



## CITY OF PACIFIC GROVE

300 FOREST AVENUE  
PACIFIC GROVE, CALIFORNIA 93950  
TELEPHONE (831) 648-3100  
FAX (831) 375-9863

March 4, 2009

The Honorable Adrienne M. Grover  
Presiding Judge, Superior Court of California  
County of Monterey  
240 Church Street, 3<sup>rd</sup> Floor, Room #305  
Salinas, CA 93901

Subject: The City of Pacific Grove Response to the 2008 Civil Grand Jury Final Report

Dear Judge Grover,

The following is the required response per California Penal Code Section 933.05 regarding the Monterey County Civil Grand Jury 2008 Year-End Final Report dated January 12, 2009, Section 8 of said report entitled, "Emergency Management System Response Report".

**Finding of the Grand Jury Investigation:**

F8.1. Because the Monterey Peninsula has many trees and, aboveground utilities, severe winter storms and prolonged power outages are probable future hazards. Provisions for addressing these hazards warrant inclusion in the four jurisdictions' emergency planning.

**Response:** As to the finding regarding the City of Pacific Grove, the respondent agrees.

**Finding of the Grand Jury Investigation:**

F8.2. If training exercises that involved activating EOCs, responding to storm related emergencies, dealing with power outages, and communicating with the public had been conducted prior to winter storm season, the four communities' emergency management responses might have been more effective.

**Response:** As to the finding regarding the City of Pacific Grove, the respondent agrees.

**Finding of the Grand Jury Investigation:**

F8.3. To be useful tools in emergency management, EOPs need to give clear, concise directions, be complete, and be current. Carmel's EOP, which is now being revised, was out-of-date when the storm occurred. Monterey's EOP is well designed and easy to follow, but contact names and phone numbers need to be reviewed and updated if necessary. Pacific Grove's EOP needs to be reviewed and revised. For example, it defines

#027

emergency levels differently in two different sections of the plan. Monterey County's EOP, which is used by Pebble Beach, was being updated at the time of this investigation. The "Pebble Beach and Del Monte Forest Coordinated Emergency Response Plan" is clear and inclusive, but, according to its guidelines, it is past due for review and revision.

**Response:** As to the finding regarding the City of Pacific Grove, the respondent agrees.

**Finding of the Grand Jury Investigation:**

F8.4. Emergency response would have been more efficient if emergency equipment had been checked prior to the storm to ensure that it was working properly.

**Response:** The respondent agrees with the finding.

**Finding of the Grand Jury Investigation:**

F8.7. Community emergency operations agencies did not adequately respond to extended power outages, a "disruption of essential services" hazard.

**Response:** The respondent disagrees partially with the finding. "Disruption of essential services" largely occurred in the aftermath of the storm because of the large volume of calls for PG&E. Pacific Grove's police, fire and public works response to the storm was adequate. The "Community emergency operations agencies" as a whole, can not restore power outages without PG&E.

**Finding of the Grand Jury Investigation:**

F8.9. Although Pebble Beach is making a good effort, the four jurisdictions do not currently have sufficient databases of the addresses and phone numbers of the homebound, elderly, and people with special needs who might require extra help during an emergency.

**Response:** As to the finding regarding the City of Pacific Grove, the respondent agrees.

**Finding of the Grand Jury Investigation:**

F8.10. Post-event performance critiques or debriefings are essential for agencies involved with public safety during community-wide emergencies. Officials of Carmel, Monterey, and Pebble Beach are to be commended for conducting them after the storm event and for their honest appraisals and thoughtful recommendations that will help protect the public if there is an emergency or disaster in the future. Pacific Grove and the OES did not conduct such post-event reviews.

**Response:** The respondent disagrees partially with the finding. The respondent agrees that post-event performance critiques or debriefings are essential for agencies involved with public safety during community-wide emergencies, however disagrees that the City of Pacific Grove did not conduct such post-event debriefing. The City Manager, the Assistant City Manger, Police Chief, Fire Chief and Public Works Director met on the afternoon of the storm (01/04/08), at approximately 2:00 pm, and verbally assessed the status of the storm, assessed the need to open the EOC, and debriefed as to the status of the City. There were further discussions and assessments of the storm damage in the following days and a Powerpoint presentation to the City Council, on January 16, 2008, that summarized the number of calls for service in responses to the storm, the damage caused by the storm and power outages.

**Recommendations of the Grand Jury:**

R8.1. To improve compliance with FEMA requirements and to follow the recommendations of the “Governor’s Checklist for Emergency Operations Plans,” Carmel, Monterey, and Pacific Grove include “Severe Winter Storms” and “Disruption of Essential Services” as probable hazards in their hazard mitigation plans and address them in their EOP’s. [Related Findings: F8.1 and F8.3]

**Response:** The recommendation has not yet been implemented, but will be by approximately August 2009. The City of Pacific Grove has employed a consultant, retired Monterey County Office of Emergency Director Harry Robins, to review and revise Pacific Grove’s Emergency Operations Plan, to ensure it is accurate, consistent and up to date and to include “Severe Winter Storms” and “Disruption of Essential Service”.

**Recommendations of the Grand Jury:**

R8.2. In addition to OES sponsored training exercises, each of the four jurisdictions conducts a yearly training exercise that involves activating its EOC and simulating response to at least one hazard addressed in its hazard mitigation plans and listed in its EOP (e.g., earthquakes, tsunamis, severe storms, disruption of essential services). [Related Finding: F8.2]

**Response:** The recommendation has not yet been implemented, but will. The City of Pacific Grove will have two training sessions in the year 2009. The first training session will be a table top exercise; the second will be a functional exercise that will exercise the Pacific Grove EOC Staff in a simulated emergency situation.

**Recommendations of the Grand Jury:**

R8.3. Carmel, Monterey, and Pacific Grove immediately review their EOPs and update or revise them if necessary. Pebble Beach reviews and updates its “Coordinated Emergency Response Plan.” Thereafter, all four jurisdictions review and update their plans at regularly scheduled intervals. [Related Finding: F8.3]

**Response:** The recommendation has not yet been implemented, but will be by approximately August 2009. The City of Pacific Grove has employed a consultant, retired Monterey County Office of Emergency Director Harry Robins, to review and revise Pacific Grove’s Emergency Operations Plan, to ensure it is accurate, consistent and up to date.

**Recommendations of the Grand Jury:**

R8.4. In accordance with the ADA, each of the four jurisdictions consults people with disabilities when making or revising emergency plans or actions so they can help identify special needs and make evaluations. [Related Findings: F8.3, F8.7, F8.8, and F8.9]

**Response:** The recommendation has not yet been implemented, but will be by approximately August 2009. The City of Pacific Grove will review and revise their Emergency Operations Plan and the revised EOP will provide for a response to those persons who suffer from disabilities or who constitute other vulnerable populations

**Recommendations of the Grand Jury:**

R8.5. Each of the four jurisdictions conducts and records periodic inspections of emergency equipment to ensure it is operable. When there is warning that an event might

occur that endangers the public (e.g., a severe storm), each jurisdiction checks its emergency equipment immediately. [Related Finding: F8.4]

**Response:** The recommendation has been implemented. Pacific Grove contracts with the City of Monterey for fire service. The Monterey Fire Department checks all of apparatus and equipment daily for emergency response readiness. The Fire Department maintains portable generators that are provided maintenance after every 100 hours. Pacific Grove's fixed facility generator is checked by City public works staff every month and maintained by a contractor every two months per Homeland Security Guidelines. In addition, portable generators are maintained as part of the department's rolling stock on a maintenance schedule within the mechanical division. Public works staff maintains equipment that would be used in an emergency regularly, as equipment is checked and maintained after each use, i.e. chain saws. Vehicles are fueled each week. The Police Department checks the operation of emergency equipment every 12 hours, at the beginning of each patrol watch.

**Recommendations of the Grand Jury:**

R8.6. Each of the four jurisdictions has a designated temporary shelter available for special-needs residents, such as those who use respirators, during prolonged power outages. [Related Findings: F8.7 and F8.9]

**Response:** The recommendation requires further analysis. The term "special-needs" resident needs to be defined. The issued of providing a "temporary shelter", properly staffed and equipped for uncertain durations also needs to be identified and examined as to feasibility. This issue will be examined by the cities EOP consultant and temporary assistance/sheltering implementations will be specified in the revised EOP, to be completed in approximately August 2009.

**Recommendations of the Grand Jury:**

R8.7. Each of the four jurisdictions conducts and records a post-event critique after each hazardous event that affects a large part of the community. A requirement to this effect could be stated in each EOP. [Related Findings: F8.3 and F8.10]

**Response:** The recommendation has not yet been implemented, but will be specifically included in the revised EOP, scheduled for completion in August 2009.

**Recommendations of the Grand Jury:**

R8.8. Each of the four jurisdictions sets up a system of contacts with the local media, especially newspapers, to ensure that emergency related information specific to the community (e.g., help-lines, power outage updates) is provided to the public. Contact information should be kept current. [Related Findings: F8.7, F8.8, and F8.9]

**Response:** The recommendation has not yet been implemented, but will be implemented in the revised EOP, scheduled for completion in August 2009. A dedicated annex of the plan will address public information policies and procedures, as well as coordination with the Operational Area Public Information Section.

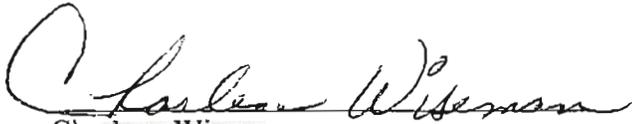
**Recommendations of the Grand Jury:**

R8.9. Each of the four jurisdictions develops and maintains a database containing the addresses and phone numbers of residents who might require assistance in times of emergency. This could be done with the help of such organizations as the ADA Committee of each jurisdiction, Meals on Wheels, Alliance on Aging, Monterey County Citizen Corps Committee, Community Emergency Response Team (CERT), and other

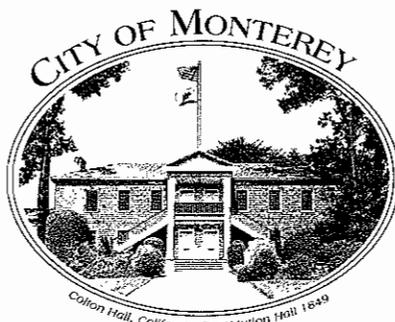
community outreach organizations. It could also be done in conjunction with programs designed to register people in the new countywide telephone emergency system (See R8.10 and R8.11). Pebble Beach has a model program that shows how the two efforts can be combined. [Related Findings: F8.7, F8.8, and F8.9]

**Response:** The recommendation has not yet been implemented, but will be implemented in conjunction with Monterey County Communication Center "TENS" (Telephone Emergency Notifications System). The revised EOP will provide the criteria and instructions on the use of the TENS. The revision of the EOP is scheduled for completion in August of 2009. To the extent possible, the role of the Monterey-San Benito County Chapter of the American red Cross will be addressed as well.

The responses were prepared by the Pacific Grove Chief of Police, Darius Engles, and presented to the Pacific Grove City Council on March 4, 2009 for their approval.



Charlene Wiseman  
Interim City Manager  
The City of Pacific Grove



Mayor:  
CHUCK DELLA SALA

Councilmembers:  
LIBBY DOWNEY  
JEFF HAFERMAN  
NANCY SELFRIDGE  
FRANK SOLLECITO

City Manager:  
FRED MEURER

The Honorable Adrienne M. Grover  
Presiding Judge, Superior Court of California  
County of Monterey  
240 Church Street, 3<sup>rd</sup> Floor, Room #305  
Salinas, CA 93901

Subject: City of Monterey Response to the 2008 Civil Grand Jury Final Report

Dear Judge Grover:

The Following is the City of Monterey's response to the 2008 Monterey County Civil Grand Jury Final Report Section 8. These responses were approved by our City Council at their March 17, 2009 meeting.

### **Section 8 - Emergency Management System Response**

#### **Findings:**

F8.1 Because the Monterey Peninsula has many trees and, aboveground utilities, severe winter storms and prolonged power outages are probable future hazards. Provisions for addressing these hazards warrant inclusion in the four jurisdictions' emergency planning.

Response: *Agree*

F8.2 If training exercises that involved activating EOCs, responding to storm related emergencies, dealing with power outages, and communicating with the public had been conducted prior to winter storm season, the four communities' emergency management responses might have been more effective.

Response: *Agree*

F8.3 To be useful tools in emergency management, EOPs need to give clear, concise directions, be complete, and be current. Carmel's EOP, which is now being revised, was out-of-date when the storm occurred. Monterey's EOP is well designed and easy to follow, but contact names and phone numbers need to be reviewed and updated if necessary. Pacific Grove's EOP needs to be reviewed and revised. For example, it defines emergency levels differently in two different sections of the plan. Monterey County's EOP, which is used by Pebble Beach, was being updated at the time of this investigation. The "Pebble Beach and Del Monte Forest Coordinated Emergency Response Plan" is clear and inclusive, but, according to its guidelines, it is past due for review and revision.

Response: *Agree with findings applicable to City of Monterey.*

F8.4. Emergency response would have been more efficient if emergency equipment had been checked prior to the storm to ensure that it was working properly.

Response: *Agree, although this did not adversely impact the City of Monterey's response.*

F8.5 The severity of the storm and its danger to public safety warranted activating the four jurisdictions' EOCs. Emergency operations leaders of Carmel and Monterey are to be commended for doing so. If the EOCs for Pacific Grove and Pebble Beach had been activated, centralized management of resources and coordination of efforts among their field agencies would have been more effective.

Response: *Agree that the activation of the Monterey EOC assisted the City with the ability to manage resources during the winter storm event.*

F8.6 Emergency response field staff worked long hours in dangerous conditions to safeguard the public. We commend them for their efforts.

Response: *Agree*

F8.7 Community emergency operations agencies did not adequately respond to extended power outages, a "disruption of essential services" hazard.

Response: *Partially agree; most if not all of the extended electrical power interruptions were the result of PG&E's inability to deal with the large number of storm-related problems associated with their electrical distribution system. This is beyond the control of the City of Monterey, although better communication and coordination between PG&E and the Monterey EOC would help minimize the duration of electrical power interruptions as well as greatly enhance the City's emergency communications with its residents.*

F8.9 Although Pebble Beach is making a good effort, the four jurisdictions do not currently have sufficient databases of the addresses and phone numbers of the homebound, elderly, and people with special needs who might require extra help during an emergency.

Response: *Agree as applicable to the City of Monterey.*

F8.10 Post-event performance critiques or debriefings are essential for agencies involved with public safety during community-wide emergencies. Officials of Carmel, Monterey, and Pebble Beach are to be commended for conducting them after the storm event and for their honest appraisals and thoughtful recommendations that will help protect the public if there is an emergency or disaster in the future. Pacific Grove and the OES did not conduct such post-event reviews.

Response: *Agree as applicable to the City of Monterey.*

F8.11 Communication and coordination with PG & E was the main problem for emergency agencies trying to deal with storm related hazards and proved to be their biggest obstacle as they worked to safeguard the public. Because prolonged electric power outages and downed power lines are hazards that can threaten public safety throughout the County – they usually accompany disasters such as severe earthquakes and tsunamis – it is essential that the problems encountered with the system that was in effect during the storm be prevented in the future.

Response: *Agree*

F8.12 Throughout the storm, communication among levels of government emergency management seemed to have worked well in Monterey County. Local governments and the County OES communicated often and coordinated their efforts effectively.

Response: Agree

**Recommendations:**

R8.1 Carmel, Monterey, and Pacific Grove city councils respond to the recommendation with written plans for incorporating the hazards in their mitigation plans and EOPs.

Response: *The City of Monterey is currently reviewing and revising its Emergency Operations Plan, which will include a section on winter storm preparedness. We also recommend that the County of Monterey update its Multi-Jurisdictional Hazard Mitigation Plan to include severe winter storms.*

R8.2 Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the Recommendation with statements of requirements for training exercises.

Response: *Although a training exercise prior to any event would be beneficial, the primary factor in this event was the lack of communication and coordination from PG&E and the overwhelming number of storm-related problems with their electrical distribution system, both issues beyond the control of the City of Monterey.*

R8.3 Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the Recommendation with schedules for updating current EOPs and for reviewing and updating them in the future.

Response: *The City of Monterey is currently reviewing and revising its Emergency Operations Plan, including a recommended future review/update interval, and hopes to complete this project within 18 months.*

R8.4 Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the Recommendation with written procedures and plans for consulting people with disabilities when making emergency plans.

Response: *The City of Monterey is currently reviewing and revising its Emergency Operations Plan which will include a section addressing the needs of persons with disabilities.*

R8.5 Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the Recommendation with statements of requirements and protocols, and with for schedules for inspections.

Response: *The City of Monterey has established a regular testing, inspection, and maintenance schedule for all emergency equipment.*

R8.6 Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach District respond to the Recommendation with shelter implementation plans.

Response: *The City of Monterey will address emergency sheltering in its current review and revision of its Emergency Operations Plan.*

R8.7 Carmel, Monterey, and Pacific Grove city councils respond to the Recommendation with statements of requirements for post-event critiques.

Response: *The City of Monterey conducts post-event critique after all major incidents.*

R8.8 Carmel, Monterey, and Pacific Grove city councils and Pebble Beach Community Services District respond with written plans for setting up agency-media emergency information systems.

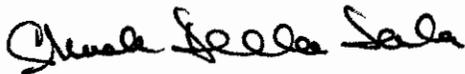
Response: *The City of Monterey adheres to National Incident Management System (NIMS) requirements and guidelines relative to information management. The City is also a partner in the County of Monterey Telephone Emergency Notification System (TENS).*

R8.9 Carmel, Monterey, and Pacific Grove city councils and Pebble Beach Community Services District respond to the Recommendation with written plans for developing and maintaining databases.

Response: *The City of Monterey, as part of its current review and revision of its Emergency Operations Plan, is evaluating processes for establishing and maintaining a database of persons in need of special assistance during an emergency.*

We trust that this information satisfactorily addresses the Grand Jury's Findings and Recommendations. Please contact my office at (831) 646-3760 if we can answer any questions or furnish additional information.

Respectfully,



Chuck Della Sala  
Mayor

c: City Council  
Fire Chief  
Police Chief

# City of Carmel-by-the-Sea

POST OFFICE BOX CC  
CARMEL-BY-THE-SEA, CA 93921  
(831) 620-2000

March 4, 2009

The Honorable Adrienne Grover  
Presiding Judge of the Superior Court  
County of Monterey  
240 Church Street  
Salinas, CA 93901

## 2008 MONTEREY COUNTY GRAND JURY FINAL REPORT

Dear Judge Grover;

Attached are the responses on behalf of the City of Carmel-by-the Sea to the Findings and Recommendations of the 2008 Grand Jury.

These responses were prepared by Public Safety Director George Rawson and address the required commentary outlined in Section 8 (Emergency Management System Response Report) contained in the 2008 Monterey County Civil Grand Jury Final Report.

Very truly yours,



Sue McCloud  
Mayor

cc: Members of the City Council  
Rich Guillen, City Administrator  
Don Freeman, City Attorney  
George Rawson, Director of Public Safety

Attachment

# 2008 Grand Jury Report Findings and Recommendations

## Response: City of Carmel-by-the-Sea

Findings F8.1 and F8.3 and Recommendation R8.1: Carmel, Monterey, and Pacific Grove city councils respond to the Recommendation with written plans for incorporating the hazards in their mitigation plans and EOPs.

**The respondent agrees with the finding. The threat of a winter storm is recognized in the Carmel Emergency Operations Plan (CEOP), starting in "Concept of Operations." The City may elect to take readiness actions based on receipt of a special weather advisory. It is articulated in the CEOP on pages 24-29 (copies attached), the actions to be taken regarding preparing for and managing major winter storm events. The threat of a winter storm also is recognized in the CEOP on page 33 (copy attached), concerning the consequences of an extreme winter storm.**

**Regarding the City's hazard mitigation plan, additional analysis will be done to determine what appropriate amendments, if any, should be made to the plan concerning severe winter storms and disruption of services. This analysis will be completed by June 30, 2009.**

Finding F8.2 and Recommendation R8.2: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the Recommendation with statements of requirements for training exercises.

**The respondent agrees with the finding. The City of Carmel-by-the-Sea will plan, prepare and execute a "winter storm" training exercise that will include EOC activation and functional training for EOC assigned personnel prior to September 1, 2009. This exercise will include a written post-incident critique.**

Finding F8.3 and Recommendation R8.3: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the Recommendation with schedules for updating current EOPs and for reviewing and updating them in the future.

**The respondent agrees with the finding. The recommendation has been implemented. Carmel contracted with consultant Harry Robins to assist staff with writing an updated city disaster plan, now titled the "Carmel Emergency Operations Plan" (CEOP). A draft CEOP was introduced to the Carmel City Council on December 2, 2008. Mr. Robins and the Director of Public Safety presented the plan, and an opportunity for public comment was included in the process. After further discussion, the City Council adopted the plan, a copy of which is available in electronic or print form upon request.**

Findings F8.3, F8.7, F8.8, and F8.9 and Recommendation R8.4: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the Recommendation with written procedures and plans for consulting people with disabilities when making emergency plans.

**The respondent agrees with the findings. The recommendation has been partially implemented and further action will be taken to ensure this recommendation is fully addressed. The CEOP (page 38- copy attached), includes vulnerable populations as a factor for consideration. City staff will develop a written plan to reach vulnerable populations, and will consult with other agencies which have expertise with ADA accommodations. It will be important to define the parameters of what population segments will be classified as vulnerable. The City anticipates completing this plan prior to October 1, 2009.**

Finding F8.4 and Recommendation R8.5: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the Recommendation with statements of requirements and protocols, and with schedules for inspections.

**The respondent agrees with the finding. Effective 2008, this recommendation was implemented. EOC equipment, supplies, and communications systems are inspected or tested on a quarterly basis. The EOC generator engine is operated once weekly via a self-actuated testing program.**

Finding F8.7 and F8.9 and Recommendation R8.6: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach District respond to the Recommendation with shelter implementation plans.

**The respondent agrees with the findings. The City of Carmel is exploring the feasibility of creating a Temporary Assistance Center by using the Carmel Youth Center, adjacent to the Police Department/EOC. The youth center is an ideal location for operating an assistance center because it is equipped with a fully operational kitchen and has a gymnasium with ample space for those needing to stay in a lighted, heated building. Undertaking such a project will require the City to procure a new generator. This, of course, is a future goal for the City, but will require identifying a funding source. When this project is funded, the Youth Center will be operated 24/7, serving as an assistance center to all segments of the city population. Service organization(s) have indicated a willingness to provide hot meals and subsistence for shelter visitors.**

Findings F8.3 and F8.10 and Recommendation R8.7: Carmel, Monterey, and Pacific Grove city councils respond to the Recommendation with statements of requirements for post-event critiques.

**The respondent agrees with the finding. The recommendation was implemented. The CEOP contains forms for recording after-action information in accordance to NIMS/SEMS requirements. After-action reports will be prepared as described in the CEOP on page L-7 (copy attached). Forms that will be used to document after-action reports are attached as pages E-8-A thru E-8-I.**

Findings F8.7, F8.8, and F8.9 and Recommendation R8.8: Carmel, Monterey, and Pacific Grove city councils and Pebble Beach Community Services District respond with written plans for setting up agency-media emergency information systems.

**The respondent agrees with the finding. A plan will be developed to address how existing agency-media communication can be enhanced to ensure the public is informed and assisted in times of emergencies. This plan will be finalized by June 30, 2009.**

Findings F8.7, F8.8, and F8.9 and Recommendation R8.9: Carmel, Monterey, and Pacific Grove city councils and Pebble Beach Community Services District respond to the Recommendation with written plans for developing and maintaining databases.

**The respondent agrees with the finding. The recommendation has been partially implemented, but additional analysis must be performed to fully implement the recommendation. The Director of Public Safety has obtained a list of special-needs residents from the Carmel Foundation. The City intends to expand this list by contacting other social service agencies such as Meals on Wheels, Alliance on Aging, and other agencies and organizations familiar with vulnerable residents living in Carmel. The City is considering other methods to identify special-needs residents, including: the use of the City website for self registration and using volunteers to conduct neighborhood door-to-door surveys. A written plan on how these efforts will be undertaken will be completed by September 1, 2009.**

## Concept of Operations

### General

During a major emergency or disaster, prudent emergency management planning dictates that jurisdictions should be self-sustaining for a period of time before the receipt of outside aid and/or resources should be anticipated. The following general planning parameters will be used in the execution of this plan.

- Receipt of aid or resources from the Monterey County Operational Area should not be anticipated for the first twenty-four hours after start of the event. The City should be self-sustaining for this period.
- Receipt of aid or resources from the Coastal Region, Governor's Office of Emergency Services, should not be anticipated for the first forty-eight hours after start of the event.
- Receipt of aid or resources from the Governor's Office of Emergency Services (GOES) and/or the California National Guard should not be anticipated for the first forty-eight to seventy-two hours after start of the event.
- Receipt of aid or resources from the federal sources and/or the Federal Emergency Management Agency (FEMA) should not be anticipated for the first seventy-two to ninety-six hours after start of the event.

### Major Emergency/Disaster Phases

All disasters or major emergencies generally have four basic phases, with the obvious exception of spontaneous situations. These are:

- **Increased Readiness:** Upon receipt of a warning, forecast, and/or observation that an emergency situation is imminent, has occurred, or is likely to occur in the foreseeable future, the City may elect to take appropriate actions to increase its overall readiness. Example events that could prompt increased readiness activities are:
  - Receipt of a Monterey County Operational Area Emergency Bulletin (EMERBULL) or other form of official communications from the Operational Area.
  - Receipt of a special weather advisory or warning from the National Weather Service (NWS).
  - The occurrence of an earthquake of an unknown magnitude felt in Carmel.
  - The occurrence of fire-conducive conditions such as high winds, low humidity, and high temperatures, of a "Red Flag Warning" or "Fire Weather Watch".

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

- A multi-casualty incident occurring within the City or in close proximity to the City to which City resources are committed.
- A warning or circumstances indicating the potential for terrorism, civil disturbance, or acts of violence.

Actions taken to increase readiness may include, but not limited to, the following:

- Briefing the Mayor, City Council members, and department heads on the known details of the situation.
  - Commencing increased public information actions.
  - Ensuring critical equipment and facilities are prepared and ready.
  - Establishing staffing and/or shift plans for City employees.
  - Releasing City employees to prepare their families and/or obtain rest.
  - Providing specific warnings to threatened portions of the City's population.
  - Evacuating areas that may be affected.
  - Mobilizing personnel and equipment.
  - Identifying potential specific personnel and equipment needs.
  - Establishing staging areas.
- **Initial Response:** The initial response will usually be conducted by City organizations at the field response level. Efforts will be directed towards containing or minimizing the effects of the emergency. Field responders will employ ICS to ensure a functional and responsive on-scene organization. The CEOC may be activated in support of field operations.

Actions that could be undertaken by the CEOC under these circumstances include, but are not limited to:

- Making all appropriate notifications, including the Monterey County Office of Emergency Services or the Monterey County Operational Area Emergency Operations Center (Op Area EOC).
- Requesting activation of the Monterey County Operational Area Emergency Operations Center (Op Area EOC) to support the activation of the CEOC and the local response.
- Declaring a "Local State of Emergency" and forwarding appropriate documentation to the Monterey County Office of Emergency Services or the Monterey County Operational Area Emergency Operations Center.
- Promulgating warnings and disaster related public information.
- Establishing collection centers for displaced persons.
- Alerting appropriate agencies to prepare for care and shelter operations.

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

- Conducting evacuations and rescue operations.
  - Assessing damage.
  - Assessing the need for mutual aid.
  - Restricting traffic and/or movement in affected areas.
  - Coordinating information and resource requirements with the Monterey County Operational Area Emergency Operations Center.
- **Extended Response:** The CEOC will be activated and its Staff will be responsible for conducting extended response activities. Extended emergency operations involve the coordination and overall management of all responding resources in order to contain and resolve the emergency and provide for public safety. The CEOC Staff will be organized as specified in this plan, and function in accordance with the principles of NIMS/SEMS. Communications will be maintained with the local Incident Commander (IC) in the field and with the Operational Area EOC.

Examples of extended response actions may include, but are not limited to the following:

- Developing the Incident Action Plan (IAP).
  - Obtaining resources to sustain operations.
  - Prioritizing resources allocations.
  - Disseminating disaster public information.
  - Operating shelters.
  - Documenting all aspects of the emergency, including expenditures and resource allocations.
  - Restoring public services and utilities.
  - Developing a recovery action plan.
- **Recovery:** As the immediate threat to life and property subsides and the emergency situation is stabilized, a transition from response operations to recovery will occur. The transition to the recovery phase will be relatively seamless and absent a distinct demarcation. In effect, the recovery phase will begin the rebuilding process.

Recovery activities will include the restoration of services to the public and rebuilding affected facilities and areas. Recovery can be both short term and long term. Long term recovery efforts can lead to mitigation of the factors that caused the emergency and lessening the effects of future similar disasters.

Example of recovery actions, include but are not limited to:

- Restoration of all utilities, services, and facilities.
- Condemnation and demolition of structures/facilities that are unsafe or that cannot be economically repaired.

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

- Establishing and/or coordinating local assistance centers and Disaster Assistance Centers.
- Promulgating recovery related information including FEMA Disaster Assistance Line numbers.
- Applying for state and federal disaster assistance funding and/or programs.
- Developing a hazard/disaster mitigation plan, including the identification of any residual or potentially reoccurring hazards.
- Recovering costs associated with the emergency response.

**Disaster Declaration**

The key to activating emergency disaster aid is a “Declaration of Local State of Emergency”. The declaration, or “dec” as it is known in the emergency services profession, is a formal legal proclamation that establishes the parameters of the emergency incident and serves as a means of notification to the Monterey County Office of Emergency Services/Monterey County Operational Area and the Governor’s Office of Emergency Services. The following individuals have the authority to proclaim a local emergency:

- As requested by the Emergency Services Director (City Administrator) when the City Council is in session. (See City Code 2.64.060.)
- The Mayor or the Emergency Services Director (City Administrator) when the City Council is not in session. (See City Code 2.54.060.)
- Whenever a local emergency is proclaimed by the Mayor or the Emergency Services Director, the City Council shall take action to ratify the proclamation within seven days or the proclamation shall have not further force or effect. (See City Code 2.64.060.)
- The Director of Public Safety in the absence of the Mayor or the Emergency Services Director (City Administrator).

Concurrent with the proclamation of the local emergency, a request that the County declare a local emergency to include the City of Carmel will be issued.

Should the County elect to declare a local emergency, it will normally request that the State of California declare the County as a disaster area. Should conditions warrant and the Governor concurs in the declaration, he or she may request that the President declare that a State-wide disaster exists.

Various aid and assistance programs are activated with the different levels of declaration. Timeliness in proclaiming a local disaster is paramount.

**Pre-Activation Responsibilities and Preparation**

All City departments share in pre-activation preparation. Completing and maintaining these preparation steps is a key factor that enables the City to assume a disaster management footing smoothly and with minimum disruption.

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

- **City Administrator (Emergency Services Director)/Director of Public Safety (Assistant Emergency Services Director)/**
  - Establish and maintain the CEOC and an alternate site.
  - Ensure all CEOC positions are assigned to appropriate and qualified personnel.
  - Coordinate the recruitment of potential volunteers.
  - Ensure that procedures are in place to maintain normal City operations during a local state of emergency.
  - Ensure that all CEOC communications systems are tested and functional on a regular basis.
  - Ensure that all CEOC equipment is available and ready for use.
  - Maintain situational awareness if there is advance warning of an impending disaster situation.
  - Brief the Mayor, City Council, Department Directors, and appropriate City employees if there is advance warning of an impending disaster situation.
  - Draft a local “Declaration of Local State of Emergency” for the Mayor’s signature and for transmission to the Monterey County Operational Area EOC and the Governor’s Office of Emergency Services, Coastal Region.
  - Coordinate any pre-activation public information press releases and/or emergency bulletins with the Emergency Services Director and appropriate department heads.
  - Identify local shelter sites.
  - Ensure all members of the CEOC Staff are trained and qualified to function in their assigned positions.
  - Facilitate preparations for activation of the CEOC.
  - Develop procedures for checking the condition of critical City Police Department facilities and equipment.
  - Test and ensure the operability of all assigned communications equipment.
  - Ensure that appropriate police communications channels are available and operable in the CEOC.
  - Develop and maintain procedures for notifying and mobilizing departmental personnel.
  - Pre-position resources and equipment as required.
  - Ensure that any field incident is managed using the NIMS/ICS and that assigned personnel are trained accordingly.
  - Develop and maintain procedures for departmental response to the potential threats identified in this plan. These procedures will ensure coordina-

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

tion with the Fire Department and the Public Services Department if required.

- Develop procedures for initiating:
  - Site security including perimeter management and access control.
  - Traffic and crowd control.
  - Initial damage assessment (“Windshield Survey”).
  - Evidence safeguarding.
  - Requesting law mutual aid.
  - Evacuation/movement operations including designation of routes, reception/collection areas, and general security.
- Develop procedures in coordination with the Monterey County Sheriff/Coroner for conducting coroner operations until the Coroner arrives on site.

◄ **Fire Chief**

- Develop procedures for checking the condition of critical City Fire Department facilities and equipment.
- Test and ensure the operability of all assigned communications equipment.
- Develop and maintain procedures for notifying and mobilizing departmental personnel.
- Pre-position resources and equipment as required.
- Ensure that any field incident is managed using the NIMS/ICS and that assigned personnel are trained accordingly.
- Develop and maintain procedures for departmental response to the potential threats identified in this plan. These procedures will ensure coordination with the Police Department and the Public Services Department if required.
- Develop procedures for initiating:
  - Initial damage assessment (“Windshield Survey”).
  - Medical treatment and Triage operations.
  - Rescue operations.
  - Requesting fire mutual aid.
  - Assist the Carmel Police Department with evacuation/movement operations including designation of routes and reception/collection areas.

**THIS AREA INTENTIONALLY LEFT BLANK.**

**Potential Threats**

The following threats are considerable applicable to the City of Carmel. In some instances, the City has directly experienced these threats; in other cases, the potential threats are acknowledged to have the capacity to affect the City. The occurrence of any of these threats singularly or together could result in a disaster or major emergency and require the activation of the CEOC.

- **Earthquake:** The San Andreas Fault lies approximately twenty-five miles to the east of the City. While this segment of the fault is relatively less active than other segments, it does have the potential to produce earthquakes that could cause structural damage and injuries within the City and its environs. Other closer off-shore faults possess the capability to produce damaging earthquakes.
- **Tsunami:** A tsunami is a seismically generated series of sea waves that can produce major coastal damage. Although extremely infrequent in occurrence, tsunamis, often mistakenly called “tidal waves”, have caused damage in Crescent City and in Moss Landing. The Carmel Beach would be the primary City area affected by a tsunami. The **Monterey County Operational Area Tsunami Incident Response Plan (TIRP)** provides specific incident related guidance for this type of event and “run-up” maps. (See **Annex P – Beach Evacuation Plan** for functional guidance.)
- **Winter Storm/Extreme Weather:** Monterey County is prone to damage from winter storms from November through April. Generally, the coastline and immediate surrounding areas receive the major impacts; consequently the potential for severe damage from high winds and/or heavy rains does exist for the City. Trees fallen as the result of winter storms/extreme weather may present a significant hazard to the City.
- **Flooding:** Flooding usually occurs as the direct result of winter storms. Therefore, it is not uncommon that the two will combine to form a “compound emergency” in which the emergency response system will be required to deal of the salient characteristics of both types of threat. The effects of flooding on the City of Carmel will normally be generated from two sources, flooding of the Carmel River which has the capacity to inundate the Carmel Regional Water Pollution District sewage plant located south of the City adjacent to the Carmel River, and localized flooding of streets and areas due to heavy rainfall and/or poor drainage from the urbanized watershed to the east and north of the City. With the exception of the sewage treatment ponds which provide sewage treatment for the City, the City is situated well above the 100 year flood plain. Flooding of the sewage plant could force it to be shut down, thus impacting the City.
  - **Levee Failure and Resultant Flooding:** Levee failure and flooding could affect the unincorporated area of Mission Fields located immediately east of the City’s southeastern corner. Should this occur, the primary impact on the City would be the disruption of transportation to and

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

terey County Emergency Communications Center presently cannot communicate on existing Carmel frequencies. This situation should be remedied with future improvements to county-wide communications systems.

Additionally, the PSAP has the option to switch incoming calls to the Fire Department and to conduct public safety dispatch functions from that facility if required.

- **Vulnerable Populations:** For the purpose of this plan, vulnerable populations may include residents with special needs, the elderly, the infirmed and/or handicapped, including non-ambulatory residents, those who are dependent on medicines, those without viable means of transportation, those members of the community who may not be able to care for themselves in a reliable and consistent manner in the event of an emergency incident, and those without viable language skills. Vulnerable populations may require special assistance during an evacuation or a shelter-in-place scenario. In particular, it may be necessary to plan to provide food services to members of vulnerable populations during emergencies that deprive them of the means to prepare food for themselves. It is imperative that these elements of the community be identified, and a plan developed to ensure their safety and sustenance of their life styles during an emergency. A partial list of known non-ambulatory residents is being compiled in cooperation with the Carmel Foundation. This list, and other sources of information, will be used to assist residents with special needs.
- **Shelters and Shelter Operations:** The designation and operation of emergency shelters is the responsibility of the Carmel Area Chapter of the American Red Cross. Red Cross personnel and volunteers are trained in shelter operations and procedures. The chapter maintains agreements with local entities such as school districts to make available specific facilities that meet shelter parameters for use as shelters during an emergency. The actual designation of facilities to be used as shelters make vary over time as agreements are renewed or expire, or may be situationally dependent on the emergency extant. Consequently close liaison with the chapter will be required in order to adequately convey actual shelter requirements during an emergency. Specific shelters are not listed in this plan, and any questions regarding a current list of local available shelters should be referred to the Carmel Area Chapter of the American Red Cross.
- **Emergent Volunteers:** Emergent volunteers are those members of the community who volunteer to perform emergency services during an emergency incident who are not registered Disaster Services Workers. They usually represent a host of talents, and can prove indispensable to an emergency incident response. Channeling their skills and talents into viable, productive efforts can prove to a challenge to the CEOC Staff.
- **Visitors/Transient Population:** The City of Carmel-by-the-Sea is a recognized tourist destination. The distinct ambience, charm, and personal-

*CITY OF CARMEL-BY-THE-SEA*  
*EMERGENCY OPERATIONS PLAN*

---

ity of the City attract visitors worldwide. With over forty lodging establishments (bed and breakfasts, hotels, inns, and resorts), and more than fifty restaurants in and adjacent to the City, it is capable of hosting a sizable number of visitors, especially during holiday weekends and the summer season.

Emergency response operations within the City should take into consideration the fact that a large number of visitors may present a unique set of challenges. The following factors may be present or considered:

- Public information efforts should be directed towards keeping visitors, as well as citizens and residents, informed. This may require unique and inventive ways to reach the transient population.
  - Non-English speakers may be encountered.
  - Visitors unacquainted with some local hazards (earthquakes, high/dangerous surf, and tsunamis) may tend to panic or become unduly concerned if these events occur.
  - Visitors unfamiliar with the potential severity of local hazards may tend to underestimate the hazards involved and place themselves at extreme risk.
  - Evacuations should be undertaken with an understanding of the potential impact on City businesses. The option of shelter in place should be considered when appropriate.
- **Continuity of Government (COG):** Continuity of Government (COG) is the ability of the City's government to continue to function during a major emergency or disaster. Frequently associated with a pandemic emergency in which a large portion of the City's staff could be assumed to be incapacitated, for the purpose of this plan, the concept of COG will be considerable applicable to all forms of potential major emergencies or disasters. See **Annex K – City of Carmel Continuity of Government Plan** for further details.
- **Continuity of Operations (COOP):** Continuity of Operations (COOP) relates to the City's ability to continue to operations during a major emergency or disaster. Again, this function is often associated with a pandemic emergency, but in reality, could be applicable to any disaster or major emergency. For the purposes of this plan, COOP will be considered to be situationally dependent. Depending on the situation and the extent of impact, the City may elect to suspend non-essential operations and divert personnel, equipment, and resources to essential operations as necessary to sustain vital functions and protect the public. The decisions needed to accomplish these actions will be undertaken as part of the overall emergency response phase effort.

**THIS AREA INTENTIONALLY LEFT BLANK.**

**CITY OF CARMEL-BY-THE-SEA**  
**EMERGENCY OPERATIONS PLAN**

---

**Documentation**

All phases and elements of recovery operations must be documented in detail to ensure the best possible justification for receiving State and/or Federal funding assistance. It is essential that documentation be retained for at least three or more years to enable any audits that may precede final recovery payments and/or final resolution of any claims.

**Initial Damage Assessment and Recovery**

An Initial Damage Assessment (IDA) is developed during the response phase of the disaster/major emergency situation to support the Declaration of Emergency and the request for a gubernatorial declaration and for the Governor to request a presidential declaration. The Initial Damage Assessment will be updated as required, and will be followed by a detailed damage assessment that provides the basis for determining the type and amount of state and/or federal financial aid available for recovery. See the **Recovery Operations Responsibility Matrix** above for specific responsibilities. Preparation of the detailed damage assessment will be coordinated with the Monterey County Operational Area. **(See Annex F – CEOC Forms and Associated Documentation.)**

**After-Action Reports**

NIMS requires that a jurisdiction declaring a local state of emergency for which the Governor proclaims a state of emergency complete and forward an After-Action Report (AAR) to the Governor's Office of Emergency Services within ninety days of the close of the incident period. RIMS is the preferred means for accomplishing this task. The report should address the following issues:

- Response actions taken.
- Application of NIMS, and suggested modifications thereto.
- Modifications to plans and procedures.
- Identified training needs.
- Recovery actions undertaken to date.

The after-action report will serve as a source for documenting the City's emergency response activities, and identifying areas of concern and success. It will be used to develop a work plan for implementing needed improvements. The report should contain mitigation actions taken to date. The report will be coordinated with the Monterey County Office of Emergency Services. **(See Annex F – CEOC Forms and Associated Documentation.)**

**Disaster Assistance Programs**

Existing disaster assistance programs vary in their applicability and eligibility parameters, and are designed to provide assistance to four groups:

- Individuals.
- Businesses.

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

- Government entities.
- Non-profit organizations.

Individuals may receive loans or grants for repair or replacement of real property, funeral, medical, transportation, unemployment, sheltering, and rental assistance, depending on the nature and scope of damage.

Loans for businesses are usually made under the auspices of the United States Small Business Administration. The loans are intended to relieve physical and economic losses sustained as the result of a disaster or major emergency situation.

Funds and grants are available to government and non-profit agencies to mitigate the risk of future damage from similar disasters or major emergency situations.

Programs may vary over a specific period of time. Their parameters are addressed herein only in general terms.

**Public Assistance Program Responsibilities**

City of Carmel and private agencies have the responsibility for the completion and submission of the required documents for both state and federal public assistance programs for their jurisdiction, agency, or company.

Specifically, the City will complete the necessary public assistance program application and supporting materials. Additionally, the City will be the primary contact for state and federal field representatives.

**Individual Assistance Program Responsibilities**

Individuals are expected, whenever possible, to provide for themselves and direct their own personal recovery. However, many individuals will expect the City of Carmel to deliver assistance to them well after the disaster.

The City of Carmel will assist the individuals in any way legally possible, including providing them with the Federal Emergency Management Agency's (FEMA) hotline number for individual assistance.

A sequence of delivery guide has been developed by FEMA to assist individuals and local governments in determining the flow of individual assistance. City of Carmel's objective is to provide the citizens of their community with all the necessary information to help themselves recover from the disaster. The sequence of delivery appears as follows:

- Individual actions for assistance (family, friends, volunteer organizations, churches, etc.).
- Recovery/assistance from private insurance carrier.
- FEMA disaster housing assistance.
- United States Small Business Administration assistance.
- Individual and Family Grant Program assistance.
- Cora Brown Fund Assistance.

## **Annex F – Key Points of Contact**

### **General**

This annex provides a listing of emergency services key points of contact for the City of Carmel and the Monterey County Operational Area. It is emphasized that this information is perishable and subject to change. It is the responsibility of the Administrative Department to update and promulgate this annex semi-annually on 15 January and 15 July.

### **Points of Contact**

- **City of Carmel:**
  - Emergency Services Director/City Administrator (Rich Guillen) – (831) 620-2000/2058  
E-Mail: [rguillen@ci.carmel.ca.us](mailto:rguillen@ci.carmel.ca.us)
  - Assistant Emergency Services Director/ Director of Public Safety (George Rawson) – (831) 624-6403  
E-Mail: [grawson@ci.carmel.ca.us](mailto:grawson@ci.carmel.ca.us)
  - Assistant City Administrator – (Heidi Burch) – (831) 620-2000/2006  
E-Mail: [hburch@ci.carmel.ca.us](mailto:hburch@ci.carmel.ca.us)
  - City Attorney – (Don Freeman) – (831) 624-5339 Ext. 11  
E-Mail: [dfreeman@ci.carmel.ca.us](mailto:dfreeman@ci.carmel.ca.us)
  - Police Sergeant (Michael Calhoun) – (831) 624-6403/620-2029  
E-Mail: [mcalhoun@ci.carmel.ca.us](mailto:mcalhoun@ci.carmel.ca.us)
  - Fire Chief (Andrew Miller) – (831) 620-2030/(831) 648-3110  
E-Mail: [amiller@ci.carmel.ca.us](mailto:amiller@ci.carmel.ca.us)  
Fire Captain (Bruce Meyer) – (831) 620-2030  
E-Mail: [bmeyer@ci.carmel.ca.us](mailto:bmeyer@ci.carmel.ca.us)
  - Building Official (Jon Hanson) – (831) 620-2010/2022  
E-Mail: [jhanson@ci.carmel.ca.us](mailto:jhanson@ci.carmel.ca.us)
  - Public Services Director (Stuart Ross) – (831) 620-2010/2070  
E-Mail: [sross@ci.carmel.ca.us](mailto:sross@ci.carmel.ca.us)
  - Community Services Director (Vacant ) – (831) 620-2000/2020  
E-Mail: [@ci.carmel.ca.us](mailto:@ci.carmel.ca.us)
  - Community Planning & Building Manager (Sean Conroy) – (831) 620-2010/2057  
E-Mail: [sconroy@ci.carmel.ca.us](mailto:sconroy@ci.carmel.ca.us)
  - Human Resources Manager (Jane Miller) – (831) 620-2000/2017  
E-Mail: [jmiller@ci.carmel.ca.us](mailto:jmiller@ci.carmel.ca.us)

**CITY OF CARMEL-BY-THE-SEA**  
**EMERGENCY OPERATIONS PLAN**

---

- Administrative Services Director (Joyce Giuffre) – (831) 641-0113  
E-Mail: [jgiuffre@ci.carmel.ca.us](mailto:jgiuffre@ci.carmel.ca.us)
  - City Forester (Mike Branson) – (831) 620-2070  
E-Mail: [mbranson@ci.carmel.ca.us](mailto:mbranson@ci.carmel.ca.us)
  - Universal CEOC E-Mail Address -- [carmelecoc@ci.carmel.ca.us](mailto:carmelecoc@ci.carmel.ca.us)
  - **Monterey County Operational Area/Office of Emergency Services:**
    - Office of Emergency Services – (831) 796-1900
    - Emergency Services Manager (Paul Ireland) -- (831) 796-1901  
E-Mail: [irelandp@co.monterey.ca.us](mailto:irelandp@co.monterey.ca.us)
    - Emergency Services Planner (Robert Clyburn) – (831) 796-1902  
E-Mail: [clyburnra@co.monterey.ca.us](mailto:clyburnra@co.monterey.ca.us)
    - Emergency Services Planner (Bertha Simpson) – (831) 796-1903  
E-Mail: [simpsonb@co.monterey.ca.us](mailto:simpsonb@co.monterey.ca.us)
    - Emergency Services Planner (Phil Yenovkian) – (831) 796-1904  
E-Mail: [yenovkiamp@co.monterey.ca.us](mailto:yenovkiamp@co.monterey.ca.us)
    - Emergency Services Senior Secretary (Teresa Meister) – (831) 796-1900  
E-Mail: [meistert@co.monterey.ca.us](mailto:meistert@co.monterey.ca.us)
  - **Monterey County Operational Area EOC:**
    - **Command Section**
      - Emergency Services Director – (831) 796-1920  
E-Mail: None
      - Chief of Staff – (831) 796-1921  
E-Mail: None
      - Counsel – (831) 796-1923  
E-Mail: None
      - Liaison – (831) 796-1922  
E-Mail: None
      - Safety Officer – (831) 796-1905  
E-Mail: None
    - **Operations Section**
      - Operations Section Chief – (831) 796- 1930  
E-Mail: [295-ops@co.monterey.ca.us](mailto:295-ops@co.monterey.ca.us)
      - Assistant Operations Section Chief – (831) 796- 1931  
E-Mail: None
- Operations Section Emergency Services Branches**
- Fire Operations Branch – (831) 796-1932

**CITY OF CARMEL-BY-THE-SEA**  
**EMERGENCY OPERATIONS PLAN**

---

- E-Mail: [295-fire&rescue@co.monterey.ca.us](mailto:295-fire&rescue@co.monterey.ca.us)
- Assistant Fire Operation/HAZMAT – (831) 796-1933  
E-Mail: [295-fire&rescue@co.monterey.ca.us](mailto:295-fire&rescue@co.monterey.ca.us)
- Law Operations Branch – (831) 796-1934  
E-Mail: [295-law@co.monterey.ca.us](mailto:295-law@co.monterey.ca.us)
- Assistant Law Operations/Movement – (831) 796-1935  
E-Mail: [295-law@co.monterey.ca.us](mailto:295-law@co.monterey.ca.us)
- CHP Operations – (831) 796-1936  
E-Mail: [295-chp@co.monterey.ca.us](mailto:295-chp@co.monterey.ca.us)
- Engineering Operations Branch – (831) 796-1937  
E-Mail: [295-engineering@co.monterey.ca.us](mailto:295-engineering@co.monterey.ca.us)
- Assistant Engineering Operations – (831) 796-1938  
E-mail: [295-engineering@co.monterey.ca.us](mailto:295-engineering@co.monterey.ca.us)
- Air Operations Branch – (831) 796-1939  
E-mail: None
- Military Liaison/CNG – (831) 796-1940  
E-mail: None
- MCOE – (831) 796-6454  
E-mail: None
- Coroner – (831) 796-6472  
E-mail: None

**Operations Section-Human Services Branches**

- Human Services Branch – (831) 796-1949  
E-mail: [295-humanservices@co.monterey.ca.us](mailto:295-humanservices@co.monterey.ca.us)
- Medical & Health Branch – (831) 796-1948  
E-mail: [295-mede&health@co.monterey.ca.us](mailto:295-mede&health@co.monterey.ca.us)
- Medical Operations – (831) 796-1941  
E-mail: None
- Public Health Operations – (831) 796-1943  
E-mail: None
- Environmental Health Operations – (831) 796-1942  
E-mail: None
- Shelter Operations/ARC – (831) 796-1945  
E-mail: None
- Social Care – (831) 796-1944  
E-mail: None

*CITY OF CARMEL-BY-THE-SEA*  
*EMERGENCY OPERATIONS PLAN*

---

- Animal Care – (831) 796-1946  
E-mail: None
- **Planning Section**
  - Planning Section Chief – (831) 796-1950  
E-Mail: [295-plans@co.monterey.ca.us](mailto:295-plans@co.monterey.ca.us)
  - Documentation Unit -- (831) 796-1954  
E-Mail: [295-documentation@co.monterey.ca.us](mailto:295-documentation@co.monterey.ca.us)
  - Situation Analysis Unit -- (831) 796-1951  
E-Mail: None
  - Strategic Planning Unit -- (831) 796-1952  
E-Mail: None
  - Damage Assessment Unit -- (831) 796-1953  
E-Mail: None
  - Technical Advisory Unit -- (831) 796-1960  
E-Mail: [295-techadvisory@co.monterey.ca.us](mailto:295-techadvisory@co.monterey.ca.us)
  - Water Resources Agency -- (831) 796-1955  
E-Mail: [295-waterresources@co.monterey.ca.us](mailto:295-waterresources@co.monterey.ca.us)
- **Logistics Section**
  - Logistics Section Chief – (831) 796-1970  
E-Mail: [295-logistics@co.monterey.ca.us](mailto:295-logistics@co.monterey.ca.us)
  - Communications Unit-- (831) 796-1976  
E-Mail: [295-comm@co.monterey.ca.us](mailto:295-comm@co.monterey.ca.us)
  - Facilities Unit -- (831) 796-1974  
E-Mail: None
  - Resources Unit -- (831) 796-1971  
E-Mail: [295-resources@co.monterey.ca.us](mailto:295-resources@co.monterey.ca.us)
  - Support Services Unit -- (831) 796-1972  
E-Mail: None
  - Transportation Unit -- (831) 796-1973  
E-Mail: None
  - ARES/RACES -- (831) 796-1916  
E-Mail: [295-ACSO@co.monterey.ca.us](mailto:295-ACSO@co.monterey.ca.us)

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

○ **Finance/Administration Section**

- Finance/Administration Section Chief – (831) 796- 1980  
E-Mail: [295-adminserv@co.monterey.ca.us](mailto:295-adminserv@co.monterey.ca.us)
- Administrative Services Unit – (831) 796- 1981/1984  
E-Mail: None
- Data Services Unit – (831) 796- 1985  
E-Mail: [295-dataserv@co.monterey.ca.us](mailto:295-dataserv@co.monterey.ca.us)
- Finance Services Unit – (831) 796- 1983  
E-Mail: [295-financeserv@co.monterey.ca.us](mailto:295-financeserv@co.monterey.ca.us)
- Personnel Services Unit – (831) 796- 1982  
E-Mail: None
- Recovery Planning Unit – (831) 796- 1986  
E-Mail: None

○ **Public Information Section**

- Public Information Section Chief – (831) 796- 1991  
E-Mail: [295-pio@co.monterey.ca.us](mailto:295-pio@co.monterey.ca.us)
- PIO Main Line – – (831) 796- 1990  
E-Mail: None
- Assistant PIO – (831) 796- 1992  
E-Mail: [295-dissemination@co.monterey.ca.us](mailto:295-dissemination@co.monterey.ca.us)
- Assistant PIO – (831) 796- 1993  
E-Mail: [295-dissemination@co.monterey.ca.us](mailto:295-dissemination@co.monterey.ca.us)
- Assistant PIO – (831) 796- 1994  
E-Mail: [295-dissemination@co.monterey.ca.us](mailto:295-dissemination@co.monterey.ca.us)
- Assistant PIO – (831) 796- 1995  
E-Mail: [295-dissemination@co.monterey.ca.us](mailto:295-dissemination@co.monterey.ca.us)
- Assistant PIO – (831) 796- 1996  
E-Mail: [295-dissemination@co.monterey.ca.us](mailto:295-dissemination@co.monterey.ca.us)
- Assistant PIO – (831) 796- 1997  
E-Mail: [295-dissemination@co.monterey.ca.us](mailto:295-dissemination@co.monterey.ca.us)

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

- **Cities & District Representatives**
  - City Representatives/Salinas – (831) 796-6450  
E-Mail: None
  - City Representatives/Peninsula – (831) 796-6451/6452  
E-Mail: None
  - South County Cities – (831) 796-6453  
E-Mail: None
  - Special Districts – (831) 796-6455  
E-Mail: None
  - Water Resources Agency (ALERT) Room – (831) 796-6459  
E-Mail: None
- **Support Services**
  - Recorded English Message – (831) 796-1906 (No instrument.)
  - Recorded Spanish Message – (831) 796-1907 (No instrument.)
  - Recorded Media Message – (831) 796-1908 (No instrument.)
- **Monterey County Emergency Communications Department**
  - Communications Center/9-1-1 Watch Supervisor – (831) 796-8888  
(TENS Activation)
- **Other Agencies**
  - Monterey-San Benito Chapter of the American Red Cross (ARC) – (831) 424-4824
- **Local Media Resources**
  - **Radio Stations**
    - Clear Channel Broadcasting (Salinas) 755-8181
    - KWAV AM/FM (Monterey) – 649-0969
    - KTOM AM/FM (Salinas) – 758-1007
    - KNRY AM (Sand City) – 899-5100
    - KRML AM (Carmel) – 624-6411
    - Radio Vida Abundante AM – 753-0980 (Spanish)
  - **Television Stations**
    - KSBW TV 8 (Salinas) – 758-8888 Newsroom: 422-8206
    - KION 46 (Salinas) – 784-1702 Newsroom: 757-6397
    - KSMS TV 67 (Salinas) – 757-6711 (Spanish)
    - KCBA FOX 35 (Salinas) – 422-3500 Newsroom: 757-6397

***CITY OF CARMEL-BY-THE-SEA***  
***EMERGENCY OPERATIONS PLAN***

---

- KDJT TV 33 Telefura (Salinas) – 757-6711 (Spanish)
- ABC 7 (Monterey) – 393-2227
- **Print Media/Newspapers**
  - Salinas Californian (Salinas) – 424-2221
  - Monterey County Herald (Monterey/Salinas) – 753-6753
  - Carmel Pine Cone (Carmel) – 624-0162
  - El Sol (Salinas) – 424-2221/649-6626 (Spanish)

**THIS SPACE LEFT BLANK INTENTIONALLY.**

**CITY OF CARMEL-BY-THE-SEA  
EMERGENCY OPERATIONS PLAN**

**AFTER ACTION REPORT (AAR)**

<b>Reported By:</b>	<b>Agency:</b>
<b>Position:</b>	<b>Phone:</b>
<b>Report Level: City</b>	<input type="checkbox"/> City of Carmel

**PART I - GENERAL INFORMATION**

<b>1. Name of Agency:</b> CITY OF CARMEL	<b>2. Type of Agency:</b> CITY
<b>3. OES Region:</b> <input checked="" type="checkbox"/> Coastal <input type="checkbox"/> Inland <input type="checkbox"/> Southern	<b>4. Dates of Event: (mm/dd/yyyy)</b> <b>Began:</b> <b>Ended:</b>
<b>5. Type of Event:</b> <input type="checkbox"/> Table Top <input type="checkbox"/> Functional <input type="checkbox"/> Full-scale or <input type="checkbox"/> Actual Occurrence <input type="checkbox"/> Planned Event Specify:	<b>6. Hazard Type or Exercise Scenario:</b>

**CITY OF CARMEL - BY - THE - SEA  
EMERGENCY OPERATIONS PLAN**

**PART II - SEMS FUNCTIONAL EVALUATION**  
(Corrective Action Requirements (Enter Y) for required Correction).

FUNCTION "Management" EVALUATED:		
SEMS Function	Total Participants (Each Function)	Planning
Command/Management: Safety, Liaison, Interagency Coordination, Security, etc.	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs Improvement	
Training		Personnel
Equip		Facilities

**CITY OF CARMEL - BY - THE - SEA  
EMERGENCY OPERATIONS PLAN**

FUNCTION "Field Command" EVALUATED:								
SEMS Function	Total Participants (Each Function)	Planning						
Command (Field): Law Enforce., Fire/Rescue, PW Ops, Med/Health, Care & Shelter		<table border="1"> <tr> <td>Evaluation</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Satisfactory</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Needs Improvement</td> <td></td> </tr> </table>	Evaluation		<input type="checkbox"/> Satisfactory		<input type="checkbox"/> Needs Improvement	
Evaluation								
<input type="checkbox"/> Satisfactory								
<input type="checkbox"/> Needs Improvement								
Training:		Personnel:						
Equipment:		Facilities:						

FUNCTION "Operations" EVALUATED:								
SEMS Function	Total Participants (Each Function)	Planning						
Operations: Law Enforcement, Fire/Rescue, PW Ops, Med/Health, Care & Shelter		<table border="1"> <tr> <td>Evaluation</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Satisfactory</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Needs Improvement</td> <td></td> </tr> </table>	Evaluation		<input type="checkbox"/> Satisfactory		<input type="checkbox"/> Needs Improvement	
Evaluation								
<input type="checkbox"/> Satisfactory								
<input type="checkbox"/> Needs Improvement								
Training:		Personnel:						
Equipment:		Facilities:						

**CITY OF CARMEL-BY-THE-SEA  
EMERGENCY OPERATIONS PLAN**

FUNCTION "Planning & Intelligence" EVALUATED:		
SEMS Function	Total Participants (Each Function)	Planning
Planning/Intelligence: Situation Stats. and Analysis, Document., Advance Plan., Demobilization etc.	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs Improvement	
Training:		Personnel:
Equipment:		Facilities:

FUNCTION "Logistics" EVALUATED:		
SEMS Function	Total Participants (Each Function)	Planning
Logistics: Services, Support, Facilities, Personnel, Procurement, Supplies, Equip, Food, etc.	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs Improvement	
Training:		Personnel:
Equipment:		Facilities:



**CITY OF CARMEL - BY - THE - SEA  
EMERGENCY OPERATIONS PLAN**

FUNCTION "Other..." EVALUATED:		
SEMS Function	Total Participants (Each Function)	Planning
Other Participants: Exercise Staff, Community Volunteers, etc		Evaluation <input type="checkbox"/> Satisfactory <input type="checkbox"/> Needs Improvement
Training:		Personnel:
Equipment:		Facilities:
Total Participants for all functions:		

**PART III - AFTER ACTION REPORT QUESTIONNAIRE**

This questionnaire should be completed for all functional or full-scale exercises, and actual occurrences. Response to questions 20-24 should address areas as "needing improvement and corrective action" in Part II: as well as any "No" answers given to questions 1-19 below.

Disaster Name: \_\_\_\_\_  
 Planned Event/Exercise Name: \_\_\_\_\_

Questions	Yes/No/NA
1. Were procedures established and in place for response to the disaster?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
2. Were procedures used to organize initial and ongoing responses?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
3. Was the ICS used to manage field response?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
4. Was Unified Command considered or used?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
5. Was your EOC and/or DOC activated?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
6. Was the EOC and/or DOC organized according to SEMS?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
7. Were sub-functions in the EOC/DOC assigned around the five SEMS functions?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
8. Were response personnel in the EOC/DOC trained?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA

**CITY OF CARMEL - BY - THE - SEA  
EMERGENCY OPERATIONS PLAN**

9. Were action plans used in the EOC/DOC?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
10. Were action planning processes used at the field response level?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
11. Was there coordination with volunteer agencies such as the Red Cross?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
12. Was an Operational Area EOC activated?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
13. Was Mutual Aid requested?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
14. Was Mutual Aid received?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
15. Was Mutual Aid coordinated from the EOC/DOC?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
16. Was an inter-agency group established at the EOC/DOC level?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
17. Was communication established and maintained between agencies?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
18. Was the public alerting warning conducted according to procedure?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
19. Was public safety and disaster information coordinated with the media?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
20. What response actions were taken by your agency? Include such things as mutual aid, number of personnel, equipment and other resources:			
21. As you responded, was there any part of SEMS that did not work for your agency? If so, how would (did) you change the system to meet your needs?			
22. As a result of your response, are any changes needed in your plans or procedures? Please provide a brief explanation:			
23. As a result of your response, please identify any specific areas not covered in the current SEMS Approved Course of Instruction or SEMS Guidelines?			
24. If applicable, what recovery activities have you conducted to date? Include such things as damage assessment surveys, hazard mitigation efforts, reconstruction activities and claims filed:			

CITY OF CARMEL - BY - THE - SEA  
EMERGENCY OPERATIONS PLAN

---

**PART IV - NARRATIVE**

Additional comments:

**E-8-H**

ANNEX E

Effective Date: 2 December 2008

**CITY OF CARMEL-BY-THE-SEA  
EMERGENCY OPERATIONS PLAN**

<b>Form Completed by:</b> <b>Work Phone:</b>	<b>Your Agency Name:</b>	<b>Report Due Date:</b> <b>Date Completed:</b>	<b>OES Use Only</b> <b>Date Received:</b> <b>Received By:</b>
<b>Attachments:</b> (Not applicable outside of RIMS) to attach a file, push Browse and locate the file and press OPEN:			





# Monterey County Office of Education

*Leadership, Support, and Service to Prepare All Students for Success*

*Dr. Nancy Kotowski  
County Superintendent of Schools*

April 27, 2009

The Honorable Adrienne M. Grover, Presiding Judge  
Superior Court of California, County of Monterey  
240 Church Street, 3rd Floor, Room #305  
Salinas, CA 93901

Dear Presiding Judge Grover:

On behalf of the school districts of Monterey County, I would like to acknowledge the 2008 Grand Jury's contribution to promoting best education practices of our schools by citing the successful "DOT" program in Pacific Grove Unified School District.

The Grand Jury applauded the "DOT" Program as a system to ensure every student is recognized and supported by faculty and staff at the school. The DOT Program is aimed at creating better connections between students and staff.

I am delighted that the Grand Jury has encouraged other schools and districts to evaluate the program and determine how it might be adapted and implemented in their schools. At the March 12<sup>th</sup> meeting of the Monterey County School District Superintendents, Ralph Porras, Pacific Grove Superintendent, presented the program and offered assistance to schools interested in implementing the program. Further, I invited State Superintendent of Public Instruction Jack O'Connell to visit Pacific Grove Middle School on February 18, 2009, to consider statewide promotion of the no cost, high impact DOT Program. Enclosed please find State Superintendent O'Connell's letter to school superintendents in throughout California which he promotes the program.

I close by thanking the Grand Jury for taking the time to explore the positive efforts in our society, as well as its traditional role. I am always delighted to assist the Grand Jury.

Sincerely,

A handwritten signature in blue ink that reads "Nancy Kotowski".

Nancy Kotowski, Ph.D.  
County Superintendent of Schools

Enc: Superintendent O'Connell's letter

RECEIVED

MAY 01 2009

**Nancy Kotowski**

---

**From:** Jack O'Connell [JOconnell@cde.ca.gov]  
**Sent:** Wednesday, April 01, 2009 5:57 PM  
**To:** Nancy Kotowski  
**Subject:** [superintendents-county] CDE March 2009 Highlights

**CALIFORNIA DEPARTMENT OF EDUCATION**  
**March 2009 Highlights**

**Message from State Superintendent of Public Instruction Jack O'Connell**

The state bore witness this month to a poignant impact of the recently enacted budget. All along, I have said that our schools and districts certainly needed a state spending plan in place to continue operating, but this budget is anything but ideal. Many schools and districts are in a disturbingly precarious position as they face their share of the \$11.6 billion of cuts in the budget—they have been left with no other option than to issue a record number of layoff notices.

As the March 15 layoff notice deadline neared, I joined teachers, administrators, parents, and students at a series of news conferences and rallies to acknowledge the unprecedented number of teachers receiving pink slips or potential layoff notices. Sadly, more than 27,000 teachers received a pink slip this year.

But some much-needed relief is on the way, because California is expected to receive approximately \$8 billion in federal economic stimulus money that can hopefully help offset the impact of these state budget cuts and keep many our teachers in their classrooms. The California Department of Education (CDE) Web site includes a new American Recovery and Reinvestment Act (ARRA) link to take you directly to the latest information on the status of education funding. You can also visit the CDE ARRA Web page at <http://www.cde.ca.gov/fg/aa/ar/>.

I met with President Barack Obama about two weeks ago when he outlined his vision for preparing students for success in the competitive global economy. President Obama and U.S. Secretary of Education Arne Duncan made it abundantly clear that they support high standards, more time in school, increased investment in high-quality early childhood education, and a host of other important initiatives that will prepare our children for success in the challenging world they will face.

President Obama and Secretary Duncan also impressed me with their shared focus on closing the achievement gap. Closing the gap has been a primary focus for me and the CDE, so I am excited about what can be accomplished in this area with support and renewed partnership from the Federal Government.

But, as President Obama said, and as I noted in my State of Education address last February, this will not be easy. We need substantially increased investment and must embrace reform to make our system stronger and better equipped to provide the education that will give all of our students the skills to successfully compete here in California, across the nation, and around the world.

**Honoring Teachers**

This month we honor the fourth of our five 2009 California Teachers of the Year, Alastair Inman. Mr. Inman teaches science at Lexington Junior High School in the Anaheim Union High School District, Orange County.

In 2001, Mr. Inman resigned his position as a biology professor at Knox College, a nationally ranked liberal arts college in Galesburg, Illinois, to become a middle school science teacher. This was a move that he says few of his university colleagues understood. Although he was widely published in scientific journals and received a distinguished teaching award at Knox, he said in his California Teacher of the Year application, "My seven years at Lexington have been by far the most professionally satisfying of my career. Working with junior high school students, introducing them to the exciting world of hands-on science while playing a role in their overall development is incredibly gratifying work."

Students of this age are taking science as a separate course for the first time, a situation that some students find intimidating, he said. When he asks them to complete this sentence: "Science is..." many of them will write, "difficult," "a waste of time," "boring."

His challenge is to change their minds. He gets them actively participating with experiments, investigations, and projects where students are indeed scientists. "I take great satisfaction when students tell me that they like my class because it is 'fun,' 'exciting,' and sometimes even 'crazy,' After all, science is fun, exciting, and sometimes even crazy." These young students could well become America's scientific minds of tomorrow.

"As a science teacher, I would hope to make a special connection with other scientists and engineers, given the acute need for math and science teachers across the nation," he wrote. "Teaching science has allowed me to reap the best of two worlds: I am still a scientist engaged on a daily basis, but I also feel the added rewards that can only come from teaching young people and playing a role in their development. To raise the level of science literacy, we need to infuse a more active curriculum into our schools as early as possible. I believe that the key to getting and keeping students interested is ensuring that they are doing science, not just learning about science, from a very young age."

Mr. Inman earned a Bachelor of Science degree in Biology from McGill University in Montreal, Canada in 1984, and a Ph.D. in Zoology from the University of Oxford in 1990.

### **Pacific Grove District's Innovative Anti-Gang Program Receives High Marks**

State Superintendent of Public Instruction Jack O'Connell recently visited Pacific Grove Middle School to learn more about the Pacific Grove Unified School District's Dot Program. The Dot Program was established as a proactive measure to prevent gang activity.

In effect since the 2007-08 school year, the Dot Program was lauded by the Monterey County Civil Grand Jury that state in its report released in January 2009, that the program has "inspired new energy and focus amongst the staff at the middle school."

Through the Dot Program, trained teachers "reviewed the list of students in their classrooms and placed a dot after the name of those students whom they knew outside the classroom, through some other activity. Those students with no dots, meaning no one at the school interacted with them outside the classroom, were assigned to a staff member who engaged with that student in a

mentor capacity. There were positive changes in those students' self esteem as they became more socially engaging and their grades improved."

According to the Grand Jury report, "In at least one instance a review of students at the middle school without dots led to 'adoption' of a challenged student by a faculty member. This resulted in a positive impact on that specific child in terms of academic performance."

O'Connell said after his meeting that the Dot Program appeared to be working in improving scholastic achievement that he believed to be a direct result of students feeling safer at school.

The Grand Jury recommended that the district collect, analyze, and report on the impact of the Dot Program for other schools and districts to use in deciding whether to undertake a similar program.

If you have any questions regarding the Dot Program, please contact Mary Riedel, Principal, Pacific Grove Middle School, at 831-646-6568 or by e-mail at [mriedel@pgusd.org](mailto:riedel@pgusd.org).

### **Coming Soon: California Longitudinal Pupil Achievement Data System**

More than 100 local educational agencies (LEAs), including some county offices of education and charter schools, will be testing the California Longitudinal Pupil Achievement Data System (CALPADS) beginning in April. The purpose of the User Acceptance Testing (UAT) is to allow those who will use the system in the future to test the way it works and to practice submitting data to CALPADS well before the fall of 2009. The UAT will provide valuable feedback to test functionality and make adjustments to the system prior to its release this fall.

The final date LEAs will be able to acquire new Statewide Student Identifiers (SSIDs) or enroll or exit students through the California School Information Services will be July 10, 2009. All SSIDs will be converted to CALPADS between July 11, 2009, and August 2, 2009, during which time LEAs will not be able to acquire or maintain SSIDs. School districts may want to obtain any SSIDs for kindergarten students or other students new to California public schools prior to July 10, 2009. After the SSIDs are moved over to CALPADS, the new system will be turned on for LEAs on August 3, 2009.

On a similar note, LEAs are currently reviewing and making data corrections to the 2007-08 graduation and dropout counts. The first public release of the 2007-08 graduation and dropout data is scheduled for May 12, 2009. There will be two more opportunities for LEAs to review and correct data between May and July with the final correction window ending on July 3, 2009.

If you have any questions regarding CALPADS, please contact the CALPADS Operations Office, at 916-324-6738 or by e-mail at [cdecsls@cde.ca.gov](mailto:cdecsls@cde.ca.gov). You can also contact Keric Ashley, Director, Data Management Division, at 916-323-5007 or by e-mail at [kashley@cde.ca.gov](mailto:kashley@cde.ca.gov).

### **Forums at the Diagnostic Center, Central California**

The Diagnostic Center, Central California (DCC), located in Fresno, is one of three diagnostic centers operated by the California Department of Education. It provides a range of assessment services to special education students from local educational agencies (LEAs) throughout the central valley. DCC staff members are also involved in a variety of staff development and capacity building activities to assist LEAs. To this end, the DCC recently conducted an Autism Forum

focusing on “Bullying: It’s Impact on Students with High-Functioning Autism (Asperger’s Syndrome).”

The DCC also participates in the Effective Reading Intervention Academy (ERIA) with staff from 20 local school districts. School district leaders in the field of literacy are being trained and supported in the implementation of evidenced-based reading assessment and instruction. Teachers are completing assessments to determine student strengths and needs, providing lessons using evidence-based strategies, and charting progress to determine next steps.

If you have any questions regarding these activities or the work of the DCC, please contact Carole Bence, Director, DCC, at 559-243-4047 or by e-mail at [cbence@dcc-cde.ca.gov](mailto:cbence@dcc-cde.ca.gov).

### **Assembly Bill 2648 Multiple Pathways Project to Hold Kickoff Meeting**

Effective January 1, 2009, Assembly Bill 2648 (Chapter 681, Statutes of 2008) requires the State Superintendent of Public Instruction (SSPI) to develop a report, in conjunction with particular stakeholders, that explores the feasibility of establishing and expanding career multiple pathway programs in California. AB 2648 requires the report to be submitted to the Legislature and the Governor by December 1, 2009.

In response to AB 2648, SSPI Jack O’Connell established the Multiple Pathways Feasibility Project within the California Department of Education (CDE). It is the SSPIs intention that this project serve as the foundation for transforming high schools in order to close the achievement gap and prepare all students for success in the global economy of the 21st century.

The SSPI is engaging a broad and diverse group of stakeholders by hosting a kickoff meeting for the AB 2648 Multiple Pathways Feasibility Project from 9:00 a.m. to 12:00 p.m., Wednesday, April 15, 2009, at the CDE, 1430 N Street, Room 1101, in Sacramento.

If you have any questions regarding the Multiple Pathways Feasibility Project, please contact Joe Radding, Education Programs Consultant, Intersegmental Relations Office, at 916-323-6398 or by e-mail at [jradding@cde.ca.gov](mailto:jradding@cde.ca.gov).

### **Please Take Note: Title III, Year 2 and Title III, Year 4**

The California Department of Education (CDE) and the California Comprehensive Center (CA CC) at WestEd provided technical assistance seminars in November for 85 local educational agencies (LEA) identified as Title III Year 2. The seminars included a session for those LEAs in Title III Year 2 and Title I LEA program improvement Years 1, 2 and 3. At the CDE, those working in Title I, Title II, and Title III are making progress in the alignment of requirements to prevent duplicate efforts on the part of the LEAs. Year 2 LEAs will implement their Title III Improvement Plan Addendum for two years.

If you have any questions regarding Title III Year 2, please contact Paul Garcia, Education Programs Consultant, Language Policy and Leadership Office, at 916-323-5467 or by e-mail at [pgarcia@cde.ca.gov](mailto:pgarcia@cde.ca.gov).

Those LEAs in Title III Year 4 receive ongoing technical assistance from an assigned Regional County Office of Education lead (Regional lead). The Title III Year 4 Regional leads are continuing

their work of reviewing Action Plans and providing technical assistance to 59 newly identified LEAs. In addition, they continue to monitor the 95 previously identified LEAs that are implementing the Year 4 Action Plan. The Regional leads meet monthly with the CDE and CA CC to receive updates, professional development, and collaborate with colleagues. Alignment with other No Child Left Behind Titles is a part of this work.

If you have any questions regarding Title III Year 4, please contact Marcela Rodriguez, Bilingual/Migrant Education Consultant, Language Policy and Leadership Office, at 916-322-9385 or by e-mail at [mrodriguez@cde.ca.gov](mailto:mrodriguez@cde.ca.gov).

### **Migrant Supplemental Program Applications Now Available**

The California Department of Education (CDE) is pleased to announce the Supplemental Program Application for funds and allocations to migrant program regions. This allocation provides additional funds to support activities and services that will help migrant children meet the state's academic standards and reach proficiency on State assessments. The supplemental application must be received by the CDE Migrant, Indian and International Education Office (MIIEO) on or before April 17, 2009.

The CDE/MIIEO also recently posted the 2009-10 Migrant Education Regional Application and District Service Agreement documents. These applications are due by May 29, 2009. You can find the application forms on the CDE Migrant Program Funding Web page at <http://www.cde.ca.gov/sp/me/mt/funding.asp>.

If you have any questions regarding the program applications, please contact Marcos Sánchez, Migrant Education Program Consultant, Migrant, Indian, and International Education Office, at 916-319-0391 or by e-mail at [masanchez@cde.ca.gov](mailto:masanchez@cde.ca.gov).

### **Collecting, Analyzing for the Student National Origin Report**

The Student National Origin Report (SNOR) is used by the California Department of Education (CDE) to collect the results of the annual count of eligible immigrant students. As a result of the administration of the SNOR, the CDE collects and analyzes a variety of data on immigrant students.

Types of data available include: Enrollments of immigrant students by local educational agency (LEA); enrollments of immigrants by country of origin; ranking of LEAs by immigrant enrollments; ranking of counties by immigrant enrollments; and statewide immigrant enrollments and related funding.

LEAs were to respond online by March 27, 2009, however, extensions are being considered.

### **2009 School Wellness Conference: October 6–7, 2009**

The California Department of Education (CDE), California School Boards Association (CSBA), and California Department of Public Health (CDPH) are sponsoring the 2009 School Wellness Conference, which will be held October 6–7, 2009, at the Anaheim Marriott.

Building on the incredible success of the inaugural 2007 School Wellness Conference, this year's event will provide access to critical health issues and their link to student achievement, focus on school governance leadership, and will bring together school and community leaders to share collaborative approaches. With the current state of the economy and increasingly tight school district budgets, this highly anticipated learning opportunity is critical to sustaining the momentum generated from the groundbreaking 2007 conference, and creating a collaborative environment that enables schools to address the health and wellness needs of their students.

The deadline for the call for proposals has been extended. Proposals are now being accepted and are due no later than 5:00 p.m., Friday, April 8, 2009. You can find information about the School Wellness Conference on the CSBA 2009 School Wellness Conference Web page at <http://www.csba.org/TrainingAndEvents/Events/StudentWellness.aspx> (Outside Source). California has developed a national reputation for leadership in school wellness, and everyone is encouraged to submit a proposal for whatever aspect of your local wellness policy or community wellness collaborations warrants being shared.

Workshop and Individual/Panel presenters will receive a complimentary one-day pass to the conference program (not including lunch) on the day of their presentation. Full conference registration (including lunch and conference materials) is available for presenters to purchase at the "speaker fee" of \$50 per day or \$100 for both days of the conference. All other participants, including Poster Session presenters, must register at the regular registration rate of \$275. (After September 18, 2009, the registration fee is \$350). Conference-related expenses (handouts, travel, etc.) are the responsibility of the presenter.

Registration is open. The conference registration fee is \$275 (includes conference materials and lunch both days) through September 18, 2009. After September 18, 2009, the conference registration rate will increase to \$350.

If you have any questions regarding the 2009 School Wellness Conference, please contact Heather Reed, Nutrition Education Consultant, at 916-323-3581 or 800-952-5609 or by e-mail at [hreed@cde.ca.gov](mailto:hreed@cde.ca.gov).

## **2009 School Nutrition Equipment Assistance Grants**

As part of the Obama Administration's economic stimulus package, the California Department of Education (CDE) was awarded \$12.8 million to provide grants for equipment assistance to sponsors of the National School Lunch Program (NSLP). Grants will be awarded on a competitive basis with priority given to schools with at least 50 percent of students eligible for free or reduced-price meals. These grants should be awarded by the end of June 2009. School Food Authorities (SFAs) must complete their procurement and expenditure activities within three months of the grant award.

The CDE is finalizing the application and criteria and will issue a Request for Applications within about a month. In the meantime, due to the short time frame allocated for these grants, interested SFAs should immediately begin compiling their equipment needs and obtaining price quotes.

In order to make the most effective use of the NSLP equipment assistance grant funds, the U.S. Department of Agriculture (USDA) requires that SFAs must consider the following four focus areas:

- Equipment that lends itself to improving the quality of school food service meals that meet the dietary guidelines. (e.g., purchasing an equipment alternative to a deep fryer)
- Equipment that improves the safety of food served in the school meal programs. (e.g., cold/hot holding equipment, dish washing equipment, refrigeration, milk coolers, freezers, blast chillers, etc.)
- Equipment that improves the overall energy efficiency of the school food service operations (e.g. purchase of an energy-efficient walk in freezer replacing an outdated, energy-demanding freezer)
- Equipment that allows SFAs to support expanded participation in a school meal program (e.g., equipment for serving meals in a non-traditional setting or to better utilize cafeteria space)

If you have any questions regarding the Equipment Assistance Grants, please contact Rae Vant, Associate Governmental Program Analyst, School Nutrition Programs Unit, at 916-445-6775 or 800-952-5609 (select options 2-2-4) or by e-mail at [rvant@cde.ca.gov](mailto:rvant@cde.ca.gov). If you have any questions regarding procurement, please contact Stacey Epstein, Staff Services Analyst, School Nutrition Programs Unit, at 916-322-3934 or 800-952-5609 (select options 2-2-5) or by e-mail at [sepstein@cde.ca.gov](mailto:sepstein@cde.ca.gov).

### **Budget Flexibility and Cafeteria Funds**

There has been a great deal of conversation in California about the changes that are occurring because of the budget cuts and the flexibility provided for categorical spending. Please note that child nutrition funds are exempted from that flexibility and can only be used for the benefit of meal program operations.

You can find information about the federal and State statutes and regulations that govern school cafeteria accounts on the California Department of Education (CDE) School Nutrition Limitations on the Transfer of Funds Web page at <http://www.cde.ca.gov/ls/nu/sn/mbnsdsnp072008.asp>

In addition, the federal review requirements remain unchanged for child nutrition; regular compliance reviews for the National School Lunch Program will be conducted by CDE staff.

If you have any questions regarding the school nutrition fund requirements, please contact Christine Kavooras, Manager, School Nutrition Programs Unit, at 916-322-3609 or by e-mail at [ckavooras@cde.ca.gov](mailto:ckavooras@cde.ca.gov). If you have any questions regarding the review process, please contact Suzanna Nye, Manager, Nutrition Programs Field Services Unit, at 916-445-4515 or by e-mail at [snye@cde.ca.gov](mailto:snye@cde.ca.gov).

### **Recommended Literature: Kindergarten Through Grade Twelve, 2009 Edition Now Available**

A new publication, *Recommended Literature: Kindergarten Through Grade Twelve, 2009 Edition*, is now available for purchase through the California Department of Education (CDE) CDE Press.

Classroom and library media teachers can use this fully annotated list of more than 3,300 literary works to offer students a wide variety of reading material. The updated edition features nearly 600

new titles. It also provides notations of curricular, cultural, and linguistic connections as well as book suggestions for readers of six different languages. This document is also available on the CDE Recommended Literature (K-12) Web page at <http://www.cde.ca.gov/ci/rl/ll/>.

You can find information about publications and other educational resources from CDE Press on the CDE Educational Resources Catalog Web page at <http://www.cde.ca.gov/re/pn/rc/>. You can also contact the CDE Press Sales Office at 1-800-995-4099 or by e-mail at [sales@cde.ca.gov](mailto:sales@cde.ca.gov).

### **Proudly Presenting on Center Stage: Get into the Act!**

The Middle and High School Improvement Office has debuted a new professional learning series on *Taking Center Stage—Act II (TCSII)* showcasing renowned education experts sharing researched-based strategies for success. You can take a peek at this new series on the CDE Publication Web page at <http://pubs.cde.ca.gov/TCSII/>.

Dr. Douglas Reeves, a national expert and popular speaker on education issues, kicks off the series with a presentation on rigor, the first recommendation for academic excellence in middle grades.

*TCSII Get into the Act!* Professional Learning Series is a collection of high-quality professional learning tools designed for curious educators, school teams, and district leaders. The 12-part series also will feature Dr. Kate Kinsella discussing instruction of adolescent English learners and Dr. Janet Zadina, a cognitive neuroscientist and reading specialist discussing brain research as it relates to the adolescent.

If you have any questions regarding *TCSII*, please contact Carol Abbott, Education Programs Consultant, at 916-323-5113 or by e-mail at [cabbott@cde.ca.gov](mailto:cabbott@cde.ca.gov) or Rina DeRose-Swinscoe, Education Programs Consultant, at 916-323-0472 or by e-mail at [rderoseswinscoe@cde.ca.gov](mailto:rderoseswinscoe@cde.ca.gov).

**DIVISION OF ADULT INSTITUTIONS**

SALINAS VALLEY STATE PRISON  
P.O. Box 1020  
Soledad, CA 93960  
(831) 678-5500



April 22, 2009

The Honorable Adrienne Grover  
Superior Court of California, County of Monterey  
240 Church Street, #305  
Salinas, CA 93901

Dear Judge Grover,

Salinas Valley State Prison (SVSP) has reviewed the Law Enforcement section of the Grand Jury 2008 Final Report. In accordance with the California Penal Code, the following are the institutional responses to the Grand Jury Findings and Recommendations:

The Grand Jury Findings and Recommendations are not in bold type, the SVSP responses are in **bold type**.

Findings (as listed in the 2008 Final Report):

The Grand Jury makes the following findings regarding condition and operations of SVSP:

F5.1. SVSP currently operates with adequate staff for its inmate population. To continue to do so will require ongoing efforts to recruit aggressively and from local communities.

**SVSP agrees with this finding. We continue to recruit locally via job fairs, career days at the local schools and colleges, provide institutional tours for local colleges, and word of mouth. On-site testing and application processing has shown to be very successful in encouraging local residents to apply and accept employment. Our last on-site recruitment had over 900 applicants in one day. Once approved and based upon need, SVSP will take the lead in hosting another on-site recruitment for local applicants.**

F5.2. While SVSP occupancy remains over capacity; there is no evidence that the situation is a major cause of problems.

**SVSP agrees with the finding. SVSP has not experienced any serious incidents, major disruptions to inmate programs or medical care as a result of being over capacity. This can be partially attributed to the fact that SVSP has been operating within staff capacity for several months.**

F5.3. On average, violent incidents are daily events at SVSP and there is a resulting atmosphere of tension that is evident in practices and human interactions.

**SVSP agrees with the finding. SVSP falls under CDCR's High Security & Transitional Housing mission and is assigned to provide safe and secure housing for the most violent and dangerous male offenders. As such, it is necessary for staff to remain ever vigilant to**

**DIVISION OF ADULT INSTITUTIONS**

SALINAS VALLEY STATE PRISON  
P.O. Box 1020  
Soledad, CA 93960  
(831) 678-5500



ensure the safety of the staff, inmates and community. To reduce tension, SVSP provides specialized training to staff relative to inmate/staff relations and provides inmates with opportunities for rehabilitation through participation in work, vocational and academic programs, substance abuse treatment and self-help programs.

F5.4. Training, education and work opportunities at SVSP are unavailable to more than half of the inmates.

**SVSP disagrees partially with the finding.** For various reasons, all the inmates housed at SVSP are not eligible for a work assignment. Currently, there are 1847 available jobs, to include academic and vocational assignments, for 3391 eligible inmates. This means there are jobs available for 54% of the eligible population. Unfortunately, the job assignment calculations do not take into consideration the inmates being served by other non-traditional education programs such as distance learning. Currently there are 267 inmates enrolled in distance learning programs as well as another 95 inmates taking college courses facilitated by the SVSP Education Department. Additionally, numerous self-help, academic, and literacy programs are shown over the institutional television system and are available to any inmate with a television.

In recognition that making more programs available to the inmate population would be beneficial, SVSP continues to seek funding to open additional vocational programs.

F5.5. There is no means for determining whether training programs lead to a better outcome for inmates after they return to the community. Without evaluations of training program effectiveness it is impossible to tell.

**SVSP disagrees partially with the finding.** SVSP acknowledges that there is no tracking system at the institutional level; however, the Department does track parolees and the effectiveness of our educational and training programs through the Division of Adult Paroles and various other methods of research. The information is utilized by, but not limited to, the Office of Research, Regulations & Policies, and the Division of Adult Programs to improve the educational and training programs at the institutional level.

F5.6. In the interests of the inmates, the division of responsibility in delivery of mental health services between CDCR staff and DMH staff is well managed.

**SVSP agrees with the finding.** Managerial staff from SVSP and DMH have utilized extensive experience, appropriate training and strong leadership values to manage the delivery of mental health services to the Inmate/Patient population. As the inmate population requiring mental health services continues to grow at SVSP, so does the demand to properly manage this population within medical guidelines while ensuring public safety.

**DIVISION OF ADULT INSTITUTIONS**

SALINAS VALLEY STATE PRISON  
P.O. Box 1020  
Soledad, CA 93960  
(831) 678-5500



F5.7. There is no tracking, monitoring, or evaluation for treated inmates' progress after they return to the community. Without tracking, monitoring, and evaluation it is not possible to understand program effectiveness.

**SVSP disagrees partially with the finding. SVSP acknowledges that there is no tracking system at the institutional level; however, the Department does track parolees with mental health concerns through the Division of Adult Paroles. Locally, Salinas Paroles has three Social Workers, a Psychologist and various other mental health workers assigned to their office. Parolees with mental health concerns are monitored closely and may be seen daily, weekly or monthly based upon their mental health needs. Information collected by the Paroles Division is evaluated and utilized at a Departmental level to improve mental health programs.**

F5.8. The original purpose of SVSP, and of other prisons in California, was to serve as a detention center for convicted criminals. Today, however, one of its roles is to house offenders who are mentally ill.

**SVSP agrees with the finding. SVSP continues to be tasked with providing safe and secure housing for male offenders, however, its mentally ill Inmate/Patient population has increased dramatically which has significantly changed the role of SVSP as it relates to the delivery of mental health services. The population increase at SVSP can be partially attributed to the moderate weather in Monterey County. The climate is generally preferred over locations in California's central valley and desert areas due to potentially significant medication side effects which can be intensified by high temperatures.**

F5.9. Compliance with the five elements of prison mental healthcare established by Coleman would improve treatment of mentally ill inmates. Adequate screening, diagnosis, medication, and ongoing treatment would also help reduce violent behavior.

**SVSP agrees with the finding. SVSP is working within Departmental guidelines to improve Inmate/Patient treatment while diligently attempting to achieve all mandates established under the Coleman Court Settlement. SVSP acknowledges that accurate screening, diagnosis and ongoing treatment can help reduce violent behavior exhibited by mentally ill Inmate/Patients.**

F5.10. It is essential that correctional officers who work with mentally ill inmates have comprehensive training about mental illness.

**SVSP agrees with the finding. Staff at SVSP, to include Correctional Officers, are required to attend standardized training annually which specifically addresses mentally ill Inmate/Patients. Additionally, staff receive mandatory on the job training in their respective work areas to address any policy or procedural changes distributed by the Department. All the training is designed to improve staff's awareness and ability to recognize mental illness, improve communication, identify key time periods as well as the**

**DIVISION OF ADULT INSTITUTIONS**

SALINAS VALLEY STATE PRISON  
P.O. Box 1020  
Soledad, CA 93960  
(831) 678-5500



signs of suicide, and provide staff with skills required to defuse potentially violent situations. For example, a class was recently developed for all staff assigned to work with, or around, mentally ill Inmate/Patients. The class was designed to encourage dialog and enhance interaction between custody and mental health staff which ultimately has improved the quality of Inmate/Patient care.

F5.11. While SVSP management has reported significant improvement from the worst of recent past experience when the facility was locked down 80% of the time; there is a need for continued progress toward a safe environment. Evidence of the current state of the environment might be available in records of inmate grievances.

**SVSP disagrees partially with the finding. The Appeal Coordinators at SVSP are tasked with identifying any trends that they see in inmate grievances which might suggest any potential violence or unrest. SVSP managerial and executive staff review inmate grievances on a daily basis and would be able to identify areas of concern as well. Based upon past experience, inmates will sometimes alert staff to a widespread problem through the inmate grievance process.**

A significant portion of current and past facility program modifications are the result of inmate upon inmate violence which is more prevalent among inmates in General Population (GP.) The inmate population does not typically share the root causes of the violence with staff until long after the incident has taken place. SVSP works diligently, through an investigatory process, to identify and work through issues which cause frequent or lengthy lockdowns. Educational assignments, program opportunities and new programs like the Behavior Management Unit (BMU) have helped reduce violence. Additionally, SVSP has converted two GP facilities into Sensitive Needs Yards (SNY) that normally experience less violence. The one remaining GP yard still continues to be plagued by inmate politics (gang association) which is also prevalent in the local community. Facility program modifications are initiated as a result of violence and necessary to maintain the safety and security of the institution.

Recommendations (as listed in the 2008 Final Report):

The Grand Jury recommends that the staff at SVSP:

R5.1. Continues to work with the Soledad Correctional Training Facility to recruit local candidates for open staff positions and to leverage the opportunity to learn from a seasoned management team and respected Warden as a tool for retention.

**The recommendation has been implemented by SVSP. SVSP will continue to recruit locally while collaborating with CTF to address positional vacancies and further develop staff retention strategies.**

**DIVISION OF ADULT INSTITUTIONS**

SALINAS VALLEY STATE PRISON  
P.O. Box 1020  
Soledad, CA 93960  
(831) 678-5500



R5.2. Conducts a systematic review of inmate grievances for a recent six-month period to identify any practices that foster a hostile atmosphere or violent behavior.

**The recommendation will not be implemented by SVSP because it is not warranted. Current practices meet or exceed the recommendation. SVSP monitors inmate grievances on a daily basis. When appropriate, grievances indicating a potential for, or may result in, violence are referred to management for administrative review. Typically these types of issues are related, in writing, by an inmate when submitting a grievance more commonly known as a staff complaint. All staff complaints at SVSP are reviewed by the Warden or Chief Deputy Warden. SVSP also uses a Departmental data and information tracking tool called CompStat, which includes inmate grievances, to identify trends which may lead violent behavior. CompStat is reviewed on a weekly, monthly and annual basis within the institutional and Departmental levels.**

R5.3. Designs and implements procedures to evaluate the effectiveness of educational programs.

**The recommendation will not be implemented by SVSP because it is not warranted. Current practices meet or exceed the recommendation. Evaluations of program effectiveness at SVSP are regularly conducted by Education supervisors using, but not limited to, the following data: School Program Assessment Report Card (SPARC) distributed quarterly by the Office of Correctional Education (OCE), student gains reports generated from Comprehensive Adult Student Assessment System (CASAS) tests, number of GED certificates earned, number of student achievement certificates earned, number of level promotions, number of High School diplomas earned. The institution's school, Rio Salinas Adult School, also participates in and is accredited by the Western Association of Schools and Colleges (WASC).**

R5.4. Develops a means for tracking outcomes for inmates who receive training and those who do not, with the objective of evaluating the impact if training on inmates' ability to lead crime free lives after returning to the community. This will require that SVSP coordinate with other agencies, such as parole offices.

**The recommendation can not be implemented by SVSP at the institutional level. Refer to finding F5.5.**

R5.5. Uses the results of evaluations recommended in R5.3 and R5.4 to focus limited resources on programs that are known to contribute to the ability of inmates to lead a crime-free life after returning to the community.

**The recommendation can not be implemented by SVSP at the institutional level. Refer to finding F5.5.**

R5.6. Designs and implements procedures to evaluate the effectiveness of mental health services. Establish procedures for responding to results of the evaluation.

**DIVISION OF ADULT INSTITUTIONS**

SALINAS VALLEY STATE PRISON  
P.O. Box 1020  
Soledad, CA 93960  
(831) 678-5500



**The recommendation will not be implemented by SVSP because it is not warranted. Current practices meet or exceed the recommendation. SVSP is regularly audited by Coleman Monitors who have been tasked with ensuring that CDCR complies with mandates established in the Coleman Court Settlement. Audit deficiencies are identified in a written report and SVSP is required to correct the deficiencies utilizing a tool known as a Corrective Action Plan (CAP). SVSP has also developed self audits to assist in mandate compliance.**

R5.7. Significantly increases, under the guidance of mental health staff, the hours and comprehensiveness of in-service correctional staff training so that officers can improve their ability to recognize signs of mental illness, use effective methods with mentally ill inmates, use effective methods to defuse potentially violent situations, recognize signs of possible suicides, and apply other skills pertinent to mentally ill inmates.

**The recommendation will not be implemented by SVSP because it is not warranted. Current practices meet or exceed the recommendation. SVSP, with assistance and guidance from mental health staff, provides ongoing training (also addressed in Finding F5.10) to correctional and medical staff in these areas as part of a continuous effort to improve staff and inmate safety as well as the overall care for mentally ill Inmate/Patients.**

Thank you for your review of these responses and for the Grand Jury's time spent as Salinas Valley State Prison both in the informational meetings and the tour of the facility. The Grand Jury was gracious to our staff, presented many questions and listened carefully to responses. They represented well the values and interests of our community. If you have any questions feel free to contact me at 678-5566.

Sincerely,

A handwritten signature in blue ink, appearing to read "A. Hedgpeth".

A. HEDGPETH  
Warden  
Salinas Valley State Prison



CITY OF MARINA  
211 Hillcrest Avenue  
Marina, CA 93933  
831-884-1278; FAX 831-384-9148  
[www.ci.marina.ca.us](http://www.ci.marina.ca.us)

March 4, 2009

THE HONORABLE ADRIENNE M. GROVER  
PRESIDING JUDGE, SUPERIOR COURT OF CALIFORNIA  
COUNTY OF MONTEREY  
240 CHURCH STREET, 3<sup>RD</sup> FLOOR, ROOM #305  
SALINAS, CA 93901

RE: Section 10 Response 2008 Civil Grand Jury Final Report - Emergency Operations

Dear Judge Grover:

Below is the City of Marina responses to Section 10 of the 2008 Civil Grand Jury Final Report.

**Addendum to response for Section 10 Responses to 2007 Grand Jury Report of the 2008 Civil Grand Jury Final Report**

**F10.1** A relative large portion (9%) of responses in the 2007 Report to the 11 recommendations on which the Grand Jury focused its investigation failed to conform to the Code for Responses. Nonconforming responses are little value to the public.

**City of Marina Response:**

The City of Marina disagrees with the finding. Just because a response is not received it does not mean that the recommendation has not been evaluated, considered or implemented. In the case of the City of Marina not responding, staff has taken action and recommendations are being implemented. This does have a direct value to the public.

**F10.2** While a majority of respondents replied in a timely way to request for addenda, officials of King City, King City Joint Union High School District, King City Union School District, the City of Marina, Sand City, and the Santa Rita Union School District did not respond within 45 days and had not responded at the time of completion of this report.

**City of Marina Response:**

The City of Marina agrees with the finding. The City did draft responses to the Grand Jury's request related to Emergency Operations which was received on August 21, 2008. Unfortunately, this response was not mailed due to an oversight.

**F10.3** Failure to respond by officials of King City, the City of Marina and Sand City to recommendations related to emergency preparedness could represent a risk to public safety.

City of Marina Response:

The City of Marina disagrees with the finding. Just because a response is not received it does not mean that the recommendation has not been evaluated, considered or implemented. In the case of the City of Marina not responding, staff has taken action and recommendations are being implemented. The City of Marina does have the public's safety in mind.

Additionally, on March 25, 2008 the responses below were sent to the 2008 Presiding Judge of the Superior Court, the Honorable Russell D. Scott.

*Addendum to response for Section 5 of the 2007 Civil Grand Jury Final Report as requested in letter dated 21 August 2007*

- 1. It is anticipated that all key personnel within the City of Marina will have the required NIMS training required to date by January 2009. There are still some line staff that need to complete the IS 100, IS 200 & IS 700.*
- 2. The NIMS training required to be completed by September 30, 2008 which included ICS 300 and ICS 400 for all middle management, Command and General staff has been completed.*

*Mayor & Council: Will be scheduling the NIMS Executive Course training once the course for elected officials is finalized by FEMA. This is a mandate for 2009.*

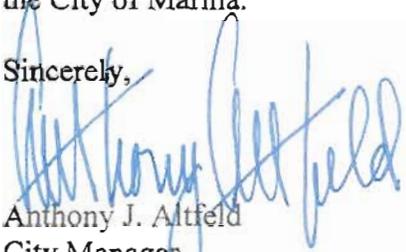
- As of March 1, 2009, most of the training is complete. There are still some personnel that need to complete the on-line training. It is a goal to have this training completed by the end of April 2009.*

**F10.4** Request for addenda, where responses have been received, resulted in compliance to the Code for Responses. The addenda were more informative to the public and, as a result, of more value.

City of Marina Response:

The City of Marina disagrees with the finding. Again, just because a response is not received it does not mean that the recommendation has not been evaluated, considered or implemented. In the case of the City of Marina, staff has taken action and recommendations are being implemented. This is valuable for the City of Marina.

Sincerely,

  
Anthony J. Altfeld  
City Manager  
City of Marina



Mike Niccum, General Manager/Secretary

PEBBLE BEACH

COMMUNITY SERVICES DISTRICT

3101 FOREST LAKE ROAD • PEBBLE BEACH, CALIFORNIA 93953 • (831) 373-1274 • FAX (831) 373-2357

March 16, 2009

The Honorable Adrienne M. Grover  
Presiding Judge, Superior Court of California  
County of Monterey  
240 Church Street  
Salinas, CA 93901

Re: Response to 2008 Civil Grand Jury Findings

Dear Judge Grover:

The Board of Directors of the Pebble Beach Community Services District on February 27, 2009 approved the attached response to the 2008 Monterey County Civil Grand Jury findings and recommendations.

Please contact the District at 647-5604 if you have any questions or require further information.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey B. Froke", with a long, sweeping horizontal line extending to the right.

Jeffrey B. Froke, PhD  
Board President

BOARD OF DIRECTORS

Jeffrey B. Froke, Ph.D. • Gary D. Hornbuckle, Ph.D. • Leo M. Laska • Richard D. Verbanec • Gerald F. Verhasselt

2008 Monterey County Civil Grand Jury  
Section 8  
EMERGENCY MANAGEMENT SYSTEM RESPONSE  
Pebble Beach Community Services District

**Required Responses**

**Item 1.** *Finding F8.2 and Recommendation R8.2: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the recommendation with statements of requirements for training exercises.*

**The PBCSD agrees with Recommendation R8.2.** The Pebble Beach fire department made contact with Paul Ireland of Monterey County OES to obtain copies of their EOC Training Plans. These training plans will allow the PBCSD fire department to orient our employees to the roles and responsibilities of the County as it relates to EOC operations. The lesson plans expand in depth and complexity from basic working knowledge to extended EOC operations for natural and human caused emergencies. The PBCSD fire department will hold annual tabletop exercises with all fire crews.

**Item 2.** *Finding F8.3 and Recommendation R8.3: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the recommendation with schedules for updating current EOPs and for reviewing and updating them in the future.*

**The PBCSD disagrees partially with Finding F8.3.** Per the Pebble Beach-Del Monte Forest Coordinated Emergency Response Plan, Page 3, Section V.B., Plan Review, “It is the responsibility of the Monterey County Office of Emergency Services (OES) to biannually update this plan and all applicable documents.” The paragraph continues to state “It is the responsibility of the all participating agencies to provide updated information to the Office of Emergency Services as appropriate” (see Attachment #1). PBCSD shall ensure that it is providing the Monterey County OES and members of the Executive Review Committee with written communication concerning any items needing review and update.

**The PBCSD agrees with Recommendation R8.3.** PBCSD fire department staff has begun to review the document and will have all updates to the Monterey County OES and Executive Review Committee by July 1, 2009. PBCSD would like to encourage the Monterey County OES to change the plan review date from biannually to annually and/or as needed.

**Item 3.** *Finding F8.5: The severity of the storm and its danger to public safety warranted activating the four jurisdictions' EOCs. Emergency operations leaders of Carmel and Monterey are to be commended for doing so. If the EOCs for Pacific Grove and Pebble Beach had been activated, centralized management of resources and coordination of efforts among their lead agencies would have been more effective.*

2008 Monterey County Civil Grand Jury  
Section 8  
EMERGENCY MANAGEMENT SYSTEM RESPONSE  
Pebble Beach Community Services District

***The PBCSD disagrees wholly with Finding 8.5.*** The Pebble Beach Fire Department contracts for services with the California Department of Forestry and Fire Protection (CALFIRE). This contractual agreement provides for administration, operations and training, maintenance and communications services. Similar agreements are in place for neighboring Cypress and Carmel Highlands Fire Protection Districts.

Unlike other fire agencies in Monterey County, the CALFIRE Emergency Command Center (ECC), located at 2221 Garden Road in Monterey, provides a multi tiered command structure 24/7/365. The Monterey ECC is always under the direction of a fire control officer. The minimum rank of an officer assigned to the ECC is that of a Fire Captain; there is also a Chief Officer assigned to oversee the daily functions within the ECC. One of these persons is assigned as the Unit Duty Officer. The Unit Duty Officer reports to a pre-designated Chief Officer known as the Unit Duty Chief. This Unit Duty Chief has obtained the rank of Division Chief within CALFIRE. The Duty Chief is responsible for the overall fire and emergency response for Monterey and San Benito Counties. This person may also be functioning as the Area Fire Coordinator, responsible for emergency coordination of local government fire agencies.

In events such as the storms of January 2008, the Unit Duty Officer made the decision to increase staffing in the ECC due to the anticipated increased call volume with the pending storm. This increased staffing provided adequate coverage levels to coordinate our multi-agency responses to “normal emergency responses” as well as the increased volume related to the storm. In the opinion of the Fire Chief of the Pebble Beach Fire Department, we met the operational need of an EOC as outlined by the Grand Jury.

***Item 4. Findings F8.3, F8.7, F8.8, and F8.9 and Recommendation R8.4: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the recommendation with written procedures and plans for consulting people with disabilities when making emergency plans.***

**PBCSD disagrees partially with Finding F8.3 as stated above in Item #2.**

**PBCSD disagrees wholly with Finding F8.7.** In anticipation of the storms, PBCSD brought on one additional Pebble Beach engine company, one additional CALFIRE engine company, 4 additional fire captains and 2 additional chief officers to respond to incidents within Pebble Beach. Through this augmented staffing, PBCSD was able to respond without delay to all 911 requests for assistance. Not only did PBCSD respond to initial calls, they also followed up with residents who might need additional help. PBCSD maintains a phone and address list of all residents who have registered for “Emergency Assistance.” PBCSD feels that their campaign for registering people who might need assistance during an emergency is aggressive and all encompassing.

2008 Monterey County Civil Grand Jury  
Section 8  
EMERGENCY MANAGEMENT SYSTEM RESPONSE  
Pebble Beach Community Services District

Residents are informed of the list and its importance at the annual Open House and Safety Day-which brings in over 775 people, (see Attachment #2) on the District website (see Attachment #7), on the 1620 AM radio station, and by each edition of the biannual District Newsletter (see Attachment #3). During the storms of January 2008, Community Emergency Response Team (CERT) members assisted the fire department with making contact with everyone who had placed their name on the Emergency Assistance list. If positive contact was not made, fire department staff went to the home to confirm the resident was okay. This list was also utilized daily by the American Red Cross to check on residents, offer hot meals, and provide hotel information. The American Red Cross advised that they wished that every jurisdiction had a list like this. In addition, on January 3<sup>rd</sup>, a high wind warning was placed on the 1620 AM radio channel, and posted on the District's website (see Attachment #4). On January 4<sup>th</sup>, every 15 minutes fire department staff updated the 1620 AM radio channel with information regarding life safety. This included a list of roads where there were trees and power lines down (see Attachment #5). We have also added information on our website regarding what to do during an electrical outage, including not installing a generator in an unventilated area or without a free fire department inspection (see Attachment #6). Short of turning the electricity back on, PBCSD believes that they did everything within their control to warn, protect, and shelter residents during the extent of the storms and resulting power outages.

**PBCSD disagrees wholly with Finding F8.8.** In a matter of minutes over 5,225 calls were placed through the PBCSD R911 telephone notification system advising District residents of the storm dangers and how to contact the fire department if they needed additional assistance. Due to resident phone equipment limitations beyond our control, we were unable to reach some residents. This exact number is and will always remain unknown. To state that PBCSD “did not reach enough people to be effective” would be an inaccurate statement and an assumption based on no real data. But in effort to get the R911 message to as many residents as possible we included the recommended phone system requirements on our website (see Attachment #6) and in the special edition District newsletter (see Attachment #3).

**PBCSD disagrees partially with Finding F8.9.** Pebble Beach Community Services District ‘Emergency Assistance’ information is solicited in several different ways and can be received by the following:

- By visiting the Districts website at [www.pbcسد.org](http://www.pbcسد.org) and clicking on the “Reverse 911 and Emergency Assistance Registration Form” icon (see Attachment #7).
- By calling the District or fire department staff directly. Neighbors are encouraged to add those they feel might need extra assistance.
- By filling out the return mailer on the Districts quarterly newsletter (see Attachment #3).
- Collected at the annual Open House and Public Safety Day (see Attachment #2).

2008 Monterey County Civil Grand Jury  
Section 8  
EMERGENCY MANAGEMENT SYSTEM RESPONSE  
Pebble Beach Community Services District

Upon receipt of this Grand Jury report, PBCSD staff contacted Meals on Wheels and Alliance on Aging. Both of these organizations advised that they were unable, due to privacy concerns, to share phone or residence information with the PBCSD fire department. However, both of these organizations did agree to hand deliver a PBCSD fire department prepared letter to all they serve in our jurisdictions (see Attachment #8). Staff has previously discussed this “Emergency Assistance” list with the Citizen Corp Council as staff is on the Citizen Corp Council Board. In addition, staff is currently utilizing the PBCSD Community Emergency Response Team (CERT) to go door-to-door and handout preparedness packets that include information on the “Emergency Assistance” list and how to sign up.

**PBCSD disagrees partially with Recommendation R8.4.** The PBCSD fire department recommends that an ADA representative should be added to the “Executive Review Committee” of the Pebble Beach- Del Monte Forest Coordinated Emergency Response Plan (see Attachment #1). It should also be pointed out that the Pebble Beach Company employed a company to ensure that all their facilities are ADA compliant. Pre-identified Pebble Beach Company facilities would be used during an emergency to temporarily shelter special needs individuals and the general public.

*Item 5. Finding F8.4 and Recommendation R8.5: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the recommendation with statements of requirements and protocols, and with schedules for inspections.*

**PBCSD disagrees wholly with Finding F8.4.** PBCSD fire department conducts and records periodic inspections of emergency equipment to ensure they are operable. The PBCSD fire department maintains a fleet of two engines, one truck and one wildland patrol vehicle at the Pebble Beach fire station. PBCSD also shares the cost of fire apparatus and staffing at the Carmel Hill fire station as part of the PBCSD emergency response. During daily routine firefighters are required to inspect, maintain and operate their assigned fire apparatus. This applies to all tools and other equipment carried on the apparatus. The PBCSD fire station’s PG&E electrical supply is backed-up by a standby emergency generator. This generator is sufficient to maintain all systems for District administration, engineering, maintenance and fire operations. The emergency generator system is adequately equipped to restore the facility to full power within approximately 5 seconds. The emergency generator is fueled by either natural gas (PG&E provided) or liquefied petroleum gas (LPG). The primary fuel source is natural gas. In cases where the natural gas distribution system is damaged (e.g. earthquake) the emergency generator is fueled by LPG. The PBCSD maintains a minimum of 400 gallons and a maximum of 500 gallons of LPG on site; this is sufficient to provide electrical power for a minimum of 3 days.

2008 Monterey County Civil Grand Jury  
Section 8  
EMERGENCY MANAGEMENT SYSTEM RESPONSE  
Pebble Beach Community Services District

The generator is maintained annually by a licensed electrical contractor; maintenance includes “load testing” to ensure full capacity can be met by the generator. The emergency generator system is started weekly by staff and run for 30 minutes.

*Item 6. Findings F8.7 and F8.9 and Recommendation R8.6: Carmel, Monterey, and Pacific Grove city councils and the Pebble Beach Community Services District respond to the recommendation with shelter implementation plans.*

**PBCSD disagrees wholly with Finding F8.7 as stated above in Item #4.**

**PBCSD disagrees partially with Finding F8.9 as stated above in Item #4.**

**PBCSD disagrees wholly with Recommendation R8.6.** Per Renate Rudolph, Director of the Carmel Area Chapter, “The American Red Cross is federally mandated to provide disaster shelters and disaster assistance.” According to the Pebble Beach-Del Monte Forest Coordinated Emergency Response Plan, Annex E: Care and Shelter, “The American Red Cross possesses the capability to respond to various emergencies and to provide specific forms of vital support to both responding agencies and victims.”(see Attachment #12). This includes providing disaster shelters and staffing for emergency incidents. During the storms, the American Red Cross provided a list of 40 hotels (see Attachment #9) where residents could go if they were without power and adversely affected. Hotel vouchers were provided for those who could not afford a hotel. Pebble Beach Community Services District understands that in the beginning stages of a widespread disaster it might not always be feasible for the American Red Cross to immediately deploy people to our emergency site. In these respects, the Pebble Beach Community Services District has set up pre-determined safe refuge locations to be used temporarily. These locations can be found in the Monterey County Emergency Operations Plan. The owners/managers of these facilities are aware that they are on this list, and they understand what their responsibilities would be in the event of an emergency. These sites are prepared to safely hold residents, visitors and employees until the American Red Cross can set up a shelter site. The PBCSD pre-determined safe refuge locations will be used depending on the emergency type and its area of influence. The facilities have been chosen based on their varying geographic attributes and their abilities to withstand different emergencies. For example, the Inn at Spanish Bay was chosen because it has a generator that is capable of providing electricity for residents and visitors who might require power for medical reasons. The Robert Louis Stevenson School has been chosen because it is out of the 5meter run-up zone (most likely prediction) for tsunamis. A R911 phone database list of all the facilities - private and Pebble Beach Company owned, is reviewed and maintained annually to ensure that we can quickly and efficiently notify managers of our need to open their facility in the event of an emergency.

2008 Monterey County Civil Grand Jury

Section 8

EMERGENCY MANAGEMENT SYSTEM RESPONSE

Pebble Beach Community Services District

*Item 7. Findings F8.7, F8.8, and F8.9 and Recommendation R8.8: Carmel, Monterey, and Pacific Grove city councils and Pebble Beach Community Services District respond with written plans for setting up agency-media emergency information systems.*

**PBCSD disagrees wholly with Finding F8.7 as stated above in Item #4.**

**PBCSD disagrees wholly with Finding F8.8 as stated above in Item #4.**

**PBCSD disagrees partially with Finding F8.9 as stated above in Item #4.**

**PBCSD disagrees wholly with Recommendation R8.8.** CAL FIRE has a media contact list (see Attachment #10) that the Pebble Beach Community Services District utilizes. During the storm event an official Press Release (see Attachment #11) was sent to all local media, newspaper and radio stations. Staff cannot be held responsible if media chooses not to print these releases. Before and during the event Pebble Beach Community Services District posted information on the District website (see Attachment #4) and on the 1620 AM radio station.

*Item 8. Findings F8.7, F8.8, and F8.9 and Recommendation R8.9: Carmel, Monterey and Pacific Grove city councils and Pebble Beach Community Services District respond to the recommendation with written plans for developing and maintaining databases.*

**PBCSD disagrees wholly with Finding F8.7 as stated above in Item #4.**

**PBCSD disagrees wholly with Finding F8.8 as stated above in Item #4.**

**PBCSD disagrees partially with Finding of F8.9 as stated above in Item #4.**

**PBCSD agrees partially with Recommendation R8.9.** Pebble Beach Community Services District 'Emergency Assistance' information is solicited in several different ways and can be received by the following:

-By visiting the Districts website at [www.pbcسد.org](http://www.pbcسد.org) and clicking on the "Reverse 911 and Emergency Assistance Registration Form" icon (see Attachment #7).

-By calling the District or fire department staff directly. Neighbors are encouraged to add those they feel might need extra assistance.

-By filling out the return mailer on the Districts quarterly newsletter (see Attachment #3).

-Collected at the annual Open House and Public Safety Day (see Attachment #2).

Upon receipt of this Grand Jury report, PBCSD staff contacted Meals on Wheels and Alliance on Aging. Both of these organizations advised that they were unable to share phone or residence information with the PBCSD fire department due to privacy concerns. However, both of these organizations did agree to hand deliver a PBCSD fire department prepared letter to all whom they serve in our jurisdictions (see Attachment# 8). Staff has previously discussed this "Emergency Assistance" list with the Citizen Corp Council as staff is on the Citizen Corp Council Board. In addition, staff is currently utilizing the PBCSD Community Emergency Response Team (CERT) to go door-to-door and handout preparedness packets that include information on the "Emergency Assistance" list and how to sign up.

PEBBLE BEACH-DEL MONTE FOREST  
COORDINATED EMERGENCY RESPONSE PLAN**V. GENERAL ADMINISTRATION****A. PLAN IMPLEMENTATION**

This original version of the Pebble Beach-Del Monte Forest Coordinated Emergency Response Plan is effective upon receipt and for record purposes on April 1, 2001.

**B. PLAN REVIEW**

It is the responsibility of the Monterey County Office of Emergency Services (OES) to biannually update this plan and all applicable documents. It is the responsibility of all participating agencies to provide updated information to the Office of Emergency Services as appropriate. The basic plan and annexes are designed to be flexible documents and may be updated as a whole or in part as required. **For record purposes, the plan will be updated on July 1, 2003.** Any recommendations or changes are welcome from cognizant agencies, and should be forwarded to the Monterey County Office of Emergency Services (OES), at the address found on the cover.

**C. EXECUTIVE REVIEW COMMITTEE**

The Executive Review Committee will be responsible for assisting with the review process and coordinating any recommended changes to the plan. The Executive Review Committee will be composed of designated representatives of the following agencies.

- Monterey County Office of Emergency Services,
- California Department of Forestry and Fire Protection,
- Monterey County Sheriff's Department,
- American Red Cross, Carmel-By-The-Sea Chapter, and
- Pebble Beach Community Services District.

As appropriate, ad hoc members representing other cognizant agencies may be added to the Executive Review Committee with the unanimous approval of all represented agencies on the Executive Review Committee. Designated members of the Executive Review Committee are listed in **Annex A, Agency Points of Contact and Plan Distribution**.

Recommended changes to composition and/or membership of the Executive Review Committee should be submitted in writing to the Monterey County Emergency Services Manager. Unanimous approval of all represented agencies on the Executive Review Committee is required for changes in composition.

It is the responsibility of each participating agency to familiarize and train their respective personnel on the information contained within the basic plan and annexes. All agencies are encouraged to conduct periodic drills in order to assess the plan's content and functionality

**D. INPUTS**

All cognizant agencies are welcome and encouraged to submit **written** comments and recommendations for the purpose of improving this plan. The Monterey County Office of Emergency Services (Emergency Services Planner) will collect all inputs, and consolidate them into the plan.

---

## Open House Summary 2008

The District's annual Public Safety Day and Open House was held on Saturday, June 21, 2008, from 10:00 a.m. to 2:00 p.m. This year's event provided residents an opportunity to visit with the District directors, staff and their neighbors as well as to ask questions and learn valuable information about District services. The event included several activities including tours of the District's Fire Department. It was a fun-filled day with a barbecue hosted by the District and catered by the Pebble Beach Company, with hamburgers, veggie burgers, chicken, hot dogs, salads, dessert and soft drinks. Fire Department staff provided children with "hands-on" experience in fire safety as well as other household and safety practices. The event included sale of fire extinguishers, smoke and carbon monoxide detectors, as well as servicing of existing fire extinguishers. Firefighters provided demonstrations on the proper use of fire extinguishers and provided free blood pressure checks. The American Red Cross volunteers offered information on disaster preparedness. A variety of professionals in the fields of fire protection, emergency services, wastewater disposal, solid waste disposal and recycling were available to share information at the Open House. Residents were provided an opportunity to verify their contact information on the District's web base Geographic Information Systems.

The PBCSD Staff members that were involved with the coordination of the Open House and Public Safety Day are happy to report another successful event.

Some of the statistics of this year's event:

PBCSD staff present	9
Fire Department members present	15
Other Fire personnel assisting	<u>5</u>
<b>Event Staff</b>	<b>29</b>
Smoke Detectors sold	16
Carbon Monoxide Detectors sold	5
Kid Smart Vocal Smoke Detectors sold	2
Fire Extinguishers sold	40
Fire Extinguishers serviced	51
Meals served by Pebble Beach Co.	775
Vendors/Exhibitors present	20

Special Storm Edition  
mail your emergency safety card today!

# District News

Winter 2008

Newsletter of  
Pebble Beach  
Community  
Services District



- Fire protection and emergency medical services
- Wastewater collection, treatment and recycling
- Recycled water storage and distribution
- Garbage collection, disposal, and recycling
- Supplemental law enforcement



“The storm was phenomenal but with the Reverse 911 updates we still felt safe,”

said Averil Nero, who had a tree come down and block Chaparral Road where she lives. “We were grateful to know what was going on in our neighborhood and in the Forest.”

## Register your contacts with Reverse 911 Safeguard your home and family — respond today!

Throughout the duration of the January 4 storm your District's Reverse 911 System automatically phoned Pebble Beach residents and businesses with updates on downed power lines, road closures, and other storm hazards. *Yet some residents were not able to receive these vital messages—don't be one of them!*

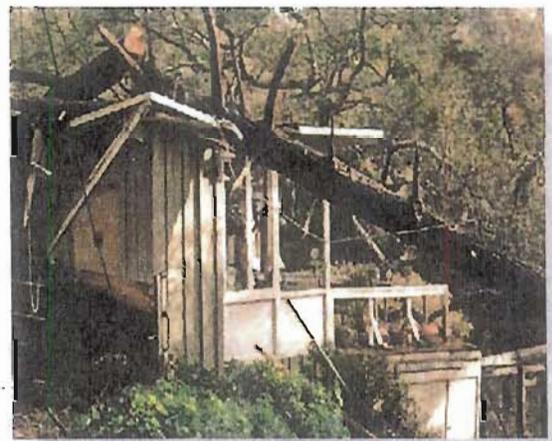
During storms, forest fires, earthquakes, tsunamis and all emergencies Reverse 911 can be a real lifesaver, providing current details on evacuations, disaster response, and other emergency conditions. *Follow these three simple steps now to help ensure the safety of your home and family:*

### 1. Register your cell phone and e-mail contacts — it's quick, easy and free.

Complete and mail the form below, call us at 373-1274, or register on line at [www.pbcSD.org](http://www.pbcSD.org). While we receive monthly updates of land line numbers from the local phone company, only you can provide your cell number and e-mail address. Having all your contact information can be vital when conventional phones lines are not operating. Your information is strictly confidential and is not shared with any other agency or entity.

### 2. Keep a standard analog phone (with a cord) to use during power outages.

Cordless phones and answering machines do not work without electricity, and cell phones cannot always pick up a signal. *(Cont. on back side.)*



Reverse 911 kept Forest residents updated on hazards in their neighborhoods during the fierce Jan. 4 storm. The District Fire Department responded to over 60 calls for help, and downed trees caused damage and prolonged power outages throughout Pebble Beach.



Pebble Beach Community Services District  
3101 Forest Lake Road  
Pebble Beach, CA 93953

Presorted Standard  
U.S. Postage  
PAID  
Pebble Beach, CA  
Permit No. 5

Post this handy reference on your refrigerator!

## High Wind Warning

Please be advised that there is a high wind advisory in the Monterey Bay Area. It is in effect until Friday afternoon.

If you see down power lines do not touch them or attempt to move them. Please call 911 to report the power lines. If you see a tree that has fallen and is blocking a roadway, or has caused damage to a structure, please contact 911.

Sand bags are available at the Pebble Beach Fire Station. We have over 150 filled bags. Unless we are committed to an emergency incident we will be available to assist you with filling and loading the sand bags into your vehicle. Should you require additional assistance with sand bag placement at your home; we would be happy to provide it.

**If your property is immediately threatened, Pebble Beach Fire Department will be sent to mitigate the situation.**

Please contact the Pebble Beach Fire Station for further information at 831-375-4204.

---

The National Weather Service message is as follows:

URGENT - WEATHER MESSAGE...RESENT  
NATIONAL WEATHER SERVICE SAN FRANCISCO CA  
521 AM PST THU JAN 3 2008

DAMAGING WINDS THIS AFTERNOON THROUGH FRIDAY AFTERNOON ACROSS  
THE SAN FRANCISCO AND MONTEREY BAY AREAS.

TWO STRONG PACIFIC STORMS WILL MOVE INTO NORTHERN AND CENTRAL CALIFORNIA THIS AFTERNOON THROUGH FRIDAY AFTERNOON. THE FIRST SYSTEM WILL BRING SOUTH TO SOUTHEAST WINDS 20 TO 40 MPH WITH GUSTS TO 55 MPH THIS AFTERNOON THROUGH THURSDAY NIGHT...MAINLY ALONG THE COAST AND IN THE HILLS. THE SECOND...MORE POWERFUL SYSTEM WILL BRING EVEN STRONGER WINDS TO NORTHERN AND CENTRAL CALIFORNIA. WINDS ALONG THE COAST AND VALLEYS WILL INCREASE EARLY FRIDAY MORNING TO 30 TO 45 MPH WITH GUSTS TO 60 MPH POSSIBLE. WINDS IN THE HILLS ABOVE 1000 FEET COULD POSSIBLY GUST TO HURRICANE FORCE...75 MPH ON FRIDAY. WINDS WILL DECREASE FRIDAY EVENING.

## INFO FOR 1620 AM RADIO

This is the Pebble Beach Fire Department. It is Friday, January 04, 2008, at \_\_\_\_\_.

The only route open from Pacific Grove to PB is Forest Lodge Rd. All other routes are closed.

Larkin @ El Toro

Forest Lk X Cortez

1058 The Old Drive

1552 Viscaino

Majella X Treasure

Sloat b/t Majella & Paradise

4061 Sunridge

Aztec X Sloat

1278 Portola

Wranglers X Lupin

3454 Stevenson Rd.

Pelican X Colton Trees Down

Del Ciervo x Midwood

Crest X Sunset

Whalers Wy X Valdez

1226 Bristol Ln. -Leaning trees by a structure

Crespi X 17 Mile Drive (PG&E Struck by tree)

2845 17 Mile Drive W/Power lines & tree into the roadway

Oasis X Birdrock

17 Mile Dr X Majella

3072 Larkin- Tree across the road, no power lines involved.

2828 Sloat- Tree leaning toward structure. Calling PBCO.

2845 Sloat X Los Barranca- Street starting to flood, encroaching into lawn and front of house.

Please avoid these routes of travel. We will advise when the areas are clear.

This is the Pebble Beach Fire Department. Although storm activity has significantly decreased, there are still live power lines and down trees throughout Pebble Beach. Information regarding hazards and road closures can still be heard on the 1620 AM radio. All storm warnings and advisories are expected to lift no later than Sunday. The high wind advisory is expected to lift at 9:00pm this evening. We ask that you still exercise caution when you drive through Pebble Beach and consider all power lines live. If you have any questions, please call the Pebble Beach Fire Station at 831-375-4204.



# PBCSD

## Pebble Beach Community Services District

Home About Minutes/ Agendas Reports Disaster/ Safety Login  
Links Contact

### Disaster/ Safety Issues

- [Power Outage Information](#)
- [Disaster Preparation](#)
- [PBCSD Launches Reverse 9-1-1 Automated Community Notification System Including Guardian Calling](#)
- [PBCSD Tsunami Study Coastline Maps](#)
- [Disaster Preparedness Checklist](#)
- [Fire Safety Checklist](#)
- [What to do in case of an earthquake-you maybe surprised](#)

### Free Guardian Calling

**Peace of mind that loved ones are safe**

The "Reverse 911" system has a Guardian Calling feature which allows interested residents to receive check-in calls on pre-defined days and times to confirm to their loved ones or guardians that they are okay. If the recipient does not answer or press the proper pin code, the system automatically notifies two pre-designated contact people.

[Learn more...](#)

311  
310  
313 ) 373-274  
x: 313 373-2317

Copyright © 2000-2008. All Rights Reserved.

## What to Do if the Power Goes Out

- If it has been less than two hours, you don't need to worry about your food spoiling.
- If you think the power outage will last more than 2-4 hours, pack refrigerated milk, dairy products, meats, fish, poultry, eggs, and leftovers into a cooler with ice.
- Make sure you have plenty of canned goods on hand. (Ensure you have a hand crank can opener).
- Use a digital quick response thermometer to check the internal temperatures of your food. Perishable foods should not be held above 40 degrees for more than 2 hours.
- Do not open the refrigerator or freezer. An unopened fridge or freezer will keep foods cold enough to avoid spoilage for a couple of hours at least.
- A freezer that is half full will keep foods safe for at least 24 hours. A full freezer will do the same for 48 hours.
- If the power outage looks like it is going to be prolonged, put your freezer items into a cooler with ice.

### **Sources:**

- Giant Food, Inc., Landover, Maryland, June 1999
- “Help, Power Outage!” Food News for Consumers, Summer 1989, U.S. Department



# PBCSD

## Pebble Beach Community Services District

[Home](#) | 
 [About](#) | 
 [Minutes/ Agendas](#) | 
 [Reports](#) | 
 [Disaster/ Safety](#) | 
 [Links](#) | 
 [Contact](#)

### Reverse 9-1-1 & Guardian Calling



Beginning March 2006, the District implemented an automated community notification system referred to as "Reverse 9-1-1", after the maker of it. The unique Reverse 9-1-1 technology allows rapid dissemination of emergency and non-emergency information to the residents by phone. The phone company sends the District monthly updates of local phone numbers, and the system

allows the District to develop call lists in advance based on a certain criteria (i.e. residents who need assistance during an evacuation) or real-time by using computerized maps. The system also has an interactive capability which allows residents to provide feedback and identify their needs, by their touch-tone responses.

In addition to providing notifications, the system has a "Guardian Calling" feature which provides the ability to call any resident daily or on selected day(s) of the week, at a specified time to verify if she/he is okay. The call prompts for a Personal Identification Number. If there is no response or if the response is incorrect, the system automatically notifies two pre-designated guardians. This optional service is provided at **no cost** to District residents who wish to enroll.

### Sign up!

To use the "Guardian Calling Service", you can [Register online](#) or print and mail the attached [form](#) to:

Pebble Beach  
 Community Services  
 District  
 3101 Forest Lake Rd.  
 Pebble Beach, CA  
 93953

**Reverse 911  
 and  
 Emergency  
 Assistance  
 Registration  
 Form**

3101 Forest Lake Road



## PEBBLE BEACH COMMUNITY SERVICES DISTRICT

Your local government providing the following services:

**FIRE PROTECTION AND EMERGENCY MEDICAL**

**SEWER COLLECTION AND TREATMENT**

**RECYCLED WATER DISTRIBUTION**

**GARBAGE COLLECTION AND DISPOSAL**



## PEBBLE BEACH COMMUNITY SERVICES DISTRICT

Serving the Community since 1982

### IMPORTANT RESOURCES

**INFORMATION RADIO STATION: 1620 AM**

**INFORMATION LINE DURING DISASTERS: 373-3732**

**WEBSITE: [WWW.PBCSD.ORG](http://WWW.PBCSD.ORG)**

**Pebble Beach CSD  
3101 Forest Lake Road  
Pebble Beach, CA 93953  
Ph: (831) 373-1274  
Fax: (831) 373-2357**

## PEBBLE BEACH COMMUNITY SERVICES DISTRICT

**REVERSE 9-1-1 Interactive Community Notification System**



**Tsunami Alerts/Warnings**

**Forest Fires**

**Evacuations**

**Chemical Spills**

**Guardian Calling**



Fire Department, Fire Prevention Bureau

**PEBBLE BEACH COMMUNITY SERVICES DISTRICT**

---

3101 FOREST LAKE ROAD    PEBBLE BEACH, CALIFORNIA 93953    (831) 375-9644    (831) 375-4204

January 9, 2009

Dear Pebble Beach Resident,

If you are non-ambulatory, have special medical needs, are a senior or live alone, please enroll in our "Emergency Assistance" program. During an emergency we will telephone you and, if needed, provide a home check or evacuation assistance. (As always, if you are having an emergency, dial **911** immediately). Our Emergency Assistance program information is kept in a 'database' and is for in-house use only. We will not give your number or information to anyone.

This database was utilized during the power outages of January, 2008. It was very successful and allowed us to ensure that our residents were safe.

There are several ways that you can register your information with the Fire Department.

- On the District webpage at <http://www.pbcSD.org/>. Just click on the "Reverse 911 and Emergency Assistance" link in the upper right hand corner of the page.
- Call the District Office at (831)373-1274 and provide the staff with your information.
- Call the Fire Department at (831)647-5642 and provide your information.

Thank you for your participation in this valuable program as it will help us to take care of you in the event of an emergency!

Jennifer Valdez  
Fire Captain, Disaster Planning  
CA. FIRE, Pebble Beach Fire Station  
831-647-5642 Office  
831-594-4826 Cell



www.stayincarmel.org

**If you are without power and a local area resident, these inns are providing special rates - proof of residence please**

834-3833	Adobe Inn	California rates
834-1261	Best Western Townhouse Lodge	25% off
826-8088	Briarwood Inn	yes call for discount
834-6451	Candlelight Inn	
826-3883	Carmel Country Inn	25 % off
824-4882	Carmel Fireplace Inn	yes call for discount
824-6828	Carmel Garden Court Inn	
824-1800	Carmel Inn & Suites	yes call for discount
826-6847	Carmel Oaks Inn	
824-1876	Carmel River Inn	California discount
824-1255	Carmel Lodge	\$79
824-2711	Carmel Wayfarer Inn	20% off
826-2585	Carriage House Inn	
824-2428	Casa de Carmel	
824-4421	Coachman's Inn	79 and up
826-6222	Cobblestone Inn	
824-2741	Colonial Terrace	\$50
822-7080	Comfort Inn	25% off
824-8400	Crystal Terrace	\$80 and up
824-3871	Cypress Inn	Call for discount
824-8366	Dolphin Inn	
824-4301	Elegance Cottages	10% off
824-4382	Green Lantern Inn	
824-7917	Happy Landing	\$100
824-2745	Hofass House	\$75 and up
824-8327	Horizon Inn/Ocean View Lodge	40% off
824-8476	La Playa Hotel	\$165
824-7372	Lampighter	\$80
826-6048	Monte Verde Inn	50% off
824-3851	Pine Inn	\$129
824-6334	San Antonio House	
824-6433	Sandpiper Inn	yes call for discount
824-8778	Sea View Inn	Monday 30% off
824-4588	Stonewall	yes call for discount
824-1611	Svensen's Inn	
824-2232	Tally Ho Inn	\$129
824-2776	The Trademint at Carmel	\$115 and up
824-7788	Vagabond House	50% off
824-3864	Village Inn	\$79
826-5338	Wayside Inn	

## MEDIA CONTACTS

## BEU MEDIA CONTACTS as of 05/2007

NAME	PHONE #	FAX#	NOTES	E-MAILS
ASSOCIATED PRESS (AP)	415-495-1708	415-495-4967		sanfrancisco.ap.org
✓ KCBA TV (Fox 3)	831-757-6397	831-422-9365	831-970-3472	newstips@kion46.com
KSMS-TV	831-757-6711	831-373-6700		ecisneros@entravision.com
KION TV (CBS 46)/FOX	831-970-5044	831-422-9365		brookeholmquist@clearchannel.com
✓ KGO	415-954-8142	415-954-8686		producers@abc-sf.com
✓ KSBW (Channel 8)	831-422-8206	831-422-0124		dmarkowitz@hearst.com
✓ KSBW TV (Monterey)	831-656-1361	831-656-1365	<i>No answer</i>	dmarkowitz@hearst.com
CNN TV	415-438-5000	415-438-5055		peter.ornstein@cnn.com
✓ KSCO 1080AM (Emrg Bdcst)	831-475-1080	831-475-2967		rosie.kSCO.com
✓ KNRV 1240AM	831-649-5679	831-373-1255	<i>No answer</i>	
✓ KRML 1410AM/FM	831-624-6431	831-625-2417	<i>No answer</i>	david@krmlradio.com
KTOM 100.7 FM	831-755-8181	831-755-8193		josevalenzuela@clearchannel.com
KROQ 92.7FM	831-755-8181	831-658-5299		josevalenzuela@clearchannel.com
KWAV 97FM	831-649-0969	831-649-3335		tburke@kwav.com
KBOQ 95.5FM	831-656-9550	831-658-5299	no e-mail, just fax	
KRKC	831-385-5421	831-385-0635		david@krkc.com
KIDN 102.5FM	831-755-8181	831-755-8193		josevalenzuela@clearchannel.com
✓ KMBY	831-658-5242	831-658-5299		
KRAY (Spanish)	831-766-1900	831-757-9764		
KHDC 90.9FM (Spanish)	831-757-8039	831-757-9854	call before faxing	saldivardelia@yahoo.com
KUSP 88.9FM	831-476-2800	831-476-2802		jd@kusp.org
KAZU 90.3FM	831-375-7275	831-375-0235		balder@kazu.org
Bay City News (CBS 5)	415-552-8900	415-552-8912		baycitynews@pacbell.net
CNN TV	415-438-5000	415-438-5055		chuck.afflerbach@cnn.com
✓ Carmel Pine Cone	831-624-0162	831-375-5018	Fax Attn:"Newsroo	alex@carmelpinecone.com
Coast Weekly	831-394-5656	831-394-2909		jessica@mcweekly.com
✓ Monterey County Herald	831-753-6755	831-372-8401		mhcity@montereyherald.com
Salinas Californian	831-754-4260	831-754-4293		newsroom@salinas.gannett.com
San Francisco Chronicle	415-777-7100	415-896-1107	Attn: metro editor	kconner@sfchronicle.com
San Jose Mercury (San Jose)	408-920-5000	408-288-8060		local@mercurynews.com
San Jose Mercury (Monterey)	831-423-3115	831-423-3119		jseverens@mercurynews.com
South County Newspapers	831-385-4880	831-385-4799		editor@southcountynewspapers.com
Soledad Bee	831-385-4880	831-385-4799		editor@southcountynewspapers.com
Hollister Freelance	831-637-5566	831-637-4104		browland@freelancenews.com
Pajaronian	831-761-7327	831-722-8386		newsroom@register-pajaronian.com
King City Rustler	831-385-4880	831-385-4799		editor@southcountynewspaper.com
Greenfield News	831-385-4880	831-385-4799		editor@southcountynewspaper.com
Gonzales Tribune	831-385-4880	831-385-4799		editor@southcountynewspaper.com
The Pinnacle	831-637-6300	831-637-8174		mpaxton@pinnaclenews.com
Seaside Post News Sentinel	831-899-2607			
El Sol	831- 649-6626			

# CAL FIRE NEWS RELEASE

California Department of Forestry and Fire Protection



## San Benito-Monterey Unit

CONTACT: Dennis Carreiro  
Battalion Chief  
831-375-4204

RELEASE DATE: 1/8/2008

## Storm Related Assistance

PEBBLE BEACH - The Fire Department has been busy assisting residents with storm related emergencies and concerns, but we realize there might be those still in need. If you require shelter, power, water or other necessities due to the storm, or know of someone else in need, there is help available.

For sheltering, many local hotels are providing reduced rates. If your home has been red-tagged by the Monterey County Building Department because of storm related damage, the American Red Cross is offering free room vouchers at local hotels – contact the Red Cross at (831) 624-6921.

If you are in need of a hot meal, the American Red Cross is providing meals at their office located at Dolores & 8<sup>th</sup> Avenue in Carmel. Additionally, for home-bound residents, the Red Cross has an Emergency Response Vehicle (ERV) that may be available to provide free meals directly to your door. Please contact the American Red Cross - Carmel Chapter - at (831) 624-6921 for further information.

In the Pebble Beach area, routine storm updates, road closures and other information can be found on the 1620 AM radio station or on the [www.pbcsd.org](http://www.pbcsd.org) website.

We urge you to please call your local fire stations for more information or assistance.

### ***Pebble Beach Area***

Pebble Beach Fire Station  
3101 Forest Lake Road  
Pebble Beach, CA 93953  
(831) 375-4204

Or

Carmel Hill Fire Station  
4180 17 Mile Drive  
Pebble Beach, CA 93953  
(831) 625-6415

### ***Unincorporated Carmel Area***

Cypress Fire Protection District  
Rio Road Fire Station  
3775 Rio Road  
Carmel, CA 93923  
(831) 624-4511

### ***Carmel Highlands Area***

Carmel Highlands Fire Protection District  
73 Fern Canyon  
Carmel, CA 93923  
(831) 624-2374

##

PEBBLE BEACH-DEL MONTE FOREST  
COORDINATED EMERGENCY RESPONSE PLAN

---

## Annex E: CARE AND SHELTER

### RESIDENTIAL CARE AND HEALTH CARE FACILITIES

**Overview.** The American Red Cross possesses the capability to respond to various emergencies, and to provide specific forms of vital support to both responding agencies and victims. Although most incidents are resolved in relatively short periods of time, all agencies and organizations should be aware of the capabilities and support provided by the Red Cross. Incident Commanders (IC) should not hesitate in requesting Red Cross support.

**Purpose.** The purpose of this section is to outline the objectives of shelter operations to meet the food, clothing and shelter needs of people on a mass care basis during major natural disasters, technological incidents, and war emergencies and outline the specific shelter sites within the Pebble Beach-Del Monte Forest area.

**Objectives.** The overall objectives of emergency care and shelter operations are to:

- ◆ Provide food, clothing, shelter, and other necessities of life; on mass care basis, to persons unable to provide for themselves as a result of a disaster.
- ◆ Provide an inquiry service to reunite separated families, or respond to inquiries from relatives and friends outside the affected area.
- ◆ Assure an orderly transition from mass care, to separate family living, to post disaster recovery.
- ◆ Activate, organize and manage congregate care shelters and evacuation reception areas.
- ◆ Assist in the provision of post-event crisis intervention counseling services to victims and affected emergency workers.

**Shelter Agreements.** The following is a list of shelter and/or reception area agreements between the American Red Cross and Community Based Organizations/Agencies:

1. **Carmel Unified School District**  
District Office, Carmel Middle School  
Carmel, CA 93922  
624-1546  
Thomas Guide Reference - Page 253, Grid A1
2. **Robert Louis Stevenson Lower School**  
24800 Dolores Street  
Carmel CA 93922  
Thomas Bros. Guide Reference - Page 251, Grid B4
3. **All Saints Episcopal Church**  
Dolores & Ninth Avenue



# OFFICE OF THE SHERIFF MONTEREY COUNTY, CALIFORNIA

---

March 10, 2009

The Honorable Adrienne M. Grover  
2008 Presiding Judge of the Superior Court  
County of Monterey  
240 Church Street  
Salinas, CA 93901

Judge Grover:

Attached are the responses which comply with Penal Code Section 933.05 (b) to report on the 2008 Monterey County Civil Grand Jury's Findings and Recommendations applicable to the Office of the Sheriff, Monterey County.

Sincerely,

Mike Kanalakis  
Sheriff-Coroner

Mike Kanalakis, Sheriff - Coroner

(831) 755-3700 1414 Natividad Road, Salinas, CA 93906 [www.co.monterey.ca.us/sheriff](http://www.co.monterey.ca.us/sheriff)

4028



# **Monterey County Sheriff's Office**

## **Monterey County Civil Grand Jury 2008 Final Report Response**

**March 13, 2009**

---

# TABLE OF CONTENTS

---

<b>I.</b>	<b>Findings F 1.1, F 1.2, F 1.3, F 1.5, F 1.6, F 1.7, F 1.9</b> <b>Recommendations R 1.1 – R 1.3</b>	<b>Page 3-4</b> <b>Page 5</b>
<b>II.</b>	<b>Findings F 2.1 – F 2.6</b> <b>Recommendations R 2.1 – R 2.4</b>	<b>Page 6-7</b> <b>Page 8-9</b>
<b>III.</b>	<b>Findings F 3.1 – F 3.4</b> <b>Recommendations R 3.1 – R 3.2</b>	<b>Page 10</b> <b>Page 11</b>
<b>IV.</b>	<b>Findings F 6.1 – F 6.7</b> <b>Recommendations R 6.1 – R6.3</b>	<b>Pages 12-13</b> <b>Pages 14</b>

**REPORT TITLE:** 2008 Grand Jury Report Agency Response  
**RESPONSE BY:** Monterey County Sheriff's Office  
**RESPONSE TO:** Findings F 1.1, F 1.2, F 1.3, F 1.5, F 1.6, F 1.7, and F 1.9

***Finding F 1.1:*** *Overcrowding at the Jail continues to create risks to safety of staff and an increasingly violent inmate population.*

**Response F 1.1:** The respondent agrees with this finding. Steps to reduce overcrowding include the installation of additional beds in selected housing units. The Sheriff's Office, with the approval of the Courts, has enacted an early release program. In addition, the Sheriff has worked with the Courts and District Attorney's Office to develop an own recognizance (O.R.) policy to release low-risk arrestees upon intake. These measures reduce crowding while maintaining community safety.

***Finding F 1.2:*** *The County would benefit from construction of new beds at the Jail in two ways:*

- *Improved safety within the Jail for staff and inmates by reducing the number of potentially violent inmates housed in dormitories.*
- *Improved public safety by reducing the risk of early release of inmates.*

**Response F 1.2:** The respondent agrees with this finding. The Sheriff's Office continues to work with the County on jail expansion.

***Finding F 1.3:*** *While the opportunity to apply for a grant from Phase II of AB 900 is several years in the future, it would be worthwhile to prepare now.*

**Response F 1.3:** The respondent disagrees wholly or partially with the finding. Jail expansion master plans are being developed for potential future funding opportunities. Availability of county funding is dependant upon the length of the economic downturn. The Sheriff's Office is looking at all funding options that may be available. However, AB 900 is not a viable option for Monterey County.

***Finding F 1.5:*** *The AB 900 grant application developed by the Sheriff's Office, Public Works Department, County Administration Office, and others, was well prepared as demonstrated by success in receiving a conditional grant from the State on March 18, 2008.*

**Response F 1.5:** The respondent agrees with this finding. Public Works possesses documentation regarding work products.

***Finding F 1.6:*** *Changes in the process of applying for a grant under AB 900 resulted in a moving target. Because the target changed, it was more difficult to be successful. However, other counties were successful.*

**REPORT TITLE:** 2008 Grand Jury Report Agency Response  
**RESPONSE BY:** Monterey County Sheriff's Office  
**RESPONSE TO:** Findings F 1.1, F 1.2, F 1.3, F 1.5, F 1.6, F 1.7, and F 1.9

**Response F 1.6:** The respondent agrees with this finding. Short timelines and changing rules created by the State impacted the County's ability to successfully site a re-entry facility.

***Finding F 1.7:*** *The Board of Supervisors and Sheriff's Office were aware of AB 900 many months before the deadline for selection of a re-entry site. Public engagement was initiated very late in the process, August 2008.*

**Response F 1.7:** The respondent disagrees wholly or partially with the finding. Fulfilling various State requirements prolonged site selection. Before moving forward, State approval of the site was necessary which slowed the public outreach process. The goal was to be transparent at all levels once the re-entry site was identified by the County and approved by the State.

Efforts were made early on in the process to locate potential sites for a secure re-entry facility as demonstrated by the Sheriff giving a presentation to the Soledad City Council on potential locations near the city. Soledad strongly objected to any such facility in their "sphere of influence." This was a common reaction as the process unfolded and developed. Ultimately, talks with the City of Salinas policy makers took time and bogged down as county and city elected officials struggled with potential sites in Salinas. In the end it became clear that while there was support for such an institution nobody really wanted the site in their neighborhood.

***Finding F 1.9:*** *The AB 900 grant application process includes a series of milestones or hurdles that counties must meet. Throughout the process, the focus by employees of the County appears to have been solely on the next hurdle, rather than with foresight of and preparation for future hurdles. Because the process took place over a short period of time, addressing one hurdle at a time was insufficient to achieve success.*

**Response F 1.9:** The respondent disagrees wholly or partially with the finding. The Sheriff's Office obtained a staffing analysis and needs assessment far in advance in preparation for potential building grants. A consultant specialized in responding to RFP's was hired to prepare the County's proposal and ensure the County could successfully compete for the grant. The Sheriff's Office was extremely farsighted in preparing for the process, and as a result, was awarded a conditional grant from the State. AB 900 while approved by the legislature and signed by the Governor remains unfunded to this day.

**REPORT TITLE:** 2008 Grand Jury Report Agency Response

**RESPONSE BY:** Monterey County Sheriff's Office

**RESPONSE TO:** Recommendations R 1.1 – R 1.3

**Recommendation R 1.1:** *The Sheriff's Office, Public Works Department, and County Administration Office work with officials of appropriate cities to determine whether there is a suitable site for a re-entry facility on property in Monterey County outside the limits of any city or town. Knowing whether such a site exists will be very helpful if participation in Phase II of AB 900 becomes possible. (Related Findings: F1.1, F1.2, and F1.3).*

**Response R 1.1:** The recommendation will not be implemented because it is not warranted or is not reasonable. The Sheriff's Office does not intend to pursue AB 900 and will look for other funding opportunities.

**Recommendation R 1.2:** *The Sheriff's Office develops a plan for renovation of the Jail using sources of funding other than an AB 900 grant from the State and educate the Board of Supervisors about the plan. (Related Findings: F1.1, F1.2, and F1.4).*

**Response R 1.2:** The recommendation has been implemented. Availability of jail renovation funding is affected by the current economic environment. The Sheriff's Office is looking at all funding sources that may be available and is a member through the County of Monterey of the E-civis Grants Network. This network ensures that the County and Sheriff's Office is updated on any local, State or Federal funds that may be available for corrections. The Sheriff's Office continues to work collaboratively with Public Works and the Board of Supervisor's on jail renovation. Public Work staff is working with County Planning staff on a conceptual site master plan for the Laurel-Natividad campus, including Jail expansion, pursuant to Board direction at its December 16, 2008 meeting. Funds are currently available to develop drawings for jail expansion and the Sheriff's Office is working with Resource Management Agency (R.M.A.) through the Capital Improvements Committee to hire an architect.

**Recommendation R 1.3:** *The Board of Supervisors and Sheriff's Office:*

- *Conduct a review of the AB 900 grant application process with a focus on lessons learned, especially about public education/engagement and foresight/preparedness during the process.*
  - *Make a public report of the results.*
- (Related Findings: F1.7, F1.8, F1.9, and F1.10)*

**Response R 1.3:** The recommendation will not be implemented because it is not warranted or is not reasonable. Since the County does not intend to pursue AB 900, this recommendation has no relevance.

**REPORT TITLE:** 2008 Grand Jury Report Agency Response

**RESPONSE BY:** Monterey County Sheriff's Office

**RESPONSE TO:** Findings F 2.1 – F 2.6

***Findings F 2.1:*** *Top leadership of Custody Operations has many years of experience working together as a team at the jail. Their experience and working relationships will be hard to replace as they approach retirement. Other staff need to be prepared to take their places.*

**Response F 2.1:** The respondent agrees with the finding. Custody Operations implemented an active mentoring program approximately 14 months ago. The Chief of the Custody Operations Bureau and a Commander are attending a Peace Officer Standards and Training (P.O.S.T.) approved course entitled "Succession Planning for Police Management" in April 2009 and it is expected that this course may further facilitate succession planning.

***Findings F 2.2:*** *While it is an old facility, the Jail is well maintained and would be adequate if it housed low risk offenders for which it was originally designed with one inmate in a cell. The inmate population is larger and more violent today and the facility is no longer adequate. Section I. AB 900, of this report makes recommendations for addressing overcrowding and the condition of the jail*

**Response F 2.2:** The respondent agrees with the finding. Reference responses to F.1.1, F.1.2 and R.1.2.

***Findings F 2.3:*** *The Jail continues to remain understaffed. This situation results in increased risks to the safety of staff and inmates.*

**Response F 2.3:** The respondent agrees with the finding. The Board of Supervisors should make staffing levels in the Sheriff's Office their first priority.

***Findings F 2.4:*** *Custodial officers are not sufficiently trained to handle the increasing number of incidents associated with mental illness (e.g., attempted suicides, unprovoked violent attacks) that endanger staff and inmates.*

**Response F 2.4:** The respondent disagrees wholly or partially with the finding. Deputies working in the Jail are trained to peace officer (POST) standards. In addition, jail deputies receive medical training including psychiatric disabilities bi-annually. The Sheriff's Office partners with Behavioral Health and the contract medical provider to develop appropriate, state of the art training to address mental health issues within the facility.

***Findings F 2.5:*** *Tracking the impact of training programs on inmates' future success is feasible and has value.*

**Response F 2.5:** The respondent agrees with the finding. The Bureau developed a tracking system for one specific program.

**REPORT TITLE:** 2008 Grand Jury Report Agency Response  
**RESPONSE BY:** Monterey County Sheriff's Office  
**RESPONSE TO:** Findings F 2.1 – F 2.6

***Findings F 2.6:** Since the effectiveness of educational programs delivered at the Jail is not evaluated, it is impossible to tell whether the funds directed toward those programs are well spent.*

**Response F 2.6:** The respondent agrees with the finding. Reference response F 2.5.

**REPORT TITLE:** 2008 Grand Jury Report Agency Response

**RESPONSE BY:** Monterey County Sheriff's Office

**RESPONSE TO:** Recommendations R 2.1 – R 2.4

**Recommendation R 2.1:** *Custody Operations prepares a comprehensive succession plan for leadership and key staff positions. The plan should focus on senior positions where incumbents are nearing retirement and include specific development plans for leading internal candidates. Where there are no internal candidates who can be developed to assume key roles, the plan should identify strategies for recruiting outside talent. (Related to Finding: F2.1)*

**Response R 2.1:** The recommendation will not be implemented because it is not warranted or is not reasonable. This recommendation at this time is not reasonable due to the budgetary constraints that the Custody Operations Bureau and the County are facing. Although it is recognized that succession planning is important there are no mandatory requirements for employees to articulate their retirement date or retire at a set age. There is not funding or personnel available to dedicate to this project at this time. Currently, the Sheriff's Office due to budget constraints has a "hard hiring freeze" in place. This means that vacant positions are not being filled or recruited for. Training up for the next position is also limited as the budget is prioritized to the mandated training that must occur for peace officers. Peace Officer Standards and Training ( P.O.S.T.) has set training requirements for line level, supervisory and management personnel (Ref. P.O.S.T. Administrative Manual-PAM) that includes leadership training. On the job training (Facility Training Program) and in house mentoring and evaluating further prepare personnel for leadership and key roles. The Chief of the Custody Operations Bureau and a Commander are attending a (P.O.S.T.) approved course entitled "Succession Planning for Police Management" in April 2009 and it is expected that this course may further facilitate succession planning.

**Recommendation R 2.2:** *Custody Operations continues to recruit staff locally and use the above succession plan as a recruiting tool. (Related Finding: F2.3)*

**Response R 2.2:** The recommendation will not be implemented because it is not warranted or is not reasonable. Reference R. 2.1. It is not reasonable as the Sheriff's Office is currently not hiring to fill any vacant positions or accepting applications due to the budget. A succession plan may facilitate recruiting, but no recruiting is occurring at this time. Recruiting locally has traditionally been the focus of the Sheriff's Office recruitments as local hires have proven to positively impact retention.

**Recommendation R 2.3:** *Custody Operations significantly increases the hours and comprehensiveness of training about mental illness so officers can improve their ability to recognize signs of metal illness, use effective interaction methods with mentally ill inmates, use effective methods to defuse potentially violent situations, and recognize signs of possible suicides. (Related Finding: F2.4)*

**REPORT TITLE:** 2008 Grand Jury Report Agency Response

**RESPONSE BY:** Monterey County Sheriff's Office

**RESPONSE TO:** Recommendations R 2.1 – R 2.4

**Response R 2.3:** The recommendation will not be implemented because it is not warranted or is not reasonable. It is not warranted as P.O.S.T. training already establishes minimum standards of training in this area (Ref. POST PAM). Deputies are provided with eight hours of training on health issues including psychiatric disabilities on a semi-annual basis. Selected deputies are assigned to special mental health housing units and are sent to the 40 hour Crisis Intervention Training (CIT) course.

**Recommendation R 2.4:** *Custody Operations designs and implements procedures for evaluating the effectiveness of educational programs. This could be accomplished in part through coordination with Probation Department. (Related Findings: F2.5 and F2.6)*

**Response R 2.4:** The respondent agrees with the finding. The Bureau developed a tracking system for one specific program. Within the next three months, a more comprehensive, statistic and analytical system will be put in place to evaluate recidivism rates.

**REPORT TITLE:** 2008 Grand Jury Report Agency Response  
**RESPONSE BY:** Monterey County Sheriff's Office  
**RESPONSE TO:** Findings F 3.1 – F 3.4

***Finding F 3.1:*** *The facility is kept clean and in repair despite its poor condition. We commend the staff for their dedication to this effort.*

**Response F 3.1:** The respondent cannot answer as the Monterey County Juvenile Hall is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over Juvenile Hall.

***Finding F 3.2:*** *Because of its antiquated design and its changing juvenile population, the current Juvenile Hall is inadequate to fulfill its purpose of providing a safe and secure environment. It is a dangerous place for both staff and detained juveniles.*

**Response F 3.2:** The respondent cannot answer as the Monterey County Juvenile Hall is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Juvenile Hall.

***Finding F 3.3:*** *SB 81 provides an excellent opportunity for the County to share the cost of constructing a new Juvenile Hall with the government of the State of California.*

**Response F 3.3:** The respondent cannot answer as the Monterey County Juvenile Hall is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Juvenile Hall.

***Finding F 3.4:*** *Because SB 81 requires matching funds from County and the new Juvenile Hall will involve construction that affects nearby residents, public support of the program will be critical to its overall success.*

**Response F 3.4:** The respondent cannot answer as the Monterey County Juvenile Hall is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Juvenile Hall.

**REPORT TITLE:** 2008 Grand Jury Report Agency Response

**RESPONSE BY:** Monterey County Sheriff's Office

**RESPONSE TO:** Recommendations R 3.1 – R 3.2

**Recommendation R 3.1:** *The Probation Department, working with the Department of Public Works and the County Administrative Office, aggressively pursues a grant under SB 81. The grant proposal should be submitted well ahead of the deadline, in order to get feedback and optimize the final proposal. (Related Findings: F 3.2 and F 3.3)*

**Response R 3.1:** The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

**Recommendation R 3.2:** *Before the grant proposal deadline the Probation Department pursues an aggressive public education and engagement program to enlist support for the construction of a new Juvenile Hall. The program should involve all parties who will be impacted including constituencies near the construction and residents of the county who will support the provision of matching funds. (Related Findings: F 3.2, F 3.3, and F 3.4)*

**Response R 3.2:** The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

**REPORT TITLE:** 2008 Grand Jury Report Agency Response  
**RESPONSE BY:** Monterey County Sheriff's Office  
**RESPONSE TO:** Findings F 6.1 – F 6.7

***Finding F 6.1:*** *The Missouri Model being adopted by the Youth Center will create smaller treatment groups (pods) and a more positive treatment approach when it is enacted.*

**Response F 6.1:** The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

***Finding F 6.2:*** *Completion of construction of new classroom facilities will facilitate resident education.*

**Response F 6.2:** The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

***Finding F 6.3:*** *Although family reunification and community reintegration are stated goals for residents of the Youth Center, for some residents these outcomes are not possible.*

**Response F 6.3:** The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

***Finding F 6.4:*** *Sentencing requires that the Youth Center residents be released to the aftercare program at the end of nine months. Since transitional housing placements are limited in Monterey County and in nearby counties, there is a need for more transitional or alternative housing for residents who cannot be placed at home.*

**Response F 6.4:** The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

***Finding F 6.5:*** *Since the Youth Center currently does not systematically identify, collect or analyze program, exit or recidivism data, there is no way to evaluate the effectiveness of its programs.*

**Response F 6.5:** The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

***Finding F 6.6:*** *Since the Youth Center does not have a standardized database in which to enter data or track graduates, it is limited in its ability to share information with the greater justice system.*

**REPORT TITLE:** 2008 Grand Jury Report Agency Response  
**RESPONSE BY:** Monterey County Sheriff's Office  
**RESPONSE TO:** Findings F 6.1 – F 6.7

**Response F 6.6:** The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

**Finding F 6.7:** *The Strategic Plan developed by the Probation Department includes steps for improving staff development, communication, data collection and analysis, and facilities construction that could positively impact the Youth Center when enacted.*

**Response F 6.7:** The respondent cannot answer as the Monterey County Probation Department is a separate County Department from the Monterey County Sheriff's Office. The Sheriff's Office has no authority or control over the Probation Department.

**REPORT TITLE:** 2008 Grand Jury Report Agency Response

**RESPONSE BY:** Monterey County Sheriff's Office

**RESPONSE TO:** Recommendations R 6.1 – R 6.3

**Recommendation R 6.1:** *Necessary site improvements including dormitory remodeling and new classroom construction be completed in a timely manner. (Related Findings: F6.1 and F6.2)*

**Response R 6.1:** The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

**Recommendation R 6.2:** *The Probation Department and Monterey County Board of Supervisors support development of additional transitional housing for aftercare participants of the Youth Center, either by construction of facilities within Monterey County or through contract with facilities in nearby counties. (Related Findings: F 6.3 and F 6.4)*

**Response R 6.2:** The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

**Recommendation R 6.3:** *The Youth Center obtains financial and technical support for the Probation Department's Strategic Plan Goal 4, "Strengthen the Department's use of technology," to develop a computerized data system to:*

- *Evaluate the success of the Missouri Model and the aftercare program*
- *Track recidivism of Youth Center graduates. (Related Findings: F 6.5, F 6.6 and F 6.7)*

**Response R 6.3:** The recommendation has not been implemented because it is not within the authority or control of the Monterey County Sheriff's Office to do so.

# HARTNELL COLLEGE



411 CENTRAL AVENUE  
SALINAS, CA 93901

www.hartnell.edu

**DR. PHOEBE K. HELM**  
SUPERINTENDENT/PRESIDENT

831-755-6900  
FAX: 831-753-7941  
CELL: 831-235-5714  
phelm@hartnell.edu

## BOARD OF TRUSTEES

*President*  
PATRICIA DONOHUE  
District 3

*Vice President*  
KEVIN HEALY  
District 1

BILL FREEMAN  
District 2

ELIA GONZALEZ-CASTRO  
District 4

VACANT  
District 5

JOHN D. MARTINEZ  
District 6

BRAD RICE  
District 7

*Student Trustee*  
ARMANDO CORTES

March 11, 2009

Superior Court of California  
County of Monterey  
240 Church Street  
Salinas, CA 93901  
Attn: Ms. Connie Mazzei

Dear Ms. Mazzei:

The Hartnell Community College Board of Trustees appreciates the opportunity to respond to the Grand Jury Final Report, January 12, 2009. As required by Penal Code section 933(c), we are responding to the findings and recommendation within the time period specified. Our response is as follows:

### Findings:

- F9.1. Disagree in part. An independent performance audit was conducted annually; however, it was published as a separate chapter in the Annual Independent District Audit.
- F9.2. Disagree in part. An independent financial audit was conducted annually; however, it was published as a separate chapter in the Annual Independent District Audit.
- F9.3. Agree in part and have published the audits as separate documents beginning with 2007-2008.
- F9.4. Agree - the seventh member was appointed April 14, 2003 and the Citizens' Oversight Committee (COC) has had seven members since then. One meeting was held in February, 2003 with six members.
- F9.5. Disagree in part - members were selected to represent the designated areas in compliance with the code; however, the website listing was not kept up-to-date.
- F9.6. Agree - one member served five years instead of four. That member was replaced in October, 2008.
- F9.7. Agree in part - Chair and Vice-Chair positions on the COC were filled every two years rather than annually in July.
- F9.8. Disagree - the annual report is published on the District's website under Measure H.

F9.9. Agree in part and describe the remedy in the Recommendation section of this report.

F9.10. Disagree – staff are unaware of any document that District failed to produce or which was viewed by the reviewer as incomplete.

F9.11. Disagree in part with this opinion – District staff and oversight committee members are highly responsible to the community; however, two administrators had occupied their positions for less than one year.

F9.12. Agree

**Recommendations:**

R9.1. Partially Implemented – Completion April 30, 2009

A – Person Responsible: Dr. Phoebe K. Helm, Superintendent/President

B – District has held a workshop on Bond Funds for the Board of Trustees in April 2008 at its regular meeting in King City.

District staff, Citizens' Oversight Committee (COC) and the Board Chair participated in a Bond Workshop in February 2009.

District is developing a power point orientation and training program which will be reviewed with the Board of Trustees, COC members and District staff. The training will be provided each time new members are elected or appointed. In addition, this power point will be on the website for the public as well as the District, the Board, and the COC. This will be effective on or before April 30, 2009.

R9.2. Implemented

A – Person Responsible: Barbara Yesnosky, Chief Business Officer

B – The District contracts for individual annual performance audits of Measure H. The audits have always been conducted and have been published separately since 2007-2008

R9.3. Implemented

A – Person Responsible: Barbara Yesnosky, Chief Business Officer

B – The District contracts for individual annual financial audits of Measure H. The audits have always been conducted and have been published separately since 2007-2008.

R9.4. Implemented

A – Person Responsible: Phoebe K. Helm, Superintendent/President  
James Fitch, Webmaster

B – The District has in place a "tickler file" to ensure appropriate notice, application and selection of COC members such that the appropriate number of members are maintained, representing each defined area as specified. The term dates of each is posted. The website lists the names, area represented, and term dates of each COC member.

R9.5. Implemented

A – Person Responsible: Phoebe K. Helm, Superintendent/President  
James Fitch, Webmaster

B – See R.9.4. above. Memberships will comply with term dates.

R9.6. Implemented

A – Person Responsible: Phoebe K. Helm, Superintendent/President

B – A senior administrator is assigned to participate in all Hartnell COC meetings. The Board of Trustees will continue to receive oral and written reports at each monthly meeting. Training will be provided as stated in R9.1.

R9.7. Will be implemented on or before April 30, 2009

A – Person Responsible: James Fitch, Webmaster

B – Measure H will be added to the homepage toolbar on or before April 30, 2009.

R9.8. Implemented

A – Person Responsible: Phoebe K. Helm, Superintendent/President

B – The annual report will continue to be posted on the District's website

R9.9. Will be implemented on or before April 30, 2009

A – Person Responsible: Phoebe K. Helm, Superintendent/President

B – District is developing a power point orientation and training program which will be reviewed with the Board of Trustees, COC members and District staff. The training will be provided each time new members are elected or appointed. In addition, this power point will be on the website for the public as well as the District, the Board, and the COC. This will be effective on or before April 30, 2009.

R9.10. Will be implemented on or before April 30, 2009

A – Person Responsible: Phoebe K. Helm, Superintendent/President

B – The Board of Trustees will include Resolution 03:2, in its Board orientation for new members; Board Development for all members; and, the power point training program described in R9.1. (on or before April 30, 2009).

The Board of Trustees approved the enclosed response at its regular meeting, March 10, 2009. Should you have any questions or need additional information, please contact Dr. Phoebe K. Helm, Superintendent/President or me at 831-755-6900.

Sincerely,



Patricia Donohue, President  
Board of Trustees



**Monterey County Board of Supervisors'**

**Response to the**

**Monterey County Civil Grand Jury  
2008 Year-End Final Report**

**March 31, 2009**

---

# TABLE OF CONTENTS

---

	Page(s)
<b>I. Law Enforcement Committee – AB 900</b>	
<i>Findings F1.3 – F1.5 &amp; F1.7 – F1.10</i>	1-3
<i>Recommendations R1.1, R1.3 and R1.4</i>	4-5
<b>II. Law Enforcement Committee – Monterey County Juvenile Hall</b>	
<i>Findings F3.1 – F3.4</i>	6
<i>Recommendations R3.1 – R3.3</i>	7
<i>Addendum Regarding Mental Health Services</i>	8
<b>III. Law Enforcement Committee – Monterey County Youth Center</b>	
<i>Findings F6.1 – F6.7</i>	9-10
<i>Recommendations R6.1 – R6.3</i>	11
<b>IV. Health and Social Services Committee– Monterey County Ambulance Service</b>	
<i>Findings F7.1 – F7.9</i>	12-13
<i>Recommendations R7.1 – R7.6</i>	14-15
<b>V. Cities, Counties and Special Districts – Emergency Management Systems Response</b>	
<i>Findings F8.7– F8.9 and F8.11</i>	16-18
<i>Recommendations R8.10 – R8.12</i>	19-20

---

**REPORT TITLE:** Law Enforcement Committee – AB 900  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 1.3 – F 1.5 and F1.7 – F1.10

---

**Finding F 1.3:** *While the opportunity to apply for a grant from Phase II of AB 900 is several years in the future, it would be worthwhile to prepare now.*

**Response F 1.3:** The respondent agrees with the finding. Public Works staff is working with County Planning staff on a conceptual site master plan for the Laurel-Natividad campus, including Jail expansion, pursuant to Board direction at its December 16, 2008 meeting. County staff will coordinate public involvement through the Salinas City Council and their staff. Although AB 900 funds may not be available in the future, the County's actions will assist the County in pursuing future grants should the State or Federal Government offer funding opportunities in the future. Meanwhile, community-based re-entry programming is being supported and developed further.

**Finding F 1.4:** *Absent a grant from the State, the residents of the County need to fund improvements to the County Jail.*

**Response F 1.4:** The respondent agrees with the finding. Public Works staff is working with County Planning staff on a conceptual site master plan for the Laurel-Natividad campus, including Jail expansion, pursuant to Board direction at its December 16, 2008 meeting. Public Education and Outreach will be an essential element in building the public support to finance County matching funds for any future grant opportunity. County staff will work collaboratively to apply lessons learned to maximize the effectiveness of future efforts.

**Finding F 1.5:** *The AB 900 grant application developed by the Sheriff's Office, Public Works Department, County Administration Office, and others, was well prepared as demonstrated by success in receiving a conditional grant from the State on March 18, 2008.*

**Response F 1.5:** The respondent disagrees partially with the finding. The State issued a tentative conditional award effective May 8, 2008. Lessons learned from the previous grant proposal and subsequent SCRF siting efforts will be useful tools in preparing for future grant opportunities.

**Finding F 1.7:** *The Board of Supervisors and Sheriff's Office were aware of AB 900 many months before the deadline for selection of a re-entry site. Public engagement was initiated very late in the process, August 2008.*

**Response F 1.7:** The respondent disagrees partially with the finding. The State issued a tentative conditional award effective May 8, 2008. The County objected to the State's unreasonably short amount of time allowed for site selection for a State Prison Re-Entry site in 90 days and requested an additional 90 days to provide additional time to involve the public. Public outreach efforts initiated during Phase I of the AB900 process has laid a strong foundation for future efforts. Staff will build upon the relationships and lessons

**REPORT TITLE:** Law Enforcement Committee – AB 900  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 1.3 – F 1.5 and F1.7 – F1.10

---

learned from Phase I to tailor outreach to effectively engage the community and allow appropriate feedback.

***Finding F 1.8:*** *The public information program related to AB 900 consisted of two town hall meetings focused on the City of Salinas and selection of a re-entry site. Other elements of the “Secure Re-Entry Outreach Target Performance Goals” were not implemented. The program as implemented falls short of what the Grand Jury expected when it recommended broad and intense public information programs.*

**Response F 1.8:** The respondent disagrees partially with the finding. Most of the objectives were met even though the duration of the outreach was abbreviated by the decision to change the focus of the siting effort to unincorporated Monterey County, the subsequent decision of the Corrections Standard Authority (CSA) Board to withdraw Monterey County’s tentative conditional grant, and the Governor’s notification that AB900 program funding was in jeopardy because of the State’s inability to issue construction bonds. It was always the staff’s and California Department of Corrections and Rehabilitation’s (CDCR) intention to continue the outreach effort until this series of unforeseen events resulted in the premature termination of the AB900 effort in Monterey County.

As an example, the County held two town hall meetings in locations both accessible and well known to all, including neighborhoods selected by city council members of impacted districts, thereby reaching the residents most affected by the project. These meetings included bilingual services. Additionally, follow-up television broadcast reached those portions of County population who were otherwise unable to attend. An additional two Focus Group discussions helped identify and build relationships with key opponents and proponents. Finally, the County provided Frequently Asked Questions and Answers in both English and Spanish to all attendees.

***Finding F 1.9:*** *The AB 900 grant application process includes a series of milestones or hurdles that counties must meet. Throughout the process, the focus by employees of the County appears to have been solely on the next hurdle, rather than with foresight of and preparation for future hurdles. Because the process took place over a short period of time, addressing one hurdle at a time was insufficient to achieve success.*

**Response F 1.9:** The respondent disagrees partially with the finding. The County successfully prepared an application and was successful in receiving a tentative conditional award of \$80 million from the State of California. AB900 site selection of a State Prison Re-Entry Facility is required to be responsive to California Department of Corrections and Rehabilitation (CDCR) criteria. The program guidelines evolved throughout the Primary Due Diligence phase. During this period, staff reviewed 21 potential sites throughout the County, vetted those sites with local political leadership, and worked closely with CDCR staff to respond to specific site validation concerns. The County objected to the State’s

**REPORT TITLE:** Law Enforcement Committee – AB 900  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 1.3 – F 1.5 and F1.7 – F1.10

---

requirement for selection of a State Prison Re-Entry site in 90 days and requested an additional 90 days to provide additional time to involve the public. CDCR and CSA staffs readily acknowledge the deficiencies of Phase I of AB900 and have answered many of the questions which hindered the process. Lessons learned from Phase I will clearly improve and clarify milestones for the next grant opportunity.

***Finding F 1.10:*** *The Board of Supervisors’ response that financial analysis of the benefits of a re-entry facility was a State responsibility missed both the point and spirit of the Grand Jury’s recommendation. The County badly needs a new Jail. Educating the public and engaging them in support of funding a new Jail should be a priority for County government, even if it requires seeking support from sources outside the County.*

**Response F 1.10:** The respondent disagrees partially with the finding. The County recognizes the importance of providing adequate jail facilities and engaging the public support and funding a new jail is a priority for County government. The County has shown support by working with the Sheriff’s Office in identifying alternative funding sources, the impact of those alternative funding sources and selecting the best funding source to pursue. The County has also participated in public hearings, and secured support from the State to participate in those public hearings. The County does not agree that expenditures of County funds would be appropriate for preparing a financial analysis on the benefits of a State owned and operated Prison Re-Entry Facility. A County analysis isn’t possible for a State facility because County staff does not have access to real cost data, has no control of programmatic decisions, which would drive the benefits, and lacks authority over operational expenditures.

**REPORT TITLE:** Law Enforcement Committee – AB 900

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Recommendations R 1.1, R1.3 and R 1.4

---

**Recommendation R 1.1:** *The Sheriff's Office, Public Works Department, and County Administration Office work with officials of appropriate cities to determine whether there is a suitable site for a re-entry facility on property in Monterey County outside the limits of any city or town. Knowing whether such a site exists will be very helpful if participation in Phase II of AB 900 becomes possible. [Related Findings: F1.1, F1.2, and F1.3]*

**Response R 1.1:** The recommendation has not yet been implemented, but will be in the future pursuant to the achievement of the following conditions: determination by the State that funds are available; that locating a State Re-Entry Facility is a selection factor for receiving funds for Phase II of AB 900; that the County is eligible to participate in Phase II of AB 900; and the Board of Supervisors determines it is appropriate to continue the pursuit of a Re-Entry Facility in the unincorporated portions of Monterey County. County Staff will engage the public in future siting activities through the use of appropriate Land Use Advisory Committees and the Planning Commission.

**Recommendation R 1.3:** *The Board of Supervisors and Sheriff's Office:*

- *Conduct a review of the AB 900 grant application process with a focus on lessons learned, especially about public education/engagement and foresight/preparedness during the process*
- *Make a public report of the results. [Related Findings: F1.7, F1.8, F1.9, and F1.10]*

**Response R 1.3:** The recommendation has not yet been implemented, but will be in the future pursuant to the achievement of the following conditions: determination by the State that funds are available; that locating a State Re-Entry Facility is a selection factor for receiving funds for Phase II of AB 900; that the County is eligible to participate in Phase II of AB 900; and the Board of Supervisors determines it is appropriate to continue the pursuit of a Re-Entry Facility in the unincorporated portions of Monterey County. County Staff has built strong working relationships with State staff and gathered useful data that will be extremely helpful in future opportunities.

**Recommendation R 1.4:** *The Sheriff's Office, supported by the County Administration Office makes a best effort to develop quantitative information (such as the costs related to housing violent inmates in dormitory settings) that can be included in the plan for a new Jail. [Related Finding: F1.10]*

**Response R 1.4:** The recommendation has not yet been implemented, but will be implemented in the future. Public Works staff is working with County Planning staff on a conceptual site master plan for the Laurel-Natividad campus, including Jail expansion, pursuant to Board direction at its December 16, 2008 meeting. The County in concert with the Sheriff can continue to work to optimize costs and improve processes to demonstrate the effective use of funds at the County Jail. This is an essential step in making the case for additional funds to expand existing facilities and programs. Building support for funding this

**REPORT TITLE:** Law Enforcement Committee – AB 900  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Recommendations R 1.1, R1.3 and R 1.4

---

program in these currently tough economic conditions will require the dedicated effort of a broad coalition of county staff and citizens who recognize the long-term benefits to the community.

**REPORT TITLE:** Law Enforcement Committee – Monterey County Juvenile Hall  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 3.1 – F 3.4

---

***Finding F 3.1:*** *The facility is kept clean and in repair despite its poor condition. We commend the staff for their dedication to this effort.*

**Response F 3.1:** The respondent agrees with the finding. Staff works diligently and continues to perform admirably despite the present challenging conditions.

***Finding F 3.2:*** *Because of its antiquated design and its changing juvenile population, the current Juvenile Hall is inadequate to fulfill its purpose of providing a safe and secure environment. It is a dangerous place for both staff and detained juveniles.*

**Response F 3.2:** The respondent partially agrees with the finding. The department provides a safe and secure environment for staff and residents in the facility. It utilizes all available resources to counteract the antiquated design, and address the needs of the changing juvenile population.

***Finding F 3.3:*** *SB 81 provides an excellent opportunity for the County to share the cost of constructing a new Juvenile Hall with the government of the State of California.*

**Response F 3.3:** The respondent agrees with the finding. All possible efforts have been made to optimize this opportunity.

***Finding F 3.4:*** *Because SB 81 requires matching funds from the County and the new Juvenile Hall will involve construction that affects nearby residents, public support of the program will be critical to its overall success.*

**Response F 3.4:** The respondent agrees with the finding. However, timing of the community outreach process has been scheduled for a later stage, after confirmation that there will be funding available for this project.

**REPORT TITLE:** Law Enforcement Committee – Monterey County Juvenile Hall

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Recommendations R 3.1 - R 3.3

---

**Recommendation R 3.1:** *The Probation Department, working with the Department of Public Works and the County Administrative Office, aggressively pursues a grant under SB 81. The grant proposal should be submitted well ahead of the deadline, in order to get feedback and optimize the final proposal. [Related Findings: F3.2 and F3.3]*

**Response R 3.1:** The recommendation has been implemented. The proposal was submitted to Corrections Standard Authority (CSA) staff ahead of schedule for their review, and incorporates clarifications and additions as suggested. Deadline for the submission proposal to CSA was January 6, 2009; Monterey County presented its proposal to the CSA's Executive Committee on February 18, 2009.

On February 27, 2009, the Probation Department was notified that the CSA Executive Steering Committee will recommend to the CSA Board that only a small portion, about \$3.8 million, of the requested \$35 million be awarded to Monterey County. The CSA Board will have made a final determination on March 19, 2009.

Due to the restrictions associated with the award, further discussion will be needed to determine if accepting it would be in the best interest of the County.

**Recommendation R 3.2:** *Before the grant proposal deadline the Probation Department pursues an aggressive public education and engagement program to enlist support for the construction of a new Juvenile Hall. The program should involve all parties who will be impacted including constituencies near the construction and residents of the county who will support the provision of matching funds. [Related Findings: F3.2, F3.3, and F3.4]*

**Response R 3.2:** The recommendation has not yet been implemented, but will be implemented in the future, upon final confirmation of the facility site location, and the availability of state and local funding required to make the project feasible during these fiscally challenging times.

**Recommendation R 3.3:** *The Board of Supervisors provides the support needed by the Probation Department in order to implement Recommendation R3.2. [Related Finding: F3.4.]*

**Response R 3.3:** The recommendation has not yet been implemented. The Board of Supervisors supports a public education and community engagement program for the construction of the new juvenile facility. Upon final confirmation of the facility site location, the Board of Supervisors will support and assist the Probation Department in outreach and community education activities to gain the community buy-in on this important project.

**REPORT TITLE:** Law Enforcement Committee – Monterey County Juvenile Hall  
**RESPONSE BY:** Probation Department  
**RESPONSE TO:** Additional Comments Made by the Board on March 24, 2009

---

*In response to additional comments made by the Board on March 24, 2009, the Probation Department offers the following addendum regarding mental health services:*

**Addendum Regarding Mental Health Services**

The Probation Department and the Health Department's Behavioral Health division work closely to coordinate the delivery of mental health services to adult and juvenile offenders.

For the adult population, services are monitored through a mental health court and by a team of social workers, probation officers, community housing and treatment providers. Creating New Choices (CNC) is an evidenced-based program that utilizes cognitive behavioral therapy with the mentally ill and dually-diagnosed offenders to reduce criminogenic thinking patterns and reduce recidivism.

For the juvenile population, the Collaborative Action Linking Adolescents (CALA) consists of early mental health screening, psycho-social assessments, a mental health court and support services for youth in the criminal justice system that exhibit mental health issues.

A psychologist is on staff at Juvenile Hall to address the acute mental health issue of residents.

La Familia Sana/ The Healthy Family is a comprehensive collaborative centered around Behavioral Health to provide services to youth with serious mental health problems, create linkage and access to services, improve the quality of life within the family, and deter criminal behavior.

Behavioral Health therapists are assigned to the Youth Center, Rancho Cielo and at the Silver Star Resource Center. One therapist was added to the Youth Center and one to Rancho Cielo through funding from the state Division of Juvenile Justice (DJJ) Realignment.

**REPORT TITLE:** Law Enforcement Committee – Monterey County Youth Center  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 6.1 – F 6.7

---

***Finding F 6.1:*** *The Missouri Model being adopted by the Youth Center will create smaller treatment groups (pods) and a more positive treatment approach when it is enacted.*

**Response F 6.1:** The respondent agrees with the finding. The model adopted by Monterey County is inspired by the successful Missouri Model, and emphasizes rehabilitating young offenders in a home-type environment, small-group setting that incorporates therapy, and positive peer pressure under the direct guidance of well-trained counselors.

***Finding F 6.2:*** *Completion of construction of new classroom facilities will facilitate resident education.*

**Response F 6.2:** The respondent agrees with the finding. The classroom facilities are now completed and in use.

***Finding F 6.3:*** *Although family reunification and community reintegration are stated goals for residents of the Youth Center, for some residents these outcomes are not possible.*

**Response F 6.3:** The respondent agrees with the finding.

***Finding F 6.4:*** *Sentencing requires that the Youth Center residents be released to the aftercare program at the end of nine months. Since transitional housing placements are limited in Monterey County and in nearby counties, there is a need for more transitional or alternative housing for residents who cannot be placed at home.*

**Response F 6.4:** The respondent agrees with the finding. Some Youth Center residents do not have a family to return to, or the return to a highly dysfunctional family environment is not in the minor's best interest; therefore transitional or alternative housing is a critical need for this youth.

***Finding F 6.5:*** *Since the Youth Center currently does not systematically identify, collect or analyze program, exit or recidivism data, there is no way to evaluate the effectiveness of its programs.*

**Response F 6.5:** The respondent disagrees partially with the finding. While there is no systematic, efficient process to collect and analyze data, the effectiveness of the programs can nevertheless be measured manually, although manual processes are cumbersome, time consuming and costly. These manual processes, however, are quite challenging as they impose a very significant burden on staff.

The Probation Department has outgrown its current databases and is in need of a comprehensive Case Management System (CMS) to track, monitor and report on juvenile and adult populations. This is critical, core infrastructure needed to track, analyze, and evaluate the success of programs and program participation. The Youth Center

**REPORT TITLE:** Law Enforcement Committee – Monterey County Youth Center  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 6.1 – F 6.7

---

recommendation is closely related to, and part of, this project, as data related to all adult and juvenile populations cannot be kept in separate, stand-alone databases, and must be integrated in the CMS.

In recognition that this is a fundamental and long-term project, the Department has initiated the pre-implementation phase of the process to research and select a new case management system. This phase is critical to identify business needs, map processes and gap analysis, and determine data collection and reporting criteria. Through its involvement with PITMA (Probation Information Technology Managers Association), the Department is networking with other California counties to share information and leverage current technology solutions.

***Finding F 6.6:*** *Since the Youth Center does not have a standardized database in which to enter data or track graduates, it is limited in its ability to share information with the greater justice system.*

**Response F 6.6:** The respondent agrees with the finding. The department's need to effectively standardize, aggregate and report on all data for adults and juveniles through the use of effective technology is consistently growing.

***Finding F 6.7:*** *The Strategic Plan developed by the Probation Department includes steps for improving staff development, communication, data collection and analysis, and facilities construction that could positively impact the Youth Center when enacted.*

**Response F 6.7:** The respondent agrees with the finding. These are the four areas identified as strategic long-term imperatives for the department.

**REPORT TITLE:** Law Enforcement Committee – Monterey County Youth Center

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Recommendations R 6.1 - R 6.3

---

**Recommendation R 6.1:** *Necessary site improvements including dormitory remodeling and new classroom construction be completed in a timely manner. [Related Findings: F6.1 and F6.2]*

**Response R 6.1:** The recommendation has been implemented. The Youth Center has been re-structured in four pods (three of them housing 16 residents each, and the fourth housing 12 residents, for a total of 60 residents). A pod is designed as open-dorm style with a lounge area, housing small groups of residents.

**Recommendation R 6.2:** *The Probation Department and Monterey County Board of Supervisors support development of additional transitional housing for aftercare participants of the Youth Center, either by construction of facilities within Monterey County or through contract with facilities in nearby counties. [Related Findings: F6.3 and F6.4]*

**Response R 6.2:** The recommendation has not yet been implemented. The existing transitional housing is not sufficient to meet the needs of Monterey County. Additional transitional housing is included in Rancho Cielo's Master Site plan. Collaborative efforts, between County agencies and community-based organizations to develop more housing, particularly for youth 18-24, are ongoing. This is a long-term goal.

**Recommendation R 6.3:** *The Youth Center obtains financial and technical support for the Probation Department's Strategic Plan Goal 4, "Strengthen the Department's use of technology," to develop a computerized data system to:*

- *Evaluate the success of the Missouri Model and the aftercare program*
- *Track recidivism of Youth Center graduates. [Related Findings: F6.5, F6.6 and F6.7]*

**Response R 6.3:** The recommendation has not yet been implemented, but it is recognized as one of the department priorities. The Probation Department has outgrown its current databases and is in need of a comprehensive Case Management System (CMS) to track, monitor and report on juvenile and adult populations. This is critical, core infrastructure needed to track, analyze, and evaluate the success of programs and program participation. The Youth Center recommendation is closely related to, and part of, this project, as data related to all adult and juvenile populations cannot be kept in separate, stand-alone databases, and must be integrated in the CMS.

In recognition that this is a fundamental and long-term project, the Department has initiated the pre-implementation phase of the process to research and select a new case management system. This phase is critical to identify business needs, map processes and gap analysis, and determine data collection and reporting criteria. Through its involvement with PITMA (Probation Information Technology Managers Association), the Department is networking with other California counties to share information and leverage current technology solutions.

**REPORT TITLE:** Health and Social Services Committee – Monterey County Ambulance Service  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 7.1 – F 7.9

---

**Finding F 7.1:** *The relationship between the County and its contracted ambulance providers has not been smooth since 1990.*

**Response F 7.1:** The respondent agrees with the finding.

**Finding F 7.2:** *The County now has less than one year to formulate a realistic and accurate RFP and create a contract with an ambulance provider.*

**Response F 7.2:** The respondent agrees with the finding.

**Finding F 7.3:** *Past RFPs have not given ambulance providers adequate information to offer realistic bids. The current situation offers EMS a new opportunity to provide an accurate RFP and establish a realistic contract.*

**Response F 7.3:** The respondent disagrees partially with the finding. The previous Request for Proposal (RFP) process was made more difficult because American Medical Response (AMR) considered certain data to be proprietary and refused to make it available to other potential bidders. This situation has since been resolved as the data is now the property of Monterey County and will be made available to all prospective bidders.

**Finding F 7.4:** *Since detailed statistics, such as response times, frequency of calls and types of emergencies, are now available from EMS, a better RFP and contract can be written.*

**Response F 7.4:** The respondent agrees with the finding.

**Finding F 7.5:** *The County is very diverse in population density. Current response times and coverages need to be redefined so realistic response times and coverages can be established.*

**Response F 7.5:** The respondent disagrees partially with the finding. The Emergency Medical Services (EMS) Agency system demands are for an ambulance provider to provide service in a manner that requires active management of its resources in what is called a “high performance” EMS system. Ambulance providers will be required to properly assess, deploy and manage the resources to meet the contract parameters.

**Finding F 7.6:** *All stakeholders have been involved in the formulation of the RFPs. However, not all of the stakeholders’ recommendations can be fulfilled.*

**Response F 7.6:** The respondent agrees with the finding.

**REPORT TITLE:** Health and Social Services Committee – Monterey County Ambulance Service  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 7.1 – F 7.9

---

**Finding F 7.7:** *EMS has not had the authority to oversee the implementation of ambulance providers' contracts.*

**Response F 7.7:** The respondent disagrees with the finding. Under State law and the Monterey County Code, the local Emergency Medical Services Agency has sufficient authority to oversee the implementation of ambulance provider contracts.

**Finding F 7.8:** *The Board of Supervisors has required that the ambulance provider hire an incumbent workforce.*

**Response F 7.8:** The respondent disagrees partially with the finding. The prior franchise agreement with Westmed Ambulance, Inc, and the current RFP approved by the Board of Supervisors contains language that provides some workforce protection. However, the language does not require that individual members of the incumbent workforce be hired if they did not successfully complete objective and job-related requirements such as background check, drug testing, and skills assessments.

**Finding F 7.9:** *The Board of Supervisors has intervened in labor negotiations.*

**Response F 7.9:** The respondent disagrees partially with the finding. The Board of Supervisors, in recognizing the value of a dedicated and experienced paramedic and Emergency Medical Technicians (EMT) workforce, amended the County's contract with Westmed to provide Westmed more resources for labor costs to ensure continuity of this critical life-safety service.

**REPORT TITLE:** Health and Social Services Committee – Monterey County Ambulance Service  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Recommendations R 7.1 - R 7.6

---

**Recommendation R 7.1:** *EMS and the Board of Supervisors make optimum use of this interim period to write a well-researched RFP. [Related Finding: F7.2]*

**Response R 7.1:** The recommendation has been partially implemented. The accelerated timeline necessitated by the issuance of an interim, one-year contract, dictated the rapid development of a Request for Proposal (RFP) to establish a long-term franchise agreement. The Emergency Medical Service (EMS) Director is primarily responsible for completing all actions listed in the recommendations.

**Recommendation R 7.2:** *EMS and the Board of Supervisors establish a contract that will be feasible for all parties. The Grand Jury recommends devoting adequate time to the development of the new contract to ensure clear understanding among all parties. [Related Finding: F7.2]*

**Response R 7.2:** The recommendation has been partially implemented due to the accelerated RFP development timelines. External experts contributed to the development of this RFP in order to ensure that it was both feasible and consistent with best practices within the industry. The new contract will be based on the responses to the RFP.

**Recommendation R 7.3:** *EMS ensures that enough information is made available to the bidders so an accurate and realistic contract can be developed. [Related Findings: F7.3 and F7.4]*

**Response R 7.3:** The recommendation has been implemented. All 2007 and 2008 EMS system data, which includes call volumes, location of responses, and response times, is posted on the EMS Agency web site, and is available for potential bidders to utilize in the design of their responses to the RFP. A pre-bidders conference is also scheduled to answer RFP questions.

**Recommendation R 7.4:** *EMS undertakes an in-depth study of the County's population densities and develops a realistic plan for ambulance coverage and response times to be incorporated into the next contract. [Related Finding: F7.5]*

**Response R 7.4:** The recommendation has been implemented. A detailed analysis of response locations and historical data has occurred. Expected response times included in the RFP take into account population density, call volume, and geography. Public input, including the County Fire Chiefs Association, was solicited as well. This information resulted in the proposed RFP response times.

**REPORT TITLE:** Health and Social Services Committee – Monterey County Ambulance Service  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Recommendations R 7.1 - R 7.6

---

**Recommendation R 7.5:** *The Board of Supervisors identifies and supports a single agency or person to take a leadership role in making decisions regarding stakeholder input into the next ambulance provider contract. [Related Finding: F7.6]*

**Response R 7.5:** The recommendation has been implemented. The EMS Director was designated as the lead in presenting the RFP draft during five public input sessions. The EMS Director then made decisions on the extent to which specific input was incorporated into the RFP, developed the final language, and forwarded his recommendations to the Board of Supervisors. The Board made several changes and approved the release of the RFP subsequent to its review and approval by the State EMS Authority.

**Recommendation R 7.6:** *EMS creates an ambulance contract that:*

- *Covers all contingencies for all parties. [Related Finding: F7.6]*
- *Includes specific alternate means of resolution, short of fines or termination, for breaches of contract. [Related Finding: F7.7]*
- *Allows the ambulance provider to have the ability to hire candidates that they feel are most qualified. [Related Finding: F7.8]*
- *Clearly defines the roles of the Board of Supervisors, EMS, and the management of the contracted ambulance service provider. [Related Finding: F7.9]*

**Response R 7.6:** These recommendations have been partially implemented. The RFP addresses each of the recommendations. The contract that results from the RFP will also address these items.

**REPORT TITLE:** Cities, Counties and Special Districts - Emergency Management System Response

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Findings F 8.7 – F 8.9 and F 8.11

---

***Finding F 8.7:*** *Community emergency operations agencies did not adequately respond to extended power outages, a “disruption of essential services” hazard.*

**Response F 8.7:** The respondent disagrees partially with the finding. Monterey County Office of Emergency Services (OES) and Emergency Communications Department began searching for a Telephonic Emergency Notification System (TENS) contractor in May 2008. The State of California provided grant funds for the purchase of such a system and a grant application was submitted by Monterey County that promised a “multi-jurisdictional” and “multi-disciplinary” system capable of reaching every resident and business within the County. The grant application also stated that the system delivered through the grant would be available for use by each city and district within the County.

Upon award of grant funding, OES and Emergency Communications staff launched a rigorous effort to evaluate TENS systems and contractors. Some features of the various systems were rated on a scale while other critical “must have” features were rated as “Go/No Go”. This included the availability of “unlimited minutes”, the ability of businesses and residents to register their own contact information (cell phones numbers, email addresses, voice over internet protocol numbers) via the Internet, and the ability of the system to be “accessible” from an unlimited number of locations. These features were considered critical for the County system so that it could serve not only the residents of Carmel, Monterey, Pacific Grove, and Pebble Beach, but those of all cities and communities within the County.

On July 11, 2008, Monterey County entered into a contract with Twenty First Century Communications for TENS services. The system, and the County’s contract with the vendor, allows for its use by any city, district, or community agency within the County, can send messages in a variety of languages, utilizes six redundant “call centers” to ensure fast twenty-four hour-a-day availability, incorporates maps covering the entirety of Monterey County, and accesses all popular communications systems and networks that are useful in providing emergency notifications to residents and businesses.

***Finding F 8.8:*** *The “Reverse 911” telephone emergency system in Pebble Beach did not reach enough people to be effective.*

**Response F 8.8:** The respondent cannot evaluate this finding. The Telephone Emergency Notification System in question is operated by the Pebble Beach Community Service District. It functions at a standard established by its administrators, and its effectiveness is not established by the County. Nonetheless, these telephone systems are evolving applications of technology and those that have already employed them are on the front edge of the learning

**REPORT TITLE:** Cities, Counties and Special Districts - Emergency Management System  
Response

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Findings F 8.7 – F 8.9 and F 8.11

---

curve. Monterey County, through its endeavors to establish a Multi- Jurisdictional Telephone Emergency Notification System, learned from the Pebble Beach Community Service District's earlier experience. The question remains how to increase effectiveness of these systems. One possible cause of this problem is the quality of data fed into the system. Both the County system and the system employed by the Pebble Beach Community Service District are dependent on AT&T, both for the database of landline telephone numbers, and the network and lines necessary to deliver large numbers of calls in a concentrated area. Data and network quality issues have been noted nationally by jurisdictions that employ these systems. As a result, both the State of California and the Federal Government have established committees that are developing standards designed to improve the effectiveness of such systems.

***Finding F 8.9:*** *Although Pebble Beach is making a good effort, the four jurisdictions do not currently have sufficient databases of the addresses and phone numbers of the homebound, elderly, and people with special needs who might require extra help during an emergency.*

**Response F 8.9:** The respondent partially disagrees with the finding.

The new Countywide TENS system contains the ability for all user agencies to create and maintain multiple contact lists, such as for homebound and special needs individuals within their jurisdiction. Once created, such a contact list could be used to send a special or separate outbound notification message to these individuals. Note that such messages, using a local contact database, are subject to the same AT&T network congestion and delivery issues referred to in OES response under F8.8.

Finding F8.9 specifically suggests that the development of a database of residents who might require assistance in times of emergency could be done in conjunction with programs designed to register people in the new Countywide TENS. Serving as the TENS Administrator, the Emergency Communications Department is working with all local jurisdictions and developing a plan to coordinate and partner with many community organizations for the broadest possible campaign and ongoing programs to get all County residents registered. It will be up to local jurisdictions, however, to determine how best to serve their special needs populations, and how best to identify such needs and manage data in their contact lists.

**REPORT TITLE:** Cities, Counties and Special Districts - Emergency Management System  
Response

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Findings F 8.7 – F 8.9 and F 8.11

---

***Finding F 8.11:*** *Communication and coordination with PG&E was the main problem for emergency agencies trying to deal with storm related hazards and proved to be their biggest obstacle as they worked to safeguard the public. Because prolonged electric power outages and downed power lines are hazards that can threaten public safety throughout the County – they usually accompany disasters such as severe earthquakes and tsunamis – it is essential that the problems encountered with the system that was in effect during the storm be prevented in the future.*

**Response F 8.11:** The respondent agrees with the finding.

**REPORT TITLE:** Cities, Counties and Special Districts – Emergency Management System Response

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Recommendations R 8.10- R 8.12

---

**Recommendation R 8.10:** *The Monterey County OES includes cell phones and other pertinent means of communication in the new County-wide emergency telephone system in order to have an alternative for reaching residents whose cordless phones are inoperable during power outages and to meet the notification needs of people with special needs.*

*[Related Findings: F8.7, F8.8, and F8.9]*

**Response R 8.10:** The recommendation has not been implemented, but will be implemented in 2009. The Monterey County OES includes cell phones and other pertinent means of communication in the new Countywide emergency telephone system in order to have an alternative for reaching residents whose cordless phones are inoperable during power outages and to meet the notification needs of people with special needs. [Related Findings: F8.7, F8.8, and F8.9]

The Emergency Communications Department notes that cell phones, email, and text message capability will be part of the Countywide TENS campaign to register alternate means for receiving emergency messages. In addition, the campaign will include information on communication problems during power outages; especially the potential inability to receive emergency messages on cordless and VoIP (Internet) phones, and the need to keep cell phones charged.

**Recommendation R 8.11:** *The OES, working with all jurisdictions in the County and public service agencies, conducts an aggressive campaign to inform the public about the new emergency telephone system and to register as many people in the system as possible. [Related Findings: F8.7, F8.8, and F8.9]*

**Response R 8.11:** The recommendation has not yet been implemented, but will be implemented in 2009. An aggressive campaign, coordinated with all local jurisdictions and many community organizations is being planned. The campaign will include ways to register residents' addresses, cell phones, and other devices, and the creation of bilingual materials that can be provided to new cell phone purchasers, sent with utility bills, provided by employers with paychecks, delivered with community services, and more. In addition, a follow-up campaign is planned one year later to remind people to register and/or refresh the database.

**Recommendation R 8.12:** *The Board of Supervisors assigns responsibility to a person or persons to investigate possibilities and design solutions for establishing a new system of communication and coordination between the County's emergency operations agencies and PG&E. [Related Finding: F8.11]*

**Response R 8.12:** The recommendation has not yet been implemented, but will be implemented in 2009. An After Action Review was conducted between Pacific Gas and

**REPORT TITLE:** Cities, Counties and Special Districts – Emergency Management System  
Response

**RESPONSE BY:** Monterey County Board of Supervisors

**RESPONSE TO:** Recommendations R 8.10- R 8.12

---

Electric, CAL Fire, and the Office of Emergency Services that confirmed the communications and coordination problems identified in Finding F8.11. The principal challenge is obtaining actionable information. The secondary challenge is getting information to the public, by both the utility and the government agencies. To that end Monterey County has acquired and employed a Multi-Jurisdictional TENS, and is in the process of establishing, under the direction of the Emergency Communications Department's System Administrator, the appropriate policies and protocols for the operations of this system by all local governments.

Additionally, the introduction of a 2-1-1 information system by the United Way in early 2009 will broaden the capability to provide information and interface with the public. The OES will seek to co-chair a working group of local governments and key response agencies to explore means of improving information flow between agencies and providing actionable information. Target date for completion will be the Winter Storm Preparedness Conference held annually in the October/November 2009 timeframe.