

EMERGENCY MANAGEMENT COUNCIL

When: January 4, 2024 1-3pm

Where: EOC, 5200 Soquel Ave., Santa Cruz

AGENDA

1. **Call to Order/Instructions for participation**
2. **Roll Call (*Emergency Management Council Appointed Members, Districts 1-5*)**
3. **Changes to the Agenda**
4. **Approval of Minutes** (*Attachment A*)
5. **Old Business**
 - 5.1 *Review Parliamentary Process (Attachment B)*
6. **New Business**
 - 6.1 *Amend County Code for EMC – Ch. 2.106 (Attachment C) Action Item*
7. **Informational Reports**
 - 7.1 *Brian Garcia – NOAA Weather Outlook 2024 – Presentation*
 - 7.2 *OR3 – David Reid – Annual Grant Review (Attachment D) & Inclement Weather – Vulnerable Locations (Attachment E), AAR of 2022/2023 Winter Storms (Attachment E)*
 - 7.3 *City of Scotts Valley – Scott Garner*
 - 7.4 *City Of Santa Cruz – Robert Oatey*
 - 7.5 *City of Capitola – Andrey Daly*
 - 7.6 *City of Watsonville – Tom Avila*
 - 7.7 *County Office of Education – Rishi Lal*
8. **Non-Governmental Organizations**
 - 8.1 *CERT Council – NEW president - need name*
 - 8.2 *CERT Auxiliary – Mary Edmund*
 - 8.3 *Medical Reserve Corp – Jessie Bola/ Greg Benson*
 - 8.4 *Amateur Radio Emergency Service (ARES) – John Gerhardt*
 - 8.5 *Equine Evacuation – Cally Haber*
 - 8.6 *American Red Cross – Patsy Gasca*
 - 8.7 *Watsonville Emergency Airlift Command Team (WEACT)*
9. **OR3 Grant Updates**
 - 9.1 *FY 2021 State Homeland Security Grant Program (SHSGP) – OPEN*
 - 9.2 *FY 2022 State Homeland Security Grant Program (SHSGP) – OPEN*
 - 9.3 *FY 2023 State Homeland Security Grant Program (SHSGP) – OPEN*

- 9.4 FY 2023 State Homeland Security Grant Program (SHSGP) – Upcoming
- 9.5 Performance Grant (EMPG) – Open
- 9.6 FY 2023 Emergency Management Performance Grant (EMPG) – Upcoming
- 9.7 CalOES High Frequency Grant Program – OPEN
- 9.8 California Fire Safe Council – County Coordinator Grant – **IN-PROCESS**
- 9.9 California Fire Safe Council – Evacuation Management Grant – **IN-PROCESS**
- 9.10 FEMA Building Resilient Infrastructure & Community Grant – **Pending**
- 9.11 **NEW** – California Fire Safe Council – CalFire Defensible Space Grant 500K – **Pending**
- 9.12 **NEW** - Strategic Growth Council – Community Resilience Center Implementation Grant

10. **Announcements**

11. **Adjourn**

Next Meeting:

March 7, 2024. The Emergency Management Council generally meets the first Thursday of every odd month, excluding July.



Rosenberg's Rules of Order

REVISED 2011

Simple Rules of Parliamentary Procedure for the 21st Century

By Judge Dave Rosenberg



MISSION AND CORE BELIEFS

To expand and protect local control for cities through education and advocacy to enhance the quality of life for all Californians.

VISION

To be recognized and respected as the leading advocate for the common interests of California's cities.

About the League of California Cities

Established in 1898, the League of California Cities is a member organization that represents California's incorporated cities. The League strives to protect the local authority and autonomy of city government and help California's cities effectively serve their residents. In addition to advocating on cities' behalf at the state capitol, the League provides its members with professional development programs and information resources, conducts education conferences and research, and publishes Western City magazine.

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ABOUT THE AUTHOR

Dave Rosenberg is a Superior Court Judge in Yolo County. He has served as presiding judge of his court, and as presiding judge of the Superior Court Appellate Division. He also has served as chair of the Trial Court Presiding Judges Advisory Committee (the committee composed of all 58 California presiding judges) and as an advisory member of the California Judicial Council. Prior to his appointment to the bench, Rosenberg was member of the Yolo County Board of Supervisors, where he served two terms as chair. Rosenberg also served on the Davis City Council, including two terms as mayor. He has served on the senior staff of two governors, and worked for 19 years in private law practice. Rosenberg has served as a member and chair of numerous state, regional and local boards. Rosenberg chaired the California State Lottery Commission, the California Victim Compensation and Government Claims Board, the Yolo-Solano Air Quality Management District, the Yolo County Economic Development Commission, and the Yolo County Criminal Justice Cabinet. For many years, he has taught classes on parliamentary procedure and has served as parliamentarian for large and small bodies.



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INTRODUCTION

The rules of procedure at meetings should be simple enough for most people to understand. Unfortunately, that has not always been the case. Virtually all clubs, associations, boards, councils and bodies follow a set of rules — *Robert's Rules of Order* — which are embodied in a small, but complex, book. Virtually no one I know has actually read this book cover to cover. Worse yet, the book was written for another time and for another purpose. If one is chairing or running a parliament, then *Robert's Rules of Order* is a dandy and quite useful handbook for procedure in that complex setting. On the other hand, if one is running a meeting of say, a five-member body with a few members of the public in attendance, a simplified version of the rules of parliamentary procedure is in order.

Hence, the birth of *Rosenberg's Rules of Order*.

What follows is my version of the rules of parliamentary procedure, based on my decades of experience chairing meetings in state and local government. These rules have been simplified for the smaller bodies we chair or in which we participate, slimmed down for the 21st Century, yet retaining the basic tenets of order to which we have grown accustomed. Interestingly enough, *Rosenberg's Rules* has found a welcoming audience. Hundreds of cities, counties, special districts, committees, boards, commissions, neighborhood associations and private corporations and companies have adopted *Rosenberg's Rules* in lieu of *Robert's Rules* because they have found them practical, logical, simple, easy to learn and user friendly.

This treatise on modern parliamentary procedure is built on a foundation supported by the following four pillars:

1. **Rules should establish order.** The first purpose of rules of parliamentary procedure is to establish a framework for the orderly conduct of meetings.
2. **Rules should be clear.** Simple rules lead to wider understanding and participation. Complex rules create two classes: those who understand and participate; and those who do not fully understand and do not fully participate.
3. **Rules should be user friendly.** That is, the rules must be simple enough that the public is invited into the body and feels that it has participated in the process.
4. **Rules should enforce the will of the majority while protecting the rights of the minority.** The ultimate purpose of rules of procedure is to encourage discussion and to facilitate decision making by the body. In a democracy, majority rules. The rules must enable the majority to express itself and fashion a result, while permitting the minority to also express itself, but not dominate, while fully participating in the process.

Establishing a Quorum

The starting point for a meeting is the establishment of a quorum. A quorum is defined as the minimum number of members of the body who must be present at a meeting for business to be legally transacted. The default rule is that a quorum is one more than half the body. For example, in a five-member body a quorum is three. When the body has three members present, it can legally transact business. If the body has less than a quorum of members present, it cannot legally transact business. And even if the body has a quorum to begin the meeting, the body can lose the quorum during the meeting when a member departs (or even when a member leaves the dais). When that occurs the body loses its ability to transact business until and unless a quorum is reestablished.

The default rule, identified above, however, gives way to a specific rule of the body that establishes a quorum. For example, the rules of a particular five-member body may indicate that a quorum is four members for that particular body. The body must follow the rules it has established for its quorum. In the absence of such a specific rule, the quorum is one more than half the members of the body.

The Role of the Chair

While all members of the body should know and understand the rules of parliamentary procedure, it is the chair of the body who is charged with applying the rules of conduct of the meeting. The chair should be well versed in those rules. For all intents and purposes, the chair makes the final ruling on the rules every time the chair states an action. In fact, all decisions by the chair are final unless overruled by the body itself.

Since the chair runs the conduct of the meeting, it is usual courtesy for the chair to play a less active role in the debate and discussion than other members of the body. This does not mean that the chair should not participate in the debate or discussion. To the contrary, as a member of the body, the chair has the full right to participate in the debate, discussion and decision-making of the body. What the chair should do, however, is strive to be the last to speak at the discussion and debate stage. The chair should not make or second a motion unless the chair is convinced that no other member of the body will do so at that point in time.

The Basic Format for an Agenda Item Discussion

Formal meetings normally have a written, often published agenda. Informal meetings may have only an oral or understood agenda. In either case, the meeting is governed by the agenda and the agenda constitutes the body's agreed-upon roadmap for the meeting. Each agenda item can be handled by the chair in the following basic format:

First, the chair should clearly announce the agenda item number and should clearly state what the agenda item subject is. The chair should then announce the format (which follows) that will be followed in considering the agenda item.

Second, following that agenda format, the chair should invite the appropriate person or persons to report on the item, including any recommendation that they might have. The appropriate person or persons may be the chair, a member of the body, a staff person, or a committee chair charged with providing input on the agenda item.

Third, the chair should ask members of the body if they have any technical questions of clarification. At this point, members of the body may ask clarifying questions to the person or persons who reported on the item, and that person or persons should be given time to respond.

Fourth, the chair should invite public comments, or if appropriate at a formal meeting, should open the public meeting for public input. If numerous members of the public indicate a desire to speak to the subject, the chair may limit the time of public speakers. At the conclusion of the public comments, the chair should announce that public input has concluded (or the public hearing, as the case may be, is closed).

Fifth, the chair should invite a motion. The chair should announce the name of the member of the body who makes the motion.

Sixth, the chair should determine if any member of the body wishes to second the motion. The chair should announce the name of the member of the body who seconds the motion. It is normally good practice for a motion to require a second before proceeding to ensure that it is not just one member of the body who is interested in a particular approach. However, a second is not an absolute requirement, and the chair can proceed with consideration and vote on a motion even when there is no second. This is a matter left to the discretion of the chair.

Seventh, if the motion is made and seconded, the chair should make sure everyone understands the motion.

This is done in one of three ways:

1. The chair can ask the maker of the motion to repeat it;
2. The chair can repeat the motion; or
3. The chair can ask the secretary or the clerk of the body to repeat the motion.

Eighth, the chair should now invite discussion of the motion by the body. If there is no desired discussion, or after the discussion has ended, the chair should announce that the body will vote on the motion. If there has been no discussion or very brief discussion, then the vote on the motion should proceed immediately and there is no need to repeat the motion. If there has been substantial discussion, then it is normally best to make sure everyone understands the motion by repeating it.

Ninth, the chair takes a vote. Simply asking for the “ayes” and then asking for the “nays” normally does this. If members of the body do not vote, then they “abstain.” Unless the rules of the body provide otherwise (or unless a super majority is required as delineated later in these rules), then a simple majority (as defined in law or the rules of the body as delineated later in these rules) determines whether the motion passes or is defeated.

Tenth, the chair should announce the result of the vote and what action (if any) the body has taken. In announcing the result, the chair should indicate the names of the members of the body, if any, who voted in the minority on the motion. This announcement might take the following form: “The motion passes by a vote of 3-2, with Smith and Jones dissenting. We have passed the motion requiring a 10-day notice for all future meetings of this body.”

Motions in General

Motions are the vehicles for decision making by a body. It is usually best to have a motion before the body prior to commencing discussion of an agenda item. This helps the body focus.

Motions are made in a simple two-step process. First, the chair should recognize the member of the body. Second, the member of the body makes a motion by preceding the member’s desired approach with the words “I move ...”

A typical motion might be: “I move that we give a 10-day notice in the future for all our meetings.”

The chair usually initiates the motion in one of three ways:

1. **Inviting the members of the body to make a motion**, for example, “A motion at this time would be in order.”
2. **Suggesting a motion to the members of the body**, “A motion would be in order that we give a 10-day notice in the future for all our meetings.”
3. **Making the motion**. As noted, the chair has every right as a member of the body to make a motion, but should normally do so only if the chair wishes to make a motion on an item but is convinced that no other member of the body is willing to step forward to do so at a particular time.

The Three Basic Motions

There are three motions that are the most common and recur often at meetings:

The basic motion. The basic motion is the one that puts forward a decision for the body’s consideration. A basic motion might be: “I move that we create a five-member committee to plan and put on our annual fundraiser.”

The motion to amend. If a member wants to change a basic motion that is before the body, they would move to amend it. A motion to amend might be: “I move that we amend the motion to have a 10-member committee.” A motion to amend takes the basic motion that is before the body and seeks to change it in some way.

The substitute motion. If a member wants to completely do away with the basic motion that is before the body, and put a new motion before the body, they would move a substitute motion. A substitute motion might be: “I move a substitute motion that we cancel the annual fundraiser this year.”

“Motions to amend” and “substitute motions” are often confused, but they are quite different, and their effect (if passed) is quite different. A motion to amend seeks to retain the basic motion on the floor, but modify it in some way. A substitute motion seeks to throw out the basic motion on the floor, and substitute a new and different motion for it. The decision as to whether a motion is really a “motion to amend” or a “substitute motion” is left to the chair. So if a member makes what that member calls a “motion to amend,” but the chair determines that it is really a “substitute motion,” then the chair’s designation governs.

A “friendly amendment” is a practical parliamentary tool that is simple, informal, saves time and avoids bogging a meeting down with numerous formal motions. It works in the following way: In the discussion on a pending motion, it may appear that a change to the motion is desirable or may win support for the motion from some members. When that happens, a member who has the floor may simply say, “I want to suggest a friendly amendment to the motion.” The member suggests the friendly amendment, and if the maker and the person who seconded the motion pending on the floor accepts the friendly amendment, that now becomes the pending motion on the floor. If either the maker or the person who seconded rejects the proposed friendly amendment, then the proposer can formally move to amend.

Multiple Motions Before the Body

There can be up to three motions on the floor at the same time. The chair can reject a fourth motion until the chair has dealt with the three that are on the floor and has resolved them. This rule has practical value. More than three motions on the floor at any given time is confusing and unwieldy for almost everyone, including the chair.

When there are two or three motions on the floor (after motions and seconds) at the same time, the vote should proceed *first* on the *last* motion that is made. For example, assume the first motion is a basic “motion to have a five-member committee to plan and put on our annual fundraiser.” During the discussion of this motion, a member might make a second motion to “amend the main motion to have a 10-member committee, not a five-member committee to plan and put on our annual fundraiser.” And perhaps, during that discussion, a member makes yet a third motion as a “substitute motion that we not have an annual fundraiser this year.” The proper procedure would be as follows:

First, the chair would deal with the *third* (the last) motion on the floor, the substitute motion. After discussion and debate, a vote would be taken first on the third motion. If the substitute motion *passed*, it would be a substitute for the basic motion and would eliminate it. The first motion would be moot, as would the second motion (which sought to amend the first motion), and the action on the agenda item would be completed on the passage by the body of the third motion (the substitute motion). No vote would be taken on the first or second motions.

Second, if the substitute motion *failed*, the chair would then deal with the second (now the last) motion on the floor, the motion to amend. The discussion and debate would focus strictly on the amendment (should the committee be five or 10 members). If the motion to amend *passed*, the chair would then move to consider the main motion (the first motion) as *amended*. If the motion to amend *failed*, the chair would then move to consider the main motion (the first motion) in its original format, not amended.

Third, the chair would now deal with the first motion that was placed on the floor. The original motion would either be in its original format (five-member committee), or if *amended*, would be in its amended format (10-member committee). The question on the floor for discussion and decision would be whether a committee should plan and put on the annual fundraiser.

To Debate or Not to Debate

The basic rule of motions is that they are subject to discussion and debate. Accordingly, basic motions, motions to amend, and substitute motions are all eligible, each in their turn, for full discussion before and by the body. The debate can continue as long as members of the body wish to discuss an item, subject to the decision of the chair that it is time to move on and take action.

There are exceptions to the general rule of free and open debate on motions. The exceptions all apply when there is a desire of the body to move on. The following motions are not debatable (that is, when the following motions are made and seconded, the chair must immediately call for a vote of the body without debate on the motion):

Motion to adjourn. This motion, if passed, requires the body to immediately adjourn to its next regularly scheduled meeting. It requires a simple majority vote.

Motion to recess. This motion, if passed, requires the body to immediately take a recess. Normally, the chair determines the length of the recess which may be a few minutes or an hour. It requires a simple majority vote.

Motion to fix the time to adjourn. This motion, if passed, requires the body to adjourn the meeting at the specific time set in the motion. For example, the motion might be: “I move we adjourn this meeting at midnight.” It requires a simple majority vote.

Motion to table. This motion, if passed, requires discussion of the agenda item to be halted and the agenda item to be placed on “hold.” The motion can contain a specific time in which the item can come back to the body. “I move we table this item until our regular meeting in October.” Or the motion can contain no specific time for the return of the item, in which case a motion to take the item off the table and bring it back to the body will have to be taken at a future meeting. A motion to table an item (or to bring it back to the body) requires a simple majority vote.

Motion to limit debate. The most common form of this motion is to say, “I move the previous question” or “I move the question” or “I call the question” or sometimes someone simply shouts out “question.” As a practical matter, when a member calls out one of these phrases, the chair can expedite matters by treating it as a “request” rather than as a formal motion. The chair can simply inquire of the body, “any further discussion?” If no one wishes to have further discussion, then the chair can go right to the pending motion that is on the floor. However, if even one person wishes to discuss the pending motion further, then at that point, the chair should treat the call for the “question” as a formal motion, and proceed to it.

When a member of the body makes such a motion (“I move the previous question”), the member is really saying: “I’ve had enough debate. Let’s get on with the vote.” When such a motion is made, the chair should ask for a second, stop debate, and vote on the motion to limit debate. The motion to limit debate requires a two-thirds vote of the body.

NOTE: A motion to limit debate could include a time limit. For example: “I move we limit debate on this agenda item to 15 minutes.” Even in this format, the motion to limit debate requires a two-thirds vote of the body. A similar motion is a *motion to object to consideration of an item*. This motion is not debatable, and if passed, precludes the body from even considering an item on the agenda. It also requires a two-thirds vote.

Majority and Super Majority Votes

In a democracy, a simple majority vote determines a question. A tie vote means the motion fails. So in a seven-member body, a vote of 4-3 passes the motion. A vote of 3-3 with one abstention means the motion fails. If one member is absent and the vote is 3-3, the motion still fails.

All motions require a simple majority, but there are a few exceptions. The exceptions come up when the body is taking an action which effectively cuts off the ability of a minority of the body to take an action or discuss an item. These extraordinary motions require a two-thirds majority (a super majority) to pass:

Motion to limit debate. Whether a member says, “I move the previous question,” or “I move the question,” or “I call the question,” or “I move to limit debate,” it all amounts to an attempt to cut off the ability of the minority to discuss an item, and it requires a two-thirds vote to pass.

Motion to close nominations. When choosing officers of the body (such as the chair), nominations are in order either from a nominating committee or from the floor of the body. A motion to close nominations effectively cuts off the right of the minority to nominate officers and it requires a two-thirds vote to pass.

Motion to object to the consideration of a question. Normally, such a motion is unnecessary since the objectionable item can be tabled or defeated straight up. However, when members of a body do not even want an item on the agenda to be considered, then such a motion is in order. It is not debatable, and it requires a two-thirds vote to pass.

Motion to suspend the rules. This motion is debatable, but requires a two-thirds vote to pass. If the body has its own rules of order, conduct or procedure, this motion allows the body to suspend the rules for a particular purpose. For example, the body (a private club) might have a rule prohibiting the attendance at meetings by non-club members. A motion to suspend the rules would be in order to allow a non-club member to attend a meeting of the club on a particular date or on a particular agenda item.

Counting Votes

The matter of counting votes starts simple, but can become complicated.

Usually, it’s pretty easy to determine whether a particular motion passed or whether it was defeated. If a simple majority vote is needed to pass a motion, then one vote more than 50 percent of the body is required. For example, in a five-member body, if the vote is three in favor and two opposed, the motion passes. If it is two in favor and three opposed, the motion is defeated.

If a two-thirds majority vote is needed to pass a motion, then how many affirmative votes are required? The simple rule of thumb is to count the “no” votes and double that count to determine how many “yes” votes are needed to pass a particular motion. For example, in a seven-member body, if two members vote “no” then the “yes” vote of at least four members is required to achieve a two-thirds majority vote to pass the motion.

What about tie votes? In the event of a tie, the motion always fails since an affirmative vote is required to pass any motion. For example, in a five-member body, if the vote is two in favor and two opposed, with one member absent, the motion is defeated.

Vote counting starts to become complicated when members vote “abstain” or in the case of a written ballot, cast a blank (or unreadable) ballot. Do these votes count, and if so, how does one count them? The starting point is always to check the statutes.

In California, for example, for an action of a board of supervisors to be valid and binding, the action must be approved by a majority of the board. (California Government Code Section 25005.) Typically, this means three of the five members of the board must vote affirmatively in favor of the action. A vote of 2-1 would not be sufficient. A vote of 3-0 with two abstentions would be sufficient. In general law cities in

California, as another example, resolutions or orders for the payment of money and all ordinances require a recorded vote of the total members of the city council. (California Government Code Section 36936.) Cities with charters may prescribe their own vote requirements. Local elected officials are always well-advised to consult with their local agency counsel on how state law may affect the vote count.

After consulting state statutes, step number two is to check the rules of the body. If the rules of the body say that you count votes of “those present” then you treat abstentions one way. However, if the rules of the body say that you count the votes of those “present and voting,” then you treat abstentions a different way. And if the rules of the body are silent on the subject, then the general rule of thumb (and default rule) is that you count all votes that are “present and voting.”

Accordingly, under the “present and voting” system, you would **NOT** count abstention votes on the motion. Members who abstain are counted for purposes of determining quorum (they are “present”), but you treat the abstention votes on the motion as if they did not exist (they are not “voting”). On the other hand, if the rules of the body specifically say that you count votes of those “present” then you **DO** count abstention votes both in establishing the quorum and on the motion. In this event, the abstention votes act just like “no” votes.

How does this work in practice?

Here are a few examples.

Assume that a five-member city council is voting on a motion that requires a simple majority vote to pass, and assume further that the body has no specific rule on counting votes. Accordingly, the default rule kicks in and we count all votes of members that are “present and voting.” If the vote on the motion is 3-2, the motion passes. If the motion is 2-2 with one abstention, the motion fails.

Assume a five-member city council voting on a motion that requires a two-thirds majority vote to pass, and further assume that the body has no specific rule on counting votes. Again, the default rule applies. If the vote is 3-2, the motion fails for lack of a two-thirds majority. If the vote is 4-1, the motion passes with a clear two-thirds majority. A vote of three “yes,” one “no” and one “abstain” also results in passage of the motion. Once again, the abstention is counted only for the purpose of determining quorum, but on the actual vote on the motion, it is as if the abstention vote never existed — so an effective 3-1 vote is clearly a two-thirds majority vote.

Now, change the scenario slightly. Assume the same five-member city council voting on a motion that requires a two-thirds majority vote to pass, but now assume that the body **DOES** have a specific rule requiring a two-thirds vote of members “present.” Under this specific rule, we must count the members present not only for quorum but also for the motion. In this scenario, any abstention has the same force and effect as if it were a “no” vote. Accordingly, if the votes were three “yes,” one “no” and one “abstain,” then the motion fails. The abstention in this case is treated like a “no” vote and effective vote of 3-2 is not enough to pass two-thirds majority muster.

Now, exactly how does a member cast an “abstention” vote?

Any time a member votes “abstain” or says, “I abstain,” that is an abstention. However, if a member votes “present” that is also treated as an abstention (the member is essentially saying, “Count me for purposes of a quorum, but my vote on the issue is abstain.”) In fact, any manifestation of intention not to vote either “yes” or “no” on the pending motion may be treated by the chair as an abstention. If written ballots are cast, a blank or unreadable ballot is counted as an abstention as well.

Can a member vote “absent” or “count me as absent?” Interesting question. The ruling on this is up to the chair. The better approach is for the chair to count this as if the member had left his/her chair and is actually “absent.” That, of course, affects the quorum. However, the chair may also treat this as a vote to abstain, particularly if the person does not actually leave the dais.

The Motion to Reconsider

There is a special and unique motion that requires a bit of explanation all by itself; the motion to reconsider. A tenet of parliamentary procedure is finality. After vigorous discussion, debate and a vote, there must be some closure to the issue. And so, after a vote is taken, the matter is deemed closed, subject only to reopening if a proper motion to consider is made and passed.

A motion to reconsider requires a majority vote to pass like other garden-variety motions, but there are two special rules that apply only to the motion to reconsider.

First, is the matter of timing. A motion to reconsider must be made at the meeting where the item was first voted upon. A motion to reconsider made at a later time is untimely. (The body, however, can always vote to suspend the rules and, by a two-thirds majority, allow a motion to reconsider to be made at another time.)

Second, a motion to reconsider may be made only by certain members of the body. Accordingly, a motion to reconsider may be made only by a member who voted in the majority on the original motion. If such a member has a change of heart, he or she may make the motion to reconsider (any other member of the body — including a member who voted in the minority on the original motion — may second the motion). If a member who voted in the minority seeks to make the motion to reconsider, it must be ruled out of order. The purpose of this rule is finality. If a member of minority could make a motion to reconsider, then the item could be brought back to the body again and again, which would defeat the purpose of finality.

If the motion to reconsider passes, then the original matter is back before the body, and a new original motion is in order. The matter may be discussed and debated as if it were on the floor for the first time.

Courtesy and Decorum

The rules of order are meant to create an atmosphere where the members of the body and the members of the public can attend to business efficiently, fairly and with full participation. At the same time, it is up to the chair and the members of the body to maintain common courtesy and decorum. Unless the setting is very informal, it is always best for only one person at a time to have the floor, and it is always best for every speaker to be first recognized by the chair before proceeding to speak.

The chair should always ensure that debate and discussion of an agenda item focuses on the item and the policy in question, not the personalities of the members of the body. Debate on policy is healthy, debate on personalities is not. The chair has the right to cut off discussion that is too personal, is too loud, or is too crude.

Debate and discussion should be focused, but free and open. In the interest of time, the chair may, however, limit the time allotted to speakers, including members of the body.

Can a member of the body interrupt the speaker? The general rule is “no.” There are, however, exceptions. A speaker may be interrupted for the following reasons:

Privilege. The proper interruption would be, “point of privilege.” The chair would then ask the interrupter to “state your point.” Appropriate points of privilege relate to anything that would interfere with the normal comfort of the meeting. For example, the room may be too hot or too cold, or a blowing fan might interfere with a person’s ability to hear.

Order. The proper interruption would be, “point of order.” Again, the chair would ask the interrupter to “state your point.” Appropriate points of order relate to anything that would not be considered appropriate conduct of the meeting. For example, if the chair moved on to a vote on a motion that permits debate without allowing that discussion or debate.

Appeal. If the chair makes a ruling that a member of the body disagrees with, that member may appeal the ruling of the chair. If the motion is seconded, and after debate, if it passes by a simple majority vote, then the ruling of the chair is deemed reversed.

Call for orders of the day. This is simply another way of saying, “return to the agenda.” If a member believes that the body has drifted from the agreed-upon agenda, such a call may be made. It does not require a vote, and when the chair discovers that the agenda has not been followed, the chair simply reminds the body to return to the agenda item properly before them. If the chair fails to do so, the chair’s determination may be appealed.

Withdraw a motion. During debate and discussion of a motion, the maker of the motion on the floor, at any time, may interrupt a speaker to withdraw his or her motion from the floor. The motion is immediately deemed withdrawn, although the chair may ask the person who seconded the motion if he or she wishes to make the motion, and any other member may make the motion if properly recognized.

Special Notes About Public Input

The rules outlined above will help make meetings very public-friendly. But in addition, and particularly for the chair, it is wise to remember three special rules that apply to each agenda item:

Rule One: Tell the public what the body will be doing.

Rule Two: Keep the public informed while the body is doing it.

Rule Three: When the body has acted, tell the public what the body did.



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Chapter 2.106
SANTA CRUZ COUNTY EMERGENCY MANAGEMENT COUNCIL

Sections:

2.106.010 ~~Established—Statutory authority.~~

2.106.020 ~~Membership.~~

2.106.030 ~~Term of office.~~

2.106.040 ~~Organization and procedures.~~

2.106.050 ~~Powers and duties.~~

2.106.010 ~~Established—Statutory authority.~~

The Santa Cruz County Emergency Management Council is established pursuant to the authority of Government Code Section [8610](#), and in compliance with Chapter [2.38](#) SCCC. [Ord. 5279 § 16, 2018; Ord. 4729 § 1, 2003; Ord. 3853 § 1, 1987; Ord. 2545, 1978; prior code § 3.61.010].

2.106.020 ~~Membership.~~

The Emergency Management Council consists of the following members:

(A) The following individuals:

- (1) The ~~Emergency Services Administrator~~Director of the Office of Response, Recovery and Resilience, or their designated representative;
- (2) The Sheriff, or their designated representative;
- ~~(3) The Director of the Public Works Department, or their designated representative;~~
- ~~(4) The Director of the Planning Department, or their designated representative;~~
- (5) The area fire coordinator of the Fire Chiefs Association, or their designated representative;
- ~~(6) A representative of the County Emergency Medical Services Program, to be designated by the Director of the Health Services Agency;~~B
- ~~(7) The Director of the Human Services Department, or their designated representative.~~

Commented [DR1]: This EP/EMS role is conduit to HCC/Hospitals/EMS

(B) Representatives of the following agencies, as appointed by the Board of Supervisors upon nomination by such agencies:

- (1) University of California, Santa Cruz Campus;
- (2) Amateur Radio (RACES);
- (3) Local chapter of the American Red Cross;
- ~~(4) Local Emergency Communications Committee for Monterey Bay (EAS);~~
- (5) Each incorporated city;
- ~~(6) Medical Society of Santa Cruz County;~~
- ~~(7) Dominican Hospital;~~
- (8) County Office of Education;
- ~~(6) Representative from Long Term Recovery Group (LTRG) or Santa Cruz Volunteer Organizations Assisting in Disaster (SC VOAD)~~
- ~~(9) Watsonville Community Hospital.~~

(C) Five residents of the County, appointed by the Board of Supervisors. Each Supervisor shall nominate one member who may reside within the Supervisor's district, and who has some knowledge of, or involvement with, one or more organizations having some official responsibility in the event of an emergency.

(D) One at-large community member or organization who has communication capacity into predominantly Spanish language communities to ensure emergency preparedness, and that alert and warning information is reaching all residents. ~~represents a local volunteer effort related to disaster planning.~~ This member shall be appointed by the Board of Supervisors upon nomination by the Director of Emergency Services ~~the Office of Response, Recovery and Resilience.~~ [Ord. 5279 § 16, 2018; Ord. 5086 § 1, 2011; Ord. 4729 § 1, 2003; Ord. 4513 § 1, 1998; Ord. 4146 § 1, 1991; Ord. 3853 § 1, 1987; Ord. 3616 § 1, 1985; Ord. 3307 § 1, 1982; Ord. 3268 § 1, 1982; Ord. 2545, 1978; prior code § 3.61.030].

2.106.030 Term of office.

A member appointed pursuant to the provisions of SCCC 2.106.020(A) and (B) serves on the Emergency Management Council ex officio, as long as such member continues to hold the office or appointment

which initially qualified that person for membership. The members of the Emergency Management Council appointed pursuant to the provisions of SCCC [2.106.020\(C\)](#) serve for a term of four years, commencing on April 1st of the year in which the member's nominating Supervisor begins a full term. The member appointed pursuant to SCCC [2.106.020\(D\)](#) shall serve for a term of two years, commencing on January 1st of the calendar year in which initial appointment is made. [Ord. 5279 § 16, 2018; Ord. 4729 § 1, 2003; Ord. 4513 § 1, 1998; Ord. 3853 § 1, 1987; Ord. 3616 § 2, 1985; Ord. 2545, 1978; prior code § 3.61.040].

2.106.040 Organization and procedures.

The Council shall comply in all respects with SCCC [2.38.110](#) through [2.38.250](#), except as otherwise provided herein. The Office of ~~Emergency Services~~[Response, Recovery and Resilience](#) shall provide staff support and clerical services to the Council. [Ord. 4729 § 1, 2003; Ord. 3853 § 1, 1987; Ord. 2545, 1978; prior code § 3.61.050].

2.106.050 Powers and duties.

(A) The Emergency Management Council is created for the purpose of complying with the legal requirements of State law and assisting the Board of Supervisors and ~~the Director of Emergency Services~~[the Office of Response, Recovery and Resilience](#) in the administration of Chapter [2.26](#) SCCC.

(B) Specifically, the Emergency Management Council is empowered to develop and recommend for adoption to the Board of Supervisors emergency and mutual aid plans and agreements, and such ordinances, resolutions, rules and regulations as may be necessary to implement such plans and agreements, and any necessary amendments thereto. [Ord. 5279 § 16, 2018; Ord. 5086 § 2, 2011; Ord. 4729 § 1, 2003; Ord. 3853 § 1, 1987; Ord. 2545, 1978; prior code § 3.61.020].

SHSGP 2021

FY21

Secure Interview Recording and Storage System for the Santa Cruz Sheriff's Office	The Santa Cruz County Sheriff's Office will purchase a secure audio and video recording system with enhanced cybersecurity measures that offer secure offsite storage for suspect and victim interviews. The project will replace an out-of-date insecure system that does not provide adequate cybersecurity. The new system will provide offsite encryption-protected cloud storage that is compliant with all Criminal Justice Information Services (CJIS) Security Policy recommendations, which will also enable videos to be shared with partnering agencies in a secure manner.	HSGP-SHSP	LE	Equipment	Intelligence and Information Sharing	\$ 67,338
Panic Alarm/Security Measures	Santa Cruz County will install a panic alarm system at the main County facility that will increase the protection of soft targets and crowded public spaces by warning the public and staff of an immediate or impending threat such as a bomb threat, or active shooter, etc. The system will notify occupants of the building and general public to take evasive measures.	HSGP-SHSP	EMG	Equipment	Physical Protective Measures	\$ 18,000
Active Shooter Regional Response Training	Training will focus on operational coordination, suspicious activity indicators and behaviors, and situational assessment, and will provide active shooter response training in a classroom to be followed up by field-based live scenarios using role players. The training will be an eight-hour course presented to 60 students per day, including law enforcement officers, fire personnel, AMR, and 911 Dispatchers on a local, county, regional, and state level. The course will run for 10 days and is planned for up to 600 First Responders to attend. Public outreach regarding the training program will be leveraged to educate and inform the public, other government agencies, and community partners about SARS indicators and behaviors and actions to be taken. The need for this training was underscored in June of 2020 when Santa Cruz County Sheriff's Sergeant Damon Gutzwiller was shot and killed by a suspect who belonged to a domestic extremism group (Boogaloo).	HSGP-SHSP	LE	Training	Interdiction and Disruption	\$ 10,500
Required Equipment for the Active Shooter Regional Response Training	Provide equipment for Active Shooter Regional Response Training in Santa Cruz County. The training for 600 law enforcement, fire, AMR, and dispatch responders, from local, regional, and state jurisdictions, will run for 10 days in the spring of 2022, providing cross-training in multiple disciplines to combat domestic violent extremism. The project will include outreach to educate and inform the public, other government agencies, and community partners about SARS indicators and behaviors and actions to be taken. Equipment will include MCI kits, medical equipment, COVID supplies, protective gear, conversion kits for training weapons, and reference material. The need for this training was underscored in June of 2019 when a domestic terrorist shot 20 people (killing 3) at a major annual festival in neighboring San Benito County, and then in June of 2020 when a Santa Cruz County Sheriff was shot and killed by a member of a domestic extremism group (Boogaloo).	HSGP-SHSP	LE	Equipment	Interdiction and Disruption	\$ 55,500
Medical Reserve Corps (MRC)	Pay for management, training, coordination, and deployment of the MRC to support public emergency health planning, including pandemic, sheltering, evacuation, debris flow, and wildfire readiness and response	HSGP-SHSP	PH	Planning	Public Health, Healthcare, and Emergency Medical Services	\$ 18,000
Mobile Medical/Alternative Care	Support the County EMS to plan and coordinate use of the Mobile Medical/Alternate Care assets to be readied for deployment for any incident that triggers surge, evacuation, and expanded alternate care.	HSGP-SHSP	EMS	Planning	Public Health, Healthcare, and Emergency Medical Services	\$ 28,000
Public Information and Warning	County Health Services PIO will participate in the Public Information & Warning Work Group to facilitate information sharing with the Department of Homeland Security (DHS) and the Bay Area Regional Interoperable Communications Systems Authority (BayRICS) to the local JIS/PIO Council. PIO will coordinate development, training, planning and evaluation of programs for the PIO Council and PIO Crisis Team to improve public information and warning in a disaster.	HSGP-SHSP	PH	Planning	Public Information and Warning	\$ 18,000
Mobile Communication Platform-Sat/POD Runner-Cell on Wheels (COW)	The Sat/POD runner is a mobile communications platform that provide multiple methods of communication through cellular (Cell on Wheels-COW) and satellite connection. The cellular and satellite connections also provide the ability for a secured or open connection to service. It establishes a WiFi access point that can allow for data transfer or WiFi calling in remote areas. The Sat/POD runner will be used to provide operational coordination and intelligence and information sharing during emergencies, threats from UAS and WMD and other high profile events, where normal communication may be compromised or may not exist. Each unit is portable and can be transported by vehicle with a trailer hitch receiver and can be deployed by a single user.	HSGP-SHSP	FS	Equipment	Operational Communications	\$ 109,334

SHSGP 2021

M&A	Management and administration of grant submission, tracking, reporting, modifications, reimbursements, and other activities as needed by staff in the County Office of Emergency Services during the performance period of the grant from 2021 to 2024.	HSGP-SHSP	EMG	M&A	Planning	\$ 17,087
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SHSGP 2022

FY22						
DNA Extraction Systems	The Santa Cruz Sheriff's Office will purchase two DNA extraction systems for the County DNA lab to provide timely results for all County agencies, DHS and federal partners, and possibly neighboring jurisdictions. This project will enable the County to identify, assess, report, and act on threats of violence, including vital information sharing with DHS and other federal, state, and local law enforcement, investigative, and intelligence entities. The systems will have the ability to provide results in 48 hours, rather than the current turnaround time of 6 to 18 months required by sending DNA to the DOJ.	SHSP	LE	Equipment	Screening, Search, and Detection	\$ 99,764
Portable Vehicle Barrier System for Santa Cruz County	Purchase a portable vehicle barrier system for Santa Cruz County Law Enforcement Agencies to deploy as needed to protect public spaces and harden potential target areas during mass gatherings, special events, and emergency scenarios from acts of terrorism and violence.	SHSP	LE	Equipment	Physical Protective Measures	\$ 78,719
Digital Radio Upgrade to Cybersecure Encryption-Capable Equipment for Santa Cruz County Law Enforcement	Santa Cruz County Law Enforcement Agencies will purchase seven P25 compliant mobile radios for police vehicles and the required equipment for installation and connection to handheld radios, including mics to connect portable radios to vehicle units. This is to provide cybersecurity of critical infrastructure to meet DOJ requirements of encryption and minimum levels identified by the Cybersecurity and Infrastructure Security Agency (CISA). Current equipment does not have encryption capability for cybersecurity. These radios would also be operational in other counties that have already transitioned to a digital communications system.	SHSP	LE	Equipment	Operational Communications	\$ 23,455
Handheld Narcotics Analyzers to Identify Dangerous Controlled Substances	Purchase two handheld narcotics analyzers to aid in the detection and identification of controlled substances in the field, especially to prevent and reduce impacts by acts of terrorism through the introduction of dangerous controlled substances into school settings. Such as fentanyl, a rapidly growing threat in schools that is difficult to detect and extremely dangerous, even in minute quantities. These analyzers will provide critical support and protection for emergency medical staff and law enforcement, and safe screening, search, and detection, for highly toxic substances. This project will reduce potential terrorist threats by enhancing the detection and warning of dangerous trends in the community, including threats of serious regional and transnational criminal activity.	SHSP	LE	Equipment	Threats and Hazards Identification	\$ 59,173
Active Shooter Response Training, Education, and Outreach Program	Training will focus on operational coordination, suspicious activity reporting indicators and behaviors, and situational assessment, and will provide active shooter response training in a classroom to be followed up with practice scenarios using role players. The project will take place over 10 days, for 60 students each day, including law enforcement, fire personnel, AMR, and 911 dispatchers on a local, county, regional, and state level. Public education and outreach regarding the activities of the training program as well as SAR indicators and behaviors will be leveraged, including local, regional, and social media, and supporting resources to educate and inform the public, other government agencies, and community partners about SAR indicators and behaviors and actions to be taken. The need for this training was underscored in June of 2020 when Santa Cruz County Sheriff's Sergeant Damon Gutzwiller was shot and killed by a suspect who belonged to a domestic extremism group (Boogaloo).	SHSP	LE	Training	Interdiction and Disruption	\$ 40,243
Development of COAD Capacity for County of Santa Cruz	Santa Cruz County will develop a Community Organizations Assisting in Disaster (COAD) in collaboration with local Community Based Organizations, Non-Profit Organizations and faith based organizations to build capacity to serve our community following acts of domestic terrorism or natural disasters.	SHSP	EMG	Organization	Community Resilience	\$ 11,452
Management & Administration	Management and administration of grant submission, tracking, reporting, modifications, reimbursements, and other activities as needed by staff in the County Office of Emergency Services during the performance period of the grant from 9/1/2022 to 5/31/2025.	SHSP	EMG	M&A	Planning	\$ 16,464

SHSGP 2023

FY23						
Fleet replacement for Santa Cruz County Search and Rescue ATV/UTV/Trailers	Purchase of new ATV/UTV/Trailers for for deployment by County Search and Rescue to improve capacity for rapid deployment of ground teams to areas of rough terrain, traverse rough terrain quickly, and respond to mutual aid requests to assist in searches and disaster or terrorism responses throughout the state. This activity meets HSGP's LETPA requirement because CBRNE incident Response Vehicles are on the list of allowable equipment articulated in Information Bulletin 485 and the Fiscal Year 2007 Law Enforcement Terrorism Prevention Program Guidance. The ATV/UTV /TrailersVehicles being purchased here have a law enforcement terrorism prevention nexus as it will be used by law enforcement officers for anti-terrorism activities such as rapid response and deployment of ground teams.	SHSP	LE	Equipment	Screening, Search, and Detection	\$ 68,392
Ballistic Shields for Santa Cruz County Law Enforcement	Purchase ballistic shields for Santa Cruz County Law Enforcement Agencies to deploy as needed to protect public spaces and harden potential target areas during mass gatherings, special events, and emergency scenarios from acts of terrorism and violence. This activity meets HSGP's LETPA requirement because terrorism incident prevention equipment is on the list of allowable equipment articulated in Information Bulletin 485 and the Fiscal Year 2007 Law Enforcement Terrorism Prevention Program Guidance. The ballistic shields being purchased here have a law enforcement terrorism prevention nexus as it will be used by law enforcement officers for anti-terrorism activities such as protecting public spacesduring mass atherings.	SHSP	LE	Equipment	Physical Protective Measures	\$ 25,000
Digital radio upgrade for County Fire Department to enhance information sharing and cooperation with other agencies.	Purchase Digital Radio upgrade to County Fire's current portable radios to P25 compliant radios to increase monitoring capabilities, enhance situational awareness, and allow interoperability in mutual aid responses throughout the region and the state. Enhanced communication capacity will help ensure the safety of personnel when responding to and mitigating emergent threats.	SHSP	FS	Equipment	Operational Communications	\$ 90,000
Handheld Narcotics Analyzer and online medical protocol platform to Identify Dangerous Controlled Substances	Purchase one handheld narcotics analyzers and online medical protocol platform to aid in the detection and identification of controlled substances in the field, especially to prevent and reduce impacts by acts of terrorism through the introduction of dangerous controlled substances into school settings, such as fentanyl, a rapidly growing threat in schools that is difficult to detect and extremely dangerous, even in minute quantities. The analyzer will provide critical support and protection for emergency medical staff and law enforcement, and safe screening, search, and detection, for highly toxic substances. This project will reduce potential terrorist threats by enhancing the detection and warning of dangerous trends in the community, including threats of serious regional and transnational criminal activity.This activity meets HSGP's LETPA requirement because detection equipment is on the list of allowable equipment articulated in Information Bulletin 485 and the Fiscal Year 2007 Law Enforcement Terrorism Prevention Program Guidance. The handheld narcotics analyzers being purchased here have a law enforcement terrorism prevention nexus as it will be used by law enforcement officers for anti-terrorism activities such as detection of and warning against exposure to toxic substances.	SHSP	LE	Equipment	Threats and Hazards Identification	\$ 30,000
Active Shooter Response Training, Education, and Outreach Program	Training will focus on operational coordination, suspicious activity reporting indicators and behaviors, and situational assessment, and will provide active shooter response training in a classroom to be followed up with practice scenarios using role players. The need for this training was underscored in June of 2020 when Santa Cruz County Sheriff's Sergeant Damon Gutzwiller was shot and killed by a suspect who belonged to a domestic extremism group (Boogaloo). This project can be claimed as LETPA as it addresses the core capability of "Interdiction and disruption" within the National Prevention Framework	SHSP	LE	Training	Interdiction and Disruption	\$ 80,000
Support of VOAD Capacity for County of Santa Cruz	Santa Cruz County has developed Volunteer Organizations Assisting in Disaster (VOAD) in collaboratoin with local Commuinity Based Organizations, Non-Profit Organizations and faith based organizations to build capacity to serve our community following acts of domestic terrorism or natural disasters. This funding will support capacity building in this organization.	SHSP	EMG	Organization	Community Resilience	\$ 9,879
Management & Administration	Management and administration of grant submission, tracking, reporting, modifications, reimbursements, and other activities as needed by staff in the County Office of Emergency Services during the performance period of the grant from 9/1/20223 to 5/31/2026.	SHSP	EMG	M&A	Planning	\$ 16,000

SHSGP 2023

Security training for election workers	Training to improve election workers ability to recognize potentially escalating situations, determine if emergency response is needed, safely de-escalate, and report appropriately. By anticipating and preempting security risks, including acts of international and domestic terrorism, election officials, poll workers, and polling locations' facility operators will mitigate threat-impact and probability of occurrence.	SHSP	GA	Training	On-scene Security, Protection, and Law Enforcement	\$ 5,000
Physical security for vote-counting sites	Three key pad door locks for vote-counting sites located in the county government building to promote a secure and resilient election process by mitigating risk of unauthorized access and threats, including domestic and international terrorism. This activity meets HSGP's LETPA requirement because physical security enhancement equipment is on the list of allowable equipment articulated in Information Bulletin 485 and the Fiscal Year 2007 Law Enforcement Terrorism Prevention Program Guidance. The key pad door locks being purchased here have a law enforcement terrorism prevention nexus as it will be used by law enforcement officers for anti-terrorism activities such as protection against unauthorized access to vote counting sites .	SHSP	GA	Equipment	Physical Protective Measures	\$ 5,000

FY22					
OR3 Emergency Management Staff	Fund the coordination and attendance for all OR3- and EOC-related meetings. Provide funding for OR3 staff to administer clerical functions. Provide funding for back-up coordinator duty coverage.	Organization	Staffing	Operational	\$ 91,000
OA Training and Exercise Planning	Support development of emergency management related exercises and trainings	Training	Course Development, Delivery, and Evaluation	Operational	\$ 2,500
EOC and OR3 Office Supplies	Purchase EOC office supplies for projects, operations, trainings, and activations.	Organization	Day to Day Activities / Operations Supporting Emergency Management	Operational	\$ 5,000
EOC Radio Charges	Pay for radio user fees for day to day activities associated with OES planning, training and exercises function and EOC activations. AEL #06CP-01-PORT, AEL Title: Radio, Portable. Duration of Service: 7-1-22 thru 6-30-24. Scenario: User fees to County ISD enable radio s to be connected to relevant system so EOC can communicate with our partners.	Maintenance & Sustainmen	User fees	Operational	\$ 8,300
ISD Staffing to Support EOC Operations	This project will partially fund staff salaries for an ISD Staffing to Support EOC Geographic Information Systems Operations	Organization	Staffing	Operational	\$ 27,939
EOC Network Charges	Pay County ISD for EOC network charges to support emergency management operation.	Organization	Day to Day Activities / Operations Supporting Emergency Management	Operational	\$ 38,000

EOC Facility Co-location costs	Pay for EOC co-location cost at Sheriff facility based on percentage of square footage and occupancy.	Organization	Day to Day Activities / Operations Supporting Emergency Management	Operational	\$ 5,000
Mountain Community Resources (MCR)	Pay for the contract with the Mountain Community Resources (MCR) non-profit agency to conduct citizen preparedness activities for the San Lorenzo Valley community residents.	Planning	Community Outreach	Community	\$ 4,000
Scalable and Remote EOC Technology Capacity Building	Purchase universal docking stations for County EOC for EOC staff or OA partners to use their existing laptops to facilitate scalable use of EOC during small to large events .	Equipment	04 - Information Technology	Intelligence	\$ 4,000
Community Emergency Response Team (CERT)	Pay for the contract with CERT, a nonprofit agency, to conduct citizen preparedness activities county wide.	Planning	Community Outreach	Community	\$ 4,000
Travel Expenses for OR3 staff	Pay OR3 staff travel costs to emergency management related meetings, workshops, exercises, trainings, and incidents	Organization	Day to Day Activities / Operations Supporting Emergency Management	Operational	\$ 2,500

EMPG 2023

Project Title	Project Description				
OR3 Emergency Management Staff	Fund the coordination and attendance for all OR3- and EOC-related meetings. Provide funding for OR3 staff to administer clerical functions. Provide funding for back-up coordinator duty coverage.	Organization	Staffing	Operational	\$ 40,000
OA Training and Exercise Planning	Support development of emergency management related exercises and trainings	Training	Course Development, Delivery, and Evaluation	Operational	\$ 7,242
EOC and OR3 Office Supplies	Purchase EOC office supplies for projects, operations, trainings, and activations.	Organization	Day to Day Activities / Operations Supporting Emergency Management	Operational	\$ 3,500
EOC Radio Charges	Pay for radio user fees for day to day activities associated with OES planning, training and exercises function and EOC activations. AEL #06CP-01-PORT, AEL Title: Radio, Portable. Duration of Service: 7-1-23 thru 6-30-25. Scenario: User fees to County ISD enable radio s to be connected to relevant system so EOC can communicate with our partners.	Organization	User fees	Operational	\$ 8,300
ISD Staffing to Support EOC Operations	This project will partially fund staff salaries for an ISD Staffing to Support EOC Geographic Information Systems Operations	Organization	Staffing	Operational	\$ 27,939
EOC Network Charges	Pay County ISD for EOC network charges to support emergency management operation.	Organization	Day to Day Activities / Operations Supporting Emergency Management	Operational	\$ 18,276

EMPG 2023

EOC Facility Co-location costs	Pay for EOC co-location cost at Sheriff facility based on percentage of square footage and occupancy.	Organization	Day to Day Activities / Operations Supporting Emergency Management	Operational	\$ 5,000
Mountain Community Resources (MCR)	Pay for the contract with the Mountain Community Resources (MCR) non-profit agency to conduct citizen preparedness activities for the San Lorenzo Valley community residents.	Planning	Community Outreach	Community	\$ 5,000
Community Emergency Response Team (CERT)	Pay for the contract with CERT, a nonprofit agency, to conduct citizen preparedness activities county wide.	Planning	Community Outreach	Community	\$ 20,000
Travel Expenses for OR3 staff	Pay OR3 staff travel costs to emergency management related meetings, workshops, exercises, trainings, and incidents	Organization	Day to Day Activities / Operations Supporting Emergency Management	Operational	\$ 7,500
VOAD Capacity Development	Pay for ongoing capacity development of (VOAD)Voluntary Organizations Acting in Disaster to enhance emergency response and recovery capacity.	Planning	Develop and Enhance Plans, Protocols, Programs, and Systems	Community	\$ 25,000
Bilingual Preparedness Resources	Development of Spanish and Indigenous language disaster preparedness resources to enhance resilience of underserved populations.	Planning	Develop and Enhance Plans, Protocols, Programs, and Systems	Community	\$ 10,000



SANTA CRUZ COUNTY

ATMOSPHERIC RIVER RESPONSE

AFTER ACTION REPORT



JUNE 2023

EXECUTIVE SUMMARY

The 2022-23 Santa Cruz Atmospheric River Response After-Action Review documents the federally declared disaster, DR-4683, Santa Cruz County operational area response timeline and gathers best practices and lessons learned through a variety of qualitative and quantitative methods. The following document and accompanying presentation provide ample examples of the next steps to continue to prepare Santa Cruz County and operational area partners for large-scale disasters of any type.

Listed below are quick wins accomplishable in the next 90 days and longer-term considerations designed to provide development opportunities within 12 months. These themes are reflected within the entire report.

QUICK WINS: Things you can do in the next three months

1. Implement & Optimize the new Alert and Warning System - Cruz Aware.
2. Create MOUs with Community Partners serving in response and recovery.
3. Create and regularly review pre-scripted advisory, alert, and warning messaging.
4. Print all available resources including task lists, visual aids, etc. for all position manuals.
5. Zonehaven (now Genaysis Protect)
 - Remove the -A or -B suffix.
 - Apply common names to Zonehaven zones where possible.

LONG TERM CONSIDERATIONS: Things you can do in the next 12 months

1. Develop a more robust Disaster Service Worker (DSW) training protocol.
2. Define first response staff support for the Office of Response, Recovery, and Resilience to ensure quick EOC activation and response capacity.
3. Complete one functional Emergency Operations Center (EOC) exercise with DSW 1's annually.
4. Engage a California Specialized Training Institute (CSTI) certified training coordinator to develop a training program for all EOC staff and DSW 1's.
5. Establish priorities for emergency contracts and recovery support as necessary for large-scale disasters.

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AFTER ACTION REPORT BACKGROUND

The County of Santa Cruz January 2023 Atmospheric River Storms (January Atmospheric River) After-Action Report/Improvement Plan (AAR/IP) is a review and assessment of the County's Operational Area (OA) sphere of influence response to the January Atmospheric River event. This report was prepared to ensure a robust analysis of the strengths and weaknesses of the Emergency Operations Center (EOC) core capabilities and to identify improvement strategies.

The AAR/IP aligns emergency preparedness programming in accordance with State and Federal preparedness doctrines, which include the California Emergency Services Act, Emergency Support Functions, National Preparedness Goals, National Response Framework, Mission Areas, Core Capabilities, and Community Lifelines. These doctrines provide an organized, whole-community approach and process toward achieving the local, State, and National preparedness goals. The National Response Framework (NRF) sets the strategy and doctrine for how the whole community builds, sustains, and delivers the response core capabilities of the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery.



INCIDENT OVERVIEW

Event Name	Atmospheric River Response
Event Dates	December 30, 2022, through January 31, 2023
Scope	Impacted areas included 4 cities within Santa Cruz County: Santa Cruz, Watsonville, Capitola, and Scotts Valley, impacting unincorporated and incorporated residents and special districts.
Mission Area(s)	The mission of the Santa Cruz Office of Response, Recovery, and Resilience was to support incident command, establish situational awareness, communication with stakeholders, jurisdictions, elected offices, and Community, support evacuations, shelter evacuees, and coordinate recovery services.
Core Capabilities	Planning, Public Information and Warning, Operational Coordination, Intelligence and Information Sharing, Infrastructure System, Critical Transportation, Environmental Response / Health Safety, Mass Care Services, Operational Communications, Public Health, Healthcare and Emergency Medical Services, Situational Assessment, and Housing.
Objectives	Support life safety, protect the environment, provide care and shelter, and operational area coordination
Threat or Hazard	Severe Rains, Winds, and Flooding, Coastal wave impacts and flooding
Scenario	On December 30, 2022, an atmospheric river event produced over 10 inches of rainfall in the San Lorenzo Valley, strong winds, and severe flooding. Over the course of the next 18 days, additional atmospheric rivers and extreme weather battered Santa Cruz County. The resulting Federal Disaster Declaration, DR-4683, spanned 37 days, and the collection of sequential storm events resulted in 1 injured, 24,000 people placed in an evacuation order, the closing of over 10 schools, widespread power outages, destroyed 12 structures (8 were homes), damaged 683 structures, and damaged local roads, water infrastructure, river levees, and parks infrastructure, and parts of the Port District. Santa Cruz County opened 4 shelters, serving over 500 people, 1 animal shelter serving 10 animals, and 1 Local Assistance Center, serving 2000 residents. The initial cost estimate to repair the damages is at \$61,155,764 but is likely to expand.
Sponsor	Santa Cruz County Office of Response, Recovery and Resilience

Participating Organization	County of Santa Cruz and impacted Local Jurisdictions (e.g. City of Watsonville, City of Santa Cruz, City of Capitola, and unincorporated areas)
Point of Contact AAR	Santa Cruz County Office of Response, Recovery, and Resilience

EVENT SUMMARY AND ASSESSMENT

The following Response and Recovery Activities highlight the timeline of services and events across Santa Cruz County during the duration of the event. Additionally, an Emergency Operations Center (EOC) narrative is included to demonstrate the nature of the activation inside County government operations.

RESPONSE ACTIVITIES

During the 18 days of active EOC response, multiple staff, support capacities, and operations needs were met by the staff of Santa Cruz County and its area cities. This support is reflected in the following event response timeline divided by capability within the EOC. It includes Command, Care and Shelter, and major Operations activities during the January event.

COMMAND		
County EOC Level 2 Hybrid	December 30, 2022 → December 31	Remote except for Planning Section and Command staff at EOC until 9 pm Level 1 hybrid/remote activation starting at approximately 1600 on 12/31
EOC Activated For Event	December 30, 2022 → January 18, 2023	0800-2000, light staffing overnight for most nights during activation period. Some full night shift activations for Operations and Command
County EOC Level 1	December 31, 2022 → January 18, 2023	Hybrid, EOC is open and staffed EOC was staffed from 0800-2000 on 1/2/23 and 24-hour staffing began 1/4/2023.
Atmospheric River (AR) Storm 2	December 30, 2022 → January 1, 2023	Flooding in San Lorenzo River, Soquel Creek, Aptos Creek, Corralitos & Salsipuedes Creek, Landslides, road failures ◦ Emergency Proclamation - 1/3/2023
Atmospheric River (AR) Storm 4	January 4, 2023 → January 6, 2023	Extreme winds, Coastal Damage (Alignment of High Tide, Storm Surge, and Extreme Ocean Swells) Emergency Proclamation - 1/6/2023

Atmospheric River (AR) Storm 6	January 8, 2023 → January 9, 2023	Significant River Flooding in San Lorenzo River, Soquel Creek, Aptos Creek, Corralitos & Salsipuedes Creek, (Levee Repair and Reinforcement Actions), Landslides, road failures
Atmospheric River (AR) Storm 9	January 13, 2023 → January 14, 2023	Significant River Flooding in San Lorenzo River, Soquel Creek, Aptos Creek, Corralitos & Salsipuedes Creek, Landslides, road failures

CARE & SHELTER, JANUARY STORMS DR-4683					
SHELTER	OPEN-CLOSE DATES	LOCATION	CAPACITY	OCCUPANCY	NOTES
Cesar Chavez Elementary School	January 3, 2023 → January 5, 2023	DT Watsonville	120	73	Coordination with Monterey County and the City of Watsonville
Ramsey Park	January 4, 2023 → January 5, 2023	DT Watsonville	75	5	City of WV Managed, TEP only
SC County Fairgrounds (Indoors)	January 8, 2023 → January 18, 2023	Watsonville	203	200	Red Cross Managed
SC County Fairgrounds (RV Parking)	January 8, 2023 → January 18, 2023	Watsonville	300	18	Red Cross Managed
Civic Auditorium	January 4, 2023 → January 7, 2023	DT Santa Cruz	200	95	Run by City of SC, Emergency shelter and evacuation point
Santa Cruz Bible Church	January 4, 2023 → January 7, 2023	East side of Santa Cruz	200	0 TEP; 40 Willowbrook	TEP through 1/5 Willowbrook Facility residents until 1/7
Depot Park	January 8, 2023 → January 15, 2023	DT Santa Cruz	25	25	Warming Shelter

Live Oak Elementary	January 3, 2023 → January 5, 2023	Live Oak	100	8	
Jade Street Park	January 4, 2023 → January 5, 2023	Capitola	25	3	Coordinated with City of Capitola
Scotts Valley Community Center	January 4, 2023 → January 5, 2023	DT Scotts Valley	275	7	TEP
Cabrillo College Cafeteria	January 8, 2023 → January 18, 2023	Aptos	150	26	
Cabrillo College Gymnasium	January 9, 2023 → January 18, 2023	Aptos	200	0	
Cabrillo College Parking Lot K	January 9, 2023 → January 18, 2023	Aptos	100	2	

OPERATIONS		
Evacuation Order	December 31, 2022 → January 2, 2023	FEL-E008, CRZ-E081, Corralitos Creek, Salsipuedes Creek, PAJ-E 26, 27, and 28
Evacuation Order	January 3, 2023 → January 6, 2023	<p>North Coast: CRZ-E005-C, CRZ-E005-B</p> <p>Boulder Creek: CRZ-E004-A, CRZ-E006-A, CRZ-E007-B, CRZ-E008-A, CRZE011A, CRZ-E011-B, CRZ-E012-A, CRZ-E013, CRZ-E014, CRZ-E015-B, CRZ-E021, CRZ-E022-B, CRZ-E032-A, CRZ-E032-B, CRZE036B, CRZ-E008-C</p> <p>Soquel and Capitola / CTLE010, CTLE014, CTLE015, CTLE018, CTLE019, CTLE028, CTLE029, CTLE050, CTLE051</p> <p>Aptos (Rio Del Mar) / CTLE050, CTLE051 Freedom / PAJE015, PAJE024</p>

Evacuation Order	January 4, 2023 → January 5, 2023	<p>Felton / CRZE081, CRZE080, FELE012, FELE011, FELE008</p> <p>Boulder Creek / BOUE040</p> <p>Soquel and Capitola / CTLE010, CTLE014, CTLE015, CTLE018, CTLE019, CTLE026, CTLE027, CTLE028, CTLE029, CTLE050, CTLE051</p> <p>Watsonville / PAJE015, PAJE024, PAJE026, PAJE027, PAJE028, PAJE029</p> <p>Sheriff's Office is continuing its ongoing evaluation of transferring inmates from the main jail. Sheriff's Office is providing notice to two areas this morning. An evacuation order has been issued for Whitehouse Canyon Road on the north coast. The Community Emergency Response Team (CERT) team notified residents door to door with the evacuation order being effective today at 1530. The Community Policing team has provided door-to-door notifications of a warning status to the Prospect Avenue Area in San Lorenzo Valley in addition to the Zonehaven alert for this area that has been issued. The Sheriff's Office has activated Animal Services and Equine Evac for potential large animal evacuation on Whitehouse Canyon Road.</p>
Damage Assessment	January 5, 2023	<p>Damage includes:</p> <p>Coastal areas in Rio Del Mar Flats and Beach Drive area continue to be impacted by high surf, wave runup, coastal erosion, and damage to protective infrastructure.</p> <p>Flooding issues continue in the Rio Del Mar Flats.</p> <p>Both Capitola Wharf and Cement Ship pier have been damaged with partial collapse.</p> <p>Opal Cliffs Park stairway has been damaged and the park is closed.</p>
Evacuation Order	January 7, 2023 → January 11, 2023	North Coast: CRZE001C

Evacuation Order	January 16, 2023	US-CA-CRZ-E001-D Population 10, Structures 30 US-CA-PAJ-E029 Population 66, Structures 54 US-CA-PAJ-E030 Population 95, Structures 184 45 Residences along Highland Drive in Aptos have been evacuated due to slides
Evacuation Order	January 9, 2023 → January 10, 2023	Evacuation ORDERS in place in the following areas/zones: <ul style="list-style-type: none"> • North Coast: CRZE001C • City of Watsonville issued orders for WTSE005, WTSE006, WTSE017, WTSE018, WTSE019 •Graham Hill / CRZE081 •Ben Lomond / BENE002A •Boulder Creek / BOUE040
Evacuation Order	January 9, 2023 → January 11, 2023	Pajaro / PAJE027, PAJE028, PAJE029, PAJE030, PAJE032, CRZE067, CRZE068, CRZE069, CRZE071 Aptos / CTLE051
Evacuation Order	January 16, 2023	US-CA-CRZ-E001-D Population 10, Structures 30 US-CA-PAJ-E029 Population 66, Structures 54 US-CA-PAJ-E030 Population 95, Structures 184 45 Residences along Highland Drive in Aptos have been evacuated due to slides

RECOVERY ACTIVITIES TO DATE

Recovery and Resiliency activities included initial debris removal, establishment of a disaster resource center (DRC) and 1 local assistance center (LAC), and Category A and B measures on local roads.

The Local Assistance Center and Disaster Resource Center (DRC) was open from 1/25/23-3/31/23 and involved State, Federal Emergency Management Agency (FEMA), Community Benefit Organizations (CBOs), and Non-Governmental Organizations (NGOs).

FEMA, Small Business Administration (SBA), State services, Local NGOs, and CBO long-term recovery services were provided to over 2000 people.

Funding sources applied for include Public Assistance (PA) and California Disaster Assistance Act (CDAA) programs, and the community has applied for SBA and Individual Assistance (IA) programs.



# OF BUILDINGS DAMAGED AND INITIAL STATUSES			
	Red	Yellow	Minor
Residential	8	143	534
Commercial	4	6	0
TOTAL	12	149	534

INITIAL DAMAGE ASSESSMENT	
City of Capitola	\$ 2,625,000
City of Capitola - Fire Station	\$ 466,000
City of Santa Cruz	\$ 4,260,000
City of Santa Cruz - San Lorenzo Valley Water District	\$ 1,276,500
City of Watsonville	\$ 21,915,000

County of Santa Cruz - Parks	\$ 7,325,500
County of Santa Cruz - Roads, CSA, Sanitation (Cat A, B, C)	\$ 48,606,650
Santa Cruz Port District	\$ 970,000
TOTAL	\$87,982,407

EOC ACTIVATION SUMMARY ASSESSMENT

The December 30, 2022, National Weather Service (NWS) forecast initiated a Level 2 EOC activation. The unexpected volume of rain on the evening of December 30th and into the morning hours of New Year’s Eve made the shift to a Level 1 EOC activation difficult to fully staff as many employees were on pre-planned holiday vacations or unavailable. This lack of immediately available staffing and elevation to Level 1 activation of the EOC put the EOC in a more reactive position throughout the initial days of the response.

The EOC remained responsive to forecasted events by providing hybrid support to field staff. In the process of this activation, the request to up-staff and increase the activation level was requested by the Sheriff’s Office. This request was primarily informed by on-the-ground data and both law and EOC mass care and shelter actions needed to engage in immediate evacuations. The forecasted storm data did not align with this request and the EOC staff delayed action on this request based on forecasted NWS data. When the storm stalled over Santa Cruz County the activation level was increased. The decision to delay demonstrated a conflict in the culture of urgency about on-the-ground needs and their potential immediacy. This conflict is common between first-responding organizations (Law Enforcement, Fire, Public Health, etc) and their Emergency Operations & Management counterparts. EOC staff continued to support field and operations support staff and did increase their staffing capacity and capability soon thereafter.

The activation of the EOC is supported primarily by Disaster Service Workers (DSWs) and minimally trained staff members. While many EOC team members have responded to multiple events over the last several years, including COVID-19 and the CZU Complex Fire, the general training level, Incident Command System (ICS) understanding, and scope of EOC Branch position roles that training provides were diminishing. The regularity of activations during planned events, consistently scheduled exercises, and regular local hazards conversations with

the relevant response and community-based organizations is essential to the stability and success of the EOC in the long term.

It should be noted that as the event continued the EOC response capacity became more stable and successful. The ramp-up indicates the need for more training together while the end of the activation notes the camaraderie and teamwork developed. An excellent example of this stable growth can be found in the use of daily meetings and a more consistent meeting cadence throughout the later half of the activation and response.

AFTER ACTION REVIEW

The following acts as a summary of strengths and areas of improvement for Santa Cruz County and its stakeholders. It is compiled from various sources including survey documentation, in-depth interviews, and an overarching data review of the January response.

METHODOLOGY

The methodology of the AAR process included a 57-question survey, section-based interviews, individual, one on one interviews with stakeholders, and a literature review of all published EOC materials. During the review and data-gathering process we spoke with numerous EOC responders in each section and response role, various community stakeholders active in the Operational Area footprint, and government leaders throughout the County. These conversations informed and guided the following strengths, areas of improvement, and recommendations.

SURVEYS COLLECTED	DOCUMENTS READ	INTERVIEWS COMPLETED
28	40	16

STRENGTHS AND SUCCESSES

The Emergency Operations Center (EOC) successes of this activation can be attributed to the following strengths:

Strength 1: Staff members did an excellent job of activating, especially considering that many had not experienced managing a disaster before and this series of storms represented the

first major County-wide disaster since 1989. They exhibited excellent teamwork and support of one another through the demanding activation. EOC sections and inter-county agencies were able to effectively communicate with one another and increased its efficacy as the activation progressed.

Strength 2: Throughout the activation, there were daily briefings, giving a constant flow of information and timely updates on weather and situation status for each of the EOC branches. The majority of EOC activations are to a singular event. However, this activation was in response to a series of storms over the activation period with variable length gaps between storms. This prolonged activation, County-wide, with expanding impacts made consistent updates particularly crucial.

Strength 3: The use of Microsoft Teams as a communication and organization platform was a great strength of the activation. Microsoft Teams is an application that is accessible via PC, laptop, and mobile device, streamlining the need for communication across multiple platforms such as email or text messaging. Specific, focused chats to interface with other divisions were created. This was incredibly helpful in delivering quick and real-time updates, tracking between shifts, and contributing to the efficiency of the activation. This method additionally had great flexibility in its ability to easily add new members of the team as the staff was rotated in. Many meetings were hosted through Teams video conferencing, facilitating collaboration to support a hybrid working environment.

BEST PRACTICES WITHIN THE EOC

Best practices denote valuable pieces of an activation to take forward and replicate throughout other activations of the EOC. These highlighted best practices demonstrate places where the staff in the Santa Cruz County EOC excelled and demonstrated qualities of awareness when protecting their public.

1. Trigger points and safety gaps were used to inform decisions about evacuations. While these were not all the same trigger points, the fact that there were minimum thresholds shows foresight and quick thinking.
2. End-of-shift summaries were helpful in maintaining information flow and situational awareness.
3. The development of daily executive team management conversations including key leaders from the Chief Administrative Office (CAO), Operations, Office of Emergency Response, Recovery, and Resilience (OR3), Public Information Officer (PIO), and Finance.

When the team saw the need for a consistent executive meeting cadence it was flexibly added to the response.

4. The creation of the mobile damage assessment inspection app was incredibly helpful in providing direction to building inspectors and recording information efficiently.

AREAS NEEDING IMPROVEMENT & ACTIONS

While the Santa Cruz County EOC activation for the January Atmospheric River Storms was successful there were a number of areas needing improvement to help create a more responsive and collaborative EOC environment during the next event.

Areas Needing Improvement for this activation fall under the following themes:

1. **Disaster Service Worker (DSW) staffing capacity and training:** The ability to staff the EOC for immediate and long-term activation is directly tied to the DSW staffing and training capacity. The ability to consistently train, educate, and exercise DSWs is essential.
2. **EOC communication, coordination, and direction:** A successful disaster response hinges on communication, coordination, and direction with all stakeholders. The ability to communicate clearly and effectively is necessary to ensure public safety.
3. **EOC sections:** The organization of the EOC is critical to effective communication and services for disaster response and recovery. Sections inside the EOC should function similarly no matter which duties they are tasks to perform during an activation.
4. **Equity:** The equitable delivery of services is paramount to Santa Cruz County, impacted residents, and its EOC. Building community equity is a large component of disaster response and recovery, as is the active consideration to meeting staff equity needs.
5. **Partnerships:** Partnerships play a vital part in the Santa Cruz County community. The ability to maintain disaster response and disaster-resilient partnerships is essential to rapid disaster recovery and strong disaster preparedness.
6. **Resource provision:** The provisioning of the EOC is essential to active EOC operations. Staff should have the appropriate tools for their disaster work 24 hours a day, including those outside the EOC.
7. **Technology:** Within a hybrid environment technology plays a vital role in ensuring effective shift-to-shift communications, communications with community partners, and the community as a whole.

I. DSW STAFFING CAPACITY AND TRAINING

#	SUBTOPIC	CORE CAPABILITY	FINDING	RECOMMENDATION	RESPONSIBLE ORGANIZATION
1.1	Demands of extended work hours	Planning, Public Health, Healthcare, and Emergency Medical Services	The emergency activation required staffing for extended periods of time, running into weekends and otherwise time outside of normal working hours. These demands were further exacerbated by a staffing shortage and meant that many County personnel had additional responsibilities outside of the scope of their regular responsibilities, with some fulfilling the duties of multiple positions. There was little room for staff members to complete necessary day-to-day operational activities, and the constant need to pivot between daily duties and supporting the emergency contributed to staff feeling exhausted, stressed, and physically and emotionally burnt out. However, there were no support resources available, with after-action comments mentioning that it was difficult to take a break and adequately support their biological needs. Furthermore, some positions found it unclear if overtime compensation would be provided.	<p>Any disaster activation requires a delicate balance between daily and disaster operations. As an organization, Santa Cruz County must determine which daily operations will remain functional during activation and which must be curtailed or delayed due to more urgent operational needs.</p> <p>This determination may differ from activation to activation but should be conveyed to DSWs as they activate. It must also be communicated to their direct supervisors in an effort to minimize the stress of fulfilling urgent duties for multiple positions.</p> <p>We recommend a further definition of the responsibilities, training, and capacity of DSWs across Santa Cruz County through the development of a County-specific DSW protocol.</p>	OR3, HSA, HSD CDI, Other County Departments
1.2	Scope of Experience	Planning, Operational Coordination	There was a mix of experience levels with EOC activations, and those who had no previous experience in EOC activation relied on the guidance of those with experience. While this demonstrated great collaboration, this pointed out the loss of institutional knowledge between	Additional training, tabletop, and functional/full-scale exercise opportunities to grow capacity, understanding, and institutional knowledge is integral to a more consistent understanding of responsibilities inside the EOC.	OR3

			<p>activations as well as the need for consistent training and exercise within the city and through the county to ensure a consistent approach.</p>		
1.3	DSW Staffing	Operational Coordination, Logistics	<p>There were concerns about pulling DSWs from other departments to support the EOC due to the fear of inconvenience and potential impact on the departments that the DSWs were being pulled from. This was seen as a delicate balance that needed to be managed carefully.</p> <p>Many people signed up for DSW duties but were unavailable or unwilling to report in when called.</p> <p>Some DSWs treated their EOC shift like an 8-5 job, where those working overnight were frequently remote, but this remote capacity was not communicated.</p>	The capacity of the go-team of specialized and available staff to be on-call for emergency response should be strengthened.	OR3, County Departments
1.4	DSW Tracking	Operational Coordination, Logistics	<p>After action feedback indicates that 214RRs were not received on a timely and regular basis and there was no list of deployed DSWs, making it difficult to track staff and appropriately allocate payment.</p> <p>The GIS team processing 214RRs was trained to do the documentation process through WebEOC but the team was later told to create a wet version through DocuSign. This caused confusion and redundant work.</p> <p>Scheduling of DSWs was difficult to understand as there was no master schedule to reference.</p>	<p>The deployment and tracking of all DSWs are essential to financial reimbursement. As part of the Scope of Responsibilities training described above, it is recommended that all EOC members receive training on the 214RR process.</p> <p>Additionally, as part of the Section Briefing and Incident Action Plan (IAP) development, it is recommended that regular announcements reiterate the importance of the 214RR process.</p> <p>To maintain situational awareness, a master schedule of DSWs tracking deployment should</p>	OR3, and EOC Logistics

				be created and made accessible to all relevant leadership.	
1.5	Hybrid Work Format	Operational Coordination, Operational Communications	<p>While the ability to work remotely offered great flexibility, staff members who reported to the in-person EOC found that those who worked remotely were at times, 'out of sight and out of mind', impacting efficiency.</p> <p>Virtual collaboration was also made difficult due to differing battle rhythms and information drops and challenges when in-person communications were not forwarded to remote staff.</p>	<p>Hybrid work and EOC activations are now becoming the norm. As such, battle rhythms and technology needs for meetings must reflect this adjustment in technology. These should also be established at the beginning of an activation and posted in a common space.</p> <p>Every effort should be made by Section Chiefs to remain connected to those outside the physical EOC. Summary notes, video packages, call recordings and transcripts should be readily available to all EOC members and stakeholders in a timely fashion. Reliance on asynchronous communication tools that link shifts and positions together is essential to clear communication and effective response.</p> <p>Daily management team conversations were implemented and helped to better coordinate and share information within the team. This should be implemented as a best practice going forward.</p>	

II. EOC COMMUNICATION, COORDINATION, AND DIRECTION

#	SUBTOPIC	CORE CAPABILITY	FINDING	RECOMMENDATION	RESPONSIBLE ORGANIZATION
2.1	Meeting Cadence	Operational Coordination, Operational Communications	<p>There was a high number of meetings in the EOC during the activation. Many people indicated that they felt there were too many people included and a lack of shared assets, leading to challenges with coordinating and digesting information and action items. Stakeholders were also not included, leading to ineffective communication and loss of information.</p> <p>Following meetings, documentation such as recordings, transcripts, or notes were not provided. This meant there was no way for attendees or those who could not be in attendance to reference what was discussed retroactively.</p>	<p>The EOC should provide recordings or transcripts, as well as meeting summaries and shared documents in a centralized location. The Documentation position/unit should be consistently staffed for this purpose. There should be separate meetings with key decision-makers to narrow the focus of conversation and facilitate timely decision-making.</p> <p>Given the high number of meetings, a meeting tracker/shared calendar is needed so that staff members have a centralized location to reference.</p>	
2.2	Chain of Command and Communication	Operational Coordination, Operational Communications	<p>EOC, and CAO incident updates were not disseminated to all staff, leaving many out of the loop. Furthermore, multiple communication threads within the EOC were formed that at times caused confusion and made it difficult to determine the vertical chain.</p>	<p>Similarly to the sharing of meeting summaries and referenced documents, this practice should be upheld with all Incident Updates including those outside the regular 'Planning P' cycle.</p> <p>All branches in the EOC should have mid-shift check-in meetings to convey situational status, needs, and other pertinent information to ensure that all stay within the loop.</p>	

2.3	Med/Health Branch	Operational Coordination, Operational Communications	<p>The Med/Health Branch was not integrated into the EOC and was therefore not included in IAPs and briefings leading to a disconnect in communication between the Med/Health Branch and other sections of the EOC. This is problematic as there is no emergency where the Med/Health Branch will not be a vital section.</p> <p>In particular, after-action comments noted that they received no pre-briefing for clerical or logistical details and there is a need for better communication and coordination between Med/Health and Care and Shelter.</p>	<p>All branches should review roles and expectations with each other and how to communicate during deployments. Since every disaster involves an aspect of Med/Health, they should consistently be kept in the loop.</p> <p>Additionally, for transparency, a standard set of capacities supplied by Med/Health should be developed.</p>	
2.4	EOC activation	Operational Coordination, Operational Communications	<p>The EOC activation threshold and related severity level increases and decreases were reactive rather than proactive as much of the decision-making was based on forecasts rather than on-the-ground experience and feedback. Further, when the Sheriff's Office made requests to elevate the activation level, they were met with reluctance from the EOC. This highlights the need for clarification on what the threshold for activation is and who is authorized to declare one.</p> <p>EOC activation processes were especially unclear for outside agencies coming into the EOC, revealing the need for clear communication and protocols.</p> <p>It was unclear when the EOC activation had concluded and staff members were no longer deployed. Appropriate closing communication is necessary.</p>	<p>EOC activations should be request/action driven rather than cause-driven. Any request from the sheriff or fire agency chiefs should be enough to trigger a minimum standard of activation. While raising activation is often a financial consideration, it is far easier to step back from an already activated EOC than to increase the level of an EOC activation at a moment's notice. Preparedness is a valuable investment in this case.</p> <p>Discussion on which department OR3 should fall under to best support response, recovery, and resilience.</p>	

2.5	Professionalism	Operational Coordination, Operational Communications	<p>Throughout various calls, there were a number of attendees that were unrelated to the content of the meeting.</p> <p>Social media use was also an issue. There were call takers that inappropriately posted information on social media. Others were crowdsourcing EOC information and it was found that an EOC volunteer was communicating EOC business through their social media account (Figure 1).</p>	<p>Establishing professional operations standards, including how to facilitate hosted discussions, operational updates, and other conversations is essential to EOC success.</p> <p>Additionally, establishing a standard protocol for online presence be it in social media, video, or other mechanisms is essential to a structured, organized, and successful disaster response.</p>	
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Figure 1: Facebook screenshot

III. EOC SECTIONS

#	SUBTOPIC	CORE CAPABILITY	FINDING	RECOMMENDATION	RESPONSIBLE ORGANIZATION
3.1	Liaison	Planning, Operational Coordination, Operational Communications	<p>There was a strong need for a dedicated liaison role to communicate with various stakeholders like with traditional ICS rules. While an EOC Board Liaison was identified shortly into the activations and did relieve some of the difficulties in coordination, there was continued difficulty in relaying information between the EOC and the Board managers. This revealed that the role needs to be broader than the board of supervisors to communicate with federal and state partners.</p> <p>Furthermore, DSW staffing of the liaison position ended at 7 pm. While there was some coverage after hours, it was felt to be lacking as information flow during an emergency is never ending and consistent liaison coverage is vital.</p> <p>Board and community liaisons such as neighboring jurisdictions, non-profits, and elected officials were not identified and activated far enough in advance which led to a delay in receiving assistance.</p>	Deepening the Liaison capacity (multiple people per shift) to ensure that information is being better exchanged, reviewed, understood, and acted upon is essential in an event of this size. The consuming geographic nature of this event meant that the Liaison support was not deep enough to support every impacted jurisdiction in the Operational Area.	
3.2	Public Works	Operational Coordination	A need for Public Works (PW) leadership for a storm monitoring schedule was mentioned in after action comment.	Appropriate leadership from the key department should be assigned to ensure that areas of impact are adequately addressed.	

3.3	Operations	Operational Coordination, Operational Communications	Regular operations check-ins on objectives and management team consultation is necessary but did not occur frequently enough in this activation. This led to delays in resource provision as resources were released reactively rather than preemptively.	See previous comments.	
3.4	Logistics	Logistics	During resource procurement, there tended to be negotiation for what needs were actually necessary, causing a delay in resource provision. The nature of an emergency indicates the necessity for rapid acquisition of resources. However, there was difficulty in managing the expectations in timing between the request and receipt of a resource.	Logistics should be responsible for procurement and reaching out to CBOs for necessary resources in a timely manner. A pre-approved list of what resources are considered necessary will help pre-emptive and more rapid resource provision.	
3.5	Finance and Administration	Planning, Operational Coordination	The Finance/Admin section reported confusion in knowing what is or is not reimbursable for costs acquired throughout the activation.	A pre-written and approved matrix to show what is reimbursable and FEMA cost reimbursement training would be beneficial.	
3.6	Care and Shelter	Logistics, Intelligence, and Information Sharing	Staffing is necessary, but the current DSW model does not suit Care and Shelter needs. There were gaps in shelter coordination, knowledge, and routine as there was no structure defined and no conversations outside of an event. This shows a need for clarity on procedures when setting up a shelter. Incomplete intake forms at shelters and disaster recovery centers (DRCs) led to delays in processing down the line. It was noted that the system could	To ensure that shelters are adequately staffed, having a rapid deployment team or hiring contract on-call staff is recommended. Standard operating procedures for shelter coordination should be developed to maintain institutional knowledge and facilitate the timely setup of shelters.	

			<p>benefit from real-time quality assurance and control of the data to ensure data validity (i.e. checking for incomplete addresses).</p> <p>New shelter classifications were created mid-stream during the activation, and some shelters were opened with restrictions for specific city residents or long-term care patients only. This created difficulty in ensuring that shelter needs for all were met.</p>		
3.7	Joint Information	Planning, Operational Communications, Public Information, and Warning	<p>There was a lack of a united Joint Information System (JIS) or Joint Information Center (JIC). Information was released but there was no support for other messaging. Furthermore, there was no communication structure, leaving those responsible not knowing which messages should go out when, and where.</p>	Bring together County PIOs for the creation of an operational area-wide risk communications network. This network could serve as a place for communicators across all types of organizations including government, private sector, and CBOs in the OA.	

IV. EQUITY

#	SUBTOPIC	CORE CAPABILITY	FINDING	RECOMMENDATION	RESPONSIBLE ORGANIZATION
4.1	Child Care	Public Health, Healthcare, and Emergency Medical Services	An emergency activation requires that staff are available outside of normal working hours. With this additional demand, the ability to fulfill daily lifestyle needs is impacted. In this activation, the need for child care became apparent as staff with children called in were burdened with the need to quickly acquire child care.	A child care center should be set up at a location in close proximity to the EOC for staff members with children to utilize when reporting for work.	
4.2	Decision Making	Operational Coordination, Operational Communications	<p>After action comments revealed difficulty in visualizing how equity was embedded in the planning strategy. Furthermore, there was no clear line to voice equity concerns.</p> <p>Decisions regarding care and shelter felt pressured by political implications on what provisions were to be acquired, causing delays in resource provision.</p>	<p>An overarching strategy to address equity throughout the emergency management cycle is needed. From embedding equity in planning and mitigation to ensuring equity in response and recovery the ability to maintain transparent and clear processes is essential.</p> <p>While current events will impact disaster response and recovery mechanisms, especially within resident and business communities, it is essential to provide an opportunity for information gathering and feedback.</p> <p>Ensure that subject matter experts have a seat at the table for decision-making.</p>	

4.3	Public-facing communication	Public Information and Warning	<p>Appropriate communication channels were not implemented with the speed and breadth necessary for the community to adequately understand real-time impacts, response operations, and recovery initiatives. These impacts were especially felt by residents in rural, isolated neighborhoods or those on private roads who were trapped and needed help, but the county could not access these areas and residents were not prepared for the emergency situation. This revealed an overall need for education on preparedness initiatives, communication, and support systems for the community.</p> <p>Many evacuation-related messages were sent out as new information was introduced. However, the frequency of these notifications led to disaster fatigue for recipients.</p> <p>Further, the need for a method to effectively communicate alternate routes was identified.</p> <p>There were strong pressures to rapidly disseminate information, but uncertainty on what is appropriate to share, especially on social media.</p>	<p>Public communication is only as effective as our understanding of the community. Deeper, more direct insight into various populations (including BIPOC and LGBTQIA+) and their communication preferences and needs is urgently needed. Extending this knowledge to times of risk, response, and recovery is essential.</p> <p>The development of a communication plan for emergencies would be beneficial. Sections of the plan should cover community communication, appropriate processes for approvals for messaging through the PIO, and protocols for social media.</p> <p>As a best practice, pre-written messages should be scripted and approved by decision-makers. Additionally, the methodology of dissemination should also be pre-determined.</p>	
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V. PARTNERSHIPS

#	SUBTOPIC	CORE CAPABILITY	FINDING	RECOMMENDATION	RESPONSIBLE ORGANIZATION
5.1	Coordination	Operational Coordination, Operational Communications	Board and community liaisons such as neighboring jurisdictions, non-profits, and elected officials were not identified and activated far enough in advance and led to a delay in receiving assistance. This was likely exacerbated by the array of options for support from partner entities being unclear, making it difficult to identify the appropriate agency to request support from.	<p>The ability to coordinate immediate and extended capacity could benefit from the development of a more consistent, networked approach to coordination pre-event.</p> <p>Additionally, an agency representative at the county EOC to help ensure real-time information and effective communication may be beneficial.</p>	
5.2	Unified Command (UC)	Operational Coordination, Operational Communications	<p>Law & Fire Branch UC worked well in evacuation extent and timing decision-making during the flooding events for the unincorporated County. Partnering with incorporated Cities inside the County proved more difficult. A “true” Unified Command between the County and the impacted cities, inclusive of an evacuation management standpoint, was never realized.</p> <p>Coordinating multiple cities, fire districts, and law enforcement agencies is challenging. After action comments noted that at times there was a lack of mutual agreement on the direction between them, causing difficulty in decision-making. It was found that the City of Watsonville was making decisions independently of the OA. Additionally, these</p>	<p>Clear points of contact and communication channels need to be established, especially in the middle of the night when resources and personnel are often stretched thin.</p> <p>To address Brown Act concerns, 1:1 updates or a larger video update would remedy the concern while maintaining information flow and transparency with the Board.</p>	

			<p>disagreements spanned between agencies rather than decisions deferring to the key responsible agency. This left agencies feeling like others should "stay in one's lane" and that smaller, more focused meetings with key leaders can be more productive.</p> <p>Furthermore, Board offices were not invited to unified command calls, leaving them without visibility into County operations and unable to provide useful feedback from the community about their needs, concerns, and questions.</p>		
5.3	Community Benefit Organizations (CBOs)	Operational Communications	<p>Partner information in the OA calls was found to be reductive and additional meetings were also brief, not allowing for the depth of conversation that was needed. This left CBOs needing additional information but unable to receive it, posing the risk of community partners feeling unvalued and excluded.</p>	<p>The creation of a Community Organizations Active in Disaster (COAD) or Community Benefit Organization Board would be beneficial in this area. It would ensure regular communication, a deeper understanding of resource needs and capacities, and more equitable service delivery throughout the OA.</p>	

VI. RESOURCE PROVISION

#	SUBTOPIC	CORE CAPABILITY	FINDING	RECOMMENDATION	RESPONSIBLE ORGANIZATION
6.1	Response centers	Mass Care Services	There were no immediate response centers and setting them up takes more than 3 days, creating a delay in community resource provision.	The utilization of fire stations, libraries, or other community centers may be beneficial as immediate community resources.	
6.2	Resource limitations	Mass Care Services, Infrastructure System	<p>Santa Cruz has a large unhoused population, and the limitations of available resources were greatly felt in allocation to populations experiencing homelessness.</p> <p>In activations, the American Red Cross (ARC) is a valuable asset. However, it was identified that ARC did not have the capacity to support the EOC to the extent that was anticipated.</p> <p>Power is an essential resource to the community, but there were significant delays from PG&E in communicating outages and restoration timelines.</p>	<p>When addressing homeless disaster displacement, a contact mechanism is needed as certain expertise is required that DSWs are not capable of addressing.</p> <p>ARC should be consistently included in mass care and shelter conversations to ensure transparency in what resources are available and what is needed. Additionally, capacity should be a regular planning consideration that assumes a minimal resource allocation from ARC</p>	

VII. TECHNOLOGY

#	SUBTOPIC	CORE CAPABILITY	FINDING	RECOMMENDATION	RESPONSIBLE ORGANIZATION
7.1	WebEOC/Teams	Operational Communications	WebEOC is the management platform meant to store all EOC and activation-related information, creating a central hub for staff to reference. In this activation, there was no WebEOC administrator, and therefore necessary maintenance was not completed, leading to significant IT challenges. Due to difficulties with utilizing WebEOC, much of the EOC found it easier to work through Teams and Microsoft Office. While this worked to an extent, there were retention issues with Teams.	The need to adhere to one management platform of record is essential for documentation and retention purposes. While there is no "one right platform" the decision must be made, maintained, and supported throughout the duration of the activation, response, and recovery.	
7.2	Phone system	Operational Communications, Infrastructure System	There were no live phone lines for over 7 days at the beginning of the activation. This phone system failure created significant communication issues with outside agencies and within the EOC.	While relying on mobile phones is an alternative, it does not allow for the consistent transfer of information across multiple shifts of staffers. This reliance on personal mobile devices and emails made communication difficult to pass along to new team members on other shifts. Should mutual aid have been needed, the use of personal devices would have made it impossible to pass along information from incoming out-of-area personnel.	

IDENTIFIED TRAINING NEEDS

While Santa Cruz County regularly assesses its training needs, this response has brought attention to the following areas:

An increase in County-wide EOC training opportunities: While several EOC team members are familiar with disaster response in Santa Cruz County many lack the pre-requisite training to understand, engage, and respond effectively to a disaster in the OA. We suggest the creation of a multi-year training calendar that includes California Specialized Training Institute (CSTI) certified courses focusing on basic ICS, NIMS, SEMS, and overarching emergency management concepts. This training schedule, while rigorous, will ensure continuity of response and team comradery throughout the response and recovery structure.

Expanding Finance and Recovery cost reimbursement knowledge: In conjunction with a more robust EOC training schedule, increasing the depth of FEMA cost reimbursement knowledge is imperative. While we recognize that Santa Cruz County is actively recovering from multiple disasters and is currently engaging with FEMA cost reimbursement, the pre-existing knowledge will shorten the recipient funding award timeline.

As a best practice, communities who understand the ever-changing nuances of cost recovery reimbursement design more responsive internal cost-tracking mechanisms at the outset of EOC activation thereby easing the application and reimbursement process.

DSW oath and training: The reliance on DSWs is essential to long-term activation and robust Santa Cruz County disaster recovery. However, many DSWs lack appropriate position-specific awareness and training. In some cases, they may lack explicit permission from their supervisors and managers to pause their daily work while they engage in disaster response and recovery tasks to support the EOC and other County operations.

The creation of a responsive DSW program that includes required training such as basic ICS and National Incident Management System (NIMS) courses, as well as policy and procedure development for the most common DSW roles throughout the County is necessary to create a collaborative and supportive environment for all County employees.

CONCLUSION

The January Atmospheric River Response was a learning experience for all of Santa Cruz County. The event was large enough to encompass all county resources and major geographic areas, and it caused a significant amount of infrastructure and personal property damage.

The activation of the EOC was an essential coordination and logistical support to the overall response of the disaster. The activation demonstrated strong teamwork, a dedicated staff, and a community engaging in its own resilience. The activation demonstrated a need for additional training, particularly in the area of DSW support mechanisms, additional technical support related to the use of software tools of record, stronger CBO partnerships that aid in the deployment of equitable information and resources during response and recovery, and further extending EOC training and coordination across all areas and County teams.

The Santa Cruz County OR3 Team must engage all stakeholders in building a more robust effort to train, exercise, and educate all members of their response cadre, including permanent OR3 team members, DSWs, CBO, and other stakeholders. This effort to create a cohesive team capacity is essential to ensure effective disaster response and strong disaster recovery led equitably by the community itself.

Most impressive from the review of this event was the ability to adjust EOC processes and behavior mid-activation to better serve responders and the community as a whole. This ability to honestly assess, reevaluate, and engage in a different and better way to work with community needs was impressive and should be nurtured.

APPENDIX A: ACRONYMS

ACRONYM	TERM
AAR	After Action Report
AR	Atmospheric River
ARC	American Red Cross
CAO	Chief Administrative Office
CBO	Community Benefit Organization
CDAA	California Disaster Assistance Act
CEMS	California State Management System
CERT	Community Emergency Response Team
COAD	Community Organizations Active in Disaster
DRC	Disaster Resource Center
DSW	Disaster Service Worker
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
IA	Individual Assistance
IAP	Incident Action Plan
ICS	Incident Command System
IP	Improvement Plan
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
OA	Operational Area
OR3	Office of Emergency Response, Recovery, and Resilience
PA	Public Assistance
PIO	Public Information Officer

PW	Public Works
SBA	Small Business Administration
SEMS	Standardized Emergency Management System
TEP	Temporary Evacuation Point

APPENDIX B: CONTRIBUTORS

CONTRIBUTORS
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City of Watsonville
County of Santa Cruz Departments:
Care and Shelter - Human Services Department and Health Services Agency
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Logistics: General Services Department
Plans: County Administrative Office, OR3
Board of Supervisors
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American Red Cross