



# **Town of Paradise Town Council Special Meeting Agenda 9:00 AM – October 22, 2019**

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## **Town of Paradise Council Chamber – 5555 Skyway, Paradise, CA**

Mayor, Jody Jones  
Vice Mayor, Greg Bolin  
Council Member, Steve Crowder  
Council Member, Melissa Schuster  
Council Member, Mike Zuccolillo

Town Manager, Lauren Gill  
Town Attorney, Dwight L. Moore  
Town Clerk, Dina Volenski  
Acting Community Development Director, Susan Hartman  
Finance Director/Town Treasurer, Gina Will  
Public Works Director/Town Engineer, Vacant  
Division Chief, CAL FIRE/Paradise Fire, John Messina  
Chief of Police, Eric Reinbold  
Disaster Recovery Director, Laura Page

### **Meeting Procedures**

- I. The Mayor is the Presiding Chair and is responsible for maintaining an orderly meeting. The Mayor calls the meeting to order and introduces each item on the agenda.
- II. The Town staff then provides a report to Council and answers questions from the Council.
- III. Citizens are encouraged to participate in the meeting process and are provided several opportunities to address Council. Any speaker addressing the Council is limited to three minutes per speaker - fifteen minutes per agenda item
  - A. If you wish to address the Council regarding a specific agenda item, please complete a "Request to Address Council" card and give it to the Town Clerk prior to the beginning of the meeting. This process is voluntary and allows for citizens to be called to the speaker podium in alphabetical order. Comments and questions from the public must be directed to the Presiding Chair and Town Council Members (please do not address staff.) Town staff is available to address citizen concerns Monday through Thursday at Town Hall between the hours of 8am and 5pm.
  - B. If you wish to address Council regarding an item not on the agenda, you may do so under Item 4, "Public Communication." Again, please fill out a card and give it to the Town Clerk before the meeting. State Law prohibits Council action on items not listed on a public agenda.

In compliance with the Americans with Disabilities Act (ADA) Compliance, persons who need special accommodations to participate in the Town Council meeting may contact the Town Clerk at least three business days prior to the date of the meeting to provide time for any such accommodation.

## 1. OPENING

- 1a. Call to Order
- 1b. Pledge of Allegiance to the Flag of the United States of America
- 1c. Roll Call

## 2. COUNCIL CONSIDERATION - ACTION CALENDAR

- 2a. p3 Consider adopting Urgency Ordinance No. 587, an Urgency Ordinance of the Town Council of the Town of Paradise Establishing the Requirements of a Mandatory Hazard Tree Removal Program. (ROLL CALL VOTE)
- 2b. p33 Consider authorizing the Town Manager to enter into a license agreement with The Hope Plaza Memorial Committee, to use the Town-owned property located at 6148 Skyway for a Camp Fire Memorial - "Hope Plaza" (ROLL CALL VOTE)
- 2c. p34 Consider authorizing the Mayor to Sign a Letter of Support for Butte County's regional composting Organics Grant Proposal to CalRecycle. (ROLL CALL VOTE)
- 2d. p36 Consider accepting a donation of \$49,976.20 from Direct Relief to fund an After-Action Report prepared by Constant Associates and authorize the Town Manager to take all actions to implement the After-Action Report. (ROLL CALL VOTE)

## 3. CLOSED SESSION

- 3a. Pursuant to Government Code Section 54957(b)(1), the Town Council will hold a closed session with the Town Manager concerning the appointment of a Community Development Director.

## 4. ADJOURNMENT

STATE OF CALIFORNIA ) COUNTY OF BUTTE )	SS.
I declare under penalty of perjury that I am employed by the Town of Paradise in the Town Clerk's Department and that I posted this Agenda on the bulletin Board both inside and outside of Town Hall on the following date:	
<hr/>	
TOWN/ASSISTANT TOWN CLERK SIGNATURE	



**Town of Paradise  
Council Agenda Summary  
Date: October 22, 2019**

**Agenda Item:2(a)**

**Originated by:** Laura Page, Dwight Moore, and Greg Eaton

**Reviewed by:** Lauren Gill, Town Manager

**Subject:** Urgency Ordinance – Mandatory Hazard Tree Removal Program

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**Council Action Requested:**

Consider adopting Urgency Ordinance No. 587, an Urgency Ordinance of the Town Council of the Town of Paradise establishing the requirements of a Mandatory Hazard Tree Removal Program.

**Alternatives:**

- (1) Change the wording in the draft ordinance; or
- (2) Do not adopt the Mandatory Hazard Tree Removal Program Urgency Ordinance, which may have an impact on the eligibility of the removal of standing burnt trees in the town.

**Background:**

FEMA's September 24, 2019 letter approved a Private Property Debris Removal (PPDR) for the removal of trees that posed "a safety hazard to debris removal crews and the public at large," which includes trees that threaten public roads. The resulting program is defined in Section 2 of the Urgency Ordinance for the Town Council's consideration. FEMA requested additional information from the Town on "orphan" roads, which the Town responded to CalOES on October 11, 2019. We are awaiting CalOES's letter to FEMA, which we expect will support the Town's position.

**Discussion:**

The draft Urgency Ordinance is similar in structure to the Urgency Ordinance for the Consolidated Debris Program. Section 1 is the findings and Section 2 defines the program.

To highlight several parts of Section 2 of the Urgency Ordinance, which need to be addressed:

- (1) "Hazard Trees" are defined
- (2) "Eligible Hazard Trees" are also defined which is important as this allows the Ordinance to address "Hazard Trees" more broadly. (i.e. trees that threaten public and orphan roads) vs trees that are eligible for reimbursement.
- (3) "Orphan Roads" are defined, which match the definition in the Town's October 11, 2019 letter

- (4) The Urgency Ordinance would allow property owners to submit a building permit application, but Hazard Trees would have to be removed before an application would be approved. This is further defined in Urgency Ordinance.

**Fiscal Analysis:**

The fiscal requirements to the Town are uncertain at this point. As the funding is through the Public Assistance program, the cost share requirements are still being defined. At a minimum, the Town is committed to involvement in the joint ROE Center which would include only Town Staff time. This staff time would also be applicable to any Abatement of properties where the owners fails to enter into the Government or Private Hazardous Tree Removal Program.

ORDINANCE NO. \_\_\_\_

AN URGENCY ORDINANCE OF THE TOWN COUNCIL OF THE  
TOWN OF PARADISE ESTABLISHING THE  
REQUIREMENTS OF A MANDATORY HAZARD TREE REMOVAL PROGRAM

The Town Council of the Town of Paradise, State of California,  
does **ORDAIN AS FOLLOWS:**

Section 1. Emergency Findings. This Urgency Ordinance is adopted pursuant to California Government Code Section 36934 and shall take effect immediately upon its approval by at least a four-fifths vote of the Town Council. The Council finds that this Ordinance is necessary for the immediate preservation of the public peace, health and safety, based upon the following facts:

- A. Conditions of extreme peril to the safety of persons and property within the Town were caused by the Camp Fire, commencing on the 8th day of November, 2018, at which time the Town Council was not in session.
- B. California Government Code Section 8630 et seq. empowers the Town Director of Emergency Services (Director) to proclaim the existence of a local emergency when the Town is affected or likely to be affected by a public calamity, subject to ratification by the Town Council at the earliest practicable time.

1 C. On November 8, 2018, the Director (Town Manager) proclaimed the  
2 existence of a local emergency within the Town of Paradise due  
3 to the Camp Fire.

4 D. On November 8, 2018, the Acting Governor of the State of  
5 California proclaimed a State of Emergency for Butte County  
6 pursuant to the California Emergency Services Act, commencing  
7 with Section 8550 of the Government Code, and on November 14,  
8 2018, the Governor issued Executive Order B-57-18 concerning the  
9 Camp Fire.

10 E. On November 9, 2018, the Camp Fire was still burning through the  
11 Town and despite firefighters' best efforts, the wildfire was  
12 not contained. Evacuation orders were in place and numerous  
13 severe public health and safety hazards were present in the Camp  
14 Fire area, including many blocked roads from fallen power lines,  
15 burned trees and vehicles, numerous burned vehicles were left  
16 throughout the Camp Fire area due to survivors fleeing their  
17 vehicles in efforts to survive the wildfire, no available  
18 utilities, no available public services and the presence of  
19 human remains and animal carcasses. At the time, the County  
20 estimated that 2,000 structures had burned in the Camp Fire.

21 F. On November 9, 2018, Dr. Andrew Miller, Butte County's Local  
22 Health Officer, issued a Declaration of Health Emergency  
23 pursuant to California Health and Safety Code section 101080.  
24 Dr. Miller's declaration stated that the local health emergency  
25 was a consequence of the debris resulting from the Camp Fire

1 that contains hazardous material in the ash of the burned  
2 qualifying structures. The purpose of the Declaration was to  
3 address the immediate threat to the public health and the  
4 imminent and proximate threat of the introduction of contagious,  
5 infectious or communicable disease, chemical agents, non-  
6 communicable biologic agents, toxins and/or radioactive agents  
7 present at the time in the Camp Fire area. The threats included  
8 (1) the enormous amount of fire debris present in the Camp Fire  
9 area, including ash and debris containing hazardous materials  
10 and probable radioactive materials present in ash and debris  
11 from qualifying structures, (2) the threat of infectious or  
12 communicable disease and/or non-communicable biologic agents due  
13 to animal carcasses, radioactive waste and perishable foods, (3)  
14 the potential contamination or destruction of the residential  
15 and commercial water supply in the Camp Fire area and (4) the  
16 potential pollution of the drinking water downstream from the  
17 Camp Fire area if weather conditions caused the spread of the  
18 hazardous materials in the ash and debris of burned qualifying  
19 structures.

20 G. On November 12, 2018, the President of the United States declared  
21 the existence of a major disaster in the State of California,  
22 providing assistance from many federal agencies, including the  
23 Federal Emergency Management Agency (FEMA).

24 H. On November 13, 2018, the Town Council adopted Resolution No.  
25 18-42 ratifying the Director's proclamation of the existence of

1 a local emergency in the Town. The resolution also requested  
2 that the State of California waive regulations that may hinder  
3 response and recovery efforts, as well as make available  
4 assistance under the California Disaster Assistance Act or any  
5 other state funding, and that the Federal Government expedite  
6 access to federal resources and any other appropriate federal  
7 disaster relief program.

8 I. On November 21, 2018, the status of the Camp Fire area was as  
9 follows: firefighters had contained the Camp Fire; the Sheriff  
10 had lifted some evacuation orders; work crews had removed fallen  
11 power lines, burned vehicles and trees blocking the roads;  
12 utilities including electric power, gas and non-potable water  
13 had become available; no local businesses were open to serve the  
14 public; and no public services were available. Further,  
15 preliminary actions had been taken to mitigate the risk from  
16 animal carcasses, radioactive waste and perishable foods in the  
17 Camp Fire area, however, concerns regarding the threats  
18 remained. The public health hazards present in the Camp Fire  
19 area included (1) the public health hazards from the enormous  
20 amount of fire debris, (2) the public health hazard from the  
21 hazardous materials and probable radioactive materials present  
22 in the ash and debris from destroyed qualifying structures, (3)  
23 the threat of infectious or communicable disease and/or non-  
24 communicable biologic agent due to the presence of animal  
25 carcasses, perishable foods and radioactive waste and (4) the



1 potential pollution of the drinking water downstream from the  
2 Camp Fire area if weather conditions caused the spread of the  
3 hazardous materials in the ash and debris of burned qualifying  
4 structures. At the time, the County of Butte estimated that the  
5 Camp Fire had destroyed 18,000 structures.

6 J. On November 21, 2018, Dr. Miller issued a Hazard Advisory  
7 strongly suggesting residents should not reside on property with  
8 qualifying structures damaged or destroyed by the Camp Fire  
9 until the property had been cleared of hazardous waste, ash and  
10 debris and certified clean by the Department of Public Health,  
11 Environmental Health Division. When the evacuation orders were  
12 lifted, the Department of Public Health provided residents who  
13 chose to visit their property to collect valuables with re-entry  
14 packets to improve their safety during the visit. The re-entry  
15 packets included personal protective equipment and information  
16 on the dangerous conditions and toxic materials present in the  
17 Camp Fire area. The re-entry packets were intended to improve  
18 public safety from the public health hazards encountered during  
19 the visit, but was not intended to encourage long-term  
20 habitation. The purpose of the Hazard Advisory was to address  
21 the public health hazards present at the time in the Camp Fire  
22 area, including (1) the enormous amount of fire debris present  
23 in the Camp Fire area, (2) the hazardous materials and probable  
24 radioactive materials present in ash and debris from qualifying  
25 structures, (3) the lessened but still present threat of

1 infectious or communicable disease and/or non-communicable  
2 biologic agents due to animal carcasses, radioactive waste and  
3 perishable foods, (4) the potential contamination or destruction  
4 of the residential and commercial water supply in the Camp Fire  
5 area and (5) the potential pollution of the drinking water  
6 downstream from the Camp Fire area if weather conditions caused  
7 the spread of the hazardous materials in the ash and debris of  
8 burned qualifying structures.

9 K. The Camp Fire to date has consumed 153,336 acres and has led to  
10 the destruction of 13,696 residences, damage to 462 residences,  
11 the destruction of 276 multiple family residences, the  
12 destruction of 528 commercial buildings, damage to 102  
13 commercial buildings, the destruction of 4,293 other minor  
14 structures, and resulted in the evacuation of over 50,000  
15 people. As a result, the Camp Fire has created an enormous number  
16 of dead or dying trees.

17 L. The Town is located in a Very High Fire Hazard Severity Zone as  
18 shown on the California Department of Forestry and Fire  
19 Protection's Fire and Resource Assessment Program map dated  
20 November 7, 2007.

21 M. The Town generally has a climate conducive to wildfires and is  
22 prone to periodic dry summers and wind events. Hazard trees pose  
23 a significant danger to the health, safety and welfare of the  
24 public by fueling and propelling wildfires, thereby increasing  
25 the potential for a severe fire and endangering lives, property

1 and the environment. Increasingly dry summers and severe wind  
2 events further exacerbate the fire danger and have the potential  
3 to result in catastrophic fire losses to life, property and the  
4 environment.

5 N. Additionally, the Camp Fire created a fuel type conversion  
6 whereby the Ponderosa Pine and mixed conifer forests have now  
7 been converted to predominantly open land with grass and brush  
8 regrowth. The understory grass and brush can precipitate the  
9 start and spread of fire with hundreds of thousands of dead  
10 trees still standing, many of which are within the urban  
11 interface, to further add to the fire threat and intensity.  
12 Dead trees that fall on the forest floor over time further  
13 complicate the fire environment by adding large down, dead fuel  
14 that will add to surface fire intensity and make control efforts  
15 difficult.

16 O. Dead and dying trees pose a life hazard to firefighters, first  
17 responders and the general public if exposed to fire or high  
18 wind storm events. Standing trees that are dead or dying and  
19 are adjacent to roads have an increased risk of falling onto the  
20 roads during a wildfire disaster or high wind storm event as  
21 compared to healthy trees. This endangers primary and secondary  
22 evacuation routes in the Camp Fire area, which could lead to  
23 increased loss of life during a future fire.

24 P. Of paramount importance to the Town Council and the residents  
25 of the Town is the protection of lives and property from the

1 threat of fire, including proper maintenance of evacuation  
2 routes and the safety of fire and law enforcement personnel  
3 during wildfires.

4 Q. Dead and dying trees suffer an increased risk of pest  
5 infestation, such as bark beetles. When dead or dying trees are  
6 infested with pests, this also exposes the healthy trees in  
7 close proximity. The healthy trees are then endangered by the  
8 pests, which potentially creates more fuel for future fires,  
9 which increases the future fire risks in the Camp Fire area.

10 R. The Town estimates 99,000 trees must be removed from  
11 approximately 7,000 private parcels adjacent to the Town's  
12 rights-of-way for Town-maintained roads.

13 S. 100 percent of businesses in the burn area were shut down after  
14 the Camp Fire. Approximately 150 out of the 1,200 businesses  
15 reopened 6 months later. This number does not include all home-  
16 based businesses that were displaced as a result of the  
17 residential structure burning in the Camp Fire. The survival  
18 of new and existing businesses depends primarily on the  
19 restoration of the purchasing power in the community. The loss  
20 of 10,000 homes in the Camp Fire area and the subsequent  
21 displacement of the residents severely reduces the customers for  
22 businesses that sell goods and services locally and the  
23 workforce available for businesses that produce goods and  
24 services for export out of the Town. The severe reduction in  
25 population dramatically reduces the ability for businesses to

1 recover, including the ability to remain a viable business  
2 interest in the community.

3 T. State law provides property tax relief to homeowners impacted  
4 by a natural disaster by reducing their assessed value. This  
5 process provides for the removal of the value of the damaged  
6 structure effective as of the date of the disaster. The fiscal  
7 year 2019-20 roll will reflect 12 months of reduced value as  
8 well as additional reductions to land value which could not be  
9 adjusted mid-year. Over 50 percent of property tax revenues  
10 support schools while the remaining taxes provide revenue to  
11 local jurisdictions and special districts to provide critical  
12 local services. The Town receives about 20% of total property  
13 tax revenues. The State of California has committed to  
14 backfilling property taxes for three years to account for the  
15 substantial reduction in revenue to these agencies. The only  
16 way for this critical revenue source to recover is for homes and  
17 structures to be rebuilt and property values, and therefore  
18 property taxes, to increase. Property tax is the primary  
19 discretionary revenue source for the Town.

20 U. The health of the communities and local economies largely  
21 depends upon repopulation; repopulation largely depends upon the  
22 mindset of the public and their sense of security moving back  
23 to their land. For example, if evacuation routes continue to  
24 suffer from falling trees, residents will not have confidence  
25 in their ability to evacuate safely during a future fire, and

1 will choose not to rebuild in the Camp Fire area. Without that  
2 sense of security, people are moving elsewhere - which  
3 negatively impacts the economy recovery of the region - both the  
4 commercial economy and the property tax base for the Town.

5 V. The Town has received information from a certified arborist and  
6 tree health expert company that has assessed trees rooted in the  
7 public rights-of-way for tree mortality risk rating. The  
8 arborists have generated a report and forms memorializing the  
9 tree mortality data at the time of field reconnaissance and  
10 inventory efforts on May 1, 2019 through August 31, 2019. One  
11 of the purposes of the field reconnaissance effort was to  
12 identify, inventory, and assess the risk of trees rooted in the  
13 public rights-of-way within the Town that:

- 14 • Were damaged by the Camp Fire;
- 15 • Have a diameter of six inches or greater measured 4.5 feet  
16 above ground level;
- 17 • Pose an immediate threat to life, public health and safety,  
18 as a result of threatening public rights-of-way;
- 19 • Meet one or more of the following criteria:
  - 20 1. Have a split trunk;
  - 21 2. Have a broken canopy; or
  - 22 3. Is leaning at an angle greater than 30 degrees;
  - 23 and
  - 24
  - 25

- Is determined, under the professional opinion of the arborist, that the tree is a hazard consistent with criteria set forth in ANSI A300 (Part 9) known as the Tree Risk Assessment Standard.

W. For those trees which met the defined criteria, the arborists employed the ISA's Tree Risk Assessment methods to assess a tree's risk ratings, which was based on the health of the tree and the tree's relation to public rights-of-way.

X. Field reconnaissance and inventory efforts have found approximately 4,700 trees which met the defined criteria.

Y. The arborists have recommended removal of all hazard trees which meet the defined criteria and are rooted along the Town's rights-of-way.

Z. It is the opinion of the Town Fire Chief that the unprecedented level of hazard trees presents the following risks to life, public health and safety: (1) the risks of injury and/or death to Town residents who use Town-maintained roads due to falling trees; and (2) the increased threat of catastrophic wildfire to the Camp Fire area and surrounding area.

AA. A purpose of this Ordinance is to establish a Hazard Tree abatement program that protects the lives and property of the public living in and traveling through the Town, and the environment.

BB. The Town Council finds that Hazard Trees pose a danger to the health, safety and welfare of the residents in the vicinity of

1 any real property located throughout the Town for the reasons  
2 set forth above. Therefore, all Hazard Trees located on real  
3 property within the Town are deemed a public nuisance and pose  
4 a hazard to the safety of the landowners, residents in the  
5 vicinity, users of roads and to the public generally.

6 CC. It is imperative that the Town implement immediate and  
7 aggressive measures to identify and fell the trees that are dead  
8 and dying as a result of the Camp Fire to immediately eliminate  
9 or reduce the risks to life, public health and safety,  
10 infrastructure, forest health and the community at large.

11 DD. The Town Council has the authority to take action to protect  
12 health, safety and welfare of the residents of the Town pursuant  
13 to its police powers granted by Article XI, Section 7 of the  
14 California Constitution.

15 EE. Hazard Trees as defined in Section 2.3 of this Ordinance include  
16 trees that:

- 17 (1) are rooted on private property; and  
18 (2) threaten roads and/or rights-of-way of Town-maintained roads  
19 and orphan roads in the Town; and  
20 (3) may cause physical injury or damage to persons or property  
21 creates a serious public health and safety crisis and therefore  
22 constitutes a public nuisance.

23 FF. It is essential that this Ordinance become immediately effective  
24 (1) to mitigate the harm that could be caused to the public  
25 health and safety and to the environment from the failure to



1 remove Hazard Trees and to facilitate the orderly response to  
2 the Camp Fire disaster; and (2) to allow the fastest possible  
3 transition of homeless and displaced residents to repopulate the  
4 Camp Fire area.

5 Section 2. **MANDATORY GOVERNMENT HAZARD TREE REMOVAL PROGRAM,**

6 is hereby added to read as follows:

7 **Section 2.1. Government Hazard Tree Removal Program.**

8 Any tree that was fire damaged in the Camp Fire and that is in  
9 immediate danger of falling onto a public or orphan road and/or right-  
10 of-way or improved public property is a hazardous tree that must be  
11 removed to eliminate the immediate threat to the public at large.  
12 This Ordinance establishes a Hazard Tree removal program that is  
13 mandatory and sets forth the manner in which hazardous trees will be  
14 identified and removed.

15  
16 **Section 2.2. Effective Period.**

17 Hazard Tree removal program shall take effect immediately upon  
18 adoption of this Ordinance and shall remain in effect until the  
19 removal of Hazard Trees has been completed.

20 **Section 2.3 Definitions.**

21 "Town Council." The term "Town Council" shall be defined as the Town  
22 Council of the Town of Paradise.

23 "Enforcement Officer." The term "Enforcement Officer" shall be  
24 defined as the Town Manager of the Town or his/her designee(s). Such  
25 designee(s) may be a Town employee(s) or third-party provider(s).

1 "Town." The term "Town" shall be defined as the Town of Paradise.

2 "Government Hazard Tree Removal Program." The term "Government Hazard  
3 Tree Removal Program" shall be defined as the Hazard Tree Removal  
4 Program operated by the California Office of Emergency Services  
5 (CalOES) for the Camp Fire area in conjunction with Butte County, the  
6 Town of Paradise, and other state and federal agencies.

7 "Government Hazard Tree Removal Program Right of Entry Permit." The  
8 term "Government Hazard Tree Removal Program Right of Entry Permit"  
9 shall be defined as the permit for providing Hazard Tree removal on  
10 private property approved by CalOES for use in the cleanup after the  
11 Camp Fire.

12 "Hazard Tree." The term "Hazard Tree" shall mean a tree that meets  
13 all of the following criteria:

14 (1) a tree that is standing within the distance that is equal to or  
15 less than two times the height of the tree from a public or orphan  
16 road, right-of-way, or publicly improved property; and

17 (2) Threaten (a) the road and/or right-of-way of Town-maintained  
18 roads or an orphan road as defined in this Ordinance or (b) publicly  
19 improved property; and

20 (3) a qualified arborist and/or forester determines the tree meets  
21 the following four criteria:

22 A. Has a diameter of six inches or greater measured 4.5 feet above  
23 ground level;

24 B. Has one or more of the following:

25 i. Has a split trunk;

1           ii. Has a broken canopy; or

2           iii. Is leaning at an angle greater than 30 degrees;

3       and

4       C. Is determined, by the professional opinion of the arborist  
5       and/or forester, that the tree is a hazard consistent with  
6       criteria set forth in ANSI A300 (Part 9) known as the Tree Risk  
7       Assessment Standard; and

8       D. Poses an immediate threat to life, public health and safety. For  
9       purposes of this Ordinance, "immediate threat" means the threat  
10      of additional damage or destruction from an event which can  
11      reasonably be expected to occur within five years.

12   A map reflecting Town-maintained roads and orphan roads in the Town  
13   is attached hereto as Exhibit A.

14   "Eligible Hazard Tree." An Eligible Hazard Tree is a standing burnt  
15   tree that meets the definition of "Hazard Tree" in this ordinance and  
16   is eligible for reimbursement through FEMA's Public Assistance  
17   program.

18   "Inspection Access Form." The term "Inspection Access Form" shall be  
19   defined as the permit for providing access to the Enforcement Officer  
20   to inspect private property of owners opting to use the Private Hazard  
21   Tree Removal Program approved by the Town for use in the cleanup  
22   after the Camp Fire.

23   "Orphan Road." The term "Orphan Road" shall be defined as roads the  
24   Town of Paradise does not maintain, but the general public has

unrestricted access to them. An Orphan Road provides vehicular access to more than one parcel by the general public.

"Private Hazard Tree Removal Program." The term "Private Hazard Tree Removal Program" shall be defined as an alternative to the Government Hazard Tree Removal Program, which provides the property owner with the option of identifying and removing Hazard Tree(s) on their property at their own cost.

#### **Section 2.4. Government Hazard Tree Removal Program.**

A. The Government Hazard Tree Removal Program will remove all Eligible Hazard Trees at no out-of-pocket cost to the property owner. If property owner does not participate in the Government Hazard Tree Removal Program, and there are Eligible Hazard Trees on their property, the owners are required to remove such trees at their own cost.

B. To participate in the Government Hazard Tree Removal Program, property owners must complete and submit a Government Hazard Tree Removal Program Right of Entry Permit. The Government Hazard Tree Removal Program Right of Entry Permit shall function as the sole permit and authorization for participation in the Government Hazard Tree Removal Program. Notwithstanding any contrary provision in Paradise Municipal Code, no Town approvals or permits for Hazard Tree removal are required for properties participating in the Government Hazard Tree Removal Program, other than the Government Hazard Tree Removal Program Right of Entry Permit.

1 C. If property owners whose property contains Eligible Hazard Trees  
2 do not participate in the Government Hazard Tree Removal Program  
3 (at no out-of-pocket cost to owner) or the Private Hazard Tree  
4 Removal Program (all costs paid by owner), the Town Council will  
5 enforce this Ordinance and charge the owners with any  
6 administrative and abatement costs related to such enforcement as  
7 described below.

8 **Section 2.5. Public nuisance; violations.**

9 Maintaining a Hazard Tree is prohibited and constitutes a public  
10 nuisance subject to this Ordinance. A violation of any provision of  
11 this Ordinance shall be deemed to be a public nuisance and subject  
12 to any enforcement process available at law.

13 **Section 2.6. Purpose.**

14 It is the intent of the Town Council that this Ordinance may apply  
15 to the abatement of Hazard Trees threatening the roads and/or rights-  
16 of-way of Town-maintained roads or orphan roads or publicly improved  
17 property within the Town.

18 **Section 2.7. Private Hazard Tree Removal Program.**

19 As an alternative to the Government Hazard Tree Removal Program, the  
20 Private Hazard Tree Removal Program provides the property owner with  
21 the option of identifying and removing Hazard Tree(s) on their  
22 property at their own cost. To participate in the Private Hazard Tree  
23 Removal Program, property owners shall submit an Inspection Access  
24 Form for their property to the Butte County Right of Entry (ROE)  
25 Center. Following the property owner's identification and removal of

1 Eligible Hazard Trees, the Private Hazard Tree Removal Program shall  
2 require the Enforcement Officer to make a visual confirmation of the  
3 removal of the Eligible Hazard Trees on the subject property. This  
4 visual inspection of compliance with the Private Hazard Tree Removal  
5 Program shall be sufficient for meeting the requirements of this  
6 Section. Whether the Eligible Hazard Tree removal is adequate shall  
7 be in the sole discretion of the Enforcement Officer.

8 The County and the Town shall utilize the state and federal standards  
9 and cleanup goals of the Government Hazard Tree Removal Program as  
10 the standards for the Private Hazard Tree Removal Program, including  
11 but not limited to the criteria for determining whether a tree is a  
12 Hazard Tree. Under the supervision of the Enforcement Officer, the  
13 Town may administratively update these standards as necessary to  
14 address ongoing changes in the administration of the Government Hazard  
15 Tree Removal Program and the need to efficiently remove Hazard Trees  
16 from the community.

17 **Section 2.8. Town Development Permits.**

18 No application for a Town Development permit with Eligible Hazard  
19 Trees shall be considered complete until the applicant has entered  
20 into a Government Hazard Tree Removal Program or a Private Hazard  
21 Tree Removal Program and completed Eligible Hazard Tree removal.  
22 These applications shall be processed subject to the limitations as  
23 follows:

24 Any Town building permit application, including issued permits, in  
25 the Town with Hazard Trees shall be held in abeyance and not acted

1 upon until Eligible Hazard Tree removal is completed on the affected  
2 property and completion is confirmed to the Town Building Official,  
3 either through the Government Hazard Tree Removal Program or through  
4 the Private Hazard Tree Removal Program outlined above.  
5 Notwithstanding the foregoing:

6 A. This section shall not apply to permits relating to power, sewer  
7 or other utilities for temporary dwellings.

8 B. The Town Building Official shall accept building permit  
9 applications from property owners whose parcels contain Hazard  
10 Trees but shall not issue a final permit until all Hazard Trees  
11 have been removed.

#### 12 **Section 2.9. Deadlines and Enforcement.**

13 A. Properties that contain Hazard Trees and that have neither an  
14 approved Government Hazard Tree Removal Program Right of Entry  
15 Permit nor an approved Inspection Access Form for the Private  
16 Hazard Tree Removal Program by the deadline set by the Town  
17 Council, are declared a public nuisance and health hazard and  
18 such properties may be abated pursuant to this Ordinance.

19 B. The Town Council may set a deadline for the completion of Hazard  
20 Tree removal by resolution. Properties that have Hazard Trees  
21 after that deadline are declared a public nuisance and health  
22 hazard and such properties may be abated pursuant to this  
23 Ordinance.

24 The Town Council's intent is to facilitate orderly remediation  
25 of a large-scale disaster. Nothing in these deadlines shall

1 limit the authority of the Town to abate hazards more quickly  
2 where required by exigent circumstances.

3 **Section 2.10. Enforcement.**

4 A. Whenever the Enforcement Officer determines that a public  
5 nuisance (as specified in this Ordinance) exists, he or she may  
6 use any legal remedies available under California law and this  
7 Ordinance to address and abate the public nuisance, including  
8 but not limited to the abatement procedures set forth in Section  
9 2.11 of this Ordinance.

10 B. The Town may, in its sole discretion, abate a violation of this  
11 Ordinance by the prosecution of a civil action, including an  
12 action for injunctive relief, without first going through the  
13 administrative procedures set forth herein. The remedy of  
14 injunctive relief may take the form of a court order,  
15 enforceable through civil contempt proceedings, prohibiting the  
16 maintenance of a violation of this Ordinance, or requiring  
17 compliance with other terms.

18 C. If a public nuisance is found to be present on the property in  
19 violation of this Ordinance, (1) The Town may also abate a  
20 violation of this Ordinance through the abatement process  
21 established by Government Code Sections 38773 and 38773.5; (2)  
22 the Enforcement Officer shall pursue payment for Abatement and  
23 Administrative Costs from the owner and the owner of the  
24 property shall be responsible for paying all of the Town's  
25 Abatement Costs and Administrative Costs.



1 **Section 2.11. Abatement procedures.**

2 A. Whenever the Enforcement Officer determines that a public  
3 nuisance (as defined in this Ordinance) exists, he or she shall  
4 implement the following procedures:

5 (1) General Enforcement action. When the Enforcement Officer  
6 determines that an activity is being performed in  
7 violation of this Ordinance, the Enforcement Officer may  
8 initiate an enforcement action using the process set forth  
9 in the Paradise Municipal Code and may seek the imposition  
10 of costs and civil penalties pursuant to this ordinance  
11 and in the Paradise Municipal Code. Nothing in this  
12 provision is intended to prevent alternate enforcement  
13 mechanisms.

14 (2) Abatement. Pursuant to the authority of California  
15 Constitution., art. XI, Section 7; California Government  
16 Code Section 38773 and 38773.5, and this Ordinance, if the  
17 Enforcement Officer determines that a violation of this  
18 Ordinance has created an emergency condition which  
19 seriously endangers the public health or safety, the Town  
20 may abate the condition within the Town. The costs shall  
21 be charged to the property owners(s) and the Town may, at  
22 its option, recover the same in an administrative or civil  
23 action.

24 B. Such charges shall be in addition to any penalty for a violation  
25 of this Ordinance.

1 (1) Pre-Abatement Notice. Unless emergency conditions  
2 preclude doing so, the Enforcement Officer shall issue an  
3 Abatement Notice and Order with reasonable notice. The Notice  
4 and Order shall be mailed to the property owner(s) as listed  
5 on the last equalized tax roll. A summary of the Notice and  
6 Order shall be posted in a conspicuous location on the property  
7 to be abated at least 10 calendar days prior to the abatement  
8 action.

9 (2) Appeal and Waiver. The property owner(s) or any person or  
10 entity having a legal interest in the property may submit a  
11 written appeal of the Enforcement Officer's Order to the Town  
12 Council no later than 10 calendar days from the date of mailing  
13 of the Notice and Order. The written appeal shall state the  
14 basis for the appeal. The appeal shall be heard by a Town-  
15 appointed hearing officer regarding the appeal and shall issue  
16 a written decision (the "Decision") no later than 10 calendar  
17 days after receipt. The Decision shall uphold, rescind or  
18 modify the determination of the Notice and Order. The Decision  
19 on the appeal shall be final. Failure to appeal within the time  
20 prescribed shall constitute a waiver of the right to contest  
21 the abatement.

22 (3) Post Abatement Notice. After the abatement is completed,  
23 the Enforcement Officer shall serve the property owner(s) with  
24 a post abatement notice that sets forth: (a) the actions taken  
25

1 by the Town; (b) the reasons for the actions; (c) a statement  
2 of the costs, expenses and attorney's fees, if any, of the  
3 abatement and notice of the Town's intent to collect those  
4 costs; and (d) right to appeal the costs determination within  
5 ten (10) calendar days of the notice. If the property owner is  
6 responsible for any costs, expenses or attorney's fees, such  
7 costs shall become a lien against the property and a Notice of  
8 Abatement Lien may be recorded with the Butte County Recorder.

9 (4) Post Abatement Costs Appeal. If the property owner(s) or  
10 anyone with a legal interest in the property submits a timely  
11 costs appeal, the Town shall schedule an administrative hearing  
12 on the matter and provide the appeal party with reasonable  
13 notice of the hearing. The hearing officer shall conduct an  
14 administrative hearing where each party shall have the  
15 opportunity to present evidence and the Town shall have the  
16 obligation to establish that the costs, including expenses and  
17 attorney's fees, if any, incurred for the abatement were  
18 necessary by a preponderance of the evidence. After the  
19 hearing, the hearing officer shall issue a written decision and  
20 order that shall be served upon the appealing party within 30  
21 calendar days of the hearing unless extended by agreement of  
22 the parties.

23 **Section 2.11. Abatement costs; administrative costs.**

24 A. The term "Abatement Costs" means any costs or expenses  
25 reasonably related to the abatement of conditions which violate

1 this Ordinance, and shall include, but not be limited to,  
2 enforcement, investigation, collection and administrative  
3 costs, and the costs associated with the removal or correction  
4 of the violation.

5 B. The term "Administrative Costs," shall include the cost of Town  
6 staff time reasonably related to enforcement, for items  
7 including, but not limited to, site inspections, travel time,  
8 investigations, telephone contacts and time spent preparing  
9 summaries, reports, notices, correspondence, warrants and  
10 hearing packets. The time expended by the Enforcement Officer  
11 to calculate the above costs and prepare itemized invoices, may  
12 also be recovered.

13 **Section 2.12. Non-exclusive remedy.**

14 This Ordinance is cumulative to all other remedies now or hereafter  
15 available to abate or otherwise regulate or prevent public nuisances.  
16 The Town Attorney is authorized to initiate judicial enforcement as  
17 to a violation of any provision of this Ordinance without further  
18 Town Council approval.

19 **Section 2.13. Summary abatement.**

20 Notwithstanding any other provision of this Ordinance, when any  
21 Hazard Tree constitutes an immediate threat to the public health or  
22 safety, and where alternate procedures would not result in abatement  
23 of that public nuisance within a short enough time period to avoid  
24 that threat, the Enforcement Officer may direct any officer or  
25 employee of the Town or third-party provider to summarily abate the

1 public nuisance. The Enforcement Officer shall make reasonable  
2 efforts to notify the property owner of the property, but the formal  
3 notice and hearing procedures set forth in this Ordinance shall not  
4 apply. No summary abatement shall occur prior to consultation with  
5 the Town Attorney. The Town may nevertheless recover its costs for  
6 abating that public nuisance in the manner set forth in this  
7 Ordinance.

8 Section 3. CEQA Exemption.

9 Adoption of this Ordinance is exempt from the provisions of the  
10 California Environmental Quality Act (CEQA) pursuant to California  
11 Public Resources Code section 21080(b)(3) regarding projects to  
12 maintain, repair, restore, or replace property or facilities damaged  
13 or destroyed as a result of a declared disaster and Section  
14 21080(b)(4) regarding actions to mitigate or prevent an emergency,  
15 and CEQA Guidelines Section 15269(a) regarding maintaining,  
16 repairing, restoring, demolishing, or replacing property or  
17 facilities damages or destroyed as a result of a disaster-stricken  
18 area in which a state of emergency has been proclaimed by the Governor  
19 pursuant to the California Emergency Services Act, commencing with  
20 Section 8550 of the California Government Code.

21 Section 4. Severability.

22 If any section, subsection, sentence, clause, or phrase of this  
23 Ordinance is for any reason held to be unconstitutional or invalid,  
24 such decision shall not affect the validity of the remaining portion  
25 of this Ordinance. The Town Council hereby declares that it would

1 have passed this Ordinance and every section, subsection, sentence,  
2 clause or phrase thereof irrespective of the fact that any one or  
3 more sections, subsections, sentences, clauses or phrases be declared  
4 unconstitutional or invalid.

5 Section 5. Effective Date and Publication.

6 This Ordinance shall be and the same is hereby declared to be in full  
7 force and effect immediately upon its passage by a four-fifths (4/5)  
8 or greater vote. The Town Clerk is authorized and directed to publish  
9 this Ordinance before the expiration of fifteen (15) days after its  
10 passage. This Ordinance shall be published once, with the names of  
11 the members of the Town Council voting for and against it, in a  
12 newspaper of general circulation published in the Town of Paradise,  
13 State of California. A complete copy of this Ordinance is on file  
14 with the Town Clerk and is available for public inspection and copying  
15 during regular business hours in the office of the Town Clerk, 5555  
16 Skyway, Paradise, California.

17  
18 **PASSED AND ADOPTED** BY THE Town Council of the Town of Paradise,  
19 County of Butte, State of California, on this \_\_\_ day of October  
20 2019, by the following vote:

21  
22 AYES:

23 NOES:

24 ABSENT:

25 NOT VOTING:

\_\_\_\_\_  
Jody Jones, Mayor

ATTEST:

\_\_\_\_\_  
DINA VOLENSKI, Town Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
DWIGHT L. MOORE, Town Attorney

DRAFT

**EXHIBIT A**

DRAFT





**Town of Paradise  
Council Agenda Summary  
October 22, 2019**

**Agenda Item: 2(b)**

**Originated by:** Colette Curtis, Senior Management Analyst

**Reviewed By:** Lauren Gill, Town Manager

**Subject:** Authorize the Town Manager to enter into a license agreement with a group of Paradise citizens to use the Town-owned property located at 6148 Skyway for a Camp Fire Memorial –“Hope Park”

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**Council Action Requested:**

Authorize the Town Manager to enter into a license agreement with a group of Paradise citizens to use the Town-owned property located at 6148 Skyway for a Camp Fire Memorial –“Hope Park”

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**Background and Discussion:**

On August 13, 2019, Dana Gajda gave a presentation to Council regarding a proposal for a permanent Camp Fire Memorial in the Town of Paradise. Greg Melton presented renderings of a designed memorial located on the Town-owned property at 6148 Skyway. The design included an area honoring the heroes and helpers of November 8, 2018, as well as an area of reflection with the names of those who perished in the fire. The estimated cost of the memorial is \$1.5 million. A group of Paradise residents has offered to fund the construction of the memorial through fundraising.

A public memorial for Camp fire survivors is an important part of the recovery process. The proposed location is highly visible and easily accessed on Skyway. Parking is available along Skyway as well as in the Town’s Park and Ride across the street.

**Fiscal Impact Analysis:**

There is no fiscal impact for this item, as the memorial will be paid for through fundraising efforts. There will, however, be some staff time associated with the coordination of the project.



**TOWN OF PARADISE**  
**Council Agenda Summary**  
**Date: October 22, 2019**

**AGENDA NO. 2(c)**

**ORIGINATED BY:** Susan Hartman, Acting Community Development Director

**REVIEWED BY:** Lauren Gill, Town Manager

**SUBJECT:** Authorize the Mayor to Sign a Letter of Support for Butte County's Organics Grant Proposal

**COUNCIL ACTION REQUESTED:** Adopt a **MOTION TO:**

1. Consider authorizing the Mayor to sign a letter of support for Butte County's regional composting grant proposal to CalRecycle; or
2. Adopt an alternative directive to town staff concerning this agenda item.

**NOTE:** Town staff recommends Town Council approval of item no. 1 above.

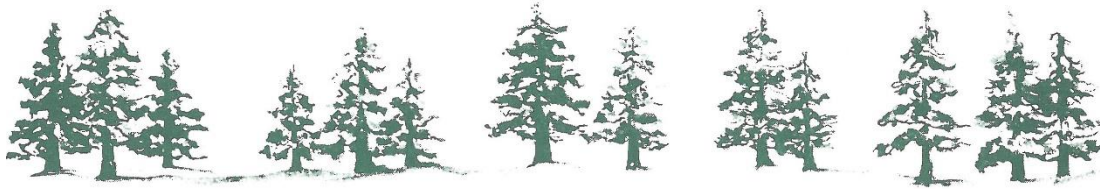
**BACKGROUND:** The Butte County Public Works Department, Solid Waste Division, is working to apply for the Organics Grant Program through CalRecycle which is taking applications through November 7, 2019.

The Organics Grant Program would help to fund a regional composting facility, sited at the Neal Road Recycling & Waste Facility, to reduce greenhouse gas emissions as a result of the current practice of landfilling green and/or food materials.

**DISCUSSION:** The Neal Road facility is looking to utilize the GORE Cover aerated membrane cover to facilitate static pile composting on top of Module 4 which is where the fire debris was landfilled. If funded, this project would be a benefit county-wide as it would help to provide the needed infrastructure to address the diversion of organic materials from the waste stream which is critical in meeting the next diversion goal of 75% state-wide.

**FINANCIAL IMPACT:** Approval of this agenda item as recommended will not result in any financial impact upon the Town's general fund.

Attachments



# TOWN OF PARADISE

5555 SKYWAY • PARADISE, CALIFORNIA 95969-4931

TELEPHONE (530) 872-6291 FAX (530) 877-5059

[www.townofparadise.com](http://www.townofparadise.com)

October 22, 2019

CalRecycle  
Grants and Loan Programs  
1001 I Street, P.O. 4025  
Sacramento, CA 95812

Re: Aerated Static Pile Composting Program; Butte County Public Works Grant Proposal

Dear CalRecycle:

On behalf of the Town of Paradise I would like to express my strong support for Butte County's Aerated Static Pile Composting proposal.

This project will use the GORE Cover aerated membrane cover to transform up to 50,000 ton/year of Butte County's yard waste and food scraps into organic compost for local agricultural and landscaping usage. This exciting closed loop project will be the first commercial composting project in Butte County and will provide a blueprint for additional diversion of organic material in rural communities.

Removing organic materials from our landfills reduces environment impacts and GHG emissions, conserves natural resources, and strengthens and diversifies our local economy. The project will allow Butte County to demonstrate a unique "full circle" local system to underserved rural communities with the collection of organic material and sale of organic compost for landscaping and agricultural use. In this sense this grant proposal serves as an unprecedented model for local and self-contained environmental sustainability.

Community collaboration makes projects like this possible and Town of Paradise will work closely with Butte County to garner community support and associated outreach needed to remove food scraps and vegetative waste from our landfill. Our goal is to bring community groups, local jurisdictions and private business together to work on real progress towards SB 1383.

We look forward to the establishment of this exciting new composting system that will help us reach our vital commitments to a sustainable future. We urge your support for this project.

Sincerely,

Jody Jones  
Mayor



**Town of Paradise  
Council Agenda Summary  
October 22, 2019**

**Agenda Item: 2(d)**

**Originated by:** Colette Curtis, Senior Management Analyst

**Reviewed By:** Lauren Gill, Town Manager

**Subject:** Consider accepting a donation of \$49,976.20 from Direct Relief to fund an After-Action Report prepared by Constant Associates.

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**Council Action Requested:**

1. Consider accepting a donation of \$49,976.20 from Direct Relief to fund an After-Action Report prepared by Constant Associates and authorize the Town Manager to take all actions to implement the After-Action Report.

**Background:**

After a major disaster like the Camp Fire, an After-Action Report is required to formally document the events that occurred as well as lessons learned. Butte County is also preparing an After-Action Report for the Camp Fire and has hired Constant Associates for this task. Direct Relief, a charity organization involved in disaster relief, is funding the County's report.

**Discussion:**

Town Councilmember Michael Zuccolillo reached out to Constant Associates and Direct Relief regarding an After-Action Report for the Town of Paradise. Constant Associates has provided a proposal for the preparation of a report for the Town, and Direct Relief has agreed to provide a donation to pay for Constant Associate's services.

Since this service is a gift to the Town, no request for proposals is required. Constant Associates is already preparing a similar report for Butte County and is familiar with the subject matter. Once completed, the report will be a public document that will hopefully be useful for the Town of Paradise and other cities responding to major events.

**Fiscal Impact Analysis:**

There is no financial impact to the general fund for this item, as Direct Relief has offered to donate \$49,976.20 to pay for this service. Some staff time will be involved in working with Constant Associates to draft the report.



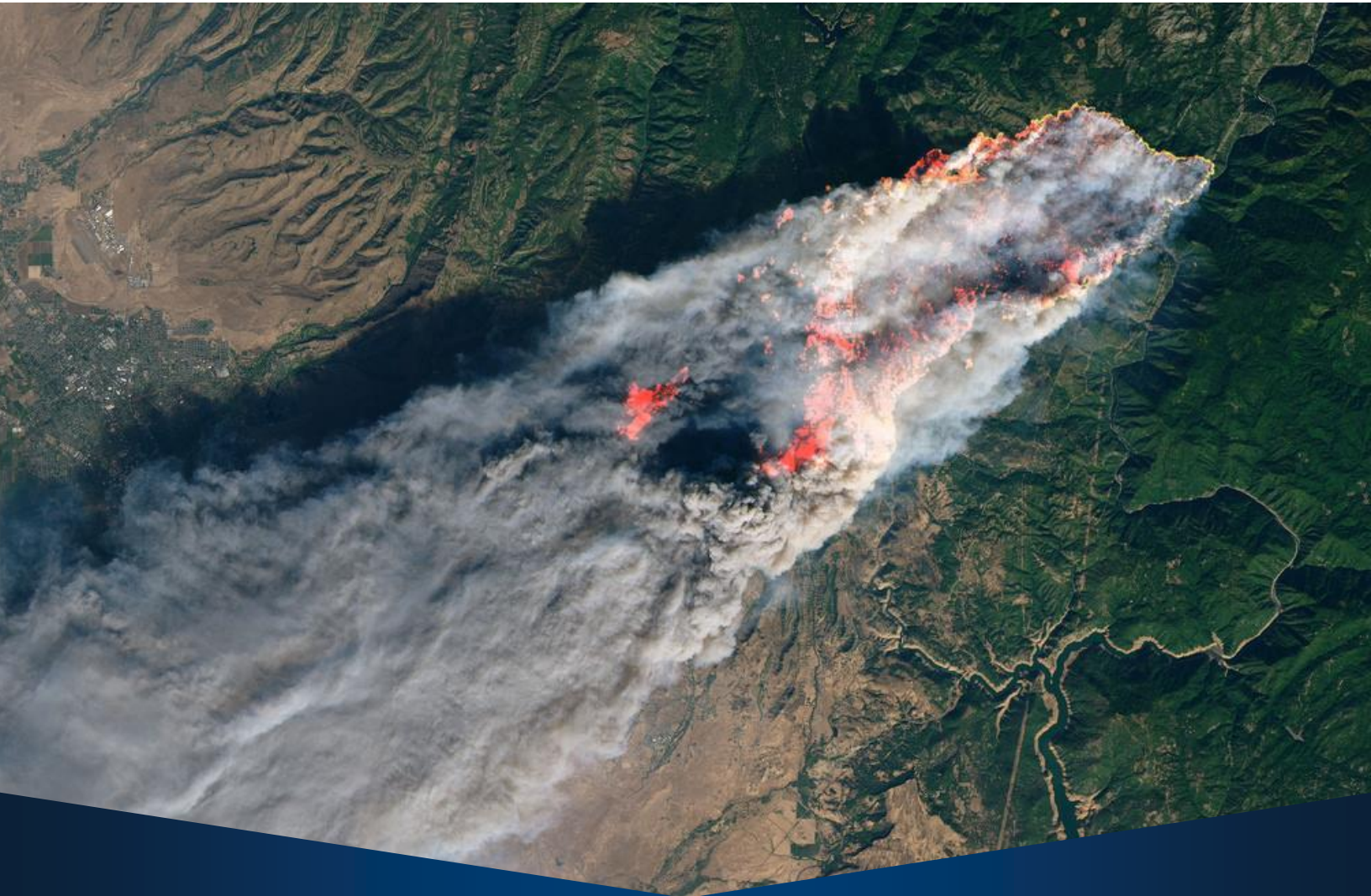
**CONSTANT ASSOCIATES, INC.**

388 Market Street, Suite 1300, San Francisco, CA 94111

3655 Torrance Blvd., Suite 430, Torrance, CA 90503

Economically Disadvantaged Women-Owned Small Business

County Certified Small Women-Owned Business



Council Member Michael Zuccolillo  
Paradise Town Council  
5555 Skyway  
Paradise, CA 95969

2018 Camp Fire AAR and CAP



**San Francisco:** 388 Market Street, Suite 1300  
San Francisco, CA 94111  
**Los Angeles:** 3655 Torrance Blvd., Suite 430  
Torrance, California 90503

**Telephone:** (800) 745-3057  
**Facsimile:** (424) 320-2581  
**Web:** <http://www.constantassociates.com/>  
**Social:** <https://www.facebook.com/constantassociates/>  
<https://www.twitter.com/constantassoc/>

August 12, 2019

Michael Zuccolillo  
Council Member  
Paradise Town Council  
5555 Skyway, Paradise, CA 95969

**Constant Associates, Inc. ("CONSTANT")** appreciates the opportunity to submit this proposal to assist the Town of Paradise with the development of a high quality, comprehensive AAR analyzing the Town's response to the 2018 Camp Fire.

CONSTANT is an award-winning and highly reputable emergency management consulting firm headquartered in California. *AAR development is a core service of our business* and has been since the inception of our company more than 15 years ago, we bring exceptional experience directly aligned with this effort:

- ▷ 40+ real-world AARs produced by our team
- ▷ 100+ exercise AARs produced by our team
- ▷ California headquarters
- ▷ Prior work in the Bay Area and throughout California
- ▷ Development of the Woolsey Fire AAR for Los Angeles County
- ▷ Battle-tested experts with response experience
- ▷ Highly trained evaluators, facilitators, and data collectors
- ▷ Consistently hired to lead highly visible, politically charged endeavors
- ▷ Reputation for excellence

We have been honored to support clients such as Santa Clara County, San Mateo County, Sonoma County, the Bay Area UASI, Los Angeles City and County, Alameda County, Santa Barbara County, and Sacramento County with resiliency efforts that have contributed to making their respective communities further equipped to manage disasters. Based on previous experience with projects similar in content and scope of this request for services, *CONSTANT represents a low-risk, high-value solution to the Town.* I am the respondent submitting the proposal and authorized to make representations for CONSTANT. This proposal shall remain valid for 90 days.

Michelle Constant, MBA, Chief Executive Officer  
**CONSTANT ASSOCIATES, INC.**

D: (424) 320-2582 | F: (424) 320-2581 | E: [michelle@constantassociates.com](mailto:michelle@constantassociates.com)  
3655 Torrance Blvd., Suite 430, Torrance, CA 90503  
[www.ConstantAssociates.com](http://www.ConstantAssociates.com) | EIN: 20-4057497

## Cost Estimate:

	Phase I	Phase II	Phase III	Rate	Hours	Total
LABOR						
Project Manager	20	90	40	\$156.20	150	\$23,430.00
AAR Lead	0	30	40	\$79.20	70	\$5,544.00
AAR Lead Facilitator	0	0	0	\$0.00	0	\$0.00
AAR Support Facilitator	0	14	10	\$156.20	24	\$3,748.80
AAR Writer	0	20	33	\$156.20	53	\$8,278.60
AAR Writer	0	20	33	\$79.20	53	\$4,197.60
Note Taker/Support	7	10	10	\$28.80	27	\$777.60
Graphics	4	8	15	\$74.80	27	\$2,019.60
TOTAL LABOR						\$47,996.20
ODC						
Logistics	\$0.00	\$1,420.00	\$560.00			\$1,980.00
TOTAL ODC						\$1,980.00
TOTAL ALL						\$49,976.20

Table 1: Budget

## Work Process

### Phase I: Project Initiation

Team CONSTANT will conduct a Project Kick-Off Meeting. The purpose of the Project Kick-Off Meeting is to confirm that the project is underway, provide an overview, present a draft Project Management Plan to include the Work Plan, identify key stakeholders, clarify the main areas or issues that should be covered in the AAR and CAPs, and review the proposed timeline for completing the AAR and CAP. Based upon this meeting, CONSTANT will refine the task-specific project outline and schedule in accordance with the discussion and agreements reached during the conduct of the meeting and deliver the revised Project Management Plan.

#### Deliverables/Meetings

The following deliverables and meetings will result from Phase I:

- ▷ Project Management Plan
- ▷ Project Planning Meeting (via conference call or in person)

#### Town Role

Team CONSTANT anticipates the following actions for the Town:

- ▷ Provide research material
- ▷ Provide insight on political issues that may affect the project
- ▷ Provide feedback on the Project Management Plan, to include the Work Plan, in an agreed upon time frame

### Phase II: After Action and Corrective Action Interview and Documentation Review

Team CONSTANT will use a multi-pronged approach to develop the AAR and CAP. Our data collection and evaluation team will collect after action feedback from first responders, department heads, and multiple stakeholders through a variety of methods as described below.

#### Online Survey

An online survey tool will be developed and distributed to EOC staff, department representatives, responders, and other key stakeholders in emergency management. Data from the surveys will be organized into recurring themes and presented to the Town ahead of the hot wash. The online survey serves two purposes: 1) it provides a mechanism for every responder to have an opportunity to contribute to the AAR, and 2) it enables us to identify what the large and sensitive issues are ahead of the hot wash so that we can structure and prepare for the hot wash accordingly. You will find more details about the hot wash below.



## Documentation Review

Our team will review a representative sample of response plans developed and utilized to respond. We will review the Town's Emergency Operations Plan (EOP), relevant annexes, Cal OES reports on warnings and notifications, Hazard Mitigation Plan (HMP), Continuity of Operations Plan (COOP), Continuity of Government (COG) Plan, Department Operation Center (DOC) plans and any other plans, policies and standard operating procedures (SOPs) activated, alongside open source information, as desired by the Town. Our team will simultaneously conduct a historical review of disasters and wildfires in the region, to include AARs developed. We will also review documentation developed during response and recovery, to include Incident Action Plans (IAPs), situation reports, incident logs, dispatch summaries, memos about response, training and exercise calendars (e.g., MYTEP), and so forth, to perform an analysis of activities and references.

## After Action Hot Wash

We will coordinate and facilitate a 4-6 hour after action hot wash for the Town. We will provide a lead facilitator and up to two additional facilitators to support the plenary and breakout sessions. CONSTANT will ensure that our facilitators are well briefed on the outcomes of the survey and prepared for the discussions. CONSTANT is in the process of beta-testing the new Cal OES AAR Process Guide. If the Town desires, Team CONSTANT is prepped and ready to use this tool for the Town of Paradise.

## Interviews

We will conduct up to 10 small-group interviews with individuals, agencies, and organizations to provide a forum for those who were unable to attend the after action hot wash. We also recognize that, in order to determine the root cause and applicable recommendations for improvement, supplemental one-on-one interviews with key stakeholders may be required. We are also prepared to host follow-on interviews with persons from the hot wash to obtain information at the discretion of the Town. Interviewers will utilize interview tools to support comprehensive and accurate data collection. Though specific interview questions will vary based on the department being interviewed, in general, these interviews will be focused on obtaining the following information for the AAR: review of major events that drove response/recovery actions for the Department/Office, list of critical preparedness activities that occurred prior to the incident, discussion of self-identified areas for improvement as well as key strengths, and ongoing or recent improvements made post-incident.

## Photographs

In some cases, photographs will tell a better story of the breadth and scope of the incident. They will also help to graphically illustrate the incident and the issues identified. As such, CONSTANT will obtain photos of the incident with permission.

## Deliverables/Meetings

The following deliverables and meetings will result from Phase II:

- ▷ After action hot wash materials (presentation, agenda, registration forms, meeting summary)
- ▷ After action hot wash
- ▷ Up to 10 small-group interviews
- ▷ Raw survey data and summary report of survey data
- ▷ Photographs

## Town Role

Team CONSTANT anticipates the following actions for the Town:

- ▷ Identify location for hot wash
- ▷ Provide access to photos and documentation
- ▷ Make introductions to stakeholders and provide contact information
- ▷ Provide feedback on deliverables in agreed upon timeframe

## Phase III: AAR and CAP Development and Finalization

Team CONSTANT will produce a comprehensive yet easily digestible AAR and CAP that are reflective of the information gathered during Phase II. To accomplish this, Team CONSTANT proposes the following methods.

### Iterative Deliveries of Content

Team CONSTANT recognizes the critical difference in skillsets needed to draft a real-world AAR versus an exercise AAR.

Information must be collected differently and more in depth; facilitators must be aware of the rawness still felt by some; and the complexities of writing an AAR while response and recovery efforts are still underway.

Team CONSTANT will provide iterative deliveries of AAR content. This includes initial findings from the online survey to include themes and recurrent findings, a high-level outline of the issues identified during the hot wash, and key findings from interviews. We will provide these items as each event is completed so that the Town can see, with immediacy, what the issues are as they are identified. This also provides the Town with an opportunity to provide additional insights where clarification may be needed. Each deliverable will inform the next – our Kick-Off Meeting will help to shape the online survey questions, the online survey results will inform the approach and conduct of the hot wash, feedback from the hot wash will help to streamline the information we seek in the interviews, and so on. Across all of these activities we will review and re-review preparedness resources, response documentation, open source information, and photographs.

### AAR Outlines

Based on the information gathered and corresponding analysis, Team CONSTANT will craft an AAR outline that will include heavy annotation so that the Town can readily see the concepts that will be included under each heading and subheading and make adjustments as needed. At this early stage, the Town can also begin to identify what sections or concepts would be appropriate for the FOUO or public facing versions of the reports.

### Initial Draft

Once the outline has been approved, Team CONSTANT will further build out the AAR to provide an account of the incident, identify areas of improvement, and present a road map for improvements that may be needed. The AAR will be developed as a 90% solution and ready for comment by stakeholders. This will also include draft concepts of graphics, callouts, figures, and tables. We will provide the AAR first to the Town to review for accuracy, political sensitives, and to help inform the direction of the After Action Meeting. We will incorporate any adjustments that need to be made to the draft AAR at this juncture and note any areas that need to be further clarified or discussed during the After Action Meeting.

### After Action Meetings

The approved draft AAR will be shared with After Action Meeting invitees in advance of the meeting date at the discretion of the Town. Team CONSTANT will coordinate and facilitate a 4 hour After Action Meeting and will provide a lead facilitator and support facilitator, as well as note takers to support the plenary and breakout sessions. We will prepare to have the same support staff from the hot wash serve for the After-Action Meeting and ensure that the facilitators are intimately familiar with the draft AAR contents and prepared for the discussions. During the meeting, Team CONSTANT will highlight key findings and outcomes in the AAR and solicit feedback for the CAP. Our goal will be to review and validate and obtain support for the actions and strategies outlined in the corrective action plan matrix.

Team CONSTANT recommends that department heads for key agencies be engaged at this juncture, if not in attendance, to provide feedback on the contents of the AAR before they are finalized.

## Final Draft

Team CONSTANT will refine and revise the AAR based on meeting outcomes. Any ambiguities or discrepancies in the revisions will be vetted with the Town. The approved document will be professionally formatted to include style, graphics and other aesthetics. Once the approved, CONSTANT will format the document and then resubmit it for approval.

## Public Version

Once the final version of the FOUO AAR is approved, Team CONSTANT will work with the Town to create a public facing version of the documents.

## Supporting Materials

To support the presentation of key findings and final adoption of the AAR, Team CONSTANT will prepare materials, such as executive summaries and slide decks. These materials will help to guide the discussion and showcase the major findings and road ahead for the Town. If requested, members of our data analysis and collection team will join the Project Manager for presentation to Town Council and others.

## Deliverables/Meetings

The following deliverables and meetings will result from Phase III:

- ▷ AAR outlines
- ▷ Draft AAR and CAP
- ▷ Two USB drives with the final AAR and CAP files both editable in Word and PDF formats
- ▷ Up to 25 printed copies of the final AAR and CAP
- ▷ AAR review meeting
- ▷ AAR review meeting materials (presentation, agenda, registration forms, meeting summary)

## Town Role

Team CONSTANT anticipates the following actions for the Town:

- ▷ Identify locations for the After Action Meeting
- ▷ Provide feedback on deliverables in agreed upon timeframe

## Team CONSTANT Benefits

The benefits that CONSTANT's approach bring to the Town are detailed below.

Feature	Benefit to the Town
Use of Online Survey	▷ The online survey serves two purposes: 1) it provides a mechanism for every responder to have an opportunity to contribute to the AAR, and 2) it enables us to identify what the large and sensitive issues are ahead of the hot wash so that we can structure and prepare for the hot wash accordingly.
Iterative Process	▷ We will provide these items as each event is completed so that the Town can see, with immediacy, what the issues are as they are identified. Each deliverable will inform the next – our Kick-Off Meeting will help to shape the online survey questions, the online survey results will inform the approach and conduct of the hot wash, feedback from the hot wash will help to streamline the information we seek in the interviews, and so on.
Tailored Facilitation Cadres	▷ Our facilitators have backgrounds and experience that align with the audience to better understand the issues and “speak their language”.
More Face to Face Opportunities	▷ Team CONSTANT has budgeted for five in-person sessions, to include the Kick-Off Meeting, hot washes, interviews, After Action Meeting and final delivery of the AAR. This maximizes relationship building and enables us to have more access to stakeholders.

*Table 2: Team CONSTANT Benefits*