

**Santa Cruz Civil Grand Jury
2019-2020
Consolidated Report Responses**





County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

April 1, 2021

To the Citizens of Santa Cruz County:

Each year a group of ordinary citizens volunteers to serve on the Santa Cruz County Civil Grand Jury. The jury's function is to investigate the operations of the various officers, departments, and agencies of local government and to publish findings and recommendations to improve the efficiency and effectiveness of those operations.

Elected officials and governing boards must respond to the reports, but they are expected to exercise their best judgment in deciding whether to follow the Grand Jury's recommendations. We now present the responses, required or requested, from the governing authorities - boards, councils, and individuals - to the reports of the 2019-2020 grand jury.

This has been a memorable year. The 2019-20 grand jury published 10 reports on subjects of keen interest to the public. And the work to complete the investigations, publish those reports, and respond to the findings and recommendations was all done in the midst of unprecedented pandemic and wildfire.

The grand jury publishes the responses to give visibility to the opinions and commitments of our government officials. We make no comment on the responses, but rather leave it to you, the public, to judge the sensibility of our recommendations and the strength and purpose of the responses.

The grand jury recognizes that the work done here in no small part relies on the interest and candor of those citizens who have provided their inputs through the grand jury complaint process and portal. And we recognize that this work and the value it brings, to improve the effectiveness and efficiency of your government, depends on those who have volunteered their time, efforts, and insights to the betterment of our community.

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020-2021 Santa Cruz County Civil Grand Jury

Table of Contents

[The Tangled Web](#) – Oh, What a Mangled Web We Weave...*Required Responses*

<u>Santa Cruz County Board of Supervisors</u>	7
<u>Capitola City Council</u>	22
<u>Santa Cruz City Council</u>	33
<u>Scotts Valley City Council</u>	44
<u>Watsonville City Council</u>	56

Requested Responses

<u>Santa Cruz County Administrative Officer</u>	71
<u>City Manager of Capitola</u>	85
<u>City Manager of Santa Cruz</u>	86
<u>City Manager of Scotts Valley</u>	87
<u>City Manager of Watsonville</u>	88

[DeLaveaga Golf Course](#) – How City Policies and Practices Have Affected the

Bottom Line

Required Responses

<u>Santa Cruz City Council</u>	102
---------------------------------------	------------

Requested Responses

<u>Santa Cruz City Manager</u>	109
<u>Santa Cruz Parks and Recreation Director</u>	111

[Managers of Risk or Victims of Risk](#) – Rocked by the Shocks*Required Responses*

<u>City Council of Capitola</u>	113
<u>City Council of Santa Cruz</u>	142
<u>City Council of Scotts Valley</u>	169
<u>City Council of Watsonville</u>	198

Requested Responses

<u>City Manager of Capitola</u>	233
<u>City Manager of Santa Cruz</u>	234
<u>City Manager of Scotts Valley</u>	236
<u>City Manager of Watsonville</u>	238
<u>City Finance Director/Risk Manager of Capitola</u>	272
<u>City Finance Director/Risk Manager of Santa Cruz</u>	301
<u>City Finance Director/Risk Manager of Scotts Valley</u>	303
<u>City Finance Director/Risk Manager of Watsonville</u>	305

Fail in the Jail – No Lights, No Camera, No Action?*Required Responses*

<u>Santa Cruz County Sheriff/Coroner</u>	307
<u>Santa Cruz County Board of Supervisors</u>	310

Requested Responses

<u>Santa Cruz County Administrative Officer</u>	321
<u>Santa Cruz County General Services Director</u>	332

Honoring Commitments to the Public – Review of 2016–17 Grand Jury Report Responses*Required Responses*

<u>Santa Cruz County Superintendent of Schools</u>	334
<u>Pajaro Valley Unified School District Board of Trustees</u>	342

Voter Data – Registering Concerns – Keeping a Closer Eye on the Distribution of County Voter Registration Data*Required Responses*

<u>Santa Cruz County Clerk</u>	346
<u>Santa Cruz County Board of Supervisors</u>	359

A Failure to Communicate – Restoring Trust and Accountability in Santa Cruz City Government*Required Responses*

<u>Santa Cruz City Council</u>	373
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Requested Responses

<u>Santa Cruz City Manager</u>	401
<u>Santa Cruz City Human Resources Director</u>	403
<u>Santa Cruz City EEO Committee</u>	405

Fire and Safety Inspections in Santa Cruz County*Required Responses*

<u>Felton Fire Protection District Board of Directors</u>	407
<u>Scotts Valley Fire Protection District Board of Directors</u>	418
<u>Aptos-La Selva Fire Protection District Board of Directors</u>	430
<u>Central Fire Protection District Board of Director</u>	440
<u>Santa Cruz County Board of Supervisors</u>	450
<u>Santa Cruz City Council</u>	465
<u>Watsonville City Council</u>	477
<u>Santa Cruz County Board of Education</u>	493

Requested Responses

<u>Santa Cruz County Director of General Services</u>	499
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Homelessness: Big Problem, Little Progress – It's Time To Think Outside The Box

Required Responses

Santa Cruz County Board of Supervisors	510
Santa Cruz County Sheriff	556
Capitola City Council	563
Santa Cruz City Council	589
Scotts Valley City Council	612
Watsonville City Council	637

Requested Responses

Santa Cruz County Administrative Officer	673
Santa Cruz County Human Services Agency	696
Santa Cruz County Information Services Department	698
Santa Cruz County Planning Department	700
Capitola City Manager	702
Santa Cruz City Manager	703
Scotts Valley City Manager	705
Watsonville City Manager	706
Capitola Chief of Police	742
Santa Cruz Chief of Police did not respond	
Scotts Valley Chief of Police	743
Watsonville Chief of Police	749

Ready? Aim? Fire! – Santa Cruz County on the Hot Seat*Required Responses*

<u>Santa Cruz County Board of Supervisors</u>	750
<u>Local Agency Formation Commission of Santa Cruz County</u>	797
<u>Santa Cruz Regional 911 Board of Directors</u>	805
<u>Aptos-La Selva Fire Protection District Board of Directors</u>	812
<u>Aromas Tri-County Fire Protection District Board of Directors</u>	846
<u>Ben Lomond Fire Protection District Board of Directors</u>	880
<u>Branciforte Fire Protection District Board of Directors</u>	915
<u>Boulder Creek Fire Protection District Board of Directors</u>	949
<u>Central Fire Protection District Board of Directors</u>	983
<u>Felton Fire Protection District Board of Directors</u>	1017
<u>Pajaro Valley Fire Protection District Board of Directors</u>	1052
<u>Scotts Valley Fire Protection District Board of Directors</u>	1087
<u>Zayante Fire Protection District Board of Directors</u>	1122
<u>Santa Cruz City Council</u>	1157
<u>Scotts Valley City Council</u>	1172
Watsonville City Council did not respond	

Requested Responses

<u>Santa Cruz County Administrative Officer</u>	1188
<u>Santa Cruz County Director of General Services</u>	1235
<u>Santa Cruz County Emergency Services Manager</u>	1237
<u>Santa Cruz County Fire Department</u>	1239
Santa Cruz City Fire Department did not respond	
<u>Watsonville Fire Department</u>	1280
<u>Santa Cruz City Manager</u>	1300
<u>Scotts Valley City Manager</u>	1302
Watsonville City Manager did not respond	



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments

Fail in the Jail _BoS_Packet.pdf
181K

Fail_in_the_Jail_CAO_Packet.pdf
184K

BOS FireInspection BOS Response Packet.pdf
181K

GSD FireInspection Response Packet.pdf
174K

BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
289K

CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
207K

 **CAO Response - Ready Aim Fire!.pdf**
258K

 **SCCFD Response - Ready Aim Fire!.pdf**
239K

 **BOS Response - Ready Aim Fire!.pdf**
256K

 **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K

 **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K

 **Voter Data Clerk Response.pdf**
179K

 **VoterData_BoS_Packet.pdf**
180K



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Thur, Jan 21, 2021 at 10:19 AM

The Board of Supervisors' Analyst Jillian Anderson left a voicemail message on the above date confirming that the Santa Cruz County Board of Supervisors approved its response to the Tangled Web report on 8/27/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Santa Cruz County Board of Supervisors
Respond to the Findings and Recommendations
Specified in the Report Titled
The Tangled Web
Oh, What a Mangled Web We Weave...
by September 14, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.

2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. County and City website information is sometimes missing, out-of-date, and inaccurate; links may be broken. Thus, many city and county departments aren't updating their websites often enough to keep citizens informed.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Because the website can only be as current as the data on hand, the County partially disagrees. Each County department maintains its own website content and staff try to maintain the sites with current information. Many County department websites link to State and other sites. If these entities change their web links, the links on the County site will break and this can be difficult to restore until the new link location is identified. The report also identifies some instances where the website had not been updated, but not all of this information is out of date. For example, the County Administrative Officer newsletter is current. County departments can run software that looks for broken links and steps will be taken to make content management staff aware of these tools. Sometimes, once a broken link is identified, the most challenging part of restoring the link is deciding what to do about the new information and how to link to it in a way the best serves the public.

F2. County and City administrations lack a process to review content accuracy and currency and thereby assure timely correction and revision of content.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County administration does not have a centralized process to review content accuracy and currency. The County website has a great deal of content, which changes with some regularity. County departments are expected to maintain their own website content because the departments possess the subject matter expertise necessary to determine which information needs to be updated.

F3. County and City goals for website redesign or quality improvement are not sufficiently “SMART”: Specific + Measurable + Attainable + Relevant + Time-Bound.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County uses “SMART” (Specific, Measurable, Attainable, Relevant, and Time-Bound). The objective cited in the report meets the SMART criteria used by County departments in creating the Operational Plan.

F4. The County does not have a notification system by which users can be alerted to updated web content. The County's website would be enhanced by the addition of a site-wide notification system.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County Information Services Department has developed a web feature by which users can be alerted to updated web content. The new functionality is under review for how to deploy it in a way that is most useful to the public. It is anticipated that the new feature will go live before the end of the calendar year.

F5. County and City website content providers do not provide an explanation in content for incorrect or out-of-date information, even though they appear to know the reasons.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

County staff do not add explanations to the websites as to why information may be out of date or incorrect. When content managers identify out of date or incorrect content, the practice is to remove the incorrect content and replace it with correct and current information.

Recommendations

R1. The County Administrative Officer and the City Managers should establish a formal process by December 31, 2020 for their departments to validate and verify the accuracy and currency of website information. (F1, F2, F5)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County strives to provide current and accurate content on its websites. There are tools available and some departments already have protocols in place to look for broken links. For example, the Human Services Department runs monthly reports and gives them to the content manager. Departments without a formal protocol will be reminded to check their web content frequently and be made aware that tools exist to help them identify broken links.

R2. The County Administrative Officer and the City Managers should establish a protocol to be exercised quarterly, beginning January 2021, which requires department heads to confirm via documentation (initial a spreadsheet, for example) that they have verified the accuracy of their department's web information (F1, F2, F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County strives to provide current and accurate content on its websites. There are tools available and some departments already have protocols in place to look for broken links. For example, the Human Services Department runs monthly reports and gives them to the content manager. Departments without a formal protocol will be reminded to check their web content frequently and be made aware that tools exist to help them identify broken links.

R3. The County Administrative Officer and the City Managers should establish 'SMART' goals for website quality assurance and manage these goals beginning in 2021. (F3, F4, F5)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The current County Operational Plan concludes in June 2021. A second Operational Plan, with new and continued objectives, will be implemented in July 2021. This suggestion will be considered for inclusion in the next Operational Plan, which will be developed between fall 2020 and spring 2021.

R4. County ISD should provide a notification system similar to the city of Santa Cruz by June 2021 whereby users receive email or text messages when updated web information is available. (F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County Information Services Department has developed a web feature by which users can be alerted to updated web content. The new functionality is under review for how to deploy it in a way that is most useful to the public. It is anticipated that the new feature will go live before the end of the calendar year.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Response Packets - City of Capitola

1 message

Woodmansee, Chloe <cwoodmansee@ci.capitola.ca.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Fri, Sep 11, 2020 at 1:45 PM

Hello,

Attached are the three required response packets approved by Capitola City Council as follows:

1. The Tangled Web: Oh, What a Mangled Web We Weave (approved by Capitola City Council on August 27, 2020)
2. Managers of Risk or Victims of Risk: Rocked by the Shocks (approved by Capitola City Council on September 10, 2020)
3. Homelessness: Big Problem, Little Progress (approved by Capitola City Council on September 10, 2020)

Hard copies will be mailed this afternoon to the Honorable Judge John Gallagher, as required. If you have any questions, please feel free to get in touch with me. Thank you!

Warmly,

Chloé Woodmansee

Interim City Clerk

City of Capitola

831.475.7300 x220



3 attachments **Grand Jury Report Risk - Responses.pdf**
166K **GrandJuryHomelessnessResponse_CapitolaCC_Packet.pdf**
233K **grand jury reponse_website.pdf**
134K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Capitola City Council
Respond to the Findings and Recommendations
Specified in the Report Titled
The Tangled Web
Oh, What a Mangled Web We Weave...
by September 14, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

*The Tangled Web**Capitola City Council***Instructions for Respondents**

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

The Tangled Web

Capitola City Council

Findings

F1. County and City website information is sometimes missing, out-of-date, and inaccurate; links may be broken. Thus, many city and county departments aren't updating their websites often enough to keep citizens informed.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**): The City of Capitola updates information on a regular basis. There have been occasions when old data did not get removed when updated data was added. The City is in the process of updating its website platform to make this task easier for departments.

The Tangled Web

Capitola City Council

F2. County and City administrations lack a process to review content accuracy and currency and thereby assure timely correction and revision of content.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**): Stale and inaccurate data is corrected and replaced whenever found. The City is in the process of updating its website platform to make this task easier for departments.

The Tangled Web

Capitola City Council

F3. County and City goals for website redesign or quality improvement are not sufficiently “SMART”: Specific + Measurable + Attainable + Relevant + Time-Bound.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**): SMART”: Specific + Measurable + Attainable + Relevant + Time-Bound is not a methodology that the City of Capitola has adopted. The City is in the process of updating its website platform.

The Tangled Web

Capitola City Council

F5. County and City website content providers do not provide an explanation in content for incorrect or out-of-date information, even though they appear to know the reasons.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**): If data is determined incorrect or out-of-date, the City of Capitola removes or corrects the data. The City does not knowingly keep incorrect or out-of-date information on the City website.

The Tangled Web

Capitola City Council

Recommendations

R1. The County Administrative Officer and the City Managers should establish a formal process by December 31, 2020 for their departments to validate and verify the accuracy and currency of website information. (F1, F2, F5)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe: Data is reviewed by departments on a regular basis and removed or corrected at when found to be inaccurate. The City is in the process of updating its website platform to make this task easier for departments.

The Tangled Web

Capitola City Council

R2. The County Administrative Officer and the City Managers should establish a protocol to be exercised quarterly, beginning January 2021, which requires department heads to confirm via documentation (initial a spreadsheet, for example) that they have verified the accuracy of their department's web information (F1, F2, F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe: Data is reviewed by departments on a continuous basis and removed or corrected at when found to be inaccurate. The City is in the process of updating its website platform to make this task easier for departments.

The Tangled Web

Capitola City Council

R3. The County Administrative Officer and the City Managers should establish 'SMART' goals for website quality assurance and manage these goals beginning in 2021. (F3, F4, F5)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:): SMART”: Specific + Measurable + Attainable + Relevant + Time-Bound is not a methodology that the City of Capitola has adopted. Will need to review the methodology and determine if it is necessary and functional for the City.

*The Tangled Web**Capitola City Council***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
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 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Santa Cruz City Council Response Packet - The Tangled Web

1 message

Ralph Dimarucut <rdimarucut@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Suzanne Haberman <shaberman@cityofsantacruz.com>

Mon, Sep 14, 2020 at 2:51 PM

Hello,

Attached please find the Santa Cruz City Council Response Packet for "The Tangled Web – Oh, What a Mangled Web We Weave..."

Thank you,

Ralph Dimarucut

Principal Management Analyst
City Managers Office

City of Santa Cruz

831.420.5017



THE_TANGLED_WEB_-_CITY_COUNCIL_OF_SANTA_CRUZ_-_
RESPONSE_PACKET_V2.DOCX.pdf

244K



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Wed, Dec 16, 2020 at 12:45 PM

The Santa Cruz City City Manager left a voicemail message on the above date confirming that the Santa Cruz City Council approved its response to the Tangled Web report on 9/8/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

February 22, 2021

The Grand Jury mislabeled the Tangled Web Report's packet of Findings and Recommendations assigned to the Santa Cruz City Council as a Requested Response. Their response is required under Penal Code §933(c).

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the**

City of Santa Cruz City Council

**Respond to the Findings and Recommendations
Specified in the Report Titled**

The Tangled Web

Oh, What a Mangled Web We Weave...

by September 14, 2020

The Tangled Web

City of Santa Cruz City Council

Findings

F1. County and City website information is sometimes missing, out-of-date, and inaccurate; links may be broken. Thus, many City and County departments aren't updating their websites often enough to keep citizens informed.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Tangled Web

City of Santa Cruz City Council

F2. County and City administrations lack a process to review content accuracy and currency and thereby assure timely correction and revision of content.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Tangled Web

City of Santa Cruz City Council

F3. County and City goals for website redesign or quality improvement are not sufficiently “SMART”: Specific + Measurable + Attainable + Relevant + Time-Bound.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

When the City’s website was redesigned three years ago, goals and objectives were established.

These goals and objectives included:

- Create an engaging and usable platform to showcase City’s services.
- Provide an easy to navigate website.
- Make core information available with a reduced number of clicks.
- Improve the visual design and content structuring.

Since the upgrade, continued quality improvement has been the responsibility of the content editors within the departments as well as cross departmental collaboration that takes place with regularly scheduled meetings of the City Communications Coordination Committee (CCCC). While much of the City’s efforts do include ‘SMART’ criteria, a holistic process for continuous improvement is not identified at this time, which is noted in this report’s findings.

The Tangled Web

City of Santa Cruz City Council

F5. County and City website content providers do not provide an explanation in content for incorrect or out-of-date information, even though they appear to know the reasons.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Tangled Web

City of Santa Cruz City Council

Recommendations

R1. The County Administrative Officer and the City Managers should establish a formal process by December 31, 2020 for their departments to validate and verify the accuracy and currency of website information. (F1, F2, F5)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City will establish a semi-annual content review process prior to December 31, 2020. This process will be owned by the newly-hired Communications Manager and supported by the Director of IT.

Components of the semi-annual review process include:

- Review of [City's website](#) by departmental website content editors to validate and verify the accuracy and currency of website information. Process will include sign-off by each Department Head.
 - Information Technology (IT) Department will use an automated notification system to send reminders to departmental content editors.
 - A mechanism for sign off by Department Heads will be developed.
- Content that is more general and not managed by specific departments (eg. citywide content) will be validated and verified by the City's communications manager and approved by the City Manager's office.
- Commission and advisory body content validation and verification will be assigned to corresponding department content editors.
 - e.g., Arts Commission content will be confirmed and signed off by Economic Development, Water Commission Content to be confirmed and signed off by Water Department.
 - All pages for Commissions and other advisory bodies in the City's OnBase system will have a published contact for public inquiry and will be confirmed on a semi-annual basis.
- IT to send a spreadsheet (by department) of broken links on www.cityofsantacruz.com site for department content editors to review/remove/fix.
 - Broken links that are not on pages managed by specific departments will be resolved by City's communication manager.

The Tangled Web

City of Santa Cruz City Council

- R2.** The County Administrative Officer and the City Managers should establish a protocol to be exercised quarterly, beginning January 2021, which requires department heads to confirm via documentation (initial a spreadsheet, for example) that they have verified the accuracy of their department's web information. (F1, F2, F3)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City will establish a semi-annual content review process prior to December 31, 2020. This process will be owned by the newly-hired Communications Manager and supported by the Director of IT.

Components of the semi-annual review process include:

- Review of [City's website](#) by departmental website content editors to validate and verify the accuracy and currency of website information. Process will include sign-off by each Department Head.
 - Information Technology (IT) Department will use an automated notification system to send reminders to departmental content editors.
 - A mechanism for sign off by Department Heads will be developed.
- Content that is more general and not managed by specific departments (eg. citywide content) will be validated and verified by the City's communications manager and approved by the City Manager's office.
- Commission and advisory body content validation and verification will be assigned to corresponding department content editors.
 - e.g., Arts Commission content will be confirmed and signed off by Economic Development, Water Commission Content to be confirmed and signed off by Water Department.
 - All pages for Commissions and other advisory bodies in the City's OnBase system will have a published contact for public inquiry and will be confirmed on a semi-annual basis.
- IT to send a spreadsheet (by department) of broken links on www.cityofsantacruz.com site for department content editors to review/remove/fix.
 - Broken links that are not on pages managed by specific departments will be resolved by City's communication manager.

The Tangled Web

City of Santa Cruz City Council

- R3.** The County Administrative Officer and the City Managers should establish “SMART” goals for website quality assurance and manage these goals beginning in 2021. (F3, F4, F5)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City currently utilizes the following “SMART” practices:

- Permissions standards
- Styleguide standards (e.g. fonts, colors, image size)
- Accessibility standards (eg. ADA)
- Templates and design themes standard
- Navigation standards

Future ‘SMART’ goals that the City is in the process of establishing for website quality assurance include:

- The implementation of a semi-annual review of content with a focus on quality assurance and consistency
- The continued use of Google Analytics to improve user experience based on quantifiable website usage data



Grand Jury <grandjury@scgrandjury.org>

City of Scotts Valley 2019-2020 Grand Jury Responses

1 message

Tina Friend <tfriend@scottsvalley.org>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Tracy Ferrara <tferrara@scottsvalley.org>

Thu, Sep 17, 2020 at 8:49 AM

Members of the Santa Cruz Grand Jury:

Attached please find the approved responses from the Scotts Valley City Council to the following reports:

1. The Tangled Web: Oh, What a Managed Web We Weave . . .
2. Managers of Risk or Vicms of Risk: R ocked by the Shocks
3. Homelessness: Big Problem, Lile Pr ogress: It's Time to Think Outside The Box
4. Ready? Aim? Fire! Santa Cruz County on the Hot Seat





All reports were approved at the September 16, 2020 Scotts Valley City Council meeting. Note that the "Tangled Web" report previously submitted by September 14, 2020 and is included here for convenience.

Thank you,
Tina Friend

Tina Friend
City Manager
City of Scotts Valley
tfriend@scottsvalley.org
(831) 440-5606



4 attachments

-  **1- TangledWeb_ScottsValleyCityCouncil_Packet.pdf**
418K
-  **2 - ManagingCityRisks_ScottsValleyCC_Packet.pdf**
484K
-  **3 - Homelessness_ScottsValleyCC_Packet.pdf**
462K
-  **4 - FireRisks_ScottsValleyCC_Packet.pdf**
428K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the**

Scotts Valley City Council

**Respond to the Findings and Recommendations
Specified in the Report Titled**

The Tangled Web

Oh, What a Mangled Web We Weave...

by September 14, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

The Tangled Web

Scotts Valley City Council

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: September 16, 2020 (Due to the emergency situation caused by CZU August Lightning Complex Fire, the resultant evacuation of the City of Scotts Valley and repopulation about a week later, and the attendant urgent matters arising from a declared Local Emergency, approval of this response packet did not occur prior to September 16, 2020 as was planned. However, the response packet is tendered on September 14, 2020 and confirmation of City Council approval will follow on September 16, 2020.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. County and City website information is sometimes missing, out-of-date, and inaccurate; links may be broken. Thus, many city and county departments aren't updating their websites often enough to keep citizens informed.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Scotts Valley posts all City Council, Committee and Commission agendas on the City website's Agenda Center. Some commissions/committees meet only as needed and a committee's last meeting may have been a year or more in the past. Thus, even though agendas and minutes from 2019 or earlier appear in the Agenda Center, the content is current. Similarly, the City maintains various plans and documents on its website and although they may be dated years in the past, the posted documents are still the most current. The City updates its website content regularly.

The Tangled Web

Scotts Valley City Council

F2. County and City administrations lack a process to review content accuracy and currency and thereby assure timely correction and revision of content.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Scotts Valley does not have the resources for a dedicated webmaster and staff manages the website on a departmental level. City staff reviews and updates City webpages on regular, although not regimented, schedule.

F3. County and City goals for website redesign or quality improvement are not sufficiently “SMART”: Specific + Measurable + Attainable + Relevant + Time-Bound.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Scotts Valley implemented a major upgrade to its website in May 2018, moving from an antiquated website to the current, highly functional and easy-to-navigate site. The City of Scotts Valley has not adopted the formal goal paradigm of Specific + Measurable + Attainable + Relevant + Time-Bound. However, the City maintains the goal, as an operational prerequisite, to provide current, timely and useful information to the public.

The Tangled Web

Scotts Valley City Council

F5. County and City website content providers do not provide an explanation in content for incorrect or out-of-date information, even though they appear to know the reasons.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

When the City of Scotts Valley identifies outdated or inaccurate information on its website, it is rectified as soon as is practically feasible. We view our website as an important communication and engagement tool with the community and do not allow erroneous information to persist on our website.

Recommendations

R1. The County Administrative Officer and the City Managers should establish a formal process by December 31, 2020 for their departments to validate and verify the accuracy and currency of website information. (F1, F2, F5)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City of Scotts Valley routinely updates information and maintains current agendas and notices. The City Manager will confer with the City’s management team in the fourth quarter of 2020 to identify what problems may exist with our website content processes and how any problems can be most efficiently addressed.

The Tangled Web

Scotts Valley City Council

R2. The County Administrative Officer and the City Managers should establish a protocol to be exercised quarterly, beginning January 2021, which requires department heads to confirm via documentation (initial a spreadsheet, for example) that they have verified the accuracy of their department's web information (F1, F2, F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City's website is not an expansive repository of documents and there does not appear to be a large-scale problem with stale or outdated information that would merit the creation and implementation of an extensive new protocol of monitoring, tracking and reporting. The City is unable to commit its extremely limited staffing to such a process at this time and will continue to regularly review and update the City website as appropriate.

R3. The County Administrative Officer and the City Managers should establish 'SMART' goals for website quality assurance and manage these goals beginning in 2021. (F3, F4, F5)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

When the City embarks upon its 2021-21 Strategic Plan development in the Spring of 2021, it could include a discussion of the SMART goals paradigm and whether or not to include a communications goals, which could encompass the City's website. As stated above, with the City's extremely low staffing, the City has to take great care to focus its resources on the greatest community benefit and at the appropriate scale for the challenge at hand.

*The Tangled Web**Scotts Valley City Council***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Response from City of Watsonville

3 messages

Beatriz Flores <beatriz.flores@cityofwatsonville.org> Fri, Aug 28, 2020 at 1:56 PM
To: grandjury@scgrandjury.org
Cc: Matt Huffaker <matt.huffaker@cityofwatsonville.org>, Tamara Vides <tamara.vides@cityofwatsonville.org>, Suzi Merriam <suzi.merriam@cityofwatsonville.org>, Rudy Lopez Sr <rudy.lopez.sr@cityofwatsonville.org>

Dear Mr. Gritton:

The Council of the City of Watsonville at its August 25, 2020, accepted and directed City staff to submit the responses to the following Grand Jury reports:

- 1) Risk Management
- 2) Homelessness
- 3) Fire & Safety Inspections
- 4) Tangled Website

Also included is the Staff Reports.

Please don't hesitate to contact me if you have any questions.

bc: Council

Sincerely,



Beatriz Vázquez Flores, MMC

City Clerk - (831)768-3040 or (831)768-3042

275 Main St., Suite 400, Watsonville CA, 95076

beatriz.flores@cityofwatsonville.org

Business Hours: 8:00 am to 5:00 pm Monday - Friday.

5 attachments

- 7.D. 2020 Grand Jury Tangled Web.pdf**
504K
- 7.D. 2020 Grand Jury Fire Inspections.pdf**
496K
- 7.D. 2020 Grand Jury Risk.pdf**
560K
- 7.D. 2020 Grand Jury Homelessness.pdf**
763K
- Item 7.D. 2020 Grand Jury Staff Report.pdf**
1262K

City of Watsonville
City Manager's Office

MEMORANDUM



DATE: August 21, 2020

TO: Matthew D. Huffaker, City Manager

FROM: Tamara Vides, Deputy City Manager
Raunel Zavala, Administrative Analyst

SUBJECT: Response Packet to the Santa Cruz County Civil Grand Jury's Investigation of Assessing Risk Management, Homelessness, Fire and Safety and the City's Website

AGENDA ITEM: August 25, 2020 City Council

RECOMMENDATION:

It is recommended that the City Council by Motion, approve the response packets prepared for the 2019-2020 Santa Cruz County Grand Jury's Investigation on four specific topics: 1) **Managers of Risk or Victims of Risk - Rocked by the Shocks** 2) **Homelessness: Big Problem, Little Progress – It's Time to Think Outside the Box** 3) **Fire and Safety Inspections in Santa Cruz County**, and 4) **The Tangled Web - Oh, What a Mangled Web We Weave...**

DISCUSSION:

The Santa Cruz County Civil Grand Jury prepared four reports addressing issues in the Watsonville community and requested that the Council prepare responses to several findings and recommendations made in each of the reports. The County and all four cities within the County received these reports and were compelled to respond.

The Grand Jury looks for contact information, budget data, policies and procedures, etc. to conduct their investigation. They aim to capture the experience a member of the public would have when trying to access information, assess impact and value of city services and review transactions of the public entity. The reports contain findings by the 2019-2020 Grand Jury and offer recommendations for consideration and ongoing improvement of operations.

All four Grand Jury reports are attached; below is a summary of the areas of interest for each issue reviewed and some highlights of the recommendations made by the Grand Jury:

Managers of Risk or Victims of Risk - Rocked by the Shocks:

This report examines the current level of financial risk for Santa Cruz County (SCC) cities, the causes and likely impacts of that risk, and the risk management practices of our cities. The Grand Jury found that the cities of SCC do not practice formal, integrated risk management for the range of risks and impacts they regularly confront. They recommend the cities study ways

to implement more comprehensive practices with regard to risk identification, evaluation, mitigation, and communication.

Homelessness: Big Problem, Little Progress – *It's Time to Think Outside the Box:*

The Grand Jury prepared a report on homelessness in Santa Cruz County. The Grand Jury identified five main reasons the homeless problem persists. First, the community views homelessness as a problem that should be addressed by elected officials; second, the County lacks an effective governance structure with the authority to manage the complexity and size of the homeless problem; third, there are insufficient resources to support those affected by homelessness; fourth, there is an underutilization of existing resources in the County; and fifth, the County lacks comprehensive and effective data collection and analysis systems. Solutions to these problems are complex. However, steps can be taken to enable Santa Cruz County to more effectively manage the homeless crisis, which has become even more of a challenge due to the COVID-19 pandemic. The Grand Jury report illuminated local barriers to homelessness relief, and proposed solutions. They found that ending homelessness will provide significant benefits to the entire community far beyond the relief to the individuals receiving services.

Fire and Safety Inspections in Santa Cruz County:

The Grand Jury found that fire agencies in Santa Cruz County, are responsible for not only responding to emergencies but assisting in prevention. One aspect of prevention is ensuring compliance with fire and safety codes, especially in facilities housing the most vulnerable. Now with fire danger and respiratory illness at all-time highs, this responsibility is as important as it has ever been.

The Grand Jury found that California health and safety codes require fire and safety inspections be performed annually for schools and multifamily residences. Annual reports to the governing body are required. The Grand Jury found that many of the County's fire agencies do not fully comply with mandated inspection and reporting, and recommends that the status of these inspections, especially those involving public facilities, be communicated to the public and that gaps in compliance or the ability to inspect be addressed in the 2021 budgeting cycle.

The Tangled Web - Oh, What a Mangled Web We Weave....:

The Grand Jury found that website information is sometimes missing, out-of-date, and inaccurate; links may be broken. They found website content providers do not explain content. They concluded that the City lacks a process to review content accuracy and currency to assure timely correction and revision of content. The Grand Jury also noted that the City's goals for website redesign or quality improvement are not sufficiently "SMART" (Specific, Measurable, Attainable, Relevant and Time Bound).

All Grand Jury findings and recommendations have been reviewed and answered by staff. It is recommended that the Council review and approve by motion the responses to these reports and file the City of Watsonville responses with the Grand Jury by each of their due dates.

FINANCIAL IMPACT:

There is no financial impact associated with filing responses to the Grand Jury report.

ALTERNATIVES:

The Council may choose not to approve the Response Packet, or to modify the responses.

ATTACHMENTS:

- 1) SC Grand Jury Reports and City Responses – Risk Management
- 2) SC Grand Jury Reports and City Responses – Homelessness
- 3) SC Grand Jury Reports and City Responses – Fire & Safety Inspections
- 4) SC Grand Jury Reports and City Responses – Website

cc: City Attorney



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

February 22, 2021

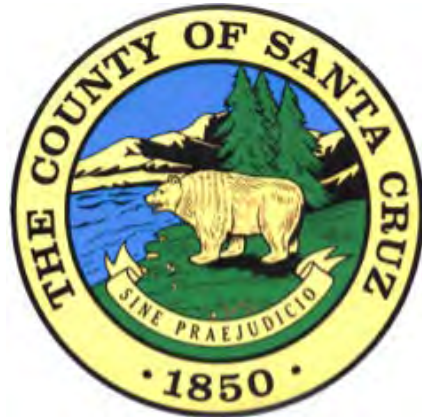
The Watsonville City Council submitted the City Manager's requested response packet as their own required response to the Tangled Web Report. The Grand Jury found this to be compliant with Penal Code §933(c) because:

- Both packets contained the same assigned Findings and Recommendations.
- As stated in their cover letter, the City Council approved the submission.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
City Manager of Watsonville
Respond to the Findings and Recommendations
Specified in the Report Titled
The Tangled Web
Oh, What a Mangled Web We Weave...
by September 14, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. County and City website information is sometimes missing, out-of-date, and inaccurate; links may be broken. Thus, many city and county departments aren't updating their websites often enough to keep citizens informed.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville entered into a contract with CivicPlus Website on April, 25, 2016 with the goal to redesign and rebuild the City's Website. Every page of the Website was then reviewed for accuracy and relevant content. New graphic designs were developed, content was reviewed and redacted, new modules were built and clean data was imported from the previous Website. The contract stipulates that upon completion of site development the City staff will assume responsibility for website content maintenance and administration. In order to do so, the City established a decentralized management system of the website in which each City department is responsible for maintaining relevant content and information on the website. At the onset of the project, two to three department employees received extensive website management training from CivicPlus. The design and content migration process of the new website (current) took 11 months. The new website was launched live on May 3, 2017, and per CivicPlus contract all links and content were in good working order.

The content of each department's subpage is managed by these employees as part of their other regular duties. Over time, several of the trained employees have either left the City or have been reassigned to new jobs and much of the knowledge based developed during the transition has been lost due to job attrition. The City's contract with Civic Plus includes a website refresh every two years. During the refresh all links are reviewed, content is updated and old information is removed. The City is now due for a content refresh per the CivicPlus contract; however, given the COVID-19 pandemic, this process was delayed until early next year.

Content management at the Department level, using Department employees is a cost effective and efficient manner of maintaining the City's website. The City will continue to use this decentralized website management model and keep the refresh contract with CivicPlus.

Each of employees assigned to maintain and update the website do their best to display the most current information on each Departmental website. The website contains a report that shows broken links. This report is run every month and that information is given to those employees assigned to the maintenance of the website and updates are made when necessary or when they are flagged. Broken links or out-of-date data are hard to notice and can only be fixed if they are brought to their attention.

F2. County and City administrations lack a process to review content accuracy and currency and thereby assure timely correction and revision of content.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City does have a process to review content and assures that the majority of content displayed is accurate. We try to ensure there is no unapproved content on the website by limiting the number of employees who have access to make such updates. Anytime inaccurate information is found or reported, it is updated as soon as possible. As explained on F1, the City has a process to periodically perform a major update and refresh of the content in which major issues not identified during monthly checks are addressed.

F3. County and City goals for website redesign or quality improvement are not sufficiently “SMART”: Specific + Measurable + Attainable + Relevant + Time-Bound.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

We believe that the City does have SMART goals in place for website redesign and quality improvement. Our current contract with CivicPlus, the company that designed our website, has a website redesign option set in place to take effect this year. We have already begun gathering ideas as to what we will be requesting with this redesign. The two years since the current website was built and went live, has given enough time and information to see what is working and what is not working.

By running a traffic report, we will be able to determine which pages need to be retired based on the number of visits; this will make our website simpler and more relevant. The main thing that will come with this redesign will be a simpler website, easier to maintain with the limited staffing we have available.

In order to ensure the website was relevant and offered the best customer service tool for our residents, at the time of building the City’s current website, each department tracked phone calls and requests from the public for two weeks to identify frequently asked questions and information requested. The goal was to identify what information was regularly being requested so we can make that information readily available on our website.

The City’s website committee, composed by employees of all City Departments, also identified goals for the website which were:

- Information should be easy to find, with as few clicks as possible
- Ability to manage content individually and keep current
- Ease of use for both staff and the community
- Interactive features
- Engage the community
- Build equity in the community
- Reduce workload of staff
- Improve perception of Watsonville
- Translatable into Spanish
- Must be mobile device friendly
- Easy to use and find information
- No clutter!
- Visually pleasing to the eye
- Provide the residents, business owners, and visitors with tools to expedite requests, answer questions and disseminate information

F5. County and City website content providers do not provide an explanation in content for incorrect or out-of-date information, even though they appear to know the reasons.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

When the City becomes aware of incorrect or out of date information on the website, it is corrected. We don't believe there is any piece of inaccurate information being displayed to the public which we are aware of and have not taken the steps to correct it.

New tools continue to be developed and with the refresh of our website we will have the ability to implement and retrain staff with the latest maintenance tools available.

Recommendations

R1. The County Administrative Officer and the City Managers should establish a formal process by December 31, 2020 for their departments to validate and verify the accuracy and currency of website information. (F1, F2, F5)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The process to validate and verify accuracy and currency of website information is in place. At this time, the City does not have the ability to assign someone the full-time duty of managing the whole city website in order to be updated more than once a month. As we begin work on the redesign, irrelevant content will be removed. The resulting simpler website will be easier to manage with the staff hours we have available to work on the maintenance and upkeep of the website.

R2. The County Administrative Officer and the City Managers should establish a protocol to be exercised quarterly, beginning January 2021, which requires department heads to confirm via documentation (initial a spreadsheet, for example) that they have verified the accuracy of their department's web information (F1, F2, F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City website will be fully refreshed and streamlined in just a few months. The refresh was programmed for earlier this year, but it was delayed due to the pandemic.

With new technology available for our website, staff will continue to run monthly updates to capture content that needs to be updated or removed. Department Directors oversee the work of assigned employees who work on the website.

R3. The County Administrative Officer and the City Managers should establish 'SMART' goals for website quality assurance and manage these goals beginning in 2021. (F3, F4, F5)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

As explained above, a system is already in place. Based on the complexity of the website and the staff hours available to manage it, certain content and/or broken links may not be caught as quickly as we would like them to.

We are certain that with the website redesign, already in place for early 2021, this system that is already in place, will be more effective as a simpler website will allow for better use of staff time and simplify the maintenance of relevant information.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments

Fail in the Jail _BoS_Packet.pdf
181K

Fail_in_the_Jail_CAO_Packet.pdf
184K

BOS FireInspection BOS Response Packet.pdf
181K

GSD FireInspection Response Packet.pdf
174K

BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
289K

CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
207K

 **CAO Response - Ready Aim Fire!.pdf**
258K

 **SCCFD Response - Ready Aim Fire!.pdf**
239K

 **BOS Response - Ready Aim Fire!.pdf**
256K

 **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K

 **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K

 **Voter Data Clerk Response.pdf**
179K

 **VoterData_BoS_Packet.pdf**
180K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
Santa Cruz County Administrative Officer
Respond to the Findings and Recommendations
Specified in the Report Titled
The Tangled Web
Oh, What a Mangled Web We Weave...
by September 14, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. County and City website information is sometimes missing, out-of-date, and inaccurate; links may be broken. Thus, many city and county departments aren't updating their websites often enough to keep citizens informed.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Because the website can only be as current as the data on hand, the County partially disagrees. Each County department maintains its own website content and staff try to maintain the sites with current information. Many County department websites link to State and other sites. If these entities change their web links, the links on the County site will break and this can be difficult to restore until the new link location is identified. The report also identifies some instances where the website had not been updated, but not all of this information is out of date. For example, the County Administrative Officer newsletter is current. County departments can run software that looks for broken links and steps will be taken to make content management staff aware of these tools. Sometimes, once a broken link is identified, the most challenging part of restoring the link is deciding what to do about the new information and how to link to it in a way the best serves the public.

F2. County and City administrations lack a process to review content accuracy and currency and thereby assure timely correction and revision of content.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County administration does not have a centralized process to review content accuracy and currency. The County website has a great deal of content, which changes with some regularity. County departments are expected to maintain their own website content because the departments possess the subject matter expertise necessary to determine which information needs to be updated.

F3. County and City goals for website redesign or quality improvement are not sufficiently “SMART”: Specific + Measurable + Attainable + Relevant + Time-Bound.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County uses “SMART” (Specific, Measurable, Attainable, Relevant, and Time-Bound). The objective cited in the report meets the SMART criteria used by County departments in creating the Operational Plan.

F4. The County does not have a notification system by which users can be alerted to updated web content. The County's website would be enhanced by the addition of a site-wide notification system.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County Information Services Department has developed a web feature by which users can be alerted to updated web content. The new functionality is under review for how to deploy it in a way that is most useful to the public. It is anticipated that the new feature will go live before the end of the calendar year.

F5. County and City website content providers do not provide an explanation in content for incorrect or out-of-date information, even though they appear to know the reasons.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

County staff do not add explanations to the websites as to why information may be out of date or incorrect. When content managers identify out of date or incorrect content, the practice is to remove the incorrect content and replace it with correct and current information.

Recommendations

R1. The County Administrative Officer and the City Managers should establish a formal process by December 31, 2020 for their departments to validate and verify the accuracy and currency of website information. (F1, F2, F5)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County strives to provide current and accurate content on its websites. There are tools available and some departments already have protocols in place to look for broken links. For example, the Human Services Department runs monthly reports and gives them to the content manager. Departments without a formal protocol will be reminded to check their web content frequently and be made aware that tools exist to help them identify broken links.

R2. The County Administrative Officer and the City Managers should establish a protocol to be exercised quarterly, beginning January 2021, which requires department heads to confirm via documentation (initial a spreadsheet, for example) that they have verified the accuracy of their department's web information (F1, F2, F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County strives to provide current and accurate content on its websites. There are tools available and some departments already have protocols in place to look for broken links. For example, the Human Services Department runs monthly reports and gives them to the content manager. Departments without a formal protocol will be reminded to check their web content frequently and be made aware that tools exist to help them identify broken links.

R3. The County Administrative Officer and the City Managers should establish 'SMART' goals for website quality assurance and manage these goals beginning in 2021. (F3, F4, F5)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The current County Operational Plan concludes in June 2021. A second Operational Plan, with new and continued objectives, will be implemented in July 2021. This suggestion will be considered for inclusion in the next Operational Plan, which will be developed between fall 2020 and spring 2021.

R4. County ISD should provide a notification system similar to the city of Santa Cruz by June 2021 whereby users receive email or text messages when updated web information is available. (F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County Information Services Department has developed a web feature by which users can be alerted to updated web content. The new functionality is under review for how to deploy it in a way that is most useful to the public. It is anticipated that the new feature will go live before the end of the calendar year.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Wed, Dec 11, 2020 at 10:24 AM

Capitola City Manager Jamie Goldstein left a voicemail message on the above date to confirm that the responses of the City Manager and Police Chief to the Tangled Web, Risk Management, and Homelessness reports were included in a single unified response by the City Council to each report.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Martin Bernal <mbernal@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 29, 2020 at 10:53 AM

Thank you for following up and I apologize for the late response. The official response submitted by the City and approved by the City Council incorporates my comments and so I don't need to submit a separate response. Thank you again.

From: Grand Jury [mailto:grandjury@scgrandjury.org]

Sent: Monday, December 14, 2020 5:52 PM

To: Marn Bernal <mbernal@cityofsantacruz.com>

Subject: Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Dear Mr. Bernal,

This message is a reminder that your requested responses to the following 2019-20 Grand Jury Reports are past due:

1. Tangled Weave
2. Delaveaga Golf Course
3. Manager's of Risk
4. Failure to Communicate
5. Homelessness
6. Ready? Aim? Fire!

If you wish for your input to be considered, we encourage you to respond. Kindly notify us if you have decided that you do not intend to prepare a response to the report.

If you have any questions, or need further clarification, please feel free to contact the Grand Jury at grandjury@scgrandjury.org.

Thank you for your cooperation in this matter.

Sincerely,



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Wed, Dec 11, 2020 at 5:26 PM

Scotts Valley City Manager Tina Friend left a voicemail message on the above date to confirm that the responses from Scotts Valley's City Manager to the Tangled Web and Homelessness reports were included in the Scotts Valley City Council's response to each report.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Response from City of Watsonville

3 messages

Beatriz Flores <beatriz.flores@cityofwatsonville.org> Fri, Aug 28, 2020 at 1:56 PM
To: grandjury@scgrandjury.org
Cc: Matt Huffaker <matt.huffaker@cityofwatsonville.org>, Tamara Vides <tamara.vides@cityofwatsonville.org>, Suzi Merriam <suzi.merriam@cityofwatsonville.org>, Rudy Lopez Sr <rudy.lopez.sr@cityofwatsonville.org>

Dear Mr. Gritton:

The Council of the City of Watsonville at its August 25, 2020, accepted and directed City staff to submit the responses to the following Grand Jury reports:

- 1) Risk Management
- 2) Homelessness
- 3) Fire & Safety Inspections
- 4) Tangled Website

Also included is the Staff Reports.

Please don't hesitate to contact me if you have any questions.

bc: Council

Sincerely,



beatriz.flores@cityofwatsonville.org

Business Hours: 8:00 am to 5:00 pm Monday - Friday.

5 attachments

- 7.D. 2020 Grand Jury Tangled Web.pdf**
504K
- 7.D. 2020 Grand Jury Fire Inspections.pdf**
496K
- 7.D. 2020 Grand Jury Risk.pdf**
560K
- 7.D. 2020 Grand Jury Homelessness.pdf**
763K
- Item 7.D. 2020 Grand Jury Staff Report.pdf**
1262K

**City of Watsonville
City Manager's Office**

M E M O R A N D U M



DATE: August 21, 2020

TO: Matthew D. Huffaker, City Manager

FROM: Tamara Vides, Deputy City Manager
Raunel Zavala, Administrative Analyst

SUBJECT: Response Packet to the Santa Cruz County Civil Grand Jury's Investigation of Assessing Risk Management, Homelessness, Fire and Safety and the City's Website

AGENDA ITEM: August 25, 2020 City Council

RECOMMENDATION:

It is recommended that the City Council by Motion, approve the response packets prepared for the 2019-2020 Santa Cruz County Grand Jury's Investigation on four specific topics: 1) **Managers of Risk or Victims of Risk - Rocked by the Shocks** 2) **Homelessness: Big Problem, Little Progress – It's Time to Think Outside the Box** 3) **Fire and Safety Inspections in Santa Cruz County**, and 4) **The Tangled Web - Oh, What a Mangled Web We Weave...**

DISCUSSION:

The Santa Cruz County Civil Grand Jury prepared four reports addressing issues in the Watsonville community and requested that the Council prepare responses to several findings and recommendations made in each of the reports. The County and all four cities within the County received these reports and were compelled to respond.

The Grand Jury looks for contact information, budget data, policies and procedures, etc. to conduct their investigation. They aim to capture the experience a member of the public would have when trying to access information, assess impact and value of city services and review transactions of the public entity. The reports contain findings by the 2019-2020 Grand Jury and offer recommendations for consideration and ongoing improvement of operations.

All four Grand Jury reports are attached; below is a summary of the areas of interest for each issue reviewed and some highlights of the recommendations made by the Grand Jury:

Managers of Risk or Victims of Risk - Rocked by the Shocks:

This report examines the current level of financial risk for Santa Cruz County (SCC) cities, the causes and likely impacts of that risk, and the risk management practices of our cities. The Grand Jury found that the cities of SCC do not practice formal, integrated risk management for the range of risks and impacts they regularly confront. They recommend the cities study ways

to implement more comprehensive practices with regard to risk identification, evaluation, mitigation, and communication.

Homelessness: Big Problem, Little Progress – *It's Time to Think Outside the Box:*

The Grand Jury prepared a report on homelessness in Santa Cruz County. The Grand Jury identified five main reasons the homeless problem persists. First, the community views homelessness as a problem that should be addressed by elected officials; second, the County lacks an effective governance structure with the authority to manage the complexity and size of the homeless problem; third, there are insufficient resources to support those affected by homelessness; fourth, there is an underutilization of existing resources in the County; and fifth, the County lacks comprehensive and effective data collection and analysis systems. Solutions to these problems are complex. However, steps can be taken to enable Santa Cruz County to more effectively manage the homeless crisis, which has become even more of a challenge due to the COVID-19 pandemic. The Grand Jury report illuminated local barriers to homelessness relief, and proposed solutions. They found that ending homelessness will provide significant benefits to the entire community far beyond the relief to the individuals receiving services.

Fire and Safety Inspections in Santa Cruz County:

The Grand Jury found that fire agencies in Santa Cruz County, are responsible for not only responding to emergencies but assisting in prevention. One aspect of prevention is ensuring compliance with fire and safety codes, especially in facilities housing the most vulnerable. Now with fire danger and respiratory illness at all-time highs, this responsibility is as important as it has ever been.

The Grand Jury found that California health and safety codes require fire and safety inspections be performed annually for schools and multifamily residences. Annual reports to the governing body are required. The Grand Jury found that many of the County's fire agencies do not fully comply with mandated inspection and reporting, and recommends that the status of these inspections, especially those involving public facilities, be communicated to the public and that gaps in compliance or the ability to inspect be addressed in the 2021 budgeting cycle.

The Tangled Web - Oh, What a Mangled Web We Weave...:

The Grand Jury found that website information is sometimes missing, out-of-date, and inaccurate; links may be broken. They found website content providers do not explain content. They concluded that the City lacks a process to review content accuracy and currency to assure timely correction and revision of content. The Grand Jury also noted that the City's goals for website redesign or quality improvement are not sufficiently "SMART" (Specific, Measurable, Attainable, Relevant and Time Bound).

All Grand Jury findings and recommendations have been reviewed and answered by staff. It is recommended that the Council review and approve by motion the responses to these reports and file the City of Watsonville responses with the Grand Jury by each of their due dates.

FINANCIAL IMPACT:

There is no financial impact associated with filing responses to the Grand Jury report.

ALTERNATIVES:

The Council may choose not to approve the Response Packet, or to modify the responses.

ATTACHMENTS:

- 1) SC Grand Jury Reports and City Responses – Risk Management
- 2) SC Grand Jury Reports and City Responses – Homelessness
- 3) SC Grand Jury Reports and City Responses – Fire & Safety Inspections
- 4) SC Grand Jury Reports and City Responses – Website

cc: City Attorney



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
City Manager of Watsonville
Respond to the Findings and Recommendations
Specified in the Report Titled
The Tangled Web
Oh, What a Mangled Web We Weave...
by September 14, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. County and City website information is sometimes missing, out-of-date, and inaccurate; links may be broken. Thus, many city and county departments aren't updating their websites often enough to keep citizens informed.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville entered into a contract with CivicPlus Website on April, 25, 2016 with the goal to redesign and rebuild the City's Website. Every page of the Website was then reviewed for accuracy and relevant content. New graphic designs were developed, content was reviewed and redacted, new modules were built and clean data was imported from the previous Website. The contract stipulates that upon completion of site development the City staff will assume responsibility for website content maintenance and administration. In order to do so, the City established a decentralized management system of the website in which each City department is responsible for maintaining relevant content and information on the website. At the onset of the project, two to three department employees received extensive website management training from CivicPlus. The design and content migration process of the new website (current) took 11 months. The new website was launched live on May 3, 2017, and per CivicPlus contract all links and content were in good working order.

The content of each department's subpage is managed by these employees as part of their other regular duties. Over time, several of the trained employees have either left the City or have been reassigned to new jobs and much of the knowledge based developed during the transition has been lost due to job attrition. The City's contract with Civic Plus includes a website refresh every two years. During the refresh all links are reviewed, content is updated and old information is removed. The City is now due for a content refresh per the CivicPlus contract; however, given the COVID-19 pandemic, this process was delayed until early next year.

Content management at the Department level, using Department employees is a cost effective and efficient manner of maintaining the City's website. The City will continue to use this decentralized website management model and keep the refresh contract with CivicPlus.

Each of employees assigned to maintain and update the website do their best to display the most current information on each Departmental website. The website contains a report that shows broken links. This report is run every month and that information is given to those employees assigned to the maintenance of the website and updates are made when necessary or when they are flagged. Broken links or out-of-date data are hard to notice and can only be fixed if they are brought to their attention.

F2. County and City administrations lack a process to review content accuracy and currency and thereby assure timely correction and revision of content.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City does have a process to review content and assures that the majority of content displayed is accurate. We try to ensure there is no unapproved content on the website by limiting the number of employees who have access to make such updates. Anytime inaccurate information is found or reported, it is updated as soon as possible. As explained on F1, the City has a process to periodically perform a major update and refresh of the content in which major issues not identified during monthly checks are addressed.

F3. County and City goals for website redesign or quality improvement are not sufficiently “SMART”: Specific + Measurable + Attainable + Relevant + Time-Bound.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

We believe that the City does have SMART goals in place for website redesign and quality improvement. Our current contract with CivicPlus, the company that designed our website, has a website redesign option set in place to take effect this year. We have already begun gathering ideas as to what we will be requesting with this redesign. The two years since the current website was built and went live, has given enough time and information to see what is working and what is not working.

By running a traffic report, we will be able to determine which pages need to be retired based on the number of visits; this will make our website simpler and more relevant. The main thing that will come with this redesign will be a simpler website, easier to maintain with the limited staffing we have available.

In order to ensure the website was relevant and offered the best customer service tool for our residents, at the time of building the City’s current website, each department tracked phone calls and requests from the public for two weeks to identify frequently asked questions and information requested. The goal was to identify what information was regularly being requested so we can make that information readily available on our website.

The City’s website committee, composed by employees of all City Departments, also identified goals for the website which were:

- Information should be easy to find, with as few clicks as possible
- Ability to manage content individually and keep current
- Ease of use for both staff and the community
- Interactive features
- Engage the community
- Build equity in the community
- Reduce workload of staff
- Improve perception of Watsonville
- Translatable into Spanish
- Must be mobile device friendly
- Easy to use and find information
- No clutter!
- Visually pleasing to the eye
- Provide the residents, business owners, and visitors with tools to expedite requests, answer questions and disseminate information

F5. County and City website content providers do not provide an explanation in content for incorrect or out-of-date information, even though they appear to know the reasons.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

When the City becomes aware of incorrect or out of date information on the website, it is corrected. We don't believe there is any piece of inaccurate information being displayed to the public which we are aware of and have not taken the steps to correct it.

New tools continue to be developed and with the refresh of our website we will have the ability to implement and retrain staff with the latest maintenance tools available.

Recommendations

R1. The County Administrative Officer and the City Managers should establish a formal process by December 31, 2020 for their departments to validate and verify the accuracy and currency of website information. (F1, F2, F5)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The process to validate and verify accuracy and currency of website information is in place. At this time, the City does not have the ability to assign someone the full-time duty of managing the whole city website in order to be updated more than once a month. As we begin work on the redesign, irrelevant content will be removed. The resulting simpler website will be easier to manage with the staff hours we have available to work on the maintenance and upkeep of the website.

R2. The County Administrative Officer and the City Managers should establish a protocol to be exercised quarterly, beginning January 2021, which requires department heads to confirm via documentation (initial a spreadsheet, for example) that they have verified the accuracy of their department's web information (F1, F2, F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City website will be fully refreshed and streamlined in just a few months. The refresh was programmed for earlier this year, but it was delayed due to the pandemic.

With new technology available for our website, staff will continue to run monthly updates to capture content that needs to be updated or removed. Department Directors oversee the work of assigned employees who work on the website.

R3. The County Administrative Officer and the City Managers should establish 'SMART' goals for website quality assurance and manage these goals beginning in 2021. (F3, F4, F5)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As explained above, a system is already in place. Based on the complexity of the website and the staff hours available to manage it, certain content and/or broken links may not be caught as quickly as we would like them to.

We are certain that with the website redesign, already in place for early 2021, this system that is already in place, will be more effective as a simpler website will allow for better use of staff time and simplify the maintenance of relevant information.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

**Santa Cruz City Council Response Packet for DeLaveaga Golf Course -
How City Policies and Practices Have Affected the Bottom Line**

1 message

Ralph Dimarucut <rdimarucut@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Suzanne Haberman <shaberman@cityofsantacruz.com>

Mon, Sep 14, 2020 at 2:53 PM

Hello,

Attached please find the Santa Cruz City Council Response Packet for "DeLaveaga Golf Course -
How City Policies and Practices Have Affected the Bottom Line"

Thank you,

Ralph Dimarucut

Principal Management Analyst
City Managers Office

City of Santa Cruz

831.420.5017



**DELAVEAGA_GOLF_COURSE_-_CITY_COUNCIL_OF_SANTA_CRUZ_-_
RESPONSE_PACKET.DOCX.pdf**

187K



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Wed, Dec 16, 2020

The Santa Cruz City Manager left a voicemail message on the above date confirming that the Santa Cruz City Council approved its response to the Delaveaga Golf report on 9/8/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the**

City of Santa Cruz City Council

**Respond to the Findings and Recommendations
Specified in the Report Titled**

DeLaveaga Golf Course

**How City Policies and Practices Have Affected
the Bottom Line**

by September 14, 2020

DeLaveaga Golf Course

City of Santa Cruz City Council

Findings

F1. The DeLaveaga Golf Course is underutilized and has the opportunity for generating increased revenue for the City of Santa Cruz and the Operator.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

DeLaveaga Golf Course

City of Santa Cruz City Council

F2. The DeLaveaga Golf Course has high City employee labor costs relative to other local, privately owned golf courses. This is partly due to its use of senior maintenance personnel and the pension benefits negotiated between the union employees and the City of Santa Cruz.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

DeLaveaga Golf Course

City of Santa Cruz City Council

- F4.** The City of Santa Cruz' failure to conduct thorough, regular on-site inspections of the DeLaveaga Golf Course's restaurant/lodge resulted in excessive renovation costs to the City of Santa Cruz. This contributed to more than doubling the original estimates to bring the building up to code.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Many of the issues discovered during the golf lodge renovation were interior to the building (e.g. electrical, plumbing, rotting wood, etc.). These issues were not evident in general facility inspections. The fundamental cause of the facility issues and exorbitant costs to renovate was a lack of ongoing capital improvement investment into the building over time. Due to limitations of City budgets, and to some degree, the local political will to invest in the golf course, funding was not sufficiently appropriated to maintain the golf lodge over time. Therefore, the result was a costly repair due to years of virtually no maintenance. This is an important lesson as other facilities at the golf course including the maintenance facility, golf cart barn, and driving range, among others, are in desperate need of investment otherwise they may face similarly expensive capital needs in the future. This is also true of many City-owned buildings such as the Civic Auditorium, Public Works Corp Yard and the Parks Yard, Market Street Senior Center, Harvey West Park facilities, and many more. Investment into an aging portfolio of City-owned assets is critical for the future.

DeLaveaga Golf Course

City of Santa Cruz City Council

Recommendations

R5. The City of Santa Cruz City Manager should perform a lessons learned activity and then update the City's relevant policies and operating procedures to avoid a future repeat of the DeLaveaga Golf Course's restaurant/lodge shutdown and renovation no later than second quarter 2021. (F4)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As of July 2020, there are no specific plans to do this, although it would be a helpful exercise and the Parks and Recreation Department would support it. The Department will discuss with the City Manager's Office to chart a course of action related to this recommendation before the end of calendar year 2020.



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 30, 2020

Martin Bernal, the Santa Cruz City Manager, is not required to respond to the Grand Jury's request. He sent the email on the following page, explaining that "The official response submitted by the City and approved by the City Council incorporates my comments..."

The Santa Cruz City Council, however, was not assigned all the recommendations assigned to the City Manager, so the City Council's response may not incorporate his input for Recommendation R6.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020-2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Martin Bernal <mbernal@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 29, 2020 at 10:53 AM

Thank you for following up and I apologize for the late response. The official response submitted by the City and approved by the City Council incorporates my comments and so I don't need to submit a separate response. Thank you again.

From: Grand Jury [mailto:grandjury@scgrandjury.org]
Sent: Monday, December 14, 2020 5:52 PM
To: Marn Bernal <mbernal@cityofsantacruz.com>
Subject: Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Dear Mr. Bernal,

This message is a reminder that your requested responses to the following 2019-20 Grand Jury Reports are past due:

1. Tangled Weave
2. Delaveaga Golf Course
3. Manager's of Risk
4. Failure to Communicate
5. Homelessness
6. Ready? Aim? Fire!

If you wish for your input to be considered, we encourage you to respond. Kindly notify us if you have decided that you do not intend to prepare a response to the report.

If you have any questions, or need further clarification, please feel free to contact the Grand Jury at grandjury@scgrandjury.org.

Thank you for your cooperation in this matter.

Sincerely,



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 30, 2020

Tony Elliot, the Santa Cruz Parks and Recreation Department Director, is not required to respond to the Grand Jury's request. He sent the email on the following page, explaining that "...the City of Santa Cruz submitted a unified response via the City Council which aggregated all details related to this topic."

The Santa Cruz City Council was not assigned all the findings and recommendations assigned to the Parks and Recreation Department Director, so the City Council's response may not include his input for Findings F3, F5, and F6, and Recommendations R1–R4, R6, and R7.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

REMINDER Report #2 DeLaveaga Golf, #3 of 3, SC Park and Rec Director, IMMEDIATE RESPONSE REQUIRED!

Tony Elliot <telliott@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Ralph Dimarucut <rdimarucut@cityofsantacruz.com>

Mon, Nov 23, 2020 at 11:14 AM

Good morning,

I received the following email and request to submit a response related to the DeLaveaga Golf Course. Following the County’s lead, the City of Santa Cruz submitted a unified response via the City Council which aggregated all details related to this topic. That formal response is attached with this email and was submitted a couple months ago.

Please confirm that this is acceptable, or if anything different is required, please advise.

Thank you very much,

Tony Elliot

Director

Santa Cruz Parks & Recreation Department

323 Church Street Santa Cruz, CA 95060

Office 831.420.5366

Cell: 831.421.1872

Fax: 831.420.5271



Get outside and enjoy this Fall with Parks & Recreation

Please visit our website for COVID-19 response information



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

City Council Risk Response Packet

1 message

Woodmansee, Chloe <cwoodmansee@ci.capitola.ca.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Thu, Nov 19, 2020 at 3:32 PM

Hello,

Here is the Capitola City Council response packet regarding risk. It was adopted by Council on September 10, 2020. Thank you!

Warmly,

Chloé Woodmansee

City Clerk

City of Capitola

831.475.7300 x220



3a_ManagingCityRisks_CapitolaCC_Packet.pdf
206K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
City Council of Capitola
Respond to the Findings and Recommendations
Specified in the Report Titled
Managers of Risk or Victims of Risk –
Rocked by the Shocks
by September 17, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____ September 10, 2020 _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. RISK ASSESSMENT: As the Auditor's Office is an authoritative source of studies and assessments for the State Legislature, we find that the risk assessment methodology used by the Auditor's Office is a valid and valuable approach to assessing financial risk for all SCC city jurisdictions and communicating that risk to stakeholders.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Capitola agrees that the assessment methodology used by the Auditor's Office is a valid and valuable data point in assessing financial risk but does not find it to be authoritative or all inclusive. It contains a set of useful data points and a way to compare across jurisdictions, but each jurisdiction has unique profiles, revenue and expenditure characteristics, and ability to change or modify those characteristics. That is not captured by this methodology. Furthermore, we find the tool to be heavily focused on pension obligations and risks. It also heavily focuses on factors that are often beyond the control of the jurisdiction, like pension assets or liabilities. It also does not include other forms of "risk" that each city faces and needs to balance, like maintenance of facilities or capital improvements, revenue mix, service needs of the community. These types of risks/ liabilities are less easily quantifiable but are known by the professionals working in their communities,

F2. RISK ASSESSMENT: All SCC Cities did not fully consider the calculated high risk indicators from the Auditor's Office and their potential impacts on city operations, services, and capital assets/infrastructure.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Capitola's high-risk indicators from the SCC Grand Jury Report are Revenue Trends, Pension Obligations, Future Pension Funding, and Other Post Employment Benefits (OPEB) Funding. The City has made deliberate and concerted efforts over the past few years to stabilize Future pension contribution increases including adopting an official Financial Management policy as well as establishing both a Pension Trust as well as an OPEB Trust. Future pension obligations are always at the forefront of financial planning conversations and modeling. We again have made concerted efforts to pay down our obligation in a way that has the biggest impact during recent years, and CalPERS is always discussed in the City's budget and 5-year plan. Managing our CalPERS future obligation is also a stated strategic goal of the city council as identified in the City's annual budget. To say we do not consider the risk of this is untrue. Finally, we disagree with the auditors' assignment of a high risk to Capitola's funding of our OPEB obligations. As can be seen by the OPEB obligations indicator we have a very low OPEB obligation and annual contribution, therefore, our lack of a funding plan for this is not an indication of risk in this area.

The SCCGJ report incorrectly listed Capitola as being high risk in the areas of revenue trends and pension funding. Those areas are listed by the state controller as areas of moderate risk.

F3. RISK ASSESSMENT: The state of risk determined for all SCC Cities by the Auditor's Office in 2017 remained largely unchanged through 2019.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F4. RISK ASSESSMENT: Pension costs contribute a higher level of financial risk to all SCC Cities than is accounted for by city documents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City documents report pension contributions and liabilities as required by the Governmental Accounting Standards Board (GASB). In some ways the delayed impact of losses or market shocks to City costs allow for planning time and are therefore a comparatively reduced risk, as compared to risks from natural disasters and economic recessions.

F5. RISK ASSESSMENT: Financial Risk Indicators alone are not adequate to effectively understand the risks facing all SCC Cities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. RISK ASSESSMENT: All SCC Cities do not fully identify, assess, track, and report key risk indicators that reflect the state of strategic, financial, operational, or hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F7. RISK ASSESSMENT: All SCC Cities do not adequately evaluate the possible interactions between risks that may inhibit or enhance the objectives of each city.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Adequately is a subjective term. Could the City of Capitola do better, perhaps, but the City believes we are properly evaluating interactions between risks. Each year in the City's budget there is a discussion of long-term risk to the City where various factors that could affect the City are highlighted for public review and discussion. In addition, the annually required Comprehensive Annual Financial Report (CAFR) includes a mandated section that evaluates risk management as well as providing detailed information on defined benefit pension plans and other post-employment benefits.

F8. RISK ASSESSMENT: All SCC Cities either do not maintain or do not publish a report card on the state of key infrastructure that can be used to set funding priorities and manage operational and hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Capitola has completed extensive assessments of its infrastructure over many years, and is constantly evaluating and preparing for replacement of key infrastructure, including long-term capital improvement planning, financial planning for emergencies, and hazard assessment. While the City may not present these findings through a specific “report card,” we spend a significant amount of effort to inform the community about the state of our infrastructure, the projects that are being planned, and the projects that are in construction. We have received significant positive feedback from the community about our outreach and education efforts in this arena.

Local Hazard Mitigation Plan (LHMP). In addition, over the last year the City has completed a draft updated LHMP, including a very thorough risk assessment. This Risk Assessment includes (1) a description of the LHMP Planning Committee’s hazard selection process, (2) hazard descriptions of selected primary and secondary hazards, (3) hazard profiles for primary hazards, and (4) a vulnerability assessment that includes a summary of the risk primary hazards pose to the City’s built, social, and natural environment and a discussion of secondary hazards. These four sections address Element B requirements, which appear in the following Risk Assessment as headings B1–B3, described in the Federal Emergency Management (FEMA) LHMP Review Guide.

The LHMP process included extensive public outreach and participation, and the community has been kept well-informed about both the types of risks that could happen in our community, and the steps needed to reduce the impacts of those risks.

Climate Action Plan (CAP). The City Council adopted Capitola's first Climate Action Plan (CAP) on October 22, 2015. The CAP identifies strategies and actions to reduce greenhouse gas emissions (GHG) from City government operations and community activities to support the State of California's efforts to mitigate the effects of climate change. The CAP fulfills several General Plan goals and bring the City into conformance with Assembly Bill 32, Senate Bill 375, and Executive Order S-3-05. The CAP includes an inventory of existing GHG emissions, a forecast of future GHG emissions, identification of GHG reduction targets, and a list of GHG reduction measures necessary to achieve identified reduction targets.

The CAP includes actions and strategies to reduce GHG emissions generated by transportation and mobile sources, residential and non-residential energy consumption, water and wastewater treatment and conveyance, solid waste generation, and open space, parks, and agriculture.

The proposed CAP establishes a 4.9% GHG reduction target from 2010 levels by 2020 and projects an 18% reduction through implementation of various reduction strategies. The CAP further sets a 42.9% reduction target from 2010 levels by 2035 and an 81% reduction by 2050.

Transportation Infrastructure. The Department of Public Works inventories the quality of the roads each year and develops a Pavement Maintenance Index for each street. All streets are prioritized for improvements, and sealing, repair, or reconstruction projects are planned many years in advance, reducing the financial risk of having to suddenly fund major infrastructure projects. These projects reduce risk and increase safety of travelling in the community, and keep the community prepared for responding to natural disasters. Our residents are kept well-informed of these projects through newsletters and social media outreach.

Our community is well-informed about the state of critical infrastructure, and the additional measures being suggested by this report seem both redundant, burdensome, and unnecessary.

Managers of Risk or Victims of Risk

City Council of Capitola

F9. RISK MANAGEMENT: Although all of the cities of SCC are preparing for increased pension costs due to current amortization schedules, they are not adequately preparing for risk associated with significant or sustained investment shortfalls in CALPERS due to economic shocks (e.g. caused by Coronavirus) or a recession.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Capitola has spent several years deliberately building up reserves and making payments into the trust accounts for pension and OPEB Unfunded Actuarial Liabilities (UAL) to be better prepared for if / when we are impacted by CalPERS shock and / or other types of shocks. Our contingency reserve was established to provide a prudent level of financial resources to protect against temporary revenue shortfalls or unanticipated operating costs such as CalPERS, and/or to meet short-term cash flow needs. Furthermore, as stated above, the two-year delay in CalPERS returns and their impacts on City finances allows Cities time to plan and adjust in the case of a shock.

F10. RISK MANAGEMENT: Except for the area of hazard (i.e. loss) risk management, in all SCC Cities, there is no formal method to define, track, manage, and communicate risks at the enterprise level of SCC city government.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The annual budget is adopted through a formal, open to the public process in which various risks are communicated and discussed. The largest financial risk to the City is the unfunded actuarial pension liability which has been one of the most discussed topics over the past 10 -15 years.

Managers of Risk or Victims of Risk

City Council of Capitola

F11. GOVERNANCE: All SCC Cities do not have a publicly articulated pension Unfunded Actuarial Accrued Liability (UAAL) funding policy that recognizes potential pension cost risks and community expenditure/revenue priorities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F12. TRANSPARENCY: All SCC Cities do not adequately meet key requirements for transparency as defined by the GFOA.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Adequate is a subjective term. The City believes data and information is available and communicated to the public adequately.

Managers of Risk or Victims of Risk

City Council of Capitola

F13. TRANSPARENCY: All SCC Cities do not provide standard and understandable reporting with regard to: Pension Costs and Associated Impacts (past, current, and projected); Service Level Performance Metrics; State of Key Infrastructure; Risk Assessments and Mitigation Plans for Finance, Operational, and Hazard Risks.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

All information and reports on the above topics are made available to the public and are reported on as required.

Recommendations

R1. By June 30, 2021: all SCC Cities should become familiar with and adopt the Auditor’s Office risk assessment framework or a similar framework to assess financial risk. (F1)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As explained in finding F1 the City believes the State controller’s assessment framework is a starting point for looking at risk but has its limits in that it is too heavily

focused on pension risk and many of the reporting elements are beyond the control of the Cities. We do not believe going through this exercise annually is the best use of our extremely limited resources.

Managers of Risk or Victims of Risk

City Council of Capitola

R2. By June 30, 2021: all SCC Cities should evaluate and communicate the implications of the financial risk trends indicated in the analyses calculated from the Auditor's Office methodology. (F2, F3)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Auditor's risk analysis very heavily focuses on reserves, pension funding and outlook, and revenue trends. We already report on, calculate and discuss these very points in every budget and Comprehensive Annual Financial Report (CAFR). Creating another platform to discuss these same indicators is not the best use of the City's extremely limited resources.

R3. By June 30, 2021: all SCC Cities should publish a standard report annually that is an understandable summary of pension risk, including a narrative on the implications of market valuation versus actuarial valuation of accrued total liabilities. (F4, F12, F13)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Pension risk and liabilities are reported according to accounting standards each year in our CAFR, annual payments are called out in our annual budget and five-year plan. There is no need to create an additional platform to discuss these costs and liabilities. Furthermore, we believe they are better discussed within the context of the broader financial picture as they are when discussed in the CAFR and Budget.

Managers of Risk or Victims of Risk

City Council of Capitola

R4. By June 30, 2021: all SCC Cities should identify a suite of risk indicators that support an integrated assessment of all risk types that can inhibit the ability of the city to meet its objectives. Enterprise Risk Management (ERM) provides an example of the risk types that should be considered. (F5, F6)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Staffing limitations as well as resource limitations due to the COVID-19 pandemic make this impossible to implement by June 30, 2021.

R5. By June 30, 2021: all SCC Cities should adopt the practice of Bowtie Analysis, or an equivalent method, to support the understanding of risk interactions, the establishment of risk controls, and the communication of a city risk profile. (F7, F10, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We do not believe that the added practice of a Bowtie analysis will enhance the City's abilities to understand and prepare for potential risks. What is not captured by any of the reports or documents reviewed is the extent to which departments and city executives do meet and collaborate and communicate with each other to discuss and prepare for risks. We also feel that preparing multiple bowtie analysis for various risk scenarios does not help a city prepare for all situations (no one would have run a pandemic scenario prior to February 2020). Furthermore, we believe that the best preparation for many types of risk scenario is to have robust financial reserve policies and City leadership who is prepared to work collaboratively to address the situation. The City does proactively develop strategies to respond to many types of predictable risks such as fire, earthquakes or economic shocks. Working through multiple unlikely analysis scenarios can be a fun exercise but the results and prevention measures will likely be the same. Given that the outcome / preparation will be similar regardless of the scenario we do not believe this to be a useful exercise or use of staff time.

Managers of Risk or Victims of Risk

City Council of Capitola

R6. By June 30, 2021: all SCC Cities should publish their own infrastructure risk report cards and any data they make available to county and state level risk assessments. (F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Based on the responses given in section F8, the City believes it has adequately communicated the conditions of its critical infrastructure and associated risks through its ongoing communication efforts with the community, including the LHMP. The proposed methodology might be well-suited for a very large organization, such as the State of California, but for a small agency such as Capitola, the proposed methodology is overly burdensome and expensive, would create unnecessary bureaucracy for an already over-taxed and lean staff, would reduce resources devoted to important service needs, and would be redundant to the extensive outreach efforts already in place.

R7. By June 30, 2021: all SCC Cities should evaluate the costs and benefits of implementing an Enterprise Risk Management Framework to better integrate risk management across all types of risks (Strategic, Financial, Operational, Hazard). This could take many forms, one being a shared capability through a risk sharing Joint Powers Authority (JPA). The key will be designating clear authority and responsibility for integrated risk management. (F10)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City believes its' current risk management efforts is adequate to properly assess and plan for the various kinds of risks facing the City. While the City appreciates the thoughtfulness of the report, applying such an extensive and complex model to small city government would not provide enough value to justify the staff and direct costs of implementation.

The additional administrative burden and critical funding losses created by the COVID- 19 pandemic leave the City with minimal resources to implement any new programs.

We have already had to cut staff positions, been forced to cut critical community programming, and until we have a better understanding of the long-term economic outlook, we simply cannot afford to take on any additional programming efforts, without further cutting other important community services.

Managers of Risk or Victims of Risk

City Council of Capitola

R8. By June 30, 2021: all SCC Cities should develop financial models that project the possibilities of realistic financial scenarios; and use these projections in their risk management practices. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is done each year as part of the budget process. Our budget process includes a 5-year projection for the general fund as well as our Capital Improvement Program. Special Revenue Funds are equally though less formally evaluated each year when developing the City's budget.

R9. By January 1, 2021: all SCC Cities should develop or adopt contingency plans for realistic negative financial performance scenarios associated with CALPERS investment shortfalls (for shock and sustained downturns). (F9)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City of Capitola’s contingency and emergency reserves policy includes provisions to be used in case of a CalPERS shock.

Managers of Risk or Victims of Risk

City Council of Capitola

R10. By June 30, 2021: all SCC Cities should develop and publish a policy regarding control of retirement costs (pension and Other Pension Employee Benefits) and funding remedies for unexpected bills presented by CalPERS. (F11)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Given the lack of control that Cities have over their CalPERS bills we do not believe this is an effective use of limited staff time. Cities do not control benefits offered, actuarial calculations, investment returns, investment policy, or issuance of cost of living increases to retirees, etc. As discussed above the 2-year delay in economic shocks impact on CalPERS bills gives Cities adequate time to plan and strategize for those shocks when they occur.

R11. By June 30, 2021: all SCC Cities should develop a plan to align with the Government Financial Officers Association (GFOA) Financial Transparency Initiative. This should be extended to risk management transparency. (F6, F8, F10, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City of Capitola meets the GFOA standards of financial reporting and has each year for many years earned GFOA awards in excellence for the production of the CAFR and budget documents. With those documents, staff reports, council presentations, and video of council meetings where financial meetings are discussed We also have a robust public information request process where the public and do ask for more detailed information. Staff are always available to answer public questions should they arise. We believe we meet the standards requested of financial transparency. Any changes and updates we might do to increase transparency to the public we will undertake with our communities needs and interests in mind.

Managers of Risk or Victims of Risk

City Council of Capitola

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Re: Managing City Risk Response Packet IMMEDIATE RESPONSE NEEDED!

1 message

Ralph Dimarucut <rdimarucut@cityofsantacruz.com> Mon, Mar 1, 2021 at 11:17 AM
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Martin Bernal <mbernal@cityofsantacruz.com>, Suzanne Haberman <shaberman@cityofsantacruz.com>

Hello,

Attached is the updated response from the Santa Cruz City Council for the Managers of Risk or Victims of Risk Report.

The response being submitted includes the addition of the following:

- Finding # F6 - An explanation to why the City Council partially disagrees
- Recommendation #R9 - A summary of what was done

These additions were approved by the City Council on February 23, 2021.

Thank you,

Ralph Dimarucut

Principal Management Analyst
City Managers Office

City of Santa Cruz

831.420.5017

 **Managers of Risk or Victims of Risk - City Council of Santa Cruz - Updated Response.pdf**
280K



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

March 4, 2021

The Grand Jury mislabeled the Managing Risks Report's packet of Findings and Recommendations assigned to the Santa Cruz City Council as a Requested Response. Their response is required under Penal Code §933(c).

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the**

City of Santa Cruz City Council

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Managers of Risk or Victims of Risk –
Rocked by the Shocks**

by September 17, 2020

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

Findings

F1. RISK ASSESSMENT: As the Auditor’s Office is an authoritative source of studies and assessments for the State Legislature, we find that the risk assessment methodology used by the Auditor’s Office is a valid and valuable approach to assessing financial risk for all SCC city jurisdictions and communicating that risk to stakeholders.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F2. RISK ASSESSMENT: All SCC Cities did not fully consider the calculated high-risk indicators from the Auditor's Office and their potential impacts on city operations, services, and capital assets/infrastructure.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

F3. RISK ASSESSMENT: The state of risk determined for all SCC Cities by the Auditor's Office in 2017 remained largely unchanged through 2019.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Santa Cruz implemented these items to mitigate risk between 2017 and 2019:

1. Implemented an IRS Section 115 Trust for Pension and Other Post-Employment Benefits (OPEB) for future unexpected increases in these costs.
2. Contributed \$8 million to CalPERS to pay down the City's Miscellaneous Plan unfunded liability, lowering the liability and interest costs for current and future years.
3. Negotiated with all City bargaining units to share in the City's CalPERS employer cost.
4. Annually reduced the City's General fund structural operating costs.
5. Did not increase the General Fund position cost/count.

F4. RISK ASSESSMENT: Pension costs contribute a higher level of financial risk to all SCC Cities than is accounted for by city documents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City includes current pension liabilities in the annual Adopted Budget. The City also has a financial model that forecasts over the next 10 years that includes estimated pension costs. Actuarially determined pension liabilities are included in the Comprehensive Annual Financial Report as required by the Government Accounting Standards Board (GASB).

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

F5. RISK ASSESSMENT: Financial Risk Indicators alone are not adequate to effectively understand the risks facing all SCC Cities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. RISK ASSESSMENT: All SCC Cities do not fully identify, assess, track, and report key risk indicators that reflect the state of strategic, financial, operational, or hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City does fully identify, assess, and track key risk indicators on a management level, but does not report until there is a plan to mitigate the risk.

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

F7. RISK ASSESSMENT: All SCC Cities do not adequately evaluate the possible interactions between risks that may inhibit or enhance the objectives of each city.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Some evaluation of possible interactions between risk are evaluated on a citywide level, but most evaluations are done at the program level.

F8. RISK ASSESSMENT: All SCC Cities either do not maintain or do not publish a report card on the state of key infrastructure that can be used to set funding priorities and manage operational and hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City tracks the age and condition of its infrastructure and prioritizes annual capital funding in the budget based on that evaluation. The City does not publish a report card on the state of the infrastructure as not all types of infrastructure have the same risk or are valued on the same metric.

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

F9. RISK MANAGEMENT: Although all of the cities of SCC are preparing for increased pension costs due to current amortization schedules, they are not adequately preparing for risk associated with significant or sustained investment shortfalls in CALPERS due to economic shocks (e.g., caused by Coronavirus) or a recession.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Along with the City's CalPERS actuary, the City of Santa Cruz has factored in a risk assessment for CalPERS future investment shortfalls resulting in the unfunded liability pre-payment of \$8 million for the miscellaneous pension plan.

F10. RISK MANAGEMENT: Except for the area of hazard (i.e., loss) risk management, in all SCC Cities, there is no formal method to define, track, manage, and communicate risks at the enterprise level of SCC city government.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The formal method to define, track, manage, and communicate risks at the enterprise level is at the mid-year and annual Council budget meetings.

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

F11. GOVERNANCE: All SCC Cities do not have a publicly articulated pension Unfunded Actuarial Accrued Liability (UAAL) funding policy that recognizes potential pension cost risks and community expenditure/revenue priorities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The UAAL is not publicly articulated but CalPERS provides 5-year forecasts that are used to prepare the City's long-range forecast. The total unfunded liability is also provided by CalPERS and reported in the Comprehensive Annual Financial Report per GASB requirements.

F12. TRANSPARENCY: All SCC Cities do not adequately meet key requirements for transparency as defined by the GFOA.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City's Comprehensive Annual Financial Report and Annual Adopted Budget meet GFOA standards for communicating financial information. Both documents have received awards from GFOA for the last several years.

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

F13. TRANSPARENCY: All SCC Cities do not provide standard and understandable reporting with regard to: Pension Costs and Associated Impacts (past, current, and projected); Service Level Performance Metrics; State of Key Infrastructure; Risk Assessments and Mitigation Plans for Finance, Operational, and Hazard Risks.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The pension information is reported in the Comprehensive Annual Financial Report. Other service level performance metrics are reported in the annual Adopted Budget or other Council presentations regarding the City's infrastructure. Some of the infrastructure evaluations are required to obtain state funding.

Recommendations

R1. By June 30, 2021: All SCC Cities should become familiar with and adopt the Auditor’s Office risk assessment framework or a similar framework to assess financial risk. (F1)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Under the current economic, health, and social mandates, the City does not have the capacity to evaluate whether this should be implemented, and whether the benefits would outweigh the costs.

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

R2. By June 30, 2021: All SCC Cities should evaluate and communicate the implications of the financial risk trends indicated in the analyses calculated from the Auditor's Office methodology. (F2, F3)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Under the current economic, health, and social mandates, the City does not have the capacity to evaluate whether this should be implemented, and whether the benefits would outweigh the costs.

R3. By June 30, 2021: All SCC Cities should publish a standard report annually that is an understandable summary of pension risk, including a narrative on the implications of market valuation versus actuarial valuation of accrued total liabilities. (F4, F12, F13)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City publishes information regarding pension liability and risk in the notes of the Comprehensive Annual Financial Report. It includes a sensitivity analysis showing the net pension liability with a rate change of +/- 1%.

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

R4. By June 30, 2021: All SCC Cities should identify a suite of risk indicators that support an integrated assessment of all risk types that can inhibit the ability of the city to meet its objectives. Enterprise Risk Management (ERM) provides an example of the risk types that should be considered. (F5, F6)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Under the current economic, health, and social mandates, the City does not have the capacity to evaluate whether this should be implemented, and whether the benefits would outweigh the costs.

R5. By June 30, 2021: All SCC Cities should adopt the practice of Bowtie Analysis, or an equivalent method, to support the understanding of risk interactions, the establishment of risk controls, and the communication of a city risk profile. (F7, F10, F12, F13)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City does fully identify, assess, and track key risk indicators on a management level, but does not report until there is a plan to mitigate the risk.

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

R6. By June 30, 2021: All SCC Cities should publish their own infrastructure risk report cards and any data they make available to county and state level risk assessments. (F8)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City reports on infrastructure risk to various agencies that may need to know. The types of infrastructure vary greatly and not all infrastructure is maintained by cities. Data is made available when completing state reports and applying for grants.

R7. By June 30, 2021: All SCC Cities should evaluate the costs and benefits of implementing an Enterprise Risk Management Framework to better integrate risk management across all types of risks (Strategic, Financial, Operational, Hazard). This could take many forms, one being a shared capability through a risk sharing Joint Powers Authority (JPA). The key will be designating clear authority and responsibility for integrated risk management. (F10)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Under the current economic, health, and social mandates, the City does not have the capacity to evaluate whether this should be implemented, and whether the benefits would outweigh the costs.

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

R8. By June 30, 2021: All SCC Cities should develop financial models that project the possibilities of realistic financial scenarios; and use these projections in their risk management practices. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City recently contracted with a consulting firm to develop a long-range forecasting model. The City is using it for budget forecasting, to ensure that reserves are restored and maintained.

R9. By January 1, 2021: All SCC Cities should develop or adopt contingency plans for realistic negative financial performance scenarios associated with CALPERS investment shortfalls (for shock and sustained downturns). (F9)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City has included CalPERS investment shortfalls in the forecasting model but it has not included significant shortfalls over the long-term.

Managers of Risk or Victims of Risk

City of Santa Cruz City Council

R10. By June 30, 2021: All SCC Cities should develop and publish a policy regarding control of retirement costs (pension and Other Pension Employee Benefits) and funding remedies for unexpected bills presented by CALPERS. (F11)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City has taken many steps to control pension and Other Post-Employment Benefits. The City negotiated for employees to pay part of the City's share of the CalPERS retirement obligation. The City has also limited other post-employment retirement benefits to flat monthly amounts for eligible retirees. If significant shortfalls were projected in the long-term forecast, the City would take additional steps to control those costs, up to and including negotiating with the City's unions for additional cost-sharing.

R11. By June 30, 2021: All SCC Cities should develop a plan to align with the Government Financial Officers Association (GFOA) Financial Transparency Initiative. This should be extended to risk management transparency. (F6, F8, F10, F12, F13)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Under the current economic, health, and social mandates, the City does not have the capacity to evaluate whether this should be implemented, and whether the benefits would outweigh the costs.



Grand Jury <grandjury@scgrandjury.org>

City of Scotts Valley 2019-2020 Grand Jury Responses

1 message

Tina Friend <tfriend@scottsvalley.org>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Tracy Ferrara <tferrara@scottsvalley.org>

Thu, Sep 17, 2020 at 8:49 AM

Members of the Santa Cruz Grand Jury:

Attached please find the approved responses from the Scotts Valley City Council to the following reports:

1. The Tangled Web: Oh, What a Managed Web We Weave . . .
2. Managers of Risk or Vicms of Risk: R ocked by the Shocks
3. Homelessness: Big Problem, Lile Pr ogress: It's Time to Think Outside The Box
4. Ready? Aim? Fire! Santa Cruz County on the Hot Seat

All reports were approved at the September 16, 2020 Scotts Valley City Council meeting. Note that the "Tangled Web" report previously submitted by September 14, 2020 and is included here for convenience.

Thank you,

Tina Friend

Tina Friend

City Manager



City of Scotts Valley

tfriend@scottsvalley.org

(831) 440-5606



4 attachments

-  **1- TangledWeb_ScottsValleyCityCouncil_Packet.pdf**
418K
-  **2 - ManagingCityRisks_ScottsValleyCC_Packet.pdf**
484K
-  **3 - Homelessness_ScottsValleyCC_Packet.pdf**
462K
-  **4 - FireRisks_ScottsValleyCC_Packet.pdf**
428K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
City Council of Scotts Valley
Respond to the Findings and Recommendations
Specified in the Report Titled
Managers of Risk or Victims of Risk –
Rocked by the Shocks
by September 17, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: September 16, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

Findings

F1. RISK ASSESSMENT: As the Auditor's Office is an authoritative source of studies and assessments for the State Legislature, we find that the risk assessment methodology used by the Auditor's Office is a valid and valuable approach to assessing financial risk for all SCC city jurisdictions and communicating that risk to stakeholders.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Scotts Valley agrees that the assessment methodology used by the Auditor's Office (AO) is a valid and valuable assessment tool in assessing financial risk, and can be used to effectively communicate financial risk to decision makers, stakeholders and the community. However, it should not be considered authoritative in that there are several other tools that have been developed by the Government Finance Officers Association, the League of California Cities, and others that can also be used as a valuable assessment of inherent financial risk of a city like ours. The Auditor's Office methodology places a heavy reliance on pension obligations. While this may be an important risk to consider, likewise risks associated with revenues, infrastructure, other post employment benefit obligations, and operational costs such as maintaining competitive salaries in an area that competes heavily for talent in Silicon Valley but without the financial resources to effectively compete, are just as much if not a higher risk to our community.

F2. RISK ASSESSMENT: All SCC Cities did not fully consider the calculated high risk indicators from the Auditor's Office and their potential impacts on city operations, services, and capital assets/infrastructure.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Scotts Valley developed a fiscal sustainability plan in 2017 that identified a fiscal gap that the City's General Fund was going to experience without corrective action. The impacts on operations, services and capital assets/infrastructure have been at the forefront of the collective minds and efforts of the City Council, senior management team, and operations staff. The City addressed the risks associated with several key financial indicators included in the AO's methodology: 3) General Fund reserves; 4) revenue trends; 5) pension obligations; 6) pension funding; 7) pension costs; 8) future pension costs; and, 9) OPEB obligations. Each of these were incorporated into the financial model/forecast that the City used to determine future fiscal impact. The result was a keen understanding of the impacts to funding core General Fund operations, including potential reductions in police, parks, recreation, public works and city administration. The potential reduction in funding City streets and parks infrastructure improvements was indicated as potential outcomes of not addressing the fiscal gap.

To say that we did not consider those risks is inaccurate and demonstrates a lack of understanding of the importance of the City's fiscal sustainability plan in addressing the financial risks faced by the City.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

F3. RISK ASSESSMENT: The state of risk determined for all SCC Cities by the Auditor's Office in 2017 remained largely unchanged through 2019.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F4. RISK ASSESSMENT: Pension costs contribute a higher level of financial risk to all SCC Cities than is accounted for by city documents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City's pension costs have been fully discussed and disclosed in all of its key financial documents, including:

1. Annual Budget for FY 2017-18, 2018-19, 2019-20 and 2020-21
2. Five Year Forecast included within each of the Annual Budget documents indicated above
3. Comprehensive Annual Financial Reports (CAFR) for FY 2017-18, and 2018-19 2019-20 (FY 2020-21 CAFR has not yet issued).

In addition, and as a direct result of the COVID-19 pandemic, the City contracted with a consultant to develop an updated recessionary fiscal model that was presented to the City Council in May 2020. This fiscal model included an analysis of pension cost risks associated with potential market losses by CalPERS and the long-term potential decline in the discount rate and the impacts that those would have on the City's General Fund in future years.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

F5. RISK ASSESSMENT: Financial Risk Indicators alone are not adequate to effectively understand the risks facing all SCC Cities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. RISK ASSESSMENT: All SCC Cities do not fully identify, assess, track, and report key risk indicators that reflect the state of strategic, financial, operational, or hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Managers of Risk or Victims of Risk

City Council of Scotts Valley

F7. RISK ASSESSMENT: All SCC Cities do not adequately evaluate the possible interactions between risks that may inhibit or enhance the objectives of each city.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City believes it has adequately evaluated the financial risks as evidenced in its annual adopted budgets and fiscal sustainability plan indicated earlier. Hazard risk is addressed in the City's risk management program with its public entity risk pool administrator. Operational risks are addressed through consultation between the City Manager and respective department heads and/or managers within each operational area.

F8. RISK ASSESSMENT: All SCC Cities either do not maintain or do not publish a report card on the state of key infrastructure that can be used to set funding priorities and manage operational and hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While the City does not publish a “score card” of its infrastructure, per se, the City does evaluate its key infrastructure in the form of third party studies or analyses on its infrastructure. For example, the City conducts pavement management studies on its streets infrastructure, and wastewater system master plan and analysis as required by State law to ensure that collection and treatment systems are maintained properly. In these two examples, the City establishes fiscal policy to maintain these capital assets to standards established by Council policy and/or State requirements.

These forms of analyses factor into the development of a 5-year Capital Improvement Project (CIP) Plan that is included in the five-year financial forecast incorporated into the annual budget process. Council then makes funding decisions regarding operations and capital investment based on an assessment of the status of infrastructure in those analyses. Operational and hazard risks are not ignored as the finding might suggest.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

F9. RISK MANAGEMENT: Although all of the cities of SCC are preparing for increased pension costs due to current amortization schedules, they are not adequately preparing for risk associated with significant or sustained investment shortfalls in CALPERS due to economic shocks (e.g. caused by Coronavirus) or a recession.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

As mentioned in F4, the City contracted with a consultant to develop an updated recessionary fiscal model that was presented to the City Council in May 2020. This fiscal model included an analysis of pension cost risks associated with potential market losses by CalPERS and the long-term potential decline in the discount rate and the impacts that those would have on the City's General Fund in future years. The model has the capability of modeling investment shortfalls/losses in future years. Those were addressed when determining potential impacts to the City's fiscal sustainability plan as a result of the pandemic recession.

Ultimately, the City Council must determine what set of assumptions it wishes to make in terms of its baseline forecast in developing its fiscal plan. The City does not make an assumption that long-term investments will operate at losses or shortfalls, per se, but the Council is informed in regards to the potential fiscal and associated operational impacts as a result of reduction in the long-term discount rate as it makes its budgetary decisions.

F10. RISK MANAGEMENT: Except for the area of hazard (i.e. loss) risk management, in all SCC Cities, there is no formal method to define, track, manage, and communicate risks at the enterprise level of SCC city government.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Financial risks at the enterprise level are discussed as part of the key assumptions and policy choices indicated in the City's annual budget adopted by the City Council after public hearing, and were discussed relative to the development of a fiscal sustainability plan.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

F11. GOVERNANCE: All SCC Cities do not have a publicly articulated pension Unfunded Actuarial Accrued Liability (UAAL) funding policy that recognizes potential pension cost risks and community expenditure/revenue priorities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City adheres to the CalPERS funding methodology for UAAL and incorporates fully funding the annual actuarially required contribution to the plan in its annual budget. This is disclosed in the CAFR per GASB requirements. Those costs are incorporated as a contractually required core service cost, and as such community expenditure/revenue priorities are factored in based on funding UAAL costs first.

F12. TRANSPARENCY: All SCC Cities do not adequately meet key requirements for transparency as defined by the GFOA.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City's CAFR and annual adopted budget principally meet GFOA elements for communicating financial information. The only GFOA element lacking is a searchable, live data set.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

F13. TRANSPARENCY: All SCC Cities do not provide standard and understandable reporting with regard to: Pension Costs and Associated Impacts (past, current, and projected); Service Level Performance Metrics; State of Key Infrastructure; Risk Assessments and Mitigation Plans for Finance, Operational, and Hazard Risks.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R1. By June 30, 2021: all SCC Cities should become familiar with and adopt the Auditor's Office risk assessment framework or a similar framework to assess financial risk. (F1)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Under the current economic situation, health mandates, and the City's limited staffing levels, the City does not have the capacity to evaluate whether this should be implemented and whether the benefits would outweigh the costs. As explained earlier, the AO's framework places a significant weight on pension costs. Given our City's reliance on elastic revenue sources (sales tax and transient occupancy tax), and one of the lowest property tax apportionment rates in the State (let alone the County), we pay much greater attention to revenue sources and rely on CalPERS actuarial analysis to identify trends for pension costs.

Ultimately, while a risk assessment framework makes sense, we do not have the capacity to implement such a framework in the near term, and especially not in the next six months.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

R2. By June 30, 2021: all SCC Cities should evaluate and communicate the implications of the financial risk trends indicated in the analyses calculated from the Auditor's Office methodology. (F2, F3)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

As indicated in R1, we do not have the capacity to implement the AO framework and create a reporting of risk assessments as prescribed in their model. We also need to further evaluate the costs associated with implementation to determine if the incremental benefits outweigh the approaches we already take and the incremental opportunity costs for implementing this framework given other pressing priorities.

R3. By June 30, 2021: all SCC Cities should publish a standard report annually that is an understandable summary of pension risk, including a narrative on the implications of market valuation versus actuarial valuation of accrued total liabilities. (F4, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City's pension liabilities are reporting in the annual CAFR and a discussion of the future risks are incorporated into the City's current budget process. Developing a separate report is not necessary, and ultimately should be discussed in the larger context of the City's overall financial health as evidenced in our CAFR and annual budget.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

R4. By June 30, 2021: all SCC Cities should identify a suite of risk indicators that support an integrated assessment of all risk types that can inhibit the ability of the city to meet its objectives. Enterprise Risk Management (ERM) provides an example of the risk types that should be considered. (F5, F6)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Many of the risk assessment factors and considerations in the ERM model are already considered by the City Council in the annual budget process. Whether the City fully implements the ERM model requires additional analysis, which given our current pressing priorities and limited staffing make assessment of implementation not possible in the near term, and especially in the coming six months.

R5. By June 30, 2021: all SCC Cities should adopt the practice of Bowtie Analysis, or an equivalent method, to support the understanding of risk interactions, the establishment of risk controls, and the communication of a city risk profile. (F7, F10, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As indicated in As indicated in R2 and R4, the City does not have the capacity in the coming six months to analyze whether the Bowtie Analysis approach to risks and impacts is of greater value than the approaches already incorporated into the existing annual budget process.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

- R6.** By June 30, 2021: all SCC Cities should publish their own infrastructure risk report cards and any data they make available to county and state level risk assessments. (F8)
- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As indicated in F8, the City evaluates its key infrastructure in the form of third party studies or analyses on its infrastructure, which analyzes the financial and operational risks associated with not maintaining and upgrading said infrastructure.

The City reports on infrastructure risk to various agencies that may need to know. Such data is made available when completing state reports and applying for grants. A comprehensive infrastructure risk report card might make sense for a larger, more complex entity. We do not see value in creating such a report card for Scotts Valley that would add incremental benefits that outweigh the costs and benefits currently derived from our existing approaches.

R7. By June 30, 2021: all SCC Cities should evaluate the costs and benefits of implementing an Enterprise Risk Management Framework to better integrate risk management across all types of risks (Strategic, Financial, Operational, Hazard). This could take many forms, one being a shared capability through a risk sharing Joint Powers Authority (JPA). The key will be designating clear authority and responsibility for integrated risk management. (F10)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City believes its current risk management efforts, in coordination with the existing risk pool, is adequate to properly address the various kinds of risks facing Scotts Valley. The City does not have the capacity in the coming six months to analyze whether there is greater value than the approaches already incorporated into existing risk management practices and the City's annual budget process.

The City has already identified the City Manager as the authority and responsibility for integrated risk management across the City departments and reports on risk management efforts to the City Council.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

R8. By June 30, 2021: all SCC Cities should develop financial models that project the possibilities of realistic financial scenarios; and use these projections in their risk management practices. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
 HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe
 REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)
 WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City's existing five-year forecast, supplemented by the recent recessionary forecast model developed by consultants, addresses the fiscal scenario modeling necessary to understand financial and operational risks on a long-term basis.

R9. By January 1, 2021: all SCC Cities should develop or adopt contingency plans for realistic negative financial performance scenarios associated with CALPERS investment shortfalls (for shock and sustained downturns). (F9)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As indicated in R8 and F9, our financial forecast models assess the impacts of investment shortfalls and the potential for a reduced discount rate should the CalPERS Board decide to reduce that rate in future years.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

R10. By June 30, 2021: all SCC Cities should develop and publish a policy regarding control of retirement costs (pension and Other Pension Employee Benefits) and funding remedies for unexpected bills presented by CalPERS. (F11)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City has taken steps to control pension and OPEB costs, including negotiating a share of pension costs with employees and limiting OPEB retirement benefits to the CalPERS PEMHCA minimums required by state law. The 2-year delay that exists between a market downturn and the timing in which they hit the City's CalPERS pension costs provides sufficient time to address those cost increases in the annual budget and long-range forecast process.

R11. By June 30, 2021: all SCC Cities should develop a plan to align with the Government Financial Officers Association (GFOA) Financial Transparency Initiative. This should be extended to risk management transparency. (F6, F8, F10, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City meets the GFOA standards of financial reporting in its CAFR, and has a comprehensive budget document that outlines the key issues facing the City and portraying its fiscal health through its long-range forecast and discussion included in the document. The City's fiscal sustainability plan further provides transparent information concerning the City's fiscal health and risks for not achieving fiscal sustainability. The combination of these documents, staff reports, Council presentations, and other documents available on the City's website meet the needs for transparency.

Managers of Risk or Victims of Risk

City Council of Scotts Valley

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Response from City of Watsonville

3 messages

Beatriz Flores <beatriz.flores@cityofwatsonville.org> Fri, Aug 28, 2020 at 1:56 PM
To: grandjury@scgrandjury.org
Cc: Matt Huffaker <matt.huffaker@cityofwatsonville.org>, Tamara Vides <tamara.vides@cityofwatsonville.org>, Suzi Merriam <suzi.merriam@cityofwatsonville.org>, Rudy Lopez Sr <rudy.lopez.sr@cityofwatsonville.org>

Dear Mr. Gritton:

The Council of the City of Watsonville at its August 25, 2020, accepted and directed City staff to submit the responses to the following Grand Jury reports:

- 1) Risk Management
- 2) Homelessness
- 3) Fire & Safety Inspections
- 4) Tangled Website

Also included is the Staff Reports.

Please don't hesitate to contact me if you have any questions.

bc: Council

Sincerely,



Beatriz Vázquez Flores, MMC
City Clerk - (831)768-3040 or (831)768-3042
275 Main St., Suite 400, Watsonville CA, 95076

beatriz.flores@cityofwatsonville.org

Business Hours: 8:00 am to 5:00 pm Monday - Friday.

5 attachments

- 7.D. 2020 Grand Jury Tangled Web.pdf**
504K
- 7.D. 2020 Grand Jury Fire Inspections.pdf**
496K
- 7.D. 2020 Grand Jury Risk.pdf**
560K
- 7.D. 2020 Grand Jury Homelessness.pdf**
763K
- Item 7.D. 2020 Grand Jury Staff Report.pdf**
1262K

City of Watsonville
City Manager's Office

MEMORANDUM



DATE: August 21, 2020

TO: Matthew D. Huffaker, City Manager

FROM: Tamara Vides, Deputy City Manager
Raunel Zavala, Administrative Analyst

SUBJECT: Response Packet to the Santa Cruz County Civil Grand Jury's Investigation of Assessing Risk Management, Homelessness, Fire and Safety and the City's Website

AGENDA ITEM: August 25, 2020 City Council

RECOMMENDATION:

It is recommended that the City Council by Motion, approve the response packets prepared for the 2019-2020 Santa Cruz County Grand Jury's Investigation on four specific topics: 1) **Managers of Risk or Victims of Risk - Rocked by the Shocks** 2) **Homelessness: Big Problem, Little Progress – It's Time to Think Outside the Box** 3) **Fire and Safety Inspections in Santa Cruz County**, and 4) **The Tangled Web - Oh, What a Mangled Web We Weave...**

DISCUSSION:

The Santa Cruz County Civil Grand Jury prepared four reports addressing issues in the Watsonville community and requested that the Council prepare responses to several findings and recommendations made in each of the reports. The County and all four cities within the County received these reports and were compelled to respond.

The Grand Jury looks for contact information, budget data, policies and procedures, etc. to conduct their investigation. They aim to capture the experience a member of the public would have when trying to access information, assess impact and value of city services and review transactions of the public entity. The reports contain findings by the 2019-2020 Grand Jury and offer recommendations for consideration and ongoing improvement of operations.

All four Grand Jury reports are attached; below is a summary of the areas of interest for each issue reviewed and some highlights of the recommendations made by the Grand Jury:

Managers of Risk or Victims of Risk - Rocked by the Shocks:

This report examines the current level of financial risk for Santa Cruz County (SCC) cities, the causes and likely impacts of that risk, and the risk management practices of our cities. The Grand Jury found that the cities of SCC do not practice formal, integrated risk management for the range of risks and impacts they regularly confront. They recommend the cities study ways

to implement more comprehensive practices with regard to risk identification, evaluation, mitigation, and communication.

Homelessness: Big Problem, Little Progress – *It's Time to Think Outside the Box:*

The Grand Jury prepared a report on homelessness in Santa Cruz County. The Grand Jury identified five main reasons the homeless problem persists. First, the community views homelessness as a problem that should be addressed by elected officials; second, the County lacks an effective governance structure with the authority to manage the complexity and size of the homeless problem; third, there are insufficient resources to support those affected by homelessness; fourth, there is an underutilization of existing resources in the County; and fifth, the County lacks comprehensive and effective data collection and analysis systems. Solutions to these problems are complex. However, steps can be taken to enable Santa Cruz County to more effectively manage the homeless crisis, which has become even more of a challenge due to the COVID-19 pandemic. The Grand Jury report illuminated local barriers to homelessness relief, and proposed solutions. They found that ending homelessness will provide significant benefits to the entire community far beyond the relief to the individuals receiving services.

Fire and Safety Inspections in Santa Cruz County:

The Grand Jury found that fire agencies in Santa Cruz County, are responsible for not only responding to emergencies but assisting in prevention. One aspect of prevention is ensuring compliance with fire and safety codes, especially in facilities housing the most vulnerable. Now with fire danger and respiratory illness at all-time highs, this responsibility is as important as it has ever been.

The Grand Jury found that California health and safety codes require fire and safety inspections be performed annually for schools and multifamily residences. Annual reports to the governing body are required. The Grand Jury found that many of the County's fire agencies do not fully comply with mandated inspection and reporting, and recommends that the status of these inspections, especially those involving public facilities, be communicated to the public and that gaps in compliance or the ability to inspect be addressed in the 2021 budgeting cycle.

The Tangled Web - Oh, What a Mangled Web We Weave....:

The Grand Jury found that website information is sometimes missing, out-of-date, and inaccurate; links may be broken. They found website content providers do not explain content. They concluded that the City lacks a process to review content accuracy and currency to assure timely correction and revision of content. The Grand Jury also noted that the City's goals for website redesign or quality improvement are not sufficiently "SMART" (Specific, Measurable, Attainable, Relevant and Time Bound).

All Grand Jury findings and recommendations have been reviewed and answered by staff. It is recommended that the Council review and approve by motion the responses to these reports and file the City of Watsonville responses with the Grand Jury by each of their due dates.

FINANCIAL IMPACT:

There is no financial impact associated with filing responses to the Grand Jury report.

ALTERNATIVES:

The Council may choose not to approve the Response Packet, or to modify the responses.

ATTACHMENTS:

- 1) SC Grand Jury Reports and City Responses – Risk Management
- 2) SC Grand Jury Reports and City Responses – Homelessness
- 3) SC Grand Jury Reports and City Responses – Fire & Safety Inspections
- 4) SC Grand Jury Reports and City Responses – Website

cc: City Attorney



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

February 22, 2021

The Watsonville City Council submitted the City Manager's requested response packet as their own required response to the Managing Risks Report. The Grand Jury found this to be compliant with Penal Code §933(c) because:

- Both packets contained the same assigned Findings and Recommendations.
- As stated in their cover letter, the City Council approved the submission.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
City Manager of Watsonville
Respond to the Findings and Recommendations
Specified in the Report Titled
Managers of Risk or Victims of Risk –
Rocked by the Shocks
by September 17, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. RISK ASSESSMENT: As the Auditor's Office is an authoritative source of studies and assessments for the State Legislature, we find that the risk assessment methodology used by the Auditor's Office is a valid and valuable approach to assessing financial risk for all SCC city jurisdictions and communicating that risk to stakeholders.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville agrees that the assessment methodology used by the Auditor's Office is a valid and valuable data point in assessing financial risk but does not find it to be authoritative or all inclusive. It contains useful data points and a way to compare across jurisdictions, but each jurisdiction has unique profiles, revenue and expenditure characteristics, and ability to change or modify those characteristics that is not captured by this methodology. Without this important context, the methodology is flawed and produces misleading findings. Furthermore, we find the tool to be heavily focused on pension obligations and risks. It also heavily focuses on factors that are often beyond the control of the jurisdiction, like pension assets or liabilities. Moreover, it does not include other forms of "risk" that each city faces and needs to balance, like maintenance of facilities or capital improvements, revenue mix, and service needs of the community. These types of risks/ liabilities are less easily quantifiable but are known by the professionals working in their communities.

F2. RISK ASSESSMENT: All SCC Cities did not fully consider the calculated high risk indicators from the Auditor's Office and their potential impacts on city operations, services, and capital assets/infrastructure.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville's high risk indicators from the Auditor's Office are General Fund Reserves, Future Pension Funding, and OPEB Funding. The City has made deliberate and concerted efforts over the past few years to increase its level of General Fund Reserves including adopting an official General Fund Reserve policy with a goal of achieving 20% of general fund expenditures in reserves. Watsonville met and exceeded that goal in FY 2019-20. Future pension obligations are always at the forefront of financial planning conversations and modeling. For example, through the last several cycles of labor negotiations, the City has worked with its employees to increase the employee share of pension contributions. Watsonville again has made concerted efforts to pay down our obligation in a way that yields the greatest impact during recent years, and CalPers is always discussed in the City's budget and 5 year planning processes. Managing our CalPERS future obligation is also a stated strategic goal of the City Council as stated in the City's most recent strategic plan adopted on June 12, 2018.

https://www.cityofwatsonville.org/DocumentCenter/View/10736/Strategic-Plan_2018_20-final?bidId=

To say we do not consider the risk of pension costs is inaccurate. Finally, we disagree with the auditors assignment of a high risk to Watsonville's funding of our OPEB obligations. As can be seen by the OPEB obligations indicator, Watsonville has a very low OPEB obligation compared to most cities, and; therefore a funding plan has not been prioritized due to the City's low level of risk.

The CGJ report incorrectly listed Watsonville as being high risk in the areas of revenue trends and pension funding. Those areas are listed by the State Controller as areas of moderate risk.

F3. RISK ASSESSMENT: The state of risk determined for all SCC Cities by the Auditor's Office in 2017 remained largely unchanged through 2019.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F4. RISK ASSESSMENT: Pension costs contribute a higher level of financial risk to all SCC Cities than is accounted for by city documents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City documents report pension contributions and liabilities as required by GASB. In some ways the delayed impact of losses or market shocks to City costs allow for planning time and are therefore, a comparatively reduced risk.

F5. RISK ASSESSMENT: Financial Risk Indicators alone are not adequate to effectively understand the risks facing all SCC Cities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. RISK ASSESSMENT: All SCC Cities do not fully identify, assess, track, and report key risk indicators that reflect the state of strategic, financial, operational, or hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville identifies, assesses and manages risk in several ways. Financial risks are imbedded in the City's annual budgeting process, long term financial plan development, City Council Strategic Plan, as well as independent comprehensive annual financial reports (CAFR). Collectively, these financial planning tools clearly identify areas of short and long-term financial risks and liabilities, as well as strategies for preparing for, and mitigating such risks.

Furthermore, the City utilizes several approaches to manage operational and hazard risks. These include the City's Local Hazard Mitigation Plan, which identifies potential local natural hazards and then identifies and prioritizes vulnerable areas in the local community. Another example is the recent completion of Master Plans for the City's Solid Waste, Wastewater and Water System utilities, which identifies and prioritizes operational risks and infrastructure needs over a 30 year planning horizon. As another example, the City's Climate Action Plan also identifies natural hazards and environmental threats due to climate change and includes greenhouse gas (GHG) emissions reduction strategies, metrics and detailed actions the City can take to help meet those goals. The plan also includes additional components such as resilience strategies, clean energy targets, and economic and social goals.

In summary, the City deploys a variety of risk assessment tools to identify, track, manage and mitigate the broad range of risks that are associated with the operations of a full service City and the community that we serve. It is true that these assessment tools may be structured or organized than the risk models used in the Grand Jury report, but that does not necessarily mean they are any less effective.

F7. RISK ASSESSMENT: All SCC Cities do not adequately evaluate the possible interactions between risks that may inhibit or enhance the objectives of each city.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Adequately is a subjective term. Could we do better, perhaps, but we believe we are properly evaluating interactions between risks. A reading of this report seems to assume that departments and managers work in silos which is not true. Department

heads meet at least once every two weeks to discuss what is happening in their departments and how it may affect the others. Our budget and Capital improvement planning processes are all about weighing the risks of making one funding decision versus another. Our staff reports to Council all include an item about what the alternative options might be so our Council can understand and weigh the options.

F8. RISK ASSESSMENT: All SCC Cities either do not maintain or do not publish a report card on the state of key infrastructure that can be used to set funding priorities and manage operational and hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville has completed extensive assessments of its infrastructure over many years, and is constantly evaluating and preparing for replacement of key infrastructure, including long-term capital improvement planning, financial planning for emergencies, and hazard assessment. While the City may not present these findings through a specific “report card,” we spend a significant amount of effort to inform the community about the state of our infrastructure, the projects that are being planned, and the projects that are in construction. We have received significant positive feedback from the community about our outreach and education efforts in this arena.

City Strategic Plan. Every two years, the City Council updates its Strategic Plan, setting forth a vision and priorities for the City organization and the community of Watsonville. This document:

- Articulates the Council’s priorities and guides its policy decision
- Enables staff to develop feasible, actionable strategies to address the Council’s priorities, implement policies, and allocate resources effectively
- Can focus the City’s efforts to engage community members and agency partners in achieving the City’s Mission and Vision
- Enables the city to prioritize time and resources in alignment with the council priorities

The City’s Strategic Plan can be found at:

https://www.cityofwatsonville.org/DocumentCenter/View/10736/Strategic-Plan_2018_20-final?bidId=

Water and Wastewater Master Plans. Last year the Department of Public Works completed both a Water Master Plan and a Wastewater Master Plan that evaluated the conditions of the water and wastewater systems for the entire City. These plans included recommendations for replacement of key infrastructure over the next 30 years, identifying over \$200 million in projects that we hope to complete over that timeframe. The studies also evaluated risks associated with earthquakes, climate change, tsunamis, and wildfire. These results we shared with the community through multiple newsletters and social media over the past year.

Local Hazard Mitigation Plan (LHMP). In addition, over the last year the City has completed a draft Local Hazard Mitigation Plan, including a very thorough risk assessment. This Risk Assessment includes (1) a description of the LHMP Planning Committee's hazard selection process, (2) hazard descriptions of selected primary and secondary hazards, (3) hazard profiles for primary hazards, and (4) a vulnerability assessment that includes a summary of the risk primary hazards pose to the City's built, social, and natural environment and a discussion of secondary hazards. These four sections address Element B requirements, which appear in the following Risk Assessment as headings B1–B3, described in the Federal Emergency Management (FEMA) LHMP Review Guide.

The LHMP process included extensive public outreach and participation, and the community has been kept well-informed about both the types of risks that could happen in our community, and the steps needed to reduce the impacts of those risks. To see the extensive list of LHMP community outreach efforts, meetings, and the plan itself, please see our website at: <https://www.cityofwatsonville.org/1858/Local-Hazard-Mitigation-Plan>.

Climate Action and Adaptation Plan (CAAP). The City of Watsonville is embarking on an important effort for climate action, adaptation, and restoration over the next decade. The Watsonville 2030 Climate Action and Adaptation Plan will chart a clear path for the City, including residents and businesses, to reduce its greenhouse gas (GHG) emissions; combat the impacts of climate change; and explore realistic options for restoring and repairing its natural environment. The State of California supports local action on climate change by providing guidance for local jurisdictions to develop climate action plans or plans to reduce GHG emissions for projects. The State also requires climate change adaptation strategies to protect communities and critical infrastructure from climate impacts. To comply with existing legislation, the CAAP will have three focus areas: Climate Action, Climate Adaptation, and Repair and Restoration.

1. *The Climate Action* component will be based on the City's 2017 GHG inventory compiled by the Association of Monterey Bay Area Governments (AMBAG). The outcome of this analysis will be a set of emission reduction targets for meeting the City's stated GHG reduction goals. Staff will work across City departments to identify a broad array of mitigation strategies with clear performance metrics. Mitigation actions will be characterized by their potential to reduce GHG emission, implementation timeframe, cost, community support, and ability to provide additional community benefits. Example mitigation strategies include installation of EV charging stations, promoting active transportation, and energy efficiency improvements.

2. *The Climate Adaptation* component will be based on the City's recent 2020 Local Hazard Mitigation Plan (LHMP). It will also consider additional risks, including agricultural impacts, grid reliability, and potential influxes of short-term or long-term climate migrants. Staff will categorize potential adaptation strategies by their risk-

reduction potential (effectiveness), implementation timeframe, cost, community support, and ability to provide additional community benefits. Some example adaptation strategies include installing emergency generators, designating community cooling centers, developing distributed energy systems, and increasing tree canopy and green infrastructure.

3. *The Repair and Restoration Component* is planned to be undertaken in 2021. The results and actions from this initiative will be integrated into the CAAP as a 2021 plan update to the initial draft, which is scheduled for completion in November 2020.

To learn more about the City's Climate Action Plan and community outreach efforts, please see our website at: <https://www.cityofwatsonville.org/1764/Learn-About-Climate-Action-Plan>.

City Receives \$200,000 Climate Resiliency Grant. The Department of Public Works recently applied for a Bay Area Council Foundation Climate Resiliency Challenge grant. Through a competitive grant process, the City was awarded \$200,000 as one of the 12 grant awardees out of 85 applications. The City will utilize this funding to develop a Green Infrastructure Implementation Plan (GIIP) that will integrate multiple City planning initiatives, such as the Urban Greening Plan, Downtown Specific Plan, Local Hazard Mitigation Plan and Stormwater low impact design that will be part of the larger Climate Action and Adaptation Plan. Through the GIIP, the City will look for opportunities to reduce impacts of climate change to our community by increasing water quality supply, reducing flooding, combating urban heat island effect, and improving neighborhood vitality and overall community aesthetics.

Transportation Infrastructure. The Department of Public Works inventories the quality of the roads each year and develops a Pavement Maintenance Index for each street. All streets are prioritized for improvements, and sealing, repair, or reconstruction projects are planned many years in advance, reducing the financial risk of having to suddenly fund major infrastructure projects. These projects reduce risk and increase safety of travelling in the community, and keep the community prepared for responding to natural disasters. Our residents are kept well-informed of these projects through newsletters and social media outreach.

Parks Master Plan. Through a community survey, focus groups, questionnaires, and community workshops, the Department of Parks and Community Services engaged residents and stakeholders in order to learn about the community's needs with respect to the development of parks and recreational facilities. The community's profile and existing parks and recreation resources were researched and analyzed. This information was compared to community feedback and reviewed for consistency with the City's Draft General Plan. The resulting document is the City of Watsonville's Parks and Recreation Facilities Master Plan, a plan that is addressed to the prioritization of possibilities within a cohesive vision.

Vision for Parks and Recreation Facilities. Watsonville provides a system of well-designed parks and facilities that contribute to the vitality of the community and promote health, well-being and enjoyment for all residents. The community's vision for the future, as well as the Department's mission and the community's core values, guides the goals and recommendations of this plan.

Goals and Recommendations. The following is a brief summary of the recommendations included in the plan:

1. Provide safe and well-maintained parks and facilities that meet the diverse needs of a growing community.
2. Expand and improve trail connections to parks, open spaces and community destinations.
3. Celebrate Watsonville's cultural heritage and encourage community building through provision of culturally sensitive and competent programs, services and events.
4. Develop and provide recreation facilities and programs that support health and wellness and personal development.
5. Develop and partner with other departments, schools, and public and private organizations to meet community needs.
6. Encourage and support public involvement in park and recreation planning, design and advocacy.
7. Promote stewardship of parks, facilities and natural areas.
8. Build an innovative, responsive and dynamic organization that is financially stable and employs best practices to achieve community needs.
9. Create and enhance a positive community image and be a key contributor to economic development activities.

The full Parks Master Plan can be found here:

<https://cityofwatsonville.org/1207/City-Parks>

Downtown Specific Plan. Objectives for the Specific Plan include the development of multi-story mixed use buildings through both new construction and adaptive reuse of historic buildings with market rate residential housing and commercial retail on the first floor. The Plan will encourage compact development near transit to decrease automobile dependency, reduce both local and regional traffic congestion and related greenhouse gas emissions, and provide additional guidance and plans to increasing multimodal access to and from the historic Downtown area.

The link to the Downtown Specific Plan can be found at:

<https://cityofwatsonville.org/1626/Downtown-Specific-Plan>

In summary, our community is well-informed about the state of critical infrastructure, and the additional measures being suggested by this report would be redundant, burdensome, and a misuse of critically-needed tax dollars.

F9. RISK MANAGEMENT: Although all of the cities of SCC are preparing for increased pension costs due to current amortization schedules, they are not adequately preparing for risk associated with significant or sustained investment shortfalls in CALPERS due to economic shocks (e.g. caused by Coronavirus) or a recession.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville has spent several years deliberately building up reserves and making extra payments toward pension UAL to be better prepared for if / when we are impacted by CalPERS shock and or other types of shocks. Our emergency reserve calls out specifically CalPERS shocks as one of four allowable triggers for the use of that reserve. We also included a CalPERS shock scenario in language with one of our bargaining groups as trigger language on whether or not to allow a contracted increase. Furthermore, and as stated above, the two-year delay in CalPERS returns and their impacts on City finances allows Cities time to plan and adjust in the case of a shock.

F10. RISK MANAGEMENT: Except for the area of hazard (i.e. loss) risk management, in all SCC Cities, there is no formal method to define, track, manage, and communicate risks at the enterprise level of SCC city government.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F11. GOVERNANCE: All SCC Cities do not have a publicly articulated pension Unfunded Actuarial Accrued Liability (UAAL) funding policy that recognizes potential pension cost risks and community expenditure/revenue priorities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F12. TRANSPARENCY: All SCC Cities do not adequately meet key requirements for transparency as defined by the GFOA.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville meets many of the elements of financial transparency as defined by the GFOA. The City is only missing access to live detailed data along with context and policies to help the public understand the data. These types of reports are often not used and they are frequently misunderstood. The public can easily get all financial information of the City through a public information request. The City has been developing a budget summary document that will provide increase access to budget changes and financial information of the City.

F13. TRANSPARENCY: All SCC Cities do not provide standard and understandable reporting with regard to: Pension Costs and Associated Impacts (past, current, and projected); Service Level Performance Metrics; State of Key Infrastructure; Risk Assessments and Mitigation Plans for Finance, Operational, and Hazard Risks.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R1. By June 30, 2021: all SCC Cities should become familiar with and adopt the Auditor's Office risk assessment framework or a similar framework to assess financial risk. (F1)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As explained in the above finding we feel the State Controller's assessment framework is a starting point for looking at risk but has its limits in that it is too heavily pension focused and many of the reporting elements are beyond the control of the Cities. We do not believe going through this exercise annually will be useful.

R2. By June 30, 2021: all SCC Cities should evaluate and communicate the implications of the financial risk trends indicated in the analyses calculated from the Auditor's Office methodology. (F2, F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Auditor's risk analysis very heavily focuses on reserves, pension funding and outlook, and revenue trends. We already report on, calculate and discuss these very points in every budget and CAFR. There is no need to create another platform to discuss these indicators.

R3. By June 30, 2021: all SCC Cities should publish a standard report annually that is an understandable summary of pension risk, including a narrative on the implications of market valuation versus actuarial valuation of accrued total liabilities. (F4, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Pension risk and liabilities are reported according to accounting standards each year in our CAFR, annual payments are called out in our annual budget and five year plan. There is no need to create an additional platform to discuss these costs and liabilities. Furthermore, we believe they are better discussed within the context of the broader financial picture as they are when discussed in the CAFR and Budget.

R4. By June 30, 2021: all SCC Cities should identify a suite of risk indicators that support an integrated assessment of all risk types that can inhibit the ability of the city to meet its objectives. Enterprise Risk Management (ERM) provides an example of the risk types that should be considered. (F5, F6)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Many of the Risk Management indicators that could be considered in an assessment are considered as the City Council plans and develops their biannual strategic plan or plans operations. The development of a comprehensive ERM will require working with the Council and all City departments in order to compile enough information to create a meaningful and useful tool to assess City risks and define organizational risk culture. The Watsonville City Council will be developing a new strategic plan during the first two quarters of 2021, at which time, it may consider discussing risk indicators.

R5. By June 30, 2021: all SCC Cities should adopt the practice of Bowtie Analysis, or an equivalent method, to support the understanding of risk interactions, the establishment of risk controls, and the communication of a city risk profile. (F7, F10, F12, F13)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

We do not believe that the added practice of a Bowtie analysis will enhance the City's abilities to understand and prepare for potential risks. What is not captured by any of the reports or documents reviewed is the extent to which departments and city executives do meet and collaborate and communicate with each other to discuss and prepare for risks. We also feel that preparing multiple bowtie analysis for various risk scenarios does not help a city prepare for all situations (no one would have run a pandemic scenario prior to February 2020). Furthermore, we believe that the best preparation for any time of risk scenario is to have robust financial reserve policies. Working through multiple analysis scenarios can be a fun exercise but the results and prevention measures will likely be the same. Given that the outcome / preparation will be similar regardless of the scenario we do not believe this to be a useful exercise or use of staff time.

R6. By June 30, 2021: all SCC Cities should publish their own infrastructure risk report cards and any data they make available to county and state level risk assessments. (F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Based on the responses given in section F8, the City believes it has adequately communicated the conditions of its critical infrastructure and associated risks through its ongoing communication efforts with the community. The proposed methodology might be well-suited for a very large organization, such as the State of California, but for a small, economically disadvantaged community like Watsonville, the proposed methodology is overly burdensome and expensive, would create unnecessary bureaucracy for an already over-taxed and lean staff, and would be redundant to the extensive outreach efforts already in place.

R7. By June 30, 2021: all SCC Cities should evaluate the costs and benefits of implementing an Enterprise Risk Management Framework to better integrate risk management across all types of risks (Strategic, Financial, Operational, Hazard). This could take many forms, one being a shared capability through a risk sharing Joint Powers Authority (JPA). The key will be designating clear authority and responsibility for integrated risk management. (F10)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City believes its current risk management efforts, in coordination with PARSAC (City's risk Pool), is adequate to properly assess and plan for the various kinds of risks facing the City. Every three years the City completes a risk assessment as part of its participation in the risk pool. While the City appreciates the thoughtfulness of the report, applying such an extensive and complex model to small city government would not provide enough value to justify the staff and direct costs of implementation.

The additional administrative burden and critical funding losses created by the COVID pandemic leave the City with minimal resources to implement any new programs. We have already had to cut significant numbers of staff positions, been forced to cut critical community programming, and until we have a better understanding of the long-term economic outlook, we simply cannot afford to take on any additional programming efforts, including this one.

R8. By June 30, 2021: all SCC Cities should develop financial models that project the possibilities of realistic financial scenarios; and use these projections in their risk management practices. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is done each year as part of the budget process. Our budget documents include a 5-year projection for the general fund. Enterprise funds go through a formal projection and forecast modeling process when engaged in rate setting and other small funds are equally though less formally looked at each year when developing the City’s budget.

R9. By January 1, 2021: all SCC Cities should develop or adopt contingency plans for realistic negative financial performance scenarios associated with CALPERS investment shortfalls (for shock and sustained downturns). (F9)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City of Watsonville’s emergency reserve policy include provisions to be used in case of a CalPers shock.

R10. By June 30, 2021: all SCC Cities should develop and publish a policy regarding control of retirement costs (pension and Other Pension Employee Benefits) and funding remedies for unexpected bills presented by CalPERS. (F11)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Given the lack of control that City’s have over their CalPERS bills we do not believe this is an effective use of limited staff time. Cities do not control benefits offered, actuarial calculations, investment returns, investment policy, issuance of COLAs to retirees etc. As discussed above the 2-year delay in economic shocks impact on CalPERS bills gives Cities adequate time to plan and strategize for those shocks when they occur.

R11. By June 30, 2021: all SCC Cities should develop a plan to align with the Government Financial Officers Association (GFOA) Financial Transparency Initiative. This should be extended to risk management transparency. (F6, F8, F10, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City of Watsonville meets the GFOA standards of financial reporting and has each year for many years earned GFOA awards in excellence for the production of their CAFR and budget documents. With those documents, staff reports, council presentations, and video of Council meetings where financial meetings are discussed We also have a robust public information request process where the public and do ask for more detailed information. Staff are always available to answer public questions should they arise. We believe we meet the standards requested of financial transparency. Any changes and updates we might do to increase transparency to our public we will undertake with our communities needs and interests in mind.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Wed, Dec 11, 2020 at 10:24 AM

The Capitola City Manager, Jamie Goldstein, is not required to respond to the Grand Jury's request. He left a voicemail message on the above date to confirm that his response to the Risk Management report was included in a single unified response by the Capitola City Council.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 30, 2020

Martin Bernal, the Santa Cruz City Manager, is not required to respond to the Grand Jury's request. He sent the email on the following page, explaining that "The official response submitted by the City and approved by the City Council incorporates my comments..." The Grand Jury accepted this because:

- Both packets contain the same assigned Findings and Recommendations.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Martin Bernal <mbernal@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 29, 2020 at 10:53 AM

Thank you for following up and I apologize for the late response. The official response submitted by the City and approved by the City Council incorporates my comments and so I don't need to submit a separate response. Thank you again.

From: Grand Jury [mailto:grandjury@scgrandjury.org]

Sent: Monday, December 14, 2020 5:52 PM

To: Marn Bernal <mbernal@cityofsantacruz.com>

Subject: Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Dear Mr. Bernal,

This message is a reminder that your requested responses to the following 2019-20 Grand Jury Reports are past due:

1. Tangled Weave
2. Delaveaga Golf Course
3. Manager's of Risk
4. Failure to Communicate
5. Homelessness
6. Ready? Aim? Fire!

If you wish for your input to be considered, we encourage you to respond. Kindly notify us if you have decided that you do not intend to prepare a response to the report.

If you have any questions, or need further clarification, please feel free to contact the Grand Jury at grandjury@scgrandjury.org.

Thank you for your cooperation in this matter.

Sincerely,



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

November 23, 2020

The Scotts Valley City Manager, Tina Friend, is not required to respond to the Grand Jury's request. She sent the email on the following page, explaining that "The City of Scotts Valley's submitted response was drafted to be a holistic response from the City." The Grand Jury accepted this because:

- Both packets contain the same assigned Findings and Recommendations.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

**REMINDER, Report #3 Risky Business, Scotts Valley City Manager #7 of 12 ,
IMMEDIATE RESPONSE REQUESTED**

Tina Friend <tfriend@scottsvalley.org>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Fri, Nov 20, 2020 at 3:27 PM

Good a. ernoon Foreperson Goldberg,

Thanks for wring and pr oviding the opportunity to clarify. The City of Scos V alley's submi ed response was drafted to be a holisc r esponse from the City. Accordingly, there will not be another response from me. I apologize that that was unclear.

Thank you,

Tina

[Quoted text hidden]



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Response from City of Watsonville

3 messages

Beatriz Flores <beatriz.flores@cityofwatsonville.org> Fri, Aug 28, 2020 at 1:56 PM
To: grandjury@scgrandjury.org
Cc: Matt Huffaker <matt.huffaker@cityofwatsonville.org>, Tamara Vides <tamara.vides@cityofwatsonville.org>, Suzi Merriam <suzi.merriam@cityofwatsonville.org>, Rudy Lopez Sr <rudy.lopez.sr@cityofwatsonville.org>

Dear Mr. Gritton:

The Council of the City of Watsonville at its August 25, 2020, accepted and directed City staff to submit the responses to the following Grand Jury reports:

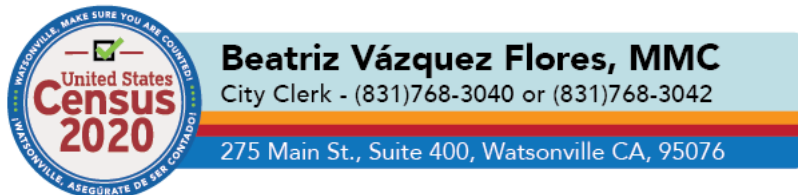
- 1) Risk Management
- 2) Homelessness
- 3) Fire & Safety Inspections
- 4) Tangled Website

Also included is the Staff Reports.

Please don't hesitate to contact me if you have any questions.

bc: Council

Sincerely,



beatriz.flores@cityofwatsonville.org

Business Hours: 8:00 am to 5:00 pm Monday - Friday.

5 attachments

-  **7.D. 2020 Grand Jury Tangled Web.pdf**
504K
-  **7.D. 2020 Grand Jury Fire Inspections.pdf**
496K
-  **7.D. 2020 Grand Jury Risk.pdf**
560K
-  **7.D. 2020 Grand Jury Homelessness.pdf**
763K
-  **Item 7.D. 2020 Grand Jury Staff Report.pdf**
1262K

City of Watsonville
City Manager's Office

MEMORANDUM



DATE: August 21, 2020

TO: Matthew D. Huffaker, City Manager

FROM: Tamara Vides, Deputy City Manager
Raunel Zavala, Administrative Analyst

SUBJECT: Response Packet to the Santa Cruz County Civil Grand Jury's Investigation of Assessing Risk Management, Homelessness, Fire and Safety and the City's Website

AGENDA ITEM: August 25, 2020 City Council

RECOMMENDATION:

It is recommended that the City Council by Motion, approve the response packets prepared for the 2019-2020 Santa Cruz County Grand Jury's Investigation on four specific topics: 1) **Managers of Risk or Victims of Risk - Rocked by the Shocks** 2) **Homelessness: Big Problem, Little Progress – It's Time to Think Outside the Box** 3) **Fire and Safety Inspections in Santa Cruz County**, and 4) **The Tangled Web - Oh, What a Mangled Web We Weave...**

DISCUSSION:

The Santa Cruz County Civil Grand Jury prepared four reports addressing issues in the Watsonville community and requested that the Council prepare responses to several findings and recommendations made in each of the reports. The County and all four cities within the County received these reports and were compelled to respond.

The Grand Jury looks for contact information, budget data, policies and procedures, etc. to conduct their investigation. They aim to capture the experience a member of the public would have when trying to access information, assess impact and value of city services and review transactions of the public entity. The reports contain findings by the 2019-2020 Grand Jury and offer recommendations for consideration and ongoing improvement of operations.

All four Grand Jury reports are attached; below is a summary of the areas of interest for each issue reviewed and some highlights of the recommendations made by the Grand Jury:

Managers of Risk or Victims of Risk - Rocked by the Shocks:

This report examines the current level of financial risk for Santa Cruz County (SCC) cities, the causes and likely impacts of that risk, and the risk management practices of our cities. The Grand Jury found that the cities of SCC do not practice formal, integrated risk management for the range of risks and impacts they regularly confront. They recommend the cities study ways

to implement more comprehensive practices with regard to risk identification, evaluation, mitigation, and communication.

Homelessness: Big Problem, Little Progress – *It's Time to Think Outside the Box:*

The Grand Jury prepared a report on homelessness in Santa Cruz County. The Grand Jury identified five main reasons the homeless problem persists. First, the community views homelessness as a problem that should be addressed by elected officials; second, the County lacks an effective governance structure with the authority to manage the complexity and size of the homeless problem; third, there are insufficient resources to support those affected by homelessness; fourth, there is an underutilization of existing resources in the County; and fifth, the County lacks comprehensive and effective data collection and analysis systems. Solutions to these problems are complex. However, steps can be taken to enable Santa Cruz County to more effectively manage the homeless crisis, which has become even more of a challenge due to the COVID-19 pandemic. The Grand Jury report illuminated local barriers to homelessness relief, and proposed solutions. They found that ending homelessness will provide significant benefits to the entire community far beyond the relief to the individuals receiving services.

Fire and Safety Inspections in Santa Cruz County:

The Grand Jury found that fire agencies in Santa Cruz County, are responsible for not only responding to emergencies but assisting in prevention. One aspect of prevention is ensuring compliance with fire and safety codes, especially in facilities housing the most vulnerable. Now with fire danger and respiratory illness at all-time highs, this responsibility is as important as it has ever been.

The Grand Jury found that California health and safety codes require fire and safety inspections be performed annually for schools and multifamily residences. Annual reports to the governing body are required. The Grand Jury found that many of the County's fire agencies do not fully comply with mandated inspection and reporting, and recommends that the status of these inspections, especially those involving public facilities, be communicated to the public and that gaps in compliance or the ability to inspect be addressed in the 2021 budgeting cycle.

The Tangled Web - Oh, What a Mangled Web We Weave...:

The Grand Jury found that website information is sometimes missing, out-of-date, and inaccurate; links may be broken. They found website content providers do not explain content. They concluded that the City lacks a process to review content accuracy and currency to assure timely correction and revision of content. The Grand Jury also noted that the City's goals for website redesign or quality improvement are not sufficiently "SMART" (Specific, Measurable, Attainable, Relevant and Time Bound).

All Grand Jury findings and recommendations have been reviewed and answered by staff. It is recommended that the Council review and approve by motion the responses to these reports and file the City of Watsonville responses with the Grand Jury by each of their due dates.

FINANCIAL IMPACT:

There is no financial impact associated with filing responses to the Grand Jury report.

ALTERNATIVES:

The Council may choose not to approve the Response Packet, or to modify the responses.

ATTACHMENTS:

- 1) SC Grand Jury Reports and City Responses – Risk Management
- 2) SC Grand Jury Reports and City Responses – Homelessness
- 3) SC Grand Jury Reports and City Responses – Fire & Safety Inspections
- 4) SC Grand Jury Reports and City Responses – Website

cc: City Attorney



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
City Manager of Watsonville
Respond to the Findings and Recommendations
Specified in the Report Titled
Managers of Risk or Victims of Risk –
Rocked by the Shocks
by September 17, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. RISK ASSESSMENT: As the Auditor's Office is an authoritative source of studies and assessments for the State Legislature, we find that the risk assessment methodology used by the Auditor's Office is a valid and valuable approach to assessing financial risk for all SCC city jurisdictions and communicating that risk to stakeholders.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville agrees that the assessment methodology used by the Auditor's Office is a valid and valuable data point in assessing financial risk but does not find it to be authoritative or all inclusive. It contains useful data points and a way to compare across jurisdictions, but each jurisdiction has unique profiles, revenue and expenditure characteristics, and ability to change or modify those characteristics that is not captured by this methodology. Without this important context, the methodology is flawed and produces misleading findings. Furthermore, we find the tool to be heavily focused on pension obligations and risks. It also heavily focuses on factors that are often beyond the control of the jurisdiction, like pension assets or liabilities. Moreover, it does not include other forms of "risk" that each city faces and needs to balance, like maintenance of facilities or capital improvements, revenue mix, and service needs of the community. These types of risks/ liabilities are less easily quantifiable but are known by the professionals working in their communities.

F2. RISK ASSESSMENT: All SCC Cities did not fully consider the calculated high risk indicators from the Auditor's Office and their potential impacts on city operations, services, and capital assets/infrastructure.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville's high risk indicators from the Auditor's Office are General Fund Reserves, Future Pension Funding, and OPEB Funding. The City has made deliberate and concerted efforts over the past few years to increase its level of General Fund Reserves including adopting an official General Fund Reserve policy with a goal of achieving 20% of general fund expenditures in reserves. Watsonville met and exceeded that goal in FY 2019-20. Future pension obligations are always at the forefront of financial planning conversations and modeling. For example, through the last several cycles of labor negotiations, the City has worked with its employees to increase the employee share of pension contributions. Watsonville again has made concerted efforts to pay down our obligation in a way that yields the greatest impact during recent years, and CalPers is always discussed in the City's budget and 5 year planning processes. Managing our CalPERS future obligation is also a stated strategic goal of the City Council as stated in the City's most recent strategic plan adopted on June 12, 2018.

https://www.cityofwatsonville.org/DocumentCenter/View/10736/Strategic-Plan_2018_20-final?bidId=

To say we do not consider the risk of pension costs is inaccurate. Finally, we disagree with the auditors assignment of a high risk to Watsonville's funding of our OPEB obligations. As can be seen by the OPEB obligations indicator, Watsonville has a very low OPEB obligation compared to most cities, and; therefore a funding plan has not been prioritized due to the City's low level of risk.

The CGJ report incorrectly listed Watsonville as being high risk in the areas of revenue trends and pension funding. Those areas are listed by the State Controller as areas of moderate risk.

F3. RISK ASSESSMENT: The state of risk determined for all SCC Cities by the Auditor's Office in 2017 remained largely unchanged through 2019.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F4. RISK ASSESSMENT: Pension costs contribute a higher level of financial risk to all SCC Cities than is accounted for by city documents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City documents report pension contributions and liabilities as required by GASB. In some ways the delayed impact of losses or market shocks to City costs allow for planning time and are therefore, a comparatively reduced risk.

F5. RISK ASSESSMENT: Financial Risk Indicators alone are not adequate to effectively understand the risks facing all SCC Cities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. RISK ASSESSMENT: All SCC Cities do not fully identify, assess, track, and report key risk indicators that reflect the state of strategic, financial, operational, or hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville identifies, assesses and manages risk in several ways. Financial risks are imbedded in the City's annual budgeting process, long term financial plan development, City Council Strategic Plan, as well as independent comprehensive annual financial reports (CAFR). Collectively, these financial planning tools clearly identify areas of short and long-term financial risks and liabilities, as well as strategies for preparing for, and mitigating such risks.

Furthermore, the City utilizes several approaches to manage operational and hazard risks. These include the City's Local Hazard Mitigation Plan, which identifies potential local natural hazards and then identifies and prioritizes vulnerable areas in the local community. Another example is the recent completion of Master Plans for the City's Solid Waste, Wastewater and Water System utilities, which identifies and prioritizes operational risks and infrastructure needs over a 30 year planning horizon. As another example, the City's Climate Action Plan also identifies natural hazards and environmental threats due to climate change and includes greenhouse gas (GHG) emissions reduction strategies, metrics and detailed actions the City can take to help meet those goals. The plan also includes additional components such as resilience strategies, clean energy targets, and economic and social goals.

In summary, the City deploys a variety of risk assessment tools to identify, track, manage and mitigate the broad range of risks that are associated with the operations of a full service City and the community that we serve. It is true that these assessment tools may be structured or organized than the risk models used in the Grand Jury report, but that does not necessarily mean they are any less effective.

F7. RISK ASSESSMENT: All SCC Cities do not adequately evaluate the possible interactions between risks that may inhibit or enhance the objectives of each city.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Adequately is a subjective term. Could we do better, perhaps, but we believe we are properly evaluating interactions between risks. A reading of this report seems to assume that departments and managers work in silos which is not true. Department

heads meet at least once every two weeks to discuss what is happening in their departments and how it may affect the others. Our budget and Capital improvement planning processes are all about weighing the risks of making one funding decision versus another. Our staff reports to Council all include an item about what the alternative options might be so our Council can understand and weigh the options.

F8. RISK ASSESSMENT: All SCC Cities either do not maintain or do not publish a report card on the state of key infrastructure that can be used to set funding priorities and manage operational and hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville has completed extensive assessments of its infrastructure over many years, and is constantly evaluating and preparing for replacement of key infrastructure, including long-term capital improvement planning, financial planning for emergencies, and hazard assessment. While the City may not present these findings through a specific “report card,” we spend a significant amount of effort to inform the community about the state of our infrastructure, the projects that are being planned, and the projects that are in construction. We have received significant positive feedback from the community about our outreach and education efforts in this arena.

City Strategic Plan. Every two years, the City Council updates its Strategic Plan, setting forth a vision and priorities for the City organization and the community of Watsonville. This document:

- Articulates the Council’s priorities and guides its policy decision
- Enables staff to develop feasible, actionable strategies to address the Council’s priorities, implement policies, and allocate resources effectively
- Can focus the City’s efforts to engage community members and agency partners in achieving the City’s Mission and Vision
- Enables the city to prioritize time and resources in alignment with the council priorities

The City’s Strategic Plan can be found at:

https://www.cityofwatsonville.org/DocumentCenter/View/10736/Strategic-Plan_2018_20-final?bidId=

Water and Wastewater Master Plans. Last year the Department of Public Works completed both a Water Master Plan and a Wastewater Master Plan that evaluated the conditions of the water and wastewater systems for the entire City. These plans included recommendations for replacement of key infrastructure over the next 30 years, identifying over \$200 million in projects that we hope to complete over that timeframe. The studies also evaluated risks associated with earthquakes, climate change, tsunamis, and wildfire. These results we shared with the community through multiple newsletters and social media over the past year.

Local Hazard Mitigation Plan (LHMP). In addition, over the last year the City has completed a draft Local Hazard Mitigation Plan, including a very thorough risk assessment. This Risk Assessment includes (1) a description of the LHMP Planning Committee's hazard selection process, (2) hazard descriptions of selected primary and secondary hazards, (3) hazard profiles for primary hazards, and (4) a vulnerability assessment that includes a summary of the risk primary hazards pose to the City's built, social, and natural environment and a discussion of secondary hazards. These four sections address Element B requirements, which appear in the following Risk Assessment as headings B1–B3, described in the Federal Emergency Management (FEMA) LHMP Review Guide.

The LHMP process included extensive public outreach and participation, and the community has been kept well-informed about both the types of risks that could happen in our community, and the steps needed to reduce the impacts of those risks. To see the extensive list of LHMP community outreach efforts, meetings, and the plan itself, please see our website at: <https://www.cityofwatsonville.org/1858/Local-Hazard-Mitigation-Plan>.

Climate Action and Adaptation Plan (CAAP). The City of Watsonville is embarking on an important effort for climate action, adaptation, and restoration over the next decade. The Watsonville 2030 Climate Action and Adaptation Plan will chart a clear path for the City, including residents and businesses, to reduce its greenhouse gas (GHG) emissions; combat the impacts of climate change; and explore realistic options for restoring and repairing its natural environment. The State of California supports local action on climate change by providing guidance for local jurisdictions to develop climate action plans or plans to reduce GHG emissions for projects. The State also requires climate change adaptation strategies to protect communities and critical infrastructure from climate impacts. To comply with existing legislation, the CAAP will have three focus areas: Climate Action, Climate Adaptation, and Repair and Restoration.

1. *The Climate Action* component will be based on the City's 2017 GHG inventory compiled by the Association of Monterey Bay Area Governments (AMBAG). The outcome of this analysis will be a set of emission reduction targets for meeting the City's stated GHG reduction goals. Staff will work across City departments to identify a broad array of mitigation strategies with clear performance metrics. Mitigation actions will be characterized by their potential to reduce GHG emission, implementation timeframe, cost, community support, and ability to provide additional community benefits. Example mitigation strategies include installation of EV charging stations, promoting active transportation, and energy efficiency improvements.

2. *The Climate Adaptation* component will be based on the City's recent 2020 Local Hazard Mitigation Plan (LHMP). It will also consider additional risks, including agricultural impacts, grid reliability, and potential influxes of short-term or long-term climate migrants. Staff will categorize potential adaptation strategies by their risk-

reduction potential (effectiveness), implementation timeframe, cost, community support, and ability to provide additional community benefits. Some example adaptation strategies include installing emergency generators, designating community cooling centers, developing distributed energy systems, and increasing tree canopy and green infrastructure.

3. *The Repair and Restoration Component* is planned to be undertaken in 2021. The results and actions from this initiative will be integrated into the CAAP as a 2021 plan update to the initial draft, which is scheduled for completion in November 2020.

To learn more about the City's Climate Action Plan and community outreach efforts, please see our website at: <https://www.cityofwatsonville.org/1764/Learn-About-Climate-Action-Plan>.

City Receives \$200,000 Climate Resiliency Grant. The Department of Public Works recently applied for a Bay Area Council Foundation Climate Resiliency Challenge grant. Through a competitive grant process, the City was awarded \$200,000 as one of the 12 grant awardees out of 85 applications. The City will utilize this funding to develop a Green Infrastructure Implementation Plan (GIIP) that will integrate multiple City planning initiatives, such as the Urban Greening Plan, Downtown Specific Plan, Local Hazard Mitigation Plan and Stormwater low impact design that will be part of the larger Climate Action and Adaptation Plan. Through the GIIP, the City will look for opportunities to reduce impacts of climate change to our community by increasing water quality supply, reducing flooding, combating urban heat island effect, and improving neighborhood vitality and overall community aesthetics.

Transportation Infrastructure. The Department of Public Works inventories the quality of the roads each year and develops a Pavement Maintenance Index for each street. All streets are prioritized for improvements, and sealing, repair, or reconstruction projects are planned many years in advance, reducing the financial risk of having to suddenly fund major infrastructure projects. These projects reduce risk and increase safety of travelling in the community, and keep the community prepared for responding to natural disasters. Our residents are kept well-informed of these projects through newsletters and social media outreach.

Parks Master Plan. Through a community survey, focus groups, questionnaires, and community workshops, the Department of Parks and Community Services engaged residents and stakeholders in order to learn about the community's needs with respect to the development of parks and recreational facilities. The community's profile and existing parks and recreation resources were researched and analyzed. This information was compared to community feedback and reviewed for consistency with the City's Draft General Plan. The resulting document is the City of Watsonville's Parks and Recreation Facilities Master Plan, a plan that is addressed to the prioritization of possibilities within a cohesive vision.

Vision for Parks and Recreation Facilities. Watsonville provides a system of well-designed parks and facilities that contribute to the vitality of the community and promote health, well-being and enjoyment for all residents. The community's vision for the future, as well as the Department's mission and the community's core values, guides the goals and recommendations of this plan.

Goals and Recommendations. The following is a brief summary of the recommendations included in the plan:

1. Provide safe and well-maintained parks and facilities that meet the diverse needs of a growing community.
2. Expand and improve trail connections to parks, open spaces and community destinations.
3. Celebrate Watsonville's cultural heritage and encourage community building through provision of culturally sensitive and competent programs, services and events.
4. Develop and provide recreation facilities and programs that support health and wellness and personal development.
5. Develop and partner with other departments, schools, and public and private organizations to meet community needs.
6. Encourage and support public involvement in park and recreation planning, design and advocacy.
7. Promote stewardship of parks, facilities and natural areas.
8. Build an innovative, responsive and dynamic organization that is financially stable and employs best practices to achieve community needs.
9. Create and enhance a positive community image and be a key contributor to economic development activities.

The full Parks Master Plan can be found here:

<https://cityofwatsonville.org/1207/City-Parks>

Downtown Specific Plan. Objectives for the Specific Plan include the development of multi-story mixed use buildings through both new construction and adaptive reuse of historic buildings with market rate residential housing and commercial retail on the first floor. The Plan will encourage compact development near transit to decrease automobile dependency, reduce both local and regional traffic congestion and related greenhouse gas emissions, and provide additional guidance and plans to increasing multimodal access to and from the historic Downtown area.

The link to the Downtown Specific Plan can be found at:

<https://cityofwatsonville.org/1626/Downtown-Specific-Plan>

In summary, our community is well-informed about the state of critical infrastructure, and the additional measures being suggested by this report would be redundant, burdensome, and a misuse of critically-needed tax dollars.

F9. RISK MANAGEMENT: Although all of the cities of SCC are preparing for increased pension costs due to current amortization schedules, they are not adequately preparing for risk associated with significant or sustained investment shortfalls in CALPERS due to economic shocks (e.g. caused by Coronavirus) or a recession.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville has spent several years deliberately building up reserves and making extra payments toward pension UAL to be better prepared for if / when we are impacted by CalPERS shock and or other types of shocks. Our emergency reserve calls out specifically CalPERS shocks as one of four allowable triggers for the use of that reserve. We also included a CalPERS shock scenario in language with one of our bargaining groups as trigger language on whether or not to allow a contracted increase. Furthermore, and as stated above, the two-year delay in CalPERS returns and their impacts on City finances allows Cities time to plan and adjust in the case of a shock.

F10. RISK MANAGEMENT: Except for the area of hazard (i.e. loss) risk management, in all SCC Cities, there is no formal method to define, track, manage, and communicate risks at the enterprise level of SCC city government.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F11. GOVERNANCE: All SCC Cities do not have a publicly articulated pension Unfunded Actuarial Accrued Liability (UAAL) funding policy that recognizes potential pension cost risks and community expenditure/revenue priorities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F12. TRANSPARENCY: All SCC Cities do not adequately meet key requirements for transparency as defined by the GFOA.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville meets many of the elements of financial transparency as defined by the GFOA. The City is only missing access to live detailed data along with context and policies to help the public understand the data. These types of reports are often not used and they are frequently misunderstood. The public can easily get all financial information of the City through a public information request. The City has been developing a budget summary document that will provide increase access to budget changes and financial information of the City.

F13. TRANSPARENCY: All SCC Cities do not provide standard and understandable reporting with regard to: Pension Costs and Associated Impacts (past, current, and projected); Service Level Performance Metrics; State of Key Infrastructure; Risk Assessments and Mitigation Plans for Finance, Operational, and Hazard Risks.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R1. By June 30, 2021: all SCC Cities should become familiar with and adopt the Auditor's Office risk assessment framework or a similar framework to assess financial risk. (F1)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As explained in the above finding we feel the State Controller's assessment framework is a starting point for looking at risk but has its limits in that it is too heavily pension focused and many of the reporting elements are beyond the control of the Cities. We do not believe going through this exercise annually will be useful.

R2. By June 30, 2021: all SCC Cities should evaluate and communicate the implications of the financial risk trends indicated in the analyses calculated from the Auditor's Office methodology. (F2, F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Auditor's risk analysis very heavily focuses on reserves, pension funding and outlook, and revenue trends. We already report on, calculate and discuss these very points in every budget and CAFR. There is no need to create another platform to discuss these indicators.

R3. By June 30, 2021: all SCC Cities should publish a standard report annually that is an understandable summary of pension risk, including a narrative on the implications of market valuation versus actuarial valuation of accrued total liabilities. (F4, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Pension risk and liabilities are reported according to accounting standards each year in our CAFR, annual payments are called out in our annual budget and five year plan. There is no need to create an additional platform to discuss these costs and liabilities. Furthermore, we believe they are better discussed within the context of the broader financial picture as they are when discussed in the CAFR and Budget.

R4. By June 30, 2021: all SCC Cities should identify a suite of risk indicators that support an integrated assessment of all risk types that can inhibit the ability of the city to meet its objectives. Enterprise Risk Management (ERM) provides an example of the risk types that should be considered. (F5, F6)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Many of the Risk Management indicators that could be considered in an assessment are considered as the City Council plans and develops their biannual strategic plan or plans operations. The development of a comprehensive ERM will require working with the Council and all City departments in order to compile enough information to create a meaningful and useful tool to assess City risks and define organizational risk culture. The Watsonville City Council will be developing a new strategic plan during the first two quarters of 2021, at which time, it may consider discussing risk indicators.

R5. By June 30, 2021: all SCC Cities should adopt the practice of Bowtie Analysis, or an equivalent method, to support the understanding of risk interactions, the establishment of risk controls, and the communication of a city risk profile. (F7, F10, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We do not believe that the added practice of a Bowtie analysis will enhance the City's abilities to understand and prepare for potential risks. What is not captured by any of the reports or documents reviewed is the extent to which departments and city executives do meet and collaborate and communicate with each other to discuss and prepare for risks. We also feel that preparing multiple bowtie analysis for various risk scenarios does not help a city prepare for all situations (no one would have run a pandemic scenario prior to February 2020). Furthermore, we believe that the best preparation for any time of risk scenario is to have robust financial reserve policies. Working through multiple analysis scenarios can be a fun exercise but the results and prevention measures will likely be the same. Given that the outcome / preparation will be similar regardless of the scenario we do not believe this to be a useful exercise or use of staff time.

R6. By June 30, 2021: all SCC Cities should publish their own infrastructure risk report cards and any data they make available to county and state level risk assessments. (F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Based on the responses given in section F8, the City believes it has adequately communicated the conditions of its critical infrastructure and associated risks through its ongoing communication efforts with the community. The proposed methodology might be well-suited for a very large organization, such as the State of California, but for a small, economically disadvantaged community like Watsonville, the proposed methodology is overly burdensome and expensive, would create unnecessary bureaucracy for an already over-taxed and lean staff, and would be redundant to the extensive outreach efforts already in place.

R7. By June 30, 2021: all SCC Cities should evaluate the costs and benefits of implementing an Enterprise Risk Management Framework to better integrate risk management across all types of risks (Strategic, Financial, Operational, Hazard). This could take many forms, one being a shared capability through a risk sharing Joint Powers Authority (JPA). The key will be designating clear authority and responsibility for integrated risk management. (F10)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City believes its current risk management efforts, in coordination with PARSAC (City's risk Pool), is adequate to properly assess and plan for the various kinds of risks facing the City. Every three years the City completes a risk assessment as part of its participation in the risk pool. While the City appreciates the thoughtfulness of the report, applying such an extensive and complex model to small city government would not provide enough value to justify the staff and direct costs of implementation.

The additional administrative burden and critical funding losses created by the COVID pandemic leave the City with minimal resources to implement any new programs. We have already had to cut significant numbers of staff positions, been forced to cut critical community programming, and until we have a better understanding of the long-term economic outlook, we simply cannot afford to take on any additional programming efforts, including this one.

R8. By June 30, 2021: all SCC Cities should develop financial models that project the possibilities of realistic financial scenarios; and use these projections in their risk management practices. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is done each year as part of the budget process. Our budget documents include a 5-year projection for the general fund. Enterprise funds go through a formal projection and forecast modeling process when engaged in rate setting and other small funds are equally though less formally looked at each year when developing the City's budget.

R9. By January 1, 2021: all SCC Cities should develop or adopt contingency plans for realistic negative financial performance scenarios associated with CALPERS investment shortfalls (for shock and sustained downturns). (F9)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City of Watsonville’s emergency reserve policy include provisions to be used in case of a CalPers shock.

R10. By June 30, 2021: all SCC Cities should develop and publish a policy regarding control of retirement costs (pension and Other Pension Employee Benefits) and funding remedies for unexpected bills presented by CalPERS. (F11)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Given the lack of control that City's have over their CalPERS bills we do not believe this is an effective use of limited staff time. Cities do not control benefits offered, actuarial calculations, investment returns, investment policy, issuance of COLAs to retirees etc. As discussed above the 2-year delay in economic shocks impact on CalPERS bills gives Cities adequate time to plan and strategize for those shocks when they occur.

R11. By June 30, 2021: all SCC Cities should develop a plan to align with the Government Financial Officers Association (GFOA) Financial Transparency Initiative. This should be extended to risk management transparency. (F6, F8, F10, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City of Watsonville meets the GFOA standards of financial reporting and has each year for many years earned GFOA awards in excellence for the production of their CAFR and budget documents. With those documents, staff reports, council presentations, and video of Council meetings where financial meetings are discussed We also have a robust public information request process where the public and do ask for more detailed information. Staff are always available to answer public questions should they arise. We believe we meet the standards requested of financial transparency. Any changes and updates we might do to increase transparency to our public we will undertake with our communities needs and interests in mind.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Response Packets - City of Capitola

1 message

Woodmansee, Chloe <cwoodmansee@ci.capitola.ca.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Fri, Sep 11, 2020 at 1:45 PM

Hello,

Attached are the three required response packets approved by Capitola City Council as follows:

1. The Tangled Web: Oh, What a Mangled Web We Weave (approved by Capitola City Council on August 27, 2020)
2. Managers of Risk or Victims of Risk: Rocked by the Shocks (approved by Capitola City Council on September 10, 2020)
3. Homelessness: Big Problem, Little Progress (approved by Capitola City Council on September 10, 2020)

Hard copies will be mailed this afternoon to the Honorable Judge John Gallagher, as required. If you have any questions, please feel free to get in touch with me. Thank you!

Warmly,

Chloé Woodmansee

Interim City Clerk

City of Capitola

831.475.7300 x220



3 attachments

- Grand Jury Report Risk - Responses.pdf**
166K
- GrandJuryHomelessnessResponse_CapitolaCC_Packet.pdf**
233K
- grand jury reponse_website.pdf**
134K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
City Finance Director/Risk Manager of Capitola
Respond to the Findings and Recommendations
Specified in the Report Titled
Managers of Risk or Victims of Risk –
Rocked by the Shocks
by September 17, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. RISK ASSESSMENT: As the Auditor's Office is an authoritative source of studies and assessments for the State Legislature, we find that the risk assessment methodology used by the Auditor's Office is a valid and valuable approach to assessing financial risk for all SCC city jurisdictions and communicating that risk to stakeholders.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Capitola agrees that the assessment methodology used by the Auditor's Office is a valid and valuable data point in assessing financial risk but does not find it to be authoritative or all inclusive. It contains a set of useful data points and a way to compare across jurisdictions, but each jurisdiction has unique profiles, revenue and expenditure characteristics, and ability to change or modify those characteristics. That is not captured by this methodology. Furthermore, we find the tool to be heavily focused on pension obligations and risks. It also heavily focuses on factors that are often beyond the control of the jurisdiction, like pension assets or liabilities. It also does not include other forms of "risk" that each city faces and needs to balance, like maintenance of facilities or capital improvements, revenue mix, service needs of the community. These types of risks/ liabilities are less easily quantifiable but are known by the professionals working in their communities,

F2. RISK ASSESSMENT: All SCC Cities did not fully consider the calculated high risk indicators from the Auditor’s Office and their potential impacts on city operations, services, and capital assets/infrastructure.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Capitola’s high-risk indicators from the SCC Grand Jury Report are Revenue Trends, Pension Obligations, Future Pension Funding, and Other Post Employment Benefits (OPEB) Funding. The City has made deliberate and concerted efforts over the past few years to stabilize Future pension contribution increases including adopting an official Financial Management policy as well as establishing both a Pension Trust as well as an OPEB Trust. Future pension obligations are always at the forefront of financial planning conversations and modeling. We again have made concerted efforts to pay down our obligation in a way that has the biggest impact during recent years, and CalPERS is always discussed in the City’s budget and 5-year plan. Managing our CalPERS future obligation is also a stated strategic goal of the city council as identified in the City’s annual budget. To say we do not consider the risk of this is untrue. Finally, we disagree with the auditors’ assignment of a high risk to Capitola’s funding of our OPEB obligations. As can be seen by the OPEB obligations indicator we have a very low OPEB obligation and annual contribution, therefore, our lack of a funding plan for this is not an indication of risk in this area.

The SCCGJ report incorrectly listed Capitola as being high risk in the areas of revenue trends and pension funding. Those areas are listed by the state controller as areas of moderate risk.

F3. RISK ASSESSMENT: The state of risk determined for all SCC Cities by the Auditor's Office in 2017 remained largely unchanged through 2019.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F4. RISK ASSESSMENT: Pension costs contribute a higher level of financial risk to all SCC Cities than is accounted for by city documents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City documents report pension contributions and liabilities as required by the Governmental Accounting Standards Board (GASB). In some ways the delayed impact of losses or market shocks to City costs allow for planning time and are therefore a comparatively reduced risk, as compared to risks from natural disasters and economic recessions.

F5. RISK ASSESSMENT: Financial Risk Indicators alone are not adequate to effectively understand the risks facing all SCC Cities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. RISK ASSESSMENT: All SCC Cities do not fully identify, assess, track, and report key risk indicators that reflect the state of strategic, financial, operational, or hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F7. RISK ASSESSMENT: All SCC Cities do not adequately evaluate the possible interactions between risks that may inhibit or enhance the objectives of each city.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Adequately is a subjective term. Could the City of Capitola do better, perhaps, but the City believes we are properly evaluating interactions between risks. Each year in the City's budget there is a discussion of long-term risk to the City where various factors that could affect the City are highlighted for public review and discussion. In addition, the annually required Comprehensive Annual Financial Report (CAFR) includes a mandated section that evaluates risk management as well as providing detailed information on defined benefit pension plans and other post-employment benefits.

F8. RISK ASSESSMENT: All SCC Cities either do not maintain or do not publish a report card on the state of key infrastructure that can be used to set funding priorities and manage operational and hazard risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Capitola has completed extensive assessments of its infrastructure over many years, and is constantly evaluating and preparing for replacement of key infrastructure, including long-term capital improvement planning, financial planning for emergencies, and hazard assessment. While the City may not present these findings through a specific “report card,” we spend a significant amount of effort to inform the community about the state of our infrastructure, the projects that are being planned, and the projects that are in construction. We have received significant positive feedback from the community about our outreach and education efforts in this arena.

Local Hazard Mitigation Plan (LHMP). In addition, over the last year the City has completed a draft updated LHMP, including a very thorough risk assessment. This Risk Assessment includes (1) a description of the LHMP Planning Committee’s hazard selection process, (2) hazard descriptions of selected primary and secondary hazards, (3) hazard profiles for primary hazards, and (4) a vulnerability assessment that includes a summary of the risk primary hazards pose to the City’s built, social, and natural environment and a discussion of secondary hazards. These four sections address Element B requirements, which appear in the following Risk Assessment as headings B1–B3, described in the Federal Emergency Management (FEMA) LHMP Review Guide.

The LHMP process included extensive public outreach and participation, and the community has been kept well-informed about both the types of risks that could happen in our community, and the steps needed to reduce the impacts of those risks.

Climate Action Plan (CAP). The City Council adopted Capitola's first Climate Action Plan (CAP) on October 22, 2015. The CAP identifies strategies and actions to reduce greenhouse gas emissions (GHG) from City government operations and community activities to support the State of California's efforts to mitigate the effects of climate change. The CAP fulfills several General Plan goals and bring the City into conformance with Assembly Bill 32, Senate Bill 375, and Executive Order S-3-05. The CAP includes an inventory of existing GHG emissions, a forecast of future GHG emissions, identification of GHG reduction targets, and a list of GHG reduction measures necessary to achieve identified reduction targets.

The CAP includes actions and strategies to reduce GHG emissions generated by transportation and mobile sources, residential and non-residential energy consumption, water and wastewater treatment and conveyance, solid waste generation, and open space, parks, and agriculture.

The proposed CAP establishes a 4.9% GHG reduction target from 2010 levels by 2020 and projects an 18% reduction through implementation of various reduction strategies. The CAP further sets a 42.9% reduction target from 2010 levels by 2035 and an 81% reduction by 2050.

Transportation Infrastructure. The Department of Public Works inventories the quality of the roads each year and develops a Pavement Maintenance Index for each street. All streets are prioritized for improvements, and sealing, repair, or reconstruction projects are planned many years in advance, reducing the financial risk of having to suddenly fund major infrastructure projects. These projects reduce risk and increase safety of travelling in the community, and keep the community prepared for responding to natural disasters. Our residents are kept well-informed of these projects through newsletters and social media outreach.

Our community is well-informed about the state of critical infrastructure, and the additional measures being suggested by this report seem both redundant, burdensome, and unnecessary.

F9. RISK MANAGEMENT: Although all of the cities of SCC are preparing for increased pension costs due to current amortization schedules, they are not adequately preparing for risk associated with significant or sustained investment shortfalls in CALPERS due to economic shocks (e.g. caused by Coronavirus) or a recession.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Capitola has spent several years deliberately building up reserves and making payments into the trust accounts for pension and OPEB Unfunded Actuarial Liabilities (UAL) to be better prepared for if / when we are impacted by CalPERS shock and / or other types of shocks. Our contingency reserve was established to provide a prudent level of financial resources to protect against temporary revenue shortfalls or unanticipated operating costs such as CalPERS, and/or to meet short-term cash flow needs. Furthermore, as stated above, the two-year delay in CalPERS returns and their impacts on City finances allows Cities time to plan and adjust in the case of a shock.

F10. RISK MANAGEMENT: Except for the area of hazard (i.e. loss) risk management, in all SCC Cities, there is no formal method to define, track, manage, and communicate risks at the enterprise level of SCC city government.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The annual budget is adopted through a formal, open to the public process in which various risks are communicated and discussed. The largest financial risk to the City in the unfunded actuarial pension liability which has been one of the most discussed topics over the past 10 -15 years.

F11. GOVERNANCE: All SCC Cities do not have a publicly articulated pension Unfunded Actuarial Accrued Liability (UAAL) funding policy that recognizes potential pension cost risks and community expenditure/revenue priorities.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F12. TRANSPARENCY: All SCC Cities do not adequately meet key requirements for transparency as defined by the GFOA.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Adequate is a subjective term. The City believes data and information is available and communicated to the public adequately.

F13. TRANSPARENCY: All SCC Cities do not provide standard and understandable reporting with regard to: Pension Costs and Associated Impacts (past, current, and projected); Service Level Performance Metrics; State of Key Infrastructure; Risk Assessments and Mitigation Plans for Finance, Operational, and Hazard Risks.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

All information and reports on the above topics are made available to the public and are reported on as required.

Recommendations

R1. By June 30, 2021: all SCC Cities should become familiar with and adopt the Auditor's Office risk assessment framework or a similar framework to assess financial risk. (F1)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As explained in finding F1 the City believes the State controller's assessment framework is a starting point for looking at risk but has its limits in that it is too heavily focused on pension risk and many of the reporting elements are beyond the control of the Cities. We do not believe going through this exercise annually is the best use of our extremely limited resources.

R2. By June 30, 2021: all SCC Cities should evaluate and communicate the implications of the financial risk trends indicated in the analyses calculated from the Auditor's Office methodology. (F2, F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Auditor's risk analysis very heavily focuses on reserves, pension funding and outlook, and revenue trends. We already report on, calculate and discuss these very points in every budget and Comprehensive Annual Financial Report (CAFR). Creating another platform to discuss these same indicators is not the best use of the City's extremely limited resources.

R3. By June 30, 2021: all SCC Cities should publish a standard report annually that is an understandable summary of pension risk, including a narrative on the implications of market valuation versus actuarial valuation of accrued total liabilities. (F4, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Pension risk and liabilities are reported according to accounting standards each year in our CAFR, annual payments are called out in our annual budget and five-year plan. There is no need to create an additional platform to discuss these costs and liabilities. Furthermore, we believe they are better discussed within the context of the broader financial picture as they are when discussed in the CAFR and Budget.

R4. By June 30, 2021: all SCC Cities should identify a suite of risk indicators that support an integrated assessment of all risk types that can inhibit the ability of the city to meet its objectives. Enterprise Risk Management (ERM) provides an example of the risk types that should be considered. (F5, F6)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Staffing limitations as well as resource limitations due to the COVID-19 pandemic make this impossible to implement by June 30, 2021.

R5. By June 30, 2021: all SCC Cities should adopt the practice of Bowtie Analysis, or an equivalent method, to support the understanding of risk interactions, the establishment of risk controls, and the communication of a city risk profile. (F7, F10, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We do not believe that the added practice of a Bowtie analysis will enhance the City's abilities to understand and prepare for potential risks. What is not captured by any of the reports or documents reviewed is the extent to which departments and city executives do meet and collaborate and communicate with each other to discuss and prepare for risks. We also feel that preparing multiple bowtie analysis for various risk scenarios does not help a city prepare for all situations (no one would have run a pandemic scenario prior to February 2020). Furthermore, we believe that the best preparation for many types of risk scenario is to have robust financial reserve policies and City leadership who is prepared to work collaboratively to address the situation. The City does proactively develop strategies to respond to many types of predictable risks such as fire, earthquakes or economic shocks. Working through multiple unlikely analysis scenarios can be a fun exercise but the results and prevention measures will likely be the same. Given that the outcome / preparation will be similar regardless of the scenario we do not believe this to be a useful exercise or use of staff time.

R6. By June 30, 2021: all SCC Cities should publish their own infrastructure risk report cards and any data they make available to county and state level risk assessments. (F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Based on the responses given in section F8, the City believes it has adequately communicated the conditions of its critical infrastructure and associated risks through its ongoing communication efforts with the community, including the LHMP. The proposed methodology might be well-suited for a very large organization, such as the State of California, but for a small agency such as Capitola, the proposed methodology is overly burdensome and expensive, would create unnecessary bureaucracy for an already over-taxed and lean staff, would reduce resources devoted to important service needs, and would be redundant to the extensive outreach efforts already in place.

R7. By June 30, 2021: all SCC Cities should evaluate the costs and benefits of implementing an Enterprise Risk Management Framework to better integrate risk management across all types of risks (Strategic, Financial, Operational, Hazard). This could take many forms, one being a shared capability through a risk sharing Joint Powers Authority (JPA). The key will be designating clear authority and responsibility for integrated risk management. (F10)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City believes its' current risk management efforts is adequate to properly assess and plan for the various kinds of risks facing the City. While the City appreciates the thoughtfulness of the report, applying such an extensive and complex model to small city government would not provide enough value to justify the staff and direct costs of implementation.

The additional administrative burden and critical funding losses created by the COVID-19 pandemic leave the City with minimal resources to implement any new programs. We have already had to cut staff positions, been forced to cut critical community programming, and until we have a better understanding of the long-term economic outlook, we simply cannot afford to take on any additional programming efforts, without further cutting other important community services.

R8. By June 30, 2021: all SCC Cities should develop financial models that project the possibilities of realistic financial scenarios; and use these projections in their risk management practices. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is done each year as part of the budget process. Our budget process includes a 5-year projection for the general fund as well as our Capital Improvement Program. Special Revenue Funds are equally though less formally evaluated each year when developing the City's budget.

R9. By January 1, 2021: all SCC Cities should develop or adopt contingency plans for realistic negative financial performance scenarios associated with CALPERS investment shortfalls (for shock and sustained downturns). (F9)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City of Capitola's contingency and emergency reserves policy includes provisions to be used in case of a CalPERS shock.

R10. By June 30, 2021: all SCC Cities should develop and publish a policy regarding control of retirement costs (pension and Other Pension Employee Benefits) and funding remedies for unexpected bills presented by CalPERS. (F11)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Given the lack of control that Cities have over their CalPERS bills we do not believe this is an effective use of limited staff time. Cities do not control benefits offered, actuarial calculations, investment returns, investment policy, or issuance of cost of living increases to retirees, etc. As discussed above the 2-year delay in economic shocks impact on CalPERS bills gives Cities adequate time to plan and strategize for those shocks when they occur.

R11. By June 30, 2021: all SCC Cities should develop a plan to align with the Government Financial Officers Association (GFOA) Financial Transparency Initiative. This should be extended to risk management transparency. (F6, F8, F10, F12, F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City of Capitola meets the GFOA standards of financial reporting and has each year for many years earned GFOA awards in excellence for the production of the CAFR and budget documents. With those documents, staff reports, council presentations, and video of council meetings where financial meetings are discussed We also have a robust public information request process where the public and do ask for more detailed information. Staff are always available to answer public questions should they arise. We believe we meet the standards requested of financial transparency. Any changes and updates we might do to increase transparency to the public we will undertake with our communities needs and interests in mind.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 7, 2020

The Santa Cruz City Finance Director, Kim Krause, is not required to respond to the Grand Jury's request. They sent the email on the following page, explaining that "My responses were included in the consolidated response prepared by the City of Santa Cruz." The Grand Jury accepted this because:

- Both packets contain the same assigned Findings and Recommendations.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Automatic reply: [CAUTION: Verify Sender Before Opening!] REMINDER, Report #3 Risky Business, Santa Cruz City Finance Manager #10 of 12 , IMMEDIATE RESPONSE REQUESTED

Kim Krause <kkrause@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Ralph Dimarucut <rdimarucut@cityofsantacruz.com>

Fri, Dec 4, 2020 at 9:35 AM

Good morning,

My responses were included in the consolidated response prepared by the City of Santa Cruz and sent by Ralph Dimarucut, copied on this email. Ralph indicated to me that he is sending it again as it might have been lost in the email glitch you described below. I do not have additional comments.

Thank you,

Kim

Kim Krause

Finance Director

City of Santa Cruz

P: 831-420-5055 | F: 831-420-5061



[Quoted text hidden]



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

November 23, 2020

The Scotts Valley Finance Director to whom the request was sent, Tony McFarlane, is not required to respond to the Grand Jury's request (and is no longer in that position). The City Manager sent the email on the following page, explaining that "The City of Scotts Valley's submitted response was drafted to be a holistic response from the City." The Grand Jury accepted this because:

- Both packets contain the same assigned Findings and Recommendations.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020-2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

**REMINDER, Report #3 Risky Business, Scotts Valley City Manager #7 of 12 ,
IMMEDIATE RESPONSE REQUESTED**

Tina Friend <tfriend@scottsvalley.org>

Fri, Nov 20, 2020 at 3:27 PM

To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Good a. ernoon Foreperson Goldberg,

Thanks for wring and pr oviding the oppportunity to clarify. The City of Scos V alley's submi ed response was drafted to be a holisc r esponse from the City. Accordingly, there will not be another response from me. I apologize that that was unclear.

Thank you,

Tina

[Quoted text hidden]



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

November 30, 2020

The Watsonville Finance Director, Administrative Services Director Cindy Czerwin, is not required to respond to the Grand Jury's request. She sent the email on the following page, explaining that "My responses are the same that were submitted by the City Manager and City Council of Watsonville." The Grand Jury accepted this because:

- All packets contain the same assigned Findings and Recommendations.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

**REMINDER, Report #3 Risky Business, Watsonville City Finance
Director #12 of 12 , IMMEDIATE RESPONSE REQUESTED**

Cindy Czerwin <cindy.czerwin@cityofwatsonville.org>
To: grandjury@scgrandjury.org


Wed, Nov 25, 2020 at 2:12 PM

My responses are the same that were submitted by the City Manager and City Council of Watsonville.

Thank you
Cindy Czerwin
[Quoted text hidden]
--



Cindy Czerwin | Administrative Services Director
City of Watsonville – 250 Main Street, Watsonville, CA 95076
Tel. 831-768-3470 Fax. 831-763-4066

 scgrandjury.org Mail

Grand Jury <grandjury@scgrandjury.org>

Responses to the Fail in the Jail: No Lights, No Camera, No Action

Dalissa Escobar <Dalissa.Escobar@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Mitchell Medina <Mitchell.Medina@santacruzcounty.us>

Mon, Feb 1, 2021 at 11:46 AM

Good morning,

Please see the responses to the Fail in the Jail: No Lights, No Camera, No Action attachment.

Thank you,

Dalissa Escobar | *Executive Secretary to Sheriff Hart*

Santa Cruz County Sheriff's Office

5200 Soquel Ave. Santa Cruz, CA 95062

T. (831) 454-7618

E. Dalissa.escobar@santacruzcounty.us

 **Fail in the Jail No lights, No Camera, No Action.pdf**
495K



County of Santa Cruz

Sheriff-Coroner

5200 Soquel Ave. Santa Cruz CA, 95062
831-454-7600

February 1, 2021

Santa Cruz County Civil Grand Jury
701 Ocean Street Room 318-I
Santa Cruz, CA 95060

RE: Fail in the Jail: No Lights, No Camera, No Action?

The following are the Sheriff's Office responses:

- F1: **DISAGREE:** The Sheriff's Office (SO) and the General Services Department (GSD) maintain a long-standing agreement and are aware of our respective roles and responsibilities relating to power operations within the correctional facilities.
- F3: **PARTIALLY DISAGREE:** The SO had previously requested this work to be completed by the GSD.
- F4: **DISAGREE:** The SO and the GSD meet monthly to discuss the status of all on-going jail projects.
- F5: **AGREE:** The SO had previously requested this work to be completed by the GSD.
- F6: **DISAGREE:** The SO's response during a power emergency within a correctional facility is to notify management via the chain of command and to notify GSD.
- F7: **DISAGREE:** The SO identified key emergency power needs and elevated that concern to GSD management prior to this incident.
- F8: **DISAGREE:** The SO maintains many policies and procedures relating to risk management.
- R1: **WILL NOT BE IMPLEMENTED:** The SO and GSD will continue to meet monthly to coordinate and manage the status of emergency power operations.
- R2: **WILL NOT BE IMPLEMENTED:** The SO is responsible for the safety

and security of the staff and inmates within the correctional facilities. GSD is responsible for facility maintenance for all county owned facilities including the four jails.

- R3: **HAS BEEN IMPLEMENTED:** The SO and GSD currently meet monthly to discuss the status of all jail projects. The Sheriff and/or his designee routinely meet with the County Administrative Officer and/or his designee to discuss major projects.
- R4: **WILL NOT BE IMPLEMENTED:** The SO currently maintains documentation showing on-going routine maintenance and compliance. This material can be made available to the CAO upon request.
- R5: **WILL NOT BE IMPLEMENTED:** The SO currently maintains policies relating to escalation of critical issues. The SO will continue to meet monthly with the GSD.

Respectively,

A handwritten signature in blue ink, appearing to read "Mitchell Medina", is written over a horizontal line.

Mitchell Medina, Undersheriff



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments

 **Fail in the Jail _BoS_Packet.pdf**
181K








 **Fail_in_the_Jail_CAO_Packet.pdf**
184K

 **BOS FireInspection BOS Response Packet.pdf**
181K

 **GSD FireInspection Response Packet.pdf**
174K

 **BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
289K

 **CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
207K

-  **CAO Response - Ready Aim Fire!.pdf**
258K
-  **SCCFD Response - Ready Aim Fire!.pdf**
239K
-  **BOS Response - Ready Aim Fire!.pdf**
256K
-  **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K
-  **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K
-  **Voter Data Clerk Response.pdf**
179K
-  **VoterData_BoS_Packet.pdf**
180K



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

January 11, 2021

The Santa Cruz County Board of Supervisors Senior Receptionist left a voicemail message on the above date confirming that the Board of Supervisors approved its response to the Jail Infrastructure report on 10/6/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Santa Cruz County Board of Supervisors
Respond to the Findings and Recommendations
Specified in the Report Titled
Fail in the Jail – No Lights, No Camera, No Action?
by September 17, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Fail in the Jail

Santa Cruz County Board of Supervisors

Findings

F4. Ongoing communications of status and progress before, during and after an emergency are not in evidence between Jail personnel and County General Services personnel.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Sheriff's Office (SO) and the General Services Department (GSD) meet monthly to discuss the status of all on-going jail projects.

F5. The County was non-compliant with policy regarding emergency backup at the jail and remained non-compliant for months, including fueling, maintenance, testing, and emergency backup power generation.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Fail in the Jail

Santa Cruz County Board of Supervisors

F7. The failure to escalate critical issues by key County General Services and Sheriff's department personnel is very concerning. Procedures for escalation are lacking and this creates unwanted risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Staff are aware of how to raise concerns and escalate issues.

F8. Robust risk management and mitigation is lacking in the County and correctional facility organizations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While operating a correctional facility has inherent risks, there is always room for evaluation and improvement to risk management and mitigation practices. The Sheriff's Office maintains many policies and procedures relating to risk management, and these are updated as needs are identified.

*Fail in the Jail**Santa Cruz County Board of Supervisors***Recommendations**

R6. The Board of Supervisors should direct the County Administrative Officer to immediately define a risk management position, hire a qualified individual, and review all risk areas, mitigation plans and capabilities with the Board of Supervisors by June 30, 2021. (F8)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Adding a Risk Manager position, in addition the existing Risk Manager position is not in the approved fiscal year 2020-21 Budget. The current fiscal year, and the next are anticipated to be very challenging as a result of the COVID-19 health emergency and recent fires. Maintaining County services with even more limited resources, at a time when community needs and desires have increased, requires difficult decisions regarding allocation of these constrained resources.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments

Fail in the Jail _BoS_Packet.pdf
181K








Fail_in_the_Jail_CAO_Packet.pdf
184K

BOS FireInspection BOS Response Packet.pdf
181K

GSD FireInspection Response Packet.pdf
174K

BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
289K

CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
207K

-  **CAO Response - Ready Aim Fire!.pdf**
258K
-  **SCCFD Response - Ready Aim Fire!.pdf**
239K
-  **BOS Response - Ready Aim Fire!.pdf**
256K
-  **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K
-  **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K
-  **Voter Data Clerk Response.pdf**
179K
-  **VoterData_BoS_Packet.pdf**
180K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
Santa Cruz County Administrative Officer
Respond to the Findings and Recommendations
Specified in the Report Titled
Fail in the Jail – No Lights, No Camera, No Action?
by September 17, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Fail in the Jail

Santa Cruz County Administrative Officer

Findings

F4. Ongoing communications of status and progress before, during and after an emergency are not in evidence between Jail personnel and County General Services personnel.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Sheriff's Office (SO) and the General Services Department (GSD) meet monthly to discuss the status of all on-going jail projects.

F7. The failure to escalate critical issues by key County General Services and Sheriff's department personnel is very concerning. Procedures for escalation are lacking and this creates unwanted risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Staff are aware of how to raise concerns and escalate issues.

Fail in the Jail

Santa Cruz County Administrative Officer

F8. Robust risk management and mitigation is lacking in the County and correctional facility organizations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While operating a correctional facility has inherent risks, there is always room for evaluation and improvement to risk management and mitigation practices. The SO maintains many policies and procedures relating to risk management, and these are updated as needs are identified.

Recommendations

R2. The Sheriff's Department and the County General Services Department should have a documented Memorandum of Understanding (MoU) by December 31, 2020 for roles and responsibilities, particularly and specifically in the event of emergencies. (F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Sheriff's Office (SO) and the General Services Department (GSD) meet monthly to discuss the status of all on-going jail projects.

Fail in the Jail

Santa Cruz County Administrative Officer

R3. The Sheriff's Department leadership and the County Administrative Officer and General Services Director should work together to provide regular communications as soon as possible with all personnel (detention, general services, leadership) who have a need to know, to provide status, project planning, and goal completion. (F2, F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Sheriff's Office and General Services Department currently meet monthly to discuss the status of all jail projects. The County Administrative Office meets regularly with the General Services Department and the Sheriff's Office.

R6. The Board of Supervisors should direct the County Administrative Officer to immediately define a risk management position, hire a qualified individual, and review all risk areas, mitigation plans and capabilities with the Board of Supervisors by June 30, 2021. (F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Adding a Risk Manager position, in addition the existing Risk Manager position is not in the approved fiscal year 2020-21 Budget. The current fiscal year, and the next are anticipated to be very challenging as a result of the COVID-19 health emergency and recent fires. Maintaining County services with even more limited resources, at a time when community needs and desires have increased, requires difficult decisions regarding allocation of these constrained resources.

Fail in the Jail

Santa Cruz County Administrative Officer

Penal Code §933.05

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 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 10, 2020

The General Services Department (GSD) Director is not required to respond to the Grand Jury's request. David Brown, Senior Administrative Analyst for the County Administrative Officer (CAO), sent the email on the following page, explaining that "The GSD Director worked with the CAO to inform the CAO response."

The CAO, however, was not assigned all the findings and recommendations assigned to the GSD Director, so the CAO's response may not include the GSD Director's input for Findings F1, F2, F3, F5, and F6, and Recommendations R4 and R5.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Checking in on County Prior Year Report Responses

David Brown <David.Brown@santacruzcounty.us>
 To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 8, 2020 at 4:10 PM

Greetings Grand Jury,

Thanks for the rapid response. I popped in responses to each issue in blue. Please don't hesitate to let me know if you have questions or concerns.

- *Chief Larkin from the Santa Cruz County Fire Department said that you would have the validation date for his report Ready, Aim Fire. Please send us the date the response was approved by your governing board to finalize your response to the 2019-20 Grand Jury. We can add the missing validation date to the report on file.*

This report was approved by the County Board of Supervisors meeting on October 6th. It was Agenda item number 28.

- *We are also following up on the reports listed below that we do not have a response for:*
 - *From the General Services Director - Michael Beaton -*
 - *Fail in Jail and*
 - *Ready Aim Fire Reports – The GSD Director worked with the CAO to inform the CAO response.*
 - *From Information Services Department - Kevin Bowling -*
 - *Homelessness*
 - *From Santa Cruz Co Planning Department - Kathy Mollary -*
 - *Homelessness*
- *These reports may not have been responded to individually but response was included in another response such as the Santa Cruz Board of Supervisors or City Council. If this is the case please let us know that you have chosen not to respond individually and the response was included in another report.*

For the Departments that do not have elected department heads, the department heads of the named departments inform the County Administrative Office response and the CAO response reflects their input.

I hope that helps clarify. Again, please don't hesitate to reach out if you have additional questions or concerns.

In appreciation,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his



Grand Jury <grandjury@scgrandjury.org>

Santa Cruz COE Responses to Grand Jury Reports

2 messages

Sage Leibenson <sleibenson@santacruzcoe.org>
To: grandjury@scgrandjury.org

Tue, Jul 28, 2020 at 5:12 PM

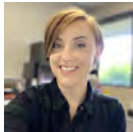
Good afternoon,

Please find attached the Santa Cruz COE's responses to the following reports:

- I. Fire and Safety Inspections in Santa Cruz County
- II. Honoring Commitments to the Public

We will be mailing a hard copy of our responses as directed. If you have any questions or require any further information, please feel free to contact me.

--



Sage Leibenson

Administrative Assistant to County Superintendent of Schools Dr.
Faris Sabbah at Santa Cruz County Office of Education

A [400 Encinal St., Santa Cruz CA 95060](#)

P (831)466-5900 **M** (510)219-6090

E sleibenson@santacruzcoe.org

W www.santacruzcoe.org

Pronouns: They/Them



Create your own [WiseStamp email signature](#)

Santa Cruz County Office of Education

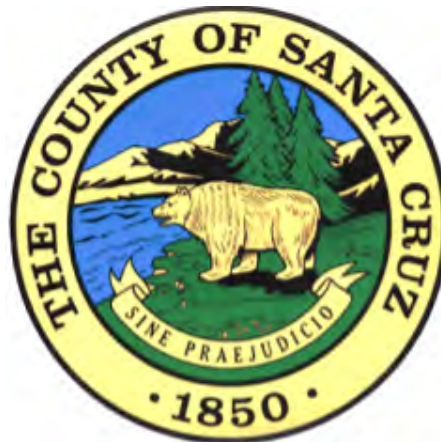
www.santacruzcoe.org



2 attachments

8.1.2 - FireInspection.Response.pdf
187K

8.2.2 - HonoringCommitments.Response.pdf
151K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
County Superintendent of Schools
Respond to the Findings and Recommendations
Specified in the Report Titled
Honoring Commitments to the Public
Review of 2016–17 Grand Jury Report Responses
by August 18, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. The Santa Cruz City Schools Comprehensive School Safety Plans provide a best practice and is a useful resource for parents and the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F2. The Naval Postgraduate School's Center for Homeland Defense and Security provides an excellent resource for school administration with its K-12 school shooting database.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R1. Offices of Education throughout the County should publish their comprehensive school safety plans and implementation on their websites for the benefit of parents and the public by December 31, 2020. (F1)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Schools will publish the public portions of their school safety plans on their websites by December 31, 2020.

R2. The County Office of Education should subscribe to the newsletter of the Naval Postgraduate School for periodic updates on new incidents, analysis of trends, historical case studies, and other findings. (F2)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County Superintendent of Schools signed up for the newsletter on July 11, 2020.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
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 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Report #5 Honoring Commitments, #2 of 2 Pajaro Valley Unified School District Board of Trustees

1 message

Eva Renteria <eva_renteria@pvusd.net>
To: grandjury@scgrandjury.org
Cc: Michelle Rodriguez <michelle_rodriguez@pvusd.net>

Wed, Nov 18, 2020 at 2:48 PM

Good afternoon Mr. Richard H. Goldberg,

The response to the Grand Jury report, Honoring Commitments To The Public, for Pajaro Valley Unified School District was mailed on August 3, 2020 via US Postal Certified Mail to the attention of the Honorable Judge John Gallagher. Attached is a copy of the certified mail label. Thank you for alerting us that you did not have the response in your possession. It is unfortunate that the certified mail containing our response was not received by your office.

Attached is a digital copy of the July 22, 2020 letter with the formal response we mailed on August 3, 2020. I will be sending a copy of the letter via first class mail. Please let me know when you have received it in your office.

Thank you,

--

Eva Renteria
Executive Assistant
Office of the Superintendent
Pajaro Valley Unified School District
(831) 786-2135



2 attachments

Judge Gallagher Response ltr certified mail label.pdf
362K

Grand Jury COC Response ltr Board 7-22-20.pdf
1515K



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

November 20, 2020 at 3:59 PM

A representative from the Pajaro Valley Unified School District left a voicemail message on the above date confirming that the District approved its response to the Honoring Commitments report on 7/22/20.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



July 22, 2020

Business Services

Joe Dominguez
Chief Business Officer

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean Street
Santa Cruz, CA 95060

Dear Judge Gallagher:

Pursuant to California Penal Code section 933.05(f), please consider this letter as the formal response ("Response") from the Pajaro Valley Unified School District Board of Trustees ("District Board") to the 2019-2020 Santa Cruz County Civil Grand Jury's request that the District Board respond to the findings and recommendations specified in the report entitled *Honoring Commitments to the Public: Review of 2016-17 Grand Jury Report Responses*.

Following receipt of the Grand Jury Report entitled *Pajaro Valley Unified School District Bond Measure L* on June 13, 2017 (the "Final Report"), the District Board submitted responses to eleven (11) Findings and ten (10) Recommendations, which were addressed in the order presented in the Final Report. This Response addresses the Grand Jury's request for a further response from the District Board to the following Findings and Recommendations.

Dr. Michelle Rodriguez
Superintendent of Schools

FINDINGS

Finding No. 3: The Pajaro Valley Unified School District can improve its oversight and communications by following the The California League of Bond Oversight Committees (CalBOC) Best Practices document on School Bond Oversight Committees Operations Standards.

Response:

- Agree***
- Partially Disagree – explain the disputed portion***
- Wholly Disagree – explain why***

Explanation: The District Board partially disagrees with this Finding. As noted in its response to Finding 3 in the Final Report, the District provides initial and ongoing training to members of its Citizens' Bond Oversight Committee ("COC"). A copy of The California League of Bond Oversight Committees (CalBOC) Best Practices document on School Bond Oversight Committees Operations Standards ("CalBOC Best

Board of Trustees

Daniel Dodge Jr.
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Jennifer Schacher

Student Trustee
Stella Renee Sierra

Practices”) was distributed and reviewed by the COC during its September 17, 2013 meeting. During subsequent trainings, including an April 6, 2016 training facilitated by the District’s bond counsel, additional training materials addressing the COC’s duties and obligations under the law were also distributed to COC members. The CalBOC Best Practices document remains one of the training materials available to the COC as a reference tool. However, in fulfilling its duties and obligations under Education Code section 15278 and the requirements of Proposition 39, the COC continues to follow the guidance and recommendations provided by the District’s legal counsel and bond counsel, as well as its own bylaws.

RECOMMENDATIONS

Recommendation No. 3: The PVUSD should require its Citizens’ Oversight Committee to deliver and publish regular status updates according to the The California League of Bond Oversight Committees (CalBOC) Best Practices document on School Bond Oversight Committees Operations Standards.

Response:

- Has been implemented*** – summarize what has been done
- Will be implemented in future*** – summarize what will be done and the timeframe
- Requires further analysis*** – explain scope and timeframe (not to exceed six months)
- Will not be implemented because not warranted or reasonable*** – explain why

As noted in its response to Finding 2 in the Final Report, the COC had presented information to the District Board on 25 occasions since 2012. The COC also presents an Annual Report to the District Board. The COC meets throughout the school year and reserves the Annual Report for the last month of the fiscal year in order to summarize all of its activities for the year.

Further the Grand Jury’s request for this Response states: “The 2019-2020 Grand Jury now sees that the COC informs the public, reports to the PVUSD Board, and oversees the project as evidenced on its website, which states ‘The Measure L Bond Citizens Oversight Committee ensures funds are adequately spent. Please visit Citizens Oversight Committee Website for information on meetings, agendas, minutes, and presentations.’” (Emphasis added.) The COC remains committed to providing the District Board and the public with regular reports and information regarding its activities in full compliance with all legal requirements.

As discussed above at Finding No. 3, the CalBOC Best Practices document is included in training materials that are made available to COC members as a reference tool. The COC follows the guidance and recommendations provided by the District’s legal counsel and bond counsel, as well as its own bylaws, in order to ensure it meets all of its obligations under the law.

We hope this Response address the Grand Jury’s request.

Respectfully,


Daniel Dodge Jr.
President
Pajaro Valley Unified School District Board of Trustees

cc: Claudia Weaver, Lozano Smith, Attorneys at Law



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,







Please find the County responses to the 19-20 Grand Jury Reports attached for your records.








Thank you,

Dave

David Brown
Senior Administrative Analyst
County Administrative Office
County of Santa Cruz
O: (831) 454-3490
C: (831) 227-1661
My pronouns are: he/him/his

13 attachments

-  **Fail in the Jail _BoS_Packet.pdf**
181K
-  **Fail_in_the_Jail_CAO_Packet.pdf**
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**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the**

Santa Cruz County Clerk

**Respond to the Findings and Recommendations
Specified in the Report Titled**

Voter Data – Registering Concerns

**Keeping a Closer Eye on the Distribution of County Voter
Registration Data**

by August 18, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Voter Data – Registering Concerns

Santa Cruz County Clerk

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. Risk of misuse of voter registration data acquired by ELEC_2194 (1994) could be mitigated by stronger security measures at the County of Santa Cruz level.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Voter Data – Registering Concerns

Santa Cruz County Clerk

F2. County Applicants are not informed of recent amendments to ELEC_2188 (1994), and thus may not be taking all reasonable precautions to protect voter registration data, avoid data breaches, and report breaches if they occur.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R1. In Distributed Data that is provided to County Recipients, the County Elections Department should replace voter full date of birth with year of birth only. This action should be implemented before the end of FY2021. (F1)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We are working with the vendor to make an enhancement to the report to amend the date of birth field to reflect just the birth year. The vendor will complete this enhancement request after the November 3, 2020 election. In the interim, we will delete the date of birth field from any data requests until the enhancement is completed, which will be by the end of FY 2021.

Voter Data – Registering Concerns

Santa Cruz County Clerk

R2. On appropriate website pages, the County Elections Department should include links to the full text of all relevant statutes. In addition, the County Application should conform to the State Application by including the full text of relevant statutes. These actions should be implemented before the end of FY2021. (F2)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

We will include the full text of all relevant statutes and conform our application to the Secretary of State’s application by the end of FY 2021.

R3. The County Elections Department should modify the County Application to conform to the State Application by requiring the County Applicant to provide a narrative stating the intended use of the Distributed Data, as well as how the Distributed Data will be secured. This action should be implemented before the end of FY2021. (F2)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We will modify our County application to conform to the Secretary of State’s application which requires a narrative stating the intended use of the data as well as how the data will be secured. We will do that before the end of FY 2021.

Voter Data – Registering Concerns

Santa Cruz County Clerk

R4. The County Elections Department should incorporate amendments to ELEC 2188 (1994), as specified in AB 1678 and AB 1044, in the County Application and website information, namely that County Recipients must inform the SoS of a data breach, and that County Applicants may be subject to data security training. This action should be implemented before the end of FY2021. (F2)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We will incorporate the changes in our County application before the end of FY 2021.

R5. The County Elections Department should provide County Applicants with data security training, consistent with any guidance from the SoS, with the goal of implementing best practices aimed at protecting voter registration data. This action should be implemented before the end of FY2021. (F2)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Department will work with the Secretary of State’s office to obtain the data security training and will tailor it to be specific to Santa Cruz County. Once amended the training will be reviewed by the County Information Services Department to ensure it addresses all the County’s policies and procedures before being offered to applicants. This will be completed by the end of FY 2021.

Voter Data – Registering Concerns

Santa Cruz County Clerk

R6. The County Elections Department should encrypt Distributed Data to prevent data tampering and unauthorized use. This action should be implemented before the end of FY2021. (F1)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Department has begun use 128-bit encryption to encrypt all data files prior to releasing to the applicant.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

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County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

January 11, 2021

The Santa Cruz County Board of Supervisors Senior Receptionist left a voicemail message on the above date confirming that the Board of Supervisors approved its response to the Voter Data report on 10/6/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the**

Santa Cruz County Board of Supervisors

**Respond to the Findings and Recommendations
Specified in the Report Titled**

Voter Data – Registering Concerns

**Keeping a Closer Eye on the Distribution of County Voter
Registration Data**

by September 17, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Voter Data – Registering Concerns

Santa Cruz County Board of Supervisors

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. Risk of misuse of voter registration data acquired by ELEC_2194 (1994) could be mitigated by stronger security measures at the County of Santa Cruz level.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Voter Data – Registering Concerns

Santa Cruz County Board of Supervisors

F2. County Applicants are not informed of recent amendments to ELEC_2188 (1994), and thus may not be taking all reasonable precautions to protect voter registration data, avoid data breaches, and report breaches if they occur.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R1. In Distributed Data that is provided to County Recipients, the County Elections Department should replace voter full date of birth with year of birth only. This action should be implemented before the end of FY2021. (F1)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County Clerk Department is working with the vendor to enhance the report to amend the date of birth field to reflect just the birth year. The vendor will complete this enhancement request after the November 3, 2020 election. In the interim, County Clerk will delete the date of birth field from any data requests until the enhancement is completed, which will be by the end of FY 2021.

Voter Data – Registering Concerns

Santa Cruz County Board of Supervisors

R2. On appropriate website pages, the County Elections Department should include links to the full text of all relevant statutes. In addition, the County Application should conform to the State Application by including the full text of relevant statutes. These actions should be implemented before the end of FY2021. (F2)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County Clerk Department will include the full text of all relevant statutes and conform the application to the Secretary of State’s application by the end of FY 2021.

R3. The County Elections Department should modify the County Application to conform to the State Application by requiring the County Applicant to provide a narrative stating the intended use of the Distributed Data, as well as how the Distributed Data will be secured. This action should be implemented before the end of FY2021. (F2)

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WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

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Voter Data – Registering Concerns

Santa Cruz County Board of Supervisors

R4. The County Elections Department should incorporate amendments to ELEC 2188 (1994), as specified in AB 1678 and AB 1044, in the County Application and website information, namely that County Recipients must inform the SoS of a data breach, and that County Applicants may be subject to data security training. This action should be implemented before the end of FY2021. (F2)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County Clerk Department will incorporate the changes into County application before the end of FY 2021.

R5. The County Elections Department should provide County Applicants with data security training, consistent with any guidance from the SoS, with the goal of implementing best practices aimed at protecting voter registration data. This action should be implemented before the end of FY2021. (F2)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County Clerk Department will work with the Secretary of State's office to obtain the data security training and will tailor it to be specific to Santa Cruz County. Once amended, the training will be reviewed by the County Information Services Department to ensure it addresses all the County's policies and procedures before being offered to applicants. This will be completed by the end of FY 2021.

Voter Data – Registering Concerns

Santa Cruz County Board of Supervisors

R6. The County Elections Department should encrypt Distributed Data to prevent data tampering and unauthorized use. This action should be implemented before the end of FY2021. (F1)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County Clerk Department has begun using 128-bit encryption to encrypt all data files prior to releasing to the applicant.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
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 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

RE: Santa Cruz City Council Response Packets for “A Failure to Communicate – Restoring Trust and Accountability in Santa Cruz City Government” and “Homelessness: Big Problem, Little Progress It's Time To Think Outside The Box.”

1 message

Ralph Dimarucut <rdimarucut@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Suzanne Haberman <shaberman@cityofsantacruz.com>

Wed, Sep 23, 2020 at 3:26 PM

Hello,

Attached please find the Santa Cruz City Council Response Packets for “A Failure to Communicate – Restoring Trust and Accountability in Santa Cruz City Government” and “Homelessness: Big Problem, Little Progress It's Time To Think Outside The Box.”

Thank you,

Ralph Dimarucut

Principal Management Analyst
City Managers Office

City of Santa Cruz

831.420.5017

2 attachments **A Failure to Communicate.pdf**
292K **Homelessness Big Problem, Little Progress - City Council of Santa Cruz .pdf**
274K



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 16, 2020

The Santa Cruz City Manager left a voicemail message on the above date confirming that the Santa Cruz City Council approved its response to the Council Chaos report on 9/23/2020.

The Grand Jury mislabeled the Managing Risks Report's packet of Findings and Recommendations assigned to the Santa Cruz City Council as a Requested Response. Their response is required under Penal Code §933(c).

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the**

City of Santa Cruz City Council

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**A Failure to Communicate –
Restoring Trust and Accountability
in Santa Cruz City Government**

by September 23, 2020

Findings

F2. The City Council's conduct policy is insufficient to guide behavior and lacks enforcement provisions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

At the time this report was issued the Santa Cruz City Council did not have a conduct policy in place therefore the Council agrees with the statement that the City Council's conduct policy at the time this report was issued was insufficient to guide behavior and lacks enforcement provisions because one did not exist.

However, on September 8, 2020 Council passed a Code of Conduct Policy that sufficiently guides behavior and includes enforcement provisions.

A Failure to Communicate

City of Santa Cruz City Council

F3. The onboarding process for newly elected Santa Cruz City Councilmembers is not adequate or timely, leaving them unprepared to act as a team and inadequately oriented on multiple subject matters.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations from the Rose Report Investigation have been implemented or are in the process of being implemented.

The City Manager's Office provided Councilmembers elected in March 2020 a complete orientation manual for transitioning into and being a Santa Cruz Councilmember. It contains essential reference materials, legal and ethical obligations, an overview of our City, City Council Meeting fundamentals, and our various types of committees. Included in the orientation manual is a check list and sign-off sheet to ensure newly elected officials have received onboarding briefs with each department and have received necessary training and copies of work place policies within 30 days of assuming office.

New Councilmembers are now required to attend Sexual Harassment training within the first sixty days. During this training, Councilmembers also receive information on the City's Respectful Workplace Policy. This training is required by California State law every two years thereafter. In addition, Councilmembers are required to attend Ethics training upon their election.

The Human Resources Department recently held an onboarding/orientation with the two newly elected councilmembers within the first 30 days of the election. During this orientation the Department Director reviewed the following major areas of Human Resources: Labor Relations, Recruitment, Training, and Benefits.

The City Manager's Office will continue to update and improve the onboarding process for newly elected Santa Cruz City Councilmembers to ensure that they are prepared to act as a team and are oriented on multiple subject matters and will provide a report to Council regarding these changes when appropriate.

F5. There are disagreements and a lack of transparency on how the City Council meeting agendas are set.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

It is natural and expected for disagreements to occur amongst a seven member council, nonetheless, the process for how City Council meeting agendas are set is specified on page 6 of the Council Policy Manual and is available for all Councilmembers and the public to view.

There are times when Councilmembers are not clear on how to track the progress of items they requested to be added to the agenda, leaving opportunities to improve the process on how meeting agendas are set.

A Failure to Communicate

City of Santa Cruz City Council

F6 Failures to amend City Council Policy 6.9 resulted in a lack of comprehensive guidelines to address interactions between City Council and City Staff.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F7. Lack of a well-defined social media policy leads to confusion about the appropriate use of social media.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Santa Cruz currently has four existing policies governing appropriate conduct on social media: Council Policy 25.2 (Discrimination and Harassment Policy), Administrative Procedure Order II-1A (Discrimination/Harassment Policy Implementation and Complaint Procedure), Administrative Procedure Order Section II, 1B (Respectful Workplace Conduct) and Administrative Procedure Order Section I, 84 (Social Media Policy) that govern conduct on social media for employees, volunteers, Councilmembers, Commissioners, customers, contractors, and visitors.

Our social media policy also specifically defines content that is allowable through official social media channels.

A Failure to Communicate

City of Santa Cruz City Council

F8. The public has lost confidence in the City Leadership's ability to function effectively.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Based on the Gene Bregman & Associates public opinion poll, one can conclude that the results reported were representative of the public's approval of City Council's performance at that time.

F10. The designation of a City Council position as part-time, with insufficient compensation, may limit the candidate pool and negatively affect City Council performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While insufficient compensation may be one factor that can limit the candidate pool and negatively affect City Council performance, there are several other factors that may limit the candidate pool and negatively affect City Council performance such as the environment and length of the council meetings.

A Failure to Communicate

City of Santa Cruz City Council

F11. The City does not have an elected Mayor position which limits the ability of voters to assign accountability when City government is dysfunctional and ineffective.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The ability of the Council to work together effectively, in this previous case, likely had nothing to do with the Council's structure and more likely had to do with the actions of individuals and the relationships between members of the Council. Ultimately, accountability happens through the election process, whether by recall or during regular elections.

F13. Lack of trust among City Councilmembers impedes constructive discourse and decision making.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

A Failure to Communicate

City of Santa Cruz City Council

F15. Major conflicts and dysfunctions were recognized by City Staff, City Council, and the public in February 2019, but there was a failure to seek remediation for those conflicts until October 2019.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

After recognizing conflicts in February, City Staff and members of the City Council participated in a communication workshop shortly after to help address communication issues amongst councilmembers. As conflicts and dysfunctions continued to arise, an independent investigation was conducted to determine the validity of the issues being reported and to ensure an appropriate remediation response. After the investigation concluded remediation efforts began immediately.

At all times, when major conflicts and dysfunctions became evident, City Manager Martin Bernal held one-on-one conversations with involved individuals in an effort to immediately and directly address the issues.

Staff and Council recognize that there is room to clarify and strengthen this process.

F16. Without a current, detailed strategic plan, the City Staff and City Council goals and objectives are unclear.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

A Failure to Communicate

City of Santa Cruz City Council

F17. Poor performance and antagonism at City Hall resulted in lost opportunities and could impair the City's ability to raise money.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Although the Gene Bregman & Associates public opinion poll showed that the percentage of residents who reported that City leadership was doing an “excellent job” was at an all-time low, the results also showed that the community continued to care about the services and quality of life provided by continuing to support increasing taxes at the time the poll was conducted.

F18. The City Council's inability to control disruptive behavior during meetings increases meeting length and inhibits a representative cross-section of the public from participating.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

There are several other factors can lead to an increase in meeting length and can inhibit a representative cross-section of the public from participating.

A Failure to Communicate

City of Santa Cruz City Council

Recommendations

R1. The City Manager should examine the current onboarding process and devise ways to ensure a smooth and timely transition for incoming Councilmembers. Input should be sought from current and previous Councilmembers and staff by December 31, 2020. (F3)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Recommendations from the Rose Report Investigation have been implemented or are in the process of being implemented.

The City Manager's Office provided Councilmembers elected in March 2020 a complete orientation manual for transitioning into and being a Santa Cruz Councilmember. It contains essential reference materials, legal and ethical obligations, an overview of our City, City Council Meeting fundamentals, and our various types of committees. Included in the orientation manual is a check list and sign-off sheet to ensure newly elected officials have received onboarding briefs with each department and have received necessary training and copies of work place policies within 30 days of assuming office.

The City Clerk now provides candidate orientation sessions and City Council Candidate Packets to prospective candidates to provide necessary information about the position and agency to help ensure that they understand the scope of work required by councilmembers

New Councilmembers are required to attend Sexual Harassment training within the first sixty days. During this training, Councilmembers also receive information on the City's Respectful Workplace Policy. This training is required by California State law every two years thereafter. In addition, Councilmembers are required to attend Ethics training upon their election.

The Human Resources Department recently held an onboarding/orientation with the two newly elected councilmembers within the first 30 days of the election. During this orientation the Department Director reviewed the following major areas of Human Resources: Labor Relations, Recruitment, Training, and Benefits.

The City Manager's office will continue to gather input from current Councilmembers as we prepare the on-boarding process for the next set of Councilmembers and a report on these changes will be provided to Council as they occur.

R3. The City should establish a Transparency Task Force to create a process for establishing an open and transparent agenda setting process and to take on the task of re-establishing trust across City Hall, City Council, and the residents of the City by December 31, 2020. (F5, F17)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The current agenda setting process is specified on page 6 of the Council Policy Manual. In addition, due to priorities related to several issues rising from current global pandemic and impacts from the current wildfires, establishing a Transparency Task Force to create a process for establishing an open and transparent agenda setting process and to take on the task of re-establishing trust across City Hall, City Council, and the residents by December 31, 2020 is currently not feasible.

However, a discussion on the topic of transparency should continue to be explored.

A Failure to Communicate

City of Santa Cruz City Council

R4. City Council should appoint a coach to observe meetings and provide feedback and performance improvement opportunities by December 31, 2020. (F1, F3, F8, F13, F15, F17)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Given the financial, logistical and several other challenges being addressed by the Council at this time resulting from the current pandemic and wildfires, implementing this recommendation is not feasible at this time. In addition, the current composition of the Council has improved the dynamics of the meetings and such support is currently not needed.

R5. City Council, with support from the Equal Employment Opportunity Committee and Human Resources, should write and approve a Code of Conduct that includes a specific definition of egregious behavior and their commitment to Respectful Workplace Conduct Policy enforcement by December 31, 2020. (F1, F2, F3, F6, F7, F13, F15, F17)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

On September 8, 2020 the Santa Cruz City Council established a Code of Conduct. A copy of the policy attached.

A Failure to Communicate

City of Santa Cruz City Council

- R6.** The City should establish and incorporate into the City Council handbook a well-defined social media policy that takes into consideration the need to preserve information pursuant to the Public Records Act. The policy should be applicable to all City Staff, Councilmembers, Commissioners, contractors, volunteers, and interns by December 31, 2020. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City currently has an Administrative Procedure Order governing social media that requires employees and associated organizations to comply with all Federal, state, and local laws and regulations, which include the Public Records Act.

R8. City Council should work with the City Manager and Human Resources to develop a formal policy for interns and volunteers who will be working on behalf of Councilmembers by December 31, 2020. (F12)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City currently has a formal policy for interns and volunteers. The program is administered by City Serve which is an independent organization that functions within the Human Resources Department.

A Failure to Communicate

City of Santa Cruz City Council

R9. Councilmembers should define a schedule for regular one-on-one meetings to build trust and enable understanding of positions and resolution of disagreements by December 31, 2020. (F3, F5, F6, F8, F13, F15, F17)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

A Code of Conduct was passed by Council on September 8, 2020 to help address future issues. In addition, Councilmembers will be encouraged to meet with colleagues on a one-on-one basis to build trust during their onboarding process.

R10. The City Council and City Manager should follow the City's defined process for creating and updating the Five-Year Strategic Plan by December 31, 2020.
(F16)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

At the June 9, 2020 Council meeting Council approved a shift to the City's strategic plan work from a broad-based 1-3 year horizon to an approximate 18 month COVID-19 based interim recovery plan focused and heavily influenced by County and State efforts to shepherd the City's recovery from the COVID-19 pandemic.

A Failure to Communicate

City of Santa Cruz City Council

R11. The City Council should reestablish the Charter Amendment Committee, which will bring forward recommendations in the areas of City Council compensation, composition, and workload. The committee should have sufficient authority to hire independent consultants to complete their work by December 31, 2020. (F8, F10, F11)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Given the financial, logistical and several other challenges being addressed by the Council at this time resulting from the current pandemic and wildfires, implementing this recommendation is not feasible at this time.

R12. The City Council should explore creative strategies for curbing public disruption during meetings so that the City Council can conduct business in an efficient manner, and the City Council, City staff, and members of the public feel heard, but do not feel bullied, harassed, or intimidated by December 31, 2020. (F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
 HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe
 REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)
 WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City currently has protocols in place to curb public disruption during meetings. Mayor Cummings, the City Clerk and City Manager's office will continue to explore creative strategies and clear and consistent procedures for curbing public disruption during meetings. In addition, meetings now being held in a virtual environment, have provided additional tools for the mayor and clerk to address disruptions in a more effective manner.

A Failure to Communicate

City of Santa Cruz City Council

R13. The City Council should reestablish a working group to update Council Policy 6.9 to more clearly define interactions between the City Council and City staff when making requests and should do so by December 31, 2020. (F6)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City has a policy that is working for the current members of the City Council. Should Council in the future decide to revisit this policy it should be considered along with other priority items during the strategic planning process.

R15. The City Manager and City Council should independently make public acknowledgments of the difficulties and dysfunctions that have plagued the City for the last 18 months, and make commitments which are consistent with the implementation of the Grand Jury's recommendations by December 31, 2020. (F1-19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Public acknowledgments have already been made by the City Manager and City Council numerous times. Many of the recommendations have been implemented.



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 30, 2020

Martin Bernal, the Santa Cruz City Manager, is not required to respond to the Grand Jury's request. He sent the email on the following page, explaining that "The official response submitted by the City and approved by the City Council incorporates my comments..."

The Santa Cruz City Council was not assigned all the findings and recommendations assigned to the City Manager, so the City Council's response may not incorporate his input for Findings F3, F5, and F6, and Recommendations R4 and R5.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020-2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Martin Bernal <mbernal@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 29, 2020 at 10:53 AM

Thank you for following up and I apologize for the late response. The official response submitted by the City and approved by the City Council incorporates my comments and so I don't need to submit a separate response. Thank you again.

From: Grand Jury [mailto:grandjury@scgrandjury.org]

Sent: Monday, December 14, 2020 5:52 PM

To: Marn Bernal <mbernal@cityofsantacruz.com>

Subject: Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Dear Mr. Bernal,

This message is a reminder that your requested responses to the following 2019-20 Grand Jury Reports are past due:

1. Tangled Weave
2. Delaveaga Golf Course
3. Manager's of Risk
4. Failure to Communicate
5. Homelessness
6. Ready? Aim? Fire!

If you wish for your input to be considered, we encourage you to respond. Kindly notify us if you have decided that you do not intend to prepare a response to the report.

If you have any questions, or need further clarification, please feel free to contact the Grand Jury at grandjury@scgrandjury.org.

Thank you for your cooperation in this matter.

Sincerely,



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

November 25, 2020

Lisa Murphy, the City of Santa Cruz Director of Human Resources (HR), is not required to respond to the Grand Jury's request. She sent the email on the following page, explaining that "The City of Santa Cruz provided a comprehensive response which include[d] the request from the Grand Jury to the Human Resources Department."

The Santa Cruz City Council was not assigned all the findings and recommendations assigned to the HR Director, so the City Council's response may not incorporate her input for Findings F1 and F4, and Recommendations R2 and R14.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020-2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

REMINDER, Report #7 Fail to Communicate, #3 of 4, SC City HR Director, IMMEDIATE RESPONSE REQUIRED!

Lisa Murphy <LMurphy@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Mon, Nov 23, 2020 at 8:36 AM

Good Morning,
The City of Santa Cruz provided a comprehensive response which include the request from the Grand Jury to the Human Resources Department. I do not have any additional response.

Lisa Murphy
Director of Human Resources
City of Santa Cruz
831 420-5042

From: Grand Jury [grandjury@scgrandjury.org]
Sent: Friday, November 20, 2020 1:50 PM
To: Lisa Murphy
Subject: [CAUTION: Verify Sender Before Opening!] REMINDER, Report #7 Fail to Communicate, #3 of 4, SC City HR Director, IMMEDIATE RESPONSE REQUIRED!

[Quoted text hidden]



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 10, 2020

Amanda Rotella, the Chair of the City of Santa Cruz Equal Employment Opportunity Committee (EEOC), is not required to respond to the Grand Jury's request. She sent the email on the following page, explaining that "The City of Santa Cruz submitted a unified response via the City Council which consolidated all details and responses related to the topic."

The Santa Cruz City Council was not assigned all the findings and recommendations assigned to the EEOC Chair, so the City Council's response may not incorporate her input for Findings F1 and F4, and Recommendations R2 and R14.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Report #7 Failure to Communicate, #4 of 4, SC City EEO Committee, IMMEDIATE RESPONSE REQUIRED!

Amanda Rotella <ARotella@cityofsantacruz.com>

Tue, Dec 8, 2020 at 11:11 AM

To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Cc: Joe McMullen <jmcmullen@cityofsantacruz.com>, Tremain Hedden-Jones <tjones@cityofsantacruz.com>, Ralph Dimarucut <rdimarucut@cityofsantacruz.com>

Good morning,

As Chair of the City of Santa Cruz Equal Employment Opportunity Committee (EEOC), I was forwarded following email and requested to submit a response. The City of Santa Cruz submitted a unified response via the City Council which consolidated all details and responses related to the topic. That formal response is attached with this email and was submitted a couple months ago. The EEOC does not have additional comments.

Please confirm that this is acceptable, or if anything different is required, please advise.

Sincerely,



Amanda Rotella
Principal Management Analyst
Chair, EEOC

City of Santa Cruz Economic Development Office

(831) 420-5316 | arotella@cityofsantacruz.com

Furlough Schedule: M-Th 7:30a – 5pm

-

From: Grand Jury [<mailto:grandjury@scgrandjury.org>]

Sent: Friday, November 20, 2020 1:52 PM

To: jfrawley@cityofsantacruz.com; Tremain Hedden-Jones; Dara Herrick; shueyd@santacruzpl.org; Valerie Simmons; EEO COMM1; Katherine Donovan

Subject: [CAUTION: Verify Sender Before Opening!] REMINDER, Report #7 Failure to Communicate, #4 of 4, SC City EEO Committee, IMMEDIATE RESPONSE REQUIRED!



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

8a - Fire and Safety Inspections in Santa Cruz County Response Packet - IMMEDIATE RESPONSE NEEDED!

Robert Gray <rgray@feltonfire.com>
To: grandjury@scgrandjury.org

Wed, Feb 10, 2021 at 4:41 PM

Good Afternoon,

Please find attached the updated response including the narrative for R1 and R2 that had been overlooked. Please let me know if you have any questions or concerns.

Regards,

[Quoted text hidden]

--

Robert Gray

Fire Chief

Felton Fire Protection District

131 Kirby St.

Felton, CA 95018

Station: (831) 335 4422

Cell: (831) 332 8865

www.feltonfire.com



FireInspection-Revised Feb 21.docx
132K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Felton Fire Protection District Board of Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Fire and Safety Inspections in Santa Cruz County
by September 23, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Fire and Safety Inspections

Felton Fire Protection District Board of Directors

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: September 14, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F3. The Felton Fire District has not adequately accounted for the inspection of all schools, hotels, apartments, and licensed residential care facilities for fire and safety per California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b).

- AGREE**
- PARTIALLY DISAGREE** – explain the disputed portion
- DISAGREE** – explain why

Response explanation (required for a response other than **Agree**):

We are currently in the middle of a complete overhaul of our fire prevention program and are currently working to update our data bases on the different occupancies, transfer of paper records to electronic searchable documents, and have begun consistently documenting all inspection as of January 2020.

Fire and Safety Inspections

Felton Fire Protection District Board of Directors

F5. Fire Agencies serving the incorporated and unincorporated areas of Santa Cruz County have not adequately reported inspection performance and the inherent risk associated with a performance gap to residents and leadership external to the governing body.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County would benefit by sharing technology and processes and at times personnel, in fulfilling fire inspection requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The fire prevention officers section of the Santa Cruz Fire Chiefs Association meets every other month to share information, explore new training topics, discuss new legislation, and manage county wide issues as they apply to fire code and standards. This group was formed to create a forum for information sharing. Most agencies fire prevention staff are struggling to complete their own inspections in a timely manner there for leaving no time to assist other agencies with inspection staff.

Fire and Safety Inspections

Felton Fire Protection District Board of Directors

Recommendations

R1. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should comply, as soon as possible, with state health codes for fire and safety inspections and reporting. Specifically, California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). (F1, F2, F3, F4, F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Felton Fire has Hired an inspector to meet the required mandate. With the Covid-19 restrictions this process has been slow, however we hope to have all occupancies inspected by July 1 2021.

R2. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, as soon as possible, ensure inspection plans reflect all facilities that fall under California Health and Safety Code sections 13146.2, 13156.3, and 171921(b). (F1, F2, F3, F4, F5,F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Felton Fire has Hired an inspector to meet the required mandate. With the Covid-19 restrictions this process has been slow, however we hope to have all occupancies inspected by July 1 2021.

Fire and Safety Inspections*Felton Fire Protection District Board of Directors*

R3. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, by January 2021, publish a summary of annual inspection findings on their websites. (F1, F2, F3, F4, F5, F7, F8)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Due to the COVID 19 pandemic, the inspections for 2020 have been difficult to complete as many of the occupancies are closed at this point. We will be reviewing fire inspection records and performance for 2020 as it applies to H&S 13146.2 through 13146.4 at the June 2021 Board Of Directors Meeting. Following the adoption of the resolution, we will make it available to the public on our website

R5. The County and City fire agencies should amend their mutual aid agreements to provide for sharing of technology and inspection resources by June 30, 2021. (F6)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The sharing of inspection services would be better managed through a joint powers agreement, if agencies were to have the staff to share resources. Mutual aid agreements are traditionally for emergency response assistance.

Fire and Safety Inspections*Felton Fire Protection District Board of Directors***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

January 22, 2021

The Santa Cruz Civil Grand Jury confirmed that the Scotts Valley Fire Protection Department's Board of Directors approved its response to the Fire Inspection Report on 8/12/2020 per item 8.4 of their [meeting minutes of that date](#).

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Scotts Valley Fire Protection District- Grand Jury Response

1 message

Michelle Mayfield <mmayfield@scottsvalleyfire.com>

Fri, Aug 14, 2020 at 2:40 PM

To: grandjury@scgrandjury.org

Cc: Steve Kovacs <skovacs@scottsvalleyfire.com>, Greg Vandervoort <gvandervoort@scottsvalleyfire.com>, Alicia Walton <awalton@scottsvalleyfire.com>

Good Afternoon,

Please see the attached Grand Jury Response from Scotts Valley Fire Protection District. Please let me know if you have any questions.

Thank you,

--

Michelle Mayfield

Secretary/Receptionist

Scotts Valley Fire Protection District

831.438.0211

2 attachments



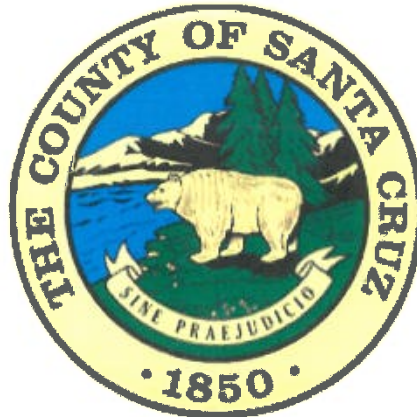
8.3 Grand Jury Report 1.pdf

621K



8.4 Grand Jury Report 2.pdf

293K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Scotts Valley Fire Protection District
Board of Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Fire and Safety Inspections in Santa Cruz County
by September 23, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

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Santa Cruz, CA 95060

Fire and Safety Inspections

Scotts Valley Fire Protection District Board of Directors

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

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 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
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 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Fire and Safety Inspections

Scotts Valley Fire Protection District Board of Directors

Findings

F5. Fire Agencies serving the incorporated and unincorporated areas of Santa Cruz County have not adequately reported inspection performance and the inherent risk associated with a performance gap to residents and leadership external to the governing body.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Fire and Safety Inspections

Scotts Valley Fire Protection District Board of Directors

F6. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County would benefit by sharing technology and processes and at times personnel, in fulfilling fire inspection requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While sharing technology, processes, and personnel may appear on the surface as a good direction, it would be difficult to implement. A benefit may be gained by some agencies, but not by others. The local fire prevention bureaus within the County are already working persistently to accomplish tasks mandated by the State. Most, if not all of the agencies in the County, are already at capacity and understaffed. To share personnel, would put additional strain on the agencies to accomplish the current workload. Not all agencies share the same technology. However, some agencies may be bound to specific technology that the jurisdictional IT departments have authorized for use. It may be against local city/district policy to either share this technology, or purchase new or expensive, unapproved technology. Processes are already shared to an extent. The Santa Cruz County Fire Prevention Officers Section of the Fire Chiefs Association meets monthly to discuss common fire and life safety prevention topics and coordinate a mutual position on different issues. For example, the FPO Section meets, reviews, amends and approves the California Fire Code and produces a cohesive document so all agencies can adopt a common Ordinance. The FPO Section has printed common occupancy checklists, called "General Provisions for Fire Safety" which have been unanimously agreed upon and are used by most agencies to document inspections. Our local agencies face different challenges within our county. Some agencies are rural and others are urban, each faced with their own challenges and working diligently to abide by current inspection requirements.

Fire and Safety Inspections**Scotts Valley Fire Protection District Board of Directors**

F8. Scotts Valley Fire District resolution 2020-2 is at risk of being non-compliant based on a survey of businesses and organizations consistent with California annual inspection code requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Scotts Valley Fire Protection District has worked diligently to complete not only the mandated fire and safety inspections, but other inspections the district has deemed important. These include "Assembly" occupancies such as restaurants, bars, churches, as well as Wildland Urban Interface inspections for vegetation management in both commercial and residential properties. SVFPD has adjusted to the requirements set forth beginning in 2019 and has noted 2 preschool properties that were not previously in our inventory for inspections. They have since been added to our list and will not be missed in the future. However, using the references the Grand Jury listed, SVFPD did a survey of local schools, or E occupancies. 7 out of 10 occupancies not in our inventory turned out to be closed, changed names, located in private residences, and one was a P.O. Box only with no campus in the district. SVFPD believes it is continuously striving to be within compliance of the California inspection requirements.

Fire and Safety Inspections

Scotts Valley Fire Protection District Board of Directors

Recommendations

R1. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should comply, as soon as possible, with state health codes for fire and safety inspections and reporting. Specifically, California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). (F1, F2, F3, F4, F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

While SVFPD has already been striving for compliance, the 2 preschools that were not in the inspection inventory have since been added and will be inspected, with all other mandated occupancies.

Fire and Safety Inspections

Scotts Valley Fire Protection District Board of Directors

R2. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, as soon as possible, ensure inspection plans reflect all facilities that fall under California Health and Safety Code sections 13146.2, 13156.3, and 171921(b). (F1, F2, F3, F4, F5,F8)

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- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The two preschools previously mentioned have been added to SVFPD’s schedule and the “Large adult overnight learning center” known as 1440 Foundation, referred to by the Grand Jury Report has been, and will continue to be inspected as mandated. Somehow, this facility was inadvertently left off the report, but the Fire District did inspect it in 2019 and again in 2020 and have the records on file. The District continues to maintain an excellent working relationship with the facility and will continue this into the future.

Fire and Safety Inspections

Scotts Valley Fire Protection District Board of Directors

R3. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, by January 2021, publish a summary of annual inspection findings on their websites. (F1, F2, F3, F4, F5, F7, F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This information will be posted on our website after the Board of Directors approve the annual Resolution.

Fire and Safety Inspections

Scotts Valley Fire Protection District Board of Directors

R5. The County and City fire agencies should amend their mutual aid agreements to provide for sharing of technology and inspection resources by June 30, 2021. (F6)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Agencies simply don't have the personnel available to share with other agencies. Most agencies utilize their own system for inspections and many still use handwritten forms to complete inspections in the field. Technology differs from agency to agency and some agencies have policies or regulations restricting what technology may be utilized. It seems unrealistic to expect agencies to comply with this recommendation.

Fire and Safety Inspections**Scotts Valley Fire Protection District Board of Directors****Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
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 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
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Grand Jury <grandjury@scgrandjury.org>

Grand Jury Responses for APT & CTL re: Mandated Annual Fire Inspections-ACTION DUE by SEP 23

1 message

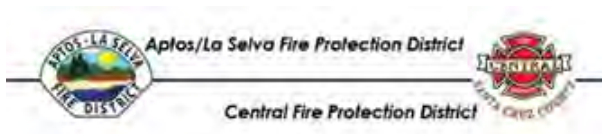
Sarah Melton <SarahM@aptosfire.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Mon, Sep 21, 2020 at 12:39 PM

Good afternoon! Attached are the responses from both Aptos/La Selva FPD and Central FPD regarding the Grand Jury report on Fire & Safety Inspections. Hard copies are in the mail today, and should arrive at your office by the September 23rd deadline. If you have any questions regarding the content of these responses, please feel free to contact either of our Interim Fire Chief's at the contact info below:

Aptos/La Selva FPD Interim Chief Don Jarvis: donj@aptosfire.com, Direct line 316-3489

Central FPD Interim Chief John Walbridge: johnw@centralfpd.com, Direct line 831-316-3776

**SARAH MELTON****ADMINISTRATIVE ASSISTANT**

Aptos/La Selva Fire Protection District &

Central Fire Protection District of Santa Cruz County

6934 Soquel Drive • Aptos, CA 95003

(831) 316-3549 • (831) 685-6699 FAX • (831) 706-6945 CELL

www.aptosfire.com • www.centralfpd.com

2 attachments **2020-09 APT BoD Response to Grand Jury-Fire and Safety Inspections.pdf**
175K **2020-09 CTL BoD Response to Grand Jury-Fire and Safety Inspections.pdf**
174K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the**

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Board of Directors**

**Respond to the Findings and Recommendations
Specified in the Report Titled**

Fire and Safety Inspections in Santa Cruz County

by September 23, 2020

When the response is complete, please

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Validation

Date of governing body's response approval:

*Approved by Motion of the Board on **September 10, 2020** – Agenda Item 10.1*

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Findings

F5. Fire Agencies serving the incorporated and unincorporated areas of Santa Cruz County have not adequately reported inspection performance and the inherent risk associated with a performance gap to residents and leadership external to the governing body.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F6. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County would benefit by sharing technology and processes and at times personnel, in fulfilling fire inspection requirements.

X **AGREE**

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Recommendations

- R1.** Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should comply, as soon as possible, with state health codes for fire and safety inspections and reporting. Specifically, California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). (F1, F2, F3, F4, F8)

X **HAS BEEN IMPLEMENTED** – summarize what has been done

Response explanation, summary, and timeframe:

The 2019 annual fire inspections required for Residential Occupancies and Schools were completed by April 2020.

R2. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, as soon as possible, ensure inspection plans reflect all facilities that fall under California Health and Safety Code sections 13146.2, 13156.3, and 171921(b). (F1, F2, F3, F4, F5, F8)

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Response explanation, summary, and timeframe:

Aptos/La Selva Fire Protection District has initiated a process during 2020 to verify the accuracy of our inspection data base to account for all multi-family residential occupancies (R1, R2, R2.1, and R4) and public and private schools.

R3. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, by January 2021, publish a summary of annual inspection findings on their websites. (F1, F2, F3, F4, F5, F7, F8)

X HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

Response explanation, summary, and timeframe:

By January 2021, and each following year, the Aptos/La Selva Fire Protection District will post the summary of required annual fire inspections, including all multi-family residential occupancies and public/private schools.

R5. The County and City fire agencies should amend their mutual aid agreements to provide for sharing of technology and inspection resources by June 30, 2021. (F6)

X **WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Will not be implemented because it is not warranted. An analysis of the need for agencies to share technology and inspection resources has identified that mutual aid agreements are not the appropriate means to share technology and inspection resources. The Santa Cruz County Fire Chief's Association has established the Fire Prevention Officer's Committee which meets every month and resources are already being shared between agencies. If one agency should lose its inspection capability or find that a current concern is beyond its technical capability, the Fire Prevention Officer's Committee routinely provides intermittent assistance and sharing between agencies. Where an agency should need a longer term of assistance to fill an open position or to provide for increased technical capability, fire agencies may contract with private services or establish an agreement with neighboring agencies. In Santa Cruz County, the Aptos/La Selva and the Central Fire Protection Districts are currently sharing fire inspection resources through a shared services agreement.

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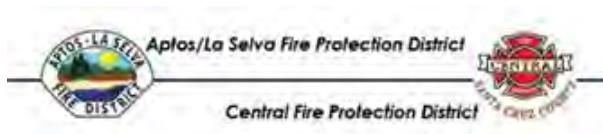
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*Approved by Motion of the Board on **September 15, 2020** – Agenda Item 10.1*

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 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Wed, January 11, 2021 at 11:30 AM

The Santa Cruz County Board of Supervisors senior receptionist left a voicemail message on the above date confirming that the Santa Cruz County Board of Supervisors approved its response to the Fire Inspection Report on 10/6/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office


County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments

 **Fail in the Jail _BoS_Packet.pdf**
181K








 **Fail_in_the_Jail_CAO_Packet.pdf**
184K

 **BOS FireInspection BOS Response Packet.pdf**
181K

 **GSD FireInspection Response Packet.pdf**
174K

 **BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
289K

 **CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
207K

-  **CAO Response - Ready Aim Fire!.pdf**
258K
-  **SCCFD Response - Ready Aim Fire!.pdf**
239K
-  **BOS Response - Ready Aim Fire!.pdf**
256K
-  **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K
-  **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K
-  **Voter Data Clerk Response.pdf**
179K
-  **VoterData_BoS_Packet.pdf**
180K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Santa Cruz County Board of Supervisors
Respond to the Findings and Recommendations
Specified in the Report Titled
Fire and Safety Inspections in Santa Cruz County
by September 23, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Fire and Safety Inspections

Santa Cruz County Board of Supervisors

Findings

F4. Santa Cruz County Fire has not adequately inspected all schools, hotels, and apartments for fire and safety per California Health and Safety Code sections 13146.3, 13146.4, and 171921(b).

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The graph data as presented in the Grand Jury report contained inaccuracies that do not reflect the requirements for inspections of schools, hotels, and apartments within the Santa Cruz County area.

F5. Fire Agencies serving the incorporated and unincorporated areas of Santa Cruz County have not adequately reported inspection performance and the inherent risk associated with a performance gap to residents and leadership external to the governing body.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Fire and Safety Inspections

Santa Cruz County Board of Supervisors

F6. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County would benefit by sharing technology and processes and at times personnel, in fulfilling fire inspection requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F7. Reporting gaps in fire inspection performance to a governing body annually at a time when that governing body is completing its budgeting process makes making budget adjustments prior to budget adoption unnecessarily challenging and may result in delay.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The alignment of annual reporting during period of time does create a workload challenge, but also informs budget development decisions.

Fire and Safety Inspections

Santa Cruz County Board of Supervisors

Recommendations

R1. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should comply, as soon as possible, with state health codes for fire and safety inspections and reporting. Specifically, California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). (F1, F2, F3, F4, F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

In reference to F4, Santa Cruz County Fire (County Fire) will be complying with California Health and Safety Code sections 13146.2, 13146.3, 13146.4. as soon as possible. County Fire will be providing annual reporting as required by SB1205.

R2. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, as soon as possible, ensure inspection plans reflect all facilities that fall under California Health and Safety Code sections 13146.2, 13156.3, and 171921(b). (F1, F2, F3, F4, F5,F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

County Fire is in the process of working with other County departments (Planning & the Geographic Information Systems team) to update their list of occupancies that fall into the required inspection classification. A new inspection database is being developed for tracking of inspections.

Fire and Safety Inspections

Santa Cruz County Board of Supervisors

R3. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, by January 2021, publish a summary of annual inspection findings on their websites. (F1, F2, F3, F4, F5, F7, F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

In reference to F4, Santa Cruz County Fire will be providing a summary of annual inspections on its website for 2020.

R4. The County of Santa Cruz and the City Fire Departments in the County should notify appropriate County or City leadership of the resources necessary to be compliant with inspection requirements early enough to be addressed during the agency's annual budgeting process. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

In reference to Santa Cruz County Fire, it was determined that additional Fire Prevention staff was needed to be meet compliance. During budget development for FY 20/21 additional funding for Fire Prevention staff was requested and approved.

Fire and Safety Inspections

Santa Cruz County Board of Supervisors

R5. The County and City fire agencies should amend their mutual aid agreements to provide for sharing of technology and inspection resources by June 30, 2021. (F6)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Sharing of technology and inspection resources occurs through the Fire Chiefs Association. Mutual Aid agreements are reviewed periodically and updated as needed and funding potential through grants and other sources are shared across jurisdictions for technology sharing opportunities.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Wed, Dec 16, 2020 at 12:45 PM

The Santa Cruz City Manager left a voicemail message on the above date confirming that the Santa Cruz City Council approved its response to the Fire Inspection Report on 9/8/2020.

The Grand Jury mislabeled the Fire Inspection Report's packet of Findings and Recommendations assigned to the Santa Cruz City Council as a Requested Response. Their response is required under Penal Code §933(c).

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020-2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Santa Cruz City Council Response Packets for "Fire Inspections in Santa Cruz County" and "Ready Aim Fire"

1 message

Ralph Dimarucut <rdimarucut@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Suzanne Haberman <shaberman@cityofsantacruz.com>

Wed, Sep 23, 2020 at 3:58 PM

Hello,

Attached please find the Santa Cruz City Council Response Packets for "Fire and Safety Inspections in Santa Cruz County" and "Ready, Aim, Fire."

Thank you,


Ralph Dimarucut

Principal Management Analyst
City Managers Office

City of Santa Cruz

831.420.5017

2 attachments

 **Fire and Safety Inspections in Santa Cruz County - City Council of Santa Cruz - Response Packet (002).pdf**
241K

 **Ready Aim Fire - City Council of Santa Cruz - Response Packet (003).pdf**
250K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
City of Santa Cruz City Council
Respond to the Findings and Recommendations
Specified in the Report Titled
Fire and Safety Inspections in Santa Cruz County
by September 23, 2020**

Findings

- F1.** The City of Santa Cruz Fire Department has not adequately inspected all schools, hotels, apartments, and licensed residential care facilities for fire and safety per California Health and Safety Code Sections 13146.2, 13146.3, 13146.4, and 171921(b).

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Santa Cruz Fire Department has made inspections of its highest risk occupancies a priority. However due to the overwhelming number of occupancies within or jurisdiction we have had to adjust our time frames for inspection making us non-compliant with California Health and Safety Code Sections 13146.2, 13146.3, 13146.4, and 171921(b). These Health and Safety Codes call for annual inspections which we have not achieved. As detailed in the Grand Jury interview Santa Cruz Fire prioritizes the highest life safety occupancies (residential care) and focuses on completing these annually with other occupancies (apartments) completed on a rolling basis.

Of particular concern is the misrepresentation by the Grand Jury report for inspections completed by Santa Cruz Fire. For example in 2018 Santa Cruz Fire completed 70 life safety inspections for the 50 identified hotels in Santa Cruz. The Grand Jury report has 24 inspections listed in 2018 which does not match any information it was given. The higher number of inspections (70) than the number of hotels (50) is due to re-inspections and follow up corrective actions that were taken in 2018. Because of these corrective actions a smaller number of hotels were inspected in 2019. A similar error can be seen within our residential care inspections for 2019. There were a total of 9 inspections in 2019 for re-inspections and corrective actions taken. In 2018 all 36 schools were inspected but the Grand Jury reports has 5 inspections being completed.

The Santa Cruz City Fire Department agrees that it has not fully complied with Health and Safety Code Sections 13146.2, 13146.3, 13146.4, and 171921(b) for annual inspections. However we disagree that we have not adequately performed inspections to ensure life safety to meet the intent of the Health and Safety codes.

Fire and Safety Inspections in Santa Cruz County

City of Santa Cruz City Council

F5. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County have not adequately reported inspection performance and the inherent risk associated with a performance gap to residents and leadership external to the governing body.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County would benefit by sharing technology and processes and, at times, personnel in fulfilling fire inspection requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Departments already share process and technology. Meetings occur monthly as part of the Santa Cruz County Fire Association and the sub-group of the Fire Prevention Officers. Where possible alignment in policy and process is enacted.

Santa Cruz City Fire disagrees with the statement that sharing personnel is an answer to meeting inspection requirements. No single agency is able to complete required inspections on an annual basis with their current staffing.

Fire and Safety Inspections in Santa Cruz County

City of Santa Cruz City Council

F7. Reporting gaps in fire inspection performance to a governing body annually at a time when that governing body is completing its budgeting process makes making budget adjustments prior to budget adoption unnecessarily challenging and my result in delay.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R1. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should comply, as soon as possible, with State health codes for fire and safety inspections and reporting. Specifically, California Health and Safety Code Sections 13146.2, 13146.3, 13146.4, and 171921(b). (F1–F4, F8)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe

Fire agencies should comply with Health and Safety Code Sections 13146.2, 13146.3, 13146.4, and 171921(b). However this is balanced against the available resources and prioritizing funding for life safety inspections as well as funding for suppression response. The City of Santa Cruz, similar to all municipalities, is facing unprecedented financial challenges. Further analysis will need to be done to see what gaps in inspections can be competed with existing staff. Santa Cruz Fire will be implementing an engine base inspections program for apartments in fall of 2020. Based on the effectiveness of this program we will make recommendations to the City Council for changes during mid-year budget adjustments for fiscal year 20/21.

Fire and Safety Inspections in Santa Cruz County

City of Santa Cruz City Council

- R2.** Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, as soon as possible, ensure that inspection plans reflect all facilities that fall under California Health and Safety Code Sections 13146.2, 13146.3, and 171921(b). (F1–F5, F8)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Santa Cruz Fire has updated its data base for what occupancies are required to be inspected on an annual basis. This was done as part of a report to the State Fire Marshall Office in which we determined that a number of apartment facilities previously listed as requiring inspections were in fact tri-plex units that did not require inspection. All new construction and re-model permits are put into our data base not ensure that we are accurately capturing occupancies that require inspection.

R3. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, by January 2021, publish a summary of annual inspection findings on their websites. (F1–F5, F7, F8)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Santa Cruz Fire plans to publish the inspection data on our website. This is planned to be completed no later than January 2021.

Fire and Safety Inspections in Santa Cruz County

City of Santa Cruz City Council

R4. The County of Santa Cruz and the City Fire Departments in the County should notify appropriate County or City leadership of the resources necessary to be compliant with inspection requirements early enough to be addressed during the agency's annual budgeting process. (F7)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Santa Cruz fire will present to City Council what staffing and resource needs are needed to meet Health and Safety Code Sections 13146.2, 13146.3, 13146.4, and 171921(b).

R5. The County and City fire agencies should amend their mutual aid agreements to provide for sharing of technology and inspection resources by June 30, 2021.
(F6)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

As noted in a previous reply no single agency is able to fulfill the unfunded inspection mandates as outlined in Health and Safety Code Sections 13146.2, 13146.3, 13146.4, and 171921(b). To amend mutual aid agreements to share resources that are already inadequate will not fix the underlying problem of a lack of personnel. Mutual aid agreements are designed for episodic events that overwhelm the local agencies ability to fulfill its mission without temporary or specialized assistance. This requires adequate funding, resources, and personnel within the local jurisdictions before sharing resources with other agencies.



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Response from City of Watsonville

3 messages

Beatriz Flores <beatriz.flores@cityofwatsonville.org>

Fri, Aug 28, 2020 at 1:56 PM

To: grandjury@scgrandjury.org

Cc: Matt Huffaker <matt.huffaker@cityofwatsonville.org>, Tamara Vides <tamara.vides@cityofwatsonville.org>, Suzi Merriam <suzi.merriam@cityofwatsonville.org>, Rudy Lopez Sr <rudy.lopez.sr@cityofwatsonville.org>

Dear Mr. Gritton:

The Council of the City of Watsonville at its August 25, 2020, accepted and directed City staff to submit the responses to the following Grand Jury reports:

- 1) Risk Management
- 2) Homelessness
- 3) Fire & Safety Inspections
- 4) Tangled Website

Also included is the Staff Reports.

Please don't hesitate to contact me if you have any questions.

bc: Council

Sincerely,

**Beatriz Vázquez Flores, MMC**

City Clerk - (831)768-3040 or (831)768-3042

275 Main St., Suite 400, Watsonville CA, 95076

beatriz.flores@cityofwatsonville.org**Business Hours: 8:00 am to 5:00 pm Monday - Friday.**

5 attachments

**7.D. 2020 Grand Jury Tangled Web.pdf**

504K

**7.D. 2020 Grand Jury Fire Inspections.pdf**

496K

**7.D. 2020 Grand Jury Risk.pdf**

560K

**7.D. 2020 Grand Jury Homelessness.pdf**

763K

**Item 7.D. 2020 Grand Jury Staff Report.pdf**

1262K

**City of Watsonville
City Manager's Office**

M E M O R A N D U M



DATE: August 21, 2020

TO: Matthew D. Huffaker, City Manager

FROM: Tamara Vides, Deputy City Manager
Raunel Zavala, Administrative Analyst

SUBJECT: Response Packet to the Santa Cruz County Civil Grand Jury's Investigation of Assessing Risk Management, Homelessness, Fire and Safety and the City's Website

AGENDA ITEM: August 25, 2020 City Council

RECOMMENDATION:

It is recommended that the City Council by Motion, approve the response packets prepared for the 2019-2020 Santa Cruz County Grand Jury's Investigation on four specific topics: 1) **Managers of Risk or Victims of Risk - Rocked by the Shocks** 2) **Homelessness: Big Problem, Little Progress – It's Time to Think Outside the Box** 3) **Fire and Safety Inspections in Santa Cruz County, and** 4) **The Tangled Web - Oh, What a Mangled Web We Weave...**

DISCUSSION:

The Santa Cruz County Civil Grand Jury prepared four reports addressing issues in the Watsonville community and requested that the Council prepare responses to several findings and recommendations made in each of the reports. The County and all four cities within the County received these reports and were compelled to respond.

The Grand Jury looks for contact information, budget data, policies and procedures, etc. to conduct their investigation. They aim to capture the experience a member of the public would have when trying to access information, assess impact and value of city services and review transactions of the public entity. The reports contain findings by the 2019-2020 Grand Jury and offer recommendations for consideration and ongoing improvement of operations.

All four Grand Jury reports are attached; below is a summary of the areas of interest for each issue reviewed and some highlights of the recommendations made by the Grand Jury:

Managers of Risk or Victims of Risk - Rocked by the Shocks:

This report examines the current level of financial risk for Santa Cruz County (SCC) cities, the causes and likely impacts of that risk, and the risk management practices of our cities. The Grand Jury found that the cities of SCC do not practice formal, integrated risk management for the range of risks and impacts they regularly confront. They recommend the cities study ways

to implement more comprehensive practices with regard to risk identification, evaluation, mitigation, and communication.

Homelessness: Big Problem, Little Progress – It’s Time to Think Outside the Box:

The Grand Jury prepared a report on homelessness in Santa Cruz County. The Grand Jury identified five main reasons the homeless problem persists. First, the community views homelessness as a problem that should be addressed by elected officials; second, the County lacks an effective governance structure with the authority to manage the complexity and size of the homeless problem; third, there are insufficient resources to support those affected by homelessness; fourth, there is an underutilization of existing resources in the County; and fifth, the County lacks comprehensive and effective data collection and analysis systems. Solutions to these problems are complex. However, steps can be taken to enable Santa Cruz County to more effectively manage the homeless crisis, which has become even more of a challenge due to the COVID-19 pandemic. The Grand Jury report illuminated local barriers to homelessness relief, and proposed solutions. They found that ending homelessness will provide significant benefits to the entire community far beyond the relief to the individuals receiving services.

Fire and Safety Inspections in Santa Cruz County:

The Grand Jury found that fire agencies in Santa Cruz County, are responsible for not only responding to emergencies but assisting in prevention. One aspect of prevention is ensuring compliance with fire and safety codes, especially in facilities housing the most vulnerable. Now with fire danger and respiratory illness at all-time highs, this responsibility is as important as it has ever been.

The Grand Jury found that California health and safety codes require fire and safety inspections be performed annually for schools and multifamily residences. Annual reports to the governing body are required. The Grand Jury found that many of the County’s fire agencies do not fully comply with mandated inspection and reporting, and recommends that the status of these inspections, especially those involving public facilities, be communicated to the public and that gaps in compliance or the ability to inspect be addressed in the 2021 budgeting cycle.

The Tangled Web - Oh, What a Mangled Web We Weave...:

The Grand Jury found that website information is sometimes missing, out-of-date, and inaccurate; links may be broken. They found website content providers do not explain content. They concluded that the City lacks a process to review content accuracy and currency to assure timely correction and revision of content. The Grand Jury also noted that the City’s goals for website redesign or quality improvement are not sufficiently “SMART” (Specific, Measurable, Attainable, Relevant and Time Bound).

All Grand Jury findings and recommendations have been reviewed and answered by staff. It is recommended that the Council review and approve by motion the responses to these reports and file the City of Watsonville responses with the Grand Jury by each of their due dates.

FINANCIAL IMPACT:

There is no financial impact associated with filing responses to the Grand Jury report.

ALTERNATIVES:

The Council may choose not to approve the Response Packet, or to modify the responses.

ATTACHMENTS:

- 1) SC Grand Jury Reports and City Responses – Risk Management
- 2) SC Grand Jury Reports and City Responses – Homelessness
- 3) SC Grand Jury Reports and City Responses – Fire & Safety Inspections
- 4) SC Grand Jury Reports and City Responses – Website

cc: City Attorney



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Watsonville City Council
Respond to the Findings and Recommendations
Specified in the Report Titled
Fire and Safety Inspections in Santa Cruz County
by September 23, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F2. The City of Watsonville Fire Department has not adequately inspected all schools, hotels, apartments, and licensed residential care facilities for fire and safety per California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b).

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Watsonville Fire Department continues to work towards achieving full compliance of all mandated occupancies as required by the California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). The Watsonville Fire Department has continually increased the amount of completed mandated inspections each year. The Department is committed towards increasing the amount of inspections as we work towards achieving 100% compliance. However, in the Grand Jury report, we did find discrepancies between the number of schools, hotels, apartments, and licensed residential care facilities reported by the Grand Jury and what Watsonville Fire Department has on record. For example, The Grand Jury Report states in its report that Watsonville Fire Department in 2019 failed to inspect seven of its 21 schools. However, there is a discrepancy in the number of schools on record of the Watsonville Fire Department versus those in the report. The Department has 19 schools on record, of which 17 were inspected and are in compliance. Furthermore, two of the seven schools shown out of compliance on the Grand Jury report, Pajaro Middle School and Calabasas Elementary School, are outside the City of Watsonville and one is in Monterey County; therefore, both are outside the jurisdiction of the Watsonville Fire Department. The other two schools, E.A. Hall and T.S. Macquidy Elementary, were not inspected in 2019, but they have been inspected in the past and will be inspected in future years.

The Grand Jury Report also states that Watsonville Fire Department has 42 identified apartments and inspected 29 in 2019. Department records for 2019, indicate, that we have 99 apartments in the City of Watsonville and 75 of those were inspected that same year with a total of 24 apartments uninspected.

Regardless of the discrepancies between department records and the Grand Jury report, Watsonville Fire Department is committed towards gaining full compliance of all annually mandated inspections specified in the California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). In 2020, despite of the pandemic and challenges with in-person activities the Department is on track to complete all required inspections.

F5. Fire Agencies serving the incorporated and unincorporated areas of Santa Cruz County have not adequately reported inspection performance and the inherent risk associated with a performance gap to residents and leadership external to the governing body.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County would benefit by sharing technology and processes and at times personnel, in fulfilling fire inspection requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville Fire Department participates in a county wide Fire Prevention Officers Association that regularly meets once a month. The goal of the association is to share technology, address fire prevention issues such as code enforcement, review, develop, and adopt standards as they relate to the County of Santa Cruz.

The Watsonville Fire Department is currently facing staffing issues. These issues include staffing of our fire prevention division. The sharing of personnel is not a realistic option for our County fire departments. As with our auto and mutual aid agreements, there is a level of reciprocity that is expected when providing these types of support and assistance to neighboring jurisdictions which have an associated cost to it. Our Fire Department is not in a position to reciprocate any personnel support provided by neighboring agencies for fire and life safety inspections.

F7. Reporting gaps in fire inspection performance to a governing body annually at a time when that governing body is completing its budgeting process makes making budget adjustments prior to budget adoption unnecessarily challenging and may result in delay.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R1. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should comply, as soon as possible, with state health codes for fire and safety inspections and reporting. Specifically, California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). (F1, F2, F3, F4, F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
 HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe
 REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)
 WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Watsonville Fire Department has conducted an analysis of all mandated inspections specified under California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). Occupancies that fall under the Health and Safety code for inspection have been identified and will be inspected by the end of 2020. Watsonville Fire Department is committed to reaching full compliance with the requirements of the Health and Safety Code.

R2. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, as soon as possible, ensure inspection plans reflect all facilities that fall under California Health and Safety Code sections 13146.2, 13156.3, and 171921(b). (F1, F2, F3, F4, F5,F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Under our current plan, we have identified all mandated occupancies that fall under California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). We began inspections of those occupancies prior to the request from the Grand Jury and will continue to work towards compliance with the requirements of the Health and Safety Code.

R3. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, by January 2021, publish a summary of annual inspection findings on their websites. (F1, F2, F3, F4, F5, F7, F8)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

As part of our fire inspection plan, we will provide a summary of our annual inspection report on our website that will also include our Self Inspection Program data which is not mandated by the California Health and Safety code. Publishing of the data on the City's website will take place by January, 2021. At which time, reported data will be for inspections completed during calendar year 2020.

R4. The County of Santa Cruz and the City Fire Departments in the County should notify appropriate County or City leadership of the resources necessary to be compliant with inspection requirements early enough to be addressed during the agency's annual budgeting process. (F7)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Watsonville Fire Department plans is to provide our City Council with an update on the status of our inspection program progress and any potential needed resources by the mid-year budget review.

R5. The County and City fire agencies should amend their mutual aid agreements to provide for sharing of technology and inspection resources by June 30, 2021. (F6)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As stated previously in (F6) there is a level of reciprocity that is expected when providing these types of support and assistance to neighboring jurisdictions which have an associated personnel cost to it. Watsonville Fire Department is not in a position to reciprocate any personnel support provided by neighboring agencies for safety inspections. In other areas of operation, Fire agencies in the County have strong mutual aid agreements that ensure the safety of all county residents. Equipment, technology, training and strategies are often shared by agencies across the County.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Santa Cruz COE Responses to Grand Jury Reports

2 messages

Sage Leibenson <sleibenson@santacruzcoe.org>
To: grandjury@scgrandjury.org

Tue, Jul 28, 2020 at 5:12 PM

Good afternoon,

Please find attached the Santa Cruz COE's responses to the following reports:

- I. Fire and Safety Inspections in Santa Cruz County
- II. Honoring Commitments to the Public

We will be mailing a hard copy of our responses as directed. If you have any questions or require any further information, please feel free to contact me.

--



Sage Leibenson

Administrative Assistant to County Superintendent of Schools Dr.
Faris Sabbah at Santa Cruz County Office of Education

A [400 Encinal St., Santa Cruz CA 95060](#)

P (831)466-5900 **M** (510)219-6090

E sleibenson@santacruzcoe.org

W www.santacruzcoe.org

Pronouns: They/Them



Create your own [WiseStamp email signature](#)

Santa Cruz County Office of Education

www.santacruzcoe.org



2 attachments

8.1.2 - FireInspection.Response.pdf
187K

8.2.2 - HonoringCommitments.Response.pdf
151K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Santa Cruz County Board of Education
Respond to the Findings and Recommendations
Specified in the Report Titled
Fire and Safety Inspections in Santa Cruz County
by September 23, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: July 16, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F5. Fire Agencies serving the incorporated and unincorporated areas of Santa Cruz County have not adequately reported inspection performance and the inherent risk associated with a performance gap to residents and leadership external to the governing body.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

I do not think this Finding applies to the County Office of Education as it pertains to the Fire Agencies responsibilities to report inspection performance and inherent risks. The Fire Districts would be the appropriate respondents for this finding.

Recommendations

R6. The County of Santa Cruz County Office of Education should by January 2021 begin reviewing fire inspection reports for the schools in their jurisdiction annually at a minimum and ensure that School District leadership do the same. (F1, F2, F3, F4, F5, F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We will work with our school districts to review inspection reports at least annually starting no later than January 2021.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments

Fail in the Jail _BoS_Packet.pdf
181K








Fail_in_the_Jail_CAO_Packet.pdf
184K

BOS FireInspection BOS Response Packet.pdf
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BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
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CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
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-  **CAO Response - Ready Aim Fire!.pdf**
258K
-  **SCCFD Response - Ready Aim Fire!.pdf**
239K
-  **BOS Response - Ready Aim Fire!.pdf**
256K
-  **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K
-  **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K
-  **Voter Data Clerk Response.pdf**
179K
-  **VoterData_BoS_Packet.pdf**
180K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
Santa Cruz County Director of General Services
Respond to the Findings and Recommendations
Specified in the Report Titled
Fire and Safety Inspections in Santa Cruz County
by September 23, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Fire and Safety Inspections

Santa Cruz County Director of General Services

Findings

- F1.** The City of Santa Cruz Fire Department has not adequately inspected all schools, hotels, apartments, and licensed residential care facilities for fire and safety per California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b).

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Though the City of Santa Cruz Fire Department may have not adequately inspected all schools, hotels, apartments, and licensed residential care facilities for fire and safety per the Health and Safety code. It is difficult to determine what the accurate accounting is for the number of inspections completed due to the numbers in the Table 4 provided by the Grand Jury being invalidated. If you consider the context of the information contained in the report, the Grand Jury used the same information in Table 3 for Santa Cruz County Fire as they did in Table 4 for the City of Santa Cruz Fire Department. It isn't clear which is accurate.

F5. Fire Agencies serving the incorporated and unincorporated areas of Santa Cruz County have not adequately reported inspection performance and the inherent risk associated with a performance gap to residents and leadership external to the governing body.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Fire and Safety Inspections

Santa Cruz County Director of General Services

Recommendations

R1. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should comply, as soon as possible, with state health codes for fire and safety inspections and reporting. Specifically, California Health and Safety Code sections 13146.2, 13146.3, 13146.4, and 171921(b). (F1, F2, F3, F4, F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

In reference to F4, Santa Cruz County Fire (County Fire) will be complying with California Health and Safety Code sections 13146.2, 13146.3, 13146.4. as soon as possible. County Fire will be providing annual reporting as required by SB1205.

R2. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, as soon as possible, ensure inspection plans reflect all facilities that fall under California Health and Safety Code sections 13146.2, 13156.3, and 171921(b). (F1, F2, F3, F4, F5,F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

County Fire is in the process of working with other County departments (Planning & the Geographic Information Systems team) to update their list of occupancies that fall into the required inspection classification. A new inspection database is being developed for tracking of inspections.

Fire and Safety Inspections

Santa Cruz County Director of General Services

R3. Fire agencies serving the incorporated and unincorporated areas of Santa Cruz County should, by January 2021, publish a summary of annual inspection findings on their websites. (F1, F2, F3, F4, F5, F7, F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

In reference to F4, Santa Cruz County Fire will be providing a summary of annual inspections on its website for 2020.

R4. The County of Santa Cruz and the City Fire Departments in the County should notify appropriate County or City leadership of the resources necessary to be compliant with inspection requirements early enough to be addressed during the agency's annual budgeting process. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

In reference to Santa Cruz County Fire, it was determined that additional Fire Prevention staff was needed to be meet compliance. During budget development for FY 20/21 additional funding for Fire Prevention staff was requested and approved.

Fire and Safety Inspections

Santa Cruz County Director of General Services

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
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 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
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County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

March 9, 2021

The Santa Cruz County Board of Supervisors response to the *Homelessness: Big Problems, Little Progress* Report failed to meet the statutory requirements of [California Penal Code §933.05](#). It is non-compliant because of the following:

- A response to recommendation #9 was not returned by the due date.
- The date on which the Board voted to approve the responses was not provided.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office


County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

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 **CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
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**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Santa Cruz County Board of Supervisors
Respond to the Findings and Recommendations
Specified in the Report Titled
Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box
by September 28, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

Findings

F1. The inaccuracy of the HUD PIT Count results in significant numbers of homeless adults and children not being counted and therefore not receiving needed services.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The HUD PIT Count is a HUD requirement for every continuum of care in the U.S. and its methods are mandated to assist in counting sheltered and unsheltered – homeless individuals on a particular day. It has a specific purpose and is not intended to capture all types of homelessness including individuals who may be couch surfing, or doubled up in homes. It is not the only tool used for evaluating the extent of homelessness in the community, but it is the tool HUD uses to help determine CoC funding throughout the U.S.

F2. The lack of coordination between key stakeholders is a significant barrier to the efficient and capable implementation of homelessness solutions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County agrees that there is much room for improved coordination between stakeholders, however implementation is much more than coordination alone. The County, through our work with Focus Strategies, has adopted a work plan including steps to take towards an improved governance structure which will enhance stakeholder coordination.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F3. The public opposition to homeless solutions is partially due to a lack of education, engagement and political will by City and County leadership.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

This is not universally true, as there are many City and County leaders who are educated, involved, and champions for implementing homeless solutions. Furthermore, public opposition to homeless solutions exists in most jurisdictions throughout the U.S. despite widely varying levels of engagement and political will.

F4. Santa Cruz County elected officials have been unable to combat NIMBYism, which is a significant barrier to getting projects approved and built to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County disagrees that County officials have never been able to overcome NIMBYism, and indeed many existing programs at first faced some level of NIMBYism. In these cases and others, local elected officials have gone above and beyond to reach out and engage with their constituents in finding solutions in order for the project to be successfully implemented. However, it is true that NIMBYism remains a challenge for all elected officials.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F5. Inconsistent and unclear funding sources and processes inhibit the effective implementation of solutions that require long term planning and sustained operations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. The Homeless Action Partnership (HAP) is not organizationally equipped with the appropriate authority, structure, leadership, staff, training or processes and as a result is ineffective in its mission of reducing homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Homeless Action Partnership has been effective at bringing in significant State and Federal funds. These funds have been deployed across the community and sustain numerous housing programs including hundreds of emergency shelter beds, rapid rehousing slots, permanent supportive housing beds, and host homes. Additionally, those funds have supported day services, hygiene services, major expansion of our domestic violence shelter, and more. Absent the work of the HAP, many of these programs would either not have been created in the first place, or would not have sufficient funding for continued operations. That said, the governance has long been an area the HAP has wanted to improve. This is a central component of the Focus Strategies system improvement work that is in process, evidence of which can be seen in the Six Month Work Plan that was approved by the Board of Supervisors in August.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F7. An insufficient number of treatment facilities in Santa Cruz County for mental health and substance use disorders leaves homeless individuals without necessary treatment options.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F8. Because Santa Cruz County lacks adequate prevention and diversion programs, individuals who could remain in their homes with minimal cash assistance are ending up homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County of Santa Cruz is one of the most expensive places to live in the world, and even substantially funded cash assistance programs would have limited overall impact. The county also has an inadequate supply of affordable housing, and what housing is available is not sufficient to meet the demand for individuals who are very difficult to house. And the community needs far more structured and staff-supported living arrangements to assist high-needs individuals.

The county's cost-of-living issues are exacerbated when measured against household income and other employment metrics, with a lack of sufficient income and economic opportunities, and the PIT County shows job loss (followed by evictions) as the most common self-reported cause of homelessness.

In a highly competitive housing market impacted by wildfire and an influx of homebuyers from neighboring Bay Area cities during the COVID-19 pandemic, housing prices have remained unchanged, if not increased. We also need more landlords willing accept homeless tenants with housing vouchers and offer opportunities even to those with past eviction histories.

Additionally, there are significant prevention dollars at work in the community which serve to keep people who are "at imminent risk of homelessness" housed. The County contracts with numerous community-based organizations for provision of eviction prevention services and administration of rental assistance funds. A diversion program is in the process of implementation, in coordination with the SmartPath Coordinated Entry System.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F9. The lack of Permanent Supportive Housing (PSH) results in the significant compounding of the homeless issue.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F10. Supportive services are limited to one year; this limitation can contribute to instability, a loss of housing, and a return to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Limitations such as these are the function of certain funding sources, but not all, and this finding does not reflect local policy. In fact, most funding sources utilized for County services do not have such limitations. For example, the County of Santa Cruz Health Services Agency (HSA) Behavioral Health programs do not place limitations on the support services offered to clients. HSA Behavioral Health provides rental assistance through housing vouchers, case management and other behavioral health services based on the needs of the individual and not a set time period.

The length of time that persons receive supportive services differs by housing or service program, funding source, and the needs, situation, and preferences of the participant. For example, there is no limit on the length of time that participants in Permanent Supportive Housing (PSH) programs can receive housing subsidies or supportive services. The Disabled and Medically Vulnerable (DMV) Voucher program requires that participants receive a minimum of one year of case management but has no maximum service provision. Rapid Re-Housing Programs vary their provision of services and financial subsidies based on the individual needs and situation of participants. Regardless of the specific program, to facilitate housing retention, if a participant needs services longer than a housing program can provide, most programs identify alternative supports for the participant, rather than having them return to homelessness.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F11. A lack of case managers and outreach results in homeless individuals not having timely access to necessary supportive services.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County of Santa Cruz Health Services Agency (HSA) manages over half of all HUD funded permanent supportive housing programs within our Continuum of Care. The collaborative efforts of outreach workers across all of HSA's departments, and the inclusion of community-based agencies in these efforts, contributed to a three-fold increase in clinic visits by the highest utilizers of hospital services in 2019, according to recent data shared by the Central California Alliance for Health. That level of coordination between outreach workers and case managers ultimately leads to improved health outcomes while reducing unnecessary emergency room visits and hospital admissions, critically important during the COVID-19 pandemic.

HSA Behavioral Health provides a broad range of targeted services and programs for the homeless including the HOPES Program (Homeless Outreach and Proactive Engagement), the FIT Team (Focused Intervention Team), and our specialty mental health and substance use disorder programs, as well as housing navigation services in the community which are peer staff assisting with connecting to housing in the community. These services were not reflected in this Grand Jury report.

The issue of connecting to services goes beyond capacity- there are always going to be a group of homeless individuals averse to ongoing treatment, and while we work with them using harm reduction interventions, we often cannot meet the legal standards required to force an individual into treatment.

Further complicating this is the fact that the County does not have enough supportive infrastructure systems to adequately address the behavioral and physical health needs of the number of people experiencing homelessness (such as medical respite beds, a medical detoxification facility, and board and care facilities able to provide 24/7 nursing support). There is also a need for more medical providers trained and deployed to provide street medicine in the field.

Without these critical infrastructure pieces available for clients, any crisis response system of case managers and outreach workers, not matter how coordinated, Will be unable to improve outcomes because there are not adequate systems in place to which case workers may refer this population.

F12. There are parcels of land throughout the county that appear to be unused or underutilized, and could possibly be used to build housing for the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F13. Santa Cruz County law enforcement response to homeless, addiction, and mental health issues has the potential to criminalize social, medical, and psychological conditions. This requires law enforcement to perform the role of social worker; a role for which they lack the resources and mental health training.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Sheriff's Office has incorporated on-going Mental Health and Crisis Intervention training (CIT) into our yearly training plan for over four years. 65% of our deputies have successfully completed and are certified in CIT. Our comprehensive approach to these issues also includes Integrating Communications, Assessment and Tactics (ICAT) training which stresses de-escalation and communication strategies for resolving incidents involving persons in crisis. Additionally, in 2014 our office partnered with Health Services Agency (HSA) and implemented the Mental Health Liaison (MHL) program where MHL clinicians are imbedded into our Patrol Division and respond with deputies to incidents involving emotionally distressed persons.

F14. There is a lack of leadership from County and City officials to engage the business community in exploring potential solutions to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

County Homeless Services Coordination Office has engaged with Chamber of Commerce, Downtown Association, and Business Council of Santa Cruz County to discuss the issue of homelessness, understand impacts to businesses, and explore potential for collaboration. The Downtown Streets Team is an example of a successful government-business collaboration that has included City and County leadership.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F15. The Rountree Detention Center provides inmates with construction skills training. This training could be effectively applied to the building of tiny homes or other structures that could provide much needed housing.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Rountree inmates are provided only basic, entry level craftsman skills.

F16. Santa Cruz County and Cities, despite owning numerous parking lots, choose not to utilize their parking lots for safe parking programs, which results in an underutilization of resources that could help reduce homeless parking in neighborhoods and business districts.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City as already utilizing City-owned parking lot(s) for safe parking and County leadership is actively engaged with AFC to identify County lot(s) for FY 2020-21 expansion of the safe parking program.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F17. Faith-Based Organizations are an underutilized resource in the effort to end homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While the Faith-Based community may have more to offer, they have been exemplary partners to date. The Association of Faith Communities operate the Faith Community Shelter and Safe Spaces Parking programs, both of which utilize multiple church sites around the County. The Seventh Day Adventist site is currently hosting a Transition Age Youth shelter-in-place program. Mid-County Homeless Coalition operates the mid-county hygiene program.

F18. Due to the inconsistent collection of Homeless Management Information System (HMIS) data, the accuracy of funding decisions for service providers is negatively impacted.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

To date, HMIS data has not been a factor in funding decisions, however that is already in the process of changing. There has been a tremendous effort over the past year to engage with each homeless services provider to review their HMIS data, including quality of the data, and to understand how their individual project's performance impacts the overall homeless response system performance. Agencies have invested significant time and effort to review and correct data quality issues. HAP and County leadership are committed to using data as part of funding decision-making processes. To this end, effective October 1, 2020, the County Human Services Department is assuming responsibility as the HAP's HMIS Lead Agency in order to utilize the department's existing data evaluation team, strengthen homeless system data analysis, and better inform decision-making.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F19. Santa Cruz County lacks an organization that is accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding which results in the inability to make progress toward solving the homeless problem.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**)

There is no single organization in Santa Cruz County that does all of this. There are systems in place for portions of it, i.e. a significant amount of State and Federal homelessness funding is allocated at the local level through the Homeless Action Partnership, however there are substantial other funds utilized by homeless services providers that do not originate with the HAP.

F20. There are tools available, such as Santa Clara County's "Silicon Valley Triage Tool," that could be applied to Santa Cruz County to allow the County to better understand the true cost of homelessness enabling the County to use public resources more efficiently.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

F21. If underutilized parcels of land throughout Santa Cruz County were identified, such as the area near Coral Street in Santa Cruz, and the parcel adjacent to the County Government Mental Health Building in Watsonville, these parcels could potentially be used to increase the number of beds and services to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F22. The information provided in the ADU section of the Santa Cruz County Planning Department's website is not user friendly, and therefore not as encouraging as it could be to homeowners looking to build much needed housing for the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County's ADU website is continually being updated to enhance usefulness and ensure that the content provided on the website is accurate and reflective of current state law. This website was created in 2018 with the purpose of helping applicants learn about ADUs and navigate the ADU application process. Staff has received positive feedback from applicants on the usefulness of this website. In fact, the various resources on this website constitute an ADU toolkit that received a CSAC Challenge Award in 2019 in the category of "Housing, Land Use and Infrastructure" (<https://www.counties.org/post/2019-challenge-award-recipient>).

During the first quarter of 2020, most links on this website were temporarily disabled while staff updated content to reflect the many changes to ADU state law that went into effect this year. Creation and update of this website has taken considerable staff time and resources, and while the Planning Department is committed to updating content on the website, a website redesign to match the format of another jurisdiction's website is not planned. Regarding the Grand Jury's concern, staff has identified two tasks that will be completed in the near term that will enhance the usefulness of this website:

1. The ADU Guides (Basics, Design, Finance) will be updated to reflect new state laws, and will be made available on the website once again (the links to these guides are currently broken, pending content update)
2. The ADU website will add a direct link to the County's ePlan website to more clearly guide applicants to the building permit process once they are ready to proceed with construction.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

Recommendations

R1. Santa Cruz County and Cities should coordinate to perform a count of the number of homeless individuals in the County annually, and use that contact opportunity to encourage individuals to enroll in the Smart Path system. (F1)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The biannual HUD-mandated Point in Time Count will continue to be done, with the next count in January 2021. HAP leadership is considering implementing the PIT on an annual cycle beginning in 2022.

R2. The Santa Cruz County Board of Supervisors and City Councils should jointly develop programs, services, and housing equitably distributed throughout each district and city in the County, communicating to the public an itemized list of such and broken down by supervisorial district by July 1, 2021. (F2)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Counties and Cities are able to most expeditiously implement programs, services and housing when they are able to work within their jurisdictional framework, land use policies, and funding. Jurisdictions will naturally work to collaborate with necessary stakeholder partners on projects that impact multiple jurisdictions.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

R3. By December 31, 2020, the Santa Cruz Administrative Officer (CAO) and Cities should create a Community Task Force that includes City Managers, nonprofit leaders, former homeless individuals, media personnel, community members, and political leaders to create good will, and encourage collaboration in solving homeless issues. (F3, F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The planned work to improve homeless system governance is anticipated to include a task force or technical advisory committee. The governance work is anticipated to be completed by December 2020.

R4. Santa Cruz County and Cities should collaborate to develop a JPA that would be responsible for setting short and long term goals to reduce homelessness, measuring the cost of homelessness, allocating funding, and tracking the effectiveness of funding, by July 1, 2021. (F5, F6, F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Multi-jurisdictional analysis of this during the past year found that while the JPA model has many advantages, it is not achievable at this time.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

R5. The Santa Cruz County Health Services Agency should expand relationships with regional psychiatric hospitals to identify more beds and treatment options when they are unavailable in Santa Cruz County by December 31, 2020. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County of Santa Cruz Health Services Agency (HSA) recently expanded the number of contracted beds in other Counties through a contract with San Jose Behavioral Health. HSA anticipates collaborating with Valley Regional Hospital to utilize new psychiatric beds as they become available and has also recently initiated discussions with Sutter Health to have access to their network on inpatient facilities.

R6. The Santa Cruz County Administrative Officer (CAO) and the County's City Managers should identify parcels of land within their jurisdictions that could be utilized to supply homeless services and/or temporary or permanent housing, and report such sites to their governing bodies by December 31, 2020. (F9, F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Staff would need to conduct further analysis to determine feasibility of timeline.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

R7. In the Fiscal Year 2021-2022 budget, the Santa Cruz County Board of Supervisors should direct the agencies that provide grant funding for homeless services to prioritize more funding for case managers, diversion and prevention programs, and the extension of supportive services to more than one year when appropriate. (F8, F10, F11)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This is not within the County's authority. However, the recently published Six-Month Work Plan reflects the County's priorities, including an emphasis on housing-focused case management, diversion, and more. County and City representatives on the HAP will champion these prioritized activities for allocations of State and Federal funds.

R8. Santa Cruz County should redesign their Planning Department's ADU web page to showcase and direct interested visitors to begin the ADU process online, using the San Jose or Santa Clara Planning Department's web sites as a model by December 31, 2020. (F22)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Staff has identified two tasks that will be completed in the near term that will enhance the usefulness of this website:

1. The ADU Guides (Basics, Design, Finance) will be updated to reflect new state laws, and will be made available on the website once again (the links to these guides are currently broken, pending content update)
2. The ADU website will add a direct link to the County's ePlan website to more clearly guide applicants to the building permit process once they are ready to proceed with construction.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

R9. By December 31, 2020, the City of Santa Cruz should evaluate whether closing Coral Street permanently to thru traffic, to make more space available for additional housing and services for the homeless, would be a viable option. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

R10. Beginning in December of 2020, the Santa Cruz County Administrative Officer and the County's City Managers should direct their agencies involved with homelessness to engage with local business leaders including Chambers of Commerce, to collaborate on innovative solutions that could reduce the number of homeless. (F14)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

County staff working on homelessness have already met with and have established relationships with members of the Chamber of Commerce, Downtown Association, and Business Council. Staff will continue to cultivate those relationships and continue to work to identify collaborative solutions that involve business-owners.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

R11. The Santa Cruz County Sheriff should assess the viability of instituting a program at the Rountree Detention Center to train inmates to build small housing structures such as tiny homes or ADUs, to increase the amount of homeless housing. The results of this should be reported to the Santa Cruz County Board of Supervisors by December 31, 2020. (F15)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

A project of this magnitude would require specialized training and supervision not currently in practice at the Rountree Facility. This program would require an additional significant, on-going funding source, coordination with industry experts and partnerships from other County Departments and CBO's

R12. By December 31, 2020, the Santa Cruz County Board of Supervisors and the County's City Managers should direct appropriate agencies and staff to implement a city and county wide safe parking program using the successful model of the Association of Faith Communities (AFC). This should include investigating whether college campus parking lots could be incorporated into this program. (F16)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Safe Parking has been implemented broadly across the County and in one or more City parking lots. County staff have previously engaged with local universities and community colleges to explore the potential at those locations. County staff are actively engaged with AFC, working to identify County-owned lots or properties where safe parking can be expanded in FY 2020-21.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

R13. Santa Cruz County and Cities should coordinate a retreat for all Faith Based Organizations (FBOs) in the County to collaborate on how to work cohesively on the issue of homelessness. (F17)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

A Faith Based Organization retreat should be organized by the Faith Community.

R14. Effective with fiscal year 2021-2022, the Santa Cruz County Administrative Office should work with the Homeless Action Partnership (HAP) to ensure that grants awarded to homeless service providers require a contract that mandates the use of the Homeless Management Information System (HMIS). (F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is an existing requirement.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

- R15.** By the beginning of fiscal year 2021-2022, Santa Cruz County Administrative Officer should develop and implement a system for tracking the cost of homeless, fashioned after the Silicon Valley Triage Tool, and require it be utilized by all agencies receiving funding for homeless services of any kind. (F20)
- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County will be focused on the priorities outlined in the soon-to-be-published three year strategic action plan, emphasizing service improvements in shelters, housing-focused case management and housing navigation, new governance, implementation of diversion and targeted prevention, adding rapid rehousing inventory, and robustly utilizing HMIS data to inform decisions.

R16. Santa Cruz County Board of Supervisors should request the Santa Cruz County Administrative Officer investigate and report on the viability of converting the underutilized County Juvenile Hall campus, located at 3650 Graham Hill Rd, Felton, CA into a facility focused on fulfilling crucial homeless, mental health and substance abuse needs by December 31, 2020. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Welfare and Institutions Code Section 850 requires each county to operate a secure detention facility. The Probation Department and the CAO surveyed the county for another facility that would be BSCC compliant and was unsuccessful, and the opportunity to build a new smaller facility was not feasible. There are no other options available for secure detention for youth in our county.

Furthermore, the Division of Juvenile Justice realignment required by SB823 will result in an increased number of youth in the facility.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

R17. By December 31, 2020, Santa Cruz County Planning Department should evaluate whether using the parcel of land adjacent to the County Mental Health Building to provide more temporary or permanent housing for the homeless would be a viable option, and report the results to the Board of Supervisors by December 31, 2020. (F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

It's located in the City of Watsonville, and the County Planning Department does not have sources of County-controlled affordable housing funds that could be used within city limits. The Planning Department is not the appropriate entity to make an evaluation of whether use of the site for temporary or permanent housing for the homeless would be viable, given lack of funding ability and lack of land use jurisdiction.

R18. Santa Cruz County should create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls that do not involve legal issues or threats of violence. The Santa Cruz County Board of Supervisors should work with the County's law enforcement agencies to identify funds in their budgets that could be allocated to this program. The Grand Jury recommends the County consider using CAHOOTS (Crisis Assistance Helping Out On The Streets) in Eugene, Oregon as a model. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The State of California in the recently passed budget is considering making a similar model available statewide, but not currently, and not until a taskforce develops specific recommendations for Counties to consider. The County has considered a similar model in the past, and has ruled it out due to concerns for staff in the field responding to crisis calls of this nature alone, and based on the experiences of similar models in other Counties, for example the City of Berkeley who had a crisis clinician murdered while responding to a call classified as a non-emergency call in the field. Not reflected in the grand jury report is that the County of Santa Cruz has an extensive Mental Health Liaison Model and FIT Program where we partner with law enforcement to jointly respond to calls in the community.

Homelessness: Big Problem, Little Progress

Santa Cruz County Board of Supervisors

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Completed Response Packet

2 messages

Daisy Aguirre <Daisy.Aguirre@santacruzcounty.us> Wed, Sep 23, 2020 at 4:06 PM
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>, David Brown <David.Brown@santacruzcounty.us>
Cc: Mitchell Medina <Mitchell.Medina@santacruzcounty.us>

Good afternoon,

Attached you will find the Sheriff's Office Response to Homelessness: Big Problem, Little Progress per Undersheriff Medina.

Thank you,

Daisy Aguirre

Division Secretary

Santa Cruz County Sheriff's Office

5200 Soquel Avenue

Santa Cruz, CA 95062

831.454.7611

 **MicroHomes_Sheriff_Packet.pdf**
167K

David Brown <David.Brown@santacruzcounty.us> Wed, Sep 23, 2020 at 4:08 PM
To: Daisy Aguirre <Daisy.Aguirre@santacruzcounty.us>, "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Mitchell Medina <Mitchell.Medina@santacruzcounty.us>

Thank you!

[Quoted text hidden]



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the**

Santa Cruz County Sheriff

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box**

by August 31, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Homelessness: Big Problem, Little Progress

Santa Cruz County Sheriff

Findings

F13. Santa Cruz County law enforcement response to homeless, addiction, and mental health issues has the potential to criminalize social, medical, and psychological conditions. This requires law enforcement to perform the role of social worker; a role for which they lack the resources and mental health training.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Sheriff's Office has incorporated on-going Mental Health and Crisis Intervention training (CIT) into our yearly training plan for over four years. 65% of our deputies have successfully completed and are certified in CIT. Our comprehensive approach to these issues also includes Integrating Communications, Assessment and Tactics (ICAT) training which stresses de-escalation and communication strategies for resolving incidents involving persons in crisis. Additionally, in 2014 our office partnered with Health Services Agency (HSA) and implemented the Mental Health Liaison (MHL) program where MHL clinicians are imbedded into our Patrol Division and respond with deputies to incidents involving emotionally distressed persons.

F15. The Rountree Detention Center provides inmates with construction skills training. This training could be effectively applied to the building of tiny homes or other structures that could provide much needed housing.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Rountree inmates are provided only basic, entry level craftsman skills.

Homelessness: Big Problem, Little Progress

Santa Cruz County Sheriff

Recommendations

R11. The Santa Cruz County Sheriff should assess the viability of instituting a program at the Rountree Detention Center to train inmates to build small housing structures such as tiny homes or ADUs, to increase the amount of homeless housing. The results of this should be reported to the Santa Cruz County Board of Supervisors by December 31, 2020. (F15)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

A project of this magnitude would require specialized training and supervision not currently in practice at the Rountree Facility. This program would require an additional significant, on-going funding source, coordination with industry experts and partnerships from other County Departments and CBO's.

Penal Code §933.05

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 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
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County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Dec 10, 2020 at 10:24 AM

The Capitola City Manager, Jaime Goldstein, left a voicemail message on the above date confirming that all responses have been furnished for the 2019-20 Grand Jury Reports. A single unified response for the City Council, City Manager, and Police Chief was submitted as the City Council response for each of the Tangled Web, Risk Management, and Homelessness reports.

Although the Capitola City Council was not assigned Recommendation R18, they added it to their unified response because it was assigned to the Police Chief.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Response Packets - City of Capitola

1 message

Woodmansee, Chloe <cwoodmansee@ci.capitola.ca.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Fri, Sep 11, 2020 at 1:45 PM

Hello,

Attached are the three required response packets approved by Capitola City Council as follows:

1. The Tangled Web: Oh, What a Mangled Web We Weave (approved by Capitola City Council on August 27, 2020)
2. Managers of Risk or Victims of Risk: Rocked by the Shocks (approved by Capitola City Council on September 10, 2020)
3. Homelessness: Big Problem, Little Progress (approved by Capitola City Council on September 10, 2020)

Hard copies will be mailed this afternoon to the Honorable Judge John Gallagher, as required. If you have any questions, please feel free to get in touch with me. Thank you!

Warmly,

Chloé Woodmansee

Interim City Clerk

City of Capitola

831.475.7300 x220



3 attachments

Grand Jury Report Risk - Responses.pdf
166K

GrandJuryHomelessnessResponse_CapitolaCC_Packet.pdf
233K

grand jury reponse_website.pdf
134K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the**

City of Capitola City Council

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box**

by September 28, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

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Response Format

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 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: September 10, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

Findings

F1. The inaccuracy of the HUD PIT Count results in significant numbers of homeless adults and children not being counted and therefore not receiving needed services.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Agree. However, this is the HUD count methodology which we are required to utilize and while not ideal, the use of this consistent methodology allows for the ability to track progress over time. Our partners throughout Santa Cruz County have also successfully advocated for changes to the methodology in the past and we intend to support these continued efforts in order to better refine the tool.

F2. The lack of coordination between key stakeholders is a significant barrier to the efficient and capable implementation of homelessness solutions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Coordination between key stakeholders exists but is insufficient. There is regional coordination through the Homeless Action Partnership (HAP) that acts as the HUD mandated Continuum of Care (COC.) The HAP is a collaboration of the five jurisdictions in Santa Cruz County (the County and the Cities of Santa Cruz, Watsonville, Capitola, and Scotts Valley) along with homeless housing and services providers. However, not everything related to homelessness and addressed in this report is under the jurisdiction of the HAP. There are regional efforts to develop enhanced regional homeless governance options and we are in support of those efforts continuing to move forward.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

F3. The public opposition to homeless solutions is partially due to a lack of education, engagement and political will by City and County leadership.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Over the past 10 plus years, City leadership has worked to understand and tackle the complex issue of homelessness. Beginning with participation in the HAP to a leadership role in the preparation of the 2015 regional “All In” plan to end homelessness and ongoing participation in the COC/HAP. City leadership has staffed, or participated in multiple efforts to educate and engage the public on the topic of homelessness and worked in an effort to reduce opposition to a wide variety of possible solutions in our community.

The County’s commitment to taking a leadership role in the issue by expanding beyond the creation of the Homeless Services Coordinator position into developing a full division devoted to leading and coordinating homelessness related activities is beneficial for all jurisdictions and is anticipated to provide clearer education, engagement and coordination.

Generally speaking, a lack of political will is defined retrospectively when looking at failed programs and initiatives. However, it is important to point out that while not all of recommendations from various regional efforts over the years were able to gain traction, some of the solutions have been accepted and even embraced by the public. These are demonstrated by the City’s long-standing support for emergency housing assistance programs and regional sheltering options, and regional success with the Homeless Garden Project, homeless outreach and engagement efforts, such as the Santa Cruz Downtown Outreach Workers, and homelessness diversion efforts.

F4. Santa Cruz County elected officials have been unable to combat NIMBYism, which is a significant barrier to getting projects approved and built to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Elected leaders are responsible for making difficult policy decisions for our community. Difficult policy decisions, by their nature, involve tradeoffs between competing interests. Homeless issues often involve those difficult policy decisions. While a number potential homeless programs or projects have not been implemented some have been implemented. Those decisions were made based on policy tradeoffs and competing community interests. To categorize those decisions to not implement some of those proposed programs or projects as simply a response to NIMBYism appears overly simplistic and unfair.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

F5. Inconsistent and unclear funding sources and processes inhibit the effective implementation of solutions that require long term planning and sustained operations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

There are funding challenges associated with homelessness that are partially due to lack of control at the local level. A significant portion of homelessness funding comes through the state and federal government, which the City has limited ability to control. There is currently no funding for homeless services that goes directly to the cities in Santa Cruz County

F6. The Homeless Action Partnership (HAP) is not organizationally equipped with the appropriate authority, structure, leadership, staff, training or processes and as a result is ineffective in its mission of reducing homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Partially disagree. The HAP is a federally required COC for HUD recipients. Many of the homeless issues are outside the scope of the HAP. The ongoing work to develop a county-wide governance structure for homelessness related policies is envisioned to strengthen local homelessness response and administration thereof.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

F12. There are parcels of land throughout the county that appear to be unused or underutilized, and could possibly be used to build housing for the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F13. Santa Cruz County law enforcement response to homeless, addiction, and mental health issues has the potential to criminalize social, medical, and psychological conditions. This requires law enforcement to perform the role of social worker; a role for which they lack the resources and mental health training.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Capitola Police Department is committed to providing proper care and services to individuals exhibiting non-criminal behavior resulting from social issues or behaviors resulting from medical and psychological conditions. All police officers have completed Crisis Intervention Training hosted by the Santa Cruz Sheriff's Office, focusing on the need for collaborative efforts and the formation of effective partnerships with all available County resources to effectively provide assistance to less fortunate individuals suffering from homelessness, addiction and mental health issues.

The Capitola Police Department utilizes "best practice" policing models to guide our responses and interactions with any individuals or groups in need of law enforcement services including those described above. Our well-established commitment to a professional and collaborative relationship with the mental health, social service and substance abuse professionals throughout the County is a key component to success.

The primary focus of Capitola police officers related to enforcement will always be an assessment of known or potential criminal behavior rather than social, medical or psychological factors.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

F14. There is a lack of leadership from County and City officials to engage the business community in exploring potential solutions to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Some engagement has occurred and more is welcome.

F16. Santa Cruz County and Cities, despite owning numerous parking lots, choose not to utilize their parking lots for safe parking programs, which results in an underutilization of resources that could help reduce homeless parking in neighborhoods and business districts.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Safe parking program are in place with the County and the City of Santa Cruz through state HEAP funds. There is an ongoing effort countywide to expand and develop the project further.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

F17. Faith-Based Organizations are an underutilized resource in the effort to end homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Faith-Based Organizations are and have been very engaged and partner strongly throughout the region. They have had roles in county-wide and city committees and task forces to address the issue of homelessness and have brought solutions to the table that have been utilized including safe parking, temporary shelters, food, hygiene and clothing support in addition to other activities. As future opportunities arise, we welcome continued and increased engagement.

F19. Santa Cruz County lacks an organization that is accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding which results in the inability to make progress toward solving the homeless problem.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Currently, there isn't a single organization with this role and responsibility. Capacity to provide this level of analytics is limited. Efforts to build capacity for accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding is ongoing. The County Human Services Department is launching a new Housing for Health Division in Fall 2020. The new Housing for Health Division will develop and track housing data and increase evaluation capacity.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

F21. If underutilized parcels of land throughout Santa Cruz County were identified, such as the area near Coral Street in Santa Cruz, and the parcel adjacent to the County Government Mental Health Building in Watsonville, these parcels could potentially be used to increase the number of beds and services to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

There are underutilized parcels of land throughout Santa Cruz County not all of which could be used to increase the number of beds and services to support the homeless due to underlying zoning. The County and the City of Santa Cruz have partnered with Housing Matters to explore potential additional uses as well as reconfiguration and expansion of current services in the Coral Street area some of which have already occurred in response to COVID. Capitola has no land use control or regulatory authority over the examples cited in the finding. The City of Capitola's Housing Element identifies underutilized parcels of land within the City that could potentially be used to increase housing supply.

Recommendations

R1. Santa Cruz County and Cities should coordinate to perform a count of the number of homeless individuals in the County annually, and use that contact opportunity to encourage individuals to enroll in the Smart Path system. (F1)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Budget and cost is a consideration for modifying to an annual count. Currently the County and cities participate in the bi-annual census of homeless individuals. This count involves a significant expenditure of limited public resources. This report does not cite any data indicating how performing a count more frequently would result in better information to inform local policy decision making processes. Additionally, as referenced above, utilizing the HUD PIT methodology, while imperfect, is consistent throughout and across jurisdictions which does provide for a consistent tool with which to track progress.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

R2. The Santa Cruz County Board of Supervisors and City Councils should jointly develop programs, services, and housing equitably distributed throughout each district and city in the County, communicating to the public an itemized list of such and broken down by supervisorial district by July 1, 2021. (F2)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

There is no existing plan to implement. Planning work on a regional scale is happening on a broad-based engagement process. A 3-year strategic plan is under development and set for adoption in October by the County. A Santa Cruz County 6-month action plan has been adopted and underway through December and a second plan will be implemented in January 2021.

R3. By December 31, 2020, the Santa Cruz Administrative Officer (CAO) and Cities should create a Community Task Force that includes City Managers, nonprofit leaders, former homeless individuals, media personnel, community members, and political leaders to create good will, and encourage collaboration in solving homeless issues. (F3, F4)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Governance work is ongoing. An advisory commission to the Board of Supervisors is under consideration. An interjurisdictional community task force is not under discussion at this time. Jurisdictions are partnering on immediate need matters through the COVID-19 Shelter and Care Taskforce with a limited scope to COVID response.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

- R4.** Santa Cruz County and Cities should collaborate to develop a JPA that would be responsible for setting short and long term goals to reduce homelessness, measuring the cost of homelessness, allocating funding, and tracking the effectiveness of funding, by July 1, 2021. (F5, F6, F19)
- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

A JPA is not feasible at this time. A governance structure is being developed. On August 4, 2020, the County Board of Supervisors approved a Santa Cruz County Homeless System Planning Six-Month Work Plan (attached) and directed County staff to coordinate with local municipalities and community partners for further consideration and implementation. The six-month work plan reflects the primary strategies and activities planned for the community-wide homelessness response for the period from July to December 2020. The first six-month work plan for the Homeless Response System includes 6 goals, the 6th of which, includes standing up a new governance, planning, evaluation, and communications structure.

- R9.** By December 31, 2020, the City of Santa Cruz should evaluate whether closing Coral Street permanently to thru traffic, to make more space available for additional housing and services for the homeless, would be a viable option. (F13)
- HAS BEEN IMPLEMENTED** – summarize what has been done
 - HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
 - REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
 - WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Capitola has no land use control or regulatory authority over the examples cited in the finding. The City of Santa Cruz, County of Santa Cruz, and Housing Matters are working collaboratively to evaluate the programmatic and design needs to increase access to services and shelter on Coral Street and in adjacent private property. These plans include changing traffic patterns and parking requirements on Coral Street while ensuring that current business operations remain viable and life safety requirements are met.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

R12. By December 31, 2020, the Santa Cruz County Board of Supervisors and the County’s City Managers should direct appropriate agencies and staff to implement a city and county wide safe parking program using the successful model of the Association of Faith Communities (AFC). This should include investigating whether college campus parking lots could be incorporated into this program. (F16)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Safe Parking program is implemented county-wide and utilizes City of Santa Cruz and is expanding to County of Santa Cruz lots. Campuses have been engaged, not interested at this time.

R13. Santa Cruz County and Cities should coordinate a retreat for all Faith Based Organizations (FBOs) in the County to collaborate on how to work cohesively on the issue of homelessness. (F17)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

FBOs do collaborate through existing associations and ongoing efforts. Cities and County welcome participation in an FBO organized and hosted event should they decide to put one together.

Homelessness: Big Problem, Little Progress

City of Capitola City Council

R18. Santa Cruz County should create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls that do not involve legal issues or threats of violence. The Santa Cruz County Board of Supervisors should work with the County's law enforcement agencies to identify funds in their budgets that could be allocated to this program. The Grand Jury recommends the County consider using CAHOOTS (Crisis Assistance Helping Out On The Streets) in Eugene, Oregon as a model. (F13)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Capitola Police Department agrees that it would be ideal if Santa Cruz County could create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls that do not involve legal issues and violence, which require specific training and expertise not possessed by law enforcement. Additionally, the 24-hour mobile crisis response unit could also be available when requested by law enforcement, to respond and assist at 911 calls and non-emergency police calls involving legal issues and the threat of violence once law enforcement on the scene have mitigated the legal issues and threat of violence.

However, given the current fiscal crisis faced by local governments it is unclear if resources for such an initiative will be available in the near term. The City of Capitola looks forward to working with the County to identify county-wide funding in support of this program.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Wed, Dec 16, 2020 at 12:45 PM

The Grand Jury mislabeled the Homelessness Report's packet of Findings and Recommendations assigned to the Santa Cruz City Council as a Requested Response. Their response is required under Penal Code §933(c).

The Santa Cruz City Manager left a voicemail message on the above date confirming that the Santa Cruz City Council approved its response to the Homelessness report on 9/23/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



**Santa Cruz County
Civil Grand Jury**

Grand Jury <grandjury@scgrandjury.org>

RE: Santa Cruz City Council Response Packets for “A Failure to Communicate – Restoring Trust and Accountability in Santa Cruz City Government” and “Homelessness: Big Problem, Little Progress It's Time To Think Outside The Box.”

1 message

Ralph Dimarucut <rdimarucut@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Suzanne Haberman <shaberman@cityofsantacruz.com>

Wed, Sep 23, 2020 at 3:26 PM

Hello,

Attached please find the Santa Cruz City Council Response Packets for “A Failure to Communicate – Restoring Trust and Accountability in Santa Cruz City Government” and “Homelessness: Big Problem, Little Progress It's Time To Think Outside The Box.”

Thank you,

Ralph Dimarucut

Principal Management Analyst
City Managers Office

City of Santa Cruz

831.420.5017

2 attachments



A Failure to Communicate.pdf
292K



Homelessness Big Problem, Little Progress - City Council of Santa Cruz .pdf
274K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the**

City of Santa Cruz City Council

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box**

by September 28, 2020

Findings

F1. The inaccuracy of the HUD PIT Count results in significant numbers of homeless adults and children not being counted and therefore not receiving needed services.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Agree. However, this is the HUD count methodology which we are required to utilize.

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

F2. The lack of coordination between key stakeholders is a significant barrier to the efficient and capable implementation of homelessness solutions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Coordination between key stakeholders exists but is insufficient. There is regional coordination through the Homeless Action Partnership (HAP) that acts as the HUD mandated Continuum of Care. The HAP is a collaboration of the five jurisdictions in Santa Cruz County (the County and the Cities of Santa Cruz, Watsonville, Capitola, and Scotts Valley) along with homeless housing and services providers. There are also regional efforts to develop enhanced regional homeless governance options.

F3. The public opposition to homeless solutions is partially due to a lack of education, engagement, and political will by City and County leadership.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Over the past 20 years, City leadership has worked to understand and tackle the complex issue of homelessness. Beginning with the Homeless Issues Task Force (HITC) formed in the year 2000 to the most recent work of the Community Advisory Committee on Homelessness (CACH) that completed its work in 2020, City leadership has created, staffed, or participated in multiple efforts to educate and engage the public on the topic of homelessness and worked in an effort to reduce opposition to a wide variety of possible solutions in our community.

Generally speaking, a lack of political will is defined retrospectively when looking at failed programs and initiatives. However, it is important to point out that while not all of recommendations that resulted from these City-led efforts over the years were able to gain traction, some of the solutions have been accepted and even embraced by the public. These are demonstrated by the City's continual support of the Continuum of Care (the Homeless Action Partnership), employment programs for people experiencing homelessness, such as the Homeless Garden Project, an annual emergency winter shelter program, homeless outreach and engagement efforts, such as the Downtown Outreach Workers, and homelessness diversion efforts, such as Homeward Bound and rental assistance programs.

Additionally, in 2018 the City and County of Santa Cruz established the "2x2 committee" which consists of two council members (currently the Mayor and Vice-Mayor) and the Third and Fifth District Supervisors who grapple with the state of homelessness in their jurisdictions. The overarching goals have included: improving regional coordination and communication; identifying funding and obtaining clarity regarding funding policies to better utilize regional resources; and increasing the prioritization of the regional homeless policy and quality of life initiatives in our community.

The 2x2 committee meets at least once a month with meeting frequency increasing as urgent needs in the area of homelessness arise. This ongoing work amongst City and County leadership and staff demonstrates that there is a level of political will to find effective solutions to homelessness in the City of Santa Cruz.

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

F4. Santa Cruz County elected officials have been unable to combat NIMBYism, which is a significant barrier to getting projects approved and built to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F5. Inconsistent and unclear funding sources and processes inhibit the effective implementation of solutions that require long-term planning and sustained operations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

F6. The Homeless Action Partnership (HAP) is not organizationally equipped with the appropriate authority, structure, leadership, staff, training, or processes and, as a result, is ineffective in its mission of reducing homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The HAP is a federally required COC for HUD recipients. Many of the homeless issues are outside the scope of the HAP. The ongoing work between our county governments is envisioned to strengthen local homelessness response and administration thereof.

F12. There are parcels of land throughout the County that appear to be unused or underutilized and could possibly be used to build housing for the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

F13. Santa Cruz County law enforcement response to homeless, addiction, and mental health issues has the potential to criminalize social, medical, and psychological conditions. This requires law enforcement to perform the role of social worker; a role for which they lack the resources and mental health training.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F14. There is a lack of leadership from County and City officials to engage the business community in exploring potential solutions to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City officials have engaged with the business community to not only explore potential solutions, but to work together to bring solutions to homelessness to the City of Santa Cruz. One most recent and notable example was the City's engagement with the Downtown Association of Santa Cruz to learn about the nonprofit organization discussed in this Grand Jury Report, the Downtown Streets Team. Council members, city staff, business owners, community members and the Downtown Association worked together to educate themselves and others about this award winning and evidence-based work-experience program that helps people in their recovery from the state of homelessness. While engagement has occurred, there are opportunities for more.

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

F16. Santa Cruz County and Cities, despite owning numerous parking lots, choose not to utilize their parking lots for safe parking programs, which results in an underutilization of resources that could help reduce homeless parking in neighborhoods and business districts.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Santa Cruz has been working with the Association of Faith Communities (AFC) to provide access to and use of city owned parking lots and other city-owned properties for the organization's Safe Sleeping Parking Program. One such effort is described in this Grand Jury report, "*witness testimony stated the Santa Cruz City Police Department provides an overnight parking program for three vehicles on a nightly basis in their downtown parking area.*" Further research into this would have shown that the SCPD parking lot is, in fact, a designated space that the City has provided for AFC's programming. More recently, the City has also been able to provide AFC with access to Lot #17 for additional capacity for the Safe Spaces parking program.

The City of Santa Cruz encourages the County and neighboring cities to work with AFC to increase the capacity for the Safe Spaces parking program in our region.

F17. Faith-Based Organizations are an underutilized resource in the effort to end homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Santa Cruz has been working in a collaborative way with the Association of Faith Communities in our mutual efforts to bring resources and solutions to those experiencing homelessness within the City.

Should additional Faith-Based Organizations in the community have interest in sharing their time, energy, and talent to help our effort to end homelessness, the City of Santa Cruz would be more than receptive to engage with them.

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

F19. Santa Cruz County lacks an organization that is accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding which results in the inability to make progress toward solving the homeless problem.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Efforts to build capacity for accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding is ongoing. The County Human Services Department is launching a new Housing for Health Division in Fall 2020. The new Housing for Health Division will develop and track housing data and increase evaluation capacity.

F21. If underutilized parcels of land throughout Santa Cruz County were identified, such as the area near Coral Street in Santa Cruz and the parcel adjacent to the County Government Mental Health Building in Watsonville, these parcels could potentially be used to increase the number of beds and services to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

Recommendations

R1. Santa Cruz County and Cities should coordinate to perform a count of the number of homeless individuals in the County annually, and use that contact opportunity to encourage individuals to enroll in the Smart Path system. (F1)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The financial cost of performing an annual count throughout the County would need to be considered. Additional analysis of utilizing the contact opportunity to encourage SmartPath enrollment is also needed. The process for conducting the current count should also be evaluated to ensure a more accurate representation of our unhoused population. However, at this time there is no coordinated plan to implement this recommendation.

R2. The Santa Cruz County Board of Supervisors and City Councils should jointly develop programs, services, and housing equitably distributed throughout each district and city in the County, communicating to the public an itemized list of such and broken down by supervisorial district by July 1, 2021. (F2)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Planning work on a regional scale is happening on a broad-based engagement process. A 3-year strategic plan is under development and set for adoption in October by the County. A Santa Cruz County 6-month action plan has been adopted and underway through December and a second plan will be implemented in January 2021.

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

R3. By December 31, 2020, the Santa Cruz Administrative Officer (CAO) and Cities should create a Community Task Force that includes City Managers, nonprofit leaders, former homeless individuals, media personnel, community members, and political leaders to create good will and encourage collaboration in solving homeless issues. (F3, F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Governance work is ongoing. An advisory commission to the Board of Supervisors is under consideration. An interjurisdictional community task force is not under discussion at this time. Jurisdictions are partnering on immediate need matters through the COVID-19 Shelter and Care Taskforce with a limited scope to COVID response.

- R4.** Santa Cruz County and Cities should collaborate to develop a JPA that would be responsible for setting short- and long-term goals to reduce homelessness, measuring the cost of homelessness, allocating funding, and tracking the effectiveness of funding by July 1, 2021. (F5, F6, F19)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

On August 4, 2020, the County Board of Supervisors approved a Santa Cruz County Homeless System Planning Six-Month Work Plan and directed County staff to coordinate with local municipalities and community partners for further consideration and implementation. The six-month work plan reflects the primary strategies and activities planned for the community-wide homelessness response for the period from July to December 2020. The first six-month work plan for the Homeless Response System includes 6 goals, the 6th of which, includes standing up a new governance, planning, evaluation, and communications structure.

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

- R9.** By December 31, 2020, the City of Santa Cruz should evaluate whether closing Coral Street permanently to thru traffic, to make more space available for additional housing and services for the homeless, would be a viable option.

(F13)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City, County and Housing Matters are working collaboratively to evaluate the programmatic and design needs to increase access to services and shelter on Coral Street and in adjacent private property. These plans include changing traffic patterns and parking requirements on Coral Street while ensuring that current business operations remain viable and life safety requirements are met. Work is ongoing and several factors continue to impact the viability of this option.

R12. By December 31, 2020, the Santa Cruz County Board of Supervisors and the County's City Managers should direct appropriate agencies and staff to implement a city and countywide safe parking program using the successful model of the Association of Faith Communities (AFC). This should include investigating whether college campus parking lots could be incorporated into this program. (F16)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

A Safe Parking program has been implemented in the City of Santa Cruz and the City of Santa Cruz supports expanding the program to County lots. County staff has engaged campuses and they were not interested in participating in the program at this time.

Homelessness: Big Problem, Little Progress

City of Santa Cruz City Council

R13. Santa Cruz County and Cities should coordinate a retreat for all Faith-Based Organizations (FBOs) in the County to collaborate on how to work cohesively on the issue of homelessness. (F17)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The City of Santa Cruz welcomes and encourages participation from Faith-Based Organizations in helping address the issue of homelessness.

However, coordinating a Countywide effort to collaborate on how the County, Cities, and Faith-Based Organizations from around the County should address the issue of homelessness should be conducted and led by a Countywide agency. The City of Santa Cruz would be a willing participant should such an event be organized.



Grand Jury <grandjury@scgrandjury.org>

City of Scotts Valley 2019-2020 Grand Jury Responses

1 message

Tina Friend <tfriend@scottsvalley.org>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Tracy Ferrara <tferrara@scottsvalley.org>

Thu, Sep 17, 2020 at 8:49 AM

Members of the Santa Cruz Grand Jury:

Attached please find the approved responses from the Scotts Valley City Council to the following reports:

1. The Tangled Web: Oh, What a Managed Web We Weave . . .
2. Managers of Risk or Vicms of Risk: R ocked by the Shocks
3. Homelessness: Big Problem, Lile Pr ogress: It's Time to Think Outside The Box
4. Ready? Aim? Fire! Santa Cruz County on the Hot Seat

All reports were approved at the September 16, 2020 Scotts Valley City Council meeting. Note that the "Tangled Web" report previously submitted by September 14, 2020 and is included here for convenience.


Thank you,
Tina Friend

Tina Friend
City Manager
City of Scotts Valley
tfriend@scottsvalley.org
(831) 440-5606



4 attachments

 **1- TangledWeb_ScottsValleyCityCouncil_Packet.pdf**
418K

 **2 - ManagingCityRisks_ScottsValleyCC_Packet.pdf**
484K

 **3 - Homelessness_ScottsValleyCC_Packet.pdf**
462K

 **4 - FireRisks_ScottsValleyCC_Packet.pdf**
428K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the**

Scotts Valley City Council

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box**

by September 28, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: September 16, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. The inaccuracy of the HUD PIT Count results in significant numbers of homeless adults and children not being counted and therefore not receiving needed services.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Agree. However, this is the HUD count methodology which we are required to utilize. While not ideal, the use of this consistent methodology allows for the ability to track progress over time. Our partners throughout Santa Cruz County have also successfully advocated for changes to the methodology in the past and we intend to support these continued efforts in order to better refine the tool.

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

F2. The lack of coordination between key stakeholders is a significant barrier to the efficient and capable implementation of homelessness solutions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Coordination between key stakeholders exists and should be improved. Work to that effect has been active in Santa Cruz County. Regional coordination exists through the Homeless Action Partnership (HAP) that acts as the HUD mandated Continuum of Care (CoC.) The HAP is a collaboration of the five jurisdictions in Santa Cruz County (the County and the Cities of Santa Cruz, Watsonville, Capitola, and Scotts Valley) along with homeless housing and services providers. However, not everything related to homelessness and addressed in this report is under the jurisdiction of the HAP. There are regional efforts to develop enhanced regional homeless governance options and we are in support of those efforts continuing to move forward.

F3. The public opposition to homeless solutions is partially due to a lack of education, engagement and political will by City and County leadership.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Homelessness is a complex challenge that cannot be solved with simple solutions or a one-size-fits-all approach. Homelessness affects youth, seniors, children aging out of the foster system, families in domestic abuse situations, people affected by rising housing costs, people with drug and alcohol addictions and mental health challenges, migrant workers and a host of other populations subsets. As the drivers of homelessness are multi-variate, solutions must be tailored to solve the underlying causes of each person's homelessness, which adds up to demand for a deep and complex network of solutions to fully address homelessness.

The City and County leadership have been rigorously engaged in solution and system building to address and prevent homelessness in our County. This includes the HAP (the local HUD CoC), the 2015 "All-In Plan to Address Homelessness" and continuous work since then to craft solutions to rising homelessness in areas of our County. A common fallacy, however, is that this problem is able to be solved locally, only if local leaders were truly committed. As homelessness is a widespread and highly mobile social challenge affecting all corners of our country, a strong national and state commitment to its resolution is necessary. More resources, system changes and supportive legislation from the federal and state are imperative for lasting change.

Another critical aspect of successful solutions is community engagement. The community must understand and support solutions, which include siting of housing and of services for all types of needs. There can be a conflation of all homeless individuals and concerns, which is why enhanced regional governance, accountability and transparency, and early community engagement are critical to all solution building.

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

F4. Santa Cruz County elected officials have been unable to combat NIMBYism, which is a significant barrier to getting projects approved and built to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Elected leaders are responsible for making difficult policy decisions for our community. Difficult policy decisions, by their nature, involve tradeoffs between competing interests. Homeless issues often involve those difficult policy decisions and we agree that siting homeless related services has presented significant challenges in all jurisdictions. While a number of potential homeless programs or projects have not been implemented some have been implemented. Those decisions were made based on policy tradeoffs and competing community interests.

F5. Inconsistent and unclear funding sources and processes inhibit the effective implementation of solutions that require long term planning and sustained operations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

F6. The Homeless Action Partnership (HAP) is not organizationally equipped with the appropriate authority, structure, leadership, staff, training or processes and as a result is ineffective in its mission of reducing homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The HAP is a federally required CoC for HUD recipients. Many of the homeless issues are outside the scope of the HAP. The ongoing work to develop a countywide governance structure for homelessness related policies is envisioned to strengthen local homelessness response and administration.

F12. There are parcels of land throughout the county that appear to be unused or underutilized, and could possibly be used to build housing for the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While there may be parcels of land that could possibly be used to build housing for the homeless, other land use issues such as zoning would have to be considered.

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

F13. Santa Cruz County law enforcement response to homeless, addiction, and mental health issues has the potential to criminalize social, medical, and psychological conditions. This requires law enforcement to perform the role of social worker; a role for which they lack the resources and mental health training.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F14. There is a lack of leadership from County and City officials to engage the business community in exploring potential solutions to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Engagement has occurred and resulted in positive developments including the establishment of Downtown Streets Team in the City of Santa Cruz and expansion of that program into areas of the County. This program was spearheaded by the Downtown Santa Cruz business community and was successful because of positive engagement with government officials and City Managers. More engagement is welcomed and encouraged.

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

F16. Santa Cruz County and Cities, despite owning numerous parking lots, choose not to utilize their parking lots for safe parking programs, which results in an underutilization of resources that could help reduce homeless parking in neighborhoods and business districts.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Safe parking program are in place with the County and the City of Santa Cruz through state HEAP funds. There is an ongoing effort countywide to expand and develop the project further.

F17. Faith-Based Organizations are an underutilized resource in the effort to end homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Faith-Based Organizations are and have been very engaged and partner strongly throughout the region. They have had roles in countywide and city committees and task forces to address the issue of homelessness and have brought solutions to the table that have been utilized including safe parking, temporary shelters, food, hygiene and clothing support in addition to other activities. As future opportunities arise, we welcome continued and increased engagement.

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

F19. Santa Cruz County lacks an organization that is accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding which results in the inability to make progress toward solving the homeless problem.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F21. If underutilized parcels of land throughout Santa Cruz County were identified, such as the area near Coral Street in Santa Cruz, and the parcel adjacent to the County Government Mental Health Building in Watsonville, these parcels could potentially be used to increase the number of beds and services to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

There are underutilized parcels of land throughout Santa Cruz County not all of which could be used to increase the number of beds and services to support the homeless due to underlying zoning. The County and the City of Santa Cruz have partnered with Housing Matters to explore potential additional uses as well as reconfiguration and expansion of current services in the Coral Street area some of which have already occurred in response to COVID. The City of Scotts Valley has no land use control or regulatory authority over the examples cited in the finding.

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

Recommendations

R1. Santa Cruz County and Cities should coordinate to perform a count of the number of homeless individuals in the County annually, and use that contact opportunity to encourage individuals to enroll in the Smart Path system. (F1)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Budget and cost are major considerations for modifying to an annual count. Currently the County and cities participate in the bi-annual census of homeless individuals. This count involves a significant expenditure of limited public resources. This report does not cite any data indicating how performing a count more frequently would result in better information to inform local policy decision making processes. Additionally, as referenced above, utilizing the HUD PIT methodology, while imperfect, is consistent throughout and across jurisdictions which does provide for a consistent tool with which to track progress.

R2. The Santa Cruz County Board of Supervisors and City Councils should jointly develop programs, services, and housing equitably distributed throughout each district and city in the County, communicating to the public an itemized list of such and broken down by supervisorial district by July 1, 2021. (F2)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

There is no existing plan to implement. Planning work on a regional scale is happening on a broad-based engagement process. A 3-year strategic plan is under development and set for adoption in October by the County. A Santa Cruz County 6-month action plan has been adopted and underway through December and a second plan will be implemented in January 2021.

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

R3. By December 31, 2020, the Santa Cruz Administrative Officer (CAO) and Cities should create a Community Task Force that includes City Managers, nonprofit leaders, former homeless individuals, media personnel, community members, and political leaders to create good will, and encourage collaboration in solving homeless issues. (F3, F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Governance work is ongoing. An advisory commission to the Board of Supervisors is under consideration. An interjurisdictional community task force is not under discussion at this time. Jurisdictions are partnering on immediate need matters through the COVID-19 Shelter and Care Taskforce with a limited scope to COVID response.

- R4.** Santa Cruz County and Cities should collaborate to develop a JPA that would be responsible for setting short and long term goals to reduce homelessness, measuring the cost of homelessness, allocating funding, and tracking the effectiveness of funding, by July 1, 2021. (F5, F6, F19)
- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

A JPA is not feasible at this time. A governance structure is being developed. On August 4, 2020, the County Board of Supervisors approved a Santa Cruz County Homeless System Planning Six-Month Work Plan and directed County staff to coordinate with local municipalities and community partners for further consideration and implementation. The six-month work plan reflects the primary strategies and activities planned for the community-wide homelessness response for the period from July to December 2020. The first six-month work plan for the Homeless Response System includes 6 goals, the 6th of which, includes standing up a new governance, planning, evaluation, and communications structure.

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

- R9.** By December 31, 2020, the City of Santa Cruz should evaluate whether closing Coral Street permanently to thru traffic, to make more space available for additional housing and services for the homeless, would be a viable option. (F13)
- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Scotts Valley has no land use control or regulatory authority over the examples cited in the finding. The City of Santa Cruz, County of Santa Cruz, and Housing Matters are working collaboratively to evaluate the programmatic and design needs to increase access to services and shelter on Coral Street and in adjacent private property. These plans include changing traffic patterns and parking requirements on Coral Street while ensuring that current business operations remain viable and life safety requirements are met.

R12. By December 31, 2020, the Santa Cruz County Board of Supervisors and the County's City Managers should direct appropriate agencies and staff to implement a city and county wide safe parking program using the successful model of the Association of Faith Communities (AFC). This should include investigating whether college campus parking lots could be incorporated into this program. (F16)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Safe Parking program is implemented countywide and utilizes City of Santa Cruz lots and is expanding to County of Santa Cruz lots. Campuses have been engaged, and are not interested at this time.

Homelessness: Big Problem, Little Progress

Scotts Valley City Council

R13. Santa Cruz County and Cities should coordinate a retreat for all Faith Based Organizations (FBOs) in the County to collaborate on how to work cohesively on the issue of homelessness. (F17)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

FBOs do collaborate through existing associations and ongoing efforts. Cities and County welcome participation in an FBO organized and hosted event should they decide to put one together.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

March 9, 2021

The Watsonville City Council responses to the *Homelessness: Big Problems, Little Progress* Report were returned using the packet assigned to the Watsonville City Manager, which included a response to Recommendation R18, assigned to the Police Chief. Although the City Council approved that response on 8/25/2020, they were assigned additional Findings and Recommendations not included in the City Manager's packet. Their submission failed to meet the statutory requirements of [California Penal Code §933.05](#) because of the following:

- Responses to Findings F1 and F2 were not received by the due date.
- Responses to Recommendations R1, R2, and R17 were not received by the due date.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Response from City of Watsonville

3 messages

Beatriz Flores <beatriz.flores@cityofwatsonville.org> Fri, Aug 28, 2020 at 1:56 PM
To: grandjury@scgrandjury.org
Cc: Matt Huffaker <matt.huffaker@cityofwatsonville.org>, Tamara Vides <tamara.vides@cityofwatsonville.org>, Suzi Merriam <suzi.merriam@cityofwatsonville.org>, Rudy Lopez Sr <rudy.lopez.sr@cityofwatsonville.org>

Dear Mr. Gritton:

The Council of the City of Watsonville at its August 25, 2020, accepted and directed City staff to submit the responses to the following Grand Jury reports:

- 1) Risk Management
- 2) Homelessness
- 3) Fire & Safety Inspections
- 4) Tangled Website

Also included is the Staff Reports.

Please don't hesitate to contact me if you have any questions.

bc: Council

Sincerely,



Beatriz Vázquez Flores, MMC

City Clerk - (831)768-3040 or (831)768-3042

275 Main St., Suite 400, Watsonville CA, 95076

beatriz.flores@cityofwatsonville.org

Business Hours: 8:00 am to 5:00 pm Monday - Friday.

5 attachments

- 7.D. 2020 Grand Jury Tangled Web.pdf**
504K
- 7.D. 2020 Grand Jury Fire Inspections.pdf**
496K
- 7.D. 2020 Grand Jury Risk.pdf**
560K
- 7.D. 2020 Grand Jury Homelessness.pdf**
763K
- Item 7.D. 2020 Grand Jury Staff Report.pdf**
1262K

City of Watsonville
City Manager's Office

MEMORANDUM



DATE: August 21, 2020

TO: Matthew D. Huffaker, City Manager

FROM: Tamara Vides, Deputy City Manager
Raunel Zavala, Administrative Analyst

SUBJECT: Response Packet to the Santa Cruz County Civil Grand Jury's Investigation of Assessing Risk Management, Homelessness, Fire and Safety and the City's Website

AGENDA ITEM: August 25, 2020 City Council

RECOMMENDATION:

It is recommended that the City Council by Motion, approve the response packets prepared for the 2019-2020 Santa Cruz County Grand Jury's Investigation on four specific topics: 1) **Managers of Risk or Victims of Risk - Rocked by the Shocks** 2) **Homelessness: Big Problem, Little Progress – It's Time to Think Outside the Box** 3) **Fire and Safety Inspections in Santa Cruz County**, and 4) **The Tangled Web - Oh, What a Mangled Web We Weave...**

DISCUSSION:

The Santa Cruz County Civil Grand Jury prepared four reports addressing issues in the Watsonville community and requested that the Council prepare responses to several findings and recommendations made in each of the reports. The County and all four cities within the County received these reports and were compelled to respond.

The Grand Jury looks for contact information, budget data, policies and procedures, etc. to conduct their investigation. They aim to capture the experience a member of the public would have when trying to access information, assess impact and value of city services and review transactions of the public entity. The reports contain findings by the 2019-2020 Grand Jury and offer recommendations for consideration and ongoing improvement of operations.

All four Grand Jury reports are attached; below is a summary of the areas of interest for each issue reviewed and some highlights of the recommendations made by the Grand Jury:

Managers of Risk or Victims of Risk - Rocked by the Shocks:

This report examines the current level of financial risk for Santa Cruz County (SCC) cities, the causes and likely impacts of that risk, and the risk management practices of our cities. The Grand Jury found that the cities of SCC do not practice formal, integrated risk management for the range of risks and impacts they regularly confront. They recommend the cities study ways

to implement more comprehensive practices with regard to risk identification, evaluation, mitigation, and communication.

Homelessness: Big Problem, Little Progress – *It's Time to Think Outside the Box:*

The Grand Jury prepared a report on homelessness in Santa Cruz County. The Grand Jury identified five main reasons the homeless problem persists. First, the community views homelessness as a problem that should be addressed by elected officials; second, the County lacks an effective governance structure with the authority to manage the complexity and size of the homeless problem; third, there are insufficient resources to support those affected by homelessness; fourth, there is an underutilization of existing resources in the County; and fifth, the County lacks comprehensive and effective data collection and analysis systems. Solutions to these problems are complex. However, steps can be taken to enable Santa Cruz County to more effectively manage the homeless crisis, which has become even more of a challenge due to the COVID-19 pandemic. The Grand Jury report illuminated local barriers to homelessness relief, and proposed solutions. They found that ending homelessness will provide significant benefits to the entire community far beyond the relief to the individuals receiving services.

Fire and Safety Inspections in Santa Cruz County:

The Grand Jury found that fire agencies in Santa Cruz County, are responsible for not only responding to emergencies but assisting in prevention. One aspect of prevention is ensuring compliance with fire and safety codes, especially in facilities housing the most vulnerable. Now with fire danger and respiratory illness at all-time highs, this responsibility is as important as it has ever been.

The Grand Jury found that California health and safety codes require fire and safety inspections be performed annually for schools and multifamily residences. Annual reports to the governing body are required. The Grand Jury found that many of the County's fire agencies do not fully comply with mandated inspection and reporting, and recommends that the status of these inspections, especially those involving public facilities, be communicated to the public and that gaps in compliance or the ability to inspect be addressed in the 2021 budgeting cycle.

The Tangled Web - Oh, What a Mangled Web We Weave...:

The Grand Jury found that website information is sometimes missing, out-of-date, and inaccurate; links may be broken. They found website content providers do not explain content. They concluded that the City lacks a process to review content accuracy and currency to assure timely correction and revision of content. The Grand Jury also noted that the City's goals for website redesign or quality improvement are not sufficiently "SMART" (Specific, Measurable, Attainable, Relevant and Time Bound).

All Grand Jury findings and recommendations have been reviewed and answered by staff. It is recommended that the Council review and approve by motion the responses to these reports and file the City of Watsonville responses with the Grand Jury by each of their due dates.

FINANCIAL IMPACT:

There is no financial impact associated with filing responses to the Grand Jury report.

ALTERNATIVES:

The Council may choose not to approve the Response Packet, or to modify the responses.

ATTACHMENTS:

- 1) SC Grand Jury Reports and City Responses – Risk Management
- 2) SC Grand Jury Reports and City Responses – Homelessness
- 3) SC Grand Jury Reports and City Responses – Fire & Safety Inspections
- 4) SC Grand Jury Reports and City Responses – Website

cc: City Attorney



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the**

Watsonville City Manager

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box**

by September 28, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F3. The public opposition to homeless solutions is partially due to a lack of education, engagement and political will by City and County leadership.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Over the past years, City staff has worked collaboratively with City and County stakeholders to address the complex issue of homelessness. City leadership has created, staffed, or participated in multiple efforts to educate and engage the public on the topic of homelessness and worked on the All-In Plan developed in 2003 for Santa Cruz County.

Generally speaking, a lack of political will is defined retrospectively when looking at failed programs and initiatives. However, it is important to point out that while not all of the recommendations that resulted from these City-led efforts over the years were able to gain traction, some of the solutions have been accepted and even embraced by the public. These are demonstrated by the City's continual support of the Continuum of Care (the Homeless Action Partnership), engagement with South County homeless service providers, support of employment programs for people experiencing homelessness, the establishment of an annual emergency winter shelter program, homeless outreach and engagement efforts, and participation in the homelessness diversion efforts, such as Homeward Bound and rental assistance programs.

The Watsonville City Council has actively worked on identifying and supporting homeless solutions. Such is the case of declaring a homeless shelter emergency in 2017 to support establishment/expansion of homeless programs and services in Watsonville.

F4. Santa Cruz County elected officials have been unable to combat NIMBYism, which is a significant barrier to getting projects approved and built to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F5. Inconsistent and unclear funding sources and processes inhibit the effective implementation of solutions that require long term planning and sustained operations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. The Homeless Action Partnership (HAP) is not organizationally equipped with the appropriate authority, structure, leadership, staff, training or processes and as a result is ineffective in its mission of reducing homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

HAP is a federally required COC for HUD recipients. Much of the issue is outside the scope of the HAP. The issue of homelessness is not directly connected to the HAP's work. The ongoing governance work is envisioned to strengthen local homelessness response and administration. The governance work group has been tasked with developing a proposed plan to create a systemwide governance body that will design, direct, and evaluate the response to homelessness in Santa Cruz County, including a proposed scope for its structure, and decision-making and input processes. The group is proposing a revised governance structure that will guide the region towards a more effective response to homelessness, moving away from reactive decision making and towards forward thinking, systematic improvements and investments. The group recommends that a Charter for the new structure be adopted in 2020, with a process for standing up the new structure developed and integrated into the Strategic Action Plan.

F9. The lack of Permanent Supportive Housing (PSH) results in the significant compounding of the homeless issue.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F12. There are parcels of land throughout the county that appear to be unused or underutilized, and could possibly be used to build housing for the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F13. Santa Cruz County law enforcement response to homeless, addiction, and mental health issues has the potential to criminalize social, medical, and psychological conditions. This requires law enforcement to perform the role of social worker; a role for which they lack the resources and mental health training.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F14. There is a lack of leadership from County and City officials to engage the business community in exploring potential solutions to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City staff and elected officials have engaged with the business community in the downtown area to not only explore potential solutions, but to work together to bring solutions to homelessness to the City of Watsonville. More efforts to find creative solutions in establishing private/public partnerships could be made.

F16. Santa Cruz County and Cities, despite owning numerous parking lots, choose not to utilize their parking lots for safe parking programs, which results in an underutilization of resources that could help reduce homeless parking in neighborhoods and business districts.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Safe Parking Program has been established and expanded in recent years through HEAP State funding. The County has continued its efforts to expand/develop further sites in several areas around the County.

F17. Faith-Based Organizations are an underutilized resource in the effort to end homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Faith-Based organizations are a key partner in providing services to the homeless population in our City. Many of the meal programs available in the City of Watsonville are led and coordinated by local churches. Two years ago, the Lutheran Church on East Beach Street hosted 3 months of the Warming Center Services in Watsonville and many of the volunteers for this program were active members of the church. However, all these services, provide little to no help in ending homelessness. These programs do not offer housing or create housing stock for homeless individuals. They provide much needed services to those who are experiencing homelessness. If Faith-based organizations are being underutilized we welcome their increased engagement in our efforts to end homelessness.

F19. Santa Cruz County lacks an organization that is accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding which results in the inability to make progress toward solving the homeless problem.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Currently, there isn't a single organization with this role and responsibility. Capacity to provide this level of analytics is limited at the time. Efforts to build capacity for accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding is ongoing.

F21. If underutilized parcels of land throughout Santa Cruz County were identified, such as the area near Coral Street in Santa Cruz, and the parcel adjacent to the County Government Mental Health Building in Watsonville, these parcels could potentially be used to increase the number of beds and services to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

However, Watsonville City Council has no jurisdiction over Coral Street site in Santa Cruz or County owned property within Watsonville City limits. We defer to City of Santa Cruz and County of Santa Cruz to decide. In general, underutilized parcels could be considered to increase the numbers of beds and services to support the homeless.

Recommendations

R3. By December 31, 2020, the Santa Cruz Administrative Officer (CAO) and Cities should create a Community Task Force that includes City Managers, nonprofit leaders, former homeless individuals, media personnel, community members, and political leaders to create good will, and encourage collaboration in solving homeless issues. (F3, F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

There is no existing plan to establish a Community Task Force. Governance work is ongoing. A Commission with participation is under consideration. An interjurisdictional community task force is not under discussion at this time. Jurisdictions are partnering on immediate need matters through the COVID-19 Shelter and Care Taskforce (limited scope to COVID response).

R4. Santa Cruz County and Cities should collaborate to develop a JPA that would be responsible for setting short and long term goals to reduce homelessness, measuring the cost of homelessness, allocating funding, and tracking the effectiveness of funding, by July 1, 2021. (F5, F6, F19)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

A JPA is not feasible at this time. A governance structure is being developed.

On August 4, 2020, the County Board of Supervisors approved a Santa Cruz County Homeless System Planning Six-Month Work Plan Draft (attached) and directed County staff to coordinate with local municipalities and community partners for further consideration and implementation. The six-month work plan reflects the primary strategies and activities planned for the community-wide homelessness response for the period from July to December 2020. The first six-month work plan for the Homeless Response System includes 6 goals, the 6th of which, includes standing up a new governance, planning, evaluation, and communications structure.

The County staff initiated work to consider a governance framework developed by the Focus Strategies Governance work group to develop a proposed homeless commission structure, define the legal structure for the new commission, and identify the structural and legal relationship between the new commission structure and the existing continuum of care (CoC) governance.

The attached six-month work plan has yet to be presented to local cities but staff from the cities of Watsonville and Santa Cruz have participated in the plan's development. The work plan sets October 2020 as the target date for completing creation of a new homeless system governance entity charter and legal structure.

R6. The Santa Cruz County Administrative Officer (CAO) and the County's City Managers should identify parcels of land within their jurisdictions that could be utilized to supply homeless services and/or temporary or permanent housing, and report such sites to their governing bodies by December 31, 2020. (F9, F21)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

In 2018, the City adopted Watsonville Municipal Code Chapter 14-43 (Emergency Shelters) to provide objective standards for the development of Emergency Shelters for housing the homeless in the City. In addition, the City modified the allowed uses in the N/PF (Institutional/Public Facilities) Zoning district to allow Emergency Shelters by-right. This zoning district encompasses approximately 416 acres and allows for a variety of the PF and N Districts is to clearly separate the development standards and land use regulations for public facilities owned and operated by City and County government agencies with uses that are available to the public but are either privately owned or operated by state and federal agencies. The parcels identified with these two zoning designations are clearly identified on the City's Zoning Map.

- R9.** By December 31, 2020, the City of Santa Cruz should evaluate whether closing Coral Street permanently to thru traffic, to make more space available for additional housing and services for the homeless, would be a viable option. (F13)
- HAS BEEN IMPLEMENTED** – summarize what has been done
 - HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
 - REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
 - WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is not within the jurisdiction of the City of Watsonville.

R10. Beginning in December of 2020, the Santa Cruz County Administrative Officer and the County’s City Managers should direct their agencies involved with homelessness to engage with local business leaders including Chambers of Commerce, to collaborate on innovative solutions that could reduce the number of homeless. (F14)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

There has been engagement with business leaders with limited results. More engagement from local business leaders is welcome to support the City efforts to address homelessness. The City is currently participating in the development of the Focus Strategies Strategic Plan to develop a County Wide System to support innovative solutions that could reduce the number of homeless. Business engagement will occur as part of implementing the Strategic Plan.

R12. By December 31, 2020, the Santa Cruz County Board of Supervisors and the County's City Managers should direct appropriate agencies and staff to implement a city and county wide safe parking program using the successful model of the Association of Faith Communities (AFC). This should include investigating whether college campus parking lots could be incorporated into this program. (F16)

- HAS BEEN IMPLEMENTED** – summarize what has been done
 HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe
 REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)
 WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Safe Parking Program has been implemented county-wide and utilizes City of Santa Cruz and is currently expanding to some County lots. College campuses have been engaged in the conversation to establish this program and it was reported that they are not interested at this time.

R13. Santa Cruz County and Cities should coordinate a retreat for all Faith Based Organizations (FBOs) in the County to collaborate on how to work cohesively on the issue of homelessness. (F17)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

FBOs do collaborate through existing associations and ongoing efforts providing supportive services to individuals experiencing homelessness. Cities and County welcome participation in an FBO organized and hosted event should they decide to put one together.

R18. Santa Cruz County should create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls that do not involve legal issues or threats of violence. The Santa Cruz County Board of Supervisors should work with the County's law enforcement agencies to identify funds in their budgets that could be allocated to this program. The Grand Jury recommends the County consider using CAHOOTS (Crisis Assistance Helping Out On The Streets) in Eugene, Oregon as a model. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Watsonville Police Department (WPD) agrees that Santa Cruz County should create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls which require specific training and expertise not possessed by law enforcement. The 24-hour mobile crisis response unit should also be available when requested by law enforcement to respond and assist at calls involving the threat of violence to enhance the potential for a peaceful resolution. The WPD looks forward to working with the Santa Cruz County Board of Supervisors to identify county-wide funding in support of this program.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**

**SANTA CRUZ COUNTY HOMELESS SYSTEM PLANNING
DRAFT SIX-MONTH WORK PLAN: JULY TO DECEMBER 2020**

This six-month work plan reflects the primary strategies and activities planned for the community-wide Santa Cruz homelessness response for the period from July to December 2020. It includes work already underway and planned to launch in this time period to support a more systematic and coordinated response to homelessness. The overall vision is to be data-informed and responsive to the immediate and anticipated needs driven by COVID-19 while focused on ensuring that all people experiencing homelessness have a pathway to housing. The work plan is not limited to strategies being undertaken by any particular jurisdiction, organization, or program. Rather, it brings together different work streams managed by different assigned lead entities into a single coordinated plan, using a Collective Impact approach. Due to the significant impact of COVID-19 on people and programs related to the homelessness, much of the work anticipated in this period has been initiated and managed by the Shelter and Care DOC.

The Plan is organized around six goals:

- Goal 1: Stand Up New Governance, Planning, Evaluation, and Planning Structure
- Goal 2: Develop and Implement Rehousing Strategy for People in Shelter and Unsheltered
- Goal 3: Expand Availability of Housing Resources Targeted to People Experiencing Homelessness
- Goal 4: Stabilize and Strengthen the Shelter System, Building Upon Lessons Learned and Preserving Gains from COVID-19 Response
- Goal 5: Continue to Improve Availability and Effectiveness of Solutions-Oriented Outreach and Support Services for People Who Are Unsheltered
- Goal 6: Implement Diversion and Targeted Prevention to Reduce Rate at Which People Newly Experience Homelessness

This six-month work plan will be integrated into and inform the development of the Three-Year Strategic Action Plan to reduce homelessness currently under development. The Action Plan will be organized around a similar or same set of goals, with activities identified along a longer time horizon. Future six-month work plans will be developed after the Action Plan is adopted to reflect the community's final adopted goals and priorities and modifications to the template will be made to reflect those decisions.

GOAL 1: STAND UP NEW GOVERNANCE, PLANNING, EVALUATION, AND COMMUNICATIONS STRUCTURE			
Outcomes		Method for Tracking	
New homeless system governance structure is legally defined		N/A	
HSD homelessness division created		N/A	
Strategy 1.1 Create charter and legal structure for new homeless system governance entity			
Objective/Activity		Assigned Lead	Target Completion Date
1.1.a.	Define legal structure for Homelessness Commission	County Council/Elissa Benson	October 2020
1.1.b	Determine opportunities for alignment between new legal structure and existing HAP and identify change management/transition path for HAP to new CoC structure	Randy Morris/Rayne Perez/Focus Strategies	October 2020
1.1.c	Determine CTAC legal status and structure; decide on work group areas; ensure there is a plan for how CTAC/work groups would make recommendations re: funding sources (CoC, ESG, HEAP, HHAP)	Randy Morris/Rayne Perez/Focus Strategies	October 2020
Strategy 1.2 Create new homelessness response division within HSD			
Objective/Activity		Assigned Lead	Target Completion Date
1.2.a.	Hire Director	Randy Morris	
1.2.b	Determine internal organizational design for new homelessness Division (staffing levels needed, staff roles, etc.)	Randy Morris	
1.2.c	Shift HMIS system management from CTA to new homelessness division	Randy Morris and Rayne Perez	October 2020
1.2.d	Develop external communication strategy for new homelessness division - e.g. website, newsletter, provider update calls	Randy Morris	
1.2.e	Transfer HSCO budget to HSD	Elissa Benson and Randy Morris	
Strategy 1.3 Begin to develop performance reports to be used by new Division and governance structure			
Objective/Activity		Assigned Lead	Target Completion Date
1.3.a.	Identify performance reports needed for monitoring key system level indicators and progress towards achieving objectives in work plan/action plan		
1.3.b	Develop and run performance reports to monitor key indicators and progress towards accomplishing work plan and action plan objectives		
1.3.c	Build review cycle that includes appropriate leadership and feedback loops for suggested performance improvement activities and policy modifications		

Strategy 1.4 Increase HMIS Participation and Improve Data Quality			
Objective/Activity		Assigned Lead	Target Completion Date
1.4.a.	Continue to train and provide support to new and existing shelter sites to ensure consistent and accurate HMIS data entry		
1.4.b.	Continue HMIS/outreach work group to develop and implement plan to enter outreach data in HMIS	HSD/Focus Strategies	
Strategy 1.5 Maintain ability to respond rapidly to homelessness even as COVID-19 wanes			
Objective/Activity		Objective/Activity	Objective/Activity
1.5.a.	Evaluate how to transition Shelter and Care DOC policy team to non-ICS ongoing operational group to coordinate ongoing and emerging work responding to COVID-19.	Randy Morris/New Homelessness Director	Ongoing

GOAL 2: DEVELOP AND IMPLEMENT REHOUSING STRATEGY FOR PEOPLE IN SHELTER AND UNSHELTERED (INCLUDING PRIORITY FOR THOSE VULNERABLE TO COVID-19)			
Outcomes		Method for Tracking	
[xx] people in non-congregate shelter exit to housing		HMIS	
[xx] people in congregate shelter exit to housing		HMIS	
[xx] unsheltered people enter shelter		HMIS	
Strategy 2.1 Develop services and supports to help people move from shelter to permanent housing			
Objective/Activity		Assigned Lead	Target Completion Date
2.1.a	Develop a standardized model for providing advocacy/case management to provide rehousing services for residents in shelters that do not have dedicated staff for this activity		
2.1.b	Complete development of and implement Coordinated Care housing program (named Home Sweet Home) for targeted pilot shelters	Tatiana Brennan, Leslie Goodfriend, and Jessica Scheiner	
2.1.c	Develop and implement source of flexible funding to help people exit shelter and unsheltered locations to housing (this would also be available as part of Diversion, see Goal 6).	Rayne Perez and Tom Stagg	October 2020
2.1.d	Modify Smart Path criteria to prioritize P1-P4 for openings in RRH and PSH	Jessica Scheiner	August 2020
2.1.e	Continue to work with Santa Cruz Community Credit Union on pilot project that enables people experiencing homelessness to have a bank account		

2.1.f	Consider developing a financial literacy/education program specifically targeted to and accessible for people who are experiencing homelessness		
Strategy 2.2 Increase effectiveness of rapid re-housing programs – improved outcomes and cost-effectiveness			
Objective/Activity		Assigned Lead	Target Completion Date
2.2.a	Develop local RRH operational standards aligned with national best practices	Jessica Scheiner	
2.2.b	Identify capacity building and training needs for RRH programs and staff to align to local standards	Jessica Scheiner	
2.2.c	Begin development of the infrastructure for regular reporting on RRH outcomes to identified leadership for tracking and monitoring	Jessica Scheiner & Business Analytics Team	
2.2.d	Begin investigating resources/approaches for incorporating employment opportunities, Workforce Investment Board, job training, etc.	Jessica Scheiner	
2.2.e	Explore strategies for expediting referrals to RRH from SmartPath	Jessica Scheiner	

GOAL 3: EXPAND AVAILABILITY OF HOUSING RESOURCES TARGETED TO PEOPLE EXPERIENCING HOMELESSNESS			
Outcomes		Method for Tracking	
[xx] new rapid rehousing slots created		HMIS/HIC	
[xx] new PSH units created through acquisition of existing hotels or other structures		HMIS/HIC	
Strategy 3.1 Increase inventory of rapid re-housing			
Objective/Activity		Assigned Lead	Target Completion Date
3.1.a	Assess/analyze how much more RRH is needed	Focus Strategies	
3.1.b	Fund additional program slots in existing RRH programs, including funding for rent subsidies and case management	CAO	
Strategy 3.2 Acquire hotels or other buildings to create permanent housing for people experiencing homelessness			
Objective/Activity		Assigned Lead	Target Completion Date
3.2.a	Inventory available funding sources, including new State resources	Rayne Perez	
3.2.b	Identify hotels/other buildings and assess interest in acquisition	Elissa Benson	
Strategy 3.3 Create program or approach to conduct landlord outreach and engagement			
Objective/Activity		Assigned Lead	Target Completion Date
3.3.a	Review previous work on landlord outreach and engagement and explore potential partnerships (e.g. with Housing Authority)	Jessica Scheiner, Rayne Perez, Brooke Newman	

GOAL 4: STABILIZE AND STRENGTHEN THE SHELTER SYSTEM, BUILDING UPON LESSONS LEARNED AND PRESERVING GAINS FROM COVID-19 RESPONSE			
Outcomes		Method for Tracking	
Maintain ongoing daily capacity of [xx] beds in existing congregate shelter		Daily Shelter Tracking System	
Maintain ongoing daily capacity of [xx] beds in existing non-congregate shelter		Daily Shelter Tracking System	
Maintain ongoing daily capacity of [xx] beds in TAY shelter		Daily Shelter Tracking System	
Add [xx] HOSS+ beds		Daily Shelter Tracking System	
Strategy 4.1 Use data to manage size of shelter bed inventory			
Objective/Activity		Assigned Lead	Target Completion Date
4.1.a	Work with Focus Strategies to develop a tool or methodology to estimate shelter bed needs using system flow data (entries, exits, lengths of stay), to be used on an ongoing basis to inform decisions about increasing or reducing shelter inventory.		
4.1.b	Continue to implement and refine as needed a process for real-time data collection on shelter bed use and availability		
Strategy 4.2 Manage inflow into shelter and prioritize people most vulnerable to COVID-19			
Objective/Activity		Assigned Lead	Target Completion Date
4.2.a	Maintain and refine centralized referral process for shelter access		
Strategy 4.3 Stand up and maintain new shelters			
Objective/Activity		Assigned Lead	Target Completion Date
4.3.a	Plan and prepare for Homeless Outreach Support Sites Plus, including pallet shelters and organized encampments		
4.3.b	Fully stand up and maintain operations of new TAY shelter and new site for trailers when SIP order ends		
Strategy 4.4 Ensure all shelter environments are safe, compliant with directives relating to COVID-19, and operating in alignment with principles of housing first, trauma informed care, harm reduction and client-centered services			
Objective/Activity		Assigned Lead	Target Completion Date
4.4.a	Find a way to re-initiate site visits to existing shelters by public health nurses or other medical field by August		August 2020
4.4.b	Demobilize or modify SIP operations while maintaining safety		
4.4.c	Provide trainings, tools and resources for dealing with challenging clients		

4.4.d	Coordinate with Behavioral Health for resources for shelter residents and to support staff at shelters		
4.4.e	Provide resources and support to Armory Expansion, ensure site operations are fully functional		
4.4.f	Explore alternatives to allow SIP operations to continue at AFC shelters starting in August		August 2020
Strategy 4.5 Maintain and improve cross-shelter coordination and peer learning			
Objective/Activity		Assigned Lead	Target Completion Date
4.5.a	Transition weekly shelter provider call to bi-weekly or monthly virtual meeting to continue sharing information and identify areas to work together		July 2020
4.5.b	Continue to use PDSA process with shelter provider group to evaluate and make changes to processes that have been implemented to address COVID-19 in shelters		
4.5.c	Continue to support and evaluate purpose and functioning of group		
Strategy 4.6 Establish ongoing coordinated oversight for the shelter system			
Objective/Activity		Assigned Lead	Target Completion Date
4.6.a	Explore options for a more robust structure for coordinated shelter oversight		

GOAL 5: CONTINUE TO IMPROVE AVAILABILITY AND EFFECTIVENESS OF SOLUTIONS-ORIENTED OUTREACH AND SUPPORT SERVICES FOR PEOPLE WHO ARE UNSHELTERED, BUILDING UPON LESSONS LEARNED AND PRESERVING GAINS FROM COVID-19 RESPONSE			
Outcomes		Method for Tracking	
[xx] people who engage with outreach teams and/or HOSS access shelter or housing		HMIS?	
[xx] outreach events in specified time frame			
Strategy 5.1 Continue to expand and refine Homeless Outreach and Service Sites (HOSS)			
Objective/Activity		Assigned Lead	Target Completion Date
5.1.a	Implement mobile outreach throughout the County, strategically fill gaps to ensure geographic coverage		
5.1.d	Maintain and grow the current interdisciplinary/interagency teams (teams should have more than one person, one area of expertise)		
5.1.e	Maintain budget for supplying safe camping supplies		
5.1.f	Coordinate/work with other service systems (e.g., sober living, treatment programs) to ensure referrals to service are not log-jammed as a result of COVID policies and practices		

Strategy 5.2 Continue to improve integration of outreach with the rest of the homeless system			
Objective/Activity		Assigned Lead	Target Completion Date
5.2.a	Maintain sufficient shelter resources for unsheltered people to be referred to and ensure that outreach workers are kept up to date on shelter bed openings and current shelter referral processes		
5.2.b	Develop approach/policy for how outreach workers can share information to collectively case manage people within the constraints of each organization’s privacy and security protocols		

GOAL 6: IMPLEMENT DIVERSION AND TARGETED PREVENTION TO REDUCE RATE AT WHICH PEOPLE NEWLY EXPERIENCE HOMELESSNESS	
Outcomes	Method for Tracking
[xx] assessors trained to do diversion conversations	
Successful diversions conversations and assistance – (start at 20%)	HMIS
Whether people diverted return to homelessness	HMIS

Strategy 6.1 Implement Smart Path Diversion Plan			
Objective/Activity		Assigned Lead	Target Completion Date
6.1.a	Identify resources for implementing diversion within Smart Path (including integration of Flex Funds project – See Goal 2)	Jessica Scheiner	September 2020
6.1.b	Develop diversion policies and develop and implement training plan	Jessica Scheiner	November 2020
6.1.c	Launch the learning community	Jessica Scheiner	November 2020
6.1.d	Design method for tracking diversion outcomes in HMIS and implement	Rayne Perez and Bitfocus	November 2020

Strategy 6.2 Coordinate with other community and mainstream entities to provide prevention assistance outside the homelessness response system

Objective/Activity		Assigned Lead	Target Completion Date
6.2.a	Work with Community Action Board (CAB) to identify funding for rental assistance in South County as rent moratorium expires		

Strategy 6.3 Develop a clear model of who gets prevention assistance and what prevention assistance means

Objective/Activity		Assigned Lead	Target Completion Date
6.3.a	Pull together information and research on prevention targeting and design in light of COVID and develop recommendations for an interim model	Jessica Scheiner	By End of Moratorium
6.3.c	Identify additional funding		By End of Moratorium

Sample Detailed Plan

- There will be one table for each objective/activity.
- Assigned Leads will be responsible for developing and updating implementation steps.
- Some objectives already have steps identified.

Strategy 2.1 Develop services and supports to help people move from shelter to permanent housing					
Objective/Activity		Assigned Lead	Target Completion Date	Cost/Funding Source	
2.1.b. Complete development of and implement Coordinated Care housing program (named Home Sweet Home) for targeted pilot shelters		Leslie, Jessica, Tatiana			
Implementation Steps:					
	1	2	3	4	5
Step	Develop logic model	Identify available staff to support	Identify funding source	Launch program	Evaluate using PDSA and prepare for expansion
Status					



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments

Fail in the Jail _BoS_Packet.pdf
181K








Fail_in_the_Jail_CAO_Packet.pdf
184K

BOS FireInspection BOS Response Packet.pdf
181K

GSD FireInspection Response Packet.pdf
174K

BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
289K

CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf
207K

-  **CAO Response - Ready Aim Fire!.pdf**
258K
-  **SCCFD Response - Ready Aim Fire!.pdf**
239K
-  **BOS Response - Ready Aim Fire!.pdf**
256K
-  **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K
-  **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K
-  **Voter Data Clerk Response.pdf**
179K
-  **VoterData_BoS_Packet.pdf**
180K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
Santa Cruz County Administrative Officer
Respond to the Findings and Recommendations
Specified in the Report Titled
Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box
by September 28, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

Findings

F7. An insufficient number of treatment facilities in Santa Cruz County for mental health and substance use disorders leaves homeless individuals without necessary treatment options.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F8. Because Santa Cruz County lacks adequate prevention and diversion programs, individuals who could remain in their homes with minimal cash assistance are ending up homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County of Santa Cruz is one of the most expensive places to live in the world, and even substantially funded cash assistance programs would have limited overall impact. The county also has an inadequate supply of affordable housing, and what housing is available is not sufficient to meet the demand for individuals who are very difficult to house. And the community needs far more structured and staff-supported living arrangements to assist high-needs individuals.

The county's cost-of-living issues are exacerbated when measured against household income and other employment metrics, with a lack of sufficient income and economic opportunities, and the PIT County shows job loss (followed by evictions) as the most common self-reported cause of homelessness.

In a highly competitive housing market impacted by wildfire and an influx of homebuyers from neighboring Bay Area cities during the COVID-19 pandemic, housing prices have remained unchanged, if not increased. We also need more landlords willing accept homeless tenants with housing vouchers and offer opportunities even to those with past eviction histories.

Additionally, there are significant prevention dollars at work in the community which serve to keep people who are "at imminent risk of homelessness" housed. The County contracts with numerous community-based organizations for provision of eviction prevention services and administration of rental assistance funds. A diversion program is in the process of implementation, in coordination with the SmartPath Coordinated Entry System.

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

F9. The lack of Permanent Supportive Housing (PSH) results in the significant compounding of the homeless issue.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F10. Supportive services are limited to one year; this limitation can contribute to instability, a loss of housing, and a return to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Limitations such as these are the function of certain funding sources, but not all, and this finding does not reflect local policy. In fact, most funding sources utilized for County services do not have such limitations. For example, the County of Santa Cruz Health Services Agency (HSA) Behavioral Health programs do not place limitations on the support services offered to clients. HSA Behavioral Health provides rental assistance through housing vouchers, case management and other behavioral health services based on the needs of the individual and not a set time period.

The length of time that persons receive supportive services differs by housing or service program, funding source, and the needs, situation, and preferences of the participant. For example, there is no limit on the length of time that participants in Permanent Supportive Housing (PSH) programs can receive housing subsidies or supportive services. The Disabled and Medically Vulnerable (DMV) Voucher program requires that participants receive a minimum of one year of case management but has no maximum service provision. Rapid Re-Housing Programs vary their provision of services and financial subsidies based on the individual needs and situation of participants. Regardless of the specific program, to facilitate housing retention, if a participant needs services longer than a housing program can provide, most programs identify alternative supports for the participant, rather than having them return to homelessness.

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

F11. A lack of case managers and outreach results in homeless individuals not having timely access to necessary supportive services.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County of Santa Cruz Health Services Agency (HSA) manages over half of all HUD funded permanent supportive housing programs within our Continuum of Care. The collaborative efforts of outreach workers across all of HSA's departments, and the inclusion of community-based agencies in these efforts, contributed to a three-fold increase in clinic visits by the highest utilizers of hospital services in 2019, according to recent data shared by the Central California Alliance for Health. That level of coordination between outreach workers and case managers ultimately leads to improved health outcomes while reducing unnecessary emergency room visits and hospital admissions, critically important during the COVID-19 pandemic.

HSA Behavioral Health provides a broad range of targeted services and programs for the homeless including the HOPES Program (Homeless Outreach and Proactive Engagement), the FIT Team (Focused Intervention Team), and our specialty mental health and substance use disorder programs, as well as housing navigation services in the community which are peer staff assisting with connecting to housing in the community. These services were not reflected in this Grand Jury report.

The issue of connecting to services goes beyond capacity- there are always going to be a group of homeless individuals averse to ongoing treatment, and while we work with them using harm reduction interventions, we often cannot meet the legal standards required to force an individual into treatment.

Further complicating this is the fact that the County does not have enough supportive infrastructure systems to adequately address the behavioral and physical health needs of the number of people experiencing homelessness (such as medical respite beds, a medical detoxification facility, and board and care facilities able to provide 24/7 nursing support). There is also a need for more medical providers trained and deployed to provide street medicine in the field.

Without these critical infrastructure pieces available for clients, any crisis response system of case managers and outreach workers, not matter how coordinated, Will be unable to improve outcomes because there are not adequate systems in place to which case workers may refer this population.

F14. There is a lack of leadership from County and City officials to engage the business community in exploring potential solutions to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

County Homeless Services Coordination Office has engaged with Chamber of Commerce, Downtown Association, and Business Council of Santa Cruz County to discuss the issue of homelessness, understand impacts to businesses, and explore potential for collaboration. The Downtown Streets Team is an example of a successful government-business collaboration that has included City and County leadership.

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

F16. Santa Cruz County and Cities, despite owning numerous parking lots, choose not to utilize their parking lots for safe parking programs, which results in an underutilization of resources that could help reduce homeless parking in neighborhoods and business districts.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City as already utilizing City-owned parking lot(s) for safe parking and County leadership is actively engaged with AFC to identify County lot(s) for FY 2020-21 expansion of the safe parking program.

F17. Faith-Based Organizations are an underutilized resource in the effort to end homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While the Faith-Based community may have more to offer, they have been exemplary partners to date. The Association of Faith Communities operate the Faith Community Shelter and Safe Spaces Parking programs, both of which utilize multiple church sites around the County. The Seventh Day Adventist site is currently hosting a Transition Age Youth shelter-in-place program. Mid-County Homeless Coalition operates the mid-county hygiene program.

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

F18. Due to the inconsistent collection of Homeless Management Information System (HMIS) data, the accuracy of funding decisions for service providers is negatively impacted.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

To date, HMIS data has not been a factor in funding decisions, however that is already in the process of changing. There has been a tremendous effort over the past year to engage with each homeless services provider to review their HMIS data, including quality of the data, and to understand how their individual project's performance impacts the overall homeless response system performance. Agencies have invested significant time and effort to review and correct data quality issues. HAP and County leadership are committed to using data as part of funding decision-making processes. To this end, effective October 1, 2020, the County Human Services Department is assuming responsibility as the HAP's HMIS Lead Agency in order to utilize the department's existing data evaluation team, strengthen homeless system data analysis, and better inform decision-making.

F20. There are tools available, such as Santa Clara County's "Silicon Valley Triage Tool," that could be applied to Santa Cruz County to allow the County to better understand the true cost of homelessness enabling the County to use public resources more efficiently.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

F21. If underutilized parcels of land throughout Santa Cruz County were identified, such as the area near Coral Street in Santa Cruz, and the parcel adjacent to the County Government Mental Health Building in Watsonville, these parcels could potentially be used to increase the number of beds and services to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R5. The Santa Cruz County Health Services Agency should expand relationships with regional psychiatric hospitals to identify more beds and treatment options when they are unavailable in Santa Cruz County by December 31, 2020. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County of Santa Cruz Health Services Agency (HSA) recently expanded the number of contracted beds in other Counties through a contract with San Jose Behavioral Health. HSA anticipates collaborating with Valley Regional Hospital to utilize new psychiatric beds as they become available and has also recently initiated discussions with Sutter Health to have access to their network on inpatient facilities.

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

R6. The Santa Cruz County Administrative Officer (CAO) and the County's City Managers should identify parcels of land within their jurisdictions that could be utilized to supply homeless services and/or temporary or permanent housing, and report such sites to their governing bodies by December 31, 2020. (F9, F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Staff would need to conduct further analysis to determine feasibility of timeline.

R7. In the Fiscal Year 2021-2022 budget, the Santa Cruz County Board of Supervisors should direct the agencies that provide grant funding for homeless services to prioritize more funding for case managers, diversion and prevention programs, and the extension of supportive services to more than one year when appropriate. (F8, F10, F11)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is not within the County’s authority. However, the recently published Six-Month Work Plan reflects the County’s priorities, including an emphasis on housing-focused case management, diversion, and more. County and City representatives on the HAP will champion these prioritized activities for allocations of State and Federal funds.

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

R13. Santa Cruz County and Cities should coordinate a retreat for all Faith Based Organizations (FBOs) in the County to collaborate on how to work cohesively on the issue of homelessness. (F17)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

A Faith Based Organization retreat should be organized by the Faith Community.

R14. Effective with fiscal year 2021-2022, the Santa Cruz County Administrative Office should work with the Homeless Action Partnership (HAP) to ensure that grants awarded to homeless service providers require a contract that mandates the use of the Homeless Management Information System (HMIS). (F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is an existing requirement.

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

- R15.** By the beginning of fiscal year 2021-2022, Santa Cruz County Administrative Officer should develop and implement a system for tracking the cost of homeless, fashioned after the Silicon Valley Triage Tool, and require it be utilized by all agencies receiving funding for homeless services of any kind. (F20)
- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County will be focused on the priorities outlined in the soon-to-be-published three year strategic action plan, emphasizing service improvements in shelters, housing-focused case management and housing navigation, new governance, implementation of diversion and targeted prevention, adding rapid rehousing inventory, and robustly utilizing HMIS data to inform decisions.

R16. Santa Cruz County Board of Supervisors should request the Santa Cruz County Administrative Officer investigate and report on the viability of converting the underutilized County Juvenile Hall campus, located at 3650 Graham Hill Rd, Felton, CA into a facility focused on fulfilling crucial homeless, mental health and substance abuse needs by December 31, 2020. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Welfare and Institutions Code Section 850 requires each county to operate a secure detention facility. The Probation Department and the CAO surveyed the county for another facility that would be BSCC compliant and was unsuccessful, and the opportunity to build a new smaller facility was not feasible. There are no other options available for secure detention for youth in our county.

Furthermore, the Division of Juvenile Justice realignment required by SB823 will result in an increased number of youth in the facility.

Homelessness: Big Problem, Little Progress

Santa Cruz County Administrative Officer

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 10, 2020

The Health Services Agency (HSA) Director is not required to respond to the Grand Jury's request. David Brown, Senior Administrative Analyst for the County Administrative Officer (CAO), sent the email on the following page, explaining that "For the Departments that do not have elected department heads, the department heads of the named departments inform the County Administrative Office response and the CAO response reflects their input."

The CAO was not assigned all the recommendations assigned to the HSA Director, so the CAO's response may not include the HSA Director's input for Recommendations R17 and R18.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Checking in on County Prior Year Report Responses

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 8, 2020 at 4:10 PM

Greetings Grand Jury,

Thanks for the rapid response. I popped in responses to each issue in blue. Please don't hesitate to let me know if you have questions or concerns.

- *Chief Larkin from the Santa Cruz County Fire Department said that you would have the validation date for his report Ready, Aim Fire. Please send us the date the response was approved by your governing board to finalize your response to the 2019-20 Grand Jury. We can add the missing validation date to the report on file.*

This report was approved by the County Board of Supervisors meeting on October 6th. It was Agenda item number 28.

- *We are also following up on the reports listed below that we do not have a response for:*
 - *From the General Services Director - Michael Beaton -*
 - *Fail in Jail and*
 - *Ready Aim Fire Reports – The GSD Director worked with the CAO to inform the CAO response.*
 - *From Information Services Department - Kevin Bowling -*
 - *Homelessness*
 - *From Santa Cruz Co Planning Department - Kathy Mollary -*
 - *Homelessness*
- *These reports may not have been responded to individually but response was included in another response such as the Santa Cruz Board of Supervisors or City Council. If this is the case please let us know that you have chosen not to respond individually and the response was included in another report.*

For the Departments that do not have elected department heads, the department heads of the named departments inform the County Administrative Office response and the CAO response reflects their input.

I hope that helps clarify. Again, please don't hesitate to reach out if you have additional questions or concerns.

In appreciation,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 10, 2020

The Information Services Department (ISD) Director is not required to respond to the Grand Jury's request. David Brown, Senior Administrative Analyst for the County Administrative Officer (CAO), sent the email on the following page, explaining that "For the Departments that do not have elected department heads, the department heads of the named departments inform the County Administrative Office response and the CAO response reflects their input."

The CAO was not assigned all the findings and recommendations assigned to the ISD Director, so the CAO's response may not include the ISD Director's input for Finding F22 and Recommendation R8.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Checking in on County Prior Year Report Responses

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 8, 2020 at 4:10 PM

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 - *Homelessness*
 - *From Santa Cruz Co Planning Department - Kathy Mollary -*
 - *Homelessness*
- *These reports may not have been responded to individually but response was included in another response such as the Santa Cruz Board of Supervisors or City Council. If this is the case please let us know that you have chosen not to respond individually and the response was included in another report.*

For the Departments that do not have elected department heads, the department heads of the named departments inform the County Administrative Office response and the CAO response reflects their input.

I hope that helps clarify. Again, please don't hesitate to reach out if you have additional questions or concerns.

In appreciation,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

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County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 10, 2020

The Planning Department (PD) Director is not required to respond to the Grand Jury's request. David Brown, Senior Administrative Analyst for the County Administrative Officer (CAO), sent the email on the following page, explaining that "For the Departments that do not have elected department heads, the department heads of the named departments inform the County Administrative Office response and the CAO response reflects their input."

The CAO was not assigned all the findings and recommendations assigned to the PD Director, so the CAO's response may not include the PD Director's input for Finding F22 and Recommendations R8 and R17.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Checking in on County Prior Year Report Responses

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 8, 2020 at 4:10 PM

Greetings Grand Jury,

Thanks for the rapid response. I popped in responses to each issue in blue. Please don't hesitate to let me know if you have questions or concerns.

- *Chief Larkin from the Santa Cruz County Fire Department said that you would have the validation date for his report Ready, Aim Fire. Please send us the date the response was approved by your governing board to finalize your response to the 2019-20 Grand Jury. We can add the missing validation date to the report on file.*

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 - *Ready Aim Fire Reports – The GSD Director worked with the CAO to inform the CAO response.*
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 - *Homelessness*
 - *From Santa Cruz Co Planning Department - Kathy Mollary -*
 - *Homelessness*
- *These reports may not have been responded to individually but response was included in another response such as the Santa Cruz Board of Supervisors or City Council. If this is the case please let us know that you have chosen not to respond individually and the response was included in another report.*

For the Departments that do not have elected department heads, the department heads of the named departments inform the County Administrative Office response and the CAO response reflects their input.

I hope that helps clarify. Again, please don't hesitate to reach out if you have additional questions or concerns.

In appreciation,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

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County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Dec 10, 2020 at 10:24 AM

The Capitola City Manager, Jaime Goldstein, is not required to respond to the Grand Jury's request. He left a voicemail message on the above date confirming that all responses have been furnished for the 2019-20 Grand Jury Reports. A single unified response for the City Council, City Manager, and Police Chief was submitted as the City Council response for each of the Tangled Web, Risk Management, and Homelessness reports.

The City Council was not assigned all the Findings and Recommendations assigned to the City Manager, so the unified response may not include the City Manager's response to Finding F9 and Recommendations R6 and R10.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 30, 2020

Martin Bernal, the Santa Cruz City Manager, is not required to respond to the Grand Jury's request. He sent the email on the following page, explaining that "The official response submitted by the City and approved by the City Council incorporates my comments..."

The City Council was not assigned all the Findings and Recommendations assigned to the City Manager, so the unified response may not incorporate his input to Finding F9 and Recommendations R6 and R10.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Martin Bernal <mbernal@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 29, 2020 at 10:53 AM

Thank you for following up and I apologize for the late response. The official response submitted by the City and approved by the City Council incorporates my comments and so I don't need to submit a separate response. Thank you again.

From: Grand Jury [mailto:grandjury@scgrandjury.org]
Sent: Monday, December 14, 2020 5:52 PM
To: Marn Bernal <mbernal@cityofsantacruz.com>
Subject: Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Dear Mr. Bernal,

This message is a reminder that your requested responses to the following 2019-20 Grand Jury Reports are past due:

1. Tangled Weave
2. Delaveaga Golf Course
3. Manager's of Risk
4. Failure to Communicate
5. Homelessness
6. Ready? Aim? Fire!

If you wish for your input to be considered, we encourage you to respond. Kindly notify us if you have decided that you do not intend to prepare a response to the report.

If you have any questions, or need further clarification, please feel free to contact the Grand Jury at grandjury@scgrandjury.org.

Thank you for your cooperation in this matter.

Sincerely,



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Dec 11, 2020 at 5:26 PM

The Scotts Valley City Manager, Tina Friend, is not required to respond to the Grand Jury request. She left a voicemail message on the above date to confirm that the responses of the Scotts Valley City Manager and Scotts Valley City Council to the Tangled Web and Homelessness reports were included in a single unified response by the City Council.

The City Council was not assigned all the Findings and Recommendations assigned to the City Manager, so the unified response may not include the City Manager's response to Finding F9 and Recommendations R6 and R10.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

March 9, 2021

The Watsonville City Manager is not required to respond to a Grand Jury Report. They did respond to their assigned Findings and Recommendations, and also included a response to Recommendation R18, assigned only to the Police Chief.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Response from City of Watsonville

3 messages

Beatriz Flores <beatriz.flores@cityofwatsonville.org>

Fri, Aug 28, 2020 at 1:56 PM

To: grandjury@scgrandjury.org

Cc: Matt Huffaker <matt.huffaker@cityofwatsonville.org>, Tamara Vides <tamara.vides@cityofwatsonville.org>, Suzi Merriam <suzi.merriam@cityofwatsonville.org>, Rudy Lopez Sr <rudy.lopez.sr@cityofwatsonville.org>

Dear Mr. Gritton:

The Council of the City of Watsonville at its August 25, 2020, accepted and directed City staff to submit the responses to the following Grand Jury reports:

- 1) Risk Management
- 2) Homelessness
- 3) Fire & Safety Inspections
- 4) Tangled Website

Also included is the Staff Reports.

Please don't hesitate to contact me if you have any questions.

bc: Council

Sincerely,

**Beatriz Vázquez Flores, MMC**

City Clerk - (831)768-3040 or (831)768-3042

275 Main St., Suite 400, Watsonville CA, 95076

beatriz.flores@cityofwatsonville.org**Business Hours: 8:00 am to 5:00 pm Monday - Friday.**

5 attachments

**7.D. 2020 Grand Jury Tangled Web.pdf**

504K

**7.D. 2020 Grand Jury Fire Inspections.pdf**

496K

**7.D. 2020 Grand Jury Risk.pdf**

560K

**7.D. 2020 Grand Jury Homelessness.pdf**

763K

**Item 7.D. 2020 Grand Jury Staff Report.pdf**

1262K

**City of Watsonville
City Manager's Office**

M E M O R A N D U M



DATE: August 21, 2020

TO: Matthew D. Huffaker, City Manager

FROM: Tamara Vides, Deputy City Manager
Raunel Zavala, Administrative Analyst

SUBJECT: Response Packet to the Santa Cruz County Civil Grand Jury's Investigation of Assessing Risk Management, Homelessness, Fire and Safety and the City's Website

AGENDA ITEM: August 25, 2020 City Council

RECOMMENDATION:

It is recommended that the City Council by Motion, approve the response packets prepared for the 2019-2020 Santa Cruz County Grand Jury's Investigation on four specific topics: 1) **Managers of Risk or Victims of Risk - Rocked by the Shocks** 2) **Homelessness: Big Problem, Little Progress – It's Time to Think Outside the Box** 3) **Fire and Safety Inspections in Santa Cruz County, and** 4) **The Tangled Web - Oh, What a Mangled Web We Weave...**

DISCUSSION:

The Santa Cruz County Civil Grand Jury prepared four reports addressing issues in the Watsonville community and requested that the Council prepare responses to several findings and recommendations made in each of the reports. The County and all four cities within the County received these reports and were compelled to respond.

The Grand Jury looks for contact information, budget data, policies and procedures, etc. to conduct their investigation. They aim to capture the experience a member of the public would have when trying to access information, assess impact and value of city services and review transactions of the public entity. The reports contain findings by the 2019-2020 Grand Jury and offer recommendations for consideration and ongoing improvement of operations.

All four Grand Jury reports are attached; below is a summary of the areas of interest for each issue reviewed and some highlights of the recommendations made by the Grand Jury:

Managers of Risk or Victims of Risk - Rocked by the Shocks:

This report examines the current level of financial risk for Santa Cruz County (SCC) cities, the causes and likely impacts of that risk, and the risk management practices of our cities. The Grand Jury found that the cities of SCC do not practice formal, integrated risk management for the range of risks and impacts they regularly confront. They recommend the cities study ways

to implement more comprehensive practices with regard to risk identification, evaluation, mitigation, and communication.

Homelessness: Big Problem, Little Progress – It’s Time to Think Outside the Box:

The Grand Jury prepared a report on homelessness in Santa Cruz County. The Grand Jury identified five main reasons the homeless problem persists. First, the community views homelessness as a problem that should be addressed by elected officials; second, the County lacks an effective governance structure with the authority to manage the complexity and size of the homeless problem; third, there are insufficient resources to support those affected by homelessness; fourth, there is an underutilization of existing resources in the County; and fifth, the County lacks comprehensive and effective data collection and analysis systems.

Solutions to these problems are complex. However, steps can be taken to enable Santa Cruz County to more effectively manage the homeless crisis, which has become even more of a challenge due to the COVID-19 pandemic. The Grand Jury report illuminated local barriers to homelessness relief, and proposed solutions. They found that ending homelessness will provide significant benefits to the entire community far beyond the relief to the individuals receiving services.

Fire and Safety Inspections in Santa Cruz County:

The Grand Jury found that fire agencies in Santa Cruz County, are responsible for not only responding to emergencies but assisting in prevention. One aspect of prevention is ensuring compliance with fire and safety codes, especially in facilities housing the most vulnerable. Now with fire danger and respiratory illness at all-time highs, this responsibility is as important as it has ever been.

The Grand Jury found that California health and safety codes require fire and safety inspections be performed annually for schools and multifamily residences. Annual reports to the governing body are required. The Grand Jury found that many of the County's fire agencies do not fully comply with mandated inspection and reporting, and recommends that the status of these inspections, especially those involving public facilities, be communicated to the public and that gaps in compliance or the ability to inspect be addressed in the 2021 budgeting cycle.

The Tangled Web - Oh, What a Mangled Web We Weave...:

The Grand Jury found that website information is sometimes missing, out-of-date, and inaccurate; links may be broken. They found website content providers do not explain content. They concluded that the City lacks a process to review content accuracy and currency to assure timely correction and revision of content. The Grand Jury also noted that the City's goals for website redesign or quality improvement are not sufficiently "SMART" (Specific, Measurable, Attainable, Relevant and Time Bound).

All Grand Jury findings and recommendations have been reviewed and answered by staff. It is recommended that the Council review and approve by motion the responses to these reports and file the City of Watsonville responses with the Grand Jury by each of their due dates.

FINANCIAL IMPACT:

There is no financial impact associated with filing responses to the Grand Jury report.

ALTERNATIVES:

The Council may choose not to approve the Response Packet, or to modify the responses.

ATTACHMENTS:

- 1) SC Grand Jury Reports and City Responses – Risk Management
- 2) SC Grand Jury Reports and City Responses – Homelessness
- 3) SC Grand Jury Reports and City Responses – Fire & Safety Inspections
- 4) SC Grand Jury Reports and City Responses – Website

cc: City Attorney



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the**

Watsonville City Manager

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box**

by September 28, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F3. The public opposition to homeless solutions is partially due to a lack of education, engagement and political will by City and County leadership.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Over the past years, City staff has worked collaboratively with City and County stakeholders to address the complex issue of homelessness. City leadership has created, staffed, or participated in multiple efforts to educate and engage the public on the topic of homelessness and worked on the All-In Plan developed in 2003 for Santa Cruz County.

Generally speaking, a lack of political will is defined retrospectively when looking at failed programs and initiatives. However, it is important to point out that while not all of the recommendations that resulted from these City-led efforts over the years were able to gain traction, some of the solutions have been accepted and even embraced by the public. These are demonstrated by the City's continual support of the Continuum of Care (the Homeless Action Partnership), engagement with South County homeless service providers, support of employment programs for people experiencing homelessness, the establishment of an annual emergency winter shelter program, homeless outreach and engagement efforts, and participation in the homelessness diversion efforts, such as Homeward Bound and rental assistance programs.

The Watsonville City Council has actively worked on identifying and supporting homeless solutions. Such is the case of declaring a homeless shelter emergency in 2017 to support establishment/expansion of homeless programs and services in Watsonville.

F4. Santa Cruz County elected officials have been unable to combat NIMBYism, which is a significant barrier to getting projects approved and built to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F5. Inconsistent and unclear funding sources and processes inhibit the effective implementation of solutions that require long term planning and sustained operations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. The Homeless Action Partnership (HAP) is not organizationally equipped with the appropriate authority, structure, leadership, staff, training or processes and as a result is ineffective in its mission of reducing homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

HAP is a federally required COC for HUD recipients. Much of the issue is outside the scope of the HAP. The issue of homelessness is not directly connected to the HAP's work. The ongoing governance work is envisioned to strengthen local homelessness response and administration. The governance work group has been tasked with developing a proposed plan to create a systemwide governance body that will design, direct, and evaluate the response to homelessness in Santa Cruz County, including a proposed scope for its structure, and decision-making and input processes. The group is proposing a revised governance structure that will guide the region towards a more effective response to homelessness, moving away from reactive decision making and towards forward thinking, systematic improvements and investments. The group recommends that a Charter for the new structure be adopted in 2020, with a process for standing up the new structure developed and integrated into the Strategic Action Plan.

F9. The lack of Permanent Supportive Housing (PSH) results in the significant compounding of the homeless issue.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F12. There are parcels of land throughout the county that appear to be unused or underutilized, and could possibly be used to build housing for the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F13. Santa Cruz County law enforcement response to homeless, addiction, and mental health issues has the potential to criminalize social, medical, and psychological conditions. This requires law enforcement to perform the role of social worker; a role for which they lack the resources and mental health training.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F14. There is a lack of leadership from County and City officials to engage the business community in exploring potential solutions to homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

City staff and elected officials have engaged with the business community in the downtown area to not only explore potential solutions, but to work together to bring solutions to homelessness to the City of Watsonville. More efforts to find creative solutions in establishing private/public partnerships could be made.

F16. Santa Cruz County and Cities, despite owning numerous parking lots, choose not to utilize their parking lots for safe parking programs, which results in an underutilization of resources that could help reduce homeless parking in neighborhoods and business districts.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Safe Parking Program has been established and expanded in recent years through HEAP State funding. The County has continued its efforts to expand/develop further sites in several areas around the County.

F17. Faith-Based Organizations are an underutilized resource in the effort to end homelessness.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Faith-Based organizations are a key partner in providing services to the homeless population in our City. Many of the meal programs available in the City of Watsonville are led and coordinated by local churches. Two years ago, the Lutheran Church on East Beach Street hosted 3 months of the Warming Center Services in Watsonville and many of the volunteers for this program were active members of the church. However, all these services, provide little to no help in ending homelessness. These programs do not offer housing or create housing stock for homeless individuals. They provide much needed services to those who are experiencing homelessness. If Faith-based organizations are being underutilized we welcome their increased engagement in our efforts to end homelessness.

F19. Santa Cruz County lacks an organization that is accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding which results in the inability to make progress toward solving the homeless problem.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Currently, there isn't a single organization with this role and responsibility. Capacity to provide this level of analytics is limited at the time. Efforts to build capacity for accountable for tracking the cost of homelessness, allocating funding, and measuring the effectiveness of funding is ongoing.

F21. If underutilized parcels of land throughout Santa Cruz County were identified, such as the area near Coral Street in Santa Cruz, and the parcel adjacent to the County Government Mental Health Building in Watsonville, these parcels could potentially be used to increase the number of beds and services to support the homeless.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

However, Watsonville City Council has no jurisdiction over Coral Street site in Santa Cruz or County owned property within Watsonville City limits. We defer to City of Santa Cruz and County of Santa Cruz to decide. In general, underutilized parcels could be considered to increase the numbers of beds and services to support the homeless.

Recommendations

R3. By December 31, 2020, the Santa Cruz Administrative Officer (CAO) and Cities should create a Community Task Force that includes City Managers, nonprofit leaders, former homeless individuals, media personnel, community members, and political leaders to create good will, and encourage collaboration in solving homeless issues. (F3, F4)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

There is no existing plan to establish a Community Task Force. Governance work is ongoing. A Commission with participation is under consideration. An interjurisdictional community task force is not under discussion at this time. Jurisdictions are partnering on immediate need matters through the COVID-19 Shelter and Care Taskforce (limited scope to COVID response).

R4. Santa Cruz County and Cities should collaborate to develop a JPA that would be responsible for setting short and long term goals to reduce homelessness, measuring the cost of homelessness, allocating funding, and tracking the effectiveness of funding, by July 1, 2021. (F5, F6, F19)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

A JPA is not feasible at this time. A governance structure is being developed.

On August 4, 2020, the County Board of Supervisors approved a Santa Cruz County Homeless System Planning Six-Month Work Plan Draft (attached) and directed County staff to coordinate with local municipalities and community partners for further consideration and implementation. The six-month work plan reflects the primary strategies and activities planned for the community-wide homelessness response for the period from July to December 2020. The first six-month work plan for the Homeless Response System includes 6 goals, the 6th of which, includes standing up a new governance, planning, evaluation, and communications structure.

The County staff initiated work to consider a governance framework developed by the Focus Strategies Governance work group to develop a proposed homeless commission structure, define the legal structure for the new commission, and identify the structural and legal relationship between the new commission structure and the existing continuum of care (CoC) governance.

The attached six-month work plan has yet to be presented to local cities but staff from the cities of Watsonville and Santa Cruz have participated in the plan's development. The work plan sets October 2020 as the target date for completing creation of a new homeless system governance entity charter and legal structure.

- R6.** The Santa Cruz County Administrative Officer (CAO) and the County's City Managers should identify parcels of land within their jurisdictions that could be utilized to supply homeless services and/or temporary or permanent housing, and report such sites to their governing bodies by December 31, 2020. (F9, F21)
- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

In 2018, the City adopted Watsonville Municipal Code Chapter 14-43 (Emergency Shelters) to provide objective standards for the development of Emergency Shelters for housing the homeless in the City. In addition, the City modified the allowed uses in the N/PF (Institutional/Public Facilities) Zoning district to allow Emergency Shelters by-right. This zoning district encompasses approximately 416 acres and allows for a variety of the PF and N Districts is to clearly separate the development standards and land use regulations for public facilities owned and operated by City and County government agencies with uses that are available to the public but are either privately owned or operated by state and federal agencies. The parcels identified with these two zoning designations are clearly identified on the City's Zoning Map.

R9. By December 31, 2020, the City of Santa Cruz should evaluate whether closing Coral Street permanently to thru traffic, to make more space available for additional housing and services for the homeless, would be a viable option. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is not within the jurisdiction of the City of Watsonville.

R10. Beginning in December of 2020, the Santa Cruz County Administrative Officer and the County's City Managers should direct their agencies involved with homelessness to engage with local business leaders including Chambers of Commerce, to collaborate on innovative solutions that could reduce the number of homeless. (F14)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

There has been engagement with business leaders with limited results. More engagement from local business leaders is welcome to support the City efforts to address homelessness. The City is currently participating in the development of the Focus Strategies Strategic Plan to develop a County Wide System to support innovative solutions that could reduce the number of homeless. Business engagement will occur as part of implementing the Strategic Plan.

R12. By December 31, 2020, the Santa Cruz County Board of Supervisors and the County's City Managers should direct appropriate agencies and staff to implement a city and county wide safe parking program using the successful model of the Association of Faith Communities (AFC). This should include investigating whether college campus parking lots could be incorporated into this program. (F16)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Safe Parking Program has been implemented county-wide and utilizes City of Santa Cruz and is currently expanding to some County lots. College campuses have been engaged in the conversation to establish this program and it was reported that they are not interested at this time.

R13. Santa Cruz County and Cities should coordinate a retreat for all Faith Based Organizations (FBOs) in the County to collaborate on how to work cohesively on the issue of homelessness. (F17)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

FBOs do collaborate through existing associations and ongoing efforts providing supportive services to individuals experiencing homelessness. Cities and County welcome participation in an FBO organized and hosted event should they decide to put one together.

R18. Santa Cruz County should create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls that do not involve legal issues or threats of violence. The Santa Cruz County Board of Supervisors should work with the County's law enforcement agencies to identify funds in their budgets that could be allocated to this program. The Grand Jury recommends the County consider using CAHOOTS (Crisis Assistance Helping Out On The Streets) in Eugene, Oregon as a model. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Watsonville Police Department (WPD) agrees that Santa Cruz County should create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls which require specific training and expertise not possessed by law enforcement. The 24-hour mobile crisis response unit should also be available when requested by law enforcement to respond and assist at calls involving the threat of violence to enhance the potential for a peaceful resolution. The WPD looks forward to working with the Santa Cruz County Board of Supervisors to identify county-wide funding in support of this program.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**

**SANTA CRUZ COUNTY HOMELESS SYSTEM PLANNING
DRAFT SIX-MONTH WORK PLAN: JULY TO DECEMBER 2020**

This six-month work plan reflects the primary strategies and activities planned for the community-wide Santa Cruz homelessness response for the period from July to December 2020. It includes work already underway and planned to launch in this time period to support a more systematic and coordinated response to homelessness. The overall vision is to be data-informed and responsive to the immediate and anticipated needs driven by COVID-19 while focused on ensuring that all people experiencing homelessness have a pathway to housing. The work plan is not limited to strategies being undertaken by any particular jurisdiction, organization, or program. Rather, it brings together different work streams managed by different assigned lead entities into a single coordinated plan, using a Collective Impact approach. Due to the significant impact of COVID-19 on people and programs related to the homelessness, much of the work anticipated in this period has been initiated and managed by the Shelter and Care DOC.

The Plan is organized around six goals:

- Goal 1: Stand Up New Governance, Planning, Evaluation, and Planning Structure
- Goal 2: Develop and Implement Rehousing Strategy for People in Shelter and Unsheltered
- Goal 3: Expand Availability of Housing Resources Targeted to People Experiencing Homelessness
- Goal 4: Stabilize and Strengthen the Shelter System, Building Upon Lessons Learned and Preserving Gains from COVID-19 Response
- Goal 5: Continue to Improve Availability and Effectiveness of Solutions-Oriented Outreach and Support Services for People Who Are Unsheltered
- Goal 6: Implement Diversion and Targeted Prevention to Reduce Rate at Which People Newly Experience Homelessness

This six-month work plan will be integrated into and inform the development of the Three-Year Strategic Action Plan to reduce homelessness currently under development. The Action Plan will be organized around a similar or same set of goals, with activities identified along a longer time horizon. Future six-month work plans will be developed after the Action Plan is adopted to reflect the community's final adopted goals and priorities and modifications to the template will be made to reflect those decisions.

GOAL 1: STAND UP NEW GOVERNANCE, PLANNING, EVALUATION, AND COMMUNICATIONS STRUCTURE			
Outcomes		Method for Tracking	
New homeless system governance structure is legally defined		N/A	
HSD homelessness division created		N/A	
Strategy 1.1 Create charter and legal structure for new homeless system governance entity			
Objective/Activity		Assigned Lead	Target Completion Date
1.1.a.	Define legal structure for Homelessness Commission	County Council/Elissa Benson	October 2020
1.1.b	Determine opportunities for alignment between new legal structure and existing HAP and identify change management/transition path for HAP to new CoC structure	Randy Morris/Rayne Perez/Focus Strategies	October 2020
1.1.c	Determine CTAC legal status and structure; decide on work group areas; ensure there is a plan for how CTAC/work groups would make recommendations re: funding sources (CoC, ESG, HEAP, HHAP)	Randy Morris/Rayne Perez/Focus Strategies	October 2020
Strategy 1.2 Create new homelessness response division within HSD			
Objective/Activity		Assigned Lead	Target Completion Date
1.2.a.	Hire Director	Randy Morris	
1.2.b	Determine internal organizational design for new homelessness Division (staffing levels needed, staff roles, etc.)	Randy Morris	
1.2.c	Shift HMIS system management from CTA to new homelessness division	Randy Morris and Rayne Perez	October 2020
1.2.d	Develop external communication strategy for new homelessness division - e.g. website, newsletter, provider update calls	Randy Morris	
1.2.e	Transfer HSCO budget to HSD	Elissa Benson and Randy Morris	
Strategy 1.3 Begin to develop performance reports to be used by new Division and governance structure			
Objective/Activity		Assigned Lead	Target Completion Date
1.3.a.	Identify performance reports needed for monitoring key system level indicators and progress towards achieving objectives in work plan/action plan		
1.3.b	Develop and run performance reports to monitor key indicators and progress towards accomplishing work plan and action plan objectives		
1.3.c	Build review cycle that includes appropriate leadership and feedback loops for suggested performance improvement activities and policy modifications		

Strategy 1.4 Increase HMIS Participation and Improve Data Quality			
Objective/Activity		Assigned Lead	Target Completion Date
1.4.a.	Continue to train and provide support to new and existing shelter sites to ensure consistent and accurate HMIS data entry		
1.4.b.	Continue HMIS/outreach work group to develop and implement plan to enter outreach data in HMIS	HSD/Focus Strategies	
Strategy 1.5 Maintain ability to respond rapidly to homelessness even as COVID-19 wanes			
Objective/Activity		Objective/Activity	Objective/Activity
1.5.a.	Evaluate how to transition Shelter and Care DOC policy team to non-ICS ongoing operational group to coordinate ongoing and emerging work responding to COVID-19.	Randy Morris/New Homelessness Director	Ongoing

GOAL 2: DEVELOP AND IMPLEMENT REHOUSING STRATEGY FOR PEOPLE IN SHELTER AND UNSHELTERED (INCLUDING PRIORITY FOR THOSE VULNERABLE TO COVID-19)			
Outcomes		Method for Tracking	
[xx] people in non-congregate shelter exit to housing		HMIS	
[xx] people in congregate shelter exit to housing		HMIS	
[xx] unsheltered people enter shelter		HMIS	
Strategy 2.1 Develop services and supports to help people move from shelter to permanent housing			
Objective/Activity		Assigned Lead	Target Completion Date
2.1.a	Develop a standardized model for providing advocacy/case management to provide rehousing services for residents in shelters that do not have dedicated staff for this activity		
2.1.b	Complete development of and implement Coordinated Care housing program (named Home Sweet Home) for targeted pilot shelters	Tatiana Brennan, Leslie Goodfriend, and Jessica Scheiner	
2.1.c	Develop and implement source of flexible funding to help people exit shelter and unsheltered locations to housing (this would also be available as part of Diversion, see Goal 6).	Rayne Perez and Tom Stagg	October 2020
2.1.d	Modify Smart Path criteria to prioritize P1-P4 for openings in RRH and PSH	Jessica Scheiner	August 2020
2.1.e	Continue to work with Santa Cruz Community Credit Union on pilot project that enables people experiencing homelessness to have a bank account		

2.1.f	Consider developing a financial literacy/education program specifically targeted to and accessible for people who are experiencing homelessness		
Strategy 2.2 Increase effectiveness of rapid re-housing programs – improved outcomes and cost-effectiveness			
Objective/Activity		Assigned Lead	Target Completion Date
2.2.a	Develop local RRH operational standards aligned with national best practices	Jessica Scheiner	
2.2.b	Identify capacity building and training needs for RRH programs and staff to align to local standards	Jessica Scheiner	
2.2.c	Begin development of the infrastructure for regular reporting on RRH outcomes to identified leadership for tracking and monitoring	Jessica Scheiner & Business Analytics Team	
2.2.d	Begin investigating resources/approaches for incorporating employment opportunities, Workforce Investment Board, job training, etc.	Jessica Scheiner	
2.2.e	Explore strategies for expediting referrals to RRH from SmartPath	Jessica Scheiner	

GOAL 3: EXPAND AVAILABILITY OF HOUSING RESOURCES TARGETED TO PEOPLE EXPERIENCING HOMELESSNESS			
Outcomes		Method for Tracking	
[xx] new rapid rehousing slots created		HMIS/HIC	
[xx] new PSH units created through acquisition of existing hotels or other structures		HMIS/HIC	
Strategy 3.1 Increase inventory of rapid re-housing			
Objective/Activity		Assigned Lead	Target Completion Date
3.1.a	Assess/analyze how much more RRH is needed	Focus Strategies	
3.1.b	Fund additional program slots in existing RRH programs, including funding for rent subsidies and case management	CAO	
Strategy 3.2 Acquire hotels or other buildings to create permanent housing for people experiencing homelessness			
Objective/Activity		Assigned Lead	Target Completion Date
3.2.a	Inventory available funding sources, including new State resources	Rayne Perez	
3.2.b	Identify hotels/other buildings and assess interest in acquisition	Elissa Benson	
Strategy 3.3 Create program or approach to conduct landlord outreach and engagement			
Objective/Activity		Assigned Lead	Target Completion Date
3.3.a	Review previous work on landlord outreach and engagement and explore potential partnerships (e.g. with Housing Authority)	Jessica Scheiner, Rayne Perez, Brooke Newman	

GOAL 4: STABILIZE AND STRENGTHEN THE SHELTER SYSTEM, BUILDING UPON LESSONS LEARNED AND PRESERVING GAINS FROM COVID-19 RESPONSE			
Outcomes		Method for Tracking	
Maintain ongoing daily capacity of [xx] beds in existing congregate shelter		Daily Shelter Tracking System	
Maintain ongoing daily capacity of [xx] beds in existing non-congregate shelter		Daily Shelter Tracking System	
Maintain ongoing daily capacity of [xx] beds in TAY shelter		Daily Shelter Tracking System	
Add [xx] HOSS+ beds		Daily Shelter Tracking System	
Strategy 4.1 Use data to manage size of shelter bed inventory			
Objective/Activity		Assigned Lead	Target Completion Date
4.1.a	Work with Focus Strategies to develop a tool or methodology to estimate shelter bed needs using system flow data (entries, exits, lengths of stay), to be used on an ongoing basis to inform decisions about increasing or reducing shelter inventory.		
4.1.b.	Continue to implement and refine as needed a process for real-time data collection on shelter bed use and availability		
Strategy 4.2 Manage inflow into shelter and prioritize people most vulnerable to COVID-19			
Objective/Activity		Assigned Lead	Target Completion Date
4.2.a	Maintain and refine centralized referral process for shelter access		
Strategy 4.3 Stand up and maintain new shelters			
Objective/Activity		Assigned Lead	Target Completion Date
4.3.a	Plan and prepare for Homeless Outreach Support Sites Plus, including pallet shelters and organized encampments		
4.3.b	Fully stand up and maintain operations of new TAY shelter and new site for trailers when SIP order ends		
Strategy 4.4 Ensure all shelter environments are safe, compliant with directives relating to COVID-19, and operating in alignment with principles of housing first, trauma informed care, harm reduction and client-centered services			
Objective/Activity		Assigned Lead	Target Completion Date
4.4.a	Find a way to re-initiate site visits to existing shelters by public health nurses or other medical field by August		August 2020
4.4.b	Demobilize or modify SIP operations while maintaining safety		
4.4.c	Provide trainings, tools and resources for dealing with challenging clients		

4.4.d	Coordinate with Behavioral Health for resources for shelter residents and to support staff at shelters		
4.4.e	Provide resources and support to Armory Expansion, ensure site operations are fully functional		
4.4.f	Explore alternatives to allow SIP operations to continue at AFC shelters starting in August		August 2020

Strategy 4.5 Maintain and improve cross-shelter coordination and peer learning

Objective/Activity		Assigned Lead	Target Completion Date
4.5.a	Transition weekly shelter provider call to bi-weekly or monthly virtual meeting to continue sharing information and identify areas to work together		July 2020
4.5.b	Continue to use PDSA process with shelter provider group to evaluate and make changes to processes that have been implemented to address COVID-19 in shelters		
4.5.c	Continue to support and evaluate purpose and functioning of group		

Strategy 4.6 Establish ongoing coordinated oversight for the shelter system

Objective/Activity		Assigned Lead	Target Completion Date
4.6.a	Explore options for a more robust structure for coordinated shelter oversight		

GOAL 5: CONTINUE TO IMPROVE AVAILABILITY AND EFFECTIVENESS OF SOLUTIONS-ORIENTED OUTREACH AND SUPPORT SERVICES FOR PEOPLE WHO ARE UNSHELTERED, BUILDING UPON LESSONS LEARNED AND PRESERVING GAINS FROM COVID-19 RESPONSE

Outcomes	Method for Tracking
[xx] people who engage with outreach teams and/or HOSS access shelter or housing	HMIS?
[xx] outreach events in specified time frame	

Strategy 5.1 Continue to expand and refine Homeless Outreach and Service Sites (HOSS)

Objective/Activity		Assigned Lead	Target Completion Date
5.1.a	Implement mobile outreach throughout the County, strategically fill gaps to ensure geographic coverage		
5.1.d	Maintain and grow the current interdisciplinary/interagency teams (teams should have more than one person, one area of expertise)		
5.1.e	Maintain budget for supplying safe camping supplies		
5.1.f	Coordinate/work with other service systems (e.g., sober living, treatment programs) to ensure referrals to service are not log-jammed as a result of COVID policies and practices		

Strategy 5.2 Continue to improve integration of outreach with the rest of the homeless system			
Objective/Activity		Assigned Lead	Target Completion Date
5.2.a	Maintain sufficient shelter resources for unsheltered people to be referred to and ensure that outreach workers are kept up to date on shelter bed openings and current shelter referral processes		
5.2.b	Develop approach/policy for how outreach workers can share information to collectively case manage people within the constraints of each organization’s privacy and security protocols		

GOAL 6: IMPLEMENT DIVERSION AND TARGETED PREVENTION TO REDUCE RATE AT WHICH PEOPLE NEWLY EXPERIENCE HOMELESSNESS	
Outcomes	Method for Tracking
[xx] assessors trained to do diversion conversations	
Successful diversions conversations and assistance – (start at 20%)	HMIS
Whether people diverted return to homelessness	HMIS

Strategy 6.1 Implement Smart Path Diversion Plan			
Objective/Activity		Assigned Lead	Target Completion Date
6.1.a	Identify resources for implementing diversion within Smart Path (including integration of Flex Funds project – See Goal 2)	Jessica Scheiner	September 2020
6.1.b	Develop diversion policies and develop and implement training plan	Jessica Scheiner	November 2020
6.1.c	Launch the learning community	Jessica Scheiner	November 2020
6.1.d	Design method for tracking diversion outcomes in HMIS and implement	Rayne Perez and Bitfocus	November 2020

Strategy 6.2 Coordinate with other community and mainstream entities to provide prevention assistance outside the homelessness response system			
Objective/Activity		Assigned Lead	Target Completion Date
6.2.a	Work with Community Action Board (CAB) to identify funding for rental assistance in South County as rent moratorium expires		

Strategy 6.3 Develop a clear model of who gets prevention assistance and what prevention assistance means			
Objective/Activity		Assigned Lead	Target Completion Date
6.3.a	Pull together information and research on prevention targeting and design in light of COVID and develop recommendations for an interim model	Jessica Scheiner	By End of Moratorium
6.3.c	Identify additional funding		By End of Moratorium

Sample Detailed Plan

- There will be one table for each objective/activity.
- Assigned Leads will be responsible for developing and updating implementation steps.
- Some objectives already have steps identified.

Strategy 2.1 Develop services and supports to help people move from shelter to permanent housing					
Objective/Activity		Assigned Lead	Target Completion Date	Cost/Funding Source	
2.1.b. Complete development of and implement Coordinated Care housing program (named Home Sweet Home) for targeted pilot shelters		Leslie, Jessica, Tatiana			
Implementation Steps:					
	1	2	3	4	5
Step	Develop logic model	Identify available staff to support	Identify funding source	Launch program	Evaluate using PDSA and prepare for expansion
Status					



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Dec 10, 2020 at 10:24 AM

The Capitola Police Chief is not required to respond to the Grand Jury's request. Capitola City Manager Jaime Goldstein left a voicemail message on the above date confirming that all responses have been furnished for the 2019-20 Grand Jury Reports. A single unified response for the City Council, City Manager, and Police Chief was submitted as the City Council response for each of the Tangled Web, Risk Management, and Homelessness reports.

Although the Capitola City Council was not assigned Recommendation R18, they added it to their unified response because it was assigned to the Police Chief.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

City of Scotts Valley Chief of Police Response

1 message

Stephen D. Walpole <swalpole@scottsvalley.org>

Tue, Aug 18, 2020 at 2:56 PM

To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

To Whom it may concern,

I have attached the "Response to the Findings and Recommendations" to the report titled "Homelessness: Big Problem, Little Progress

It's Time To Think Outside The Box" as a Word document. A hard copy was sent to the Honorable Judge John Gallagher today.

Chief Steve Walpole

Scotts Valley Police Department

831-440-5670



MicroHomes_ScottsValleyCP_Packet (FINAL).docx

129K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
City of Scotts Valley Chief of Police
Respond to the Findings and Recommendations
Specified in the Report Titled
Homelessness: Big Problem, Little Progress
It's Time To Think Outside The Box
by August 31, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Homelessness: Big Problem, Little Progress

City of Scotts Valley Chief of Police

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Homelessness: Big Problem, Little Progress

City of Scotts Valley Chief of Police

Findings

F13. Santa Cruz County law enforcement response to homeless, addiction, and mental health issues has the potential to criminalize social, medical, and psychological conditions. This requires law enforcement to perform the role of social worker; a role for which they lack the resources and mental health training.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Homelessness: Big Problem, Little Progress

City of Scotts Valley Chief of Police

Recommendations

R18. Santa Cruz County should create a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls that do not involve legal issues or threats of violence. The Santa Cruz County Board of Supervisors should work with the County's law enforcement agencies to identify funds in their budgets that could be allocated to this program. The Grand Jury recommends the County consider using CAHOOTS (Crisis Assistance Helping Out On The Streets) in Eugene, Oregon as a model. (F13)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Scotts Valley Police Department agrees that Santa Cruz County should consider creating a 24-hour mobile crisis response unit that includes medical staff and an experienced crisis worker to respond to emergency 911 calls and non-emergency police calls that do not involve legal issues and violence, which require specific training and expertise not possessed by law enforcement.

The 24-hour mobile crisis response unit should also be available when requested by law enforcement, to respond and assist at 911 calls and non-emergency police calls involving legal issues and the threat of violence once law enforcement on scene have mitigated the legal issues and threat of violence. The City of Scotts Valley looks forward to working with the Santa Cruz County Board of Supervisors to identify county-wide funding in support of this program.

Homelessness: Big Problem, Little Progress

City of Scotts Valley Chief of Police

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

March 9, 2021

The Watsonville Police Chief is not required to respond to a Grand Jury Report. Although they did not respond to their assigned Finding F13 and Recommendation R18, both of the Police Chief's responses were included in the City Manager's response packet.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020-2021 Santa Cruz County Civil Grand Jury



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Jan 11, 2021

The Santa Cruz County Board of Supervisors' Senior Receptionist left a voicemail message on the above date confirming that the Board of Supervisors approved its response to the *Ready? Aim? Fire!* report on 10/6/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office


County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments

 **Fail in the Jail _BoS_Packet.pdf**
181K








 **Fail_in_the_Jail_CAO_Packet.pdf**
184K

 **BOS FireInspection BOS Response Packet.pdf**
181K

 **GSD FireInspection Response Packet.pdf**
174K

 **BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
289K

 **CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
207K

-  **CAO Response - Ready Aim Fire!.pdf**
258K
-  **SCCFD Response - Ready Aim Fire!.pdf**
239K
-  **BOS Response - Ready Aim Fire!.pdf**
256K
-  **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K
-  **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K
-  **Voter Data Clerk Response.pdf**
179K
-  **VoterData_BoS_Packet.pdf**
180K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Santa Cruz County Board of Supervisors
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Ready? Aim? Fire!*Santa Cruz County Board of Supervisors***Findings**

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Vegetation/fuel management and abatement is the responsibility of the property owner not the County of Santa Cruz. The County could do more to improve the clearing or removal of vegetation along County maintained roadways, more than just the sight line clear that may or may not occur annually. The removal of vegetation is expensive and labor intensive for a county that provides many services to the community. Funding is available through different grant opportunities to assist with fuel reduction and the County has benefited from such grants. An example of such grant funding is the fuel reduction project that was approved as part of the 35-statewide project as outline in Governor Newsom's 45-day report and the Executive Order 1.8.19-EO-N-05-19 that was issued regarding fuel reduction in California. This project is in the unincorporated area of the County within CSA 48 area of Aptos Creek and Buzzard Lagoon roads near Corralitos. The project consisted of treating 225 acres to improve existing and create additional fuel breaks to protect vulnerable communities. Of the 225 treated acres, 150 acres is a shaded fuel break and has allowed for the use of prescribed fire to be used to help clear and maintain the area.

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Responsibility for wildfire fire management is held with each fire agency within Santa Cruz County. Each jurisdiction monitors and tracks wildfire risk within its own jurisdiction. The approach and extent of this work is managed within each jurisdiction. The State responsibility area, which includes the majority of the rural area within the County, is controlled and managed by CAL FIRE.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F4. Most of Santa Cruz County in addition to the City of Santa Cruz with its large eucalyptus groves are not being monitored by the ALERTWildfire Imaging Surveillance system and would be well served by the installation of cameras capable of monitoring coastal areas occupied by eucalyptus groves in areas harboring potential sources of ignition.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Eucalyptus groves are a problem in general due to the abundant fuel loading they provide, but one fuel type in the county should not be singled out. Fires occur in areas of redwood forest as well, example, the Rincon Fire in 2018. The use of the ALERTWildfire camera system is a great way to provide for early confirmation of wildfire in the county. CAL FIRE/County Fire is working with ALERTWildfire and PG&E to determine locations to install cameras to provide a system for early confirmation of wildfires.

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F7. Residents living in the CSA-48 receive a lower level of emergency medical support than those living in more urban areas where ALS is provided.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Grand Jury report identifies (Pg 35) that there are 11 fire agencies that provide ALS services in the county, that is incorrect, there is only 5 fire agencies providing ALS (Santa Cruz City FD, Scotts Valley FPD, Central FPD, Aptos FPD and Watsonville FD). The remainder of the fire agencies provide BLS with advanced/expanded scope medical services that allow BLS agencies to perform intubation, Continuous Positive Airway Pressure (CPAP), Pulse oximetry, Administer Narcan and Epinephrine (EpiPen).

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F8. Santa Cruz County Fire, through its contract with CAL FIRE, has not been meeting the “two in, two out” requirement, reducing their ability to respond effectively and quickly to individuals or structures needing attention in a fire emergency. Proposition 218 was proposed and passed to be able to satisfy the “two in, two out” requirement, without a clear commitment by County Fire that that standard will be consistently met in all CSA-48 locations. In addition, no analysis was presented to quantify the effect on response time.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The use of Long-Range Acoustic Devices (LRADs) have proven too been useful in certain applications. The main factor is public compliance with the use. When activated will the public react? It has been difficult to gain compliance from the public even during evacuations use conventional methods such as reverse 911 or CodeRed alerts. The cost to purchase these systems is very high as well as the maintenance.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The vulnerability of the community is more directly related to the located and preventative maintenance of the home and surrounding site and less so related to published information regarding refuge and assembly areas. All communities refuge and assembly areas are commonly churches and schools and dependent on specific emergencies within the County.

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The decision to evacuate should always be based on the health and safety of the residents.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The evacuation routes utilized during an emergency must remain flexible to appropriately response to the emergency at hand.

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F17. Santa Cruz County residents, and especially those living in District 5, would benefit if the 2019 San Lorenzo Evacuation Study performed by KLD Engineering was made available on a County agency web site and publicized.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F18. Santa Cruz County has not sufficiently implemented lessons learned from Butte County's Paradise Fire on the importance of traffic management during an evacuation. It is imperative the County Office of Emergency Services ensures coordination between neighboring communities to manage traffic light sequencing and conversion of two-way roads into one-way evacuation routes, enabling mass evacuation during a wildfire.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County did. During the CZU fire, evacuations were staged well in advance (approximately 77,000 people) and two-way roads were converted into one-way evacuation routes.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Sustaining public interest and engagement in emergency preparation is a difficult and ongoing task that is never complete. Local fire agencies engage in outreach and education activities to encourage residents to be prepared for emergencies.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Due to jurisdictional responsibility, it may be difficult to narrow the leadership role down to one agency. Fire agencies in general can take a more proactive approach in their respective jurisdictions to gain greater buy-in from the communities. The Santa Cruz Fire Safe Council has taken some role in the effort but funding is the single most difficult obstacles to overcome. The second obstacle is obtaining property owner permissions or buy-in on fuel reduction can be difficult.

Ready? Aim? Fire!**Santa Cruz County Board of Supervisors**

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County Fire/CAL FIRE Chief gave a State of the State presentation to the Board during Budget Hearings, which provided both data and analysis of resources, response times, code enforcement, inspection, and education. This is aligned with the budget process. This presentation is also given to the Fire Dept Advisory commission (FDAC), holds responsibility to provide oversight of these.

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F28. The 2016 LAFCO Municipal Service Review of Fire Districts report and its 2006 predecessor do not adequately address district performance in the areas of Fire Risk Reduction (specifically: inspections, vegetation management, and education).

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!**Santa Cruz County Board of Supervisors**

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The prison inmate workforce is a State level program administered by the California Department of Corrections. The incarcerated inmates are not a budgetary item for the County to measure since it is a state level program. Any reference to the analysis of the program should be included as part of the CAL FIRE report.

F30. Due to the inconsistent reporting of response times provided by CAL FIRE in Proposition 218, conflict with information supplied by document request to the Grand Jury, and due to lack of performance standards for response times, voters may have been ill-informed when voting on the proposition.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Not having the specific details of the finding or having the opportunity to address any conflicts, it is difficult to provide a response to the finding. The area County Fire provides services to is approximately 266 square miles and has remote area that the public frequently visit and have emergencies that take longer to responded to. County Fire is working to clarify the data to ensure it is accurate.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Santa Cruz Fire Chiefs Association serves as a governing structure for all County fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. This structure includes sections such as operations, planning, training, and data sharing to address needs and maximize use of resources.

R2. The Santa Cruz County Board of Supervisors should require CAL FIRE and County Fire to provide quarterly and annual reports to the County General Services Department with specified data and success metrics for each of the contract requirements, beginning with the current fiscal year. (F2, F24, F26, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire will continue to work with the Santa Cruz County Director of General Services in weekly meetings, as well as the Fire Department Advisory Commission (FDAC) to determine a reasonable reporting structure and timeline for the reporting.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

R3. The Santa Cruz County Board of Supervisors should require CAL FIRE, in conjunction with the General Services Department, to provide annual operations reviews with performance metrics and annual improvement objectives, beginning with the current fiscal year. (F2, F24, F26, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire will continue to work with the Santa Cruz County Director of General Services in weekly meetings, as well as the Fire Department Advisory Commission (FDAC) to determine a reasonable reporting structure and timeline for the reporting.

R6. The County Board of Supervisors should request that the County Fire Chief submit an analysis and a recommended plan to assess whether to provide Advanced Life Support (ALS) year round to the County Fire service area by the 2021-2022 budget. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This would require significant analysis and research to determine the feasibility of an Advanced Life Support response program for County Fire.

Ready? Aim? Fire!**Santa Cruz County Board of Supervisors**

R7. County Fire should provide a plan to the County Board of Supervisors by September 30, 2020 identifying how and when the new CSA 48 tax revenue will result in the addition of six more firefighters to the response team, enabling the required “two in, two out” in a fire emergency. (F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This has been implemented as of July 1, 2020. The funding for the six additional Firefighters has been included in the FY20/21 County Fire Budget. The newly approved three-year cooperative fire protection agreement with the County of Santa Cruz that was approved in May 2020 includes the increase in staffing.

R8. The County Board of Supervisors should set an objective for County Fire to increase the number of volunteer firefighters by July 1, 2022, as well as a plan for use of the prison workforce or an alternative. This needs to be done in concert with a comprehensive resource plan for County Fire. (F9)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The use of prison workforce is not an option. The inmates at the Ben Lomond Conservation Camp (BLC) are not trained in structural fire suppression or technical rescue, they are only trained to a minimal level for wildland fire response. In addition, this would require agreement between the California Department of Corrections and Rehabilitation and CAL FIRE. The mission of the BLC is to provide wildland response and vegetation management project support and as needed support to other emergencies such as flooding to provide sandbagging operations.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

R9. Each year, during the budget presentation, the County Board of Supervisors should require County Fire to provide a vegetation management plan, including a priority list of projects and a timeframe for their completion. (F1, F10, F16, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

There is currently no funding for a vegetation management plan for the County Fire Department. We currently coordinate with CAL FIRE on a priority list of projects that have timeline related to available funding. In order to implement such and process will require additional analysis and potential funding.

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County updates its Hazard Mitigation Plan every five years per State requirements. It is current, through 2020 and is available on the County Offices of Emergency Services website. An updated plan is in process and on track.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This will require additional analysis and discussion to determine the feasibility and cost associated with adding the additional information to the utility and tax bill mailings.

R12. The Santa Cruz County Office of Emergency Services should create and publish shelter in place plans, with the cooperation of all county fire protection districts and cities, and should inform citizens of safe building locations, and on what to expect and what to do in case of wildfire, by March 31, 2021. (F14)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County creates, in conjunction with fire, law, and human services agencies, shelter plans for all hazard response. The plans are published on the County Office of Emergency Services website.

Ready? Aim? Fire!**Santa Cruz County Board of Supervisors**

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is completed through the California Public Utility Commission (CPUC) mandate that PG&E have coordinated communications directly to all residents that includes how to sign up for emergency notifications, reduced utility costs, and medical base-line. In addition, the County agencies working to ether provide information, response, and resources to residents in the event of a public safety power shutoff. The County response plan is available on the County Office of Emergency Services website.

R17. The County Office of Emergency Services should evaluate, quantify, and report to the County Board of Supervisors on the specifics of the public state of preparedness for a large-scale emergency such as wildfire by June, 2021. (F11, F23)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

An after-action review is conducted after every major incident and disaster response. Due to the CZU Lightning Complex Fire, these areas will also be addressed during the after-action review, identifying operational effectiveness as well as areas for improvement.

Ready? Aim? Fire!**Santa Cruz County Board of Supervisors**

R19. The Board of Supervisors should require the CAO to appoint a county Risk Manager, by December 31, 2020. The Risk Manager should report to the CAO, who will be responsible for ongoing identification, analysis, quantification, and remediation planning of all fire risks across the County. This role should be considered as a service to all four cities in the County as well. (F2, F3, F24)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County has a Risk Manager position. This responsibility does not fall under fall under the Risk Manager's purview. This scope of responsibilities fall under the Fire Chiefs Association.

R24. The County Board of Supervisors should update regulations to require evacuation routes be kept clear for fire prevention, not just for line of sight, but also for access by fire engines and other emergency equipment by the beginning of the 2021 fire season. (F15–F18, F27)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Regulations and code enforcement would need to be reviewed to determine the need for regulatory updates. This review can be completed by June 2021.

Ready? Aim? Fire!

Santa Cruz County Board of Supervisors

R25. The County Board of Supervisors should explain to the public why the Proposition 218 information on response times is inconsistent with the response time data available from County Fire by December 31, 2020. (F6, F8, F30)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire is in the process of developing better methods of extracting data from of Computer Aided Dispatch System (CAD) in order to provide more accurate information.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

LAFCO Response

4 messages

Joe Serrano <Joe.Serrano@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Sep 15, 2020 at 10:15 AM

Good Morning,

I wanted to confirm that you received LAFCO's response to the Grand Jury's report titled "Ready? Aim? Fire! Santa Cruz County on the Hot Seat." A hard copy was mailed on September 2nd. A PDF version of the letter is also attached to this email.

Feel free to contact me if you have any questions.

Thank you.

-Joe

Joe A. Serrano

Executive Officer
Local Agency Formation Commission of Santa Cruz County

701 Ocean Street, Room 318-D, Santa Cruz, CA 95060

Email: joe@santacruzlafco.org

Phone: (831) 454-2055



 **9-2-20 LAFCO Response Letter re Grand Jury Report.pdf**
319K



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

LAFCO Dates re Fire Report Response

2 messages

Joe Serrano <Joe.Serrano@santacruzcounty.us>

Thu, Dec 3, 2020 at 2:35 PM

To: "rich.goldberg@scgrandjury.org" <rich.goldberg@scgrandjury.org>

Cc: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Hello Mr. Rich,

One of the grand jury members, Ms. Elaine, stopped by the LAFCO Office today and inquired about the timing of LAFCO's response to the Grand Jury's most recent fire report. In August 2020, LAFCO received a copy of the report titled "Ready? Aim? Fire! Santa Cruz County on the Hot Seat." A response letter was reviewed and approved by the Commission on September 2, 2020. The adopted response letter was then submitted to the Grand Jury via email that same day (see attachment). I hope this answers Ms. Elaine's question. If not, please let me know so I can address her request promptly.

Feel free to contact me if you have any questions.

Thank you.

-Joe

Joe A. Serrano

Executive Officer
Local Agency Formation Commission of Santa Cruz County

[701 Ocean Street, Room 318-D, Santa Cruz, CA 95060](#)

Email: joe@santacruzlafco.org

Phone: (831) 454-2055



9-2-20 LAFCO Response Letter re Grand Jury Report.pdf
319K



Santa Cruz Local Agency Formation Commission
701 Ocean Street # 318D
Santa Cruz CA 95060
Phone: (831) 454-2055
Email: info@santacruzlafco.org
Website: www.santacruzlafco.org

September 2, 2020

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean Street
Santa Cruz, CA 95060

Subject: LAFCO Response to the Grand Jury's "Ready? Aim? Fire! Santa Cruz County on the Hot Seat" Report

Dear Honorable Judge Gallagher:

Thank you for this opportunity to comment on the Grand Jury's report titled "Ready? Aim? Fire! Santa Cruz County on the Hot Seat." This report reviewed the external and internal aspects of the fire protection districts within Santa Cruz County and requested that the Local Agency Formation Commission ("LAFCO") provide comments. LAFCO's statutory authority is derived from the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code section 56000, et seq.).

Among LAFCO's purposes are: Discouraging urban sprawl, preserving open space and prime agricultural lands, efficiently providing government services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances (Government Code Section 56301). The Cortese-Knox-Hertzberg Act identifies factors that must be considered, and determinations that must be made, as part of LAFCO's review of boundary changes and service reviews.

These provisions of law are the legislative basis for LAFCO's locally adopted Policies and Procedures Relating to Spheres of Influence and Changes of Organization. These policies establish guidelines for the Commission and staff. The adopted policies are available on LAFCO's website: <https://www.santacruzlafco.org/policies-rules/>.

In order to fulfill the request to provide comments on the Grand Jury's report, LAFCO's comments will be based on the direction found in the Cortese-Knox-Hertzberg Act and the Commission's adopted policies.

1. Finding (F23): No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

PARTIALLY DISAGREE: There are several fire service providers throughout Santa Cruz County, including 2 cities, 10 fire districts, and 1 county service area. It is LAFCO's understanding that the County of Santa Cruz adopted a five-year Local Hazard Mitigation Plan in September 2015. Based on LAFCO's research, similar mitigation plans have been adopted by other fire protection service providers, as shown in **Table A**. While there is no single countywide hazard mitigation plan, various local agencies have taken steps to develop guidelines within their jurisdiction to address any potential emergencies throughout Santa Cruz County.

Table A: Local Hazard Mitigation Plans

Local Agency	Hazard Mitigation Plan	Source
County		
Santa Cruz	Local Hazard Mitigation Plan (2015-2020)	http://www.co.santa-cruz.ca.us/Portals/0/Local%20Hazard%20Mitigation%20Plan%202015-2020.pdf
Cities		
Capitola	Local Hazard Mitigation Plan (2013)	https://www.cityofcapitola.org/sites/default/files/fileattachments/community_development/page/1463/local_hazard_mitigation_plan.pdf
Santa Cruz	Local Hazard Mitigation Plan (2018-2023)	https://www.cityofsantacruz.com/home/showdocument?id=77162
Scotts Valley	Emergency Operations Plan (2015)	http://scottsvally.org/DocumentCenter/View/975/Scotts-Valley-Emergency-Operations-Plan-PDF
Watsonville	Local Hazard Mitigation Plan (2020)	https://www.cityofwatsonville.org/DocumentCenter/View/13999/00_Public-Review-Draft-Watsonville-LHMP?bidId=
Fire Districts		
Aptos/La Selva	Emergency Services Master Plan (2017)	https://www.aptosfire.com/DocumentCenter/View/377/Emergency-Services-Master-Plan---Volume-1-of-2-Technical-Report?bidId=
Central	Standards of Coverage and Management/Administrative Assessment (2017)	https://www.centrlfpd.com/DocumentCenter/View/1139/Standards-of-Coverage-and-ManagementAdministrative-Assessment?bidId=

- 2. Finding (F26): Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.**

PARTIALLY AGREE: State law requires LAFCO to periodically review and update the services and spheres of all cities and special districts in Santa Cruz County (Government Code Section 56425 and 56430). These reports include an analysis of the agencies' ongoing operations, current financial performance, existing governance structure, ability to provide services, and its importance within its jurisdictional area. The service reviews conclude with determinations required under the Cortese-Knox-Hertzberg Act. It is staff's goal that these reports be used as a resource, not only by the Commission to fulfill a state mandate, but by the agency to use as a platform to consider new levels of efficiency, and also by the public to better understand the agency's purpose, past achievements, areas of improvement, and its overall future. The Commission has recently restructured the service review format, which now offers more analysis and recommendations.

- 3. Finding (F28): The 2016 LAFCO Municipal Service Review of Fire Districts report and its 2006 predecessor do not adequately address district performance in the areas of Fire Risk Reduction (specifically: inspections, vegetation management, and education).**

PARTIALLY AGREE: As previously mentioned, Government Code Section 56430 requires LAFCOs to conduct service reviews for each city and special district within the County. Typically, these reports are conducted every five years. Unlike the previous service reviews, the next round of reports will include a more in-depth analysis with additional key findings and determinations. The Commission has adopted a Multi-Year Work Program to ensure that all 81 local agencies under LAFCO's jurisdiction will have a service review completed in a timely fashion (see **Attachment 1**). It is staff's goal to develop a comprehensive service review for all the fire districts within Santa Cruz County. This report is tentatively scheduled for consideration by the Commission in October 2021.

- 4. Finding (F29): The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.**

PARTIALLY AGREE: As previously mentioned, the Commission will consider a comprehensive service review for all the fire districts in October 2021. This report will analyze several factors, including but not limited to, average response times, types of calls, mutual and automatic aid agreements, office management and operation efficiencies, ISO ratings, and determinations identified under LAFCO law.

5. **Recommendation (R1): Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25).**

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE:
As previously mentioned, the Commission will consider a comprehensive service review for all the fire districts in October 2021. It is staff's goal to develop a thorough report that highlights best practices, evaluates areas of improvement, identifies ways to maximize resources, and explores opportunities to improve levels of efficiency. Examples of recently adopted service reviews are available on LAFCO's website: <https://www.santacruzlafco.org/reviews/>. Staff recommends reviewing reports adopted from August 2019 to present in order to observe the new analytical format.

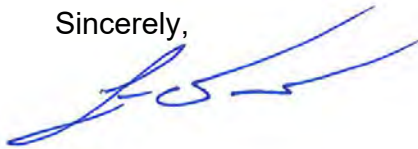
6. **Recommendation (R13): LAFCO review of County fire districts should include the review of fire risk reduction plans and achievements, and LAFCO should perform this specific and focused review for all districts by June 2021. (F2, F28).**

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE:
As previously mentioned, State law requires LAFCOs to conduct service reviews for each city and special district every five years. The Commission's Multi-Year Work Program identifies when a service review will be conducted between 2020 to 2024. It is staff's goal to develop a comprehensive service review for all the fire districts by next year. The report will include a review of fire risk reduction and achievements, as well as best practices and lessons learned from the recent fires.

7. **Recommendation (R14): LAFCO should increase its comprehensive review of County fire district services from once every 10 years to once every five years. (F23, F25).**

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE:
LAFCO staff agrees with the Grand Jury that service reviews should be conducted in a timely fashion. That is why the Commission has adopted a work program that identifies each service review for the next five years, as shown in **Attachment 1**.

Sincerely,



Joe A. Serrano
Executive Officer

Attachment: LAFCO Multi-Year Work Program

cc: Fire Protection Agencies within Santa Cruz County (13 in total)

Service Review Work Program (2020 to 2024)

Adopted on November 6, 2019

	Last Service Review Cycle	Next Service Review Cycle
Cities		
Capitola	August 2017	August 2022
Santa Cruz	December 2018	December 2023
Scotts Valley	October 2016	October 2021
Watsonville	April 2018	April 2023
Cemetery District		
Pajaro Valley	April 2015	March 2020
County Service Areas		
CSA 2 (Place de Mer)	October 2019	October 2024
CSA 3 (Aptos Seascape)	June 2019	June 2024
CSA 4 (Pajaro Dunes)	October 2016	October 2021
CSA 5 (San Dollar/Canyon del Sol)	October 2019	October 2024
CSA 7 (Boulder Creek Country Club)	October 2019	October 2024
CSA 9 (County Public Works)	July 2015	May 2020
CSA 10 (Rolling Woods)	October 2019	October 2024
CSA 11 (County Parks)	May 2018	May 2023
CSA 12 (Septic Maintenance)	August 2018	August 2023
CSA 13 (Hutchinson Road)	July 2017	July 2022
CSA 15 (Huckleberry Woods)	July 2017	July 2022
CSA 16 (Robak Drive)	July 2017	July 2022
CSA 17 (Empire Acres)	July 2017	July 2022
CSA 18 (Whitehouse Canyon)	July 2017	July 2022
CSA 20 (Trestle Beach)	October 2019	October 2024
CSA 21 (Westdale)	July 2017	July 2022
CSA 22 (Kelly Hill)	July 2017	July 2022
CSA 23 (Old Ranch Road)	July 2017	July 2022
CSA 24 (Pineridge)	July 2017	July 2022
CSA 25 (View Point Road)	July 2017	July 2022
CSA 26 (Hidden Valley)	July 2017	July 2022
CSA 28 (Lomond Terrace)	July 2017	July 2022
CSA 30 (Glenwood Acres)	July 2017	July 2022
CSA 32 (View Circle)	July 2017	July 2022
CSA 33 (Redwood Drive)	July 2017	July 2022
CSA 34 (Larsen Road)	July 2017	July 2022
CSA 35 (Country Estates)	July 2017	July 2022
CSA 36 (Forest Glen)	July 2017	July 2022
CSA 37 (Roberts Road)	July 2017	July 2022
CSA 38 (Sheriff's Patrol)	August 2018	August 2023
CSA 39 (Reed Street)	July 2017	July 2022
CSA 40 (Ralston Way)	July 2017	July 2022
CSA 41 (Loma Prieta Drive)	July 2017	July 2022
CSA 42 (Sunlit Lane)	July 2017	July 2022
CSA 43 (Bonita Encino)	July 2017	July 2022
CSA 44 (Sunbeam Woods)	July 2017	July 2022
CSA 46 (Pinecrest Drive)	July 2017	July 2022
CSA 47 (Braemoor Drive)	July 2017	July 2022
CSA 48 (County Fire)	June 2018	June 2023
CSA 50 (The Vineyard)	July 2017	July 2022
CSA 51 (Hopkins Gulch Road)	July 2017	July 2022

Service Review Work Program (2020 to 2024)

Adopted on November 6, 2019

	Last Service Review Cycle	Next Service Review Cycle
CSA 52 (Upper Pleasant Valley Road)	July 2017	July 2022
CSA 53 (County Mosquito Abatement)	October 2018	October 2023
CSA 54 (Summit West Water)	July 2017	July 2022
CSA 55 (Riverdale Park)	July 2017	July 2022
CSA 56 (Felton Grove)	July 2017	July 2022
CSA 57 (Graham Hill)	June 2019	June 2024
CSA 58 (Ridge Drive)	July 2017	July 2022
CSA 59 (McGaffigan Bill Road)	July 2017	July 2022
CSA 60 (Huckleberry Island)	July 2015	August 2020
Fire Districts		
Aptos/La Selva	October 2016	October 2021
Aromas Tri-County	October 2016	October 2021
Ben Lomond	October 2016	October 2021
Boulder Creek	October 2016	October 2021
Branciforte	October 2016	October 2021
Central	June 2018	June 2023
Felton	October 2016	October 2021
Pajaro Valley	October 2016	October 2021
Scotts Valley	October 2016	October 2021
Zayante	October 2016	October 2021
Port District		
Santa Cruz Port District	July 2019	July 2024
Reclamation District		
No. 2049	November 2017	November 2022
Recreation and Park Districts		
Alba	March 2016	March 2021
Boulder Creek	March 2016	March 2021
La Selva Beach	March 2016	March 2021
Opal Cliffs	March 2016	March 2021
Resource Conservation District		
Resource Conservation Districts of Santa Cruz County	July 2015	July 2020
Regional Open Space District		
Midpeninsula Regional Open Space District	November 2019	November 2024
Sanitation Districts		
Davenport	October 2019	October 2024
Freedom	October 2019	October 2024
Salsipuedes	October 2019	October 2024
Santa Cruz County	October 2019	October 2024
Water Districts		
Central	August 2017	August 2022
Pajaro Valley Water Management Agency	November 2017	November 2022
San Lorenzo Valley	July 2014	November 2020
Scotts Valley	October 2016	October 2021
Soquel Creek	May 2017	May 2022

Footnote - Proposed dates may be subject to change but shall occur within that designated year



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Report and Response Packet

1 message

Dennis Kidd <dennis@scr911.org>
To: grandjury@scgrandjury.org

Wed, Nov 18, 2020 at 12:48 PM

In July 2020, I sent a copy to Judge Gallagher. Perhaps I forgot to email a copy also. Attached is our response which was approved at our July 16, 2020 Board of Directors meeting.


Dennis Kidd, General Manager

Santa Cruz Regional 9-1-1

831.471.1033

www.scr911.org



 **SKMBS_42320111813460.pdf**
299K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Santa Cruz Regional 911 Board of Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Ready? Aim? Fire!

Santa Cruz Regional 911 Board of Directors

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: 7-16-2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Ready? Aim? Fire!

Santa Cruz Regional 911 Board of Directors

Findings

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

For a few years we included some data that showed response times for one particular type of fire call: Confirmed Structure Fire. This call type is when the dispatcher has confirmed that there is, in fact, a structure actively on fire. These types of calls are a small portion of all calls for service that fire agencies respond to. The data shown was used to indicate what portion of the total response time (from the time the 9-1-1 call is answered until the time the first unit arrives on scene) was attributed to the actions of Santa Cruz Regional 9-1-1 (SCR9-1-1) dispatchers. Recently we decided to remove this chart as our Annual Report is a reflection of the work SCR9-1-1 dispatchers do and not necessarily a report to provide data on responding agencies. We believe each fire agency should be responsible for deciding if they wish to publish their response data.

We do not concur with the statement above “Response time data for fire departments in Santa Cruz County is challenging to obtain” as that data is readily available via our reporting, upon request. To my knowledge, SCR9-1-1 did not receive a request for this data.

Ready? Aim? Fire!*Santa Cruz Regional 911 Board of Directors*

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

CodeRed is the third “reverse 9-1-1” system that SCR9-1-1 has used in our history dating back to the early 2000’s. Each of the previous systems needed to be replaced due to age and newer technologies available. Each of these proprietary systems will not make their data available to their competitors therefore, each time we upgrade systems, we need to gather subscriber data from scratch. Furthermore, cellular companies will not provide/nor sell their customer’s data, so obtaining cellular data must be by self-registration, as opposed to ATT which sells landline data to us on a quarterly basis.

Your estimate of “17,000 accounts” is inaccurate as that figure is registered cellular accounts only. Total accounts for phone numbers, which include landline, VOIP, and cellular devices is 161,046. Furthermore, CodeRed has an app that can be installed on smart phones and does not require self-registration. This app will work in any jurisdiction in the United States that has CodeRed, therefore, if you are an out of town guest in Santa Cruz County and have CodeRed on your phone, you would get the emergency notification if you were within the geofenced area to be notified. It is unknown how many CodeRed apps are within SC County at any given moment.

Furthermore, SCR9-1-1 has obtained and is licensed by the FCC to issue Wireless Emergency Alerts (WEA). These alerts are regulated by the FCC and can only be used for “Immanent threat to life” situations. There is nothing a citizen needs to do to receive a WEA. This technology is commonly used for AMBER Alert notification, which many people have previously received. SC County has only issued two WEA’s since SCR9-1-1 obtained the capability. That was earlier this year to reinforce the “shelter in place” order. In the event of a wildfire that required immediate evacuations, a WEA would be issued. This alert would be received by nearly 100% of the smart phones in the geographic area.

Ready? Aim? Fire!

Santa Cruz Regional 911 Board of Directors

Recommendations

R12. The Santa Cruz County Office of Emergency Services should create and publish shelter in place plans, with the cooperation of all county fire protection districts and cities, and should inform citizens of safe building locations, and on what to expect and what to do in case of wildfire, by March 31, 2021. (F14)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

As mentioned in the recommendation, this pertains to the County of Emergency Services and not specifically the duties of SCR9-1-1. SCR9-1-1 would gladly participate in assisting the County and implementing the plan, when/if developed.

*Ready? Aim? Fire!**Santa Cruz Regional 911 Board of Directors***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Responses for READY AIM FIRE

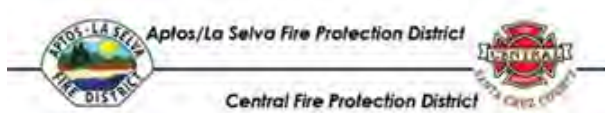
1 message

Sarah Melton <SarahM@aptosfire.com>

Wed, Sep 30, 2020 at 10:25 AM

To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Attached are the responses to the SC Grand Jury "Ready-Aim-Fire" reports, for Aptos/La Selva FPD and Central FPD. Hard copies are being mailed out today as well. Please let us know if you have any questions regarding these reports, or any issue in opening the attachments. Thank you!



SARAH MELTON

ADMINISTRATIVE ASSISTANT

Aptos/La Selva Fire Protection District &


Central Fire Protection District of Santa Cruz County


[6934 Soquel Drive](#) • [Aptos, CA 95003](#)

(831) 316-3549 • (831) 685-6699 FAX • (831) 706-6945 CELL

www.aptosfire.com • www.centralfpd.com

2 attachments

 **2020-09-21 APT BoD Response to Grand Jury-Ready Aim Fire.pdf**
235K

 **2020-09-21 CTL BoD Response to Grand Jury-Ready Aim Fire.pdf**
238K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Aptos/La Selva Fire Protection District
Board of Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
by October 1, 2020**

When the response is complete, please

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The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

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 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
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 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: **September 10, 2020**

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

X **PARTIALLY DISAGREE** – explain the disputed portion

Response explanation (required for a response other than **Agree**):

The Aptos/La Selva and Central Fire Protection Districts are not in a position to judge whether the County is adhering to California Government Executive Order 1.8.19-EO-N-05-19.

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

X **PARTIALLY DISAGREE** – explain the disputed portion

Response explanation (required for a response other than **Agree**):

The Aptos/La Selva and Central Fire Protection Districts are identifying, tracking, assessing for impact, and reporting progress on wildfire risk management to our respective Boards.

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

 X **AGREE**

Response explanation (required for a response other than **Agree**):

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

 X **AGREE**

Response explanation (required for a response other than **Agree**):

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

 X **AGREE**

Response explanation (required for a response other than **Agree**):

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

 X **AGREE**

Response explanation (required for a response other than **Agree**):

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

X PARTIALLY AGREE – explain the disputed portion

Response explanation (required for a response other than **Agree**):

The ISO rating system is one measure of fire protection in a community. It is developed by the insurance industry for their purposes, and is not a particularly comprehensive nor useful tool for assessing the overall effectiveness of a fire protection system. Local government agencies do not “adopt” the ISO rating system.

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

X **PARTIALLY DISAGREE** – explain the disputed portion

Response explanation (required for a response other than **Agree**):

The Aptos/La Selva and Central Fire Protection Districts have adopted performance standards, and the respective Boards receive quarterly reports documenting performance relative to the standards.

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

X **REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

The Aptos La/Selva and Central Fire Protection Districts will be happy to participate in any such discussion, perhaps under the auspices of the Santa Cruz County Fire Chiefs Association, in whatever timeline the County, the EMC, and/or LAFCO determine is prudent.

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

X HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

Response explanation, summary, and timeframe:

Has not been implemented, but will be implemented in the Aptos/La Selva and Central Fire Protection Districts by January 2021.

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

X HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

Response explanation, summary, and timeframe:

Has not been implemented, but will be implemented in the Aptos/La Selva and Central Fire Protection Districts by July 1, 2021.

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

X **REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

Requires further analysis as to which printed materials are most appropriate and the willingness or ability of the various agencies to include those materials in their mailings. Analysis will be completed by December 31, 2020.

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

X REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

Requires further analysis as to which printed materials are most appropriate and the willingness or ability of the various agencies and companies to include those materials in their mailings. Analysis will be completed by December 31, 2020.

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

X HAS BEEN IMPLEMENTED – summarize what has been done

Response explanation, summary, and timeframe:

Has been implemented within the Aptos/La Selva and Central Fire Protection Districts through the Community Risk Reduction (CRR) program. A written report will be presented to the Boards following the close of the calendar year.

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

X REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

Requires further analysis as to the community's willingness to accept such devices given their visual, noise, and other environmental impacts; analysis would be required to determine the number and location of such devices; obtaining easements for installation of the devices; and securing power and means of activating the devices. Responsibility for funding the devices and identifying the source of the necessary funds also needs to be considered. The Aptos/La Selva and Central Fire Districts question whether December 31, 2020 is a realistic target for such an analysis.

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

X HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

Response explanation, summary, and timeframe:

Has not been implemented, but will be implemented by March 31 2021.

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season.
(F4)

X REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

Requires further analysis as to the community's willingness to accept such devices given their potential environmental impacts; analysis would be required to determine the number and location of such devices; obtaining easements for installation of the devices; and securing power and means of activating the devices. Responsibility for funding the devices and identifying the source of the necessary funds also needs to be considered. The Aptos/La Selva and Central Fire Districts question whether the beginning of the 2021 fire season is a realistic target for implementation of an ALERTWildfire Imaging Surveillance system.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Ready? Aim? Fire!

1 message

Volland, Theresa@CALFIRE <Theresa.Volland@fire.ca.gov>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Wed, Sep 16, 2020 at 11:27 AM

Good morning,

Attached please find Aromas Tri County Fire Protection Districts responses to the Ready? Aim? Fire!

If you have any questions please let me know,

Thank you,

Theresa Volland

Staff Services Analyst

Local Government

CAL FIRE

San Benito-Monterey Unit

Special Districts

831 333-2645 – Office

831 383-9063 – Cell

 **Santa Cruz County Ready_Aim_Fire!.pdf**
1319K



The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the

**Aromas Tri-County Fire Protection District
Board of Directors**

Respond to the Findings and Recommendations
Specified in the Report Titled

Ready? Aim? Fire!
Santa Cruz County on the Hot Seat

by October 1, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to
The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

*Ready? Aim? Fire!**Aromas Tri-County Fire Protection District Board of Directors***Instructions for Respondents**

California law PC §933.05 (included below) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: _____

Sept 15, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

Findings

- F1.** Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

No vegetation/fuel management or abatement projects were identified within the boundaries the Aromas Tri-County Fire Protection District and County of Santa Cruz as per the Executive Order.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District manages wildfire risk through public education, Fire Safe Councils and locally focused programs such as the Aromas Chipper Program. Efforts outside District boundaries are not monitored by the Board. CAL FIRE Units issue yearly Unit Fire Plans and via this document track all identified wildfire risk management projects.

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Aromas Tri-County Fire Protection District Board of Directors

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree):**

The Aromas Tri-County Fire Protection District is aware of the location of PG&E electrical equipment within its jurisdiction. Efforts outside District boundaries are not monitored by the Board.

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Aromas Tri-County Fire Protection District Board of Directors

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District is supportive of efforts to protect communities from the threat of wildfire; however the Board cannot make recommendations for communities outside its jurisdictional boundaries.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District has not attempted to acquire response times from Santa Cruz County and as such has not experienced any challenges.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District does not monitor roadside vegetation outside the boundaries of its District.

Ready? Aim? Fire!**Aromas Tri-County Fire Protection District Board of Directors**

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

Emergency alert messaging is under the purview of the local law enforcement agency (police or sheriff) or emergency management agency (city or county OES). As such the Aromas Tri-County Fire District is not privy to the quoted statistics. The District provides internet links for sign-up to the Emergency Alert programs for all three of the Counties it serves. It is notable that Code-Red is not the only method for communities to receive emergency notifications.

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Aromas Tri-County Fire Protection District Board of Directors

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

Emergency evacuation messaging and delivery is under the purview of the local law enforcement agency (police or sheriff) and/or emergency management agency (city or county OES). As such, the Aromas Tri-County Fire Protection District is not privy to local efforts.

The use of LRADS is not something our staff is aware of, but they have initial concerns about the noise affecting fire-ground face-face communications.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District is not in a position to judge High Risk communities outside its jurisdiction.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District defers to the local emergency management agency (police, sheriff, or OES) for information regarding evacuation warnings or orders. We encourage all individuals to follow those instructions when they are provided.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District does not monitor what the City of Santa Cruz publishes and defers to the local emergency management agency (police, sheriff, or OES) for their expertise on the release of evacuation route information.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire District has few, if any obstacles as described within its jurisdictional boundaries.

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District is not in a position to judge educational efforts and successes outside its jurisdictional boundaries.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District is supportive of all fire prevention efforts; however when gauging community participation of programs such as FireWise, it is important to also look at the geographic size of each participating community and not just number of participating communities.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District is not able to judge the sufficiency of the above stated efforts. However, locally the District has a robust and well visited website.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District is not in a position to judge educational efforts and successes outside its jurisdictional boundaries. The Aromas Tri-County Fire Protection District has an active Chipper Program and other community based vegetation management educational programs. We encourage all property owners and tenants to visit ReadyforWildfire.org for additional wildfire preparedness and defensible space information.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Aromas Tri-County Fire Protection District, along with CAL FIRE, have taken a leadership role within its District boundaries for Fire Hazard Mitigation.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District does not monitor the above noted annual report to the County.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Aromas Tri-County Fire Protection District participates in reviews with the Insurance Services Office and is not aware how other agencies in the County track the above criteria.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

Local law enforcement agencies (police or sheriff) or emergency management agencies (city or county OES) are responsible for evacuation issues and this is not under the purview of this Board.

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

The Aromas Tri-County Fire Protection District does not monitor other Fire Agencies reporting to the above stated standards. The staff of the Aromas Tri-County Fire Protection District reports to their Board much of the above identified information at the scheduled District Board meetings.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This item is not under the purview of the Aromas Tri-County Fire Protection District.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This item is not under the purview of the Aromas Tri-County Fire Protection District.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This item is not under the purview of the Aromas Tri-County Fire Protection District.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This item is not under the purview of the Aromas Tri-County Fire Protection District.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This item is not under the purview of the Aromas Tri-County Fire Protection District.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This item is not under the purview of the Aromas Tri-County Fire Protection District.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This item is not under the purview of the Aromas Tri-County Fire Protection District.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This item is not under the purview of the Aromas Tri-County Fire Protection District.

Ready? Aim? Fire!

Aromas Tri-County Fire Protection District Board of Directors

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This item is not under the purview of the Aromas Tri-County Fire Protection District.

Ready? Aim? Fire!*Aromas Tri-County Fire Protection District Board of Directors***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Ben Lomond Fire Protection District
Post Office Box 27, Ben Lomond, California 95005
Telephone: 831-336-5495 Fax: 831-336-0300

December 18, 2020

County of Santa Cruz
Civil Grand Jury

The Ben Lomond Board of Directors have met and reviewed the questions that were originally unanswered. They have completed the responses and resubmitted the report.

The Board originally understood that the questions to be answered, per instructions on page 62 in the Ready? Aim? Fire? Report, were the only required responses needed from the District.

Thank You,

Director Hill

A handwritten signature in blue ink that reads "Asa Hill". The signature is written in a cursive style and is positioned to the right of the typed name "Director Hill".



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the**

**Ben Lomond Fire Protection District
Board of Directors**

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Ready? Aim? Fire!
Santa Cruz County on the Hot Seat**

by October 1, 2020

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: September 16, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

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Ben Lomond Fire Protection District Board of Directors

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

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Ben Lomond Fire Protection District Board of Directors

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

We have no to the contrary

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Ben Lomond Fire Protection District Board of Directors

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

We do not have the correct information on this to respond. Unknown at this time what city and county officials have collaborated with on what PG&E has identified as high risk.

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Ben Lomond Fire Protection District Board of Directors

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

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Ben Lomond Fire Protection District Board of Directors

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

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Ben Lomond Fire Protection District Board of Directors

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

That number has changed since the CZU Fire

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Ben Lomond Fire Protection District Board of Directors

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

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Ben Lomond Fire Protection District Board of Directors

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

No one should shelter in place. They all should evacuate. The issue is that the roads will not handle the amount of vehicles.

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Ben Lomond Fire Protection District Board of Directors

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

There are evacuation signs posted. The residents need to know the evacuation routes and the area that they live in.

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Ben Lomond Fire Protection District Board of Directors

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

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Ben Lomond Fire Protection District Board of Directors

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

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Ben Lomond Fire Protection District Board of Directors

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

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Ben Lomond Fire Protection District Board of Directors

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

This is Cal Fire responsibility

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Ben Lomond Fire Protection District Board of Directors

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

This is Cal Fire responsibility.

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Ben Lomond Fire Protection District Board of Directors

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

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Ben Lomond Fire Protection District Board of Directors

F25. The four fire protection districts in the San Lorenzo Valley would benefit by further aligning their policies and procedures in anticipation of future consolidation.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The four fire districts already align their policies and procedures. Consolidation of districts would be harmful and costly. Two of the districts are not involved with Cal Pers. Consolidation could cause those districts to have to be involved and would cost an exurbanite amount of unnecessary revenue to be paid out.

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Ben Lomond Fire Protection District Board of Directors

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

- AGREE**
- PARTIALLY DISAGREE** – explain the disputed portion
- DISAGREE** – explain why

Response explanation (required for a response other than **Agree**):

We use the ISO rating. We go through an ISO review every 5 years. All response information is available from Net Com

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Ben Lomond Fire Protection District Board of Directors

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!*Ben Lomond Fire Protection District Board of Directors*

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Most of the findings are in regard to Cal Fire. They are responsible for reporting since this is SRA land.

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

All fire districts are tied in together and share data, leadership, objectives and they maximize use of all resources.

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Ben Lomond Fire Protection District Board of Directors

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is Cal Fires responsibility and all fire districts have reviewed and follow the framework the Cal fire has established.

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Ben Lomond Fire Protection District Board of Directors

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Not sure if this has been created, if so, it should be updated and distributed.

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is Cal Fires responsibility and all fire districts follow the framework the Cal fire has established.

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Fire Districts already do so with the water district and schools.

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Fire district already encourages communities and neighborhoods to sign up for fire wise and Reverse 911

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This will need further study and December 31,2020 is not a reasonable time line to have a study completed.

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

They need to make sure that notification works when power, comcast, Wi-Fi etc. goes out.

Ready? Aim? Fire!

Ben Lomond Fire Protection District Board of Directors

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This should be studied further to see if this would be beneficial to our area. The time line should be established by the company that is providing the work.

*Ready? Aim? Fire!**Ben Lomond Fire Protection District Board of Directors***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

7 REMINDER: Report #10 Fire, #5 of 25 Branciforte Fire Protection District Board of Directors - IMMEDIATE RESPONSE REQUIRED!

Ron Whittle <rwhittle@scottsvalleyfire.com>
To: grandjury@scgrandjury.org

Fri, Dec 18, 2020 at 10:05 AM

Please find attached the Branciforte Fire Protection District response to the grand jury Ready? Aim? Fire! report.

Thank You,

Ron Whittle
Fire Chief
Scotts Valley Fire District
Branciforte Fire District
(831) 438-0211

[Quoted text hidden]

FireRisks_BranciforteFPD_RESPONSE with signature.pdf
634K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Branciforte Fire Protection District Board of Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Ready? Aim? Fire!**Branciforte Fire Protection District Board of Directors****Instructions for Respondents**

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.


Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.

2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: _____

12/17/20 

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree):**

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Fire behavior is dynamic and changes rapidly. A set published evacuation route may not be a feasible or recommended route during a large wildland incident

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!**Branciforte Fire Protection District Board of Directors**

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Branciforte Fire District is not a party to the Contract between CalFIRE and the County of Santa Cruz. The items specified above in F24 are within the Santa Cruz County Fire Department jurisdiction and not Branciforte Fire District.

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County and LAFCO should fund and perform this Study in the near future.

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Branciforte Fire Protection District has worked with CalFIRE to develop actionable plans and provide input to the County-wide CWPP. Several potential projects have been identified for the Plan, however the cost to implement said projects is expensive and agencies do not have funding available for these projects.

Including projects into the larger County CWPP is more economical, as each fire district does not have the funding to develop separate plans that are expensive and labor intensive.

Ready? Aim? Fire!**Branciforte Fire Protection District Board of Directors**

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Those agencies that do not have Hazard Mitigation Plans should develop one and keep it updated. However, Branciforte Fire Protection District cannot speak regarding City and County Plan development and/or updates

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Branciforte Fire Protection District would need to investigate the process of including printed materials being inserted into utility and property tax bills, including the associated costs. This should be a unified, county-wide effort and thus, coordinated with all agencies and utilities serving the areas on Santa Cruz County.

Ready? Aim? Fire!**Branciforte Fire Protection District Board of Directors**

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Branciforte Fire Protection District would need to investigate the process of including printed materials being inserted into utility and property tax bills, including the associated costs. This should be a unified, county-wide effort and thus, coordinated with all agencies and utilities serving the areas on Santa Cruz County

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Branciforte Fire District has contacted neighborhood communities regarding the FireWise Programs. These programs requires citizens of each community to organize and provide leadership to accomplish established goals. So far, the communities that were interested, could not obtain enough participation to be able to establish and implement FireWise Community requirements.

Ready? Aim? Fire!**Branciforte Fire Protection District Board of Directors**

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Although LRADs are a good tool alongside existing methods, at approximately \$30,000 each, it is cost prohibitive for most agency's budgets and would need a separate funding source.

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County currently uses Code Red for public notifications. This is an Opt-In system and requires each individual to sign up for emergency notifications. The County needs to migrate to an Opt-Out system that would capture almost all of the population, including visitors.

Ready? Aim? Fire!

Branciforte Fire Protection District Board of Directors

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Cal FIRE is already working with PG&E and Alert Wildfire to install three additional cameras in the future.

*Ready? Aim? Fire!**Branciforte Fire Protection District Board of Directors***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**





Grand Jury <grandjury@scgrandjury.org>

BCFPD response to Grand Jury report

1 message

Mark Bingham <mbingham@bcfd.com>
To: grandjury@scgrandjury.org

Fri, Oct 30, 2020 at 2:44 PM

Attn: Honorable Judge John Gallagher,

Please accept this response from the Boulder Creek Fire Protection District Board.
Please see the attached documents.

Mark Bingham
Fire Chief
Boulder Creek Fire District
13230 Central Avenue
Boulder Creek, CA 95006
831-338-7222- Office
831-234-5206- Cell
mbingham@bcfd.com

2 attachments



S20103014230.pdf
57K



FireRisks_Boulder Creek_FPD_Packet grand jury 7 23 20.pdf
233K

**Boulder Creek Fire Protection District****Fire Chief**

Mark Bingham
13230 Central Avenue
Boulder Creek, CA 95006-9125

Honorable Judge John Gallagher,

After reading the Grand Jury report titled "Ready Aim Fire" the BCFPD Board of Directors have determined that there are several findings and conclusions that are inaccurate in regards to the BCFPD. The following are several more egregious examples:

- Pg. 53 states in paragraph 1 in regards to sufficient financial resources to replace mobile equipment. In 2018 the residents of Boulder Creek FPD voted in an overwhelming 80% majority to fund Measure N which was a bond measure to support the BCFPD 30-year apparatus replacement plan. To date we have purchased three apparatus from Measure N funds.
- In the report the District was sited not having a second means of notifying the public in an emergency. The BCFPD does have a secondary means of notifying the public of an emergency via an (LRAD) air raid siren.
- In the report the District was sited not having an evacuation plan and one that was published and available to the public.
The district does have a published evacuation plan and has made this available in multiple platforms for all to use.

During this investigation not one person including the fire Chief or any Board of director from BCFPD was interviewed. In future investigations the District would like a chance to assist and provide feedback to the Grand Jury. Lastly, most of the findings do not fall under the responsibility of Boulder Creek Fire Protection District and hence make it difficult to answer.

Respectfully submitted,

A handwritten signature in blue ink that reads "R. R. Rogers".

Boulder Creek Fire Protection District Board of Directors



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Boulder Creek Fire Protection District Board of
Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: September 30, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The 5th district representative, Bruce McPherson has been a supporter hosting several community meetings on the topic of wildfire preparation. He recently worked with the Felton FPD in contributing \$20,000 to a fuel reduction project along Mt Hermon Rd to fortify one of the main evacuation routes out of the San Lorenzo Valley. This is a good start but, there needs to be more funds allocated to Vegetation/fuel management.

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The development of a local risk assessment tool is in progress with participation from all the county fire agencies, County office of emergency services, and CAL Fire. Establishing best practices for balancing fuel reduction with environmental impact needs to be considered before implementing new policy. Currently, we follow the fire risk map used by CAL Fire in the state responsibility area (SRA) for tracking risk within our district. Fire Safe Council of Santa Cruz County helps secure grant funding and tracks fuel reduction efforts across the county as well.

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County Office of Emergency Services has hosted several meetings with PG&E where county first responders could ask questions regarding PG&E's policies and procedures for wildfire response, power shut offs, and offered training to the fire crews on identification of electrical hazards in the wildland. PG&E has hosted several town hall meetings in 2019, in the San Lorenzo Valley to educate residents on how to prepare for power shutoffs and other emergencies.

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

This information was not asked for and can be easily obtained in a short amount of time.

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

We would like to explore options for expanding alerting. Code Red has been a great tool but has limitations in areas where cellular service is lost in power shut offs. AM radio and NOAA weather alert radios show potential for expanding the reach of alerting. Additionally the use of our Station 1 Air raid siren has proven to work in alerting residents of danger. The Fire District has also used social media as an outlet to further share emergency alert information.

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

LRADS (air raid siren), like the one that currently sits atop of the Boulder Creek down town station is in service and continues to be used as another means to alert residents of an emergency.

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

When discussing areas of refuge care must be given to not give the illusion of safe assembly points for all circumstances. Depending on several factors such as fire location, direction of fire travel, wind, topography, fire behavior and the number of residents needing to evacuate, seeking refuge along an evacuation route may not be the safest action. In the BCFPD there are very few locations that could serve this purpose. Through the use of fire modeling software we hope to validate our fire protection plans and publish information in regards to when and where to go for safety.

In 2018 the BCFPD did complete and publish evacuation maps for our residents. The information can be found on our website. All residents did receive a hard copy of material via mail.

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

We educate citizens using social media and at public events to be prepared not scared, a program to help residents with what can be done to prepare, and therefore giving them tools to make an educated decision in an emergency situation. We also have information on our website for the public on this topic. We do agree that more could be done to make this more available to the masses

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The BCFPD has published evacuation routes for our Dist and have published this on our website. We recently used these evac routes and proved the plan a success. We will continue to evaluate the plans and look forward to using fire modeling software for additional validation and as a tool in the field to implement an evacuation.

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

CAL Fire is responsible for all wildland fire related concerns within the state responsibility areas of the county. CAL Fire works with the local jurisdictions within the county to coorenate mitigation efforts. All of the rural areas including 100% of the Boulder Creek Fire District are within the state responsibility area.

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

All of the fire agencies in the county, including the county fire department report their activities to the national fire incident reporting system. The National Fire Incident Reporting System (NFIRS) is a reporting standard that fire departments use to uniformly report on the full range of their activities, from fire to Emergency Medical Services (EMS) to severe weather and natural disasters. We are not in a position to comment on the relationship between the county and CAL Fire in regards to contract obligations without further research.

F25. The four fire protection districts in the San Lorenzo Valley would benefit by further aligning their policies and procedures in anticipation of future consolidation.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The SLV fire districts have been and continue to work together closely and share services, personnel, and equipment wherever possible. Any formal consolidation of agencies would only benefit the community if full time staffing was part of the agreement. Consolidation of the 4 volunteer agencies as one volunteer fire station would not result in any savings to the taxpayer or improvement of response times. Any such consolidation would likely result in a significant increase on parcel taxes to cover costs of additional full time staff.

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While we cannot speak to the relationship between the county and CAL Fire, Boulder Creek Fire District uses NFPA 1201 (Standard for Providing Fire and Emergency Services to the Public), The National Fire Incident Reporting System (NFIRS) and our records management system to monitor and set goals for the fire chief in regards to response times, training, staffing, and public education annually. We will look into accreditation process for Center for Public Safety Excellence and what benefits can be offered if any to measure performance more efficiently.

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

All fire agencies already participate in monthly joint meetings under the authority of the Santa Cruz Fire Chiefs association for the purpose of aligning priorities, information sharing, and preventing the duplication of efforts. Fire Prevention, Fire Investigation, Training, Operations, EMS, and Administration all have separate groups made up of the department leadership for each topic

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Santa Cruz County Fire Chief's have identified the need for this and will complete this goal in the future.

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Efforts to identify wildfire risk and evacuation plans remain as one of the top priorities. We are committed to getting this information as soon as it has been vetted as correct and effective.

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We continue to push information out via social media, print media, and public education events. We will look into providing information through utility bills.

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We continue to push information out via social media, print media, and public education events. We will look into providing information through utility bills.

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We continue to take an advisory role with public education to the fire wise program. We will continue to give assistance to any group that shows interest in the Fire Wise program.

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Due to the terrain and cost to properly cover the San Lorenzo Valley, additional LRADs would not be the best option for alerting. Other options will be investigated for mass notifications.

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This is an ongoing priority project and information will be released as soon as it can be verified as an effective plan that gives the resident all the tools they need to make an informed decision. We continue to educate residents to identify 2 ways out of their home and office for not only fire but flooding, and earthquake as well. Again the information is on our website for review and in print for pick up in the District office.

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season.
(F4)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Currently there are 3 cameras set up to overwatch the San Lorenzo Valley. This is an ongoing project with new locations currently being identified by county agencies, and upgrades planned for current cameras.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Grand Jury Responses for READY AIM FIRE

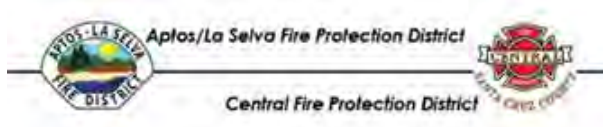
1 message

Sarah Melton <SarahM@aptosfire.com>

Wed, Sep 30, 2020 at 10:25 AM

To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Attached are the responses to the SC Grand Jury "Ready-Aim-Fire" reports, for Aptos/La Selva FPD and Central FPD. Hard copies are being mailed out today as well. Please let us know if you have any questions regarding these reports, or any issue in opening the attachments. Thank you!

**SARAH MELTON****ADMINISTRATIVE ASSISTANT**

Aptos/La Selva Fire Protection District &

Central Fire Protection District of Santa Cruz County

6934 Soquel Drive • Aptos, CA 95003

(831) 316-3549 • (831) 685-6699 FAX • (831) 706-6945 CELL

www.aptosfire.com • www.centralfpd.com

2 attachments

2020-09-21 APT BoD Response to Grand Jury-Ready Aim Fire.pdf
235K **2020-09-21 CTL BoD Response to Grand Jury-Ready Aim Fire.pdf**
238K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Central Fire Protection District of Santa Cruz County
Board of Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: **September 15, 2020**

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

X **PARTIALLY DISAGREE** – explain the disputed portion

Response explanation (required for a response other than **Agree**):

The Aptos/La Selva and Central Fire Protection Districts are not in a position to judge whether the County is adhering to California Government Executive Order 1.8.19-EO-N-05-19.

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

X **PARTIALLY DISAGREE** – explain the disputed portion

Response explanation (required for a response other than **Agree**):

The Aptos/La Selva and Central Fire Protection Districts are identifying, tracking, assessing for impact, and reporting progress on wildfire risk management to our respective Boards.

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

 X **AGREE**

Response explanation (required for a response other than **Agree**):

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

X **AGREE**

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire! Central Fire Protection District of Santa Cruz County - Board of Directors

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

 X **AGREE**

Response explanation (required for a response other than **Agree**):

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

 X **AGREE**

Response explanation (required for a response other than **Agree**):

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

 X **AGREE**

Response explanation (required for a response other than **Agree**):

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

X **AGREE**

Response explanation (required for a response other than **Agree**):

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

X **PARTIALLY AGREE** – explain the disputed portion

Response explanation (required for a response other than **Agree**):

The ISO rating system is one measure of fire protection in a community. It is developed by the insurance industry for their purposes, and is not a particularly comprehensive nor useful tool for assessing the overall effectiveness of a fire protection system. Local government agencies do not “adopt” the ISO rating system.

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

X **AGREE**

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire! Central Fire Protection District of Santa Cruz County - Board of Directors

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

X **PARTIALLY DISAGREE** – explain the disputed portion

Response explanation (required for a response other than **Agree**):

The Aptos/La Selva and Central Fire Protection Districts have adopted performance standards, and the respective Boards receive quarterly reports documenting performance relative to the standards.

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

X REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

The Aptos La/Selva and Central Fire Protection Districts will be happy to participate in any such discussion, perhaps under the auspices of the Santa Cruz County Fire Chiefs Association, in whatever timeline the County, the EMC, and/or LAFCO determine is prudent.

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

X HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

Response explanation, summary, and timeframe:

Has not been implemented, but will be implemented in the Aptos/La Selva and Central Fire Protection Districts by January 2021.

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

X HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

Response explanation, summary, and timeframe:

Has not been implemented, but will be implemented in the Aptos/La Selva and Central Fire Protection Districts by July 1, 2021.

Ready? Aim? Fire! Central Fire Protection District of Santa Cruz County - Board of Directors

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

X **REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

Requires further analysis as to which printed materials are most appropriate and the willingness or ability of the various agencies to include those materials in their mailings. Analysis will be completed by December 31, 2020.

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

X REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

Requires further analysis as to which printed materials are most appropriate and the willingness or ability of the various agencies and companies to include those materials in their mailings. Analysis will be completed by December 31, 2020.

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

X **HAS BEEN IMPLEMENTED** – summarize what has been done

Response explanation, summary, and timeframe:

Has been implemented within the Aptos/La Selva and Central Fire Protection Districts through the Community Risk Reduction (CRR) program. A written report will be presented to the Boards following the close of the calendar year.

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

X REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

Requires further analysis as to the community's willingness to accept such devices given their visual, noise, and other environmental impacts; analysis would be required to determine the number and location of such devices; obtaining easements for installation of the devices; and securing power and means of activating the devices. Responsibility for funding the devices and identifying the source of the necessary funds also needs to be considered. The Aptos/La Selva and Central Fire Districts question whether December 31, 2020 is a realistic target for such an analysis.

Ready? Aim? Fire! Central Fire Protection District of Santa Cruz County - Board of Directors

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

X HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

Response explanation, summary, and timeframe:

Has not been implemented, but will be implemented by March 31 2021.

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season.
(F4)

X REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

Response explanation, summary, and timeframe:

Requires further analysis as to the community's willingness to accept such devices given their potential environmental impacts; analysis would be required to determine the number and location of such devices; obtaining easements for installation of the devices; and securing power and means of activating the devices. Responsibility for funding the devices and identifying the source of the necessary funds also needs to be considered. The Aptos/La Selva and Central Fire Districts question whether the beginning of the 2021 fire season is a realistic target for implementation of an ALERTWildfire Imaging Surveillance system.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
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 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

Grand Jury report response from Felton Fire Protection District

1 message

Robert Gray <rgray@feltonfire.com>

Thu, Sep 17, 2020 at 6:32 PM

To: grandjury@scgrandjury.org

Cc: Laurie Dennis <ldennis@feltonfire.com>

Please find attached the Felton Fire District's response to the Grand Jury report "Ready aim fire" and "fire and safety inspection in Santa Cruz County" Please let me know if you have any questions.

Regards,

--

Robert Gray**Fire Chief*****Felton Fire Protection District******131 Kirby St.******Felton, CA 95018******Station: (831) 335 4422******Cell: (831) 332 8865******www.feltonfire.com***

2 attachments **FireInspection_FeltonFireBoD_Packet July23.docx**
132K **FireRisks_FeltonFPD_Packet grand jury 7 23 20.docx**
142K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Felton Fire Protection District Board of Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

Instructions for Respondents

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Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: September 14, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

We can only speak to the 5th district, however Bruce McPherson has been a supporter hosting several community meetings on the topic of wildfire preparation and recently contributed \$20,000 to a fuel reduction project along Mt Hermon Rd to fortify one of the main evacuation routes out of the San Lorenzo Valley.

Ready? Aim? Fire!*Felton Fire Protection District Board of Directors*

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The development of a local risk assessment tool is in progress with participation from all the county fire agencies, County office of emergency services, and CAL Fire. Establishing best practices for balancing fuel reduction with environmental impact needs to be considered before implementing new policy. Currently, we follow the fire risk map used by CAL Fire in the state responsibility area (SRA) for tracking risk within our district. Fire Safe Council of Santa Cruz County helps secure grant funding and tracks fuel reduction efforts across the county as well.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County Office of Emergency Services has hosted several meetings with PG&E where county first responders could ask questions regarding PG&E's policies and procedures for wildfire response, power shut offs, and offered training to the fire crews on identification of electrical hazards in the wildland. PG&E has hosted several town hall meetings in 2019, in the San Lorenzo Valley to educate residents on how to prepare for power shutoffs and other emergencies.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

This is also in progress currently

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

We would like to explore options for expanding alerting. Code Red has been a great tool but has limitations in areas where cellular service is lost in power shut offs. AM radio and NOAA weather alert radios show potential for expanding the reach of alerting.

Ready? Aim? Fire!*Felton Fire Protection District Board of Directors*

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

LRADS were used prior to 1980 in the San Lorenzo Valley to alert volunteer firefighters of an emergency, 3 cycles for medical and 5 cycles for fire. The challenge was reaching all of the “outliers” as the topography of the valley makes it challenging to alert all residents with a volume that catch the residents attention with the ambient noise inside the home. Communicating what the resident should do when they hear the siren is also a challenge with the dynamic nature of wildfire. Control of evacuation is a concern as well, when the siren goes off everyone leaves at once causing gridlock. The ability to evacuate certain areas before others can be effective in getting everyone to safety.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

When discussing areas of refuge care must be given to not give the illusion of safe assembly points for all circumstances. Depending on several factors such as fire location, direction of fire travel, wind, topography, number of residents needing to evacuate/refuge, and how much time is there to evacuate. We currently educate our community on how to identify 2 ways out and 2 areas of refuge from where they live or work. In the San Lorenzo Valley most of the areas that could serve as areas of refuge are along the Hwy 9 corridor and familiar to the residents. In the event we needed to use an area of refuge, law enforcement would direct traffic off Hwy 9 into the open spaces. Through the use of fire modeling software we hope to validate our fire protection plans and publish information in regards to when and where to go for safety.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

We educate citizens using social media and at public events to be prepared not scared, a program to help residents with what can be done to prepare, and therefore giving them tools to make an educated decision in an emergency situation. We do agree that more could be done to make this more available to the masses

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Work is in progress to validate the plans and routes that have been created. With the use of fire modeling software we hope to test the plans then publish them sometime in 2021. Care must be given to consider all of the geographic challenges within in San Lorenzo Valley to avoid unnecessary revisions. We will not publish information that has not been vetted to be effective as intended.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

CAL Fire is responsible for all wildland fire related concerns within the state responsibility areas of the county. CAL Fire works with the local jurisdictions within the county to coorenate mitigation efforts. All of the rural areas including 100%of the Felton Fire District are within the state responsibility area.

Ready? Aim? Fire!*Felton Fire Protection District Board of Directors*

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

All of the fire agencies in the county, including the county fire department report their activities to the national fire incident reporting system. The National Fire Incident Reporting System (NFIRS) is a reporting standard that fire departments use to uniformly report on the full range of their activities, from fire to Emergency Medical Services (EMS) to severe weather and natural disasters. We are not in a position to comment on the relationship between the county and CAL Fire in regards to contract obligations without further research.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F25. The four fire protection districts in the San Lorenzo Valley would benefit by further aligning their policies and procedures in anticipation of future consolidation.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The SLV fire districts currently are working together closely and share services, personnel, and equipment wherever possible. Any formal consolidation of agencies would only benefit the community if full time staffing was part of the agreement. Consolidation of the 4 volunteer agencies as one volunteer fire station would not result in any savings to the taxpayer or improvement of response times. Any such consolidation would likely result in a significant increase on parcel taxes to cover costs of additional full time staff. We remain open to the idea of consolidation but only if there will be clear benefits to the community.

Ready? Aim? Fire!**Felton Fire Protection District Board of Directors**

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

We are in the process of developing a dashboard for publicly displaying this information on our website, however progress is slow due to other priorities. We have published our ISO rating on our website with other information regarding our protection class. Felton Fire Protection District has an ISO rating of 4. To qualify for a 4 rating the property must be within 5 miles of the fire station and a fire hydrant within 1000 feet of the property. If the property is greater than 5 miles away from the station and a fire hydrant is more than 1000 feet away, the rating is 8.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!*Felton Fire Protection District Board of Directors*

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

While we cannot speak to the relationship between the county and CAL Fire, Felton Fire District uses NFPA 1201 (Standard for Providing Fire and Emergency Services to the Public), The National Fire Incident Reporting System (NFIRS) and our records management system to monitor and set goals for the fire chief in regards to response times, training, staffing, and public education annually. We will look into accreditation process for Center for Public Safety Excellence and what benefits can be offered if any to measure performance more efficiently.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

All fire agencies already participate in monthly joint meetings under the authority of the Santa Cruz Fire Chiefs association for the purpose of aligning priorities, information sharing, and preventing the duplication of efforts. Fire Prevention, Fire Investigation, Training, Operations, EMS, and Administration all have separate groups made up of the department leadership for each topic

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This is already in progress and is on track to be completed sometime in 2021

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Efforts to identify wildfire risk and evacuation plans remain as one of the top priorities. We are committed to getting this information as soon as it has been vetted as correct and effective.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

We continue to push information out via social media, print media, and public education events. We will look into providing information through utility bills.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

We continue to push information out via social media, print media, and public education events. We will look into providing information through utility bills.

Ready? Aim? Fire!*Felton Fire Protection District Board of Directors*

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
 HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe
 REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)
 WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

We are currently advising 2 neighborhood associations within Felton Fire District on becoming a Fire Wise community. Unfortunately, The community group has to be the lead applicant through the submittal process and the fire service is more of an advisory role. We continue to regularly check in and offer assistance where we can to any group that shows interest in the Fire Wise program.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Due to the terrain and cost to properly cover the San Lorenzo Valley, LRADs would not be the best option for alerting. Other options will be investigated for mass notifications.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This is an ongoing priority project and information will be released as soon as it can be verified as an effective plan that gives the resident all the tools they need to make an informed decision. We continue to educate residents to identify 2 ways out of their home and office for not only fire but flooding, and earthquake as well.

Ready? Aim? Fire!

Felton Fire Protection District Board of Directors

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is an ongoing project with new locations currently being identified by county agencies.

*Ready? Aim? Fire!**Felton Fire Protection District Board of Directors***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Pajaro Valley FPD Civil Grand Jury Response

1 message

Murray, Sean@CALFIRE <Sean.Murray@fire.ca.gov>
To: Grand Jury <grandjury@scgrandjury.org>

Fri, Nov 20, 2020 at 2:03 PM

Dear Santa Cruz County Civil Grand Jury,

Attached is our response to the Grand Jury Report titled "Ready? Aim? Fire! Santa Cruz County in the Hot Seat." Thank you for the opportunity to respond to this report.

Sincerely,

Sean Murray

Battalion Chief
CAL FIRE CZU
Battalion 4
Pajaro Valley FPD
Santa Cruz County Fire
o 831-728-8290
c 831-254-1716
www.PajaroValleyFire.com

2 attachments



Grand Jury Response Letter (1).pdf
75K



FireRisks_PajaroFPD_Packet FINAL.pdf
222K

PAJARO VALLEY FIRE PROTECTION DISTRICT

562 Casserly Road Watsonville, CA 95076 P 831.722.6188 F 831.722.7333 PajaroValleyFire.com



November 19, 2020

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean Street
Santa Cruz, CA 95060

Dear Honorable Judge Gallagher:

The Board of Directors for the Pajaro Valley Fire District would like to thank you for the opportunity to comment on the Grand Jury's report titled "Ready? Aim? Fire! Santa Cruz County on the Hot Seat." This report reviewed the external and internal aspects of the fire protection districts in Santa Cruz County and requested that the Pajaro Valley Fire Protection District provide comments. The Pajaro Valley Fire District will strive to work towards the recommendations provided in this report.

Sincerely,

Kendel White

Kendel White

Board Chair



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the**

**Pajaro Valley Fire Protection District
Board of Directors**

**Respond to the Findings and Recommendations
Specified in the Report Titled**

**Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

*Ready? Aim? Fire!**Pajaro Valley Fire Protection District Board of Directors*

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: November 19, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Vegetation/fuel management and abatement is the responsibility of the property owner, not the County of Santa Cruz. The County could do more to improve the clearing or removal of vegetation along County-maintained roadways, more than just the sight line clear that may or may not occur annually. The removal of vegetation is expensive and labor intensive for a county that provides many services to the community. I would add that funding is available through different grant opportunities to assist with fuel reduction and the County has benefited from such grants.

Ready? Aim? Fire!

Pajaro Valley Fire Protection District Board of Directors

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

County officials have done what they can as it relates to discussions with PG&E to determine the locations of high-risk electrical equipment in the County. The underlying question is, has PG&E been fully transparent in sharing the information needed for officials to provide information and guidance to the public?

Ready? Aim? Fire!

Pajaro Valley Fire Protection District Board of Directors

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Pajaro Valley Fire Protection District Board of Directors

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!*Pajaro Valley Fire Protection District Board of Directors*

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The use of LRADs have proven useful in certain applications. The main factor is public compliance with the use. When activated, will the public react? It has been difficult to gain compliance from the public during evacuations using conventional methods such as reverse 911 or CodeRed alerts. The cost to purchase these systems, as well as their maintenance, is very high.

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

In the event of an emergency requiring evacuation, it is important to take into consideration that early notification is a key factor. The public needs to comply with those requests or orders to evacuate. The use of temporary refuse areas (TRAs) is somewhat of a new concept and is under consideration by many fire agencies. I'm confident that once TRAs are established they will be made public. The County fire agencies have had established evacuation plans in place since 2010. These plans have not been made public as they are used as an internal decision-making tool during the management of incidents.

Ready? Aim? Fire!*Pajaro Valley Fire Protection District Board of Directors*

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Decisions to shelter in place are a last resort in the event of an evacuation order. These decisions are made by the law enforcement agency with jurisdiction, with significant input from the fire agency with jurisdiction. When the public shelters in place it needs to be in a structure that has its defensible space and would be considered a standalone structure that would be able to sustain an approaching fire as it passes. Defensible space is a key factor in sheltering in place.

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The public needs to know how to get in and out of the community they live in, in the event of a vegetation fire. Having predesignated evacuation routes can cause confusion in a community. When a fire blocks that evacuation route, it causes congestion, that can cause the loss of life. Knowing multiple exit routes can be extremely helpful to residents in leaving the area. The publishing of multiple exit routes is a consideration when evacuation plans are updated.

Ready? Aim? Fire!

Pajaro Valley Fire Protection District Board of Directors

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

How easy is it to forget that Santa Cruz County has experienced five significant fires in recent history from 2008 to 2019, all having the potential of being a CAMP Fire. It is easy to say it won't happen to me or here! The public needs to do its part and take the information and apply it to their situation. The motivation should be taking a vested interest in protecting your family, your neighbor's family, and your property.

Ready? Aim? Fire!

Pajaro Valley Fire Protection District Board of Directors

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The public also must want to be involved in preparation for an emergency. There are some select areas that take the topic very seriously, but a good portion have the stance that, "Not here! This is Santa Cruz-- nothing happens here!"

Ready? Aim? Fire!

Pajaro Valley Fire Protection District Board of Directors

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Due to jurisdictional responsibility, it may be difficult to narrow the leadership role down to one agency. I think the fire agencies in general can take a more proactive approach in their respective jurisdictions to gain greater buy-in from the communities. The Santa Cruz Fire Safe Council has taken some type of role in the effort, but funding is the single most difficult obstacle to overcome. The second obstacle is property owners, and getting their permission or buy in on fuel reduction is difficult.

Ready? Aim? Fire!*Pajaro Valley Fire Protection District Board of Directors*

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Pajaro Valley FPD reviews response time data at each of the regular scheduled board meetings.

Ready? Aim? Fire!

Pajaro Valley Fire Protection District Board of Directors

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Pajaro Valley FPD reviews its contract with CAL FIRE for performance as it relates to the cooperative fire protection agreement. This agreement contains a local operating plan which defines the goals and outlines the performance requirements of the agreement.

*Ready? Aim? Fire!**Pajaro Valley Fire Protection District Board of Directors***Recommendations**

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Pajaro Valley FPD welcomes the opportunity to work together with other fire agencies in the County. Currently we do not have a timeline on when this will be accomplished.

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This requires further analysis to determine the fiscal impacts.

Ready? Aim? Fire!**Pajaro Valley Fire Protection District Board of Directors**

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Pajaro Valley FPD will implement a Hazard Mitigation Plan. The Plan will address wildfire risk, emergency alerts, and vegetation management. The District will implement a wood chipping program for homeowners to create defensible space. The plan will also address how to better inform the District's residences of fire risks.

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The District will continue to provide fire prevention material specific to Ready for Wildfire in our District mailer. We will also provide this information on the District website. Utility companies restrict the addition of added material to their billing statements.

Ready? Aim? Fire!

Pajaro Valley Fire Protection District Board of Directors

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Utility companies restrict the addition of additional material to their utility bills.

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The Pajaro Valley FPD Board of Directors will review to determine the feasibility of implementing such a program in the district.

Ready? Aim? Fire!**Pajaro Valley Fire Protection District Board of Directors**

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This will require extensive research on the system and a feasibility study to determine the cost for such a system. In addition, a study would need to be conducted to determine how many units would be needed to provide coverage for the county and what locations would be best to maximize coverage.

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This will require additional analysis to determine best practices for dissemination of information.

Ready? Aim? Fire!**Pajaro Valley Fire Protection District Board of Directors**

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Pajaro Valley FPD is located at the toe of the Santa Cruz Mountains and does not have a location within the district that would provide a clear visual of the greater area. The District supports the endeavor to install such cameras in an area that would provide a visual view of the district. The Watsonville Airport would be a great location for such a camera and would provide a great view of the District.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Dec 4, 2020

Scotts Valley Fire Protection District Secretary Michelle called the Grand Jury office on the above date to confirm that the Scotts Valley Fire Protection District Board approved its response to the *Ready? Aim? Fire!* report on 8/12/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Scotts Valley Fire Protection District- Grand Jury Response

1 message

Michelle Mayfield <mmayfield@scottsvalleyfire.com>

Fri, Aug 14, 2020 at 2:40 PM

To: grandjury@scgrandjury.org

Cc: Steve Kovacs <skovacs@scottsvalleyfire.com>, Greg Vandervoort

<gvandervoort@scottsvalleyfire.com>, Alicia Walton <awalton@scottsvalleyfire.com>

Good Afternoon,

Please see the attached Grand Jury Response from Scotts Valley Fire Protection District. Please let me know if you have any questions.

Thank you,

--

Michelle Mayfield

Secretary/Receptionist

Scotts Valley Fire Protection District

831.438.0211

2 attachments



8.3 Grand Jury Report 1.pdf

621K



8.4 Grand Jury Report 2.pdf

293K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Scotts Valley Fire Protection District
Board of Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than Agree):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!**Scotts Valley Fire Protection District Board of Directors**

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Fire is dynamic and changing. A published evacuation route may not be the feasible or recommended route during a large wildland incident.

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Scotts Valley Fire District is not a party to the Contract between CalFIRE and the County of Santa Cruz. The items specified above in F24 are within the Santa Cruz County Fire Department jurisdiction and not Scotts Valley Fire District.

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!**Scotts Valley Fire Protection District Board of Directors**

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County and LAFCO should fund and perform this Study in the near future.

Ready? Aim? Fire!**Scotts Valley Fire Protection District Board of Directors**

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Scotts Valley Fire Protection District has worked with CalFIRE to develop actionable plans and provide input to the County-wide CWPP. Several potential projects have been identified for the Plan, however the cost to implement said projects is expensive and agencies do not have funding available for these projects.

Including projects into the larger County CWPP is more economical, as each fire district does not have the funding to develop separate plans that are expensive and labor intensive.

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Those agencies that do not have Hazard Mitigation Plans should develop one and keep it updated. However, Scotts Valley Fire Protection District cannot speak regarding City and County Plan development and/or updates.

Ready? Aim? Fire!**Scotts Valley Fire Protection District Board of Directors**

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Scotts Valley Fire Protection District would need to investigate the process of including printed materials being inserted into utility and property tax bills, including the associated costs. This should be a unified, county-wide effort and thus, coordinated with all agencies and utilities serving the areas on Santa Cruz County.

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Scotts Valley Fire Protection District would need to investigate the process of including printed materials being inserted into utility and property tax bills, including the associated costs. This should be a unified, county-wide effort and thus, coordinated with all agencies and utilities serving the areas on Santa Cruz County.

Ready? Aim? Fire!**Scotts Valley Fire Protection District Board of Directors**

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
 HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe
 REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)
 WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Scotts Valley Fire Protection District has been working with and encouraging several communities to enroll in the FireWise Programs. Unfortunately, this program requires citizens of each community to organize and provide leadership to accomplish established goals. So far, the communities that were interested, could not obtain enough participation to be able to establish and implement FireWise Community requirements.

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Although LRADs are a good tool alongside existing methods, at approximately \$30,000 each, it is cost prohibitive for most agency's budgets and would need a separate funding source.

Ready? Aim? Fire!**Scotts Valley Fire Protection District Board of Directors**

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County currently uses Code Red for public notifications. This is an Opt-In system and requires each individual to sign up for emergency notifications. The County needs to migrate to an Opt-Out system that would capture almost all of the population, including visitors.

Ready? Aim? Fire!

Scotts Valley Fire Protection District Board of Directors

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

CalFIRE is already working with PG&E and AlertWildfire to install three additional cameras in the future.

*Ready? Aim? Fire!**Scotts Valley Fire Protection District Board of Directors***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Response to Findings and Report

1 message

John Stipes <jstipes@zayantefire.com>
To: grandjury@scgrandjury.org

Fri, Sep 4, 2020 at 3:11 PM

Please find attached response to findings and recommendations specified in the report titled Ready?
Aim? Fire!
Regards

John Stipes, Fire Chief

Zayante Fire Protection District

Office: 831-335-5100

Fax: 831-335-5199

www.zayantefire.com



FireRisks_ZayanteFPD_Packet.docx
141K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Zayante Fire Protection District Board of Directors
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the Board's response approval: August 18, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The compound sentence is affirmed in the nature of concern but utilizes an uninformed and inappropriate source citation as a basis for the conclusion. The Executive Order is applicable only to State Agencies receiving Forestry Management funding. (p. 6; p.11)

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The report exposes its lack of field observations in that Felton, Zayante -(2), Ben Lomond and Boulder Creek Fire Districts continue to maintain Station Sirens first utilized to summon volunteers and continue to provide community wide notification of an emergency.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

This is a flawed premise in that a shelter in place plan requires the specific real time situational awareness to drive a decision-making process. The general public lacks the general knowledge to evaluate all risks. What is the hazard, where is the hazard, what is the time continuum and will movement of large numbers of persons negatively impact the emergency response thus allowing it to become larger than necessary. Public shelter orders and evacuation orders disseminate from Emergency Officials who are incident informed, trained and tooled to initiate and organize effective evacuations.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!*Zayante Fire Protection District Board of Directors*

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

This finding assumes one organization must be responsible for leadership. There are multiple agencies including County Fire, the municipalities and individual Fire Protection Districts that encompass and serve the entire County. These agencies each have separate boundaries but share similar responsibility and goals for risk reduction within the constraint of their economic means and emergency response resources. Since the equity factors in the model “LGB” discussed on page 49 were not evaluated by the Grand Jury the obvious disparate funding levels and subsequent differing levels of proactive prevention measures cannot be evaluated nor can it provide a nexus to impact on a leadership model.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!*Zayante Fire Protection District Board of Directors*

F25. The four fire protection districts in the San Lorenzo Valley would benefit by further aligning their policies and procedures in anticipation of future consolidation.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Valley Fire Districts' policies and procedures are not significantly contrasting to infer a benefit in a consolidation discussion. The issue is not policy but rather demographics, economics and most importantly cultural within the communities served and a key indicator is the pride demonstrated by each community towards their locally responsive fire protection agency.

Consolidations occur for specific reasons, frequently associated with the stress of insufficient resources. As long as the communities in question are solvent, staffed and satisfied with the level of service they receive there will not be substantial benefits realized from a regional consolidation. The benefits have been realized through the proactive leadership of District Fire Chief's and their Boards through the utilization of the master mutual aid system for shared response and a consistent utilization of joint training, prevention and purchasing opportunities.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The ISO Grading system is utilized by the Fire Agencies in the County and is driven by private industry demands for insurability. The ISO provides for reoccurring evaluations to satisfy the insurance market. It is not something that is adopted. Response time data and assessment are not readily available.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!*Zayante Fire Protection District Board of Directors*

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

this is a flawed compound thought and sentence. The Fire Agencies are not required to adhere to the Center for Public Safety Excellence assessment process and the Fire Districts are not staffed, funded, or required to meet the Standard. Secondly, Best Practices are not a requirement but rather goals to be aware of and striven towards when possible. Thirdly, no fire agencies at the County level have incorporated, maintain or direct prison inmate workforces – that resource is a State of California program incorporating Department of Corrections and Cal Fire. There is a difference between the Cal Fire mission and County Fire Department. They have separate missions and separate budgets. Missing in this finding is the lack of study in the equity balance between agencies in the County. A critical omission and failed opportunity in this report and one that would have illustrated to the public the levels of service supported by public tax funding sources and the direct link between the haves and have nots.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

Recommendations

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

the identified entities do not have the appropriate representation structure to engage a Fire specific study, the authorities to implement recommendations nor the staff to conduct a professional, competent study that will be credible. A successful approach would be for LAFCO to commission a study from a private consultant.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Although commendable, unrealistic in its presentation. The Santa Cruz –San Mateo CWPP took more than five years to evolve not five months. This recommendation does not respect the equity discrepancy between agencies because it was not studied. It is evident some agencies have the funding and resources such as staff to follow up on this recommendation. Most fire agencies specifically the Volunteer Districts do not have the funding, staffing nor expertise to develop this recommendation.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

NOT APPLICABLE TO FIRE DISTRICTS. FEMA REQUIRES LHMP'S TO BE UPDATE EVERY FIVE YEARS AND HAVE A FORMAT AND ARE TIED TO FEDERAL REMIBURSEMENT. ALTHOUGH, IN ADDITION TO THE REQUIRED LHMP FORMAT ADDITIONAL ASSESSMENTS CAN AND SHOULD BE ADDED AS APPROPRIATE.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

THE FIRE DISTRICT HAS NO AUTHORITY OR LEVERAGE OVER PRIVATE UTILITIES OR THE COUNTY TAX COLLECTOR NOR A BUDGET TO PRODUCE COPY RIGHTED MATERIAL FOR DISTRIBUTION TO THOUSANDS OF RESIDENTS.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

OUTSIDE AHJ SCOPE - THIS OUTREACH SHOULD BE DIRECTED TO SCR-911 OR COUNTY OES AND THE SANTA CRUZ BOARD OF SUPERVISORS.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE: THE FIRE DISTRICT WILL CONTINUE COMMUNITY OUTREACH, WEB SITE POSTINGS AND DISTRIBUTION OF FIREWISE MATERIALS. FIRE PREVENTION MEASURES IS AND WILL CONTINUE TO BE MEASURED ANNUALLY BY THE BOARD OF DIRECTORS AND INCORPORATED IN ANNUAL DISTRICT GOALS AND OBJECTIVES.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

THE FIRE DISTRICT HAS TWO LRAD'S IN OPERATION AT FIRE STATION 1 AND 2 SERVING ITS COMMUNITY. ADDITIONAL PLANNING AND FUNDING FOR UNDERSERVED AREAS SHOULD COME FROM THE COUNTY BUT SINCE THEY ABANDONED THE FELTON GROVE LRAD DUE TO MAINTENCE COST'S AND PLACE RELIEANCE ON CODERED - UNLIKELY THERE WILL BE A POLICY SHIFT. SHOULD THE BOARD OF SUPERVISORS DIRECT COUNTY FIRE TO STUDY THE ISSUE - THE COUNTY FIRE CHIEFS ASSOCIATION WOULD REPRESENT FIRE DISTRICTS.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

NOT APPLICABLE TO A FIRE DISTRICT WITH LIMITED RESOURCES AND INSUFFICIENT STAFFING TO CONDUCT SUCH AN INITIATIVE. COUNTY OES SHOULD BE THE LEAD ON THIS OUTREACH.

Ready? Aim? Fire!

Zayante Fire Protection District Board of Directors

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

NOT APPLICABLE TO A FIRE DISTRICT WITH LIMITED RESOURCES NOR JURISDICTION.

*Ready? Aim? Fire!**Zayante Fire Protection District Board of Directors***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

Dec 16, 2020

The Santa Cruz City Manager called the Grand Jury office on the above date to confirm that the Santa Cruz City Council approved its response to the *Ready? Aim? Fire!* report on 9/23/2020.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Santa Cruz City Council Response Packets for "Fire Inspections in Santa Cruz County" and "Ready Aim Fire"

1 message

Ralph Dimarucut <rdimarucut@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Suzanne Haberman <shaberman@cityofsantacruz.com>

Wed, Sep 23, 2020 at 3:58 PM

Hello,

Attached please find the Santa Cruz City Council Response Packets for "Fire and Safety Inspections in Santa Cruz County" and "Ready, Aim, Fire."

Thank you,


Ralph Dimarucut

Principal Management Analyst
City Managers Office

City of Santa Cruz

831.420.5017

2 attachments

 **Fire and Safety Inspections in Santa Cruz County - City Council of Santa Cruz - Response Packet (002).pdf**
241K

 **Ready Aim Fire - City Council of Santa Cruz - Response Packet (003).pdf**
250K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
City of Santa Cruz City Council
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

Findings

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

City of Santa Cruz City Council

F4. Most of Santa Cruz County, in addition to the City of Santa Cruz with its large eucalyptus groves, are not being monitored by the ALERTWildfire Imaging Surveillance System and would be well served by the installation of cameras capable of monitoring coastal areas occupied by eucalyptus groves in areas harboring potential sources of ignition.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Santa Cruz Fire Departments agrees that a more robust coverage area for the ALERTWildfire Imaging Surveillance system would be beneficial. However the focus should not be relegated to eucalyptus groves as they are just one component within the overall wildland fire risk. Wildland risk is present wherever there is flammable vegetation and the installation of ALERTWildfire Imaging Surveillance system camera would be best suited for overall area surveillance, not just a particular species of tree or a specific area.

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

CodeRed is the latest version of a “reverse 9-1-1” system that has been used in the County. As these systems have been changed over the years due to technology becoming obsolete or needing to be upgraded the historical subscriber data has not followed with the upgrade. In the past 10 years a significant number of callers to 9-1-1 are via cell phone and not landlines. Cellular providers will not share their customer's data so the number of registered users is dependent on self-registration, unlike land line data which is purchased from AT&T.

The number of “17,000 accounts” does not take into account the landlines, VOIP, and other cellular accounts which is more than 150,000 accounts. Furthermore SCR 9-1-1 is a licensed FCC user for Wireless Emergency Alerts (WEA) which can be used in an “imminent threat to life” situation. These alerts do not require registration and when issued will capture nearly 100% of the smart phones in the defined geographical area.

Ready? Aim? Fire!

City of Santa Cruz City Council

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Santa Cruz City Fire Department helped create the first FireWise community (Prospect Heights) in Santa Cruz County. Since then it has helped with the formation of two additional FireWise communities (Highland and Western) with additional outreach and education being done.

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

There are myriad of resources easily available to educate property owners about vegetation management. Specific instances of property owner capability, financial resources, or desire in the County is beyond the scope of the City Fire Department.

Ready? Aim? Fire!

City of Santa Cruz City Council

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this countywide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County of Santa Cruz is responsible for assuming a leadership role for mitigating hazards in the County.

F27. The 2015 County of Santa Cruz Emergency Operations Management Plan does not adequately address evacuation and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Santa Cruz Fire Department has specific evacuation and references for neighborhoods that are within our Wildland Urban Interface (WUI) areas. There are shared plans for the County that are accessible for all fire agencies. There are currently plans with the Santa Cruz County Fire Chiefs Association to refine these plans using current data and technology.

Ready? Aim? Fire!

City of Santa Cruz City Council

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Recommendations

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter-in-place plans, emergency alerts, and vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The 2018-2023 City of Santa Cruz “Local Hazard Mitigation” plan was updated and adopted by the Santa Cruz City Council on October 9th, 2018. A copy of the plan can be found here (<https://www.cityofsantacruz.com/home/showdocument?id=77162>). This plan addresses Wildland as well as other hazards such as floods, earthquakes, drought, coastal erosion, etc. This is a FEMA approved plan and per FEMA guideline these plans must be updated and approved on a 5 year cycle to maintain eligibility for FEMA reimbursement.

Ready? Aim? Fire!

City of Santa Cruz City Council

R12. The Santa Cruz County Office of Emergency Services should create and publish shelter in place plans, with the cooperation of all county fire protection districts and cities, and should inform citizens of safe building locations, and on what to expect and what to do in case of wildfire, by March 31, 2021. (F14)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

To our knowledge the County is not undertaking a “shelter in place” program to identify all buildings that could be used in a wildland fire. If this is done the City Fire Department will share information and collaborate with the County to make this happen. The City has pre-designated buildings, and shelter sites, that dependent on the event would be used within the City.

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020.
(F19)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Including information in utility bills could be a means to increase enrolment in emergency notification for CodeRed. If the purpose is to increase enrollment it may be a more effective strategy to simply do a direct mailer versus including it in a utility bill. There a number of utilities that bill for their service (Gas, electrical, water, refuse) that cross fire district boundaries.

Ready? Aim? Fire!

City of Santa Cruz City Council

R19. The Board of Supervisors should require the CAO to appoint a County Risk Manager by December 31, 2020. The Risk Manager should report to the CAO, who will be responsible for ongoing identification, analysis, quantification, and remediation planning of all fire risks across the County. This role should be considered as a service to all four cities in the County as well. (F2, F3, F24)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The City would support a Risk Manager being appointed within the County. However the City does not have direct control over this happening.



Grand Jury <grandjury@scgrandjury.org>

City of Scotts Valley 2019-2020 Grand Jury Responses

1 message

Tina Friend <tfriend@scottsvalley.org>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>
Cc: Tracy Ferrara <tferrara@scottsvalley.org>

Thu, Sep 17, 2020 at 8:49 AM

Members of the Santa Cruz Grand Jury:

Attached please find the approved responses from the Scotts Valley City Council to the following reports:

1. The Tangled Web: Oh, What a Managed Web We Weave . . .
2. Managers of Risk or Vicms of Risk: R ocked by the Shocks
3. Homelessness: Big Problem, Lile Pr ogress: It's Time to Think Outside The Box
4. Ready? Aim? Fire! Santa Cruz County on the Hot Seat

All reports were approved at the September 16, 2020 Scotts Valley City Council meeting. Note that the "Tangled Web" report previously submitted by September 14, 2020 and is included here for convenience.


Thank you,
Tina Friend

Tina Friend
City Manager
City of Scotts Valley
tfriend@scottsvalley.org
(831) 440-5606



4 attachments

 **1- TangledWeb_ScottsValleyCityCouncil_Packet.pdf**
418K

 **2 - ManagingCityRisks_ScottsValleyCC_Packet.pdf**
484K

 **3 - Homelessness_ScottsValleyCC_Packet.pdf**
462K

 **4 - FireRisks_ScottsValleyCC_Packet.pdf**
428K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requires that the
Scotts Valley City Council
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Ready? Aim? Fire!

Scotts Valley City Council

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of the governing body's response approval: September 16, 2020

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Scotts Valley does not provide fire services and cannot authoritatively comment on the state of countywide fire risk assessment, management and reporting. However, we are aware that our local fire district, the Scotts Valley Fire Protection District (SVFPD), takes fire mitigation very seriously. In addition to conducting its own activities, SVFPD is a ready partner to the City to coordinate on fire risk/vegetation management needs across Scotts Valley. While this work is not underpinned by a formal plan, SVFPD and City Public Works continually coordinate on projects to reduce fire risks to Scotts Valley.

Ready? Aim? Fire!

Scotts Valley City Council

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Scotts Valley has no jurisdiction with the CodeRED emergency system, but understands that technology evolution is constant and new means of notifying residents of emergency situations are continually emerging.

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

As the City of Scotts Valley does not provide fire services, we have no jurisdiction or direct involvement with the FireWise institution and cannot authoritatively comment on whether there is inadequacy within our County or if there are proxy systems or programs in operation.

Ready? Aim? Fire!

Scotts Valley City Council

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Fire preparation and vegetation management are frequently discussed issues and there are many information sources to educate community members. Questions of capability, desire or financial resources is not within the City of Scotts Valley's scope.

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Although the City of Scotts Valley does not provide fire services, it understands that the County of Santa Cruz has a leadership role in Fire Hazard Mitigation for the County. Moreover, the Fire Chiefs across the County regularly meet and coordinate on countywide priorities such as this.

Ready? Aim? Fire!

Scotts Valley City Council

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Scotts Valley has not assessed the County of Santa Cruz Emergency Operations Management Plan. Scotts Valley completely revised its own Emergency Operations Plan in November 2015 and updated it in 2017 and 2018, with another revision planned for 2021.

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Scotts Valley City Council

Recommendations

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Although recognizing the value in preparing a Hazard Mitigation Plan to assess and plan for potential emergency conditions for the City, Scotts Valley lacks the staff and financial resources to complete such an exhaustive plan in the next several months. The City maintains its Emergency Operations Plan, which provides baseline identification of anticipated disasters that could affect Scotts Valley. Going forward, this is something the City could consider as a longer-term project as part of the City's next Strategic Plan process.

R12. The Santa Cruz County Office of Emergency Services should create and publish shelter in place plans, with the cooperation of all county fire protection districts and cities, and should inform citizens of safe building locations, and on what to expect and what to do in case of wildfire, by March 31, 2021. (F14)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

There are a host of approaches to emergency planning, particularly across multiple jurisdictions and districts. Additional analysis would be necessary to ascertain whether the recommended scope is feasible and achievable. As there could be numerous permutations to a wildfire risk, deep analysis would be necessary as to whether a such a master plan could be developed and effective. The City of Scotts Valley would participate in planning and already has pre-designated shelter facilities and sites.

Ready? Aim? Fire!

Scotts Valley City Council

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This recommendation could be a conversation among the fire districts and utilities but it is unclear if this is the only or desired avenue for increasing access to emergency notification information. For instance, many residents manage bills online and have opted out of monthly paper statements and there may be other means better suited to realize the objective.

R19. The Board of Supervisors should require the CAO to appoint a county Risk Manager, by December 31, 2020. The Risk Manager should report to the CAO, who will be responsible for ongoing identification, analysis, quantification, and remediation planning of all fire risks across the County. This role should be considered as a service to all four cities in the County as well. (F2, F3, F24)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Enhanced coordination among jurisdictions, especially on such a vital topic, is always a desirable outcome. However, whether the recommendation as stated is the best solution to this challenge merits further analysis and discussion. The City of Scotts Valley has no jurisdiction over this decision.

*Ready? Aim? Fire!**Scotts Valley City Council***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments

 **Fail in the Jail _BoS_Packet.pdf**
181K








 **Fail_in_the_Jail_CAO_Packet.pdf**
184K

 **BOS FireInspection BOS Response Packet.pdf**
181K

 **GSD FireInspection Response Packet.pdf**
174K

 **BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
289K

 **CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
207K

-  **CAO Response - Ready Aim Fire!.pdf**
258K
-  **SCCFD Response - Ready Aim Fire!.pdf**
239K
-  **BOS Response - Ready Aim Fire!.pdf**
256K
-  **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K
-  **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K
-  **Voter Data Clerk Response.pdf**
179K
-  **VoterData_BoS_Packet.pdf**
180K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
Santa Cruz County Administrative Officer
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Findings

F1. Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Vegetation/fuel management and abatement is the responsibility of the property owner, not the County of Santa Cruz. The County could do more to improve the clearing or removal of vegetation along County maintained roadways, more than just the sight line clear that may or may not occur annually. The removal of vegetation is expensive and labor intensive for a county that provides many services to the community. Funding is available through different grant opportunities to assist with fuel reduction and the County has benefited from such grants. An example of such grant funding is the fuel reduction project that was approved as part of the 35-statewide project as outlined in Governor Newsom's 45-day report and the Executive Order 1.8.19-EO-N-05-19 that was issued regarding fuel reduction in California. This project is in the unincorporated area of the County within CSA 48 area of Aptos Creek and Buzzard Lagoon roads near Corralitos. The project consisted of treating 225 acres to improve existing and create additional fuel breaks to protect vulnerable communities. Of the 225 treated acres, 150 acres is a shaded fuel break and has allowed for the use of prescribed fire to be used to help clear and maintain the area.

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Santa Cruz County Administrative Officer

F2. Santa Cruz County residents are at increased risk of fire danger due to the lack of risk management for wildfire. Specific risks are not formally identified, tracked, assessed for impact, nor is progress reported by fire departments in the County. Therefore, leaders responsible for budgets and accountability are left unprepared to manage risk, impact, or performance.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Responsibility for wildfire fire management is held with each fire agency within Santa Cruz County. Each jurisdiction monitors and tracks wildfire risk within its own jurisdiction. The approach and extent of this work is managed within each jurisdiction. The State responsibility area, which includes the majority of the rural area within the County, is controlled and managed by CAL FIRE.

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

County officials have worked with PG&E to identify the locations of high-risk electrical equipment in the county and will continue to engage with PG&E to identify high-risk electrical equipment.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F4. Most of Santa Cruz County in addition to the City of Santa Cruz with its large eucalyptus groves are not being monitored by the ALERTWildfire Imaging Surveillance system and would be well served by the installation of cameras capable of monitoring coastal areas occupied by eucalyptus groves in areas harboring potential sources of ignition.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Eucalyptus groves are a problem in general due to the abundant fuel loading they provide, but one fuel type in the county should not be singled out. Fires occur in areas of redwood forest as well, example, the Rincon Fire in 2018. The use of the ALERTWildfire camera system is a great way to provide for early confirmation of wildfire in the county. CAL FIRE/County Fire is working with ALERTWildfire and PG&E to determine locations to install cameras to provide a system for early confirmation of wildfires.

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

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Santa Cruz County Administrative Officer

F7. Residents living in the CSA-48 receive a lower level of emergency medical support than those living in more urban areas where ALS is provided.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Grand Jury report identifies (Pg 35) that there are 11 fire agencies that provide ALS services in the county, that is incorrect, there is only 5 fire agencies providing ALS (Santa Cruz City FD, Scotts Valley FPD, Central FPD, Aptos FPD and Watsonville FD). The remainder of the fire agencies provide BLS with advanced/expanded scope medical services that allow BLS agencies to perform intubation, Continuous Positive Airway Pressure (CPAP), Pulse oximetry, Administer Narcan and Epinephrine (EpiPen).

F8. Santa Cruz County Fire, through its contract with CAL FIRE, has not been meeting the “two in, two out” requirement, reducing their ability to respond effectively and quickly to individuals or structures needing attention in a fire emergency. Proposition 218 was proposed and passed to be able to satisfy the “two in, two out” requirement, without a clear commitment by County Fire that that standard will be consistently met in all CSA-48 locations. In addition, no analysis was presented to quantify the effect on response time.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The use of Long-Range Acoustic Devices (LRADs) have proven too been useful in certain applications. The main factor is public compliance with the use. When activated will the public react? It has been difficult to gain compliance from the public even during evacuations use conventional methods such as reverse 911 or CodeRed alerts. The cost to purchase these systems is very high as well as the maintenance.

F13. High risk communities in the County are left unnecessarily vulnerable due to the lack of easily accessible, published information of refuge/assembly areas and structures.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The vulnerability of the community is more directly related to the located and preventative maintenance of the home and surrounding site and less so related to published information regarding refuge and assembly areas. All communities refuge and assembly areas are commonly churches and schools and dependent on specific emergencies within the County.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F14. Because the County does not publish a “shelter in place” plan, when a fire expands rapidly, residents cannot make informed decisions about whether to shelter in place or evacuate.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The decision to evacuate should always be based on the health and safety of the residents.

F15. Unlike the City of Santa Cruz, the County does not publish emergency evacuation routes, purportedly to avoid having old or untimely information being followed in an emergency. The County therefore withholds revealing evacuation routes until an emergency is in progress, likely creating unnecessary risk and potential for chaos.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The evacuation routes utilized during an emergency must remain flexible to appropriately response to the emergency at hand.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F16. In the Wildland Urban Interface zone, and in many town centers, traffic choke points exist, and in some instances have roadway obstacles to traffic flow such as overgrown vegetation, concrete medians, curbs, and lane reductions resulting in roads that are inadequate for mass evacuations.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F17. Santa Cruz County residents, and especially those living in District 5, would benefit if the 2019 San Lorenzo Evacuation Study performed by KLD Engineering was made available on a County agency web site and publicized.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Sustaining public interest and engagement in emergency preparation is a difficult and ongoing task that is never complete. Local fire agencies engage in outreach and education activities to encourage residents to be prepared for emergencies.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Due to jurisdictional responsibility, it may be difficult to narrow the leadership role down to one agency. Fire agencies in general can take a more proactive approach in their respective jurisdictions to gain greater buy-in from the communities. The Santa Cruz Fire Safe Council has taken some role in the effort but funding is the single most difficult obstacles to overcome. The second obstacle is obtaining property owner permissions or buy-in on fuel reduction can be difficult.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The County Fire/CAL FIRE Chief gave a State of the State presentation to the Board during Budget Hearings, which provided both data and analysis of resources, response times, code enforcement, inspection, and education. This is aligned with the budget process. This presentation is also given to the Fire Dept Advisory commission (FDAC), holds responsibility to provide oversight of these.

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F28. The 2016 LAFCO Municipal Service Review of Fire Districts report and its 2006 predecessor do not adequately address district performance in the areas of Fire Risk Reduction (specifically: inspections, vegetation management, and education).

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The prison inmate workforce is a State level program administered by the California Department of Corrections. The incarcerated inmates are not a budgetary item for the County to measure since it is a state level program. Any reference to the analysis of the program should be included as part of the CAL FIRE report.

F30. Due to the inconsistent reporting of response times provided by CAL FIRE in Proposition 218, conflict with information supplied by document request to the Grand Jury, and due to lack of performance standards for response times, voters may have been ill-informed when voting on the proposition.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Not having the specific details of the finding or having the opportunity to address any conflicts, it is difficult to provide a response to the finding. The area County Fire provides services to is approximately 266 square miles and has remote area that the public frequently visit and have emergencies that take longer to responded to. County Fire is working to clarify the data to ensure it is accurate.

*Ready? Aim? Fire!**Santa Cruz County Administrative Officer***Recommendations**

R1. Santa Cruz County, under the auspices of the Emergency Management Council (EMC) with LAFCO support, should study a governing structure that would tie all fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. (F23, F25)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The Santa Cruz Fire Chiefs Association serves as a governing structure for all County fire agencies in the County together with common leadership, objectives, sharing of data, and maximized use of resources. This structure includes sections such as operations, planning, training, and data sharing to address needs and maximize use of resources.

R2. The Santa Cruz County Board of Supervisors should require CAL FIRE and County Fire to provide quarterly and annual reports to the County General Services Department with specified data and success metrics for each of the contract requirements, beginning with the current fiscal year. (F2, F24, F26, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire will continue to work with the Santa Cruz County Director of General Services in weekly meetings, as well as the Fire Department Advisory Commission (FDAC) to determine a reasonable reporting structure and timeline for the reporting.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

R3. The Santa Cruz County Board of Supervisors should require CAL FIRE, in conjunction with the General Services Department, to provide annual operations reviews with performance metrics and annual improvement objectives, beginning with the current fiscal year. (F2, F24, F26, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire will continue to work with the Santa Cruz County Director of General Services in weekly meetings, as well as the Fire Department Advisory Commission (FDAC) to determine a reasonable reporting structure and timeline for the reporting.

R6. The County Board of Supervisors should request that the County Fire Chief submit an analysis and a recommended plan to assess whether to provide Advanced Life Support (ALS) year round to the County Fire service area by the 2021-2022 budget. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This would require significant analysis and research to determine the feasibility of an Advanced Life Support response program for County Fire.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

R7. County Fire should provide a plan to the County Board of Supervisors by September 30, 2020 identifying how and when the new CSA 48 tax revenue will result in the addition of six more firefighters to the response team, enabling the required “two in, two out” in a fire emergency. (F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This has been implemented as of July 1, 2020. The funding for the six additional Firefighters has been included in the FY20/21 County Fire Budget. The newly approved three-year cooperative fire protection agreement with the County of Santa Cruz that was approved in May 2020 includes the increase in staffing.

R9. Each year, during the budget presentation, the County Board of Supervisors should require County Fire to provide a vegetation management plan, including a priority list of projects and a timeframe for their completion. (F1, F10, F16, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

There is currently no funding for a vegetation management plan for the County Fire Department. We currently coordinate with CAL FIRE on a priority list of projects that have timeline related to available funding. In order to implement such and process will require additional analysis and potential funding.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

R10. Santa Cruz County and Cities should create and/or update Hazard Mitigation Plans by July 1, 2021. Any new or existing plans should be updated a minimum of every three years. All plans should address wildfire risk, evacuation and shelter in place plans, emergency alerts, vegetation management, and confirm compliance with California SB 821. (F1, F2, F10, F11, F14–F16, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
 HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe
 REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)
 WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County updates its Hazard Mitigation Plan every five years per State requirements. It is current, through 2020 and is available on the County Office of Emergency Services website. An updated plan is in process and on track.

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This will require additional analysis and discussion to determine the feasibility and cost associated with adding the additional information to the utility and tax bill mailings.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

R12. The Santa Cruz County Office of Emergency Services should create and publish shelter in place plans, with the cooperation of all county fire protection districts and cities, and should inform citizens of safe building locations, and on what to expect and what to do in case of wildfire, by March 31, 2021. (F14)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County creates, in conjunction with fire, law, and human services agencies, shelter plans for all hazard response. The plans are published on the County Office of Emergency Services website.

R15. All fire districts in Santa Cruz County should coordinate with utility companies to provide information to residents, via information inserted in utility bill mailings, describing how to sign up for emergency notifications by December 31, 2020. (F19)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This is completed through the California Public Utility Commission (CPUC) mandate that PG&E have coordinated communications directly to all residents that includes how to sign up for emergency notifications, reduced utility costs, and medical base-line. In addition, the County agencies working to ether provide information, response, and resources to residents in the event of a public safety power shutoff. The County response plan is available on the County Office of Emergency Services website.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

R17. The County Office of Emergency Services should evaluate, quantify, and report to the County Board of Supervisors on the specifics of the public state of preparedness for a large-scale emergency such as wildfire by June, 2021. (F11, F23)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

An after-action review is conducted after every major incident and disaster response. Due to the CZU Lightning Complex Fire, these areas will also be addressed during the after-action review, identifying operational effectiveness as well as areas for improvement.

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This will require extensive research on the system and a feasibility study to determine the cost for such a system. In addition, a study would need to be conducted to determine how many units of the product would be needed to provide coverage for the county and what locations would be best to maximized coverage.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

R19. The Board of Supervisors should require the CAO to appoint a county Risk Manager, by December 31, 2020. The Risk Manager should report to the CAO, who will be responsible for ongoing identification, analysis, quantification, and remediation planning of all fire risks across the County. This role should be considered as a service to all four cities in the County as well. (F2, F3, F24)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

The County has a Risk Manager position. This responsibility does not fall under fall under the Risk Manager's purview. This scope of responsibilities fall under the Fire Chiefs Association.

R20. The Board of Supervisors should require the CAO to appoint a county Risk Manager, by December 31, 2020. The Risk Manager should report to the CAO, who will be responsible for ongoing identification, analysis, quantification, and remediation planning of all fire risks across the County. This role should be considered as a service to all four cities in the County as well. (F2, F3, F24)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County has a Risk Manager position. This responsibility does not fall under fall under the Risk Manager’s purview. This scope of responsibilities fall under the Fire Chiefs Association.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

R21. County emergency planners at all levels should provide notification of evacuation routes and/or shelter-in-place options by March 31, 2021. Notification plans should be provided for when power is out and dissemination of information by wireless or internet is difficult or impossible. (F11, F14, F15, F17, F18, F27)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

After each significant incident and disaster an after-action review is conducted. The recent CZU Lightning Complex fires provide an opportunity for evacuation routes and shelter in place options to be evaluated based on actual use of many of these options during the emergency.

R22. The Santa Cruz County Administrative Office should develop and sign a Memorandum of Understanding between the County and PG&E, to require that PG&E share and update quarterly the location of their aging and high risk equipment. This should include coverage of the four cities in the County and should be done by December 31, 2020. (F3)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The County will engage with PG&E and discuss the feasibility of an MOU for sharing the location of aging and high-risk equipment on a frequent basis.

Ready? Aim? Fire!

Santa Cruz County Administrative Officer

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire is currently working with ALERTWildfire on the placement of several camera throughout Santa Cruz County to provide early confirmation of Wildfires.

Penal Code §933.05

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 10, 2020

The General Services Department (GSD) Director is not required to respond to the Grand Jury's request. David Brown, Senior Administrative Analyst for the County Administrative Officer (CAO), sent the email on the following page, explaining that "The GSD Director worked with the CAO to inform the CAO response."

All the findings and recommendations assigned to the GSD Director were also assigned to the CAO.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020-2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Checking in on County Prior Year Report Responses

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 8, 2020 at 4:10 PM

Greetings Grand Jury,

Thanks for the rapid response. I popped in responses to each issue in blue. Please don't hesitate to let me know if you have questions or concerns.

- *Chief Larkin from the Santa Cruz County Fire Department said that you would have the validation date for his report Ready, Aim Fire. Please send us the date the response was approved by your governing board to finalize your response to the 2019-20 Grand Jury. We can add the missing validation date to the report on file.*

This report was approved by the County Board of Supervisors meeting on October 6th. It was Agenda item number 28.

- *We are also following up on the reports listed below that we do not have a response for:*
 - *From the General Services Director - Michael Beaton -*
 - *Fail in Jail and*
 - *Ready Aim Fire Reports – The GSD Director worked with the CAO to inform the CAO response.*
 - *From Information Services Department - Kevin Bowling -*
 - *Homelessness*
 - *From Santa Cruz Co Planning Department - Kathy Mollary -*
 - *Homelessness*
- *These reports may not have been responded to individually but response was included in another response such as the Santa Cruz Board of Supervisors or City Council. If this is the case please let us know that you have chosen not to respond individually and the response was included in another report.*

For the Departments that do not have elected department heads, the department heads of the named departments inform the County Administrative Office response and the CAO response reflects their input.

I hope that helps clarify. Again, please don't hesitate to reach out if you have additional questions or concerns.

In appreciation,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 10, 2020

The Emergency Services (ES) Manager, Rosemary Anderson, is not required to respond to the Grand Jury's request. She sent the email on the following page, explaining that "As my input and that of the GSD Director was used to inform the CAO response, a separate response from my office will not be forthcoming."

The CAO was not assigned all the findings assigned to the ES Manager, so the CAO's response may not include the ES Manager's input for Findings F5, F18, and F19.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020-2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

REMINDER, Report #10 Fire Risk, #19 of 25, SC Co Emergency Services Manager, IMMEDIATE RESPONSE REQUIRED!

Rosemary Anderson <Rosemary.Anderson@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Thu, Dec 3, 2020 at 9:31 AM

Good Morning

The Emergency Services Manager response was requested, not required. Typically in these instances, rather than have each Dept and Office write individual responses, we write one response from the CAO's. The feedback is reflected in the reports we submitted.

As my input and that of the GSD Director was used to inform the CAO response, a separate response from my office will not be forthcoming.

Thank you and let me know if have any questions,

Rosemary

From: Grand Jury <grandjury@scgrandjury.org>
Sent: Friday, November 20, 2020 1:57 PM
To: Rosemary Anderson <Rosemary.Anderson@santacruzcounty.us>
Subject: REMINDER, Report #10 Fire Risk, #19 of 25, SC Co Emergency Services Manager, IMMEDIATE RESPONSE REQUIRED!

******CAUTION:**This is an EXTERNAL email. Exercise caution. DO NOT open attachments or click links from unknown senders or unexpected email.****

[Quoted text hidden]



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 10, 2020

The Santa Cruz County Fire Department is not required to respond to the Grand Jury's request. The response they submitted did not have the date of Board approval. David Brown, Senior Administrative Analyst for the County Administrative Officer (CAO), sent the email on the following page, explaining that "This report was approved by the County Board of Supervisors meeting on October 6th. It was Agenda item number 28."

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Checking in on County Prior Year Report Responses

David Brown <David.Brown@santacruzcounty.us>
 To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 8, 2020 at 4:10 PM

Greetings Grand Jury,

Thanks for the rapid response. I popped in responses to each issue in blue. Please don't hesitate to let me know if you have questions or concerns.

- *Chief Larkin from the Santa Cruz County Fire Department said that you would have the validation date for his report Ready, Aim Fire. Please send us the date the response was approved by your governing board to finalize your response to the 2019-20 Grand Jury. We can add the missing validation date to the report on file.*

This report was approved by the County Board of Supervisors meeting on October 6th. It was Agenda item number 28.

- *We are also following up on the reports listed below that we do not have a response for:*
 - *From the General Services Director - Michael Beaton -*
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 - *Homelessness*
 - *From Santa Cruz Co Planning Department - Kathy Mollary -*
 - *Homelessness*
- *These reports may not have been responded to individually but response was included in another response such as the Santa Cruz Board of Supervisors or City Council. If this is the case please let us know that you have chosen not to respond individually and the response was included in another report.*

For the Departments that do not have elected department heads, the department heads of the named departments inform the County Administrative Office response and the CAO response reflects their input.

I hope that helps clarify. Again, please don't hesitate to reach out if you have additional questions or concerns.

In appreciation,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office

County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his



Grand Jury <grandjury@scgrandjury.org>

19-20 Grand Jury Report Responses

1 message

David Brown <David.Brown@santacruzcounty.us>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Oct 20, 2020 at 9:42 AM

Greetings Grand Jury,

Please find the County responses to the 19-20 Grand Jury Reports attached for your records.

Thank you,

Dave

David Brown

Senior Administrative Analyst

County Administrative Office


County of Santa Cruz

O: (831) 454-3490

C: (831) 227-1661

My pronouns are: he/him/his

13 attachments


 **Fail in the Jail _BoS_Packet.pdf**
181K








 **Fail_in_the_Jail_CAO_Packet.pdf**
184K

 **BOS FireInspection BOS Response Packet.pdf**
181K

 **GSD FireInspection Response Packet.pdf**
174K

 **BOS Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
289K

 **CAO Response - Homelessness - Big Problem Little Progress - It's Time to Think Outside The Box.pdf**
207K

-  **CAO Response - Ready Aim Fire!.pdf**
258K
-  **SCCFD Response - Ready Aim Fire!.pdf**
239K
-  **BOS Response - Ready Aim Fire!.pdf**
256K
-  **2020.08.26 TangledWeb_BoS_Packet.pdf**
222K
-  **2020.08.26 TangledWeb_CAO_Packet.pdf**
222K
-  **Voter Data Clerk Response.pdf**
179K
-  **VoterData_BoS_Packet.pdf**
180K



**The 2019–2020 Santa Cruz County Civil Grand Jury
Requests that the
Santa Cruz County Fire Department
Respond to the Findings and Recommendations
Specified in the Report Titled
Ready? Aim? Fire!
Santa Cruz County on the Hot Seat
by October 1, 2020**

When the response is complete, please

1. Email the completed Response Packet as a file attachment to grandjury@scgrandjury.org, and
2. Print and send a hard copy of the completed Response Packet to

The Honorable Judge John Gallagher
Santa Cruz Courthouse
701 Ocean St.
Santa Cruz, CA 95060

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. For the Findings included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and include an explanation of the reasons therefor, or
 - c. **DISAGREE** with the Finding and provide an explanation of the reasons therefor.
2. For the Recommendations included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Validation

Date of governing body's response approval: _____

If you have questions about this response form, please contact the Grand Jury by calling 831-454-2099 or by sending an email to grandjury@scgrandjury.org.

Ready? Aim? Fire!

Santa Cruz County Fire Department

Findings

- F1.** Vegetation/fuel management and abatement are not receiving the attention nor funding needed from the County of Santa Cruz Board of Supervisors, and therefore are not adhering to California Government Executive Order 1.8.19-EO-N-05-19.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Vegetation/fuel management and abatement is the responsibility of the property owner not the County of Santa Cruz. The County could do more to improve the clearing or removal of vegetation along County maintained roadways, more than just the sight line clear that may or may not occur annually. The removal of vegetation is expensive and labor intensive for a county that provides many services to the community. I would add that funding is available through different grant opportunities to assist with fuel reduction and the County has benefited from such grants. An example of such grant funding is the fuel reduction project that was approved as part of the 35-statewide project as outlined in Governor Newsom's 45-day report and the Executive Order 1.8.19-EO-N-05-19 that was issued regarding fuel reduction in California. This project is in the unincorporated area of the County within CSA 48 area of Aptos Creek and Buzzard Lagoon roads near Corralitos. The project consisted of treating 225 acres to improve existing and create additional fuel breaks to protect vulnerable communities. Of the 225 treated acres, 150 acres is a shaded fuel break and has allowed for the use of prescribed fire to be used to help clear and maintain the area.

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

County officials have worked with PG&E to identify the locations of high-risk electrical equipment in the county and will continue to engage with PG&E to identify high-risk electrical equipment.

Ready? Aim? Fire!

Santa Cruz County Fire Department

F4. Most of Santa Cruz County in addition to the City of Santa Cruz with its large eucalyptus groves are not being monitored by the ALERTWildfire Imaging Surveillance system and would be well served by the installation of cameras capable of monitoring coastal areas occupied by eucalyptus groves in areas harboring potential sources of ignition.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Eucalyptus groves are a problem in general due to the abundant fuel loading they provide, but one fuel type in the county should not be singled out. Fires occur in areas of Redwood forest as well, example, the Rincon Fire in 2018. The use of the ALERTWildfire camera system is a great way to provide for early confirmation of wildfire in the county. CAL FIRE/County Fire is working with ALERTWildfire and PG&E to determine locations to install cameras to provide a system for early confirmation of wildfires.

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Fire Department

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F7. Residents living in the CSA-48 receive a lower level of emergency medical support than those living in more urban areas where ALS is provided.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The Grand Jury report identifies (Pg 35) that there are 11 fire agencies that provide ALS services in the county, that is incorrect, there is only 5 fire agencies providing ALS (Santa Cruz City FD, Scotts Valley FPD, Central FPD, Aptos FPD and Watsonville FD). The remainder of the fire agencies provide BLS with advanced/expanded scope medical services that allow BLS agencies to perform intubation, Continuous Positive Airway Pressure (CPAP), Pulse oximetry, Administer Narcan and Epinephrine (EpiPen).

Ready? Aim? Fire!

Santa Cruz County Fire Department

F8. Santa Cruz County Fire, through its contract with CAL FIRE, has not been meeting the “two in, two out” requirement, reducing their ability to respond effectively and quickly to individuals or structures needing attention in a fire emergency. Proposition 218 was proposed and passed to be able to satisfy the “two in, two out” requirement, without a clear commitment by County Fire that that standard will be consistently met in all CSA-48 locations. In addition, no analysis was presented to quantify the effect on response time.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F9. The number of County Fire volunteer firefighters has decreased from 110 to 60 since 2004. There has been no analysis done on the impact this reduction in staffing has had on the level of service provided to residents. Reductions in available numbers of prison firefighters likewise should be acknowledged.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The comparison of volunteer and prison firefighter has no relations to one another. They are separate factors and are managed by different agencies.

Ready? Aim? Fire!

Santa Cruz County Fire Department

F10. Roadside vegetation in rural areas of the County is not being cleared consistently which could potentially increase emergency response time, putting life and property in unnecessary danger. Furthermore, evacuations could be restricted as there is no rule or program that mandates that roads, even critical evacuation routes, be kept cleared meeting defensible space requirements.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!**Santa Cruz County Fire Department**

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The use of LRAD's have proven too been useful in certain applications. The main factor is public compliance with the use. When activated will the public react? It has been difficult to gain compliance from the public even during evacuations use conventional methods such as reverse 911 or CodeRed alerts. The cost to purchase these systems is very high as well as the maintenance.

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

How easy is it to forget that Santa Cruz County has experienced 5 significant fires in recent history from 2008 to 2019, all having the potential of being a CAMP Fire. It is easy to say it won't happen to me or here! The public needs to do its part and take the information and material and apply it to their situation. The motivation should be taking a vested interest in protecting your family, your neighbor's family and your property.

Ready? Aim? Fire!

Santa Cruz County Fire Department

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The public also has too want to be involved in that preparation for an emergency. There are some select area that take the topic very seriously, but a good portion have the stance that, not here, this is Santa Cruz nothing happens here!

Ready? Aim? Fire!

Santa Cruz County Fire Department

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Due to jurisdictional responsibility, it may be difficult to narrow the leadership role down to one agency. I think the fire agencies in general can take a more proactive approach in their respective jurisdictions to gain greater buy in from the communities. The Santa Cruz Fire Safe Council has taken some type of role in the effort but funding is the single most difficult obstacles I to overcome. The second obstacle is property owners, get their permission or buy in on fuel reduction is difficult.

Ready? Aim? Fire!

Santa Cruz County Fire Department

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Santa Cruz County Fire Department

F27. The 2015 County of Santa Cruz Emergency Operations Management plan does not adequately address evacuation, and references data too outdated to be useful, such as a population density map from the 2000 census.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

F28. The 2016 LAFCO Municipal Service Review of Fire Districts report and its 2006 predecessor do not adequately address district performance in the areas of Fire Risk Reduction (specifically: inspections, vegetation management, and education).

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!**Santa Cruz County Fire Department**

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The prison inmate workforce is a State level program administered by the California Department of Corrections. The incarcerated inmates are not a budgetary item for the county to measure since it is a state level program. Any reference to the analysis of the program should be included as part of the CAL FIRE report.

F30. Due to the inconsistent reporting of response times provided by CAL FIRE in Proposition 218, conflict with information supplied by document request to the Grand Jury, and due to lack of performance standards for response times, voters may have been ill-informed when voting on the proposition.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Not having the specific details of the finding or having the opportunity to address any conflicts, it is difficult to provide a response to the finding. The area county Fire provides services to is approximately 266 square miles and has remote area that the public frequently visit and have emergencies that take longer to responded to. We are currently working to clarify our data to ensure it is accurate.

Ready? Aim? Fire!

Santa Cruz County Fire Department

Recommendations

- R2.** The Santa Cruz County Board of Supervisors should require CAL FIRE and County Fire to provide quarterly and annual reports to the County General Services Department with specified data and success metrics for each of the contract requirements, beginning with the current fiscal year. (F2, F24, F26, F29)
- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire will work with the Santa Cruz County Director of General Services to determine a reasonable reporting structure and timeline for the reporting.

R3. The Santa Cruz County Board of Supervisors should require CAL FIRE, in conjunction with the General Services Department, to provide annual operations reviews with performance metrics and annual improvement objectives, beginning with the current fiscal year. (F2, F24, F26, F29)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe
(not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire will work with the Santa Cruz County Director of General Services to determine a reporting structure based on the current CAL FIRE Local Operational Plan for County Fire and timeline for the reporting.

Ready? Aim? Fire!

Santa Cruz County Fire Department

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This requires further analysis to determine the fiscal impacts.

R6. The County Board of Supervisors should request that the County Fire Chief submit an analysis and a recommended plan to assess whether to provide Advanced Life Support (ALS) year round to the County Fire service area by the 2021-2022 budget. (F7)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This would require significant analysis and research to determine the feasibility of an Advanced Life Support response program for County Fire.

Ready? Aim? Fire!**Santa Cruz County Fire Department**

R7. County Fire should provide a plan to the County Board of Supervisors by September 30, 2020 identifying how and when the new CSA 48 tax revenue will result in the addition of six more firefighters to the response team, enabling the required “two in, two out” in a fire emergency. (F8)

- HAS BEEN IMPLEMENTED** – summarize what has been done
 HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe
 REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)
 WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This has been implemented as of July 1, 2020. The funding for the six additional Firefighters has been included in the FY20/21 County Fire Budget. The newly approved three-year cooperative fire protection agreement with the County of Santa Cruz that was approved in May 2020 includes the increase in staffing.

R8. The County Board of Supervisors should set an objective for County Fire to increase the number of volunteer firefighters by July 1, 2022, as well as a plan for use of the prison workforce or an alternative. This needs to be done in concert with a comprehensive resource plan for County Fire. (F9)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

The use of prison workforce is not an option. The inmates at the Ben Lomond Conservation Camp (BLC) are not trained in structural fire suppression or technical rescue, they are only trained to a minimal level for wildland fire response. In addition, this would require agreement between the California Department of Corrections and Rehabilitation and CAL FIRE. The mission of the BLC is to provide wildland response and vegetation management project support and as needed support to other emergencies such a flooding to provide sandbagging operations.

Ready? Aim? Fire!

Santa Cruz County Fire Department

R9. Each year, during the budget presentation, the County Board of Supervisors should require County Fire to provide a vegetation management plan, including a priority list of projects and a timeframe for their completion. (F1, F10, F16, F29)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

There is currently no funding for a vegetation management plan for the County Fire Department. We currently coordinate with CAL FIRE on a priority list of projects that have timeline related to available funding. In order to implement such and process will require additional analysis and potential funding.

R11. The CAL FIRE Ready for Wildfire website should be actively promoted and shared within the community via all available means, including printed descriptive materials inserted into utility and property tax bills, by December 31, 2020. (F19–F21)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This will require additional analysis and discussion with the County to determine the feasibility and cost associated with adding the additional information to the utility and tax bill mailings.

Ready? Aim? Fire!

Santa Cruz County Fire Department

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

This is a county wide issue that will require each agency and their governing boards or councils to determine the feasibility of implementing such a program.

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This will require extensive research on the system and a feasibility study to determine the cost for such a system. In addition, a study would need to be conducted to determine how many units of the product would be needed to provide coverage for the county and what locations would be best to maximized coverage.

Ready? Aim? Fire!

Santa Cruz County Fire Department

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe (not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire is currently working with ALERTWildfire on the placement of several camera throughout Santa Cruz County to provide early confirmation of Wildfires.

R25. The County Board of Supervisors should explain to the public why the Proposition 218 information on response times is inconsistent with the response time data available from County Fire by December 31, 2020. (F6, F8, F30)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

CAL FIRE/County Fire is in the process of developing better methods of extracting data from of Computer Aided Dispatch System (CAD) in order to provide more accurate information.

*Ready? Aim? Fire!**Santa Cruz County Fire Department***Penal Code §933.05**

1. For Purposes of subdivision (b) of §933, as to each Grand Jury finding, the responding person or entity shall indicate one of the following:
 - a. the respondent agrees with the finding,
 - b. the respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
2. For purpose of subdivision (b) of §933, as to each Grand Jury recommendation, the responding person shall report one of the following actions:
 - a. the recommendation has been implemented, with a summary regarding the implemented action,
 - b. the recommendation has not yet been implemented but will be implemented in the future, with a timeframe for implementation,
 - c. the recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of the publication of the Grand Jury report, or
 - d. the recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.
3. However, if a finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a County department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision-making authority. The response of the elected department head shall address all aspects of the findings or recommendations affecting his or her department.
4. A Grand Jury may request a subject person or entity to come before the Grand Jury for the purpose of reading and discussing the findings of the Grand Jury report that relates to that person or entity in order to verify the accuracy of the findings prior to their release.
5. During an investigation, the Grand Jury shall meet with the subject of that investigation regarding that investigation unless the court, either on its own determination or upon request of the foreperson of the Grand Jury, determines that such a meeting would be detrimental.
6. A Grand Jury shall provide to the affected agency a copy of the portion of the Grand Jury report relating to that person or entity two working days prior to its public release and after the approval of the presiding judge. **No officer, agency, department, or governing body of a public agency shall disclose any contents of the report prior to the public release of the final report.**



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

Ready? Aim? Fire! Grand Jury Response

Beatriz Flores <beatriz.flores@cityofwatsonville.org>
To: grandjury@scgrandjury.org

Fri, Dec 11, 2020 at 11:39 AM

Dear Mr. Goldberg:

Please see the attached response regarding response Ready? Aim? Fire!

Will you please confirm receipt.

Sincerely,



Beatriz Vázquez Flores, MMC

City Clerk - (831)768-3040 or (831)768-3042

275 Main St., Suite 400, Watsonville CA, 95076

beatriz.flores@cityofwatsonville.org

Business Hours: 8:00 am to 5:00 pm Monday - Friday.

Grand Jury Response_Fire.pdf
112K

Ready? Aim? Fire!

Watsonville Fire Department

The 2019–2020 Santa Cruz County Civil Grand Jury

Watsonville Fire Department

Response to the Findings and Recommendations

Specified in the Report Titled

Ready? Aim? Fire!

Santa Cruz County on the Hot Seat

Chiefs,

Please write your response to each finding and recommendation. If you need it, instructions for respondents are on the next page.

I have bookmarked the starting page for findings and recommendations. If you click on the blue text below and then select bookmark, it will take you to the beginning of that section. I also made this available at the bottom of the instructions page.

[Findings start on page 3](#)

[Recommendations start on page 16](#)

Ready? Aim? Fire!

Watsonville Fire Department

Instructions for Respondents

California law PC §933.05 (included [below](#)) requires the respondent to a Grand Jury report to comment on each finding and recommendation within a report. Explanations for disagreements and timeframes for further implementation or analysis must be provided. Please follow the format below when preparing the responses.

Response Format

1. **For the Findings** included in this Response Packet, select one of the following responses and provide the required additional information:
 - a. **AGREE** with the Finding, or
 - b. **PARTIALLY DISAGREE** with the Finding and specify the portion of the Finding that is disputed and **include an explanation** of the reasons therefor, or
 - c. **DISAGREE** with the Finding and **provide an explanation** of the reasons therefor.
2. **For the Recommendations** included in this Response Packet, select one of the following actions and provide the required additional information:
 - a. **HAS BEEN IMPLEMENTED**, with a summary regarding the implemented action, or
 - b. **HAS NOT YET BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE**, with a timeframe or expected date for implementation, or
 - c. **REQUIRES FURTHER ANALYSIS**, with an explanation and the scope and parameters of an analysis or study, and a timeframe for that analysis or study; this timeframe shall not exceed six months from the date of publication of the grand jury report, or
 - d. **WILL NOT BE IMPLEMENTED** because it is not warranted or is not reasonable, with an explanation therefor.

Findings start on page 3

Recommendations start on page 16

Ready? Aim? Fire!

Watsonville Fire Department

Findings

F3. City and County officials have not collaborated with PG&E to identify the location of high risk PG&E electrical equipment, and so are left uninformed as to how to manage their responsibilities or how to instruct residents about potential danger due to proximity to this equipment.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The City of Watsonville does not have any wildland interface area that would require collaboration with PG&E. It is unknown if PG&E has met with other agencies who have areas that may be at risk due to their proximity to PG&E electrical equipment.

Ready? Aim? Fire!

Watsonville Fire Department

F5. Santa Cruz County would greatly benefit if steps were taken to implement the CAL FIRE, San Mateo - Santa Cruz Unit 2018 recommendation of developing detailed, site specific Community Wildfire Protection Plans for communities throughout the County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Watsonville Fire Department

F6. Response time data for fire departments in Santa Cruz County is challenging to obtain. Santa Cruz Regional 9-1-1 previously reported response time data in their annual reports, but did not do so in the 2018 or 2019 annual reports.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

If the information is requested, it is our understanding that it can be provided by Santa Cruz Regional 9-1-1.

Ready? Aim? Fire!

Watsonville Fire Department

F11. There are only approximately 17,000 accounts for the Santa Cruz County opt-in CodeRED™ emergency system, which implies that a significant portion of the County may not receive emergency alert messages, which potentially reduces residents' opportunity to take action in a timely, life-saving manner.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Watsonville Fire Department

F12. Long Range Acoustic Devices (LRADs), have been deployed in other areas of the state and have proven effective tools in alerting residents in urban and rural areas to a wildfire. However, Santa Cruz County has no such devices, increasing the risk to County residents.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

The areas that may benefit from an LRAD are those in the areas where fire danger is high and cell service is spotty to non-existent. Santa Cruz County would not need such devices across the entire County.

Ready? Aim? Fire!

Watsonville Fire Department

F19. Wildfire preparedness informational materials are well done and public education is attempted by fire departments in the County, but fails to sufficiently reach and motivate residents to act.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Outreach is conducted but it is also up to county residents to take an active part in their own safety.

Ready? Aim? Fire!*Watsonville Fire Department*

F20. The FireWise institution provides a valuable fire prevention program and, as of March 2020, there were eight FireWise communities registered in the County. Marin County, by contrast, with a similar population, has sixty registered communities, highlighting the need for more FireWise promotion and participation in Santa Cruz County.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Watsonville Fire Department

F21. The County Office of Emergency Services and fire agencies in the County encourage residents to be prepared for an emergency, however the passive mechanisms such as web sites used to encourage preparedness are not proving to be sufficient.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Watsonville Fire Department

F22. Property owners in the County are responsible for their own vegetation management, yet they are often not sufficiently educated about vegetation management practices, or do not have the capability, financial resources, or desire to create defensible space.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Watsonville Fire Department

F23. No single organization in the County is assuming a leadership role in Fire Hazard Mitigation. It is not clear whose responsibility it is to minimize this County wide risk.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

CalFire CZU meets with all Santa Cruz County chiefs on a regular basis and relays necessary information regarding fire dangers.

Ready? Aim? Fire!

Watsonville Fire Department

F24. The annual report to the County Board of Supervisors and the County Administrative Office by County Fire/CAL FIRE does not provide data or analysis of resources, response times, code enforcement, inspection, or education. This information is necessary to show what gaps exist between current performance and community needs in order for informed budget decisions to be made. Without adequate background information, the Board of Supervisors is unable to hold CAL FIRE accountable for the specific responsibilities specified in their contract.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Watsonville Fire Department

F26. Reporting data, statistics, and formats utilized by fire agencies throughout the County are highly inconsistent, uncoordinated, and therefore not readily evaluated and compared. The standard Insurance Services Office (ISO) rating system would be useful to adopt. Response time data are not well described or consistently reported by the jurisdictions, making accurate assessment difficult, especially by other agencies or by the public.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!*Watsonville Fire Department*

F29. The Grand Jury finds that formally specified baseline and target performance statements, in alignment with the Center for Public Safety Excellence Assessment Process, neither currently exist nor are they reported by fire departments in the County as required by best practice standards. There are no goals set or measures made of progress for review by the Board of Supervisors regarding County Fire/CAL FIRE performance. Other fire districts in the County are similarly remiss in reporting to their governing bodies. Appropriate goals would include progress on response times, vegetation management, and code inspection progress, all of which are necessary to properly quantify the budget and resources required for full-time, volunteer, and prison inmate workforces, in appropriate, affordable proportions.

AGREE

PARTIALLY DISAGREE – explain the disputed portion

DISAGREE – explain why

Response explanation (required for a response other than **Agree**):

Ready? Aim? Fire!

Watsonville Fire Department

Recommendations

R4. The fire districts of Santa Cruz County should establish a plan by January 2021, to develop actionable Community Wildfire Protection Plans (CWPP) that follow the framework established by the 2018 Santa Cruz County - San Mateo County CWPP. (F2, F5, F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

This will require agreement by all agencies before a specific time frame can be given.

Ready? Aim? Fire!

Watsonville Fire Department

R16. Fire departments throughout the County should take an active role in encouraging communities and neighborhoods to sign up for FireWise, and be measured on their success by their respective governing boards on an annual basis. (F19–F22)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Since the City of Watsonville does not have wildland interface areas this would not be needed in the City. Information can be shared on Social Media to assist surrounding agencies to encourage their communities.

Ready? Aim? Fire!

Watsonville Fire Department

R18. County Fire and the fire districts within the County should evaluate whether purchase of Long Range Acoustic Devices (LRADs) would be beneficial in helping notify residents to evacuate in an emergency by December 31, 2020. (F12, F15, F17, F18)

- HAS BEEN IMPLEMENTED** – summarize what has been done
- HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE** – summarize what will be done and the timeframe
- REQUIRES FURTHER ANALYSIS** – explain scope and timeframe (not to exceed six months)
- WILL NOT BE IMPLEMENTED** – explain why

Response explanation, summary, and timeframe:

Since the City of Watsonville does not have wildland interface areas this would not be needed in the City.

Ready? Aim? Fire!

Watsonville Fire Department

R23. Santa Cruz County and Cities should invest in an ALERTWildfire Imaging Surveillance system. Cameras should be purchased, installed, and tested to achieve full coverage of the County by the beginning of the 2021 fire season. (F4)

HAS BEEN IMPLEMENTED – summarize what has been done

HAS NOT BEEN IMPLEMENTED BUT WILL BE IMPLEMENTED IN THE FUTURE – summarize what will be done and the timeframe

REQUIRES FURTHER ANALYSIS – explain scope and timeframe
(not to exceed six months)

WILL NOT BE IMPLEMENTED – explain why

Response explanation, summary, and timeframe:

Since the City of Watsonville does not have wildland interface areas this would not be needed in the City. Information can be shared on Social Media to assist surrounding agencies to encourage their communities.



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

December 30, 2020

Martin Bernal, the Santa Cruz City Manager, is not required to respond to the Grand Jury's request. He sent the email on the following page, explaining that "The official response submitted by the City and approved by the City Council incorporates my comments..."

The Santa Cruz City Council was not assigned all the findings and recommendations assigned to the City Manager, so the City Council's response may not incorporate his input for Findings F3, F13, F14, F15, and F21 and Recommendations R11, R21, R22, and R23.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Grand Jury <grandjury@scgrandjury.org>

Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Martin Bernal <mbernal@cityofsantacruz.com>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Tue, Dec 29, 2020 at 10:53 AM

Thank you for following up and I apologize for the late response. The official response submitted by the City and approved by the City Council incorporates my comments and so I don't need to submit a separate response. Thank you again.

From: Grand Jury [mailto:grandjury@scgrandjury.org]
Sent: Monday, December 14, 2020 5:52 PM
To: Marn Bernal <mbernal@cityofsantacruz.com>
Subject: Santa Cruz City Manager Response to 2019-20 Grand Jury Reports - IMMEDIATE RESPONSE NEEDED

Dear Mr. Bernal,

This message is a reminder that your requested responses to the following 2019-20 Grand Jury Reports are past due:

1. Tangled Weave
2. Delaveaga Golf Course
3. Manager's of Risk
4. Failure to Communicate
5. Homelessness
6. Ready? Aim? Fire!

If you wish for your input to be considered, we encourage you to respond. Kindly notify us if you have decided that you do not intend to prepare a response to the report.

If you have any questions, or need further clarification, please feel free to contact the Grand Jury at grandjury@scgrandjury.org.

Thank you for your cooperation in this matter.

Sincerely,



County of Santa Cruz

Civil Grand Jury
701 Ocean Street, Room 318-I
Santa Cruz, Ca 95060
(831) 454-2099

November 23, 2020

The Scotts Valley City Manager, Tina Friend, is not required to respond to the Grand Jury's request. She sent the email on the following page, explaining that "The City of Scotts Valley's submitted response was drafted to be a holistic response from the City."

The Scotts Valley City Council was not assigned all the findings and recommendations assigned to the City Manager, so the City Council's response may not incorporate her input for Findings F3, F13, F14, F15, F16, and F21 and Recommendations R11, R21, R22, and R23.

The Correspondence Committee on behalf of

Richard H. Goldberg

Richard H. Goldberg, Foreperson
2020–2021 Santa Cruz County Civil Grand Jury



Santa Cruz County
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

**REMINDER, Report #10 Fire Risk, #24 of 25, SV City Manager,
IMMEDIATE RESPONSE REQUIRED!**

Tina Friend <tfriend@scottsville.org>
To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Fri, Nov 20, 2020 at 3:28 PM

Good a. ernoon Foreperson Goldberg,

Thanks for wring and pr oviding the opportunity to clarify. The City of Scos V alley's submi ed response was drafted to be a holisc r esponse from the City. Accordingly, there will not be another response from me. I apologize that that was unclear.

Thank you,

Tina

[Quoted text hidden]