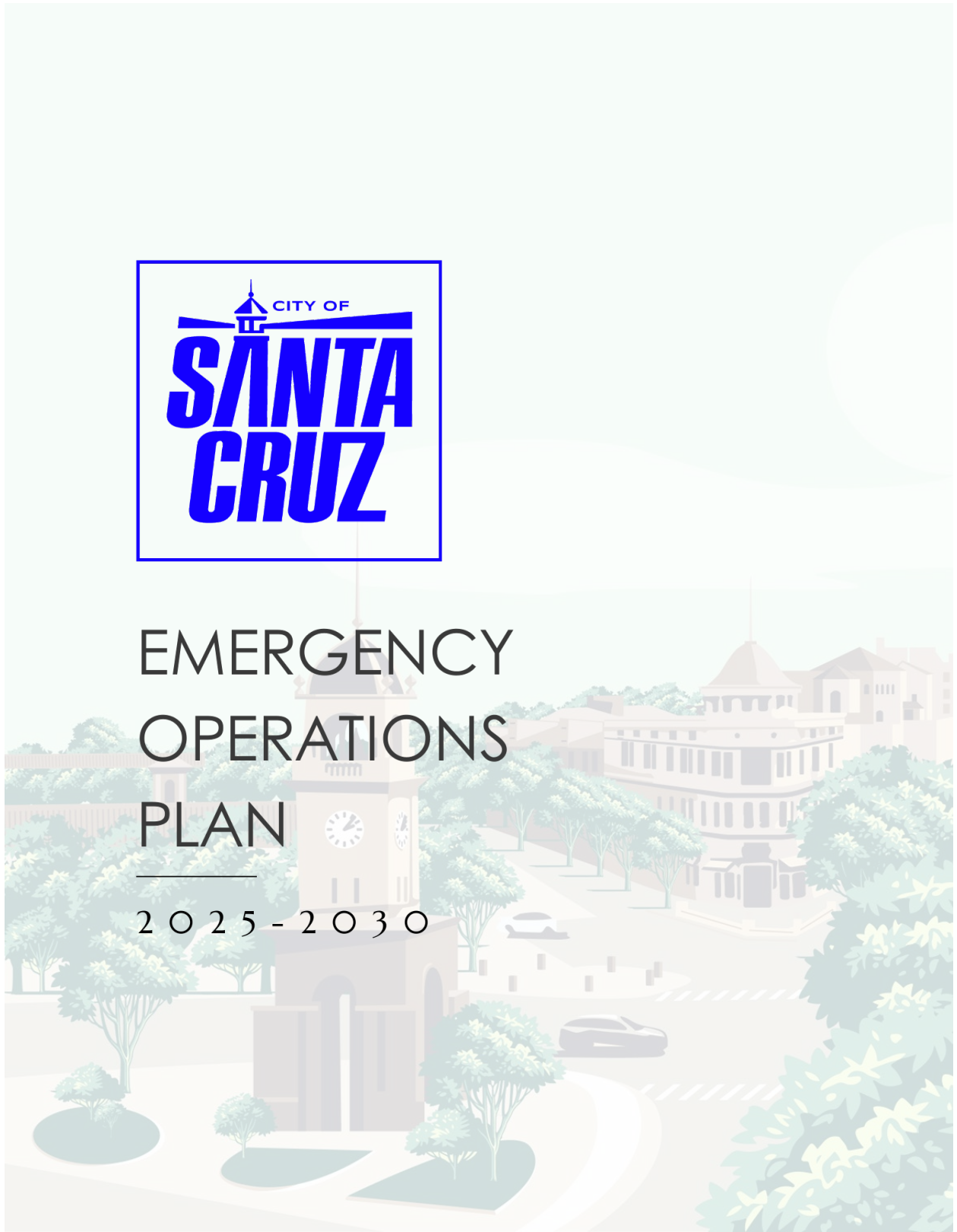




EMERGENCY OPERATIONS PLAN

2025 - 2030



ABOUT THIS PLAN

Who is this plan intended for?

This plan is intended for all City staff with emergency roles and for partner agencies that support the City during disasters.

What does the Emergency Operations Plan do?

The plan establishes how the City organizes, coordinates, and manages emergency response, recovery, and information-sharing.

What is an EOC?

A *City Emergency Operations Center* (EOC) is the central location where a city coordinates its response to emergencies or major incidents. It is not the place where field response happens; instead, it is where leaders, planners, and partner agencies collect information, set priorities, and coordinate resources.

Who does what in an emergency?

The plan assigns clear roles and responsibilities using the Incident Command System and the EOC structure so every unit knows its mission.

How do City departments use this plan?

Departments follow the roles, checklists, and coordination pathways assigned in the plan to carry out essential functions during an incident.

Where are additional hazard-specific plans found?

Hazard-specific annexes and protocols are published alongside the EOP and linked within it for quick access during an emergency.

When does this plan get activated?

The plan activates when an incident exceeds routine operations or when the City Manager or Fire Chief authorizes a coordinated emergency response.

How does the plan support decision-making?

The plan provides triggers, procedures, and coordination tools that guide timely, risk-based decisions during fast-moving events.



Table of Contents

PLAN OVERVIEW	9
Promulgation	9
Record of Changes	10
Department Coordination and Concurrence.....	11
Public Access and Distribution	12
Integration with other Plans	13
Training to the Plan	14
Review Cycle	14
Alignment with Planning Principles	14
SECTION 1: INTRODUCTION	17
1.1 Overview, Purpose, Scope	17
1.2 Objectives	18
1.3 Planning Assumptions.....	18
1.6 Alignment with Standards.....	19
SECTION 2: COMMUNITY PLANNING AREA, HAZARD/ THREAT ANALYSIS ...	21
2.1 Community Planning Area	21
2.2 Hazard and Threat Analysis Summary.....	25
2.3 Critical Infrastructure and Community Assets.....	30
2.4 Hazards Addressed through the Emergency Management Cycle	33
2.5 Alignment with Standards.....	34
SECTION 3: CONCEPT OF OPERATIONS	36
3.1 Purpose and Scope	36
3.2 Authority to Activate the Plan	36
3.3 Field Command and EOC Coordination	36
3.4 Emergency Proclamations and Declarations.....	37

3.5 Legal Authorities and Resolution of Legal Issues	41
3.6 Interdepartmental and Interagency Coordination	41
3.7 Equity, Access, and Community Considerations	42
3.8 Supporting Plans and Partner Coordination	42
3.9 Operational Priorities	43
3.10 Scalable And Flexible Operations.....	43
3.11 Alignment with Standards.....	43
SECTION 4: ORGANIZATION, ROLES, RESPONSIBILITIES, RESOURCES.....	45
4.1 ESF Roles and Responsibilities	45
4.2 ICS Organization	49
4.6 Staff Readiness.....	58
4.7 Resource Management, NIMS Capabilities.....	60
4.8 Alignment with Standards.....	60
SECTION 5: DIRECTION, CONTROL, and COORDINATION	63
5.1 Coordination	63
5.2 Structure of Command and Control	68
5.3 City Emergency Operations Center (EOC).....	71
5.10 Alignment with Standards.....	72
SECTION 6: INFORMATION COLLECTION, ANALYSIS, AND SHARING.....	75
6.1 Situational Awareness	75
6.2 Information Coordination & Dissemination	80
6.3 Emergency Communications Infrastructure	84
6.4 Alignment with Standards.....	87
SECTION 7: PUBLIC INFORMATION, ALERT AND NOTIFICATION	90
7.1 Emergency Public Information Principles.....	90
7.2 Roles, Responsibilities & Authorities	91
7.3 Coordinated Information Sharing	91
7.4 Continuity, Testing & Maintenance	93

7.5 Alignment with Standards.....	94
SECTION 8: ADMINISTRATION, FINANCE, AND LOGISTICS	96
8.1 Finance & Administration Overview	96
8.2 Documentation & Record-Keeping	96
8.3 Vital Records Protection.....	97
8.4 Procurement & Contracting.....	98
8.5 Cost Tracking and Timekeeping.....	98
8.6 Disaster Cost Recovery	98
8.7 Insurance Administration	98
8.8 Logistics Coordination Interface	99
8.9 Demobilization Documentation & After-Action Records	99
8.10 Alignment with Standards.....	99
SECTION 9: RECOVERY	102
9.1 Recovery Organization	102
9.2 Damage Assessment & Community Needs Analysis	102
9.3 Sources of Emergency Reimbursements and Assistance	103
9.4 Housing, Human Services & Community Recovery.....	103
9.5 Long-Term Economic and Infrastructure Recovery	104
9.6 Environmental and Natural Resources Recovery.....	104
9.7 Transition to Mitigation & Resilience Planning.....	104
9.8 Alignment with Standards.....	104
SECTION 10: PLAN MAINTENANCE	107
10.1 Update Process Assumptions and Notes.....	108
10.2 Plan Maintenance Process Assumptions and Notes.....	110
10.3 Alignment with Standards.....	111
SECTION 11: ALIGNMENT WITH STANDARDS	114
11.1. Alignment with Federal Frameworks.....	114
11.2 Alignment with California State Frameworks and Authorities	115

11.3 Alignment with Regional and Operational Area Plans..... 116
11.4 Alignment with Local Plans 117
11.5 Summary of Alignment..... 117

APPENDICES

1. Glossary of Terms and Acronyms
2. Critical Infrastructure and Key Resources
3. Emergency Support Functions
4. EOC Position Checklists
5. NIMS Resource Inventory and Capabilities
6. ICS Forms A
7. ICS Forms B
8. Contact List

PLAN OVERVIEW

Includes:

- Promulgation
- Record of Changes
- Department Coordination
- Public Access and Distribution List
- Integration with other Plans
- Training to the Plan
- Review Cycle
- Alignment with Standards

PLAN OVERVIEW

Promulgation

The promulgation document confers EOP official status and assigns City staff the responsibility to prepare and maintain the supporting standards outlined here. It commits the City to the ongoing process of training, exercises, and plan maintenance efforts needed to support the EOP. The promulgation document also allows the chief executive to affirm their support for emergency management.

Office of the City Manager

PROMULGATION OF THE 2025–2030 EMERGENCY OPERATIONS PLAN

As City Manager, I hereby **approve and promulgate the 2025–2030 City of Santa Cruz Emergency Operations Plan (EOP)**. This plan provides the official framework the City will use to prepare for, respond to, recover from, and mitigate emergencies and disasters affecting our community. Promulgation grants the EOP formal authority and directs **all City departments** to support and maintain the standards, roles, and procedures outlined in the plan. Each department is responsible for ensuring staff readiness, developing and updating internal procedures, and integrating emergency management into daily operations.

By issuing this promulgation, the City affirms its commitment to **ongoing training, exercises, and plan maintenance**, recognizing that effective emergency management requires continuous improvement and coordination across the organization.

This letter also serves as my statement of support for the City’s emergency management program and for the collaborative work required to protect life, property, infrastructure, and the environment. I extend my appreciation to the City staff and partner agencies who contributed to the development of this plan.

The **2025–2030 Emergency Operations Plan** is hereby approved and effective immediately.



City Manager, City of Santa Cruz



Date

City Manager
 City of Santa Cruz, California

Record of Changes

RECORD OF CHANGES		
Date	Revisions	Contact
2004	Whole document review; update	R.Solick
2005	Revise format	R.Solick
2006	Whole document review; update	R.Solick
2006-2007	Revise format	R.Solick
2007	Content update	R.Solick
2008	Whole document review; update	R.Solick
2009	Content update; Glossary; Acronyms	R.Solick
2010	SEMS/NIMS; whole document	R.Solick
2010	Annex review	R.Solick
2011	Distribution; Annex review	R.Solick
2012	EOP Crosswalk	R.Solick
2013	Appendices B: Hazard Analysis	R.Solick
2015	EOP Crosswalk CalOES	P. Horvat
2017– 2018	EOP Crosswalk CalOES	R.Solick / P. Horvat
2025	EOP Crosswalk CalOES, CPG101, EMAP	M.Albert

Department Coordination and Concurrence

This Emergency Operations Plan represents the coordinated work of all City departments, each of which contributed subject-matter expertise, operational insights, and departmental requirements during its development. Their input, review, and refinement are reflected throughout this plan, ensuring that the document accurately describes the City’s capabilities, responsibilities, and collective approach to emergency preparedness, response, and recovery. A single emergency operations framework requires joint decision-making, participation in plan reviews, and agreement on responsibilities. The staff listed below reflect this vision for unity in how the City prepares for, responds to, and recovers from emergencies.

DEPARTMENT COORDINATION	
Department	Representative
City Manager’s Office	Michelle Templeton
Fire Department	Rob Oatey
Police Department	Bernie Escalante
Public Works Department	Kevin Crossley
Risk Management	Ross Brandon
Water Department	Chris Coburn
Finance Department	Elizabeth Cabell
Parks and Recreation Department	Mike Godsy
Planning Department	Lee Butler
Economic Development	David McCormic
Human Resources	Sara DeLeon
Information Technology	Ken Morgan

Public Access and Distribution

The following entities received electronic copies of this EOC. This Emergency Operations Plan will be accessible in digital format on the City of Santa Cruz website. Printed copies may also be reviewed or obtained by the public at the Fire Department Administration Office and at City Hall upon request.

Feedback Requested	
ORGANIZATION	Date
Public (Draft posted online)	3/26/2026
Prospect Heights Firewise, Highland Firewise	3/30/2026
Coastal Haven Families	3/30/2026
City of Santa Cruz Community Emergency Response Team (CERT & County CERT	3/30/2026
County Office of Response, Recovery & Resilience	3/23/2026
University of California Santa Cruz	3/23/2026
Downtown Association of Santa Cruz	3/30/2026
Santa Cruz Metro Transit	3/30/2026
Santa Cruz Port District/ Harbormaster	3/30/2026
American Red Cross Central Coast Chapter	3/30/2026
Boy Scouts of America – Monterey Bay Area Council (includes Santa Cruz)	3/30/2026
Vista Center	3/30/2026
City of Watsonville & Watsonville Fire	3/30/2026
City of Capitola	3/30/2026
City of Scotts Valley, Scotts Valley Fire Department	3/30/2026
Santa Cruz Metro Transit	3/30/2026
Community Bridges	3/30/2026
Santa Cruz City Schools	3/30/2026

Integration with other Plans

Plan	Relationship to EOP / Purpose	Plan Maintenance
Emergency Operations Plan (This Document)	Defines how the City organizes, leads, and coordinates emergency response; establishes policy and operational expectations.	Lead: OES. All City departments participate. City Council approval required.
2025–2030 Local Hazard Mitigation Plan (LHMP)	Identifies hazards, vulnerabilities, and long-term risk-reduction strategies that inform emergency planning.	Lead: CMO/OES—full departmental engagement. City Council approval required.
General Plan (Housing & Safety Elements)	Provides a policy framework and programs that guide land-use, safety, and resilience strategies intertwined with emergency planning.	Updated through City planning processes; adopted by City Council.
Wildfire Resiliency Plan	Outlines strategies to reduce wildfire risk and strengthen preparedness and response across the WUI.	Leads: OES, Water, Parks & Recreation.
Water Department Emergency Response Plan (ERP)	Department-specific emergency procedures with detailed mutual aid, resource, and operational guidance complementary to the EOP.	Lead: Water Department; coordinated with OES to ensure alignment.
Wharf Master Plan	Long-range planning, infrastructure, and operations guidance intersect with evacuation, coastal hazards, and emergency response.	Updated through planning and capital project processes.
Emergency Planning Annexes	Detailed operational and tactical plans supporting the EOP (e.g., Tsunami Plan, Alert & Warning Annex, Evacuation Annex, COOP, Extreme Weather Protocol).	Lead: OES with participating departments. Updated as procedures and capabilities evolve.

Training to the Plan

The City of Santa Cruz Emergency Management Training Program establishes a structured approach to preparing staff for emergency response. It defines training pathways for two groups: (1) City staff assigned to specific Emergency Operations Center (EOC) roles, and (2) City staff who do not have designated EOC positions but may be required to support City operations as Disaster Service Workers (DSWs) during an emergency.

The Office of Emergency Services (OES) Manager, in coordination with EOC Section Chiefs, maintains and regularly refines role-specific training requirements. This includes ongoing familiarization with the EOC environment, individual position responsibilities, decision-making expectations, and the systems used to manage incidents, including SEMS, ICS, and NIMS. Training requirements are adjusted as plans, systems, and threats evolve to ensure staff readiness remains aligned with the City's most likely emergency scenarios.

The City reinforces this training through a quarterly emergency exercise program, primarily using tabletop exercises. These exercises are explicitly tied to the Emergency Operations Plan (EOP) and its supporting annexes, and are designed to translate written plans into operational practice. Each exercise highlights specific elements of the EOP that are most relevant to participating departments, allowing staff to build confidence, test assumptions, and strengthen coordination across City functions. Together, the APO, ongoing role-based training, and recurring exercises ensure that the City's emergency plans are living documents that are routinely practiced, refined, and understood by staff before an emergency occurs.

Review Cycle

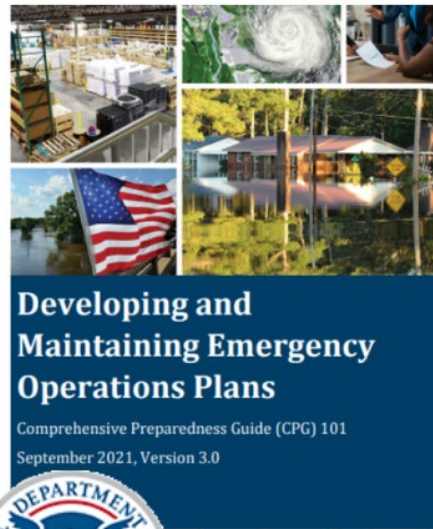
The EOP will be reviewed and updated periodically by the EOC Director, with Section Chiefs responsible for providing interim staffing updates and revised contact information. Comprehensive reviewing and updating occur every three to five years. Departments must submit updated Standard Operating Procedures to ensure compliance with the EOP Concept of Operations. Information about the Updating process for this EOP is detailed in [Section 10: Plan Maintenance](#).

Alignment with Planning Principles

This Plan was developed in alignment with the Federal Emergency Management Agency's Planning Principles (CPG101 2021, pp1-2):

1. Planning should be community-based, representing the whole population and its needs.

2. Planning should emphasize caring for people with disabilities and individuals with access and functional needs, infants, children, and older adults.
3. Planning should include all stakeholders in the community.
4. Planning should address equity in all phases of the planning process.
5. Planning should engage the private sector.
6. Planning should include elected and appointed officials throughout the process.
7. Planning is a fundamental process to manage risk.
8. Planning should use analytical approaches to address uncertainty.
9. Planning should consider all hazards and threats.
10. Time, uncertainty, risk, and experience influence planning.
11. Planning is a key component of the National Preparedness System.
12. Plans should clearly identify the mission, supporting goals, and desired results.
13. Planning should depict the anticipated environment for action.
14. Planning does not need to start from scratch.
15. Planning should identify tasks, allocate resources to accomplish those tasks, and establish accountability.
16. Effective plans tell those with operational responsibilities what to do and why, and they instruct those outside the jurisdiction how to provide support and what to expect.



FEMA

SECTION 1: INTRODUCTION

Includes:

- Overview, Purpose, Scope
- Objectives
- Assumptions
- Alignment with Standards



SECTION 1: INTRODUCTION

Plan overview, purpose, scope, objectives, and assumptions

1.1 Overview, Purpose, Scope

◆ EMERGENCY OPERATIONS PLANS ◆

An EOP is the official playbook for how a jurisdiction prepares for, responds to, and recovers from emergencies. It assigns roles, establishes coordination structures, and guides decisions when normal operations are disrupted. This EOP applies to all City departments and partner agencies. *It does not replace field expertise — it provides the structure within which expertise is applied.*

The City of Santa Cruz Emergency Operations Plan (EOP) defines departmental roles and operations across all phases of emergency management, aligns with municipal code and state/federal frameworks, and sets standard procedures for mitigation, preparedness, response, and recovery. It ensures coordination with other jurisdictions. The City of Santa Cruz plans for, and responds to, emergency events in accordance with the Santa Cruz County Operational Area Memorandum of Understanding (MOU). This MOU ratifies local government agreements to comply with SEMS, as mandated by California law.

This plan identifies the operational concepts and procedures associated with coordinating and supporting field response to emergencies, emergency operations center activities, and the recovery process.

The City of Santa Cruz Emergency Operations Plan (EOP) provides a flexible framework for coordinating citywide response to any emergency—natural or human-caused—that may impact the community. The EOP consists of a Base Plan and supporting annexes and attachments. It aligns with the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and integrates with county, state, and federal emergency guidance. The plan is scalable to address various incidents and evolving threats. It supports coordination with regional partners, neighboring jurisdictions, and special districts.

◆ STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS) ◆

- California’s mandatory framework for organizing emergency response across all levels of government (Gov. Code §8607).
- **Tiers:** *Field* → *City* → *Operational Area (County)* → *Region* → *State*
- All City emergency operations must comply with SEMS as it aligns City actions with County, State, and Federal response.

◆ **NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)** ◆

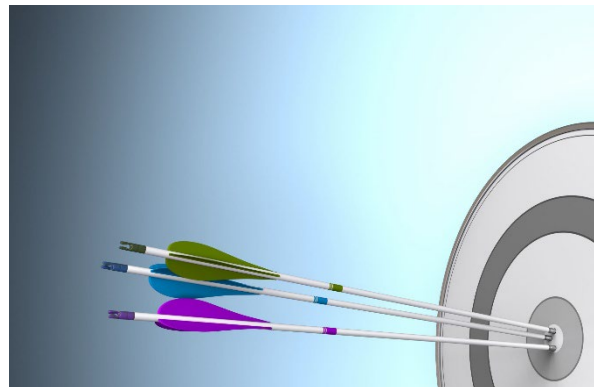
- Federal framework (HSPD-5) that standardizes terminology, structure, and processes for emergency management nationwide.
- Required for all jurisdictions receiving federal preparedness funding.
- NIMS compliance includes ICS use, resource typing, and training standards. All City staff must complete IS-700.

This EOP complements and connects with other City emergency and resilience planning efforts, including the Continuity of Operations and Continuity of Government (COOP/COG) Plans, and the Local Hazard Mitigation Plan (LHMP). It reflects a whole community approach that prioritizes inclusive engagement, especially for historically underserved populations and individuals with access and functional needs.

1.2 Objectives

The following objectives guide the EOP:

- Define the City’s emergency management structure and coordination systems.
- Support an inclusive, community-centered approach to preparedness, response, recovery, and mitigation.
- Clarify roles, responsibilities, and lines of authority across City departments and partners.
- Facilitate effective use and coordination of resources before, during, and after an emergency.
- Strengthen partnerships with outside agencies and mutual aid providers.
- Ensure all planning is accessible, adaptive, and aligned across local and regional levels.



1.3 Planning Assumptions

Planning assumptions anchor the plan in realistic conditions, set expectations for how the City and partners will operate, and clarify what the plan does—and does not—presume during an incident. They ensure everyone uses the same starting point when interpreting roles, making decisions, and activating the plan.

- Emergency authorities are activated through local, state, and federal proclamations or declarations, and SEMS and NIMS guide all emergency management activities.
- The Governor may proclaim a State of Emergency with or without a City request.
- All City employees are Disaster Service Workers, limited by safety training and equipment requirements, and the City Injury and Illness Prevention Program remains in effect.
- Emergency management includes and protects diverse and AFN populations, with full compliance with ADA and non-discrimination laws.
- Response is coordinated at the lowest practical level, escalating only as required, AND Coordination spans all levels of government, special districts, nonprofits, businesses, and volunteers.
- Incidents may occur suddenly and without warning.
- Coastal geography and limited access may delay aid.
- Communications systems may fail.
- Mutual aid will be requested when City capacity is exceeded.
- Departments maintain and update supporting plans and procedures.
- This EOP is all-hazards, flexible, and adaptable to operational needs.
- EOP and communications are designed for accessibility, with ongoing commitment to Section 508 compliance

1.6 Alignment with Standards

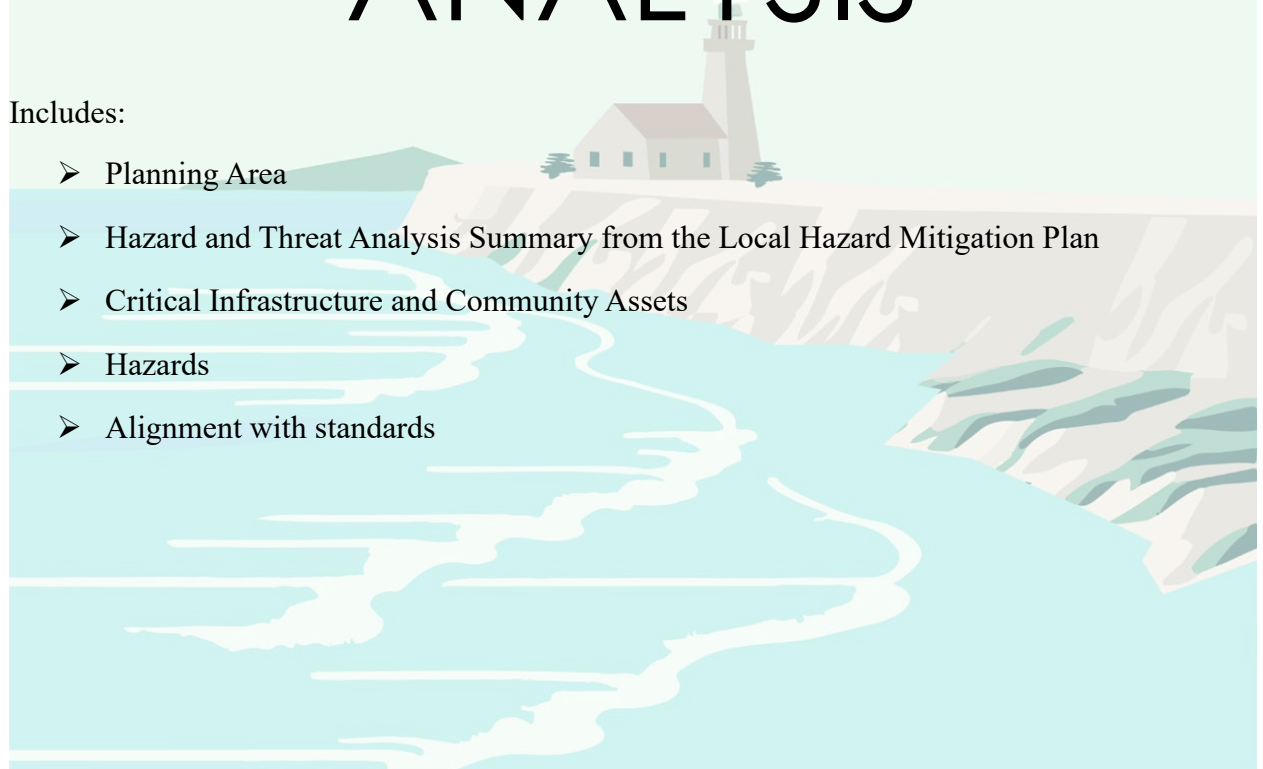
This section aligns with national, state, and regional standards to ensure consistency and interoperability across all phases of emergency management. It meets key EMAP criteria, including hazard and risk analysis (4.1, 4.3), whole community integration (4.4), and clear goals and objectives (4.6). The plan follows the Cal OES 2023 EOP Crosswalk (§1–§10) and FEMA CPG-101 planning guidance, incorporating required elements, standardized structure, and accessibility principles. It also mirrors the County of Santa Cruz EOP assumptions and applies SEMS/NIMS concepts to ensure coordinated roles across Local, Operational Area, and State levels.



SECTION 2: COMMUNITY PLANNING AREA, HAZARD/ THREAT ANALYSIS

Includes:

- Planning Area
- Hazard and Threat Analysis Summary from the Local Hazard Mitigation Plan
- Critical Infrastructure and Community Assets
- Hazards
- Alignment with standards



SECTION 2: COMMUNITY PLANNING AREA, HAZARD/ THREAT ANALYSIS

This section summarizes the impacts of different natural hazards presented through the FEMA-approved [2025–2030 City of Santa Cruz Local Hazard Mitigation Plan](#) (LHMP) Risk Assessment (Section 4). The LHMP’s hazard, vulnerability, and risk analysis is integrated here into an all-hazards emergency operations planning threat framework consistent with FEMA’s Comprehensive Preparedness Guide (2021).

2.1 Community Planning Area

The City of Santa Cruz, seat of Santa Cruz County, lies on the northern Monterey Bay, 32 miles south of San Jose and 75 miles south of San Francisco. Covering 12.69 square miles, it has a compact urban core bordered by redwood forests, agricultural land, parks, and coastal recreation areas that form a greenbelt. Known for its moderate climate and diverse natural and built environment, the City features coastal bluffs, lagoons, the Santa Cruz Beach Boardwalk, UC Santa Cruz, and the Monterey Bay National Marine Sanctuary. The 2020 Census counted 62,956 residents; proportional analysis shows 59,424 living in the City’s 34 neighborhoods defined by the 2030 General Plan.

◆ Why Geography Matters ◆

- Mountains and the Pacific Ocean bound Santa Cruz. Limited roads link parts of the community. Access can be cut off in multiple hazard scenarios.
- **Population swells seasonally: ~63,000 residents + 19,000 UCSC students + peak summer tourism.**
- *These factors shape every aspect of this plan: evacuation routes, shelter capacity, resource staging, and communication strategies.*

Neighborhood	Area (acres)	Population
Arana Gulch	66.46	0
Banana Belt Neighborhoods	454.77	5,188
Beach and Boardwalk District	98.26	1,369
Beach Hill/Beach Flats Neighborhoods	60.09	983
Branciforte Drive Neighborhoods	48.87	636
California Street/Mission Hill Neighborhoods	158.45	2,152

Neighborhood	Area (acres)	Population
Carbonera Neighborhoods	212.09	332
DeLaveaga Park	552.98	39
Downtown District	88.35	1,559
Downtown Neighborhoods	187.48	3,804
Harvey West District	247.46	890
King Street Neighborhoods	238.89	3,033
Lighthouse Field State Beach	47.66	56
Lighthouse/The Circles Neighborhoods	572.21	7,015
Lower Ocean Neighborhoods	77.93	1,727
Lower Seabright Neighborhoods	117.98	781
Mission Street Corridor	73.34	834
Moore Creek Upland Open Space	250.76	17
Natural Bridges State Beach	66.65	47
Nearby Lagoon	61.66	472
Ocean Street Corridor	30.98	543
Pogonip	619.69	13
Prospect Heights Neighborhoods	226.97	2,223
River Street District	65.17	763
San Lorenzo Park Neighborhoods	7.40	40
Soquel Avenue Corridor	91.21	1,081
Tanner Heights Neighborhoods	73.44	216
University of California, Santa Cruz	1057.46	8,458
Upper Ocean Neighborhoods	33.34	733
Upper Seabright Neighborhoods	481.65	6,430
Water Street Corridor	65.97	923
Western Drive/Nobel Neighborhoods	579.87	3,762
Westlake Neighborhoods	396.71	2,443
Westside Industrial District	391.87	862

Seasonal Variability: The City population fluctuates seasonally. The University of California, Santa Cruz (UCSC) houses approximately 10,000 students across ten residential colleges, and enrolls more than 19,000 students each academic year. The **peak tourism season is from June to September**



The City population fluctuates seasonally. UCSC houses approximately 10,000 students across ten residential colleges, and enrolls more than 19,000 students each academic year. The peak tourism season is from June to September, with more than 4 million daily throughout Santa Cruz County and overnight visitors per year.

Neighborhood Populations



8,458
UCSC



7,015
The Circles /
Lighthouse



6,430
Upper
Seabright



5,188
Banana
Belt



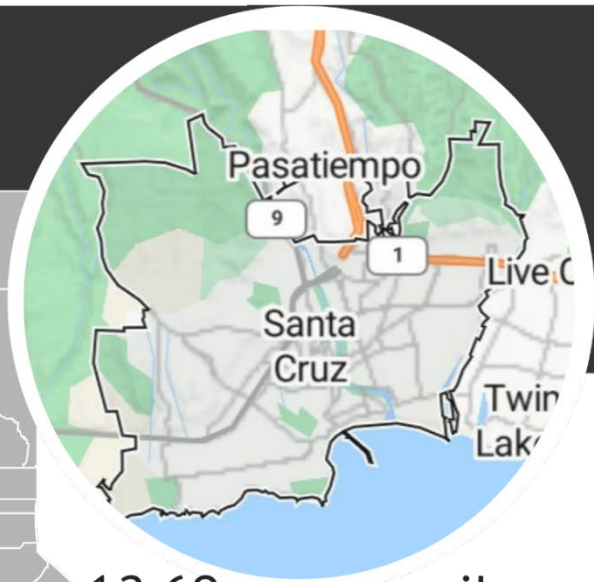
3,804
Downtown


2030 population 73, 375

Association of Monterey Bay Area Governments
2030 projection- 2025-2030 LHMP

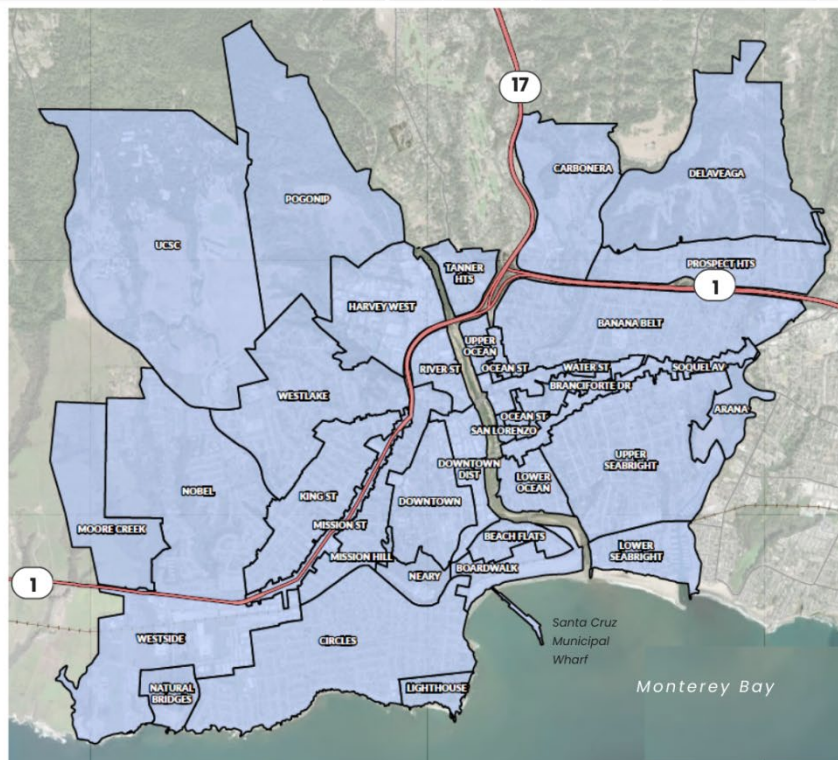


City of Santa Cruz COMMUNITY HAZARD PROFILE



City population:
62,581
4,941.6 
per sq. mi.

12.69 square miles
34 neighborhoods



2.2 Hazard and Threat Analysis Summary

The City Emergency Operations Plan builds on the Local Hazard Mitigation Plan by translating hazard, spatial, and demographic risk analysis into an emergency-management lens focused on response needs, coordination, and decision-making. This section first summarizes the natural hazards identified in the LHMP, including population vulnerability, critical infrastructure and asset exposure, and historical hazard patterns. It then addresses human-caused hazards, which involve more uncertain and complex variables and require a different analytical approach.

Different hazards affect different parts of the City, expose different populations to risk, and disrupt different City services, infrastructure, and operational functions. The 2025-2030 LHMP provides maps showing areas at risk from each of the ten natural hazards assessed. These can be found in Appendix B of that document.

2.2.1 Natural Hazards

Santa Cruz’s coastal setting, seismic risk, aging infrastructure, and climate stressors heighten exposure, particularly for vulnerable populations and critical assets. Primary natural hazards posing a risk to the City include

◆ CASCADING HAZARDS ◆

When one hazard triggers another. Examples:

Earthquake → dam failure → flooding | Wildfire → rain → landslides | Power outage → water system failure → public health crisis

Cascading hazards increase complexity and resource demands. This plan assumes compound events are possible and plans for them.



coastal erosion, flooding (riverine, flash, and coastal), earthquakes, landslides, sea level rise, tsunamis, wildfire, extreme heat, drought, and dam failure. Any of these may turn into a **cascading hazard**. Historical records show recurring storm-related disasters, particularly associated with atmospheric rivers, El Niño

conditions, and coastal storms. Climate change is projected to intensify many of these hazards.

Natural Hazards - 2025-2030 LHMP		
Coastal Erosion	Flooding	Earthquake
Dam Failure	Landslides	Extreme Heat
Drought	Sea Level Rise	Tsunami
		Wildfire



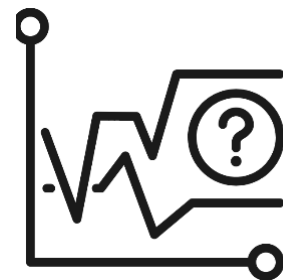


2.2.2 High-Risk Areas and Vulnerable Populations

High-risk areas include the entire coastal edge of the City, particularly West Cliff Drive, the Beach and Boardwalk District, Seabright neighborhoods, Natural Bridges State Beach, and the Santa Cruz Harbor, which are exposed to coastal erosion, flooding, and tsunami inundation. Inland, the San Lorenzo River corridor and lower-lying downtown areas are vulnerable to riverine and flash flooding. Hillside and foothill areas such as DeLaveaga Park, Pogonip, Moore Creek, and UC Santa Cruz are highly susceptible to landslides and wildfire. Critical infrastructure at risk includes transportation corridors, water and wastewater systems, power and communications infrastructure, hospitals, congregate care facilities, and coastal recreational and commercial assets. Vulnerable populations include residents in floodplains, coastal zones, wildfire-prone neighborhoods, lower-income communities, visitors, unhoused populations, and individuals with access and functional needs.

2.2.3 Historical Occurrence and Likelihood of Future Risk

Historical data show repeated storm-related disasters, including multiple federal disaster declarations for flooding, landslides, and coastal storms, as well as significant tsunami impacts in 2011 and 2022. Earthquake risk remains high due to proximity to major fault systems, with the majority of the City subject to strong ground shaking. Drought and extreme heat events have increased in frequency over the past two decades. Based on climate projections and historical trends, these hazards are expected to continue—and in many cases intensify—over future planning horizons, making them a persistent and credible threat to the jurisdiction



2.2.4 Human-caused Hazards

In addition to natural hazards, Santa Cruz faces artificial threats and cascading scenarios that disrupt public safety, services, and community wellbeing. Risks include power outages from planned or unplanned power outages, equipment failures, wildfires, cyberattacks that turn off critical infrastructure, active-attacker incidents, and civil unrest. Terrorism or other intentional attacks featuring weapons. **CBRNE** stands for *Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE)* describes a category of active

◆ CBRNE ◆
<ul style="list-style-type: none"> • Chemical • Biological • Radiological • Nuclear • Explosive • A category of deliberate or accidental threats requiring specialized response capabilities. • The City does not maintain CBRNE response teams locally. Response is coordinated through County OES, Cal OES, and federal partners (FBI, FEMA, DOD).

attack outside the City of Santa Cruz's experience, but not beyond the State's or Nation's expertise. Various factors, events, and concurrent issues might threaten the region and the City's agricultural security, food, and water supplies. Cascading hazards occur when events overlap—wildfire followed by rain causing landslides, earthquakes triggering dam failures and power outages, or heatwaves during power outages. These compound events heighten risks to vulnerable populations and essential systems, requiring integrated planning, interagency coordination, and adaptable response.



The City of Santa Cruz's understanding of intentional and non-natural hazards—including cyberterrorism, civil unrest, active attackers, and other deliberate disruptions—is informed through partnerships with the County Operational Area and the Northern California Regional Intelligence Center (NCRIC), the regional hub for intelligence-sharing. As the designated regional fusion center, the NCRIC provides intelligence analysis, threat briefings, and information on suspicious activity directly relevant to local risks and critical infrastructure. The City's link to the NCRIC is further supported through statewide channels, including the California State Threat Assessment Center (STAC), which focuses on strategic threat trends that may affect local jurisdictions. Together, these relationships ensure Santa Cruz has access to vetted intelligence that strengthens preparedness for human-caused hazards and supports the rapid exchange of information before and during evolving threats.

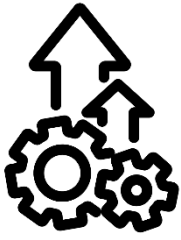
2.2.5 Integration of Threat Intelligence / Man-Made Hazards

The City incorporates threat intelligence and situational awareness from state and local fusion centers, Joint Terrorism Task Forces, Cal OES, federal partners, and regional coordination bodies to inform its hazard and threat analysis. This includes information related to terrorism, civil unrest, cybersecurity threats, and emerging risks that may not be captured solely through historical hazard data. Intelligence products and partner briefings are integrated into planning, preparedness, and operational decision-making to ensure alignment with broader regional and national threat assessments.

2.2.6 All-Hazards and Emerging Threat Considerations

The City's hazard and threat analysis incorporates agricultural security and food supply considerations (including drought and supply chain disruptions), cybersecurity risks to municipal systems and critical services, and chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents through coordination with regional, state, and federal partners. Pandemic risk is addressed as a distinct but overlapping hazard, informed by recent experience and integrated into continuity, public health, and mass care planning.

2.2.7 Assumptions, Methods, and Tools



The hazard and threat analysis is based on the methodologies outlined in the LHMP, including hazard profiling, historical frequency analysis, climate projections, vulnerability overlays, and consequence-based assessment. Tools and references include FEMA hazard mitigation planning guidance, state hazard analysis methodologies, Cal-Adapt climate projections, USGS seismic models, FEMA flood mapping, and locally developed vulnerability analyses. The analysis assumes continued population growth, aging infrastructure, climate-driven hazard amplification, and regional interdependence.

2.2.8 Mapping of High-Risk Areas

Maps included in the LHMP and referenced in the EOP depict high-risk areas for coastal erosion, floodplains, seismic shaking zones, landslide susceptibility, wildfire hazard severity zones, tsunami inundation areas, sea level rise projections, and critical infrastructure locations. These maps are used operationally to inform evacuation planning, protective actions, resource prioritization, and situational awareness during emergencies.

2.2.9 Cross-Jurisdictional and Regional Risks

The City recognizes that many hazards may originate outside its jurisdiction, including watershed runoff, upstream dam failure, regional power or communications outages, wildfire spread, coastal and marine incidents, tsunamis, and civil disturbance or terrorism affecting neighboring jurisdictions. Regional coordination and mutual aid are therefore integral to the City's hazard and threat planning assumptions.

2.2.10 Time-Based Variables

Time variables significantly influence hazard impacts and response complexity. These include seasonal storm patterns, wildfire seasonality, drought cycles, tourist and special event surges, daily commute periods, school schedules, and the speed of onset of different hazards (e.g., earthquakes and tsunamis versus prolonged storms or heat waves). These variables are incorporated into preplanning, staffing, evacuation considerations, and public messaging strategies.

2.3 Critical Infrastructure and Community Assets

A detailed inventory of these community assets and critical infrastructure appears in Appendix 2 to this Plan and serves as a foundational reference for preparedness, response, and recovery planning.

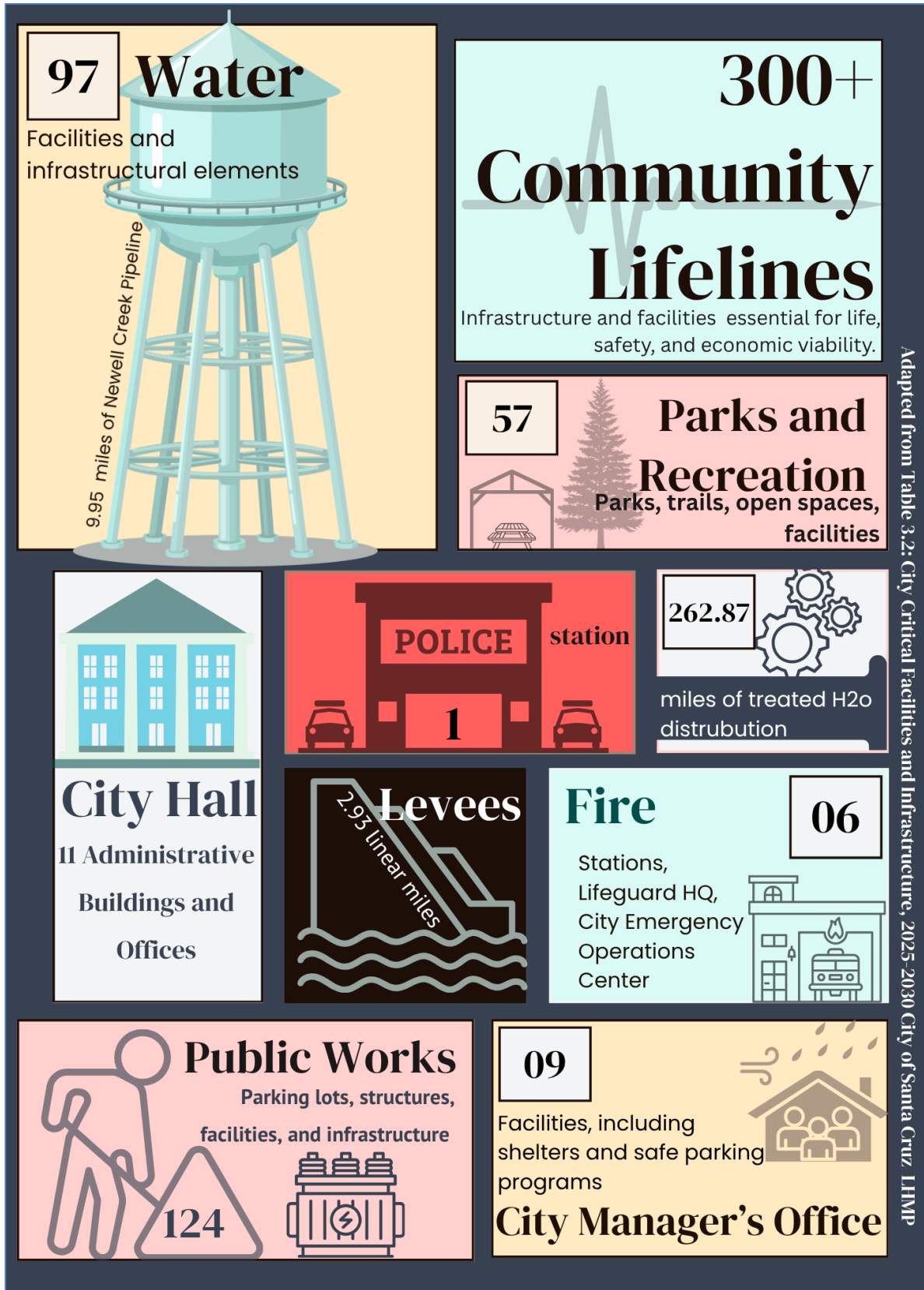
Vulnerability and impact analysis explicitly considers critical infrastructure protection by identifying infrastructure exposed to high-hazard areas and assessing interdependencies among systems such as power, water, transportation, communications, and healthcare. The analysis recognizes that infrastructure failure—whether caused by natural hazards, cyber incidents, or human-caused events—can cascade across jurisdictions and significantly increase consequences, necessitating coordinated response and prioritization during EOP activation.

FEMA identifies “community lifelines and other critical facilities” essential to life, safety, and economic viability. For this plan, these types of assets are referred to as “critical facilities and infrastructure” for City-owned and/or operated facilities and infrastructure and “other major assets” for buildings and facilities that are located within City limits, utilized by the community, and often serve as community gathering places but are not owned and/or operated by the City. **Maps showing the locations of critical infrastructure are available in the LHMP Appendix B Figures 3a through figure 5.**

The City maintains a diverse portfolio of facilities that support governance, emergency response, community services, and infrastructure operations. City departments manage core assets, including City Hall campus buildings, fire stations and the Emergency Operations Center, a police station, and a wide network of parks, recreation sites, and community facilities. Public Works and Water Department assets form the backbone of critical infrastructure, spanning transportation systems, stormwater and wastewater facilities, and an extensive water supply and distribution network. These systems include reservoirs, pipelines, treatment facilities, pumps, and wells that sustain daily operations and emergency response capabilities.

The community also relies on a broad set of external and partner-owned assets, including schools, libraries, affordable housing, historic structures, and major destinations such as the Santa Cruz Beach Boardwalk, Santa Cruz Harbor, and Kaiser Permanente Arena. Transportation infrastructure, including Highways 1, 9, and 17 and a network of bridges, enables regional connectivity and evacuation movement. Natural systems such as the San Lorenzo River, local creeks, levees, and watersheds play a critical role in flood management and environmental stability. Water supply assets, including Loch Lomond, provide essential storage capacity and long-term resilience.





Adapted from Table 3.2: City Critical Facilities and Infrastructure, 2025-2030 City of Santa Cruz LHMP

2.4 Hazards Addressed through the Emergency Management Cycle

The entire community shares responsibility for the city’s emergency management organization. Individuals and households must prepare emergency plans, maintain supplies, and stay informed to protect themselves and their families. The private sector ensures continuity of operations, safeguards employees and customers, and supports resource needs during disasters. Community-based organizations engage vulnerable populations, deliver essential services, and help build resilience before, during, and after emergencies. Together, these roles form an integrated approach to mitigation, preparedness, response, and recovery that strengthens the city’s ability to withstand and recover from disasters.

◆ Phases of Emergency Management ◆
<ul style="list-style-type: none"> • MITIGATION — Reduce risk before it becomes an emergency. (Land use codes, seismic retrofits, public education.) • PREPAREDNESS — Plan, train, equip, and exercise before an incident. (This EOP, drills, EOC training.) • RESPONSE — Immediate actions to save lives and stabilize the incident. • RECOVERY — Restore services and community functions. Short-term (weeks) and long-term (years).

The following outlines the roles of whole community partners across the phases of the emergency management cycle:



Mitigation: City hazard reduction is shared across sectors: elected officials set codes and policies; departments maintain infrastructure and implement projects; businesses invest in safe operations; nonprofits educate and advocate; households take protective measures; and county, state, and federal agencies provide funding, guidance, and regulation.

Planning and Preparedness: Emergency planning and preparedness is a shared responsibility: city leadership sets priorities, allocates resources, and promotes training; departments maintain and exercise plans; businesses ensure continuity and staff readiness; nonprofits engage communities and volunteers; households plan, equip, and practice; and public partners align operations and provide technical support.

Response: During emergencies, city leadership declares and funds the response; departments execute plans and sustain services; businesses protect people and facilities while offering support; nonprofits provide essential relief; households evacuate and follow guidance; and public partners deliver mutual aid and specialized assistance.

Recovery: In recovery, city leadership drives policy and aid; departments restore infrastructure and manage debris; businesses reopen and stabilize the economy; nonprofits support residents

and rebuilding; households repair and recover; and public partners provide funding, expertise, and programs.

2.5 Alignment with Standards

Section 2 provides the City’s hazard and threat summary, drawing on and explicitly aligning with the Local Hazard Mitigation Plan and other hazard studies, and directly implementing EMAP’s requirements for hazard identification, risk assessment, and consequence analysis. This section fulfills CPG-101 and Cal OES crosswalk expectations for a Situation Overview and risk environment description, including major threats such as flooding, wildfire smoke, tsunamis, and coastal hazards. Its structure and hazard list are consistent with the County EOP’s hazard analysis and OA-level risk framing, supporting a common picture of risk across the Operational Area.



SECTION 3: CONCEPT OF OPERATIONS

Includes:

- Purpose and Scope
- Activation Authority
- Coordination with Field Command
- Emergency Proclamations and Declarations
- Legal Authorities
- Coordination
- Equity, Access, and Community Considerations
- Supporting Plans
- Operational Priorities
- Scalable and Flexible Planning Features



SECTION 3: CONCEPT OF OPERATIONS

3.1 Purpose and Scope

This Concept of Operations (CONOPS) describes how the City of Santa Cruz manages emergencies across the preparedness, response, and recovery continuum, with primary emphasis on response coordination. It defines authority, roles, decision-making processes, and coordination mechanisms used by City departments and partners to manage incidents of varying scale and complexity. The CONOPS ensures a transparent, flexible, and operationally consistent approach to emergencies, aligned with the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

3.2 Authority to Activate the Plan

The City Manager, acting as the Director of Emergency Services under Santa Cruz Municipal Code Chapter 2.20 and the California Emergency Services Act, has the authority to activate this Emergency Operations Plan (EOP) and the City Emergency Operations Center (EOC), in whole or in part. Department Directors, the Fire Chief, or the Police Chief may recommend activation based on incident conditions, forecasted impacts, or anticipated resource needs. Activation authority may also be exercised in coordination with Santa Cruz County, Cal OES, or the Governor when conditions exceed local capability.

Emergency response in the City of Santa Cruz follows the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) as required under Homeland Security Presidential Directive-5 and California Government Code §8607. Field-level command begins with the first qualified responder on scene and is formally transferred to more qualified personnel as they arrive, consistent with ICS command transfer protocols.

3.3 Field Command and EOC Coordination

◆ FIELD OPERATIONS VS EOC OPERATIONS ◆

- **FIELD (ICS/IC):** Commands on-scene operations. Directs resources. Makes tactical decisions.
- **EOC:** Does NOT command the field. Supports field command with policy decisions, resource coordination, interagency liaison, and situational awareness.
- Clear separation of these roles prevents duplication and confusion during a response.

Emergency response begins at the field level under the Incident Command System (ICS). The first qualified responder assumes command, with command formally transferred as additional qualified personnel arrive, consistent with ICS protocols. When incidents escalate or are anticipated—such as during severe weather, flooding, coastal hazards, or other emerging threats—the City may activate its EOC to provide policy direction, resource coordination, situational awareness, and interagency support. The EOC does not command field operations; it supports field command through coordination, logistics, planning, and information management. More information about EOC organization of roles and responsibilities is found in section 4.

[See also Section 5: Direction, Control, and Coordination](#)

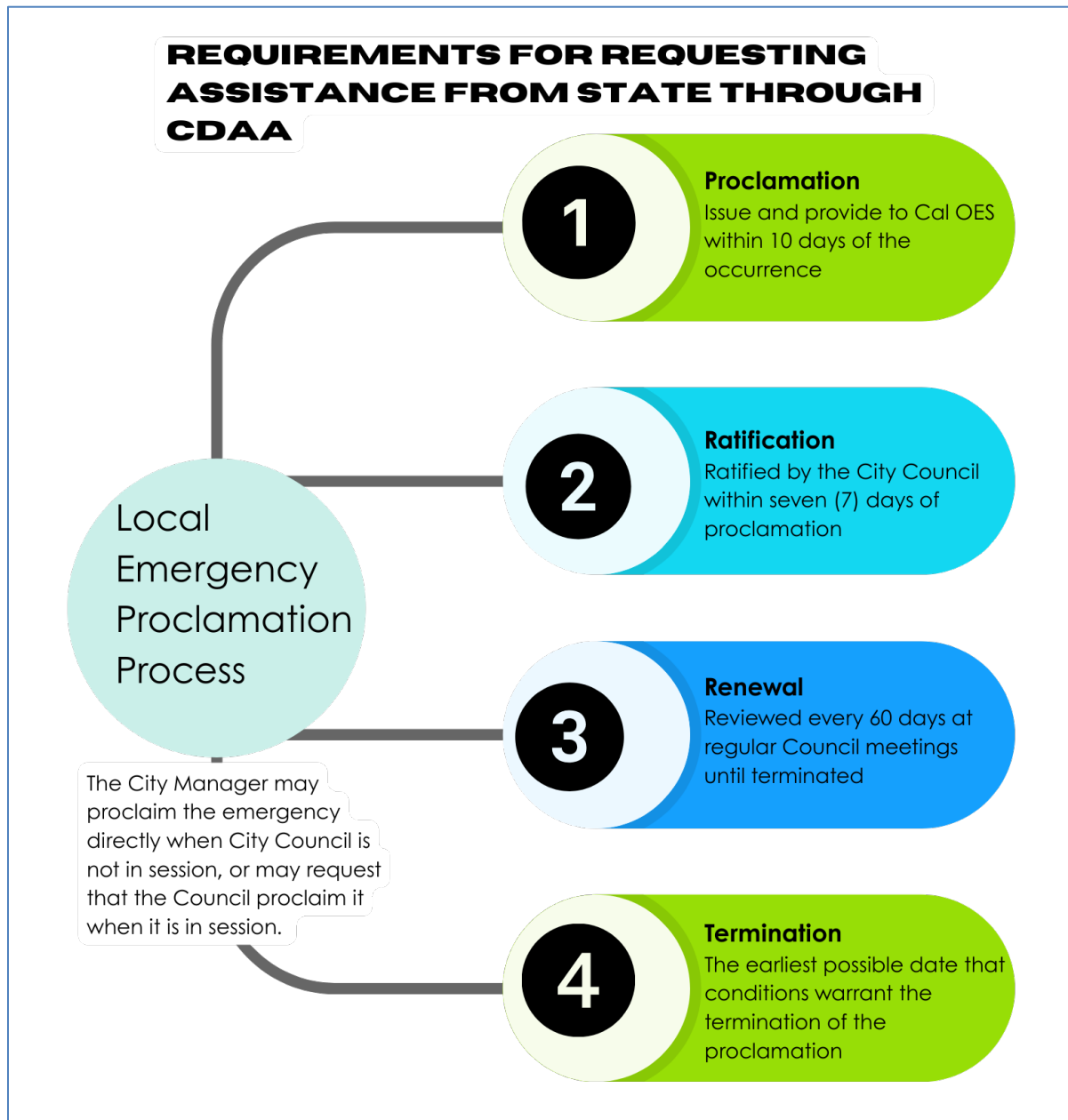
[See also Section 5.3 City EOC](#)

3.4 Emergency Proclamations and Declarations

◆ LOCAL EMERGENCY PROCLAMATION ◆

- A formal legal declaration that conditions exceed normal capacity (Gov. Code §§8630–8634).
- Issued by: The City Manager (Director of Emergency Services).
- Effect: Activates emergency powers • Enables state/federal aid requests • Unlocks CDAA and FEMA reimbursement eligibility.
- Must be ratified by City Council within 7 days. Renewed every 30 days. Timing directly affects cost recovery eligibility.

When conditions are, or are likely to become, beyond local response capability, the City Council or the Director of Emergency Services (the City Manager) may proclaim a Local Emergency pursuant to California Government Code §§8630–8634 and Santa Cruz Municipal Code Chapter 2.20. Local Emergency Proclamations must comply with the timeline described below so that related costs are eligible for reimbursement under the California Disaster Assistance Act (CDAA).



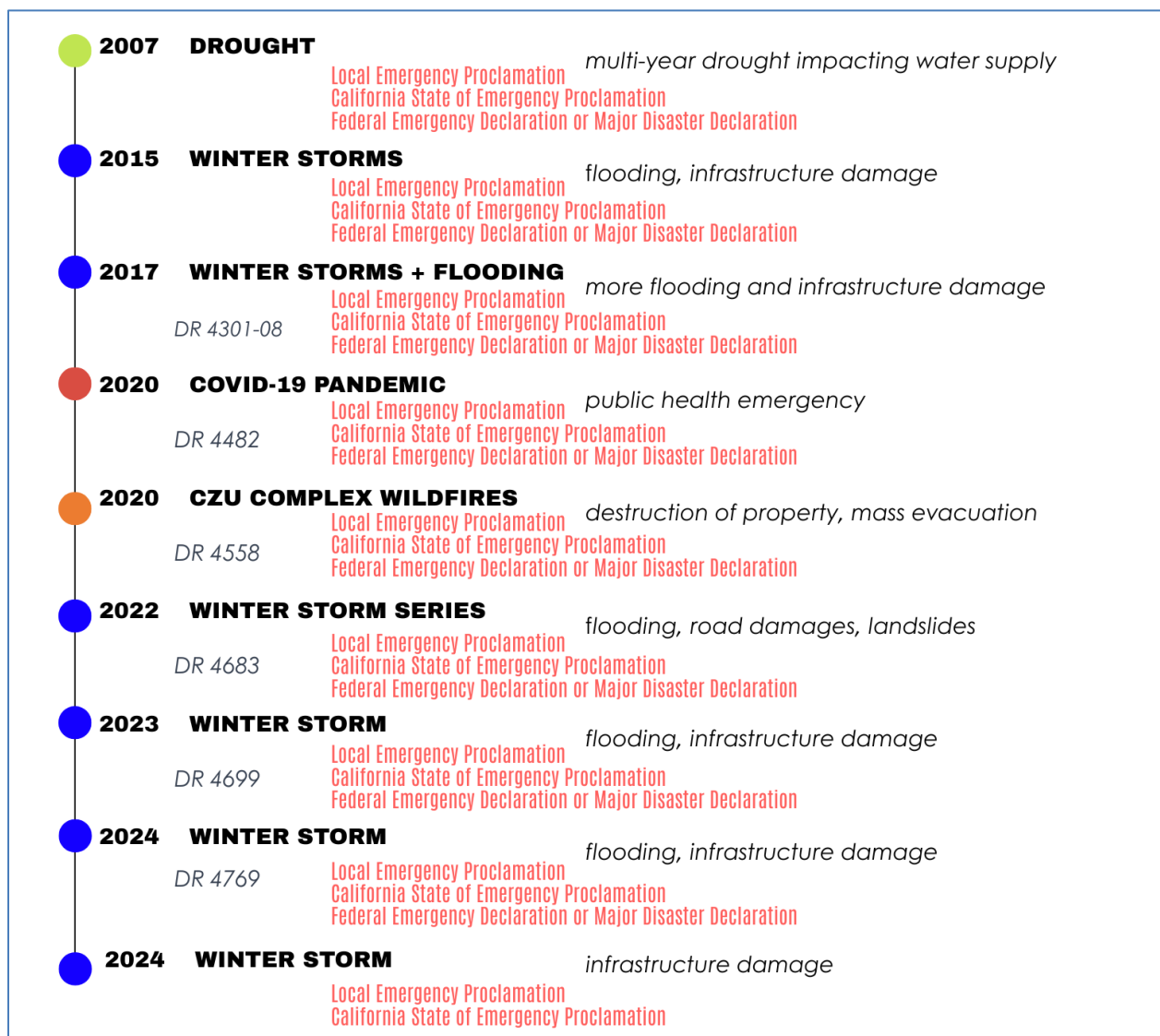
The City coordinates emergency proclamations with Santa Cruz County Operational Area partners and Cal OES to support requests for a State of Emergency or a Federal Emergency or Major Disaster Declaration under the Stafford Act, when warranted. While not strictly required for every incident, a **state emergency proclamation** often precedes or accompanies a federal declaration because it helps establish the severity, mobilize state resources, and document that local/state capacity is exceeded. (E.g., Ca Gov. Code § 8625 for state emergency.)

What this means operationally:

As incident complexity increases, the City moves through a tiered legal and management framework that:

1. **Activates** ICS/EOC coordination (NIMS/SEMS compliance)
2. **Authorizes** heightened emergency powers (local ordinance + Gov. Code §8630)
3. **Unlocks** state and federal resources (CDAA + Stafford Act)
4. **Improves** eligibility for cost recovery (FEMA Public Assistance, 44 CFR §206)

This ensures the City can rapidly mobilize, expand capabilities, and protect life, property, and essential infrastructure when disasters exceed normal operating conditions.



FAQs: Emergency Proclamations

When is a Local Emergency Proclaimed?

When conditions are, or are likely to become, beyond local capability, the City Manager/Emergency Services Director may proclaim a Local Emergency under California Government Code §§8630–8634.

How is a Local Emergency Proclaimed?

The proclamation:

- Must be ratified by City Council within 7 days and reviewed every 60 days per Gov. Code §8630(c)
- Must be issued within 10 days of incident onset for eligibility under the California Disaster Assistance Act (CDAA), Gov. Code §8680 et seq.
- Grants extraordinary authorities (e.g., curfews, emergency orders) authorized in Santa Cruz Municipal Code Chapter 2.52
- Formally documents impacts using damage assessment reporting standards required by Cal OES and FEMA Public Assistance regulations (44 CFR Part 206)
- A Local Emergency Proclamation is a legal prerequisite for requesting state and federal disaster support

How is a State Emergency Proclaimed?

- Requested by the City Council through Cal OES, supported by a local proclamation and Initial Damage Estimate (IDE) per California Emergency Services Act, Gov. Code §8625.
—Or—
- Issued unilaterally by the Governor when “conditions of extreme peril” exceed local capabilities (Gov. Code §8625).

How is a Federal Emergency Declared?

Federal declarations—Emergency or Major Disaster—may follow under the Robert T. Stafford Act (42 U.S.C. §§5121-5207) When

- damage and losses exceed state/local capacity to respond and recover (including financial, staffing, equipment, and logistics).
- mutual-aid or multi-jurisdictional response is required across regions, and the state recognizes that additional federal support is necessary.
- Governor certifies that the event meets the federal definition and submits the request.

3.5 Legal Authorities and Resolution of Legal Issues

Emergency operations are conducted under the authorities provided by the Santa Cruz Municipal Code, the California Emergency Services Act, SEMS, NIMS, and applicable state and federal regulations. The City Attorney advises the Director of Emergency Services and the EOC on legal questions arising from preparedness, response, and recovery actions, including:

- Interpretation of emergency powers and authorities
- Emergency contracting and procurement
- Mutual aid and resource agreements
- Liability considerations and disaster service worker status

3.6 Interdepartmental and Interagency Coordination

The Emergency Management Organization (EMO) coordinates with all relevant City departments, boards, and divisions to ensure a unified City response. Departments perform emergency functions that align with their day-to-day responsibilities to the greatest extent possible.

The City coordinates closely with:

- Santa Cruz County Operational Area agencies
- Neighboring jurisdictions
- Cal OES and state agencies
- Federal partners, as required

Coordination follows SEMS and NIMS principles to ensure interoperability, shared situational awareness, and effective resource management.



3.7 Equity, Access, and Community Considerations

Emergency operations prioritize life safety and are implemented in a manner that addresses the needs of people of color and others who have been historically underserved, marginalized, or adversely affected by persistent poverty and inequality. Planning and response efforts incorporate equity considerations in evacuation, sheltering, communications, and recovery operations. Collectively these considerations are considered Access and Functional Needs (AFN).

The City accounts for:

- **Children:** including safety, reunification, sheltering, and access to essential services.
- **Individuals with disabilities and others with access and functional needs:** including physical accessibility, programmatic accommodations, and accessible communications.
- **Household pets and service animals:** including evacuation, sheltering, and reunification considerations consistent with state and federal guidance.

♦ ACCESS AND FUNCTIONAL NEEDS (AFN) ♦

- Individuals who may require additional assistance before, during, or after an emergency.
- Includes: people with disabilities • limited English proficiency • older adults • children • unhoused residents • medical device users • people with limited transportation.
- ADA compliance and non-discrimination requirements apply to ALL emergency operations. AFN considerations are built into evacuation, sheltering, alerting, and recovery planning.

3.8 Supporting Plans and Partner Coordination

This EOP is supported by and coordinated with other response and support plans, including but not limited to:

- Hospital and healthcare emergency plans
- School and childcare emergency plans
- Facility-specific emergency and continuity plans
- Departmental emergency procedures and annexes

These plans collectively support the implementation of this EOP and ensure coordinated, whole-community emergency management.

3.9 Operational Priorities

During all emergencies, the City operates according to the following priorities:

- **Save Lives** – Protect life and health equitably and inclusively.
- **Protect Property** – Safeguard public and private property, critical infrastructure, and essential services.
- **Preserve the Environment** – Minimize impacts to natural and cultural resources.
- **Restore Services** – Support continuity of government and community recovery.

3.10 Scalable And Flexible Operations

The City’s emergency management posture is scalable and adaptable. EOC activations, staffing levels, and coordination mechanisms are adjusted based on incident magnitude, duration, and complexity. Regular City operations may need to be suspended for the duration of the emergency.

3.11 Alignment with Standards

This Concept of Operations section aligns with FEMA CPG 101, the Cal OES EOP Crosswalk, and EMAP standards by clearly defining how the City manages emergencies through preparedness, response, and recovery. It establishes legal authorities, activation procedures, ICS and EOC coordination, operational priorities, and interagency responsibilities consistent with SEMS and NIMS requirements. The section explains the relationship between field operations and EOC support to promote clear direction, coordination, and resource management during incidents. It also demonstrates scalable and flexible emergency management structures that can expand as incidents grow in complexity. Supporting plans, partner coordination, and continuity of operations concepts are integrated throughout the section. Equity, Access and Functional Needs (AFN), and whole-community planning principles are also incorporated to support inclusive and accessible emergency operations.



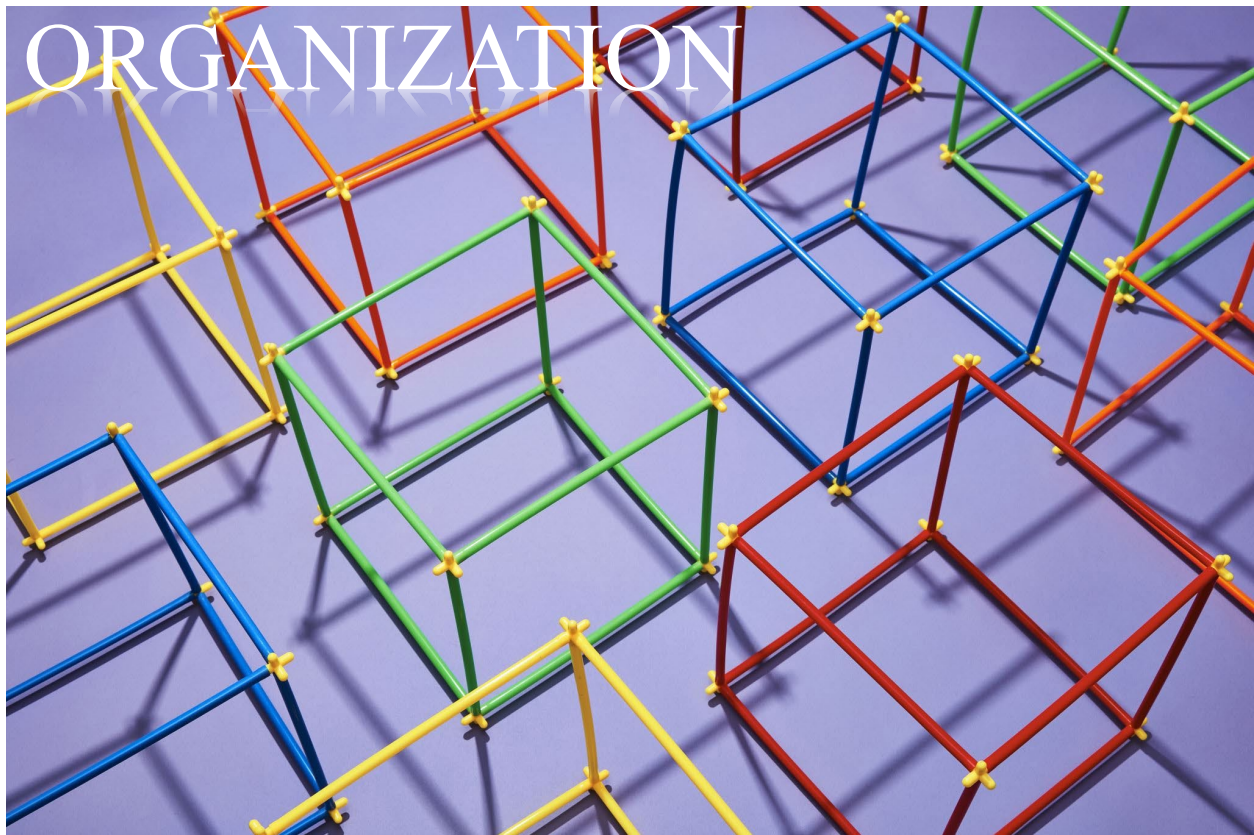
SECTION 4: ORGANIZATION, ROLES, RESPONSIBILITIES, RESOURCES

Includes:

- Emergency Support Functions: Roles
- ICS Organization
- Staff Readiness
- Resource Management, NIMS Capabilities

SECTION 4: ORGANIZATION, ROLES, RESPONSIBILITIES, RESOURCES

For information about how the City coordinates during an emergency response refer to [Section 5](#). This plan presents organization first by describing the City’s Emergency Support Frameworks and then by defining the City Emergency Operations Center organization.



4.1 ESF Roles and Responsibilities

◆ Emergency Support Function (ESF) ◆

- ESFs organize response by FUNCTION, not department. Each ESF groups related capabilities under a lead agency.
- 18 ESFs cover: Transportation • Communications • Public Works • Firefighting • Emergency Management • Mass Care • Logistics • Public Health • HAZMAT • Utilities • Law Enforcement • Recovery • Public Information • Finance • Cybersecurity.

- ESF numbering matches County, State, and Federal systems — enabling seamless coordination across jurisdictions.

A detailed inventory of these Emergency Support Functions appears in Appendix 3 to this Plan and serves as a foundational reference for preparedness, response, and recovery planning.

The 2025 Emergency Operations Plan (EOP) introduces the **Emergency Support Function (ESF)** framework as a key organizational element alongside the traditional Incident Command System (ICS). Emergency Support Functions organize City emergency response by function rather than department, aligning City operations with County, State, and National response systems.

Emergency Support functions

Each ESF defines a coordinated capability and assigns lead and supporting departments alongside external partners, ensuring **clear roles and cross-jurisdictional interoperability**. The ESF framework aligns the City’s structure with the systems used at the County, State, and Federal levels, promoting consistency and interoperability across jurisdictions.

How do ESFs work with ICS?

When combined with ICS, it provides a comprehensive and flexible foundation for managing incidents of any scale or complexity. Together, these two systems formalize and clarify areas of coordination and responsibility that were previously informal or undefined in earlier versions of the City’s EOP. ***This integrated approach ensures that City departments and partner agencies can operate cohesively under a shared structure that supports effective communication, decision-making, and resource management.***



The City’s Emergency Support Functions (ESFs) correspond to those used at the County, State, and Federal levels. While the same functional areas provide a common framework for coordination, ESFs often look different at the city level. Certain functions—such as Food and Agriculture—are typically led by County or State agencies, with the City contributing to regional coordination and local implementation as needed. These functions are included here to demonstrate alignment with established emergency management frameworks and to support seamless integration across all levels of government.

4.1.1 Emergency Support Functions

Note: Across local, county, state, and federal emergency management frameworks, Emergency Support Functions use the same functional numbering and titles (for example, Transportation) but apply different prefixes or formatting—such as ESF 1, CA-ESF 1, or ESF #1—to reflect the governing jurisdiction and framework while preserving functional alignment.

City ESF	In the City EOC
<p>ESF 1: Transportation</p> <p><i>Coordinates the movement of people, goods, and equipment. Maintains evacuation routes and traffic flow during emergencies.</i></p>	<p>Logistics Section (Transportation Unit)</p> <p><i>Coordinates closely with Operations Section (evacuation, care and shelter needs, infrastructure branch) and Planning Section (situation analysis)</i></p>
<p>ESF 2: Communications</p> <p><i>Restores and maintains phone, radio, and data systems. Supports alerts and information flow.</i></p>	<p>Logistics Section (IT/ Communications Unit)</p>
<p>ESF 3: Public Works</p> <p><i>Repairs and clears infrastructure, restores utilities, manages debris, and supports damage assessment.</i></p>	<p>Operations Section (Infrastructure Unit)</p> <p><i>Coordinates closely with Planning Section (Situation Analysis / Damage Assessment Unit)</i></p>
<p>ESF 4: Firefighting and Marine Safety</p> <p><i>Coordinates firefighting and rescue on land and water. Provides suppression, marine response, and mitigation of hazardous conditions.</i></p>	<p>Operations Section (Fire Branch)</p>
<p>ESF 5: Emergency Management</p> <p><i>Directs EOC operations, resource coordination, situation reporting, and interagency communication.</i></p>	<p>Management Section (Planning Section)</p> <p><i>Coordinates most closely with: All Sections, with primary linkage to Planning and Operations.</i></p>
<p>ESF 6: Mass Care & Shelter</p> <p><i>Provides sheltering, feeding, and human services for displaced residents. Coordinates with social and community partners.</i></p>	<p>Operations Section (Care and Shelter Branch)</p> <p><i>Coordinates closely with Management Section (Liaison with outside agencies, partners) and Logistics Section (volunteers, supplies, facilities, transportation)</i></p>
<p>ESF 7: Logistics</p> <p><i>Tracks and delivers resources, manages staging areas, and coordinates procurement and supply chains.</i></p>	<p>Logistics Section</p>

City of Santa Cruz Emergency Operations Plan 2025-2030

City ESF	→	In the City EOC
<p>ESF 8: Public Health & Medical</p> <p><i>Supports medical response, EMS, disease control, and public health messaging.</i></p>		<p>Operations Section (Care and Shelter Branch)</p> <p>County takes the lead on Disease control, City supports with Care and Shelter Operations and on Public Information</p>
<p><i>ESF 9: Search & Rescue (merged w/ ESF 4 and 13)</i></p>		
<p>ESF 10: Hazardous Materials</p> <p><i>Responds to hazardous material releases, spills, and cleanup operations.</i></p>		<p>Operations Section (Fire Branch)</p>
<p>ESF 11: Food, Agriculture & Animal Services</p> <p><i>Protects food safety and coordinates pet and livestock evacuation and sheltering.</i></p>		<p>Operations Section (Care and Shelter Branch)</p>
<p>ESF 12: Utilities</p> <p><i>Restores power, water, wastewater, and solid waste systems.</i></p>		<p>Operations Section (Infrastructure Branch)</p>
<p>ESF 13: Law Enforcement & Evacuation</p> <p><i>Provides law enforcement, evacuation, access control, and public order.</i></p>		<p>Operations Section (Law Branch)</p>
<p>ESF 14: Infrastructure</p> <p><i>Leads short- and long-term recovery, debris removal, and damage documentation.</i></p>		<p>Operations Section (Infrastructure Branch) & Planning Section (Situation Analysis and Damage Assessment Unit / Economic Recovery Unit)</p>
<p>ESF 15: Public Info, Alert & Warning</p> <p><i>Coordinates media releases and emergency alerts. Ensures clear, bilingual, and accessible public information.</i></p>		<p>Management Section (PIO)</p>
<p><i>ESF 16: Evacuation (merged w/ ESF 13)</i></p>		
<p>ESF 17: Disaster Finance & Cost Recovery</p> <p><i>Tracks expenses, manages disaster accounting, and leads reimbursement and claims.</i></p>		<p>Finance Section (Recovery and Cost Analysis Unit) & Planning Section (Economic Recovery Unit)</p>
<p>ESF 18: Cybersecurity</p> <p><i>Protects City networks and data systems, monitors cyber threats, and restores IT functionality.</i></p>		<p>Logistics Section (IT and Communications Unit) & Management Section</p>

The following table identifies the lead City departments for each Emergency Support Function (ESF). Lead departments coordinate efforts within their assigned function supported by other City departments, outside agencies, and partner organizations. *This framework builds upon the matrices of departmental functional responsibilities established in the City’s 2011 and 2018 Emergency Operations Plans, recognizing that roles and responsibilities remain adaptive and dynamic as conditions, capabilities, and partnerships evolve.* The list serves as a foundation for coordination and a starting point for engaging partner agencies when collaboration has not yet been established.

4.1.2 ESF Leading and Supporting Departments

ESF	Title	Lead Department	EOC Section / Unit
1	Transportation	Public Works	Logistics — Transportation Unit
2	Communications	Information Technology (IT)	Logistics — IT/Communications Unit
3	Public Works & Engineering	Public Works, Water	Operations — Infrastructure Branch
4	Firefighting & Marine Safety	Fire	Operations — Fire Branch
5	Emergency Management	Office of Emergency Services (OES), Human Resources, CMO	Management / Planning Sections
6	Mass Care, Shelter & Human Svc.	Parks & Rec, Human Resources	Operations — Care & Shelter Branch
7	Logistics & Resource Support	Human Resources, Finance	Logistics Section (Personnel and volunteers), Finance Section

ESF	Title	Lead Department	EOC Section / Unit
8	Public Health & Medical	County Health, Fire	Operations — Care & Shelter Branch
9	Search & Rescue	Fire	Merged → ESF 4 & 13
10	Hazardous Materials	Fire	Operations — Fire Branch
11	Food, Agriculture & Animal Care	Parks & Rec	Operations — Care & Shelter Branch
12	Utilities & Energy	Water	Operations — Infrastructure Branch
13	Public Safety & Security	Police, Fire, OES	Operations — Law Branch
14	Recovery	Public Works, Human Resources, Finance	Operations & Planning Sections
15	Public Information & Warning	CMO- Communications, Office of Emergency Services	Management — PIO
16	Evacuation	Police Dept.	Merged → ESF 13
17	Disaster Finance & Cost Recovery	Finance Dept.	Finance / Admin Section
18	Cybersecurity	IT	Logistics / Management Sections

ESF	Title	Lead Department	EOC Section / Unit
19	Elected Officials / Governance ★	CMO	Management — Policy Group
20	Continuity of Operations	All	Management / Planning Sections

4.2 ICS Organization

The City’s coordinated response to an emergency uses the **Incident Command System (ICS)**, a standardized, scalable framework for managing incidents of any size or complexity. ICS provides a common organizational structure, terminology, and set of management principles that allow City departments, mutual aid partners, and outside agencies to operate together effectively under a single, coordinated command.

◆ INCIDENT COMMAND SYSTEM ◆

- Standardized, scalable management structure for any incident type or size. Required under NIMS.
- Five sections:
 - Command/ Management
 - Operations
 - Planning
 - Logistics
 - Finance/Administration
- Core principles:
 - One supervisor per person (unity of command)
 - 3–7 subordinates max (span of control)
 - Expands/contracts with the incident
 - Common terminology throughout.

ICS FIVE-SECTION STRUCTURE				
COMMAND	OPERATIONS	PLANNING	LOGISTICS	FINANCE / ADMIN
Sets objectives, assigns responsibilities, authorizes the plan.	Executes tactics. Manages field resources. Achieves objectives.	Collects information. Builds the action plan. Projects future needs.	Provides facilities, supplies, personnel, equipment, services.	Tracks costs. Manages time records. Supports cost recovery.

Under ICS, incident objectives, strategies, and tactics are developed by the Incident Commander and implemented through the Operations, Planning, Logistics, and Finance/Administration functions as needed. The structure expands or contracts based on incident conditions, allowing the City to apply only the resources and command elements required for the situation.

As incidents grow in duration, complexity, or impact, the City may activate the Emergency Operations Center (EOC) to support on-scene command by coordinating resources, policy direction, interagency support, and information sharing. The relationship between field-level ICS operations and EOC activation, staffing, and roles is described in greater detail in Section 5 of this plan.

EOC Position Checklists for all EOC Sections appears in Appendix 4 to this Plan and serves as a foundational reference for preparedness, response, and recovery planning. ICS Forms are included in Appendix 6 and 7 for use by EOC staff in an emergency. It is the responsibility of each section to know which forms are used in the EOC.

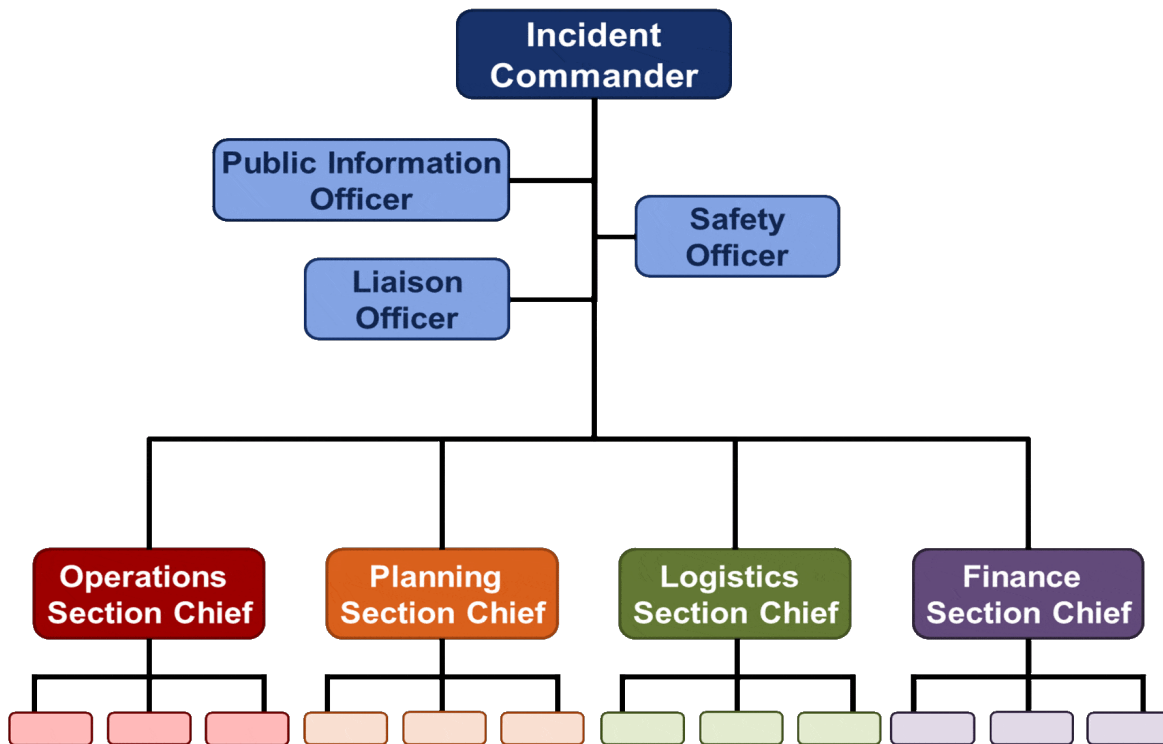
The City EOC is organized into the following sections:

- **Management Section** – overall direction, policy guidance, public information, liaison functions
- **Planning & Intelligence Section** – situation status, resource tracking, EOC Action Plan development
- **Operations Section** – support and coordination of field operations including law, fire, care and shelter, and infrastructure branches. Public works, planning, water, and parks departments report up

through the relevant branches in this section, and coordinate with department operations centers through this section

- **Logistics Section** – communications, facilities, supplies, transportation, volunteers, donations
- **Finance & Administration Section** – cost tracking, documentation, and recovery

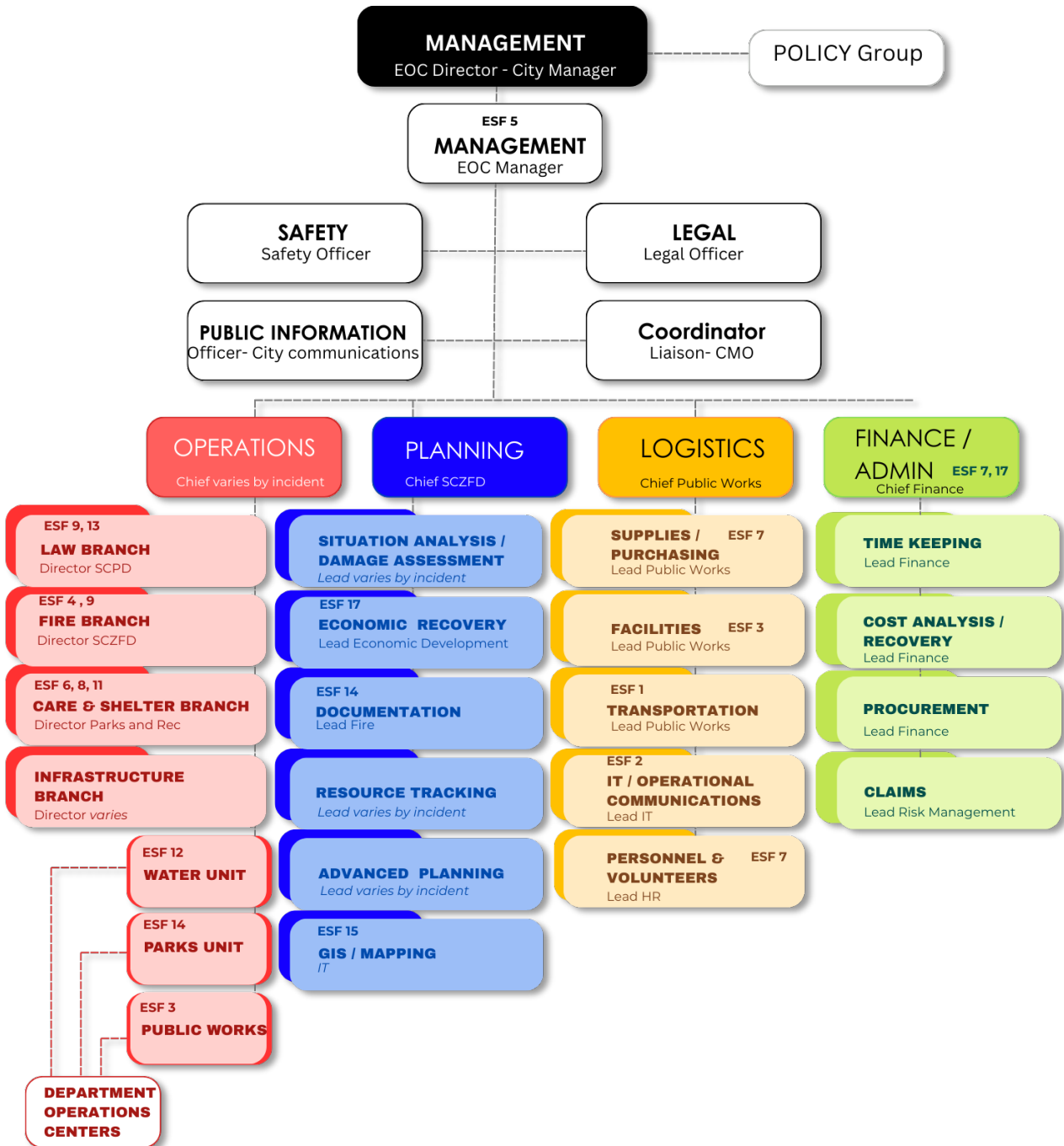
The diagram below shows all of the EOC roles based on both ICS section and emergency support function, where appropriate.



The City EOC builds upon this basic structure and incorporates additional emergency support functions to ensure that every element of an emergency is addressed. The City EOC including all supporting sections, branches, units, and groups, is outlined below.

ICS SECTIONS & EMERGENCY SUPPORT FUNCTIONS

CITY OF SANTA CRUZ EOC ORGANIZATION



4.2.1 Management Section

Director – Management (ESF 5)

- Provides executive direction, authorizes major policy decisions, and represents the City’s overall emergency posture.

Policy Group (ESF 5)

- Establishes policy direction, risk tolerance, and political alignment for emergency response and recovery decisions.

EOC Manager – Management (ESF 5)

- Directs EOC operations, sets operational priorities, and ensures coordination across all sections.

Safety Officer (ESF 5, 13)

- Identifies hazards, enforces safety practices, and mitigates risks to responders, staff, and the public.

Legal Officer (ESF 5, 13)

- Provides legal guidance on authorities, liabilities, emergency actions, and documentation requirements.

Public Information Officer (ESF 15)

- Coordinates public messaging, media relations, and information releases to ensure timely, accurate communication.

Liaison Coordinator (ESF 5)

- Facilitates coordination with external agencies, partners, and assisting jurisdictions.

4.2.2 Operations Section

Section Chief – Operations

- Executes tactical response actions and directs field operations to meet incident objectives.

Law Branch (Director: SCPD)

- Manages law enforcement operations, security, evacuations, and traffic control.

Fire Branch (Director: SCZFD)

- Conducts fire suppression, rescue, EMS, and hazardous materials operations.

Care & Shelter Branch (Director: Parks & Rec)

- Coordinates sheltering, mass care, and support services for displaced populations.

Infrastructure Branch (Director: PW / Water)

- Maintains and restores critical infrastructure, utilities, and public works systems.

Water Unit (Lead: Water)

- Manages potable water, wastewater, and water system continuity and protection.

Parks Unit (Lead: Parks)

- Manages City parks, facilities, and open spaces supporting response and sheltering needs.

4.2.3 Planning and Intelligence Section ((ESF 5)

Section Chief – Planning

- Develops situational awareness, anticipates future needs, and supports decision-making.

Situation Analysis Unit

- Collects, analyzes, and synthesizes incident data to inform operational decisions.

Economic Recovery Unit (Lead: Economic Development)

- Assesses economic impacts and plans for business continuity and community recovery.

Documentation Unit

- Maintains official records, action logs, and documentation for compliance and cost recovery.

Resource Tracking Unit

- Tracks personnel, equipment, and resource assignments across the incident.

Advanced Planning Unit

- Develops contingency plans and anticipates future operational challenges.

GIS / Technology Unit (Lead: IT)

- Produces maps, spatial analysis, and technical tools to support situational awareness.

4.2.4 Logistics Section (ESF 7)

Section Chief – Logistics Unit

- Provides facilities, personnel, equipment, and services needed to sustain operations.

Supply / Purchasing Unit

- Procures goods and services required for emergency response and continuity.

Facilities Unit

- Secures, sets up, and maintains EOC and incident support facilities.

Transportation (ESF 1) Unit

- Coordinates movement of people, equipment, and resources.

IT (ESF 2, 12) Unit

- Maintains communications systems, networks, and technical support.

Personnel / Volunteers (ESF 7) Unit

- Manages staffing, scheduling, and volunteer integration.

4.2.5 Finance and Administration Section (ESF 7, 14)

Section Chief – Finance

- Manages financial oversight, cost tracking, and reimbursement compliance.

Claims Unit

- Processes damage claims and liability documentation.

Timekeeping Unit

- Tracks staff time and labor costs associated with the incident.

Recovery / Cost Analysis Unit

- Analyzes costs, supports reimbursement, and informs recovery planning.

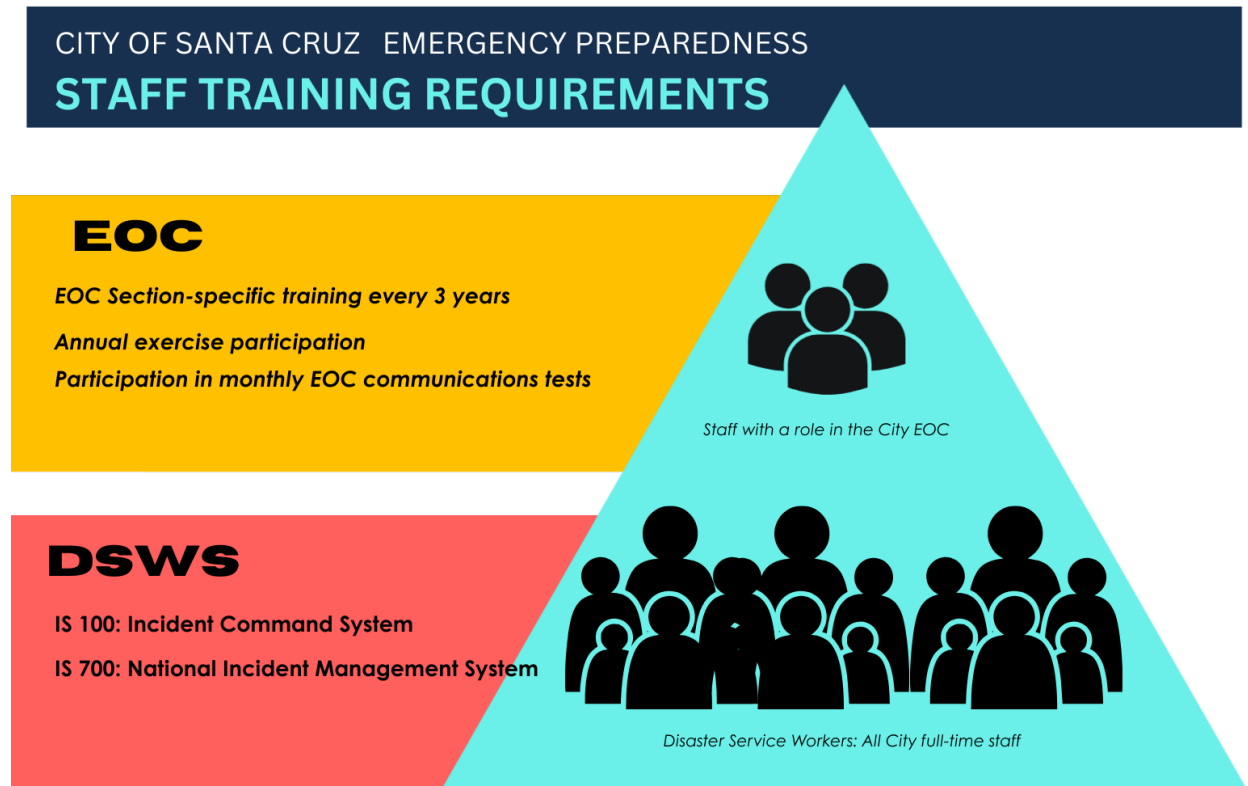
Procurement (ESF 17) Unit

- Ensures emergency purchasing complies with financial and regulatory requirements.

4.6 Staff Readiness

The City Administrative Procedure Order (APO) II-63 (2026) outlines required training for both DSWs and EOC staff. The City Office of Emergency Services works with the Human Resources Department and the City Manager’s Office to prepare all DSWs for their role in an emergency. Every department plays a role in ensuring DSW training is completed.

Training Requirements for EOC Staff and for City Disaster Service Workers



City emergency preparedness falls into two tiers, outlined below. First, **basic preparedness for all full-time City staff**, who may be required to serve as Disaster Service Workers during an emergency that disrupts normal operations, consistent with California Government Code §§ 3100–3109. Second, **advanced emergency management skills for staff with**

◆ **DISASTER SERVICE WORKERS** ◆

Every California public employee is automatically a Disaster Service Worker (Gov. Code §§3100–3109).
During a declared emergency, City employees may be assigned duties outside their normal job.

designated City EOC roles, who are required to complete additional training to effectively manage emergency response and recovery operations on behalf of the City. Together, this tiered training structure builds EOC activation preparedness by ensuring all City staff understand their Disaster Service Worker obligations while equipping designated EOC staff with the specialized skills needed to operate the EOC effectively and sustain the City’s emergency management program.

Tier 1: Training required for City Disaster Service Workers (DSWs).

All full-time City of Santa Cruz employees are designated Disaster Service Workers under California Government Code §§ 3100–3109 and must complete baseline emergency management training every three years. Required training includes FEMA Independent Study courses IS-100 (Introduction to the Incident Command System), and IS-700 (National Incident Management System). These courses provide foundational knowledge of how emergencies are managed, how the City integrates with other jurisdictions, and how staff may be assigned during incidents that disrupt normal operations.

Tier 2: Training required for City EOC-designated staff.

City staff assigned formal roles in the City’s Emergency Operations Center must complete additional, role-specific training beyond the DSW baseline. This includes IS-200 (ICS for Initial Action Incidents), CSTI section-specific EOC training every three years, participation in at least one City-sponsored emergency exercise annually, monthly EOC communications tests, and periodic disaster cost recovery training. EOC staff are also required to review key City plans, including the Emergency Operations Plan and Local Hazard Mitigation Plan. This advanced training is tracked by the Office of Emergency Services to ensure staff are prepared to manage coordination, decision-making, response, and recovery during an EOC activation

Additional consideration: EOC Credentialing Requirements

The most efficient use of City staff time prioritizes readiness for City Emergency Operations Center (EOC) activation over state emergency management credentialing. Focusing on core EOC skills and practicing emergency operations as the City is most likely to use them provides the highest return on investment for EOC training time.

At the same time, the City recognizes the professional value to individual staff who choose to pursue emergency management credentials through the California Specialized Training Institute (CSTI), and also recognizes the value of training alongside County staff in CSTI classes. City staff are encouraged, but not required, to attend CSTI training when courses are relevant to City emergency operations, and are offered locally. *If the state credentialing process becomes more streamlined—requiring less staff time to understand requirements, access training, and maintain certifications—the City will move toward requiring standardized statewide emergency management training.*

4.7 Resource Management, NIMS Capabilities

The City of Santa Cruz utilizes the FEMA National Incident Management System (NIMS) resource typing standards to ensure that emergency personnel, equipment, and teams are organized and described in a consistent manner aligned with county, state, and federal partners. NIMS resource typing supports clear roles, responsibilities, and coordinated resource assignments within the EOP's organization, as well as the assignment of responsibility section. By applying resource typing across City departments, Santa Cruz can:

- Rapidly request or offer mutual aid with clearly defined resource capabilities
- Improve situational awareness and resource tracking during EOC activations
- Support efficient mobilization and demobilization throughout the incident lifecycle
- Align with State of California Standardized Emergency Management System (SEMS) and federal NIMS requirements
- Enhance cost recovery documentation by clearly listing resources deployed during incidents

Resource typing also enables the City to maintain accurate inventories of critical assets — such as public safety personnel, public works equipment, shelter teams, and coastal rescue resources — so they can be quickly matched to evolving operational needs.

This plan adopts current FEMA typing guidance, including resource definitions published in the [NIMS Guideline for Resource Management \(2023\)](#) and related updates to the Resource Typing Library Tool (RTLTL). *City capabilities aligned with NIMS resources are reviewed in the NIMS Resource Inventory Appendix 5 to this Plan.*

4.8 Alignment with Standards

This section aligns with FEMA CPG 101, the Cal OES EOP Crosswalk, and EMAP standards by clearly defining emergency roles, coordination systems, and resource management processes. It uses ICS, ESFs, SEMS, and NIMS to organize emergency operations in a way that matches County, State, and Federal systems. The section explains how the EOC supports emergency coordination, training, mutual aid, and resource tracking during incidents. It also establishes scalable operations, standardized terminology, and preparedness requirements for City staff and

City of Santa Cruz Emergency Operations Plan 2025-2030

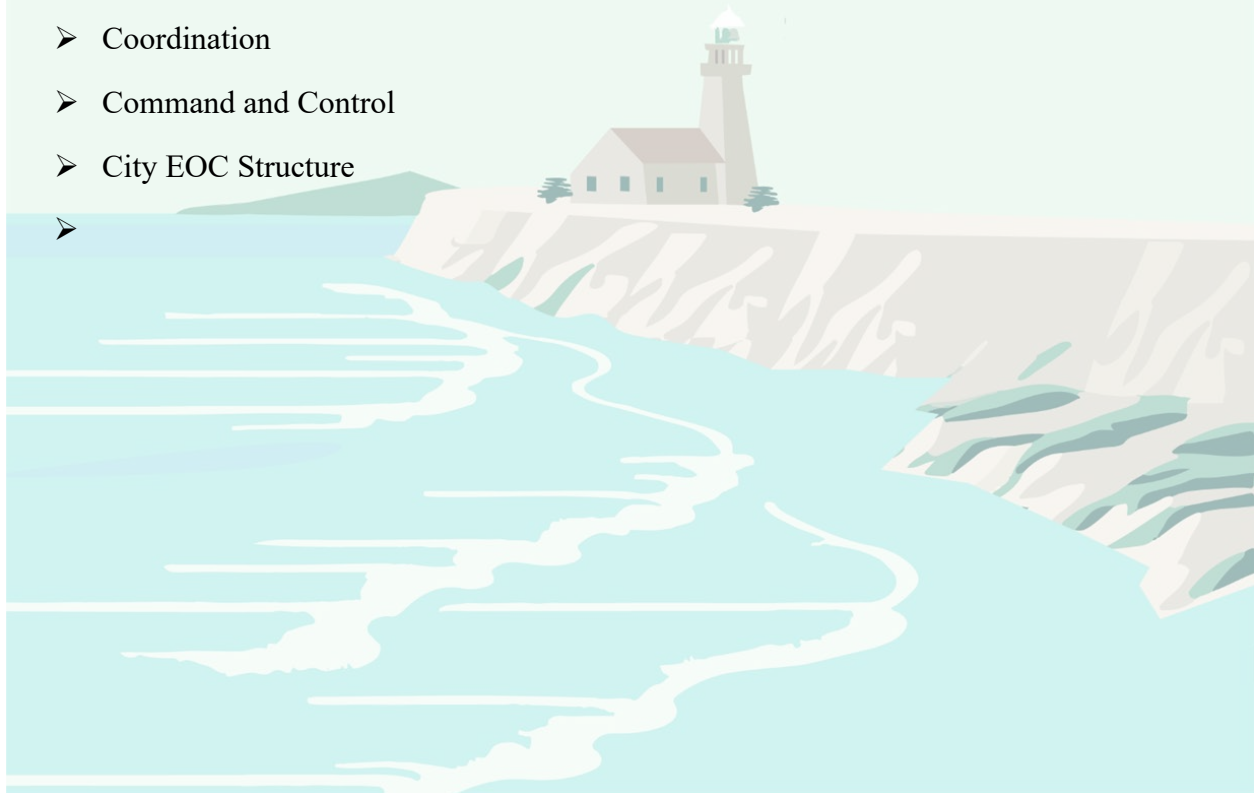
EOC personnel. Together, these elements support a flexible, coordinated, and standards-based emergency management system.



SECTION 5: DIRECTION, CONTROL, and COORDINATION

Includes:

- Coordination
- Command and Control
- City EOC Structure
-



SECTION 5: DIRECTION, CONTROL, and COORDINATION

5.1 Coordination

Internal Coordination

Senior Elected and Appointed Officials

The City Council and City Manager provide overall policy direction, authorize emergency proclamations, and support the allocation of City resources during emergencies. The Mayor serves as the City’s official spokesperson when appropriate and supports intergovernmental coordination. Executive leadership ensures continuity of government and alignment between emergency response actions and City policy objectives.

Local Agencies and Responsibilities

City departments carry out emergency response and recovery functions regardless of incident type, organized through the Emergency Support Function (ESF) structure. Departments serve as ESF leads or supporting agencies based on functional expertise rather than departmental hierarchy. All City agencies maintain readiness to support emergency operations consistent with assigned ESF roles, departmental SOPs, and Disaster Service Worker requirements.

As incidents increase in size, duration, and complexity, the City expands coordination from routine department operations and mutual aid to sustained engagement with County, regional, State, Federal, private sector, and voluntary partners through the Operational Area structure. Santa Cruz County serves as the Operational Area lead under the California Emergency Services Act, with the County EOC functioning as the central hub linking the City of Santa Cruz to State coordination and extended recovery support. EOC Activation levels are explained in the context of coordination in [Section 5](#).

State Agency Support

The City coordinates with State agencies through Santa Cruz County and Cal OES to support local operations as needed. Common State partners include Cal OES, California Highway Patrol, California Department of Transportation, California Department of Public Health, California Department of Fish and Wildlife, California National Guard, and other agencies providing law enforcement, transportation, environmental protection, public health, and resource support.

Regional Organizations

Regional organizations support City operations through coordination, information sharing, and mutual aid. These include Santa Cruz County OES, neighboring jurisdictions, special districts, regional transportation and utility partners, healthcare coalitions, and regional coastal and watershed coordination groups.

Federal Agency Support

Federal agencies provide assistance when local and State resources are insufficient or when incidents exceed State capabilities. Likely Federal partners include FEMA, the U.S. Coast Guard, Department of Justice and FBI, Department of Transportation, Federal Aviation Administration, National Transportation Safety Board, Department of Defense, and other agencies providing emergency management, law enforcement, transportation, and technical support.

Government-Sponsored Volunteer Resources

The City incorporates trained, government-sponsored volunteer resources such as Community Emergency Response Teams (CERT), Medical Reserve Corps, and City-sponsored volunteers. These resources are activated through established procedures and integrated into operations under appropriate supervision.

Private Sector and Voluntary Organizations

The City coordinates with private and voluntary partners to support sheltering, feeding, reunification, animal services, health and social services, and recovery, with particular emphasis on organizations serving people of color, individuals with disabilities, people with access and functional needs, and communities historically underserved or disproportionately impacted by disasters.

5.1.1 Prevention and Intelligence Coordination

The City supports prevention activities through coordination with law enforcement partners and information sharing with regional and State intelligence and fusion centers, as appropriate. Prevention responsibilities focus on threat awareness, information sharing, infrastructure protection, and coordination with public safety agencies. Section 2 describes the City’s relationship with [regional intelligence-sharing organizations](#).

5.1.2 Coordination of Critical Infrastructure Protection and Restoration

The City manages critical infrastructure protection and restoration through coordination between Operations, Planning, and Logistics Sections and infrastructure-owning departments. [Critical infrastructure and community assets](#) are listed in section 2 of this Plan. Responsibilities include damage assessment, prioritization of restoration, coordination with utilities and external partners, and protection of lifeline systems essential to public safety and continuity of operations.

5.1.3 Coordination of Unaffiliated Volunteer Management

The City manages unaffiliated volunteers through established procedures that emphasize safety, accountability, and effective use of skills. Volunteers are directed to recognized volunteer organizations or designated intake processes and are assigned roles consistent with their training and credentials.

5.1.4 Roles of the Public, NGOs, and Private Sector

The City recognizes that individuals, households, NGOs, and businesses are critical partners in emergency management. Public readiness reduces demand on emergency services. Local nonprofits, faith-based groups, and CBOs may augment response and recovery, while businesses provide essential goods, services, and lifeline infrastructure.

5.1.5 Mutual Aid and Assistance Agreements, Joint Powers Authorities

◆ MUTUAL AID ◆

- Agreements allowing jurisdictions to share personnel, equipment, and resources during emergencies.
- California Master Mutual Aid Agreement (MMAA): Signed by all cities, counties, and the State. Forms the legal basis for most requests.
- Requests flow UP the SEMS tiers until met: City → County OA → Region → State → Federal. Costs may be reimbursable through CDAA or FEMA.

- Santa Cruz Regional 9-1-1 Joint Powers Agreement (JPA) — the dispatch/9-1-1 JPA (“NetCom”) that provides police/fire dispatch for the City of Santa Cruz and other agencies.
- Agreement for Fire Protection & Emergency Response Services (City ↔ UC Santa Cruz) — City provides fire suppression/EMS on campus under a formal agreement (approved by City Council; referenced by UCSC).
- California Disaster & Civil Defense Master Mutual Aid Agreement — statewide mutual-aid agreement adopted by all cities/counties (City of Santa Cruz participates as an incorporated city); forms the legal basis for fire/law mutual aid.
- Fire & Rescue Emergency Mutual Aid Plan (Cal OES) — operational plan implementing the Master Mutual Aid Agreement for fire/rescue mutual aid used by local departments, including the City.
- Santa Cruz County EMS Integration Authority (EMSIA) — JPA — integrates fire-based medical resources countywide and interfaces with the County’s ambulance contract (AMR); City Fire is listed among participating agencies.
- Alert & Warning Platform MOU (County ↔ NetCom), noted to support Genasys/Zonehaven rollout — County Emergency Management Council minutes record “an MOU with NetCom” related to the alerting system; City is an operational partner/user
- City ↔ Santa Cruz Port District agreements (incl. Wharf/Harbor operations & emergency coordination) — City Council action authorized the City Manager to amend an MOU and execute related agreements with the Port District; Port documents also reference prior City–Port MOUs/easements that support operations in the harbor/shoreline area (relevant for storm/TSU response and access).
- Coastal Incident Response coordination — LAFCO service review notes marine search-and-rescue is conducted under a Coastal Incident Response Plan in coordination with City/County/State resources (an interagency operating agreement/plan framework).
- Santa Cruz Regional 9-1-1 participation (City Police & Fire) — in addition to the JPA itself, public-facing pages document that NetCom dispatches for the City’s agencies (useful as a plain-language reference when citing City’s participation).
- County Operational Area framework & SEMS/NIMS alignment — while not an MOU per se, the County EOP documents the Operational Area relationships and

mutual-aid mechanisms that the City operates within (often paired with local OA agreements).

- City–UCSC earlier fire-services consolidation communications — City’s archived newsletter describes the City–UCSC fire-services agreement and intent to consolidate services (historic context supporting Item #2).
- Ambulance transport contract context (County ↔ AMR) — County minutes describe the EMS system contract and partner agencies (the framework the City operates in for medical incidents).

The City participates in JPAs that influence emergency management:

- **Santa Cruz Regional 9-1-1 (NetCom):** Provides 9-1-1 call-taking, dispatch, and alert/warning (WEA/IPAWS).
- **Santa Cruz County Animal Services Authority:** Coordinates animal care and evacuation services.
- **Library Joint Powers Board:** Provides facilities for resilience centers, PSPS support, and sheltering services.

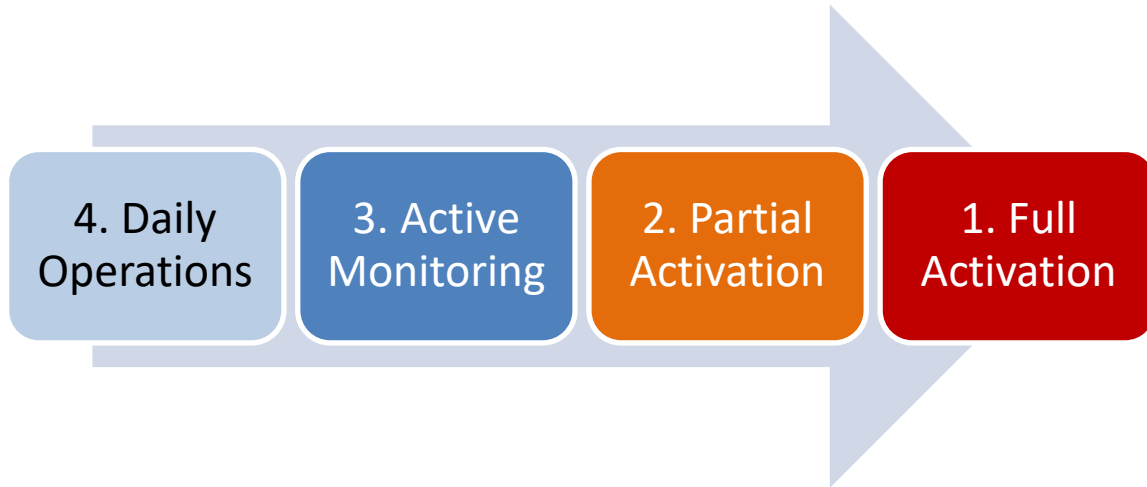
The City’s Emergency Operations Organization (EOO) will be activated, in whole or in part, by the:

- City Manager, serving as the Director of Emergency Services (DES) under the City of Santa Cruz Municipal Code
- City Emergency Manager, serving as the Emergency Operations Center (EOC) Director
- DES or designee, if unavailable

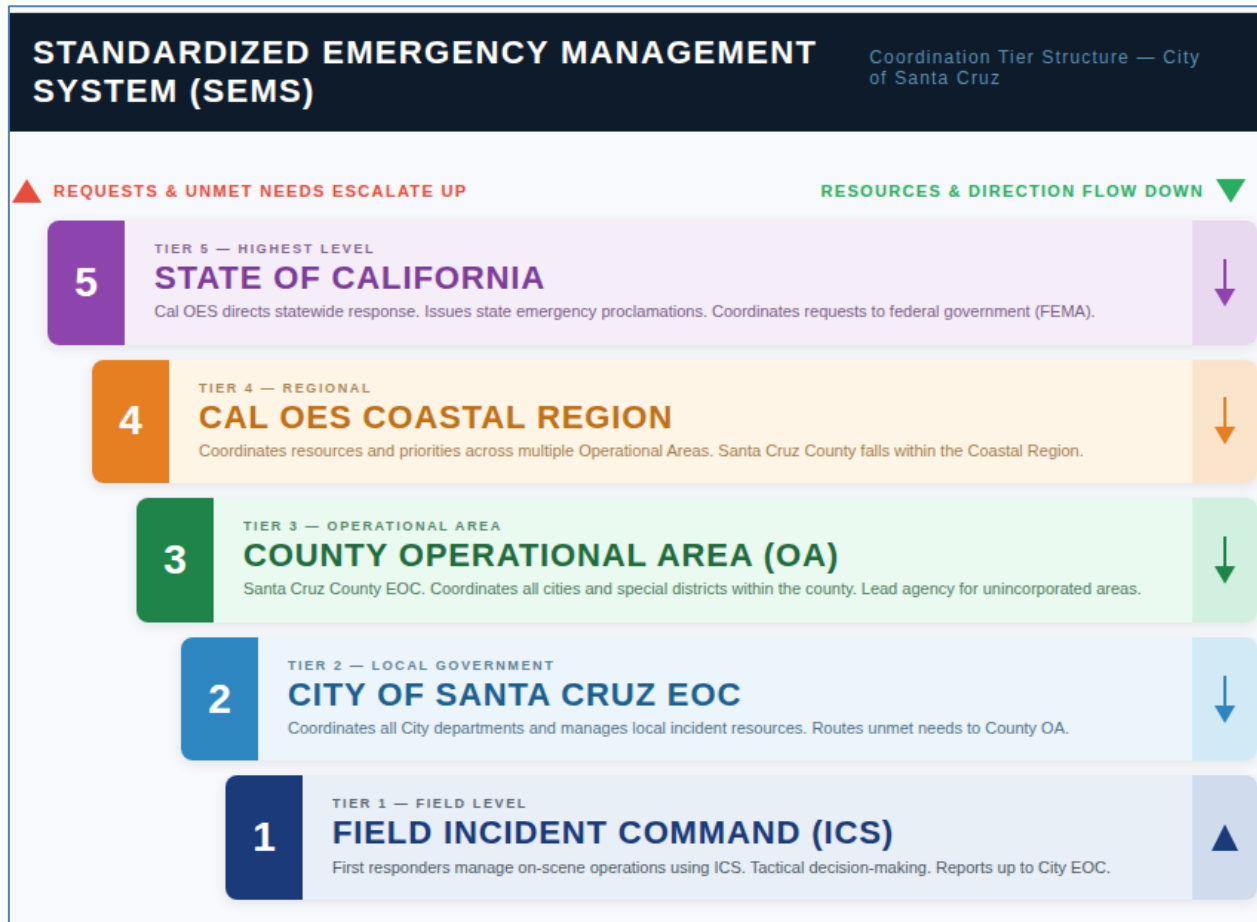
Activation may occur:

- Upon receipt of a watch or warning of an impending or threatened emergency
- In the event of an actual emergency or a significant planned special event
- Upon proclamation of a Local Emergency

Scalable activation enables the City to deploy appropriate resources and coordinate each incident.



5.2 Structure of Command and Control



5.2.1 Local Response Structure

The City EOC ensures an organized and unified response to any incident affecting Santa Cruz, with detailed responsibilities further outlined in EOP annexes

On-Scene Command and Management

All response operations follow the Incident Command System (ICS). The designated Incident Commander (IC) manages field-level operations, develops strategies and tactics, and directs resources.

Field/Initial Response

Initial response is conducted by City of Santa Cruz first responders—Fire, Police, Public Works, and supporting departments—using established plans and ICS structures. Their priorities include life safety, incident stabilization, property preservation, and environmental protection.

If incidents exceed City resources, mutual aid or countywide resources may be requested. For multi-jurisdictional incidents, a Unified Command (UC) may be established. The IC may request City EOC activation to provide policy support, coordination, and resource management.

State & Federal Field Response

State and federal agencies operating within City boundaries—such as State Parks, CalTrans, or NOAA—may participate in field operations. These agencies will integrate into ICS structures and coordinate with the City EOC.

Mutual Aid

If City resources are insufficient, mutual aid will be requested under the California Master Mutual Aid Agreement (MMAA) and through County/Operational Area coordination. This includes law enforcement, fire, public works, and health/medical mutual aid systems. For information about MMAs refer to [Section 5.1.4](#).

The City coordinates with Santa Cruz County, neighboring cities, state and federal agencies, special districts, and community partners to ensure effective emergency response and recovery. This requires enhanced coordination, communication, and planning across government, nonprofit, private, and academic sectors.

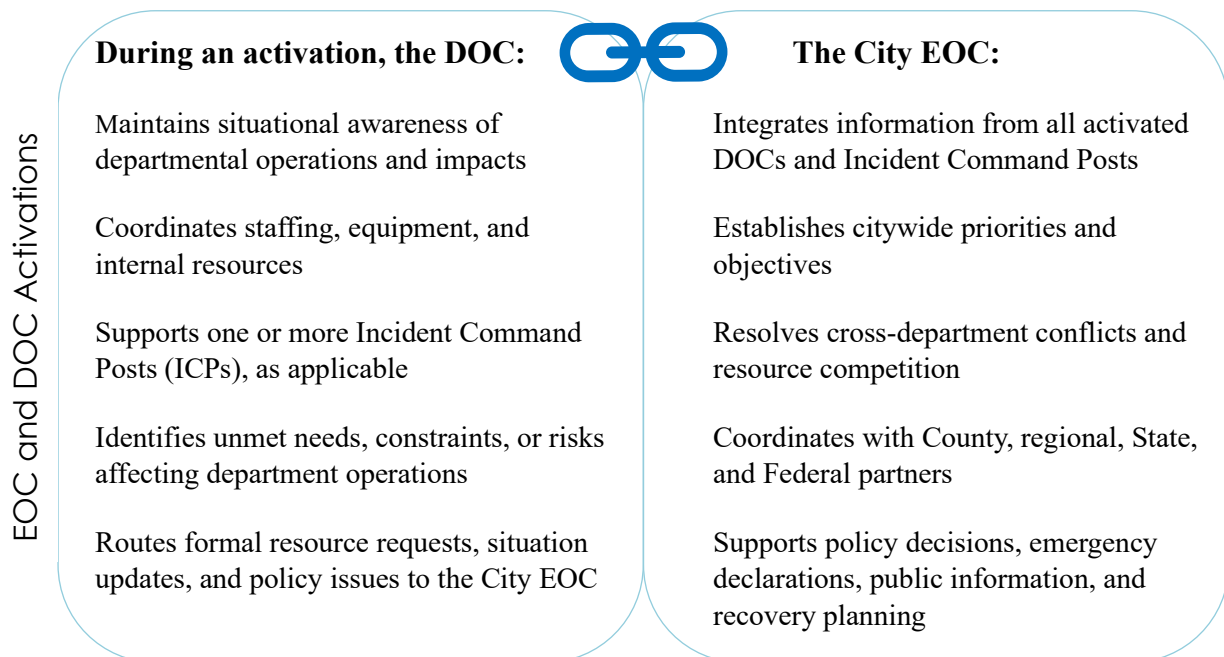
5.2.2 Department Operations Centers (DOCs)

◆ DEPARTMENT OPERATIONS CENTER (DOC) ◆

- A department’s internal coordination hub during an emergency.
- DOC role: Manages departmental field operations • Tracks internal resources • Routes unmet needs and resource requests to the City EOC.
- DOC ≠ EOC: The DOC handles department-level tactical coordination. The EOC sets citywide priorities and external coordination.

A Department Operations Center (DOC) serves as the department’s internal coordination hub during an emergency. It allows the department to manage field operations, track resources, and maintain continuity of day-to-day responsibilities while interfacing with the City Emergency Operations Center (EOC).

The DOC focuses on tactical and departmental coordination, while the City EOC provides strategic direction, policy coordination, and cross-department prioritization. The DOC does not replace field Incident Command; instead, it supports incident operations by consolidating information, managing staffing and resources, and elevating issues that require City-level decisions or support.



Communication between the DOC and the City EOC occurs through designated department liaisons, standardized reporting formats, and scheduled coordination briefings. This structure ensures that operational decisions remain close to the field while strategic decisions, resource allocation, and external coordination occur at the City level.

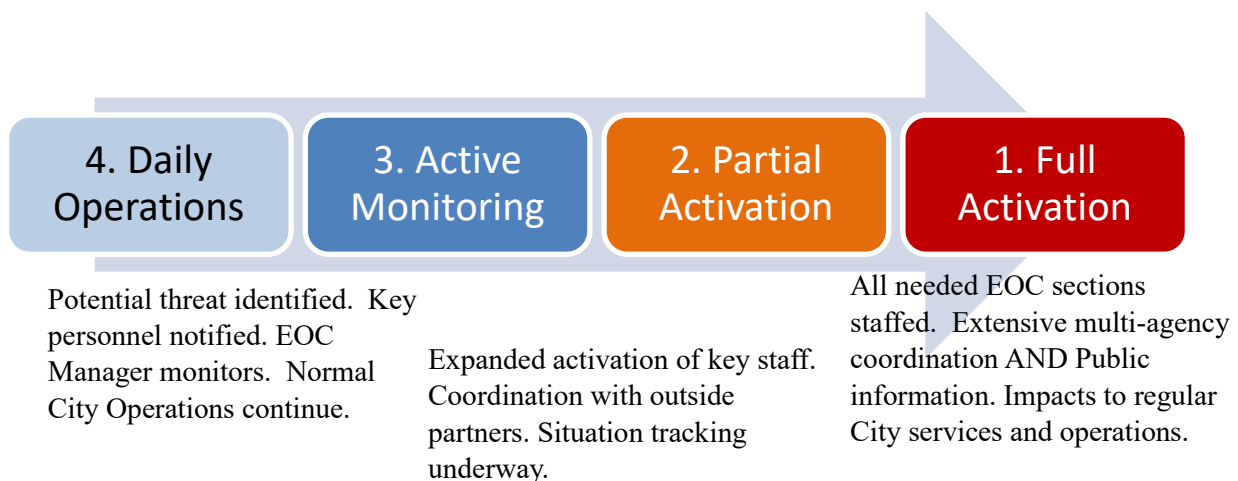
This DOC–EOC relationship allows the City to scale its response, maintain unity of effort, and sustain operations during incidents of increasing complexity or duration.

5.3 City Emergency Operations Center (EOC)

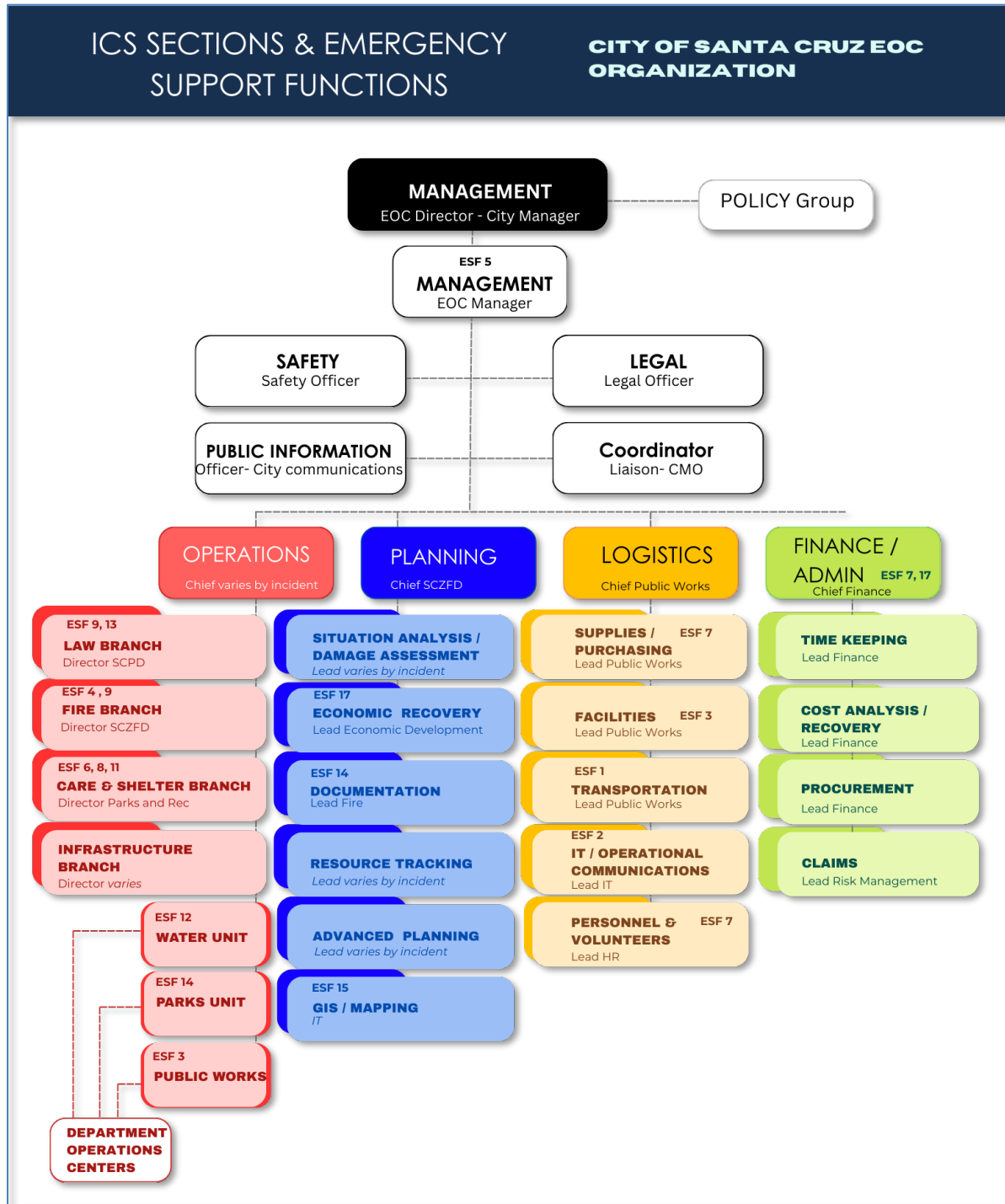
The City EOC may be activated when additional coordination and resources are required. The EOC supports field operations, maintains situational awareness, facilitates policy-level decision-making, and ensures continuity of government.

The City Manager, acting as the Director of Emergency Services under Santa Cruz Municipal Code Chapter 2.26 and the California Emergency Services Act, has the authority to activate this Emergency Operations Plan (EOP) and the City Emergency Operations Center (EOC), in whole or in part. Department Directors, the Fire Chief, or the Police Chief may recommend activation based on incident conditions, forecasted impacts, or anticipated resource needs. Activation authority may also be exercised in coordination with Santa Cruz County, Cal OES, or the Governor when conditions exceed local capability.

The activation levels provide a framework, not fixed steps. EOC activations are scalable and flexible—responses may combine elements from different levels, operate virtually or in person, and adjust to the specific needs of the incident.



5.3.1 EOC Structure



5.10 Alignment with Standards

Section 5 (referenced throughout the draft and in County cross-references) explains how the City leads, manages, and coordinates emergency operations across field, department, and EOC levels, including authorities for EOC activation, mutual aid coordination, and integration with the OA EOC. This aligns with EMAP incident management and coordination standards and directly supports CPG-101 checklists for communications and coordination, particularly how local communications and operations integrate into regional networks. The section is designed to be parallel to County EOP Section 5 (“Direction, Control & Coordination”) and meets Cal OES crosswalk expectations for describing EOC activation, mutual aid, and Local–OA–State coordination pathways.

Standard / Framework	Elements Addressed in Section 5
EMAP	3.2 Coordination; 4.6 Incident Management (command, control, and coordination structures); 4.7 Resource Management, Mutual Aid & Logistics (interfaces).
Cal OES 2023 Crosswalk	§§48–50: Management, Operations, and Planning/Intelligence sections, including mutual aid, evacuation, DOC/EOC interface, and OA coordination.
FEMA CPG-101	Communications & Coordination checklist for integrating local operations into regional/state frameworks and describing command relationships.
County EOP Alignment	Directly parallels County Section 5 “Direction, Control & Coordination” (local response structure, OA EOC, mutual aid), ensuring operational consistency during joint activations.



SECTION 6: INFORMATION COLLECTION, ANALYSIS, AND SHARING

Includes:

- Situational Awareness
- Information Sharing
- Emergency Communications Infrastructure



SECTION 6: INFORMATION COLLECTION, ANALYSIS, AND SHARING

Building and sharing information for emergency situational awareness and emergency operations. This section addresses the communications infrastructure needed to support emergency operations. [For public-facing information sharing and coordination of emergency information, alerts, and emergency notifications to the public, refer to section 7.](#)

A primary objective of the City of Santa Cruz Emergency Operations Center (EOC) is the collection, analysis, and sharing of information and intelligence to create a Common Operating Picture (COP). Accurate, timely situational awareness enables effective, consistent, coordinated, and timely City decision-making.

6.1 Situational Awareness

◆ COMMON OPERATING PICTURE (COP) ◆

- A shared, real-time display of incident information used by all responding agencies.
- Built from: field reports • sensor data • GIS mapping • agency situation reports • intelligence products.
- Why it matters: Without a shared COP, agencies may act on different information — causing gaps, duplication, or conflicting actions.
- The Planning & Intelligence Section builds and maintains the COP during EOC activations.

The City uses a clear, repeatable process to analyze continuous information flows from many sources and convert them into actionable intelligence that supports policy, operations, and public information. Coordination among City departments, special districts serving City residents, local NGOs, private-sector partners, and the Santa Cruz County Operational Area (OA) ensures a more comprehensive COP.

All organizations supporting the City EOC adhere to established communications systems and protocols to organize, integrate, and coordinate the exchange of information and intelligence.

- Information: Raw, unevaluated data (e.g., field reports, media, social media) that has not been vetted.

- Intelligence: Information analyzed and validated for accuracy, relevance, and timeliness to support decision-making.

6.1.1 Information Sources

Typical sources used by the City to build situational awareness and the COP include:

- Open-source information:
 - Open-source information (OSINT) is used by the City as a supplementary situational awareness and verification input to support Emergency Operations Center (EOC) objectives. OSINT includes publicly available information sources such as news reporting, official agency and partner social media accounts, and trusted public data feeds.
 - These sources provide rapid visibility into developing conditions, public impacts, infrastructure disruptions, transportation issues, weather updates, and regional incidents that may affect City operations. Official social media channels and public alerts from partner agencies help confirm incident timelines, protective action recommendations, and operational status across jurisdictions.
 - OSINT supports decision-making by adding speed and breadth to the common operating picture, especially in the early stages of an incident when field reports and formal situation reports may still be limited. It helps identify emerging issues, public behavior trends, and rumor patterns that may require clarification through official messaging.
 - Within the EOP framework, OSINT is treated as supportive, not authoritative, information. EOC staff validate open-source reporting against human intelligence, GIS data, and official agency channels before acting on it. Verified open-source information may inform situational briefings, planning assumptions, and public information strategies, and may trigger follow-up checks through field personnel or partner agencies.
- Imagery, sensors, and technical data:
 - Imagery, sensors, and technical data are used by the City as authoritative, real-time decision-support inputs to achieve Emergency Operations Center (EOC) objectives. These sources provide measured, instrument-based observations that help define hazard severity, geographic extent, timing, and projected impacts. They reduce

uncertainty, support trigger-based actions, and enable consistent, defensible operational decisions.

- Technical data sources include fixed and mobile cameras, remote sensing imagery, weather stations, stream and river gauges, tidal and coastal monitoring stations, seismic sensors, air quality monitors, traffic and transportation system data, and utility system telemetry. Examples include National Weather Service weather observations and forecasts, river stage and flow data, tide and surge data, wave and surf measurements, traffic speed and closure data, and infrastructure status indicators. Together, these inputs help the EOC build and maintain a current, evidence-based common operating picture.
- The EOC uses these data streams to monitor changing conditions, project incident development, and prioritize operational objectives and resource assignments. Technical data supports hazard-based decision-making by quantifying conditions such as rainfall intensity, river levels, wind speeds, temperature extremes, wave heights, inundation potential, and transportation network performance. When integrated with mapping and field reports, these data help confirm impact areas, identify populations and facilities at risk, and anticipate cascading effects.
- Protective action triggers and thresholds may be directly tied to specific technical data and authoritative warning products. Examples include National Weather Service warnings, watches, and advisories; river stage thresholds; rainfall or flow-rate triggers; tsunami alerts and messages; and extreme heat or cold criteria. When defined thresholds are met, pre-established protective actions — such as evacuation, shelter-in-place, facility closure, or operational posture changes — may be implemented without delay. This trigger-based approach reduces ambiguity, speeds decision-making, and supports consistent action across operational periods and personnel.
- Hazard-specific annexes and protocols define how technical data is applied in incident decision-making. Annexes such as the Flood Annex, Tsunami Annex, and Extreme Weather Protocol identify the specific sensors, feeds, warning products, and measurement thresholds used for that hazard, along with the corresponding operational actions and coordination steps. This structure ensures that technical data is not only monitored, but systematically tied to operational decisions, protective actions, and interagency coordination within the SEMS/NIMS framework.

- Human intelligence:
 - Human intelligence is used by the City as a primary situational awareness and decision-support input to achieve Emergency Operations Center (EOC) objectives. Human intelligence consists of structured and unstructured field observations, incident reports, and status updates provided by people operating in or directly connected to impacted areas.
 - Sources include first responders and City field crews (Police, Fire, Public Works, Water, Parks), Department Operations Centers (DOCs), CERT and trained volunteers, and liaisons from schools, transit providers, harbor/port operations, and utilities. Additional inputs may come from elected officials and trusted community partners who maintain direct visibility into neighborhood-level conditions and emerging needs.
 - Human intelligence supports operational decision-making by validating, refining, or challenging technical data sources such as sensors, cameras, and mapping layers. Field reports help confirm actual conditions on the ground, identify impacts not yet reflected in technical systems, and surface access issues, service disruptions, and life-safety concerns. DOC and liaison reporting provides sector-specific status updates that inform resource prioritization and coordination across functions.
 - Within the EOP framework, human intelligence flows through established SEMS/NIMS channels, including situation reports, operational check-ins, liaison updates, and incident action planning processes. The EOC integrates these inputs into the common operating picture, uses them to guide protective action decisions, resource assignments, and public information, and cross-checks them against other data sources to improve accuracy and timeliness.
- Mapping/Geographic Information Systems (GIS):
 - The City uses mapping data, including but not limited to GIS layers, as a core decision-support tool to achieve Emergency Operations Center (EOC) objectives. City and County GIS layers are used to visualize hazards, impacts, demographics, critical facilities, access and functional needs (AFN) populations, transportation routes, and infrastructure status. When available, the City also incorporates Operational Area visualization and situational awareness tools (such as County platforms and official data feeds) to strengthen the common operating picture.

- GIS layers support hazard-based decision-making by allowing EOC staff to overlay real-time incident information with pre-mapped risk and resource data. This enables faster assessment of who and what is at risk, which facilities and systems are exposed, and where operational priorities should be focused.
- Pre-established GIS evacuation zones are specifically used to support protective action decisions when a threat requires population displacement. Zone-based mapping allows the EOC and field agencies to implement evacuations using defined geographic areas rather than improvised boundaries. This supports coordinated law enforcement operations, public works support, alert and warning, and public information messaging tied to consistent zone identifiers. See the Functional Annex focused on Evacuation, or hazard-specific annexes to review evacuation planning for specific situations.
- Within the EOP framework, mapping and GIS products are applied through the Roles and Responsibilities and Concept of Operations structures. Departments, Emergency Support Functions, and partner agencies use the same mapped zones and overlays to align operational assignments, resource deployment, and public messaging. This approach produces a shared geographic reference, reduces ambiguity, and supports coordinated, scalable, SEMS/NIMS-compliant incident management across City and partner organizations.
- Public safety intelligence:
 - Products from the Northern California Regional Intelligence Center (NCRIC), the California State Threat Assessment Center (STAC), and DHS I&A, when relevant and shared at the local level. The City of Santa Cruz’s understanding of intentional and non-natural hazards—including cyberterrorism, civil unrest, active attackers, and other deliberate disruptions—is informed by its close intelligence partnerships with the County Operational Area and the Northern California Regional Intelligence Center (NCRIC), the regional hub for intelligence sharing. As the designated regional fusion center, the NCRIC provides intelligence analysis, threat briefings, and information on suspicious activity directly relevant to local risks and critical infrastructure. The City’s link to the NCRIC is further supported through statewide channels, including the California State Threat Assessment Center (STAC), which focuses on strategic threat trends that may affect local jurisdictions. Together, these relationships ensure Santa Cruz has access to vetted intelligence that

strengthens preparedness for human-caused hazards and supports the rapid exchange of information before and during evolving threats.

- Non-governmental partners and elected officials:
 - Businesses, nonprofits, faith-based and community-based organizations, and City Council offices often surface granular community impacts—especially for residents with disabilities, AFN, and culturally diverse populations.

6.1.2 Essential Elements of Information (EEIs)

The City EOC maintains standing EEIs to guide initial information collection. EEIs are the critical facts needed within a defined time window to establish/maintain situational awareness and inform decisions. Standing EEIs are refined at activation by the EOC Director and Planning & Intelligence Section, based on the incident type.

The EOC may issue Requests for Information (RFIs) to City departments, special districts (e.g., water, transit, schools), neighboring jurisdictions, NGOs, private utilities, and the OA/State to close priority information gaps.

6.1.3 FEMA Community Lifelines

The City uses FEMA’s Community Lifelines to organize impact/needs assessments, drive EEIs/RFIs, set priorities, and communicate status. Lifelines include: Safety & Security; Food, Hydration & Shelter; Health & Medical; Energy; Communications; Transportation; Hazardous Materials; and Water Systems.

6.2 Information Coordination & Dissemination

The City maintains structures and mechanisms to collect, vet, deconflict, and disseminate information, translating it into actionable intelligence:

- On-Scene Incident Command (IC/UC)
- City EOC (if activated) and City DOCs
- City Joint Information System (JIS) and participation in local/regional/state Joint Information Centers (JICs) when activated
- Special districts and critical partners serving City residents (e.g., NetCom/9-1-1, schools, transit, water, harbor/port, utilities, healthcare)

- Santa Cruz County OA EOC and, as needed, State/Regional EOCs
- Subject-matter partners: National Weather Service (NWS), County departments, NCRIC/fusion centers, Cal OES, Caltrans, USACE, and others

6.2.1 On-Scene Incident Command Leadership

The IC/UC provides real-time updates to the City DOC or City EOC (depending on activation). Early delivery of ICS-201 Incident Briefing (in person or virtual) is preferred. Field inputs should describe current conditions, protective actions, operational priorities, resource needs, and immediate risks.

6.2.2 City Department Operations Centers (DOCs)

City DOCs (e.g., Police, Fire, Public Works, Water, Parks & Recreation) vet and summarize field inputs into DOC Situation Reports (SitReps) and submit them to the City EOC on a defined battle rhythm. DOCs also process and elevate City resource requests to the EOC when needs exceed departmental capacity.

6.2.3 City Emergency Operations Center (EOC)

When activated, the City EOC is the hub for gathering, analyzing, and disseminating incident information relevant to Santa Cruz. Key elements include:

- Operations Section: Maintains continuous two-way communications with field branches/ICs and critical partners to ensure the COP reflects “ground truth” and whole-community impacts.
- Planning & Intelligence Section: Manages collection, validation, analysis, display, and protection of information; produces the EOC Action Plan (EOC-AP), maps, and decision products.
- EOC Briefings: Scheduled by the EOC Director at least once per operational period; includes Action Plan Briefings at each operational period transition.
- Situation Reports (SitReps): Compiled each operational period (or as directed) and distributed to City leadership, City departments/DOCs, partner agencies, and the OA as appropriate. Some materials may be marked CUI or otherwise controlled.
- Liaisons: Agency/organization reps with authority to speak for their entities (e.g., schools, transit, harbor/port, utilities, hospitals, NGOs, business sector) provide regular inbound/outbound reporting and coordinate issue resolution.

6.2.4 Coordination with Other EOCs

If neighboring City or special-district EOCs activate—or when the OA EOC activates—the City of Santa Cruz EOC exchanges SitReps, objectives, and resource status to support a shared COP and unified priorities. Coordination may occur via assigned liaisons, scheduled calls, shared platforms, or other interoperable methods. When activated, the City of Santa Cruz EOC will develop and share jurisdictional Situation Reports (SitReps) based on field reports and City EOC activities. These SitReps will be submitted to the Santa Cruz County Operational Area EOC to support the development of a Common Operating Picture (COP). The COP will be shared back with the City EOC for validation and concurrence.

Communications between the City EOC, the County EOC, and other activated local EOCs (Watsonville, Capitola, Scotts Valley) will be conducted through assigned liaisons, phone calls, video or conference calls, and other communication methods as appropriate.

The City EOC will also use CalEOC and OASIS systems (see Section 7: Communications, Public Information, and Warning) to share situational awareness and critical information with the California State Operations Center (SOC).

6.2.5 Regional Fusion Center/ Intelligence & Fusion Center Coordination

[See also Section 2.2.5 Integration of Threat Intelligence](#)

[See also Section 5.1.1 Prevention and Intelligence Coordination](#)

The City of Santa Cruz leverages established intelligence partnerships to monitor and assess intentional, human-caused threats—including cyberattacks, terrorism, targeted violence, organized criminal activity, and other deliberate disruptions. The City coordinates intelligence collection, review, and dissemination through the Santa Cruz County Operational Area Emergency Management program, which serves as the primary conduit to the Northern California Regional Intelligence Center (NCRIC), the region’s federally recognized fusion center.

The City Manager, serving as the Director of Emergency Services (DES), designates the Emergency Operations Center (EOC) Planning Section—and when activated, the Intelligence/Investigations function—to manage operational-level intelligence needs. Information flows include:

Threat Intake & Suspicious Activity Reporting (SAR):

City personnel forward suspicious activity information through established County channels to

NCRIC, consistent with the Nationwide SAR Initiative (NSI) and privacy/civil rights protections.

Fusion Center Products & Alerts:

The Planning Section receives, reviews, and—when appropriate—disseminates NCRIC and State Threat Assessment Center (STAC) bulletins, situational reports, cyber advisories, and local infrastructure threat updates to relevant departments and field responders.

Critical Infrastructure Protection Coordination:

Intelligence relating to public safety facilities, lifeline infrastructure, public events, and mass-gathering venues is shared with City Police, Fire, Public Works, Information Technology, and partner utilities to support protective posture adjustments.

Integration During EOC Activation:

During an incident or elevated threat period, the Planning Section’s Intelligence/Investigations function participates in **Unified Command information sharing**, ensuring alignment with law enforcement operations and maintaining operational security.

These processes ensure the City maintains **situational awareness of evolving threats** and integrates vetted intelligence into local preparedness, operational planning, and protective decision-making.

6.2.6 Liaisons

Liaisons are a primary means of coordinating information for the City’s Emergency Operations Center (EOC) during an activation. Given the number of potential agencies and organizations involved in an incident affecting Santa Cruz, assigned liaisons and agency/organizational representatives must have the authority to speak on behalf of their parent agencies or organizations.

Liaisons may come from other government agencies (e.g., neighboring cities, special districts, the County of Santa Cruz, state or federal agencies), non-governmental organizations, and the private sector. Their role is to provide input on their organization’s policies, resource availability, and other incident-related matters. Depending upon the incident and level of activation, liaisons may also include representatives from various City departments. Liaisons ensure regular two-way reporting between their organization and the EOC.

Authorities & References

- SEMS/NIMS information management doctrines
- CalEOC statewide platform guidance
- FEMA Information Management for EOCs standards

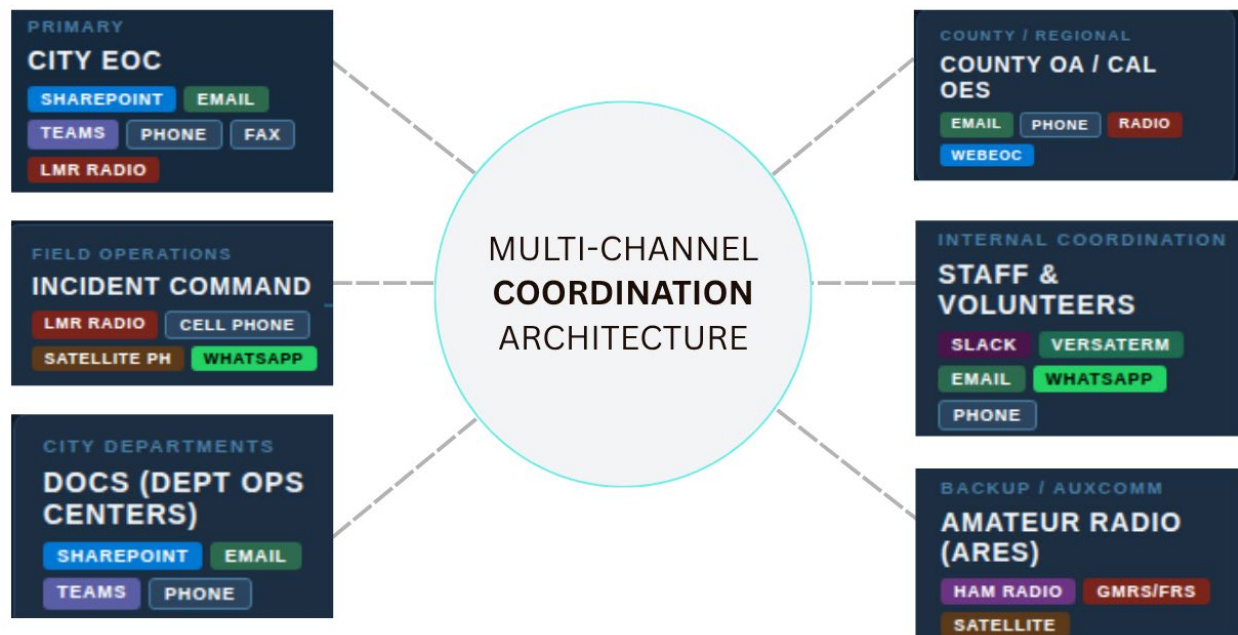
6.3 Emergency Communications Infrastructure

The City of Santa Cruz relies on a diverse and constantly evolving communications and information-technology ecosystem to support emergency operations. Advances in cloud platforms, mobile applications, satellite connectivity, and interoperable radio systems have significantly enhanced the City’s ability to coordinate, share information, and maintain situational awareness during emergencies.

Because this technology landscape evolves more rapidly than many other elements of this Emergency Operations Plan (EOP), this section is expected to require more frequent review and updating. While the City’s emergency management doctrine, decision-making authorities, and coordination processes remain relatively stable, the tools used to support those processes may change as new capabilities are adopted or legacy systems are retired.

This section describes the communications infrastructure used to support emergency coordination before, during, and after incidents requiring Emergency Operations Center (EOC) activation or enhanced interdepartmental coordination.

6.3.1 Communications Principles for Emergency Operations



Emergency communications in Santa Cruz are guided by the following principles:

Redundancy: No single system is relied upon as the sole means of communication. Multiple pathways are maintained to reduce single points of failure.

Interoperability: Systems are selected and configured to support coordination across City departments, partner agencies, and regional response organizations.

Scalability: Communications tools must support routine coordination, partial activations, and full EOC activations.

Clarity: Communications use plain language, avoid jargon, and support both top-down and bottom-up information flow.

Accessibility: Public-facing and internal systems support accessible formats and multilingual communications where feasible.

Security and Reliability: Systems are managed in accordance with City IT security policies to protect sensitive information while remaining reliable during emergencies.

6.3.2 Governance, Roles, and Responsibilities

The City's communications infrastructure is maintained and supported through coordinated roles:

The **Information Technology Department** maintains enterprise systems, networks, cybersecurity controls, and continuity of IT services during emergencies.

Santa Cruz Regional 9-1-1 (NetCom) provides 24/7/365 public safety dispatch and supports emergency notification and coordination for police, fire, and EMS agencies throughout the region.

The **Emergency Operations Center (EOC)** coordinates operational communications, situational awareness, and information sharing across departments and with external partners during activations.

Department Operations Centers (DOCs) and field units interface with the EOC using the systems described below.

6.3.3 Enterprise Digital Communications Platforms

Internal Coordination and Collaboration

During emergencies or periods of heightened monitoring, the City uses enterprise digital platforms to coordinate staff activities and share information:

Microsoft Teams is the primary platform for internal coordination, including chat, voice/video conferencing, document sharing, and incident-specific channels.

Microsoft Outlook is used for official email communications, notifications, and documentation.

These platforms support both routine coordination and EOC activations and allow staff to participate remotely when appropriate.

6.3.4 Resilient Connectivity and Continuity of Operations

Satellite Communications and Internet Resilience

To maintain connectivity during disruptions to terrestrial infrastructure, the City maintains satellite-based capabilities:

Starlink provides resilient, high-bandwidth internet connectivity when fiber, cable, or cellular networks are unavailable.

Starlink enables rapid EOC activation in alternate locations with power and a clear view of the sky.

It supports web-based situational awareness tools, cloud platforms, video coordination, and data sharing.

Satellite connectivity reduces reliance on local carriers and mitigates single-point-of-failure risk.

6.3.5 Land Mobile Radio (LMR) Systems

Interoperable land mobile radio systems remain essential for field operations and command-and-control:

The City operates interoperable LMR networks used by Police, Fire, Public Works, Lifeguards, and Harbor Patrol.

Additional users and talkgroups may be added during large or complex incidents.

The EOC maintains radios to enable direct communication with field responders and dispatch when required.

LMR systems provide reliable voice communications when cellular networks are congested or unavailable.

6.3.6 Marine Radio Communications

For coastal and maritime incidents, the City maintains marine radio capabilities:

Marine band radios are used by Harbor Patrol, Lifeguards, the Port District, and the U.S. Coast Guard.

The EOC maintains the ability to monitor and communicate on marine frequencies during coastal emergencies, maritime incidents, or search-and-rescue operations.

6.3.7 Volunteer and Auxiliary Communications Support

CERT and Amateur Radio

When primary systems are degraded or when neighborhood-level reach is needed:

Community Emergency Response Team (CERT) members and Amateur Radio Emergency Service (ARES) volunteers may provide supplemental communications and situational awareness.

These resources can extend communications into neighborhoods, support damage reporting, and serve as trusted messengers when other systems are disrupted.

6.3.8 Cybersecurity and Information Protection

All communications and information systems used during emergencies are subject to City cybersecurity policies and controls. The City balances the need for rapid information sharing with the protection of sensitive, law-enforcement-sensitive, and personally identifiable information.

6.3.9 Maintenance, Training, and Plan Updates

Communications systems described in this section are supported through routine maintenance, testing, and staff training. Because technologies and platforms evolve, this section of the EOP will be reviewed more frequently than other plan elements and updated as systems, vendors, or operational practices change.

6.4 Alignment with Standards

Section 6 (Information Collection, Analysis, and Sharing) defines how the City builds situational awareness and shares information during emergencies, aligning with EMAP standards for communications, facilities, and operational planning, as well as CPG-101 expectations for information collection, documentation, and situational analysis. The section is designed to harmonize with County EOP Section 6 “Information Collection, Analysis, & Dissemination,” using similar concepts such as essential elements of information, lifelines, and multi-level EOC information flows. This section supports Cal OES crosswalk criteria for Planning/Intelligence functions around situation status, analysis, documentation, and advanced planning.

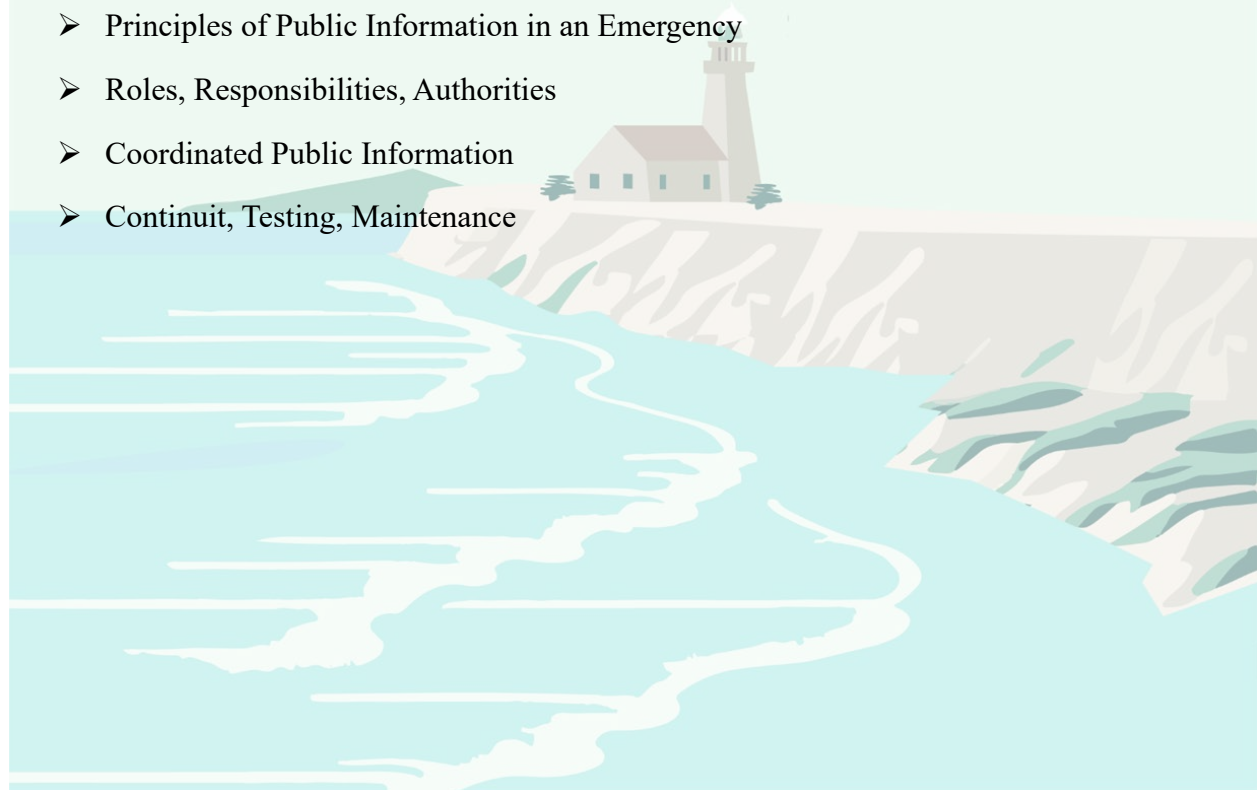
Standard / Framework	Elements Addressed in Section 6
EMAP	4.5 Operational Planning & Procedures; 4.6 Incident Management (situation status & analysis); 4.8 Communications & Warning (information flows that support alerting).
Cal OES 2023 Crosswalk	§50 Planning/Intelligence Section: situation status, analysis, information display, documentation, planning, and demobilization inputs.
FEMA CPG-101	Information collection and documentation checklists (situation reports, damage assessment, documentation of response and recovery actions).
County EOP Alignment	Parallels County Section 6 “Information Collection, Analysis, & Dissemination,” including lifeline-based situational awareness and multi-EOC coordination.



SECTION 7: PUBLIC INFORMATION, ALERT AND NOTIFICATION

Includes:

- Principles of Public Information in an Emergency
- Roles, Responsibilities, Authorities
- Coordinated Public Information
- Continuity, Testing, Maintenance



SECTION 7: PUBLIC INFORMATION, ALERT AND NOTIFICATION

Review of the methods and systems for coordinating emergency alerts, notification, and communication of public information

Timely, accurate, and accessible emergency communication is essential to protect life safety, maintain public trust, and support coordinated response operations. The City of Santa Cruz uses redundant systems, trained personnel, and coordinated procedures to share protective action guidance with residents, visitors, and workers before, during, and after emergencies.

Emergency public information must be timely, accurate, and accessible to the entire community. Messaging is designed to be physically received, understandable, personally applicable, and actionable. The City tailors outreach to residents, visitors, and those with access and functional needs—including individuals with limited English proficiency, unhoused residents, and populations with limited access to communications infrastructure. Communication includes multiple languages and formats such as ASL, captioning, large print, 508-compliant documents, and audio messaging to ensure equitable access.

7.1 Emergency Public Information Principles

(Addresses: CPG-101: Public Information, EMAP 4.12.1, Cal OES §57)

All messaging during an incident must be:

- Accessible/ Able to be physically received
- Understandable
- Personally applicable
- Actionable

Public information must consider:

- Individuals with disabilities or access/functional needs
- Individuals with limited English proficiency
- Unhoused residents
- Visitors and transient populations
- Neighborhoods with limited power/connectivity access

7.2 Roles, Responsibilities & Authorities

(Aligns to ICS, SEMS, EMAP 4.12.2, 4.12.4, 4.8.1)

During EOC activation, messaging follows established policies and is coordinated through the Public Information Officer (PIO) under the EOC Director. The PIO Team is responsible for rumor control, media relations, community messaging, and ensuring proper approvals before releasing information. City Information Technology supports communications systems; Santa Cruz Regional 9-1-1 (NetCom) maintains emergency dispatch infrastructure needed for reliable communications. All City officials, staff, and volunteers must refer public or media inquiries to the PIO to ensure consistent and coordinated messaging.

Public Information Officer (PIO) Function

The PIO, under the EOC Director, leads coordinated messaging, rumor control, media relations, and approvals.

- PIO Team supports multi-lingual messaging, public inquiries, and rumor monitoring
All information released must be cleared through the EOC chain of command.
All staff and volunteers must defer media/public inquiries to PIO staff

Communications Infrastructure Support

Maintained by the Information Technology Department with Santa Cruz Regional 9-1-1 (NetCom).

7.3 Coordinated Information Sharing

(Aligns to EMAP 4.12.4-.5, CPG-101 JIS/JIC)

A contact list of outside partner agencies and jurisdictions is included in Appendix 8 of this Plan.

7.3.1 Joint Information System (JIS)

The City participates in a coordinated Joint Information System (JIS) with regional partners to ensure unified messaging during emergencies. The JIS allows agencies to develop and share consistent, approved public information and actively monitor and correct misinformation. When

needed, a Joint Information Center (JIC) may be activated in person or virtually, and City PIOs may be embedded with partner agencies to verify, coordinate, and disseminate official information.

The JIS provides:

Common message development & sharing
Public information strategy to EOC leadership
Rumor/misinformation monitoring and correction

A **Joint Information Center (JIC)** may be activated physically or virtually.

7.3.2 Coordinated Alert and Warning Systems

(Aligns to CPG-101 Public Alert & Warning Checklist, EMAP 4.8, Cal OES: §57)

The City uses multiple redundant alerting platforms to provide rapid, hazard-specific warnings and protective action instructions. Systems include CruzAware (voice, text, email, app alerts with geotargeting and multilingual capability), Wireless Emergency Alerts/EAS via IPAWS, ShakeAlert earthquake early warnings, NOAA Weather Radios, and tsunami notifications. When infrastructure disruptions occur—such as cellular outages or commercial power loss—messaging may be delivered through door-to-door notifications, posted signage, loudspeakers, volunteers, and neighborhood networks to protect residents and visitors. Accessibility remains a requirement for all alerting systems. The City uses multiple parallel systems to issue life-safety notifications:

- **CruzAware** – opt-in alerts (text/voice/email/app, geo-targeting, multilingual)
- **IPAWS** – WEA + EAS via NetCom authority
- **ShakeAlert** – earthquake early warning
- **NOAA Weather Radios** – backup warning channels
- **Tsunami Warning System** – automated tsunami notifications

When digital systems fail, methods include:

- Door-to-door notifications, High-low sirens, loudspeakers, posted signage, neighborhood messengers

System accessibility is required at every stage: ASL, captioning, large print, 508-compliant docs, audio formats, and multilingual translation.

7.3.3 Public Outreach and Community Information Networks

(Aligns to Cal OES AFN comms, EMAP 4.12.3)

Throughout an emergency, the City uses both high-tech and community-based outreach platforms to reinforce messaging and maintain situational awareness. Communications may be distributed through the City’s social media, websites, radio, and printed media; neighborhood associations; faith-based and nonprofit partners; and schools—including coordinated messaging with UCSC through *CruzAlert*. Human-to-human networks supplement mass communication to reach residents in areas with limited access to connectivity. Information channels include:

- Social media, City websites, radio, and print news media
- Neighborhood groups, CBOs, schools, faith-based networks
- Human-to-human outreach to serve areas with limited infrastructure
- UCSC coordination using *CruzAlert* to reach campus community

7.3.4 Rumor Management and Public Inquiry Support

(Addresses: CPG-101 Communications, EMAP 4.12.4(5))

To maintain public confidence, misinformation is monitored and addressed proactively through the PIO Team and, if activated, a JIC. Public information staff verify details, respond to false information, and issue updates in multiple languages and formats as quickly as possible. The City will also coordinate with community leaders and trusted messengers to reinforce verified information and ensure messaging remains aligned across all partner agencies.

PIO/JIC responsibilities include:

- Monitoring and correcting misinformation
- Engaging trusted messengers to reinforce official guidance
- Responding rapidly to community questions and feedback

7.4 Continuity, Testing & Maintenance

(Aligns to EMAP 4.12.6–4.12.7, 4.8.2–4.8.5)

The City regularly tests and evaluates alerting and messaging systems to confirm reliability and performance across operating environments. Lessons from real-world incidents and exercises drive updates to outreach materials, SOPs, and staff training to improve accessibility, redundancy, and operational readiness continuously. Key components—including JIS/JIC procedures and communications protocols—are reviewed and revised on a recurring schedule consistent with statewide standards and EMAP expectations.

- All alerting systems and procedures are exercised regularly
- Required corrective actions must be documented and implemented
- Lessons learned from incidents drive accessibility & redundancy improvements

7.5 Alignment with Standards

Section 7 explicitly anchors the City’s emergency public information and alerting activities in CPG-101, EMAP Standards 4.8 and 4.12, Cal OES crosswalk, and state accessibility statutes, and lists key authorities and frameworks, including the OA JIS procedures and NetCom IPAWS protocols. It details how the City uses JIS/JIC structures, accessible and multilingual communications, and coordinated messaging to monitor and correct misinformation, aligning with EMAP expectations for communications, warning, and emergency public information. The section is intentionally aligned with County EOP Section 7 (“Communications & Public Information and Warning”) so that City messaging, systems, and roles (PIO team, JIC, alerting tools) match OA practices and Cal OES crosswalk elements for CA-ESF-2 Communications and CA-ESF-15 Public Information.

Standard / Framework	Elements Addressed in Section 7
EMAP	4.8 Communications & Warning; 4.12 Emergency Public Information & Education, including JIS/JIC use and system testing/maintenance.
Cal OES 2023 Crosswalk	CA-ESF-2 Communications and CA-ESF-15 Public Information; requirements for accessible alert & warning and AFN integration; Management and Operations responsibilities for public information and warning.
FEMA CPG-101	Public Information and Public Alert & Warning functional annex guidance, including accessible communications and whole-community messaging.
County EOP Alignment	Mirrors County Section 7 content on PIO roles, JIS/JIC, media coordination, radio use, and social media platforms for incident communication.

SECTION 8: ADMINISTRATION, FINANCE, AND LOGISTICS

Includes:

- Finance and Administration Overview
- Documentation
- Vital Records Protection
- Procurement and Contracting
- Cost Tracking and Timekeeping
- Cost Recovery
- Insurance
- Logistics Coordination Interface
- Demobilization
- Alignment with Standards



SECTION 8: ADMINISTRATION, FINANCE, AND LOGISTICS

Financial management, logistics, mutual aid, DSW policy, contracts, insurance, and after-action reporting

Finance, administration, and documentation are critical to maintaining accountability, supporting continuity of operations, ensuring the legal and responsible use of emergency funds, and enabling cost recovery through state and federal reimbursement programs. This section establishes the processes the City uses to track incident-related costs; manage contracts, personnel time, and procurement; preserve vital records; and document actions throughout response and recovery.

(Aligns to CPG-101 Finance & Admin Annex; EMAP 4.10 Cost Recovery & Records Management; Cal OES Crosswalk §58–§62)

8.1 Finance & Administration Overview

The Finance/Administration Section Chief coordinates financial, procurement, resource tracking, contract, and personnel documentation activities during activation of the Emergency Operations Center (EOC). These functions ensure the City remains compliant with legal requirements and applicable reimbursement policies. Similar to Operational Area practices, the City tracks costs systematically to support eligibility for state and federal assistance.

Primary functions include:

- Fiscal management and expenditure tracking
- Personnel timekeeping and DSW administration
- Contracting and purchasing
- Insurance administration
- Cost recovery planning and documentation

[See also Section 4.2.5 EOC Finance and Administration Section](#)

8.2 Documentation & Record-Keeping

Accurate documentation is required to demonstrate operational conditions, decisions, missions, and resource deployments throughout the incident lifecycle. All EOC Sections must retain detailed written or digital records such as situation reports, forms, unit logs, and action plans.

Record-keeping requirements include:

- Use of SEMS/NIMS-compatible ICS forms
- Daily documentation of all decisions, expenditures, and assignments
- Secure storage of files for audit and legal review post-incident

The City aligns its documentation approach with county standards for reimbursement and compliance.

8.3 Vital Records Protection

City departments must identify and safeguard records essential to emergency management operations and the legal continuity of government—e.g., contracts, insurance, personnel, financial data, GIS/infrastructure data, and emergency plans. Backup copies should be secured in alternate IT systems or protected sites when feasible, consistent with county best practices.

Departments maintain responsibility for:

- Routine data backups
- Secure storage of physical and digital records
- Priority restoration of key systems following outages

In the City of Santa Cruz, the following individuals are responsible for the preservation of vital records:

- City Clerk
- Information Technology Director

Vital records are defined as those records that are essential to:

- Protect and preserve the rights and interests of individuals, governments, corporations, and other entities. Examples include contracts, legislative actions, land and tax records, license registers, birth and death records, and articles of incorporation.
- Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures, personnel rosters, etc. Departments retain critical system maps both online and in some cases, in a sealed vault (i.e., Public Works).

- Reestablish normal governmental functions and protect the rights and interests of the government. Constitutions and charters, statutes and ordinances, court records, official proceedings, and financial records would be included here.

8.4 Procurement & Contracting

Emergency procurement is governed by City policies and authorities that allow expedited purchasing during declared emergencies. The Finance Section ensures purchases are allowable, reasonable, and properly documented to meet FEMA and Cal OES reimbursement rules. Contracts, vendor agreements, and mutual aid requests must follow official protocols similar to the County's framework.

All purchased or hired resources must be:

- Incident-related
- Requested or approved by authorized personnel
- Supported by receipts, logs, and usage documentation

8.5 Cost Tracking and Timekeeping

Cost tracking begins at incident onset. Each department is responsible for maintaining records of:

- Staff time (including Disaster Service Worker status activation)
- Emergency work assignments and overtime justification
- Equipment and material costs tied to incident objectives

Tracking supports reimbursement eligibility through approved public assistance programs and must comply with FEMA's cost principles for grants.

8.6 Disaster Cost Recovery

The Finance Section leads cost recovery efforts by organizing reimbursement requests and submitting applications to Cal OES and FEMA. Eligible costs may include staff time, debris management, emergency protective measures, contracts, and equipment usage — as also reflected in the Operational Area cost categories.

As damage assessments are completed, the City coordinates with the County Operational Area to determine available assistance pathways and required documentation.

8.7 Insurance Administration

Insurance claims are pursued in parallel with state and federal reimbursement processes. The City Risk Management Division coordinates:

- Insurance notifications
- Coverage validation and deductibles
- Claims tracking and settlement

Insurance may reduce the reimbursable amount claimed from FEMA/Cal OES, depending on program rules.

8.8 Logistics Coordination Interface

The Finance/Administration and Logistics Sections collaborate to ensure proper procurement, accountability, and tracking of requested resources — including mutual aid and vendor-provided equipment. Resource ordering follows a standardized request→approval→delivery→tracking model consistent with county logistical operations.

8.9 Demobilization Documentation & After-Action Records

Following deactivation, all cost data, logs, and official records are submitted to Finance for final review. The City participates in the Operational Area After-Action/Corrective Action process to document performance, identify improvements, and maintain EMAP compliance. County alignment ensures consistent reporting methods and corrective action tracking across jurisdictions.

8.10 Alignment with Standards

Section 8 provides a detailed framework for finance, administration, record-keeping, cost tracking, procurement, vital records protection, logistics interface, disaster cost recovery, insurance, and demobilization documentation, explicitly cross-referencing CPG-101, EMAP finance and records management standards, and Cal OES crosswalk §§58–62. It establishes roles (Finance/Administration Section Chief, Risk Management, City Clerk, IT Director) and processes that mirror County EOP Section 8 (“Administration, Finance, & Logistics”), including documentation, cost recovery, vital records, and logistics–finance coordination. The quick crosswalk at the end of the section confirms alignment with EMAP 4.10, 4.11, 4.12, and CPG-101’s Administration, Finance & Logistics checklist, and with Cal OES crosswalk requirements for Finance/Administration Section responsibilities.

Standard / Framework	Elements Addressed in Section 8
EMAP	3.4 Administration & Finance; 4.10 Financial Management; 4.11 Records Management; 4.12 Admin & Documentation, including cost recovery and AAR/CAP documentation.
Cal OES 2023 Crosswalk	§§58–62 Finance/Administration Section (fiscal management, timekeeping, purchasing, compensation & claims, cost recovery, travel) addressed across 8.1–8.10.
FEMA CPG-101	Administration, Finance & Logistics checklist (MAAs, staff augmentation, financial records, cost recovery programs, documentation) reflected in finance processes, vital records, and documentation practices.
County EOP Alignment	Closely parallels County Section 8 for documentation, cost tracking, vital records, eligible costs, insurance, logistics management, and mutual aid, supporting OA-consistent reimbursement and audit practices.



SECTION 9: RECOVERY

Includes:

- Recovery Organization
- Damage Assessment and Community Needs Analysis
- Emergency Reimbursement and Assistance
- Housing, Human Services, Community Recovery
- Long-term Economic and Infrastructure Recovery
- Environmental Recovery
- Transition to Mitigation and Resilience Planning
- Alignment to standards



SECTION 9: RECOVERY

Financial recovery and demobilization efforts

Recovery begins as soon as life-safety response actions are underway. The City of Santa Cruz manages recovery through a coordinated, phased process aimed at restoring services, supporting impacted residents and businesses, repairing public infrastructure, reducing future risk, and accelerating long-term community resilience. Recovery phases include:

- **Short-term:** Re-entry, debris removal, critical infrastructure restoration
- **Intermediate:** Restoration of city services, support programs, and local business stabilization
- **Long-term:** Housing recovery, environmental restoration, rebuilding, economic vitality

Effectively managed recovery requires coordinated decision-making and early priority-setting that avoids cascading negative impacts. County guidance notes that decisions made early in recovery significantly shape outcomes and timelines.

9.1 Recovery Organization

The City integrates with the Santa Cruz County Operational Area (OA) recovery structure. The County may activate a **Recovery Task Force** to coordinate broad stakeholder involvement and manage long-term restoration following EOC deactivation.

City organizations responsible for recovery may include:

- City Manager – policy leadership and intergovernmental coordination
- Fire and Police – reentry and ongoing safety/security
- Public Works – damage assessments, debris, lifelines, infrastructure restoration
- Economic Development – local business stabilization and permitting assistance
- Housing and Human Services partners – temporary and permanent housing support
- Parks & Recreation and Sustainability – environmental, natural resources recovery
- Finance – documentation, insurance, and reimbursement process

The City continues to support county-led Recovery Support Functions (RSFs) aligned with the National Disaster Recovery Framework, which focuses on restoring and revitalizing the community's health, social, economic, natural, and environmental fabric.

9.2 Damage Assessment & Community Needs Analysis

Damage and community impact information drives recovery resource allocation and federal/state assistance eligibility. The City conducts:

- Initial Damage Estimates (IDE) for rapid situational awareness
- Detailed assessments in partnership with County/State/Federal programs
- Documentation of economic, housing, environmental, and infrastructure impacts

Damage assessment findings are shared with the OA to support a coordinated request for disaster declarations.

9.3 Sources of Emergency Reimbursements and Assistance

Multiple potential reimbursement and financial relief programs, consistent with the County OA approach, support recovery operations:

- **FEMA Public Assistance (PA)** – damage to public infrastructure, debris removal
- **FEMA Individual Assistance (IA)** – direct household support for eligible residents
- **Small Business Administration (SBA) Disaster Loans** – business and homeowner loans
- **Federal Highway Administration (FHWA)** – emergency relief for transportation systems
- **U.S. Army Corps of Engineers / NRCS** – waterway, environmental recovery support
- **California Disaster Assistance Act (CDAA)** – state cost-share for emergency recovery
- **Insurance claims** – parallel process coordinated with City Risk Management

Public Assistance work categories are included in the County EOP (Category A–G and timelines).

9.4 Housing, Human Services & Community Recovery

The City collaborates with County, State, FEMA, HUD, and nonprofits to:

- Support displaced residents
- Transition from shelters to temporary or permanent housing
- Address food insecurity, healthcare, mental wellness, and AFN needs
- Promote equitable and trauma-informed recovery

Local community-based organizations play a critical role in connecting underserved populations to assistance.

9.5 Long-Term Economic and Infrastructure Recovery

The City focuses on restoring:

- Water and utilities
- Transportation corridors and public facilities
- Tourism-based economic drivers and small business continuity
- Critical public spaces such as beaches, parks, and waterfront access

Infrastructure projects may incorporate hazard mitigation funds to reduce future risk.

9.6 Environmental and Natural Resources Recovery

Recovery must restore natural areas damaged by fires, floods, storms, and spills — including coastal ecosystems critical to tourism, fisheries, and cultural identity. The City ensures environmental compliance during debris and infrastructure projects and coordinates with the County to mitigate long-term impacts to the coastline and waterways.

9.7 Transition to Mitigation & Resilience Planning

The City engages partners to:

- Incorporate lessons learned into plans and codes
- Pursue mitigation funding under Stafford Act §404
- Align with the City Local Hazard Mitigation Plan and Climate Action & Adaptation Plan

This reinforces community resilience and reduces future disaster losses.

9.8 Alignment with Standards

Section 9 frames recovery as a phased, coordinated process (short-term, intermediate, long-term) to restore services, support residents and businesses, repair public infrastructure, reduce future risk, and build resilience, explicitly noting that early decisions strongly influence outcomes, consistent with County guidance. This supports EMAP's program elements for continuity, mitigation, and incident management by tying recovery operations to risk reduction and continuity of government. It also aligns with CPG-101 recovery and documentation checklists and Cal OES crosswalks' CA-ESF-14 Recovery expectations for describing the recovery organization, cost recovery linkages, and coordination with OA and state programs, as referenced in County Section 9.

Standard / Framework	Elements Addressed in Section 9
EMAP	4.4 Continuity Planning & Procedures; 4.5 Operational Planning & Procedures; supports 4.2 Hazard Mitigation by emphasizing risk reduction in long-term recovery.
Cal OES 2023 Crosswalk	CA-ESF-14 Recovery (recovery coordination, programs, and OA integration) and linkages back to Finance/Administration cost recovery and eligible cost criteria.
FEMA CPG-101	Recovery and After-Action/Improvement Plan guidance (review of actions, documentation of impacts, use of lessons learned to adjust plans and mitigation).
County EOP Alignment	Aligns conceptually with County Section 9 Recovery

SECTION 10: PLAN MAINTENANCE

Includes:

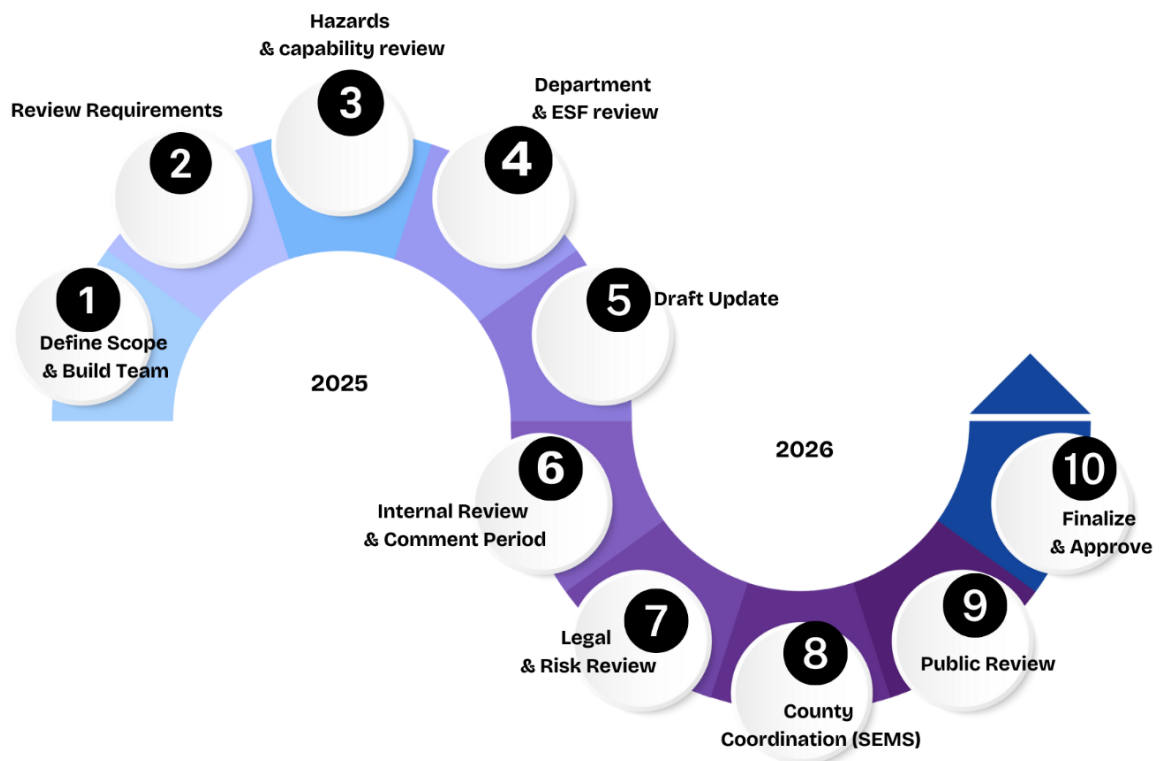
- Planning Process
- Update Process
- Alignment with Standards

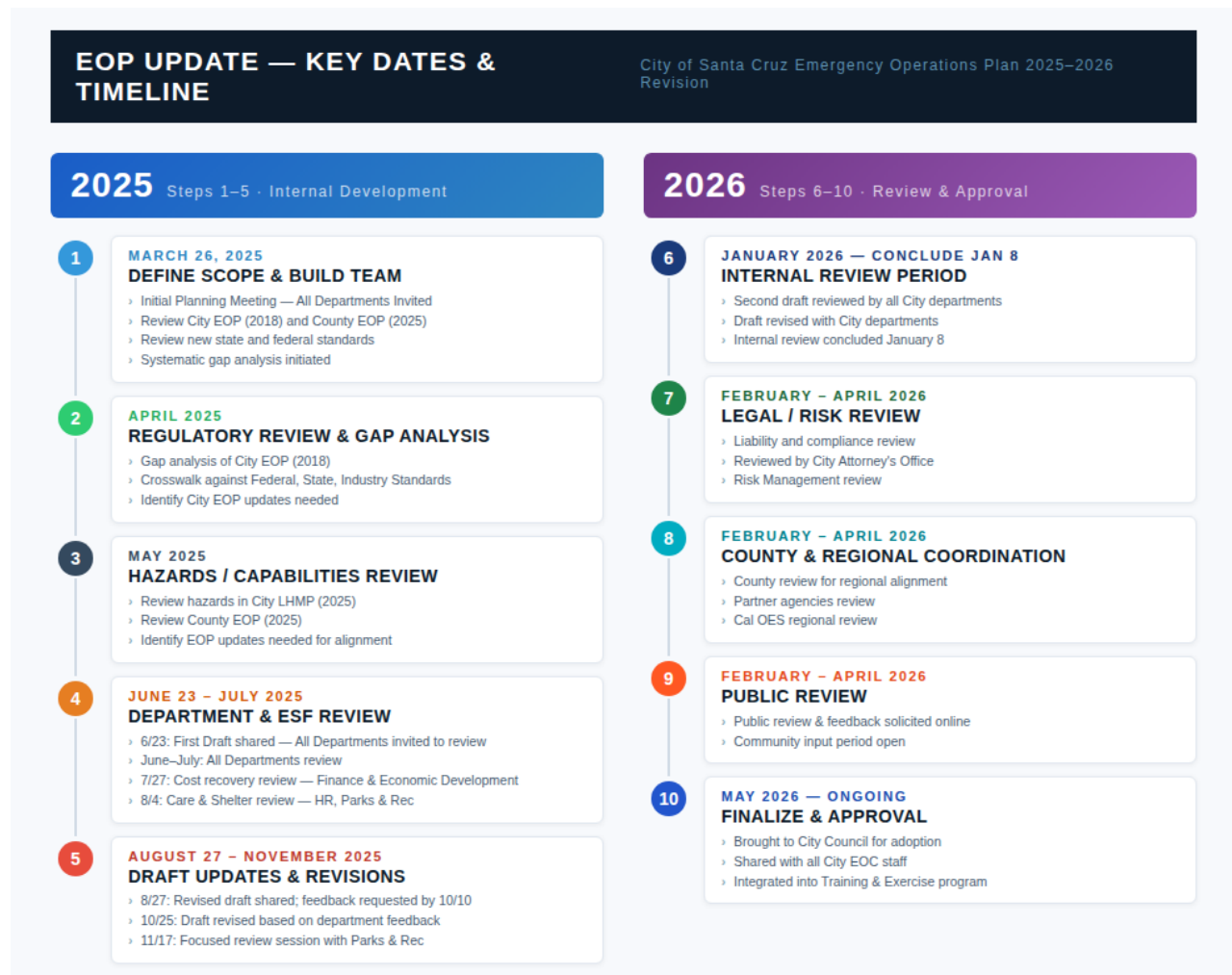


SECTION 10: PLAN MAINTENANCE

The City of Santa Cruz updated its 2025–2030 Emergency Operations Plan through a comprehensive and collaborative process conducted throughout 2025. This effort engaged all City departments in a series of planning meetings, workshops, and focused discussions to ensure that operational roles, responsibilities, and coordination pathways accurately reflect current capabilities and practices. The update followed an iterative review process in which departments provided detailed feedback on draft sections and annexes, supported by legal and risk management assessments to confirm compliance with state and federal requirements. The City also coordinated closely with partner agencies—including the County Operational Area and regional public safety and emergency management partners—to ensure alignment with broader response frameworks. The result is a plan designed to guide coordinated response and recovery efforts for the next five years.

Emergency Operations Plan Update Process





10.1 Update Process Assumptions and Notes

- Lead agency based on precedent: City’s Office of Emergency Services -Fire Department.
- Scope: Full rewrite of 2018 EOP; annex updates; hazard-specific revisions; incorporation of 2025 Local Hazard Mitigation Plan assessment
- Guiding frameworks for the update process:
 - FEMA CPG-101 (v3) guidance for plan structure and content.

- Cal OES Local Government EOP Crosswalk (California-specific compliance checklist).
- SEMS/NIMS compliance requirements (mandatory in California; Government Code §8607).
- Integration with Local Hazard Mitigation Plan (LHMP)
- EMAP standards (optional but increasingly used as best practice).
- Updates to risk profile ([Section 2](#)) using the City’s LHMP, Cal OES data, USGS/NWS info, and new local hazard analyses.
- Incorporate lessons learned from recent incidents, real-world after-actions, and exercises. Assess changes in capabilities, staffing, resources, and technology across departments.
- Verify prioritization of the following Emergency Support Function (ESF) and hazard annexes with the City Manager’s Office (11/19/2025)
 - ESF 6 - Care and Shelter
 - ESF 15 -Emergency Alert and Notification
 - ESF 13 – Evacuation Annex
 - Hazard: Extreme Weather -Protocol
 - Hazard: Tsunami Annex
 - Hazard: Flood Annex
 - Hazard: Integrated ESF 13 and Flooding Annex
- Full draft circulated to all departments, ESF leads, and City leadership at least three times in 2025 (6/23/2025, 8/27/2025, 10/25/2025)
- Conducted working sessions with City departments and collected written comments.

- Incorporated feedback, especially around roles, responsibilities, and communication pathways.

10.2 Plan Maintenance Process Assumptions and Notes

The following notes and assumptions pertain to the maintenance of this document as a cornerstone of the City emergency management program. For emergency operations planning assumptions, [see section 1: Planning assumptions](#)

- Publish internally via Teams/SharePoint
- Training
- Conduct EOP orientation for staff and ESF leads.
- Integrate into annual training and exercise schedule.
- Annual updates for contact lists, thresholds, and roles.
- Post-incident updates from AAR/IPs.
- Comprehensive review every **3–5 years**.
- Maintain a documented [EOP maintenance cycle](#) in the base plan.

Notes about socializing this plan

- **Training must be ongoing, not one-time.** Staff turnover, new programs, and evolving hazards mean that the plan needs regular refreshers to stay familiar and usable.
- **Most staff will not read the whole plan.** Socialization should rely on short modules, role-based content, job aids, and practical walk-throughs rather than expecting staff to absorb the whole document.
- **Training should be tied to real tasks.** Staff learn best when shown how the plan affects their work during activation (e.g., “Here’s your checklist,” “Here’s how to log a resource request,” “Here’s what this annex asks of your department”).

- **Orientation should follow any significant update.** When sections or annexes change, quick briefings, email summaries, or short videos help staff understand what’s new and what matters to them.
- **Partner agencies need tailored touchpoints.** County OES, fire, police, water, harbor, parks, transit, utilities, NGOs, and private partners benefit from short, relevant overviews rather than receiving the entire plan.
- **Exercises are the most effective teaching tool.** Tabletops, drills, and seasonal readiness briefings reinforce plan content better than passive review.
- **Use multiple channels to share updates.** Teams/SharePoint posts, brief emails, one-page highlights, training days, and coordination meetings help ensure staff actually see and absorb changes.
- **Expect varying levels of engagement.** Some staff will be highly invested; others will need repeated reminders and simple, actionable materials.
- **Leadership endorsement matters.** When division managers and department heads reinforce the importance of the plan, staff are more likely to engage with training and updates.
- **Socialization is an opportunity to surface gaps.** Conversations during training often reveal outdated assumptions, missing contacts, or unclear responsibilities—feeding the next plan update cycle.

10.3 Alignment with Standards

Section 10 describes how the City will regularly review, update, and maintain the EOP, including triggers for revision, stakeholder review, and integration of lessons learned and EMAP/Cal OES criteria; Section 1 explicitly points to Section 10 as the detailed description of the update process. This fulfills EMAP expectations for program administration, evaluation, exercises, and corrective actions, and directly aligns with CPG-101 guidance on plan development, maintenance, and use of after-action findings to revise the EOP. It also supports Cal OES crosswalk “Plan Development and Maintenance” criteria. It maintains consistency with County EOP practices for periodic review, exercise-driven updates, and OA coordination, ensuring the City EOP stays synchronized with County and State frameworks over time.

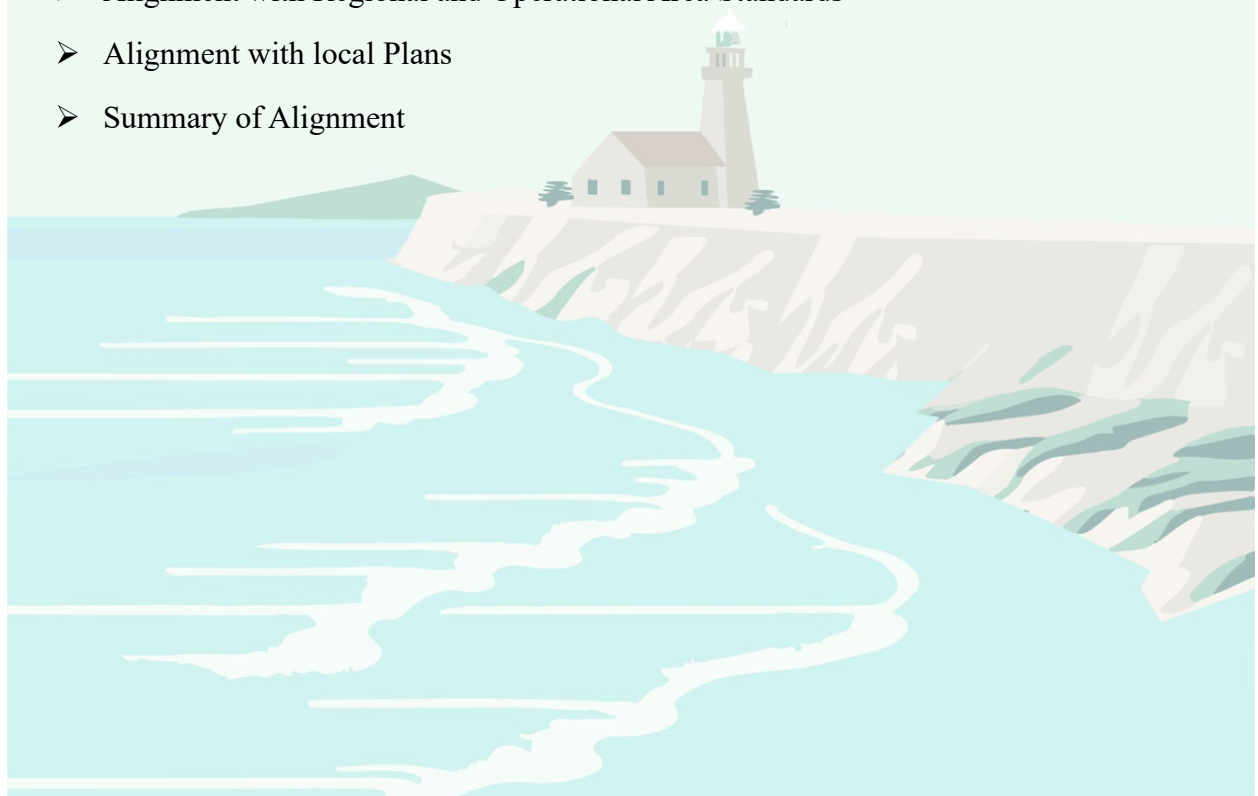
Standard / Framework	Elements Addressed in Section 10
EMAP	3.1 Program Administration & Evaluation; 4.11 Exercises, Evaluations & Corrective Actions; supports ongoing compliance with all Chapter 4 elements through scheduled updates.
Cal OES 2023 Crosswalk	Plan Development and Maintenance requirements (review cycle, stakeholder involvement, use of AAR/CAP), tied to Planning/Intelligence demobilization and documentation responsibilities.
FEMA CPG-101	Plan review and maintenance guidance, including incorporating after-action findings, exercises, and changes in threats or policy into EOP revisions.
County EOP Alignment	Aligns with County practice of periodic base plan and ESF updates, COOP/COG program maintenance, and RWG/EM Council oversight of EOP revisions.



SECTION 11: ALIGNMENT WITH STANDARDS

Includes:

- Alignment with Federal Standards
- Alignment with State Standards
- Alignment with Regional and Operational Area Standards
- Alignment with local Plans
- Summary of Alignment



SECTION 11: ALIGNMENT WITH STANDARDS

The City of Santa Cruz Emergency Operations Plan (EOP) is intentionally designed to operate within, and be interoperable with, the broader emergency management system established at the federal, state, and regional levels. This alignment ensures that the City's actions during preparedness, response, and recovery are consistent with nationally recognized standards; that coordination with the Santa Cruz County Operational Area, Cal OES, and FEMA is seamless; and that the City remains eligible for state and federal disaster assistance and reimbursement.

11.1. Alignment with Federal Frameworks

11.1.1 FEMA Comprehensive Preparedness Guide 101 (CPG 101)

This EOP follows FEMA's CPG 101 as the national standard for developing emergency operations plans. The plan incorporates CPG 101's principles of flexibility, scalability, clarity of roles, risk-based analysis, whole community engagement, and operational planning cycles, ensuring the City's planning methods are consistent with FEMA expectations. CPG 101 also guides the structure of the Base Plan, annex system, and planning assumptions.

11.1.2 National Incident Management System (NIMS)

The EOP fully aligns with the National Incident Management System, as required by Homeland Security Presidential Directive-5. NIMS provides the standardized doctrine—ICS, resource typing, credentialing, integrated communications, unified command, and mutual aid coordination—that underpins all emergency operations described in this plan. City staff training, EOC structure, and ICS/NIMS position descriptions adhere to NIMS guidance.

11.1.3 National Preparedness System & National Planning Frameworks

The EOP reflects the five National Planning Frameworks—Prevention, Protection, Mitigation, Response, and Recovery—by establishing City responsibilities that align with federal core capabilities. This ensures interoperability with FEMA, DHS, and other federal partners during major incidents requiring federal assistance.

11.1.4 Stafford Act & FEMA Regulations (44 CFR)

The EOP supports compliance with the Stafford Act and Title 44 of the Code of Federal Regulations, which govern federal disaster declarations, Public Assistance, Individual Assistance, cost recovery requirements, and hazard mitigation programs. The City's direction and control processes, resource documentation, and proclamation procedures align with these federal requirements to maintain eligibility for federal reimbursement.

11.2 Alignment with California State Frameworks and Authorities

11.2.1 California Standardized Emergency Management System (SEMS)

This plan is fully compliant with SEMS (Gov. Code §8607), which is required for **state reimbursement of disaster costs**. SEMS establishes the five functional levels—**Field, Local Government, Operational Area, Regional, and State**—and integrates:

- Incident Command System (ICS)
- Multi-agency coordination
- Mutual aid
- Public information systems

All City response operations, EOC functions, and coordination mechanisms described in this plan adhere to SEMS regulations (California Code of Regulations, Title 19).

11.2.2 California Emergency Services Act (Gov. Code §§ 8550–8669.7)

The EOP reflects the authorities and emergency powers granted under state law, including procedures for:

- Local emergency proclamations
- Requests for state and federal assistance
- Continuity of government
- Resource prioritization and emergency orders

These authorities are integrated into the City’s Concept of Operations and direction/control structure.

11.2.3 California Disaster Assistance Act (CDAA)

Procedures for damage assessment, cost tracking, and proclamation timelines in this EOP meet CDAA requirements, ensuring City eligibility for reimbursement of eligible emergency response and recovery costs.

11.2.4 California Emergency Support Functions (CA-ESFs)

The City’s ESF structure mirrors and aligns with the CA-ESF system. This connection ensures interoperability between the City, the Operational Area, and Cal OES. Each City ESF identifies its counterpart at the County and State levels (e.g., CA-ESF 1 Transportation; CA-ESF 15 Public Information), enabling smooth upward reporting and coordinated support.

11.3 Alignment with Regional and Operational Area Plans

[See section 5.1.5 Coordination with Mutual Aid and Assistance Agreements, Joint Powers Authorities](#)

11.3.1 Santa Cruz County Operational Area Emergency Operations Plan

The City’s EOP is operationally consistent with the County OA EOP. As an incorporated jurisdiction within the Operational Area, the City coordinates response activities, information sharing, and resource requests through the County EOC, consistent with SEMS requirements. SitReps, resource ordering, proclamations, and interoperable communications methods align with County procedures.

11.3.2 Regional Mutual Aid Systems

The EOP aligns with established California mutual aid systems, including:

- Fire and Rescue Mutual Aid
- Law Enforcement Mutual Aid
- Public Works Mutual Aid
- Public Health and Medical Mutual Aid
- EMAC (Emergency Management Assistance Compact), when applicable
- This ensures the City can both request and provide assistance consistent with statewide agreements.

11.3.3 Regional Intelligence & Information-Sharing Frameworks

The EOP incorporates the City’s connection to:

- Santa Cruz County OA

- Northern California Regional Intelligence Center (NCRIC)
- California State Threat Assessment Center (STAC)

These partnerships inform hazard assessments, intentional threat reporting, situational awareness, and public safety intelligence.

11.4 Alignment with Local Plans

11.4.1 Local Hazard Mitigation Plan (LHMP)

The EOP is directly informed by the City’s 2025–2030 LHMP, which identifies the City’s hazard profiles, vulnerabilities, and long-term mitigation strategies. The LHMP provides the foundational risk assessment that shapes planning assumptions, operational priorities, and annex development within the EOP. This integration supports consistency with FEMA’s mitigation planning requirements and strengthens eligibility for Hazard Mitigation Assistance grants.

11.4.2 City General Plan – Safety and Housing Elements

The EOP aligns with Safety Element policies governing seismic safety, floodplain management, wildfire risk, coastal hazards, evacuation, climate adaptation, and critical facilities. Housing Element policies related to displacement risk, sheltering, and recovery support inform the City’s mass care and long-term housing strategies.

11.4.3 Functional Annexes, Hazard Annexes, and Continuity Plans

All EOP annexes—including Alert & Warning, Evacuation, Mass Care & Shelter, Flood, Tsunami, Extreme Weather, and Continuity of Operations—are designed to integrate with this Base Plan and with state and federal frameworks. This ensures consistency across all planning documents and avoids conflicting guidance during an emergency.

11.5 Summary of Alignment

The EOP ensures that local actions reflect and support federal, state, and regional systems. This alignment creates:

- Interoperable communication and coordination
- Clear pathways for resource requests and mutual aid
- Compliance with reimbursement and regulatory requirements

- A unified structure for operations across all levels of government
- A shared understanding of roles and authorities

By grounding its emergency management doctrine in NIMS, SEMS, CPG 101, the LHMP, and regional plans, the City ensures that its emergency response and recovery operations are consistent, scalable, and capable of functioning effectively within California’s multi-level emergency management system.