processes to serve the needs of diverse communities.	Medium	Complete - Ongoing	All	Many core services are offered digitally and by paper process. Continually monitor for opportunities and efficiencies.
I.E.6	Proactively initiate collaboration with local jurisdictions to advance priorities identified in the strategic plan.	Medium	Held	CEO	Need clarification

I.F Assure financial sustainability of the County					
I.F.1	Create a collective approach to grant funding, from research of funding opportunities to spending, with the expectation that all departments will collaborate.	High	Complete - Ongoing	CEO/Grants Division	Secured a grant to fund a .85 FTE personnel costs for 5 years to help with grant funding. Grants division is up and functioning with many departments across many departments
I.F.2	Identify new sources of money to align with the discretionary funding required to deliver on strategic initiatives.	High	In Progress	CEO	Continually searching for grants that may be applicable for various departments within the County
I.F.3	Annually, match the cost of implementing strategic planning objectives with available and anticipated funding to ensure that priorities can be achieved.	High	In Progress	CEO	Fiscal is always looking for, soliciting, and listening to, ideas that could improve the County's financial position.

II. A Safe and Healthy County

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	Notes
II.A	Provide a person-centered approach to help under-resourced individuals and families thrive				
II.A.1	Enhance collaboration among departments to provide a one door approach to services so community members can access services from multiple departments through one point of entry.	Medium	Complete	SS/PH/BH	<p>BH has increased new collaborations and sustained existing collaborations to expand services, increase problem resolution, and increase communication with the following departments: PH, MCSO Corrections and Field, Probation, and SS. BH has also increased collaborations with external agencies and departments for increasing access and resources to individuals and families.</p> <p>PH has increased new collaborations and sustained existing collaborations to provide expanded services and resources to individuals and families with the following departments: Probation, BH, and SS.</p>
II.A.2	In partnership with Family Resource Centers, Consolidated Tribal Health, and other local community-based organizations, design and implement approaches to providing individuals and families easier access to programs and services that match their needs, including providing both printed and online information and satellite offices.	Medium	Complete	DSS	<p>1/7/25- DSS contracts with multiple community partners to provide outreach and application assistance to families and individuals to increase access to public assistance programs. Written materials are provided as well as information on how to access public assistance online. Department is working on modernization of web pages.</p>
II.A.3	Support community partners' efforts to achieve food security and improved nutrition among County residents.	Medium	Complete	PH/DSS	<p>PH has several programs that address food security and nutrition at various ages and stages of life. These programs collaborate with community partners and other County departments to expand communication, resources, and community education about food and nutrition. These programs include Women Infants and Children, CalFresh/Community Wellness, and Maternal Child and Adolescent Health.</p> <p>1/7/25--DSS provides quarterly Outreach Partner meetings, annual training, and technical support to enlighten community organizations on CalFresh program requirements and opportunities to better support program reach.</p>
II.A.4	Increase access to services and resources to enable older adults to age in place.	Medium	Complete - Ongoing	IHSS	<ul style="list-style-type: none"> • Utilized APS Home Safe Program to financially assist Elder and Dependent Adults who were homeless or at risk of homelessness, allowing them to obtain housing or retain their current housing. 16 individuals were served in FY 2023-24. • Provided funding for contracts with local Senior Centers to support a part time Outreach Worker, Congregate Meals, and provide Financial Representative Payee Services for qualifying individuals. • Provided funding to supplement State and Federal funding for Meals on Wheels programs throughout the county. • Provided funding to local Food Banks to address Senior Food Insecurity. • Conducted Outreach related to Elder Abuse Awareness. • Conducted outreach to increase the number of available care providers in the In-Home Supportive Services Program.

II.B Deliver culturally relevant public health services that focus on prevention and are guided by social determinants of health					
II.B.1	Review public health programs to be sure they are based on sound research, lead to positive results, and focus on prevention.	High	Complete - Ongoing	PH	PH is actively engaged in Accreditation and several grant or state oversight partnerships around delivery of public health programs in a data driven, research based, prevention focused manner. Programs use Evidence Based curricula and outreach prevention strategies.
II.B.2	Develop a strategy for how best to engage Community Health Workers (CHWs) to conduct culturally responsive interventions throughout the County and to build the public health professional workforce.	Medium	Complete	PH	PH partners with community based agencies and community liaisons around bringing programs and projects into the communities using Community Health Worker based approaches to expand cultural responsiveness and accessibility to public health and workforce options. Several programs use Community Health Worker models, classification and/or Promotoras for culturally responsive interventions.
II.B.3	Fill open requisitions to ensure adequate staffing for effective program delivery.	High	Complete - Ongoing	PH	PH justifies critical and mandated positions to recruit for critical programs to ensure effective and efficient program delivery. The BH PH administrative collaboration has allowed for increased efficiency and reduced costs to maximize resources for program delivery.
II.B.4	Implement the Public Health Department's six strategic priorities to improve emergency preparedness, external communication, immunizations, organizational culture, prevention, and collaboration among staff and community partners.	High	Complete	PH	<p>PH Emergency Preparedness has expanded communication and planning by conducting increased training, social media, and communication with agency partners.</p> <p>PH Immunizations have filled critical vacancies in the past year and have increased collaborations for pop up clinics with schools and monitor county vaccination rates.</p> <p>PH has increased Social Media and Website updates in the past year to improve external communication and data sharing with the public.</p> <p>PH Prevention conducts and partners with other county departments and external partners to attend outreach and educational awareness events regarding PH topics.</p> <p>PH organizational changes have increased contact between units and collaborative approaches to program and service delivery increasing staff and community partner communication and unit cohesiveness.</p>
II.C Increase access to behavioral health and public health services that focus on prevention and are guided by social determinants of health					
II.C.1	Increase partnerships and collaboration with community partners, including Tribes and Latinx groups, and law enforcement to deliver services to people in need.	Medium	Complete - Ongoing	PH	PH BH has worked with local clinics, CBOS, and other health care providers to establish a consortium, which enables stronger relationships, linkages, and appropriate referrals to best serve clients. PH & BH have expanded partnerships with Latinx & Tribal Health Organizations including collaboration for a Native Warm Line, increased medication assisted treatment. The HSA Director attends the CTHP Board meeting quarterly to provide updates and communication with Tribal Leaders.
II.C.2	Engage Community Health Workers, Promotores, and Community Health Representatives to communicate with under-resourced populations to help increase access to mental health services and reduce the associated stigma.	Medium	Complete - Ongoing	PH	BHRS employs Community Health Worker roles to work within our HOPE & Wellness Center, the Behavioral Health Bridge Housing Program, and field based outreach and crisis response programs to provide follow up connection and support individuals to connect with services. Prioritized under resourced populations include Native American, Latinx, LGBTQ+, Senior, and homeless individuals. BH partners with community based agencies and community liaisons around bringing programs and projects into the communities using Community Health Worker based approaches to expand cultural responsiveness and accessibility to public health and workforce options. Several programs use Community Health Worker models, classification and/or Promotoras for culturally responsive interventions.
II.C.3	Implement Measure B plans to create a Psychiatric Health Facility (PHF), Crisis Residential Treatment Facility (CRT), and Behavioral Health Regional Training Center.	High	In Progress	BH	CRT opened on April 25, 2022. Behavioral Health Regional Training Center opened on April 26, 2022. PHF is expected to open January 2026.

II.C.4

Collaborate across County health and human services departments to secure additional grant funding from state and federal sources to address the County's behavioral health needs.

Medium

Complete - Ongoing

BH

BH continuously seeks grants, and additional state and federal funding resources to expand and sustain programs beyond core mandates. Examples of funding secured in the past year include but are not limited to: PATH Justice Involved grants, extension of existing funds for Opioid response and prevention, extension of funding for Mental Health Student Services Funding, Application and implementation of Behavioral Health Bridge Housing Funding, COVID Mitigation to collaborate between BH & PH and bring prevention resources for BH and unhoused individuals.

II.D Help people feel safe in their communities					
II.D.1	Continue to develop and implement innovative approaches for law enforcement organizations and criminal justice partners to work in coordination with other County departments and community-based organizations to reduce recidivism and incarceration.	High	In Progress	Public Safety	Pending Updates
II.D.2	In collaboration with schools, nonprofits, employers, Tribes, and other organizations, continue to implement multiple types of collaborative community-oriented law enforcement solutions based on best practices in public safety to increase citizen engagement and understanding.	Medium	In Progress	Public Safety	Pending Updates
II.D.3	Identify and implement strategies that prevent youth entry into the criminal justice system.	Medium	In Progress	DSS	<ul style="list-style-type: none"> •Advocate/Mentor programs, such as Independent Living Program (ILP) as they provide training, services, and benefits to assist current and former foster youth in achieving self-sufficiency prior to, and after leaving, the foster care system. •Therapy services including cognitive behavioral therapy to assist children address distorted or upsetting beliefs and attributions and learn skills to help them cope with ordinary life stressors. •Wraparound programs in which we assign staff to develop individualized plans offering an array of services to assist children and adolescents with serious emotional disturbances – sometimes including youth facing serious delinquency charges – who might otherwise be placed into residential facilities. •Extended Foster Care helps to stabilize foster youth emancipating from the dependency system. •Voluntary Family Services •Voluntary Family Maintenance provides supportive services to families at risk of removal of the children to prevent the need for protective custody. •Voluntary Family Reunification provides placement for seriously emotionally disturbed children who require placement in a residential treatment facility, who otherwise would be likely to be found to fit the description in subdivision (c) of Section 300, and who reasonably may be expected to be returned home within the extended time period. •FFPSA and the ILT •Families First Prevention Services Act is a federal program entrusting various community agencies to collaborate with a focus to provide prevention services that prevent children “at imminent risk” from entering the foster care system. •Interagency Leadership Team fosters connections and collaboration between different FFPSA agencies to ensure families at risk of child removal receive effective prevention services, and advocates for policies that minimize the use of congregate care placement by promoting evidence-based practices and building strong community support systems.
II.E Implement practices that support a sustainable environment and responsible stewardship of natural resources					
II.E.1	Develop a strategy for a sustainable water supply that includes the identification of potential new sources of water, expansion of existing surface water delivery systems, and storage.	Medium	In Progress	CEO/Water Agency	<ul style="list-style-type: none"> •Drought Ad Hoc was merged into Public Health, Safety, and Resource Standing Committee •Multiple surveys have been sent to water purveyors to identify needs •BOS appropriated for FY22/23, \$250,000 of the PG&E Disaster Settlement funds, which were earmarked for drought, to hire a consultant and to help create a Mendocino County Water Resource Team and to work in connection with the UC Extension •Multiple grants have been obtained by various agencies throughout Mendocino County to help with strategies for sustainable water supplies

II.E.2	<p>Reduce the carbon footprint of County facilities and operations by installing solar microgrids, purchasing electric vehicles, reducing the use of fossil fuels, installing electric charging stations in select County parking lots, and implementing other practices.</p>	High	In Progress	CEO/Facilities	<ul style="list-style-type: none"> •Project to install EV Chargers at County Administrative center and Department of Social Services Ukiah offices
II.E.3	<p>Support sustainable forestry, agriculture, and landscapes as a County policy with a focus on lowering carbon emissions.</p>	Medium	Complete	BOS	<ul style="list-style-type: none"> •Supported in 2025 Legislative platform
II.E.4	<p>Collaborate with local Tribes to incorporate Tribal perspectives on environmental management, integrating Tribal traditions to inform natural resource conservation practices, long-term stewardship, and maintenance of our resources.</p>	Medium	Not Started	BOS	<ul style="list-style-type: none"> Pending Update

III. A Thriving Economy

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	Notes
III.A	Support a vibrant economy				
III.A.1	Collaborate with economic development partners, including local jurisdictions and Tribes, to identify actions the County can take to support their business development, expansion, and attraction goals.	High	Complete - Ongoing	CEO/Economic Development	12/2/24: Economic Development Division regularly meets with local city staff and partner agencies in addition to hosting the Economic Development Roundtable meetings where cities, education, and other economic development agencies staff discuss collaborative opportunities.
III.A.2	Implement policies and practices to make it easier for businesses to start-up and expand.	Medium	Not Started	BOS	Supported in 2025 Legislative Platform
III.A.3	Support policies to encourage legal cannabis cultivation operations, while ensuring aggressive code enforcement for unpermitted cannabis facilities.	High	Complete - Ongoing	BOS/Code Enforcement/Cannabis	The Cannabis Department has repeatedly sought grants with funding to be used in support of legal cannabis cultivators. The County advocates for legislation at the State which is supportive of the needs of local cannabis cultivators. Mendocino County Code Section 10A.17 has been revised multiple times, most recently in March 2024, to make the local cultivation ordinance more efficient and effective. The Board has directed code enforcement resources to focus on illegal cannabis cultivation in specific areas.
III.B	Support increased housing stock at a range of affordability levels				
III.B.1	Explore the creation of a workforce housing initiative and other creative programs to enable County employees to be able to afford to live in Mendocino County.	Low	Complete	CEO/Economic Development	County participates in employee home loan program with RCRC

III.B.2	Identify one County executive with the responsibility to implement a wide array of housing programs, including market-rate housing and housing for unsheltered residents, as well as to identify and acquire additional State and Federal grants.	Medium	In Progress	DSS	County staff has been identified, Megan Van Sant and has worked on C.O.R.E.
III.B.3	Interview developers and housing industry stakeholders and develop a plan to reduce barriers and time relative to permitting, as allowed within the parameters of California State laws.	Medium	In Progress	Economic Development	Economic Development working on outreach to relators to create a list of businesss available properties
III.B.4	Work with water and sewer districts to identify and prioritize expansion of services where needed to facilitate the increased density of housing development.	High	Not Started	TBD	Pending updates
III.B.5	Discover and implement strategies to provide permanent and temporary housing opportunities and supportive services for people who are unhoused.	Medium	Not Started	TBD	Pending updates
III.B.6	Implement online permitting processes and record searching functions to streamline construction and provide the County with additional sources of revenue.	High	Complete	PBS	Online permitting is available
III.B.7	Create forums and dialog with County residents about the value of and need for housing and commercial opportunities.	Medium	In Progress	TBD	Participate in housing summit
III.C	Ensure that affordable and reliable broadband communication is available to all County residents				
III.C.1	Identify a County employee to serve as the Broadband Manager to advance and coordinate multiple broadband initiatives with partner organizations, including identifying funding sources, obtaining funding, developing strategies, mobilizing resources, and managing negotiations.	High	Complete	Tony Rakes/Ted Williams	•Tony Rakes has been identitied as the County Broadband manager.
III.C.2	Partner with Broadband Alliance of Mendocino County, cell companies, Tribes, and others to improve access to broadband, wireless, and cell services.	Medium	Complete	Tony Rakes/Ted Williams	<ul style="list-style-type: none"> •Partnering with Golden State Connect Authority and North Bay North Coast Broadband Consortium. •Outreach and discussion with other agencies, including Tribes and cell companies to improve acces to broadband. •Continue monitoring for additonal funding and opportunities.

IV. A Prepared and Resilient County

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	Notes
IV.A	Increase disaster and emergency preparedness and resiliency				
IV.A.1	Revise the County’s Emergency Operations Plan to be consistent with current County ordinances and emergency powers and implement accordingly to ensure 24/7 readiness of the County’s Emergency Operations Center (EOC).	High	In Progress	CEO/OES	12/2/24: OES staff are in the process of writing 2024 EOP, in collaboration with county departments and operational area partners.
IV.A.2	Develop a site for a permanent EOC, supplemented by mobile and/or satellite facilities, with necessary, up-to-date equipment.	High	Complete	OES Director	Permanent EOC is set up on the 501 Low Gap campus. All EOC equipment are updated using grant funding.
IV.A.3	Provide ongoing training to ensure that existing employees are prepared to seamlessly operate the EOC at any time.	High	Complete - Ongoing	OES Director	12/2/24: OES staff have conducted approximately 10 trainings this calendar year. Management, Planning, Logistics, and Finance EOC Sections have completed their training. Training for Operations Section is being scheduled.
IV.A.4	Coordinate with community disaster response organizations, Tribes, and other community- and faith-based organizations to post social media messages, provide training programs, and conduct public meetings in English and Spanish throughout the County on the topic of emergency preparedness.	High	Complete - Ongoing	OES Director	12/2/24: OES staff participate in every VOAD and fire chiefs meeting. Tribes are invited to the operational area calls. OES and PRRM host at least 8 Prepare CA listening sessions throughout the county on the topic of disaster preparedness and mitigation. Social media posts are pushed out in English and Spanish. OES participate in Spanish-speaking media when there is an opportunity, for example they did a Spanish radio interview with KVVH-FM 88.5 Mendocino last year.
IV.A.5	Develop a comprehensive wildfire management plan for the County.	High	In Progress	OES Director	12/2/24: OES and PRRM staff are working on updating the Community Wildfire Protection Plan, in close collaboration with community partners.
IV.B	Ensure access to rural fire protection and emergency medical services				
IV.B.1	Support recruitment efforts of firefighters for paid and volunteer fire departments.	High	Complete - Ongoing	BOS	12/2/24: Measure P passed 11/23, OES Emergency Services Coordinator regularly assists with fire exercise trainings planning and interviews. OES Emergency Services Coordinator sits on the evaluation committee for Community Foundation grants and advocates for first responder agencies needs.
IV.B.2	Work with the Mendocino County Fire Safe Council to develop Neighborhood Fire Safe Councils in communities throughout the County.	High	Complete - Ongoing	BOS/PRRM	This is continual - MCFSC was awarded \$600,000 over 5 years for operation. The EO Budget Team has prioritized funding of the FSC, in the past.
IV.B.3	Seek funding to increase the number of available ambulances with advanced life support features.	High	In Progress	CEO/EMS	12/2/24: Grants Division continues to seek grant funding for ambulances. The BOS allocated PG&E settlement funds to non-transport and transport services for equipment.
IV.C	Improve and maintain transportation and road systems and access routes				
IV.C.1	Identify supplemental funding sources to implement priority road system improvements.	High	Complete - Ongoing	DOT	The Department of Transportation consistently pursues supplemental funding sources for priority road system improvements. Specific examples include the Highway Bridge Program (HBP), Senate Bill 1 (SB 1) Road Maintenance and Rehabilitation Account (RMRA), State Transportation Improvement Program (STIP), Highway Safety Improvement Program (HSIP) and Safe Routes to Schools.

IV.C.2	Determine the feasibility of increasing Mendocino Transit Authority routes and access points and implement changes accordingly.	Medium	Complete	DOT	The County cannot directly implement this item. MTA was established in 1976 under a joint powers agency agreement between the County and its four incorporated Cities. MTA is mostly funded with .255 of State portion of sales tax or "Transportation Development Act of 1971 (TDA) funds administered through local Regional Transportation Planning Agency (Mendocino Council of Governments, MCOG).
IV.C.3	Encourage the development of road associations through public education and support.	Medium	Not Started	BOS	Pending updates
IV.C.4	Identify, prioritize, and pursue funding for secondary emergency access routes for areas with single in and out access to improve disaster response.	High	In Progress	DOT	12/2/24: PRRM is working on identifying all single access areas. PRRM has a project with CAL FIRE for the East Hills evacuation route planning. EO staff has worked on the Sherwood Road Special Assessment. PRRM and Grants continue to look for secondary access funding.