



# County of Santa Cruz 0027

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## GENERAL SERVICES DEPARTMENT

701 OCEAN STREET, SUITE 330, SANTA CRUZ, CA 95060-4073  
(831) 454-2718 FAX: (831) 454-2710 TDD: (831) 454-2123

BOB WATSON, DIRECTOR

January 24, 2001

AGENDA: February 6, 2001

Board of Supervisors  
COUNTY OF SANTA CRUZ  
701 Ocean Street  
Santa Cruz, CA 95060

### APPROVAL OF THE SANTA CRUZ COUNTY OPERATIONAL AREA EMERGENCY OPERATIONS PLAN

Dear Members of the Board:

The County's Office of Emergency Services is pleased to present for your Board's approval today the Santa Cruz County Operational Area Emergency Operations Plan. This document is the guideline under which the County, cities and special districts operate during a disaster or large scale emergency event. It is differentiated from the County's standard operating procedures (SOP) emergency management plan which delineates each County department's response effort.

The County serves as the lead agency for the Operational Area which manages and coordinates information, resources and priorities among local governments within Santa Cruz County during disaster and emergency events. The County also serves as the communication and coordination conduit between the State's regional emergency operations center and the emergency operations centers in each jurisdiction within Santa Cruz County. As required under the State's Standardized Emergency Management System (SEMS) legislation, this Operational Area Plan institutes the Incident Command System structure under which all local governmental entities operate in order to facilitate multi-agency and multi-jurisdictional coordination during emergency response operations.

The Operational Area Plan has been reviewed and approved by the County Disaster Council. Appendices to the plan include both the County and each city's respective SOP emergency management plan, which delineates the individual departments' roles and responsibilities for specific types of threats (e.g. earthquake, hazardous materials, severe weather). These appendices are undergoing revision and review by each jurisdiction to include updated information and procedures related to terrorism and energy crises.

Additionally, your Board directed General Services staff to respond to the Energy Commission's recommendations regarding the inclusion of plans to specifically address gasoline shortages during times of local emergencies as part of the County's Operational Area Emergency Management Plan. Your Board's direction included that the Energy Commission's recommendations be sent to the Disaster Council for their review and recommendations.

Board of Supervisors  
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The County's SOP emergency management planning document is anticipated to be ready for presentation to your Board in the Spring, following review with County departments of the new planning elements. Staff anticipate being able to complete the response to the Energy Commission's request for an element addressing gasoline shortages following the Disaster Council's review at their next scheduled meeting in March. The gasoline shortage plan can then be incorporated as an appendix to the Operational Area Emergency Operations Plan and presented to your Board in May along with the County's SOP emergency management plan.

It is therefore RECOMMENDED that your Board:

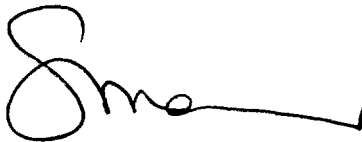
1. Approve the Santa Cruz County Operational Area Emergency Operations Plan; and
2. Direct the Office of Emergency Services to return on or before May 8, 2001 with a report on the County's standard operating procedures emergency management plan and a gasoline shortage plan.

Sincerely,



BOB WATSON  
Director

RECOMMENDED:



SUSAN A. MAURIELLO  
County Administrative Officer

BW:NCG:mc

cc: Disaster Council  
Energy Commission

***SANTA CRUZ COUNTY***

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**OFFICE OF EMERGENCY SERVICES**

701 Ocean Street, Room 330  
Santa Cruz, CA 95060  
(83 1) 454-2210  
(83 1) 454-2710 Fax



**SANTA CRUZ COUNTY OPERATIONAL AREA  
EMERGENCY OPERATIONS PLAN**

**February 6, 2001**

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## *Santa Cruz Operational Area Emergency Operations Plan*

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## FOREWORD

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The Santa Cruz Operational Area Emergency Operations Plan addresses the planned response to extraordinary emergency situations associated with natural disasters and technological incidents in or affecting Santa Cruz County.

This plan accomplishes the following:

- Establishes the emergency management organization required to respond to any significant emergency or disaster affecting Santa Cruz County.
- Identifies the policies, responsibilities and procedures required to protect the health and safety of Santa Cruz County citizens, public and private property and the environment from the effects of natural and technological emergencies and disasters.
- Establishes the operational concepts and procedures associated with emergency response, County Emergency Operations Center (EOC) activities and the recovery process.

This plan is designed to establish the framework for implementation of the California Standardized Emergency Management System (SEMS) in the Santa Cruz County Operational Area to facilitate multi-agency and multi-jurisdictional coordination in emergency operations.

This document is operational in design. It serves a secondary use as a planning reference. Departments within the County of Santa Cruz and local governments who have roles and responsibilities identified by this plan are encouraged to develop emergency operations plans, detailed standard operating procedures (SOPs), and emergency response checklists based on the provisions of this plan. This plan will be used in coordination with the *State Emergency Plan*.

This plan is designed to guide the reader or user through each phase of an emergency: planning, preparedness, response, recovery and mitigation. It is divided into the following parts:

**Part I** – Provides general information and focuses on the basic plan of the Santa Cruz County Operational Area organization under the Standardized Emergency Management System (SEMS), its responsibilities and operational concepts for multi-hazard emergency management.

**Part II** – Part II focuses on initial emergency response. Part II is the initial operations guide and provides field-level responders with the framework to implement SEMS.

**Part III** – Part III addresses extended emergency operations and outlines the procedures for Operational Area emergency management staff to conduct extended operations. Part III also addresses the transition to the recovery phase.

**Part IV** – Part IV addresses recovery and mitigation activities. Part IV describes the procedures to coordinate recovery operations, to mitigate future events and to obtain state and federal disaster assistance restoration and mitigation funds.

**AUTHORITIES**

The following provides emergency authorities for conducting and/or supporting emergency operations:

Federal	<ul style="list-style-type: none"> <li>• Federal Civil Defense Act of 1950 (Public Law 920, as amended).</li> <li>• Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288, as amended).</li> <li>• Army Corps of Engineers Flood Fighting (Public Law 84-99).</li> <li>• Federal Communications Corporation (RACES)</li> </ul>
State	<ul style="list-style-type: none"> <li>• California Emergency Services Act (Chapter 7 of Division 1, Title 2 of the Government Code).</li> <li>• Natural Disaster Assistance Act (Chapter 7.5 of Division 1, Title 2 of the Government Code), commencing with section 8680.</li> <li>• Standardized Emergency Management System (SEMS) Regulations (Chapter I of Division 2 of Title 19 of the California Code of Regulations) and (California Government Code §8607 et sec).</li> <li>• Hazardous Materials Area Plan Regulations (Chapter 4 of Division 2, Title 19, Article 3, §2720-2728 of the California Code of Regulations) and (California Health and Safety Code, Division 20, Chapter 6.95, Section 25503.5)</li> <li>• California Department of Water Resources Flood Control (California Water Code § 128).</li> <li>• Orders and regulations that may be selectively promulgated by the Governor during a STATE OF EMERGENCY.</li> <li>• Orders and regulations, which may be selectively promulgated by the Governor to take affect upon the Existence of a STATE OF WAR.</li> </ul>
Local	<ul style="list-style-type: none"> <li>• Emergency organization and disaster procedures ordinance No. 2532 adopted February 21, 1978 by the Santa Cruz County Board of Supervisors.</li> <li>• Resolution adopting the California Master Mutual Aid Agreement, adopted July 1958 by the Santa Cruz County Board of Supervisors.</li> <li>• Santa Cruz County Code Title 2, Chapter 2.26 Emergency services.</li> <li>• SEMS Memorandum of Understanding for the Santa Cruz Operational Area adopted October 25, 1994 by the Board of Supervisors.</li> </ul>



# Part 1

## *General Information*

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## **Part One**

### **General Information**

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## **SANTA CRUZ COUNTY OPERATIONAL AREA EMERGENCY MANAGEMENT ORGANIZATION**

The County Administrative Officer will direct the emergency management organization, serving as the Director of Emergency Services. The Director of Emergency Services is responsible for implementing the emergency operations plan through the efforts of the Santa Cruz County Office of Emergency Services.

### **Standardized Emergency Management System (SEMS)**

The Santa Cruz County Operational Area is organized under the Standardized Emergency Management System (SEMS), which is intended to standardize response to emergencies involving multiple jurisdictions or multiple agencies. SEMS is intended to be flexible and adaptable to the needs of all emergency responders in California. SEMS requires emergency response agencies to use basic principles and components of emergency management, including the Incident Command System, multi-agency or inter-agency coordination, the operational area concept, and established mutual aid systems.

### **Legal Basis and Intent of the SEMS Law**

To improve the coordination of state and local emergency response, Section 8607 of the Government Code directed the Governor's Office of Emergency Services (OES), in coordination with local emergency management agencies, to establish by regulation the Standardized Emergency Management System (SEMS). SEMS regulations took effect in September of 1994.

SEMS provides for a five level emergency response organization, activated as needed, but particularly in response to multi-agency or multi-jurisdiction emergencies. The five SEMS levels are:

- Field
- Local government
- Operational area
- Region
- State

By law, state agencies must use SEMS when responding to emergencies involving multiple jurisdictions or multiple agencies. Local governments must use SEMS in order to be eligible for state funding of response related personnel costs. Furthermore, local governments are required under SEMS to maintain minimum training competencies in SEMS.

### **SEMS Terms and Definitions**

- **Emergency Response Agency:**

Any organization, such as fire, law enforcement, public works, and other agencies responding to an emergency or providing mutual aid to such an organization, whether in the field, at the scene of an incident or to an operations center.

- **Incident Command System (ICS):**

A standardized, on-scene emergency management system used nationally by fire, law enforcement and other response agencies.

- **Mutual Aid:**

Refers to the voluntary provision of services and facilities when local resources prove to be inadequate to respond to an emergency. The California mutual aid system is based upon the State's Master Mutual Aid Agreement. Under this agreement, cities, counties and the State provide a comprehensive program of services, resources and facilities to jurisdictions when local resources prove to be inadequate to cope with a given situation. Written plans and operating procedures have been developed for mutual aid systems that function on a statewide level. The most widely known mutual aid plans include those for fire, rescue and law enforcement, but may also exist for emergency medical service providers, sheriff-coroner, and search and rescue teams. Field level management can request mutual aid through the SEMS structure.

- **Operational Area**

An Operational Area consists of a county and all political subdivisions within the county. The County is the lead agency for the Operational Area unless another arrangement is established by agreement. The Operational Area manages and coordinates information, resources and priorities among local governments within its area and serves as the communication and coordination conduit between the state's Regional Emergency Operations Center and the emergency operation centers in each jurisdiction within the County.

While an Operational Area always encompasses the entire County area, it does not mean that the County government directly manages the response and recovery activities of jurisdictions

within the County. The County Operational Area staff coordinates information and resources between the state and jurisdictions within the County, but the Operational Area EOC staff does not directly manage the work taking place within those jurisdictions.

- **Emergency Operations Center**

Any location that is used and set up to serve as the central command post for emergency management operations during disasters or emergency incidents. The Operational Area EOC for Santa Cruz County is located at 495 Upper Park Road in Santa Cruz near de Laveaga Golf Course.

- **SEMS Response Levels**

- Field

At the field response level, emergency personnel carry out activities under the management of an appropriate authority in direct response to an incident or threat. SEMS regulations require the use of the Incident Command System at the field response level of an incident.

- Local Government

Local government includes cities, counties and special districts. Each is responsible to manage and coordinate emergency response and recovery activities within their jurisdiction.

- Operational Area

The County is the lead agency for the Operational Area unless another arrangement is established by agreement. In this county, the Operational Area is managed by the County's Office of Emergency Services.

- Region

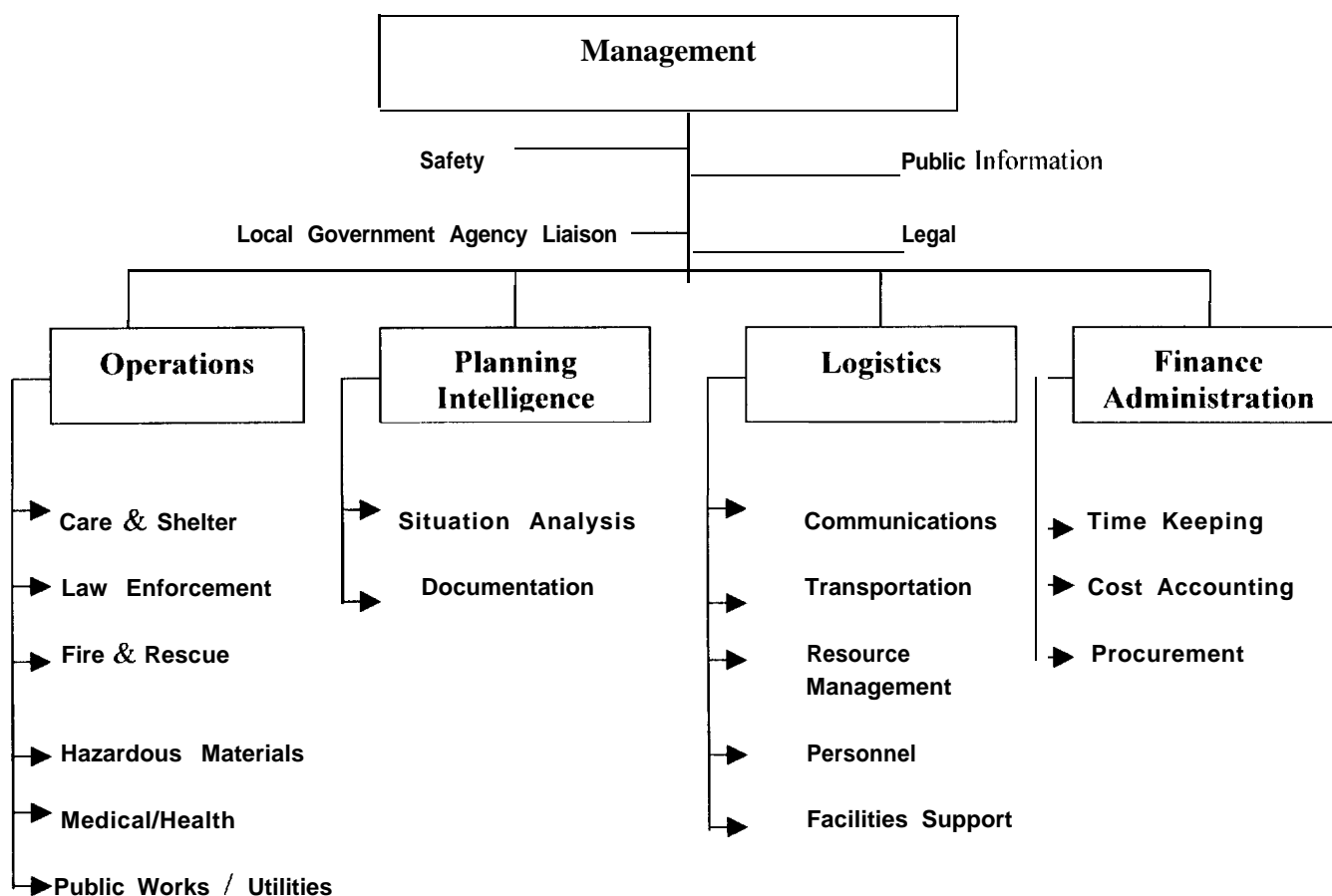
The State is divided into six Mutual Aid Regions. The Governor's Office of Emergency Services (OES) manages these regions through three regional offices. The regional level manages and coordinates information and resources among operational areas within the mutual aid region, and also between the operational areas and the state level. The Santa Cruz County Operational Area is in the OES Coastal Region (Region 2). which has its headquarters in Oakland.

- State

The state level coordinates mutual aid among the mutual aid regions and between the regional level and the state level. It also serves as the initial coordination and communication link between the State and Federal disaster response system.

### Roles of the Five SEMS Functions at the Field and EOC Levels

The following chart depicts the primary functions of SEMS:



Following is a brief summary of the functions found at all SEMS levels:

<b>Primary SEMS Function</b>	<b>Field Response Level</b>	<b>EOCs</b>
Command & Management	Responsible for the control of resources	Responsible for overall emergency policy, strategy and coordination
Operations	Coordinates response of all field operations in accordance with the Incident Action Plan	Coordinates all jurisdictional operations
Planning/Intelligence	Collection, evaluation, documentation and use of information related to the incident	Collects, evaluates and disseminates information and maintains documentation
Logistics	Provides facilities, personnel, services, equipment and materials in support of the incident	Provides facilities, services, personnel, equipment and materials
Finance/Administration	Provides financial and cost analysis and administrative support not handled by other functions	Provides financial and cost analysis and administrative support not handled by other functions

## **OVERALL CONCEPT OF OPERATIONS**

### **General**

All jurisdictions and agencies in the County must be prepared to respond promptly and effectively to any foreseeable emergency. This Emergency Operations Plan addresses a wide spectrum of contingencies, ranging from relatively minor incidents to large-scale disasters, such as an earthquake. A buildup or warning period, providing sufficient time to warn the public, will precede some emergencies and allow time to implement mitigation measures designed to reduce loss of life, property damage, and effects on the environment. Other emergencies occur with little or no advance warning, thus requiring immediate activation of the Emergency Operations Plan with simultaneous mobilization and deployment of resources.

## **Emergency Phases**

Emergency management activities are often conducted within four generally defined phases:

- Planning;
- Response;
- Recovery; and
- Mitigation.

### **Planning Phase**

The Planning phase involves activities that are undertaken in advance of an emergency or disaster. These activities assess threats, develop operational capabilities and design effective responses to potential events.

Planning activities include:

- Completing hazard analyses;
- Designing and implementing hazard mitigation projects consistent with the hazard analyses;
- Developing and maintaining emergency plans and procedures;
- Developing mutual aid agreements;
- Conducting general and specialized training;
- Conducting exercises; and
- Improving emergency public education and warning systems.

### **Response Phase**

The Response phase includes increased readiness, initial and extended response activities. Upon receipt of a warning or the observation that an emergency situation is imminent or likely to occur, the Operational Area and member jurisdictions will initiate actions to increase their readiness.

Events which may trigger increased readiness activities include:

- Receipt of a flood advisory or other special weather statement;
- Conditions conducive to wild land fires, such as the combination of high heat, strong winds, and low humidity;
- A hazardous materials incident;
- Information or circumstances indicating the potential for acts of violence or civil disturbance.

Increased readiness activities may include, but are not limited to the following:

- Briefing of key members of the Santa Cruz County Operation Area organization;
- Reviewing and updating Emergency Operations Plans and Standard Operating Procedures (SOPs);
- Increasing public information efforts;
- Accelerating training efforts;
- Inspecting critical facilities and equipment, including testing warning and communications systems;
- Warning threatened areas of the population;
- Conducting precautionary evacuations in potentially impacted areas;
- Mobilizing personnel and pre-positioning resources and equipment; and
- Contacting State and Federal agencies that may be involved in field activities.

### **Initial Response**

Part II covers *Initial Response Operations*. The Operational Area's initial response activities are primarily performed at the field response level. Emphasis is placed on minimizing the effects of the emergency or disaster. Support and coordination activities take place in the Operational Area Emergency Operations Center with operation links to field response units.

Examples of initial response activities include:

- Making all necessary notifications, including County departments and personnel, the Santa Cruz Operational Area member jurisdictions, and the State OES Coastal Region;
- Disseminating warnings, emergency public information, and instructions to the citizens of Santa Cruz County;
- Conducting evacuations and/or rescue operations;
- Caring for displaced persons and treating the injured;
- Conducting initial damage assessments and surveys;
- Assessing need for mutual aid assistance;
- Restricting movement of traffic/people and unnecessary access to affected areas;
- Developing and implementing Initial Action Plans;
- Securing event sites
- Conducting search and rescue operations; and
- Fire suppression.



### Extended Response

Extended response operations involve the coordination and management of resources and information necessary to facilitate the transition to recovery. Although not a specific action, but rather an evolutionary transition in the response timeline, extended operations generally begin 72 hours after the initial disaster event.

Part III, *Extended Operations*, provides specific guidance for the conduct of extended operations, including those functions performed by the EOC staff.

Examples of extended response activities include:

- Declaration of a local emergency;
- Coordination with state and federal agencies working within the county;
- Preparing initial damage assessments;
- Operating mass care facilities;
- Conducting coroner operations;
- Procuring, allocating and monitoring resources required to sustain operations;
- Coordinating mutual aid resources;
- Restoring essential services;
- Initiating advance planning activities;
- Documenting expenditures;
- Developing and implementing Action Plans for extended operations; and
- Disseminating emergency public information.

### Recovery Phase

Recovery activities involve the restoration of the affected area(s) to pre-emergency conditions. Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities such as water and power, to implementation of mitigation measures designed to minimize the impact of future occurrences of a given threat.

Part IV of this plan, *Recovery Operations*, describes the roles and responsibilities of each level of government following a disaster. Part IV also addresses the procedures for accessing Federal and State programs available for individual, business, and public assistance following a disaster.

Examples of recovery activities include:

- Restoring utilities and infrastructure;
- Applying for State and Federal assistance programs;
- Reconstruction of damaged property;
- Conducting hazard assessment analyses; and

- Determining and recovering costs associated with response and recovery.

### **Mitigation Phase**

Mitigation efforts occur both before and after emergencies or disasters. The goal of mitigation is to reduce or eliminate the future impact of threats consistent with the objectives of the State or Federal hazard mitigation plan developed specifically in response to each declared disaster.

Mitigation efforts include:

- Amending local development regulations, such as zoning ordinances, building codes, and other land use codes;
- Initiating structural retrofitting measures;
- Forming Hazard Abatement Districts;
- Emphasizing public education and awareness; and
- Incorporating hazard mitigation into long-term development policies such as the General Plan.

## HAZARD ANALYSIS

### General

Santa Cruz County is located on the central coast of California in the northwestern portion of the Governor's Office of Emergency Services' Coastal Region. It extends from the Pacific Ocean on the south and west, to the crest of the Santa Cruz Mountains. Santa Cruz County is also comprised of extensive agricultural lands predominantly in the northern and southern portions of the County. It is adjacent to Santa Clara, San Mateo, San Benito and Monterey Counties. Santa Cruz County covers an area of 441 square miles and has a population of approximately 245,201 inhabitants according to U.S. Census Bureau, July 1999 data. Agriculture, tourism and rapidly expanding technology, manufacturing and service sectors are the major local industries.

There are two major highways that run through the County. State Highway 1, which runs north and south along the coastline and State Highway 17, which runs northeast through the Santa Cruz Mountains to the Santa Clara Valley. There are several secondary highways: State Highway 9 connects Santa Cruz and the San Lorenzo Valley to Los Gatos and Saratoga in Santa Clara County. The communities of the Pajaro Valley are connected to the City of Gilroy in South Santa Clara County via State Highway 152 and to San Benito County by State Highway 129.

The County's single rail line originates in Monterey County and roughly follows the coastline and terminates at the Lone Star Cement plant in the community of Davenport. This spur line is owned by Union Pacific Railroad and is utilized on a limited basis to carry lumber, coal, iron oxide and gypsum inbound and cement outbound.

The Watsonville Municipal Airport serves the general aviation community and supports limited freight operations. It provides the only fixed runway facility in the County capable of handling large aircraft and is an essential facility in disaster response.

The County's seaward boundary includes major portions of the Monterey Bay National Marine Sanctuary (MBNMS). The Sanctuary enjoys special protections to preserve the unique marine environment and species of the Bay. It is a federally protected marine area offshore of California's central coast. Stretching from Marin to Cambria, the Sanctuary encompasses a shoreline length of 276 miles, and 5,322 square miles of ocean, extending an average distance of 30 miles from shore.

Santa Cruz County with its varying topography, mix of urban and rural areas and rapidly growing permanent, transient and recreational population is subject to a wide variety of impacts from various hazards and threats. There are three broad categories of hazards, which include natural, technological and domestic security threats:

Natural

- Earthquakes
- Floods
- Wildland fires
- Extreme weather/storm
- Landslides
- Tsunami

Technological Hazards

- Hazardous materials release
- Transportation accidents
- Utilities failure or damage
- Dam failure

Domestic Security Threats

- Civil unrest
- Terrorism

**Hazards and Threat Assessment****Earthquake Hazards**

Several active and potentially active earthquake faults are located within Santa Cruz County including the San Andreas, San Gregorio, Corralitos and Zayante Faults as well as numerous fault complexes and branches of these major faults.

Even a moderate earthquake occurring in or near the areas mentioned above could result in deaths, casualties, property and environmental damage, as well as disruption of normal economic, government and community services and activities. The effects could be aggravated by collateral events such as fires, flooding, hazardous material spills, utility disruptions, landslides, and infrastructure collapse.

After any significant earthquake, there may be short and long-term economic impacts to both the public and private sectors. Individuals can lose wages due to businesses inability to function because of damaged goods or facilities. Approximately 43% of businesses fail after a major earthquake due to direct loss of income and inability to remain financially viable after the recovery period. Governments suffer loss of tax revenues to support essential services, as property values are reduced and sales and other related taxes may take years to recover to their pre-disaster levels.

### **Earthquake Threats**

Under Severe Ground Acceleration (Ground Shaking) and Liquefaction, the Geographic Information System analysis (GTS) reveals a serious picture for Santa Cruz County. 5% of the structures in the jurisdiction or approximately 3,884; 14% of all County roads (303 miles), and a number of essential facilities including: 6 fire stations, 9 schools, and 18 churches, all lie within ½ mile of a fault zone and could suffer major damage. As a result, the threat level is severe.

### **Flood**

Santa Cruz County's geography focuses rainfall into four primary watershed basins: the San Lorenzo River; Soquel Creek; Aptos Creek; and Corralitos/Salsipuedes Creeks. While the Corralitos/Salsipuedes watershed feeds into the Pajaro River, and can be a crucial element in exposure to flooding of the Pajaro in the Watsonville area, the Pajaro's drainage is predominantly from Southern Santa Clara, San Benito and Monterey Counties.

Geographically, the San Lorenzo, Soquel, Aptos and Corralitos/Salsipuedes drainages are relatively short and steep compared to the Pajaro river drainage system; and have significantly shorter flow periods and therefore, shorter warning times for peak flow events.

Under a Widespread Heavy Rain Scenario with heavy precipitation (accumulation of .30 inches of rain per hour or more) can cause severe flooding in low-lying areas within the basin. Based on the 100 year flood plain (Zone A), 11% of the developed parcels (8,359) 5% of roads (103 miles). 25% of the sheriff's facilities (3), 30% of the fire stations (7). 9% of schools (16) and approximately 15% of the churches (32) are located within or intersected by the 100 year flood plain.

### **Dam Failure**

The three earthfill dams in or affecting Santa Cruz County are Sempervirens Dam, located on Sempervirens Creek, a tributary of East Wadell Creek in Big Basin State Park; Newell Creek Dam, located on Newell Creek, a tributary of the San Lorenzo River; and Hernandez Dam, located on the San Benito River, sixty-five miles south of Hollister.

A dam failure may cause loss of life, damage to property and other threats, as well as the displacement of people residing in the inundation path. Damage to utilities in the inundation areas could also impact support systems in communities outside the immediate hazard area. A catastrophic dam failure, depending on the size of the dam and affected population downstream, could exceed the response capability of local governments.

The Dam threat assessment analysis will be forthcoming and attached as a separate Appendix to this plan.

### **Wild land Fires**

Widespread fires, both in rural and urban environments pose a major threat to Santa Cruz County. Based on the County's Geographic Information System (GIS) fire hazard analysis, 5% of the developed parcels in the County (3,538). 8.0% of roads (178 miles). 5% of the CDF fire stations (2). and approximately 4% of the churches are located within a fire-hazard prone area.

### **Landslide**

Under a strong ground shaking earthquake scenario, it is inevitable that landslides will occur. Santa Cruz County is extremely susceptible to landslides due to the topography and geological soil characteristics. Based on GIS survey analysis, 7.5% of the developed parcels (5,523), 11% of roads (233 miles). 17% of Sheriff's facilities (2). along with 35% of non-County fire stations (3). all are within or intersected by landslide-prone areas.

### **Extreme Weather/Storm Emergencies**

Because of its direct westerly exposure to weather systems coming from the Pacific Ocean and its geography, which promotes intense precipitation from storm systems, Santa Cruz County is susceptible to damage from extreme weather/storm conditions. Most commonly, extreme weather in Santa Cruz County involves heavy rain and sustained high winds. Hazards presented by these conditions include: flooding, landslide/mudslide/debris flow, structural damage and damage to utility and transportation infrastructure.

A widespread heavy rain scenario with heavy precipitation (accumulation of .30 inches of rain per hour or more) can cause severe flooding in low-lying areas within the basin. Based on the 100 year flood plain (Zone A), 10.84 % of the developed parcels (8,359), 4.74% of roads (103 miles), 25% of the sheriff's facilities (3), 29% of the fire stations (7), 8.56% of schools (16) and approximately 15% of the churches (32) are located within or intersected by the 100 year flood plain.

### **Hazardous Materials**

Hazardous materials are formulated, used and transported throughout Santa Cruz County. Commercial, agricultural and industrial use of hazardous materials provides an opportunity for accidental release. Because the local economy depends largely on the agricultural industry, the threat level and the possibility of a hazardous materials release cannot be discounted. There are a number of local industrial and manufacturing firms which produce fertilizers, pesticides, and other chemical agents. These products are also locally stored and transported to other parts of the region on local roadways. thus presenting a threat to public health, safety and the environment.

The Hazardous Materials threat assessment analysis will be forthcoming and attached as a separate Appendix to this plan.

### **Transportation**

There are two major highways that run through the County. State Highway 1 and State Highway 17. There are also other secondary yet heavy-traffic routes such as State Highways 9, 129, and 152. Statistically, all of these routes combined account for 54% of the total highway accidents in the County. Should a major transportation incident occur, which could impact the County, it will most probably be along these transportation corridors.

### **Civil Disturbance**

The effects of a civil disturbance are varied and are usually based upon the type, severity, scope and duration of the disturbance. The effects of civil disturbances include traffic congestion or gridlock, illegal assemblies, disruption of utility service, property damage, injuries and potential loss of life.

### **Terrorism**

Terrorism involves a struggle between competing principles and ideologies below the level of conventional war. According to the Federal Emergency Management Agency (FEMA) most terrorist activities are bombing attacks. Principal targets include military personnel and facilities, commercial establishments, and federal government buildings and property.

The effects of terrorist activities can vary significantly, depending on the type, severity, scope, and duration of the activity. Terrorist activities may result in disruption of utility services, property damage, injuries and the loss of lives.

To date, terrorism has been targeted primarily against United States interests abroad. However, the World Trade Center bombing in New York and the Oklahoma City bombing are reminders that terrorist attacks may occur anywhere in the United States. Although few terrorist attacks have occurred in Santa Cruz County, the threat remains valid.

### **Tsunami**

The San Gregorio fault is a northwest-southeast trending fault, which begins just offshore in Monterey Bay roughly paralleling the coastline for approximately 100 miles in a northerly direction. Although relatively little studied until recently, the fault is thought to be the source of several significant earthquakes in historical times. The cities of Santa Cruz, Capitola, and Watsonville as well as the residential communities along the coastline would be significantly impacted from a tsunami created by an earthquake on this fault.

A tsunami generated by an earthquake on the San Gregorio fault could arrive just minutes after the initial shock. The lack of warning time from such a nearby event will result in higher casualties than if it were a distant tsunami, whereby the Tsunami Warning System for the Pacific Rim could warn threatened coastal areas in time for evacuation.

The tsunami threat assessment analysis along with a map of coastal inundation zones will be forthcoming and attached as a separate Appendix to this plan.

## **PUBLIC AWARENESS AND EDUCATION**

The public's response to any emergency is based on an understanding of the nature of the emergency, the potential hazards, the likely response of emergency services, and knowledge of what individuals and groups should do to increase their chances of survival and recovery. Public awareness and education prior to an emergency or disaster directly affects Santa Cruz County's emergency operations and recovery efforts.

Santa Cruz County's Office of Emergency Services (OES) makes emergency preparedness information from local, state and federal sources available to the Operational Area member jurisdictions and the citizens of Santa Cruz County. Furthermore, the Office of Emergency Services will provide special emphasis on specific hazards on specified months throughout the calendar year, aiding in the disaster preparation and education of the communities within the Santa Cruz Operational Area.

## **PRESERVATION OF LOCAL GOVERNMENT**

A major disaster could result in the death or injury of key government officials, the partial or complete destruction of established seats of government, and the destruction of public and private records essential to the continuity of government operations.

Government at all levels is responsible for providing continuity of effective leadership and authority, direction of emergency operations and management of recovery operations. The California Government Code and the Constitution of California provide the authority for state and local government to reconstitute itself in the event incumbents are unable to serve pursuant to Government Code, Title 2, Article 15, commencing with section 8635.



## **EMERGENCY OPERATIONS PLAN MANAGEMENT**

### **Emergency Operations Plan Modifications**

The Santa Cruz Operational Area Emergency Plan will be reviewed and approved by the County Operational Area Council as necessary and forwarded to the Board of Supervisors for final approval. Each jurisdiction covered by this plan is responsible for developing ratification procedures by which this document can be changed and consequently approved. The plan may be modified as a result of post-incident analyses and/or post-exercise critiques. It may be modified if responsibilities, procedures, laws, rules, or regulations pertaining to emergency management and operations change.

Those jurisdictions having assigned responsibilities under this plan are obligated to inform the Santa Cruz Office of Emergency Services when changes occur or are planned for their respective planning documents. Proposed changes will be submitted in writing to the Santa Cruz County Office of Emergency Services. Changes will be published and distributed to Operational Area jurisdictions.

Every four years, the Operational Area emergency operations plan will be reviewed, updated, republished, and redistributed. The Santa Cruz County Office of Emergency Services will maintain records of revision to this plan.

### **Training**

The Santa Cruz County's Office of Emergency Services (OES) will inform Operational Area jurisdictions of training opportunities associated with emergency management. Jurisdictions with responsibilities under this plan must ensure their personnel are properly trained to carry out these responsibilities.

The Operational Area Council must determine the appropriate level(s) of SEMS instruction for each member of the Organization, including field personnel.

County OES will ensure that all emergency response personnel can demonstrate and maintain, to the level deemed appropriate, the minimum SEMS performance objectives as contained in the Approved Course of Instruction (ACT) Syllabus referenced in the SEMS regulations and as amended.

County OES is responsible for planning and conducting emergency exercises for Santa Cruz County. Exercises will be conducted on a regular basis to maintain readiness. Exercises will include as many Operational Area member jurisdictions as possible. County OES will document exercises by conducting a critique, and using the information obtained from the critiquing to revise the emergency operations plan.

## Part 2

### *Initial Response Operations*

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## Part Two

### Initial Response Operations

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#### CONCEPT OF OPERATIONS

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Initial response operations will be accomplished by Santa Cruz Operational Area member jurisdictions, volunteer agencies, and segments of the private sector. During initial response operations, Santa Cruz County field responders will place emphasis on saving lives, property, and the environment, controlling the situation, and minimizing the effects of the emergency. The Incident Command System will be used to manage and control the response operations. The disaster/event may be controlled solely by County Operational Area emergency responders or with other agencies through the mutual aid system. If the resources available at the field response level are not sufficient to mitigate the situation, the Incident Commander may request that the Santa Cruz County Emergency Operations Center be activated to support the field operations.

#### **Emergencies**

Emergency events will be managed in one of three modes, depending on the magnitude of the emergency.

#### Decentralized Coordination and Direction (Level I)

This management mode is similar to day-to-day operations and would be used for those emergency situations in which normal management procedures and local resources are adequate. Local public safety and emergency function coordinators provide necessary support, as established by appropriate agreements and ordinances. The Operational Area Emergency Operations Center (EOC) may be activated upon the discretion of the County's Emergency Services Director or upon the request of a local agency which has activated its own EOC. Inter-agency coordination (i.e., fire, medical, law enforcement) is accomplished via pre-established radio and telephone communications systems and procedures at the incident site and at agency dispatch facilities.

#### Centralized Coordination (Level II)

This mode of operation is used for emergencies that involve several jurisdictions requiring close coordination between local, Operational Area or State resources. In these situations, the Operational Area EOC would be partially activated on a context specific basis and key management level personnel from the principally involved agencies will be located in the Emergency Operations Center (EOC), to provide jurisdictional or multi-jurisdictional coordination for the emergency. Their activities can include but are not necessarily limited to:

- Establishing an area-wide assessment function;
- Determining resource requirements for the affected area and coordinating resource requests;
- Establishing and coordinating the logistical systems necessary to support multi-incident management;
- Establishing priorities for resource allocation.

Information is provided to the Emergency Operations Center (EOC) by agency dispatch facilities and/or by liaison personnel.

### Centralized Coordination and Direction (Level III)

This mode of operation would be utilized in an event impacting all or a major portion of the Operational Area. In this situation, the County Emergency Operations Center (EOC) would be fully activated and all coordination and direction activities would be accomplished from the EOC.

### Activation Policy

The Operational Area EOC is activated when field response agencies need support. Activation may involve partial or full staffing, depending on the support required. The following list depicts the circumstances when the Operational Area EOC must be activated:

- A local government within the Operational Area has activated its EOC and requested activation of the Operational Area EOC to support its emergency operations;
- Two or more cities within the Operational Area have declared a local emergency;
- The County and one or more cities have declared a local emergency;
- A city, city and county, or county has requested a Governor's Proclamation of a State of Emergency, as defined in the Santa Cruz County Government Code  $\beta 8558(b)$ ;
- A state of emergency is proclaimed by the Governor for the county or two or more cities within the Operational Area;
- The Operational Area is requesting resources from outside its boundaries, except those resources used in normal day-to-day operations which are obtained through agreements such as fire or law enforcement mutual aid; or

- The Operational Area has received resource requests from outside its boundaries, except those resources used in normal day-to-day operations, which are obtained through existing agreements such as fire or law enforcement mutual aid.

The seven circumstances listed above require an automatic activation of the Santa Cruz Operational Area EOC. Other than these circumstances, the activation of the Santa Cruz Operational Area EOC must be authorized. The Santa Cruz County Director of Emergency Services, the Deputy Director of Emergency Services or Deputy EOC Coordinators are authorized to activate the Operational Area EOC.

## **ALERTING AND WARNING**

Alerting and warning involves the notification of emergency response personnel, as well as notifying the affected public. The Operational Area utilizes an Emergency Alert List to alert and activate its emergency response personnel.

Alerting and warning the public may be accomplished through the Emergency Alert System, special broadcasts, or through other media. This task will be accomplished with assistance from the Public Information Officer as deemed necessary.

### **Emergency Alert List**

The Emergency Alert List is to be activated and implemented when an emergency or disaster affects the Operational Area and poses a significant threat to life, property, and/or the environment. The Santa Cruz County Director of Emergency Services, the Deputy Director of Emergency Services or the Deputy EOC Coordinators are authorized to activate the list through the Santa Cruz Consolidated Emergency Communications Center (SCCECC). The Director of Emergency Services, or designee, will determine what parts of the Emergency Alert List will be implemented, including what sections of the Santa Cruz County Emergency Operations Center (EOC) will be alerted and requested to respond.

## **INCIDENT ACTION PLAN**

The Incident Action Plan is the plan containing objectives reflecting the overall incident strategy, specific tactical actions, and supporting information for the next operational period.

The plan is developed around a specific operational period, and states the objectives to be achieved and describes the strategy, tactics, resources, and support required to achieving the objectives within the identified time frame of the event.

Incident Action Plans will vary in content and form depending upon the kind and size of the incident. The Incident Command System provides for the use of a systematic planning process, and provides

forms and formats for developing the Incident Action Plan. The general guidelines for USC of an incident action plan are:

- Two or more jurisdictions are involved;
- A number of organizational elements have been activated; and
- The incident continues into another planning or operational period

The Incident Action Plan should provide all agencies with a clear set of objectives, actions, and assignments for the next logical period of time in managing the response. It should also provide the organizational structure and the communications plan required to manage the incident effectively.

Incident Action Plans have four main elements:

- **Statement of Objectives** - Statement of what is expected to be achieved. Objectives must be measurable.
- **Organization** - Describes what elements of the ICS organization will be in place for the next Operational Period.
- **Tactics and Assignments** - Describes tactics and control operations, including what resources will be assigned.
- **Supporting Material**- Examples could include a map of the incident, a communications plan, medical plan, a traffic plan. weather data. special precautions, and a safety message.

## **OPERATIONAL AREA RESPONSE – Standard Operating Procedures (SOPs)**

The Santa Cruz County Operational Area Emergency Operations Plan includes Standard Operations Procedures for each threat identified by the Hazard and Threat Analysis section of this plan.

These SOPs contain those actions necessary to fulfill SEMS functional responsibilities under this plan.

An operations plan adopted by individual jurisdictions may supplement SOPs in this plan. Plans generally establish procedures for Initial and Extended Response.

SOPs developed by individual -jurisdictions must be reviewed by the County's Office of Emergency Services to ensure consistency with the Operational Area Emergency Operations Plan.

## **Part 3**

### ***Extended Response Operations***

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## Part Three

### Extended Response Operations

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#### CONCEPT OF OPERATIONS

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During a disaster/emergency, Operational Area staff in the Santa Cruz County Emergency Operations Center (EOC) will support field response operations within Santa Cruz County. The primary emphasis will be placed on saving lives, protecting property, and preserving the environment.

##### Action Planning

The use of action plans in the Santa Cruz County EOC provides a clear and measurable process for identifying objectives and priorities for a given event. Action planning is an important management tool that involves:

- A process for identifying priorities and objectives for emergency response or recovery efforts.
- Plans which document the priorities and objectives as well as the tasks and personnel assignments associated with meeting the objectives.

The Planning/Intelligence Section is responsible for facilitating the action-planning meeting and completing and distributing the action plan. Action plans are developed for a specified operational period, which may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions.

##### **Information and Resource Management**

Within the Santa Cruz County EOC, the EOC Message Form will be used to provide written communications between the sections, branches and units. Each section, branch, and unit will use this form to order disaster/event related resources and to record information to be transmitted to other sections/branches/units. The message form provides an audit trail of all pertinent information necessary to document the actions taken by the Operational Area during the response to a disaster.

The Operational Area EOC coordinates activities and augments, but does not replace any member jurisdiction's emergency operations. It also serves as the communications link between the State's Coastal Region Emergency Operations Center and the operations centers of the Santa Cruz Operational



Area member jurisdictions. The Operational Area EOC provides a single point of contact for information on the emergency situation, as well as resource needs and priorities.

Critical information and resource requests from jurisdictions within the Operational Area will be provided electronically using the Response Information Management System (RIMS).

### **RIMS Overview**

California's Response Information Management System (RIMS) is an internet-based system used to coordinate and manage the State's response to disasters and emergencies. This system increases the level of service and efficiency by improving the ability to respond, manage and coordinate the incident, and improves the Operational Area's ability to respond to major disasters by communicating directly with the State's Coastal Region Office of Emergency Services.

The following SEMS reports or resource requests will be submitted to the State's Office of Emergency Services via RIMS during or after an emergency:

1. The event/major incident report form will be used by the Operational Area to immediately transmit initial information regarding the emergency.
2. The situation summary is a current assessment of the emergency. The report identifies major problems and immediate needs. The report should be submitted to State OES within the first four hours of an event and updated continuously every six hours.
3. The status report is submitted every six hours and provides detailed data and description of the situation specific functions such as fire, law, utilities, medical and care and shelter.
4. The initial damage estimate (IDE) includes the location and description of damages and provides a dollar estimate of the damage. The IDE is used to request a State or Federal declaration of emergency and should be updated and submitted every 12 hours.
5. The after action report summarizes the response actions and activities of all jurisdictions within the Operational Area, evaluates the SEMS functions and if necessary provides recommendations for improvement in a specific area. This report should be submitted within 60 days.
6. Resource requests from all jurisdictions within Santa Cruz County must be submitted via the Operational Area and should include information related to the requesting agency, a detailed resource list identifying the number and type of resource requested and reporting location.

If the regular telephone lines servicing Santa Cruz County are not operable, the Operational Area Satellite Information System (OASIS) will be used to establish the link to the network server.

## **OASIS**

The Operational Area Satellite Information System (OASIS) has a low susceptibility to geologic hazards and is independent of the public telephone system. OASIS is intended to be a backup to the existing Santa Cruz County communication resources, which include a countywide radio system, amateur radio systems, and digital packet radio for data communications. The two major components of the system are the satellite communications systems and the high frequency radio backup.

### **Emergency Alert System (EAS)**

The County of Santa Cruz as the Operational Area Coordinator is a participant in the Bay Area Local Area Emergency Alert System (EAS) plan. This enables use of special equipment installed in the Operational Area EOC to send EAS messages to the public. The EAS plan is located in the Emergency Operations Center (EOC).

### **Radio Amateur Civil Emergency Services (RACES)/Amateur Radio Emergency Services (ARES)**

Radio Amateur Civil Emergency Service (RACES)/Amateur Radio Emergency Services operates on radio amateur frequencies by authority of the FCC in support of emergency communications. RACES/ARES, as a participant in the Operational Area EOC can augment existing systems, substitute for damaged or inoperable systems, and establish communications links with otherwise inaccessible areas. Special consideration will be given to using RACES/ARES to support disaster medical care and emergency public information operations.

### **Coordination with Santa Cruz Operational Area Member Jurisdictions**

Direct communications and coordination will be established between the Operational Area EOC and any Operational Area member jurisdictions' activated EOCs. Additionally, as time permits, communications will be established with other member jurisdictions that have not activated their EOCs. Initially, communications will be established by any means available and with whomever is available, regardless of their functional EOC position. Ideally, communications and coordination with the city EOCs will occur along functional lines.

In extraordinary circumstances, an agency representative from each jurisdiction that activated its EOC would be requested as a liaison at the Operational Area EOC. Each Operational Area member jurisdiction has agreed to send a representative to the Santa Cruz County EOC upon request by the EOC Coordinator. The city representatives will ensure that adequate coordination and information exchange arrangement are made with the Operational Area.

### **Coordination with Special Districts**

The emergency response role of special districts is generally focused on their normal services or functional area of responsibility. During disasters, some types of special districts will be more extensively involved in the emergency response by directly coordinating, communicating, and assisting local governments.

In Santa Cruz County, overlapping boundaries complicate relationships with special districts and the local governments. For the special districts that serve more than one local government and/or serve the County unincorporated areas, they will coordinate and communicate directly with the County EOC.

### **Coordination with Private and Volunteer Agencies**

Within the County, coordination of response activities with many non-governmental agencies may occur, primarily at the local government level. However, the Operational Area EOC will establish coordination with private and volunteer agencies that have multi-jurisdictional or countywide response roles. Coordination with volunteer and private agencies may be accomplished through telecommunications, liaison with community councils that represent several agencies, or involvement of agencies in special multi-agency task groups on specific issues.

### **Coordination With The Coastal Region Emergency Operations Center**

Direct coordination and communications with the Coastal Region Emergency Operations Center (REOC) are essential. There is one primary method and one alternate method for the Operational Area to coordinate with the Coastal EOC:

- Primary Method - The Operational Area and the REOC coordinate through various telecommunications systems
- Alternate Method - The REOC sends a field representative to the Operational Area.

Coordination and communications between the County EOC and the Coastal Regional EOC will occur between the five SEMS functions. Direct coordination and communications will also be established between the Operational Area Mutual Aid Coordinators, who are located in the County EOC, and the Region's Mutual Aid Coordinator, who is located in the State's Coastal Regional EOC. These coordinators may be functioning from their respective Operational Area and regional EOCs or from other locations depending on the situation and the mutual aid system that has been activated.

### **Coordination with State and Federal Field Response**

There are some instances where a state or federal agency will have a field response. State agency field response may include a flood light effort, oil spill, hazardous materials accident or other hazard scenarios. Federal field response could result from the same scenarios or a military aircraft accident. where the federal military authorities are the Incident Commanders.

When a state agency or federal agency is involved in field operations. coordination will be established with Santa Cruz County Office of Emergency Services and the appropriate city emergency services office dependent upon where the incident occurs. State or federal agencies operating in the field may be found in any ICS section, branch, or unit or part of a unified command. The incident will determine their location.

### **Damage Assessment and Situation Reporting**

When a disaster occurs, it is necessary to collect and analyze information concerning the nature, severity, and extent of the situation, and to report the information through established channels. The information will be used to assess the extent of the disaster/event and determine the appropriate level of response for the Operational Area.

Initially, survey level damage information will be consolidated and reported to the State's Coastal Region Emergency Operations Center (REOC), and will be provided to the member jurisdictions of the Operational Area.

The Planning Branch of the Operational Area EOC will coordinate compilation of estimates of the extent and severity of damage and transmit this information to the REOC on a regular basis during the response period.

Information needed to determine the operational problems and immediate needs of the community is critical. The specific information on dollar amounts of the damage and the economic consequences of the disaster are also important, but may not be collected until the operational problems and immediate needs are collected and analyzed as the Operational Area begins the transition to recovery and mitigation operations.

### **Public Information**

Emergency public information to both the general public and the media will only be provided through the Operational Area Public Information Officer. If the EOC has not yet been activated, the Incident Commander will release information based on the facts of the incident. The Incident Commander may elect to delegate this authority to a field level Public Information Officer (PIO). All other individuals working at either the field response level or the EOC will refer inquiries from the media or general public to the Public Information Branch or the Incident Commander.

## **Emergency Declarations**

A declaration of local emergency by member jurisdictions enables the Santa Cruz Operational Area to request state assistance under the Natural Disaster Assistance Act (NDAA).

## **Transition into Recovery Operations**

As the threat to life, property, and the environment dissipates, the EOC/Emergency Services Director or their designee will consider deactivating the Operational Area EOC. The Director will direct Section Chiefs to deactivate their sections, ensuring that each unit/branch/section provides its logs and files to the Recovery Unit of the planning section. The Planning/Intelligence Unit will organize these materials so they can be archived and/or utilized for the financial recovery process.

In coordination with representatives of affected jurisdictions, the Santa Cruz County Office of Emergency Services in conjunction with the Recovery Unit will prepare the after action-report, submitting it to the State's Coastal Region of the Governor's Office of Emergency Services within 60 days of the disaster event.

## **Part 4**

### ***Recovery Operations***

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## Part Four

### Recovery Operations

#### CONCEPT OF OPERATIONS

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The County of Santa Cruz, each of the cities in the Operational Area, and all the special districts serving the Operational Area will be involved in recovery operations for the Santa Cruz Operational Area. In the aftermath of a disaster, many citizens will have specific needs that must be met. Typically, there will be a need for services such as:

- Assessment of the extent and severity of damages to homes and other property;
- Restoration of services generally available in communities - water, food, medical assistance, and utility infrastructure;
- Repair of damaged homes and property; and
- Professional counseling when sudden changes resulting from the emergency have resulted in mental anguish and inability to cope.

Local governments can help individuals and families recover by ensuring that these services are available and by seeking additional resources if the community needs them. Recovery occurs in two phases: short-term and long-term.

Short-term recovery operations will begin during the response phase of the emergency. The major objectives of short-term recovery operations include rapid debris removal and cleanup, and orderly and coordinated restoration of essential services (electricity, water, and sanitary systems). Short-term recovery operations will include all the agencies participating in the Operational Area.

#### Short-Term Recovery

Short-term recovery includes:

- Utility restoration;
- Expanded social, medical and mental health services;
- Re-establishment of transportation routes;
- Debris removal;
- Cleanup operations; and
- Abatement and demolition of hazardous structures.

Each jurisdiction will coordinate its efforts to restore utility systems and services during recovery operations. Medical services may need to operate from temporary facilities, as necessary. Santa Cruz County Health Services Agency coordinates and conducts critical incident stress debriefings for emergency response personnel and victims of the disaster event.

For federally declared disasters, tele-registration centers may be established by the Federal Emergency Management Agency (FEMA) to assist disaster victims and businesses in applying for grants, loans, and other benefits. The American Red Cross in coordination with the County and other jurisdictions will provide sheltering for disaster victims until housing can be arranged.

The County and cities will ensure that debris removal and cleanup operations are expedited. On the basis of the County and other Operational Area jurisdictions' assessments, structures that pose a public safety concern may be demolished.

### **Long-Term Recovery**

The goal of long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration or reconstruction of public facilities, and disaster response cost recovery. Each affected jurisdiction will be responsible for their own approach to mitigation, which could include zoning variances, building codes changes, plan reviews, seismic safety elements, and other land use planning techniques.

The major objectives of long-term recovery operations include:

- Coordinated delivery of social and health services;
- Improved land use planning;
- Improvement in the Santa Cruz Operational Area Emergency Operations Plan;
- Re-establishment of the local economy to pre-disaster levels;
- Recovery of disaster response costs; and
- Effective integration of mitigation strategies into recovery planning and operations.

Participating agencies and jurisdictions of the Operational Area will handle the long-term recovery activities on their own, with the exception of improvements made to the Santa Cruz Operational Area Emergency Operations Plan. Changes to the plan will be coordinated by the County Office of Emergency Services with all participating members of the Operational Area. Public information during the recovery process will be handled independently by each agency or jurisdiction. However, information will be coordinated among the agencies and jurisdictions.



## RECOVERY OPERATIONS RESPONSIBILITIES

The County, Operational Area jurisdictions and special districts have specific responsibilities in recovering from a disaster. The chart listed below depicts the functional responsibilities assigned to the County departments and/or key personnel, Operational Area jurisdictions, and special districts.

<b>Function</b>	<b>Departments/Agencies</b>
Political process management; interdepartmental coordination; policy development; decision making; and public information.	County Administrative Office City Manager's Offices Special District Management
Land use and zoning variance; permits and controls for new development; revision of building regulations and codes; code enforcement; plan review; and building and safety inspections.	County Planning Department Jurisdictional Planning Departments
Restoration of medical facilities and associated services; continue to provide mental health services; and perform environmental reviews.	County General Services Department County Health Services Agency
Debris removal, demolition, construction, management of and liaison with construction contractors; and restoration of utility services.	County Public Works Dept. Jurisdictional Public Works Depts. Utility Special Districts
Housing programs; assistance programs for the needy; oversight of care facility property management; and low income and special housing needs.	County Human Resources Agency Jurisdictional Human Resources Housing Authority
Public finance; budgeting; contracting; accounting and claims processing, taxation and insurance settlements.	County Auditor's Office Jurisdictional Finance Depts. Special District Accounting Offices
Redevelopment of existing areas; planning of new redevelopment projects; and financing new projects.	County Redevelopment Agency City Redevelopment Agencies
Applications for disaster financial assistance; liaison with assistance providers; onsite recovery support; and disaster financial assistance project management.	County Office of Emergency Services Jurisdictional OES Special District Accounting Offices
Advise on emergency authorities, actions, and associated liabilities; preparation of legal opinions; and preparation of new ordinances and resolutions.	County Counsel City Attorneys
Government operations and communications: space acquisition; supplies and equipment; vehicles; personnel; and related support.	County Administrative Office Jurisdictional Administration

## **RECOVERY DAMAGE/SAFETY ASSESSMENT**

The damage assessment is the basis for determining the type and amount of state and/or federal financial assistance necessary for recovery. Under the Santa Cruz Operational Area Emergency Operations Center's Standard Operating Procedures, an Initial Damage Estimate is developed, during the emergency response phase, to support a request for a gubernatorial proclamation and for the State to request a presidential declaration.

During the recovery phase, this assessment is refined to a more detailed level. This detailed damage/safety assessment will be needed to apply for the various disaster financial assistance programs. A list of mitigation priorities will need to be developed by the jurisdiction's departments.

## **AFTER-ACTION REPORTING**

The Standardized Emergency Management System (SEMS) regulations require any city, city and county, or county declaring a local emergency for which the Governor proclaims a State of Emergency, to complete and transmit an after-action report to OES.

The after-action report will provide, at a minimum, the following:

- Response actions taken;
- Application of SEMS;
- Suggested modifications to SEMS;
- Necessary modifications to plans and procedures;
- Training needs; and
- Recovery activities to date.

The after-action report will serve as a source for documenting Santa Cruz Operational Area's emergency response activities and identifying areas of concern and success. It will also be utilized to develop a work plan for implementing improvements.

An after-action report will be a composite document for all SEMS levels, providing a broad perspective of the incident, referencing more detailed documents, and addressing all areas specified in regulations.

It will include an overview of the incident, including enclosures, and will also address specific areas of the response, if necessary. It will be coordinated with, but not encompass, hazard mitigation. Hazard mitigation efforts may be included in the recovery actions portion of the after-action report.

The Santa Cruz County Office of Emergency Services in conjunction with the Recovery Unit will be responsible for the completion and distribution of the Santa Cruz County after-action report, including sending it to the Governor's Coastal Region Office of Emergency Services via RIMS.

The County OES will coordinate with the Operational Area jurisdictions and special districts in completion of the after-action report. The designated emergency services coordinators for each affected Operational Area jurisdiction will be responsible for submitting their respective jurisdiction's report to the Governor's Coastal Region Office of Emergency Services. The County OES may incorporate information from special districts as appropriate.

## **DISASTER ASSISTANCE PROGRAMS**

When requesting implementation of disaster assistance programs, some key areas of concern must be adequately addressed. These areas include the needs of distinct groups, disaster assistance available at each level of declaration, and the level of detail required on each request for disaster assistance. The disaster assistance programs have been developed for the needs of four distinct groups:

- Individuals;
- Businesses (including agriculture interests);
- Governments; and
- Non-profit organizations

Individuals may receive loans or grants for real and personal property, dental, funeral, medical, transportation, unemployment, sheltering, and rental assistance, depending on the extent of damage.

Loans for many types of businesses are often made available through the United States Small Business Administration (SBA), assisting with physical and economic losses as a result of a disaster or an emergency.

Programs exist for agricultural or other rural interests through the United States Department of Agriculture, including assistance for physical and production losses.

Funds and grants are available to government and certain non-profit organizations to repair, reconstruct, and mitigate the risk of future damage.

A state grant program is available to local governments to respond and recover from disasters. Federal grant programs are available to assist governments and certain non-profit organizations in responding to and recover from disasters.

Under local emergency declarations, Santa Cruz County and Operational Area jurisdictions may be eligible for assistance under the Natural Disaster Assistance Act (with the State OES Director's concurrence).

Under a State of Emergency Proclamation by the Governor, the County, Operational Area jurisdictions, special districts, individuals, and businesses may be eligible, in addition to the assistance available under a local emergency declaration, for services from the following agencies:

- Contractor's License Board;
- Department of Motor Vehicles;
- Department of Aging;
- Department of Insurance;
- Department of Social Services;
- Franchise Tax Board Tax Relief;
- State Board of Equalization; and
- Department of Veteran Affairs.

Under a Presidential Declaration, the County, Operational Area jurisdictions, special districts, individuals, and businesses may be eligible for the following disaster assistance programs and services:

- Crisis Counseling Program;
- Disaster Unemployment;
- Temporary Housing Program;
- Individual and Family Grant Program;
- Internal Revenue Service Tax Relief;
- Public Assistance;
- Hazard Mitigation;
- Veteran's Affairs Assistance; and
- Federal Financial Institutions.