

Santa Lucia Preserve

EMERGENCY OPERATIONS PLAN



SANTA LUCIA PRESERVE
EMERGENCY OPERATIONS PLAN

PREPARED BY *THE READE COMPANY*
WORKING WITH
THE SANTA LUCIA PRESERVE EOP WORKING GROUP

FINAL DRAFT – April 15, 2017

Santa Lucia Preserve

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APPENDICES:

- A. Santa Lucia Preserve Emergency Response Checklists
- B. Santa Lucia Preserve Hazard Mitigation Plan (Monterey County Multi-Jurisdiction Hazard Mitigation Plan)
- C. Santa Lucia Preserve Continuity of Government Plan
- D. Santa Lucia Preserve Recovery Plan
- E. Santa Lucia Preserve Training & Exercise Plan

REFERENCES:

- A. National Preparedness Goal, U.S. Department of Homeland Security-FEMA
- B. National Planning Process, U. S. Department of Homeland Security-FEMA
- C. Comprehensive Planning Guide 101, Version 2, U.S. Department of Homeland Security-FEMA
- D. Whole Community Approach to Emergency Management, U. S. Department of Homeland Security-FEMA
- E. State of California Emergency Plan and Emergency Functions, CA Office of Emergency Services
- F. Monterey County Emergency Operations Plan, Monterey County Office of Emergency Services

INTRODUCTION

The preservation and protection of life, property and the environment, is an inherent responsibility of government, at the local, state and federal levels. It is also a shared commitment and responsibility of an entire community. When government recognizes and pro-actively plans for the protection of its assets while involving community partners beyond government entities, the outcome is a better prepared, and ultimately safer community.

This Emergency Operations Plan (EOP) was developed in a deliberate effort involving both strategic and operational level planning, with a comprehensive process in accordance with the U.S. Department of Homeland Security/FEMA's National Planning System/Planning Framework and National Preparedness Goal*. The plan incorporates all required components including the Incident Command System, National Management System and the Standard Emergency Management System in California.

The Emergency Operations Plan addresses roles and actions appropriate for the whole community across all mission areas, from prevention through recovery and describes how the organization identifies, manages and coordinates resources to carryout essential and emergency functions in the event of a major incident or disaster.

This Emergency Operations Plan incorporates existing and proven emergency preparedness and response procedures embraced by the Santa Lucia Preserve leadership.

APPROVAL

The Emergency Operations Plan becomes effective upon adoption by the Board of Directors of the Santa Lucia Preserve CSD.

**readily available from FEMA at <http://www.fema.gov/national-lpreparedness>*

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**Before the Board of Directors of the
Santa Lucia Community Services District**

Resolution No. 17-07

Resolution 17-07 }
A Resolution of the Board of }
Directors of the Santa Lucia }
Community Services District Adopting }
And Administering the District's }
Emergency Operations Plan (EOP) }

WHEREAS, the Santa Lucia Community Services District (the "District") is a California public agency and one of five entities that operates within the Santa Lucia Preserve (the "Preserve"); and

WHEREAS, it is in the public's interest that the District Board of Directors adopts and from time to time reviews an established District Emergency Operations Plan which will become a plan of action and means of coordinating all District Resources in the event of a serious emergency; and

WHEREAS, the District Emergency Operations Plan establishes organization, assigns tasks, specifies policies and general procedures, and provides for coordination of the District's response to emergencies consistent with the California Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS).

NOW, THEREFORE BE IT RESOLVED and ordered by the Board of Directors of the Santa Lucia Community Services District that:

1. The Emergency Operations Plan of the District, as presented to and reviewed by the Board this date, is hereby approved, as set forth.
2. The Emergency Operations Plan and this approval shall be submitted to the County of Monterey.
3. The Emergency Operations Plan is to be reviewed and revised as necessary to meet changing conditions.
4. The Board Secretary shall provide Board with any updates to the Emergency Operations Plan prior to the updates being submitted to the County of Monterey.
5. The Board Secretary shall certify the adoption of this Resolution.

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PASSED AND ADOPTED at a regular meeting of the Board of Directors of The Santa Lucia Community Services District held on the 25th day of April, 2017, by the following vote:

AYES: Board Members SANTRY, GAMBLE, MADDOX, EKLUND

NOES: Board Members NONE

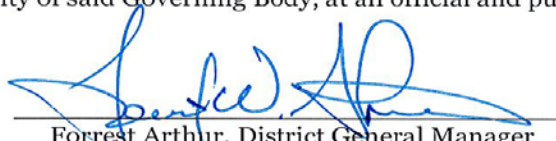
ABSENT: Board Members BOLTANO

ABSTAIN: Board Members NONE


Barbara Santry, Vice President
Santa Lucia Community Services District

CERTIFICATION

I, Forrest Arthur, District Secretary of the Santa Lucia Preserve Community Services District, do hereby certify that the foregoing Resolution was proposed by Governing Body Member GAMBLE, seconded by Governing Body Member MADDOX, and was duly passed and adopted by a majority of said Governing Body, at an official and public meeting thereof held on April 25, 2017.


Forrest Arthur, District General Manager
Santa Lucia Community Services District

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PLAN UPDATES

DATE	SECTIONS UPDATED	BY WHOM
10-3&19-2016	ALL	Forrest
2/8/2017	ALL	Forrest
3/27/2017	ALL	Forrest
4/15/2017	ALL	Forrest
5/16/2017	ALL	Aimee

PROGRAM ADMINISTRATION

1. Executive Policy. The Santa Lucia Preserve (“Preserve”) is a unique community, within in a protected wildlife habitat environment, exclusive and secured as a gated community. There are four (4) land-use categories within the Preserve’s 20,000 acres; Openlands, Homelands, Rancho-lands, and Wildlands. The Santa Lucia Community Services District (CSD) was formed on July 13, 1998 under the Local Agency Formation Commission (LAFCO) of Monterey County. Within the CSD management and maintenance responsibilities are ~300 residential sites, CSD administrative offices and services facilities. The CSD is responsible for providing the Preserve Community with services related to the provision of water, wastewater, roads and storm drains, security and advanced telecommunications. The Santa Lucia Conservancy (“Conservancy”) is a 501 (c) (3) non-profit land trust incorporated in 1995 to conserve the ecological integrity of the protected lands within the Santa Lucia Preserve. The key foundation of the Santa Lucia Preserve is **“Conservation, Community, Culture.”** Every activity within the Preserve is planned and carried out with these values in mind. There is close coordination and cooperation between the Preserve Management Team, Preserve Property Owners and Members, Conservancy and Preserve Employees. The ~200 employees that provide services of the CSD, recreational, hospitality and event services are all employed by the Santa Lucia Preserve Company.

The residential population at build-out will be roughly 800 persons living within the Preserve, although the majority will be part-time occupants. Throughout the year, members who are not property owners may be on property using recreational facilities or attending special events. The CSD has a General Manager and a total of 31 staff including a Director of Security, Gatehouse Manager, Director and Assistant Director of Operations, Manager and Assistant Manager of Water and Wastewater Department. Fire Prevention/Investigation, Rescue and EMS services are provided by the Monterey County Regional Fire Protection District Fire Department. Law enforcement response is provided by the Monterey County Sheriff’s Department.

The Santa Lucia Preserve Emergency Operations Plan (EOP) describes the Preserve’s emergency program, organization, policies and procedures. The EOP also addresses integration and coordination with the *Whole Community- within the Preserve and with neighboring contiguous communities that surround the Preserve, as well as with other partners and government agencies*, when required. The EOP addresses the five (5) mission areas of Emergency Planning: *Prevention/Preparedness, Protection, Mitigation, Response and Recovery*. There is an emphasis on the Response component. The EOP identifies resources/capabilities and responsibilities for their role in providing Emergency Functions, which are in alignment with the objectives of the County of Monterey and State of California. This EOP was prepared in accordance with the United States Department of Homeland Security/FEMA and the National Preparedness Goal, Planning System – Comprehensive Planning Guide 101v2, the National Incident Management System (NIMS), and the California Standard Emergency Management System (SEMS).

This EOP will be submitted to the Monterey County Office of Emergency Services (MCOES), which is the lead agency for the Monterey County Operational Area in emergency planning, resource coordination and public information. As lead agency, the MCOES also serves as the liaison to the CA State Office of Emergency Services in accordance with SEMS, and to Federal resources in accordance with NIMS.

2. Goals and Objectives. The over-reaching goal of the emergency program is to provide a safe environment before, during and after any emergency for residents of the Preserve, as well as for employees and visitors to the Preserve, and the protected environment. This EOP has been developed in accordance with the National Planning Goal, which states ***“A secure and resilient nation (Santa Lucia Preserve) with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”*** The objectives are to involve the whole community in identifying resources and capabilities to apply across all mission areas;

- to prevent/prepare for any type of natural, accidental or human caused disaster including acts of terrorism,
- to protect against these threats and hazards,
- to identify opportunities to mitigate items that have been vetted as roadblocks to a disaster resilient Preserve, to reduce the impact of local hazards in the future,
- to respond appropriately with adequate resources in the event of a disaster, and
- to recover as soon as possible as a whole community from the impacts and disruptions from a disaster

3. Plans and Procedures and Local Emergency Proclamations. This EOP addresses how the Preserve will respond to disasters, from prevention, preparedness and protection through response, recovery and mitigation actions. The responsibilities of each SLP Department are identified, based on each identified hazard or threat examined in the Monterey County Hazard Analysis and Probability Matrix that can affect the Preserve. The resources and capabilities and recommended involvement from the whole community are also identified in the Emergency Functions Matrix. Other plans and procedures that are referenced in this EOP include:

- Emergency ICS Activation, Notification and Response Checklists and Standard Operating Procedures (SOP)
- Monterey County Multi-Jurisdiction Hazard Mitigation Plan, January 2016
- SLP Continuity of Government Plan
- SLP Recovery Plan
- SLP Public Crisis Communications Procedures
- Training and Exercise, Evaluation and Improvement Plan

4. Authorities, Laws, Legislation and Regulations. The following laws and authorities govern this Emergency Operations Plan, including local, operational area, state and federal references:

- a. Local; Santa Lucia Preserve/CSD, Conservancy, Fire District
 - SLP Community Services District
 - Santa Lucia Preserve Company
 - Monterey County Regional Fire District Fire Prevention Ordinance
 - Monterey County Regional Fire District 2016-17 Annual Budget
- b. Operational Area; County of Monterey
 - County Resolution number 05-231, Adopting NIMS and enhanced SEMS
 - Monterey County Resolution number 95-480 Establishing the Monterey County Operational Area
 - Monterey County Resolution number 95-481 Establishing SEMS as the Approved

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- Emergency Model for the County
 - Monterey County Resolution number 16-007 Adopting the Monterey County Multi-Jurisdictional Hazardous Mitigation Plan
- c. Regional – CA OES Coastal Region.
 - San Francisco Bay Area Regional Emergency Coordination Plan (RECP)
 - San Francisco Bay Area Catastrophic Earthquake Readiness Response: Concept of Operations Plan (CONPLAN)
- d. State of California
 - California Emergency Services Act, Section 8550 et seq., Government Code
 - California Disaster and Civil Defense Master Mutual Aid Agreement
 - SEMS: California Code of Regulations (CCR) , Title 19, Division 2, Chapter 1
 - California Code of Regulations, Title 19
 - California Fire and Rescue Emergency Plan
 - California Department of Water Resources Flood Control (California Water Code Section 128)
 - Hazardous Materials Area Plan Regulations: CCR, Title 19, Division 2, Chapter 4, Article 3, Sections 2720 -2728
 - California Health and Safety Code, Division 20, Chapter 6.95, Section 25503.5
 - Governor’s Executive Order W-9-91; State Emergency Plan (SEP) and Emergency Management Mutual Aid (EMMA), January 2012
 - State Annual Fire Prevention Fee: California Code of Regulations, Title 14, Sections 1665.1-.8
- e. Federal
 - Robert T. Stafford Emergency Disaster Relief and Emergency Assistance Act (42 United States Code Section 5121 et seq.)
 - Federal Disaster Relief Regulations: 44 Code of Federal Regulations (CFR) Part 206
 - Individual Assistance (44 CFR Section 206.101 et seq.)
 - Public Project Assistance (44 CFR Section 206.200 et seq.)
 - Hazard Mitigation (44 CFR Section 206.430 et seq.)
 - NIMS
 - Homeland Security Presidential Directive (HSPD) 5, Management of Domestic Incidents
 - Presidential Policy Directive 8, National Preparedness
 - HSPD 21, Public Health and Medical Preparedness
 - Federal Disaster Relief Act of 1974 (Public Law 93-288)
 - U. S. Army Corps of Engineering Flood Fighting (Public Law 84-99)
 - Federal Civil Defense Act of 1950 (Public Law 920, as amended)
 - Homeland Security Act of 2002; Natural Disaster Assistance Act

5. Emergency Organization. Outlines the Preserve Emergency Organization:

Purposes. The declared purposes of this section are to provide for the preparation and carrying out of plans and procedures for the protection of persons and property within the Preserve in the event of an emergency, the direction of the emergency organization, and the coordination of the emergency functions of the Preserve with all other partners, public agencies, corporations, organizations and affected private persons.

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Definition. As used in this section, “emergency” means the actual or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property within the community caused by such conditions as earthquake, fire/wildland fire, flood, storm, epidemic, riot, threat or actual act of violence/terrorism or other conditions, including conditions resulting from war or imminent threat of war, but other than conditions resulting from a labor controversy, which conditions are or are likely to be beyond/but include the control of the services, personnel, equipment and facilities of the Preserve, requiring the combined forces of other political subdivisions to resolve.

National Incident Management System and Standardized Emergency Management System. The Preserve has agreed to adopt and abide by, and use the National Incident Management System and California’s Standardized Emergency Management System in accordance with California Code of Regulations, Title 19, Section 2407. The Preserve will organize their preparedness and response in accordance to these regulations, and will, therefore be eligible for state funding of response-related personnel costs pursuant to activities identified in California Code of Regulations, Title 19, Sections 2920, 2925, and 2930.

Operational Area. The Santa Lucia Preserve participates in the Monterey County operational area emergency management organization, as a governmental entity within the unincorporated area of Monterey County, and through the Monterey County Regional Fire District, Monterey County Sheriff’s Office and other response/incident command agencies, such as the Health Department-Division of Environmental Health, and Public Health Officer.. This is a partnership for exchanging disaster intelligence information, mutual aid and resource requests in emergencies, and for strengthening emergency preparedness through cooperative training and exercise activities. The Monterey County operational area will also serve as the coordination and communications link between the Preserve and the State of California, Office of Emergency Services, Coastal Region. The Preserve’s Emergency Organization will communicate with the Operational Area by using **WebEOC**, for making situational awareness reports and submitting logistical requests for resources.

Emergency Management Organization (EMO). The Preserve’s Emergency Management Organization is created using the Incident Command System (ICS) Structure and principles. The Emergency Organization is under the direction of the Preserve’s Emergency Manager.

There are two groups/teams that make up the Preserve’s Emergency Management Organization:

- The Emergency Response Team – responding to emergency situations
- The Emergency Management Team – staffing the Emergency Operations Center

The Emergency Management Organization has responsibility for all three levels of response; increased readiness, initial response and extended response, as well as with the other mission areas: prevention/preparedness, protection, response, mitigation and recovery. The scope and involvement under the leadership of the Preserve’s Emergency Management Organization is the backbone and strength for the Preserve’s Emergency Management Program. And, in essence, all members of the Preserve Community have a role and responsibilities across all mission areas to ensure the goal of a safe, secure and well community – with the shared values of “Conservancy, Community and Culture.”

Emergency Response Team (ERT). The Preserve ERT is the first responder to emergency situations, including major incidents and disasters. The ERT provides incident command and tactical operations and care, and makes emergency notifications to the Emergency Manager/General Manager and Director of Security, until authorized emergency response agencies arrive and assume command of the emergency. As the situation unfolds, the ERT will be responsible to provide updates and outcomes to the Emergency Manager, and to command Preserve specific resources. The Preserve Incident Command will continue to support the Preserve responders in a Unified Command role with the authorized emergency response Incident Command. This is especially necessary in incidents that could result in an extended response, or have a critical impact on the Preserve.

Emergency Management Team (EMT). The Preserve EMT is activated whenever an emergency response becomes extended. The EMT will manage and coordinate the Preserve's Emergency Operations Center's efforts upon activation, to ensure continuity with the field response, as outside agencies having jurisdiction respond and command the incident. It is incumbent of the EMT to establish a relationship with the County of Monterey and the Incident Command Post. The EMT staffs the Preserve Emergency Operations Center (EOC) as appropriate to the scope of the incident. It is responsible for determining and communicating the nature and scope of the emergency to the Preserve community; residents, members, employees, neighbors and relevant officials. The EMT also establishes management priorities and objectives and deployment of Preserve controlled assets in support of the ERT and other Preserve response efforts.

Activation of the EOP is a scenario driven process that allows flexibility and scalable responses to the full spectrum of all-hazards/threats that could affect the Preserve. The EOP is not required for all emergencies, since day-to-day resources may be able to handle them sufficiently. The decision to activate the EOP is the responsibility of the Emergency Manager or designee. Related actions will be tailored to situational awareness and projected or actual impacts.

It is the duty and responsibility of Preserve's managers and staff to support the Preserve's disaster activities of preparedness, protection, response, mitigation and recovery efforts. This duty includes training with simulated disaster exercises as well as orienting all employees of their respective roles and responsibilities. The EMO shall meet upon request of the Emergency Manager or designee, to update the EOP and to review response to actual incidents on the Preserve. Review meetings will provide a forum for information exchange on after-action reporting, identification of areas for improvement in planning, training, equipment and infrastructure related to overall performance.

The positions that are in **bold** include the Command and General Staff that will respond to the EOC upon activation. The Emergency Management organization positions will be filled based on the specific needs to carry out the specific objectives established for the incident/emergency. The Emergency Management Organization consists of the following Emergency Operations Center (EOC) positions:

- (1) **Emergency Manager/EOC Director:** This position is filled by the CSD General Manager or designee
- (2) **Liaison Officer:** This position is filled by the Director of Sales and Marketing or designee
- (3) **Public Information Officer:** This position is filled by the Communications Director or designee
- (4) **Staff Accountability/Safety Officer:** This position is filled by the HR Manager or designee

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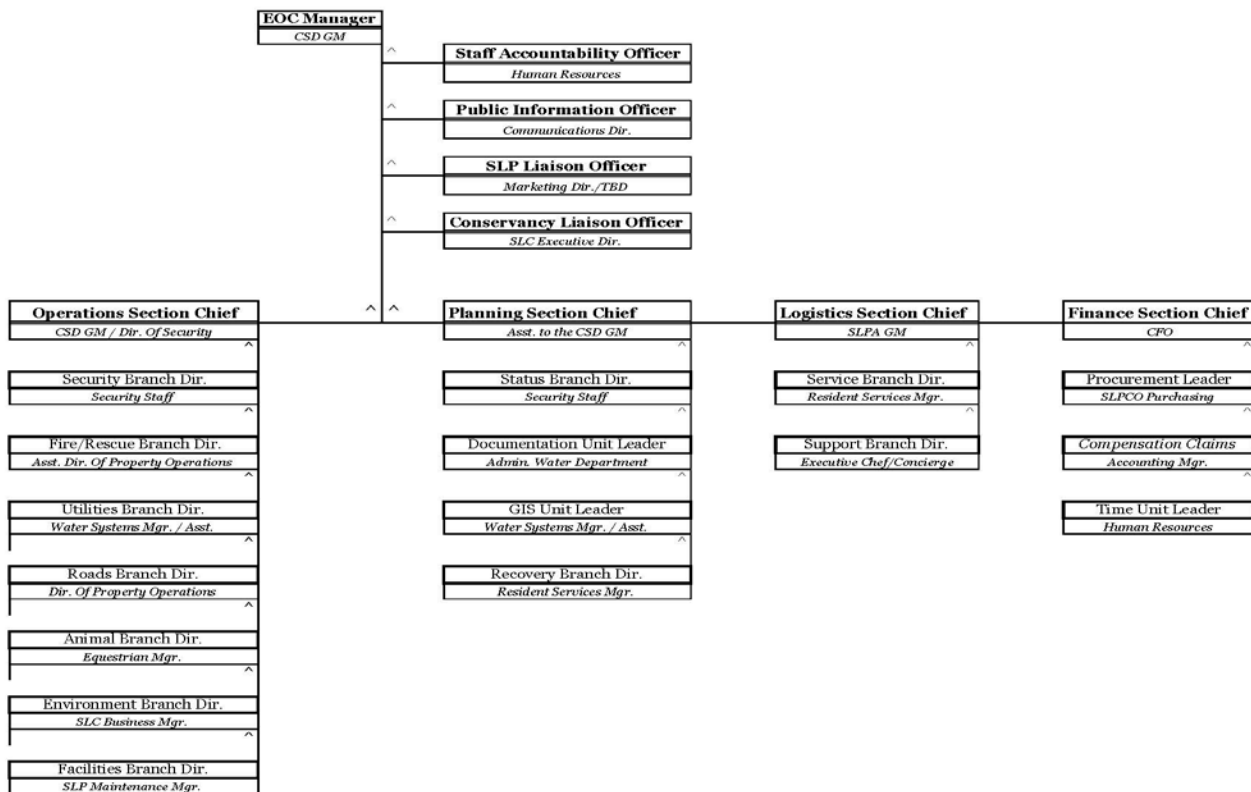
- (5) **Operations Section Chief:** This position is filled by either the CSD General Manager or Director of Security or their designee
- (6) **Law/Security/Evacuation Branch Director:** This position is filled by either the Assistant Director of Property Operations or Security Staff or their designee
- (7) **Fire & Rescue Branch Director:** This position will be filled by Assistant Director of Property Operations or designee
- (8) **Utilities Branch Director:** This position will be filled by the Water Systems Manager or Assistant Water Systems Manager or Designee
- (9) **Roads Branch Director:** This position will be filled by the Director of Property Operations or designee
- (10) **Animal Branch Director:** This position will be filled by the Equestrian Center Manager or designee
- (11) **Protected Environment Branch Director:** This position is filled by the Executive Director of the Conservancy
- (12) **Clubs and Facilities Branch:** This position will be filled by the respective GM of each Club or appropriate designee
- (13) **Ranch Club Unit Leader:** This position will be filled by the COO/Ranch Club General Manager or designee
- (14) **Golf Club Unit Leader:** This position will be filled by the Director of Golf or designee
- (15) **Planning Section Chief:** This position is filled by the Executive Assistant to the CSD General Manager or designee
- (16) **Situation/Status Branch Director:** This position will be staffed by Security Staff or designee
- (17) **Resident Status Unit Leader:** This position will be filled by the General Manager of the SLPA or designee
- (18) **Ranch Property/Operations Status Unit Leader:** This position will be filled by the Director or Assistant Director of Operations
- (19) **Conservancy Status Unit Leader:** This position will be filled by the Conservancy Staff
- (20) **Documentation Unit Leader:** This position will be filled by the Communications Director or designee
- (21) **GIS Unit Leader:** This position will be filled by the Water Systems Manager or designee
- (22) **Recovery Branch Director:** This position will be filled by the Resident Services Manager or designee and can also serve as the Reconstitution of Government position
- (23) **Residents & Resident Services Recovery Unit:** This position will be filled by the Resident Services Staff or Concierge or designee
- (24) **Ranch Property/Operations Recovery Unit:** This position will be filled by Director or Assistant Director of Property Operations
- (25) **Conservancy Recovery Unit:** This position will be filled by the Conservancy Staff
- (26) **Logistics Section Chief:** This position is filled by the General Manager of the SLPA or Resident Services Manager or designee
- (27) **Services Branch Director:** This position will be filled by the Executive Chef or Concierge or designee
- (28) **Resident Services Resources Unit Leader:** the General Manager of the SLPA or designee
- (29) **Ranch Property/Operations Resources Unit Leader:** Director or Assistant Director of Property Operations
- (30) **Conservancy Resources Unit Leader:** the Conservancy Staff

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- (31) Communications Unit Leader: Communications Director or Executive Assistant to the CSD General Manager or designee
- (32) Food/Comfort Unit Leader: Clubhouse Manager or Food and Beverage Manager or designee
- (33) Support Branch Director: Executive Chef or Concierge or designee
- (34) Residents Support Unit Leader: Resident Services Staff
- (35) Ranch Property/Operations Support Unit Leader: Property Operations Staff
- (36) Conservancy Support Unit Leader: the Conservancy Staff or designee
- (37) Human Resources Unit Leader: This position is filled by the Human Resources Director or designee
- (38) Facilities Unit: Director of Maintenance or designee
- (39) Transportation Unit Leader: Gatehouse Manager or Gatehouse Staff or designee
- (40) Supply Unit Leader: this position is filled by Purchasing / Receiving Manager or Concierge or designee
- (41) **Admin/Finance Section Chief:** This position is filled by the Chief Financial Officer or designee
- (42) Procurement Unit Leader: this position is filled by Purchasing / Receiving Manager
- (43) Compensation/Claims Unit Leader: Accounting Manager or designee
- (44) Time Unit Leader: Human Resource Manager or designee

SLP EMERGENCY ORGANIZATION
2017



Duties of the Emergency Management Team. It is the duty of the Emergency Management Team to support the Preserve's disaster activities of preparedness, protection response, recovery and mitigation, including participating in training, exercises, and disasters, orienting all employees on the EOP and personal responsibilities applicable to their position/role within the Preserve. The Emergency Management Team shall meet upon request of the Emergency Manager or, designee for purposes including EOP review and updates, incident reviews, after-action reporting, improvement planning, training, information exchange on equipment testing, procedural changes, etc.

Emergency Manager. The Emergency Manager position is included in the duties and responsibilities of the CSD General Manager unless otherwise appointed by the CSD Board. . The Emergency Manager is responsible for:

- The development and maintenance of the Emergency Operations Plan for the Preserve, in accordance with the State's Standardized Emergency Management System
- Provide a training program for Preserve staff and partner agencies as appropriate
- Serve as the Preserve EOC Director.
- Approves all Public/Resident/Staff messaging prior to dissemination. The Designated alternate to the General Manager is the COO of the Preserve Company or Director of Security, who is also responsible for day-to-day operation of emergency service response. It is the responsibility of the Emergency Manager to determine the need to proclaim the existence or threatened existence of a "local emergency" which will be considered when there exists/threatens conditions of extreme peril to the safety of persons and property within the Preserve, and to ratify the proclamation with the CSD Board of Directors within seven (7) days of proclamation. Local emergency proclamations for the Preserve may include the following steps:
 - (1) Evaluate the situation or proposed warned situation and determine if the situation will result in extreme peril to lives and property within the Preserve (isolated incident to the Preserve, or if not a sufficient impact County wide, leading the Monterey County Board of Supervisors not to proclaim a local emergency).
 - (2) Write the proclamation, the threats or actual damage to the Preserve, including to lives, property, environment protected by the Conservancy, overall impacts overwhelming the ability to be controlled with resources on hand or otherwise available, and requesting the County of Monterey to proclaim, and to request the State's declaration, and then resolved that the local emergency exists or will exist. With this format, the CSD Board of Directors can adopt the resolution and ratify the proclamation in the form of a resolution.
 - (3) Ensure the CSD Board of Directors takes action to ratify the proclamation within seven days thereafter or the proclamation shall have no further force or effect.
 - (4) Coordinate with the Emergency Manager for the Monterey County Operational Area Board of Supervisors, to request a "state of emergency" when, in the opinion of the General Manager; the locally available resources are inadequate to cope with the emergency; from the Governor of California.
 - (5) Review it every thirty (30) days and recommend extension or termination as soon as conditions warrant.

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- (6) Manage and direct the effort of the emergency organization of the Preserve for the accomplishment
- (7) Direct cooperation between and coordination of services and staff of the emergency organization of the Preserve and resolve questions of authority and responsibility that may arise between them.
- (8) Represent the Preserve in all dealings with public or private agencies on matters pertaining to emergencies as defined herein;
- (9) In the event of the proclamation of a “local or state emergency” by the Governor or the Director of the State Office of Emergency Services, or the existence of a “state of war emergency,” the Emergency Manager is empowered:
 - (a) To make and issue rules and regulations on matters reasonable related to the protection of life and property as affected by such emergency; provided, however, such rules and regulations must be confirmed at the earliest practicable time by the CSD Board of Directors;
 - (b) To obtain vital supplies, equipment, and other properties found lacking and needed for the protection of life, property and the protected environment, and to bind the Preserve for the fair value thereof and, if required immediately, to commandeer the same for public use;
 - (c) To require emergency services of any Preserve employee and, in the event of the proclamation of a “state of emergency” in which the Preserve is located or the existence of a “state of war emergency,” to command the aid of as many citizens (residents) of the community as deemed necessary in the execution of emergency duties; such persons shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered disaster service workers. Request the County of Monterey (County Clerk or Office of Emergency Services) to provide the oath of service to Disaster Service Workers for the County of Monterey;
 - (d) To requisition necessary personnel or materials of any department or agency;
 - (e) To execute all of the ordinary powers of the CSD General Manager/Emergency Manager, all of the special powers conferred upon the position by the EOP, all powers conferred upon the position by any statute, by any agreement approved by the CSD Board of Directors, and by any other lawful authority.
 - (f) The Emergency Manager shall designate the order of succession to that office, to take effect in the event that the Emergency Manager is unavailable to attend meetings and otherwise perform the position duties during an emergency. Such order of succession shall be approved by the SLCSO Board of Directors. The designated alternate, first line of success to the General Manager is COO of the Preserve Company or the Director of Security. The Security Director shall have such other powers and duties as may be assigned by the Emergency Manager including everyday direction, supervision, and administration of the Preserve’s total emergency services program.

Emergency Operations Plan (EOP). The Emergency Manager shall be responsible for the development of the EOP. The EOP delineates effective mobilization of all Preserve resources, both public and private, to meet any condition constituting a local emergency, statewide emergency, or state of war emergency; the EOP shall provide for the organization, powers and duties, services, and staff of the Emergency Organization..

Emergency Expenditures. Any expenditure made in connection with emergency activities, including mutual aid activities, shall be deemed conclusively to be for the direct protection and benefit of the persons, property and protected environment of the Preserve.

Punishment of Violations. California State Penal Code (PEN § 148) will be enacted, for any person during an emergency, whom:

- (a) Willfully obstruct, hinder, or delay any member of the emergency organization in the enforcement of any lawful rule or regulation issued pursuant to this EOP, or in the performance of any duty imposed upon him or her by virtue of this EOP.
- (b) Do any act forbidden by any lawful rule or regulation issued pursuant to this EOP, if such act is of such a nature as to give or be likely to give assistance to the enemy or to imperil the lives, property or protected environment of the Preserve, or to prevent, hinder, or delay the defense or protection thereof.
- (c) Wear, carry, or display, without authority, any means of identification specified by any recognized emergency agency within the state.

Actual enforcement is the responsibility of the Monterey County Sheriff's Department and/or District Attorney, upon a full investigation of the complaint presented to that office by the Preserve.

6. Budget, Schedules and Plan Assumptions.

- a. **Budget.** The Emergency Manager is responsible to include sufficient funding in the Preserve's annual budget to support planned activities of the Emergency Management Organization. Any expenditure made in connection with emergency activities, including mutual aid, shall be deemed conclusively to be for direct protection and benefit of the persons, property or protected environment of the Preserve. Further to this commitment, as recommendations for improvements to the emergency program are identified through after-action reviews, those validated recommendations will be considered for implementation during the current EOP period (five years) or in a subsequent plan cycle.
- b. **Schedules.** This EOP establishes a five (5) year period for implementation and use in supporting the Preserve's emergency program. During the five years period, the following activities are scheduled:
 - **Plan Review.** The EOP will be reviewed by the EOP Working Group and members of both the Emergency Management Organization and Emergency Response Team upon completion of the first year, and then every two years at a minimum. These plans reviews are scheduled by the Emergency Manager, and not as a result of an after action review/ evaluation. During plan review, names, titles, contact information and other Preserve and partner agency references should be updated.
 - **Training and Exercises.** In accordance with NIMS and SEMS, the Preserve Emergency

Manager will assess training needs for the emergency program, and will develop and implement a training and educational curriculum to support the program. The Emergency Manager or designee is responsible for arranging all required training, and other training and education as identified by evaluations of incidents and exercises. The Schedule of Training and Exercises is referenced in this EOP in Section 9-Training, Exercises, Evaluation and Improvements, and is maintained as an Appendix to this plan.

- **Mitigation Program.** In accordance with the Preserve's mitigation strategies, as opportunities for hazard reduction are specifically identified, the project will be placed in a schedule – Mitigation Action Plan Matrix, specific to the 5 year EOP period, or in a concurrent plan period. Funding for hazard mitigation programs may be sought through a variety of government grant programs, non-profit partner organizations and/or Preserve funding methods. Government and non-profit grant programs may require matching funds from the Preserve. The Mitigation Program Schedule is referenced in Section 5-Mitigation, and maintained as an Appendix to this plan.

c. Plan Assumptions. The assumptions of this EOP are as follows:

- The Preserve will continue to be vulnerable to the identified hazards and threats, as well as to others that may be identified in the future.
- Leadership and employees will continue to recognize their responsibilities to public safety, and to exercise their authority to implement and use this EOP in a timely manner when confronted with emergencies and disasters.
- In the event of a disaster, the Preserve may need to rely on services of adjacent jurisdictions, local, state and federal agencies, the private sector, non-governmental organizations (NGOs) and the public-use of volunteers in carrying out the emergency functions outlined in this plan. This Plan serves as a basis for establishing and maintaining mutual aid agreements, agreements, and contracts with agencies, organizations, businesses and individuals for critical support services necessary to address the hazards and threats.
- If implemented properly and timely, the EOP will reduce or prevent disaster-related losses.
- The EOP is part of a broader emergency planning structure for the Preserve. The emergency management structure includes the appointing authority, vision, mission, goals and objectives, management policies and procedures, applicable legislation, regulations, industry codes of practice, program budget, procurement procedures and management schedules.

- 7. EOP Working Group.** The committee for this EOP is known as the EOP Working Group (Working Group). The Chair of the Working Group is the CSD General Manager. Members include representation from the whole community including members representing the residents, business, non-governmental, fire, law, and key staff from the Emergency Management Organization and Emergency Response Team/government.

The Director of Security oversees routine day-to-day emergency matters. The Emergency Response Team is part of the review process to monitor the Preserve's readiness, which is

conducted after each major incident within the Preserve. If, during the major emergency the EOP was implemented, the EOP Working Group will also participate in the review process.

8. **Document Management and Distribution.** The EOP will be reviewed and revised as necessary, by the EOP Working Group in accordance with a Revision Schedule stated above; upon the completion of year 1, and then bi-annually, years 3 and 5. The EOP may also need revisions as identified in After Action Reviews of major incidents. Revisions made to the EOP during the 5 year period need not be approved by the governing body, as authorized in the Approval Resolution. After the fifth year, a process will begin to update the plan to incorporate new regulations, industry standards for Emergency Operations Plans, assets and resources, services providers, etc. An updated EOP should be approved by the CSD's governing body as a replacement to the outgoing EOP.

A Record of Revisions to the EOP will be maintained by the Emergency Manager, who is responsible for maintaining and distributing the document. Those agencies having assigned responsibilities under this Plan will inform the Preserve's Emergency Manager when organizational or operational changes affecting the EOP occur or are imminent.

Distribution of this document will be to the Monterey County Office of Emergency Services, agencies and organizations with assigned responsibilities within the EOP, and public records requests made to the SLCSD. **Prior to any public distribution, confidential information contained in the document, including personnel information, critical infrastructure and assets that would not otherwise put them at risk to threats or harm, will be removed.**

SECTION 1. OVERVIEW

PURPOSE. The EOP establishes policies, procedures and responsibilities of key Preserve officials, departments and partner agencies to ensure the effective management of emergencies and disasters within the Preserve. The EOP provides information on the Preserve's emergency organization, protocols for activation of the Emergency Operations Center (EOC). A disaster is defined as any event, whether by natural, technical, or human cause that may results in significant harm or damage, to a population or community.

SCOPE. The EOP addresses the entire spectrum of contingencies ranging from relatively minor incidents to large scale disasters. All Preserve Departments must be prepared to promptly and effectively respond to any foreseeable emergency. The EOP applies to all elements of the Preserve during all phases of emergency management.

STRATEGIC GOALS. The Santa Lucia Preserve has a responsibility to the community to respond to disasters and emergencies within its jurisdiction in order to accomplish the following:

- Save lives
- Protect the public's health, safety, and well-being
- Protect property and minimize damage to infrastructure and assets
- Protect the environment and protected lands
- Maintain essential communications within the Preserve and surrounding community

Santa Lucia Preserve

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- Provide for business continuity
- Maintain and Restore basic services

PRIORITIES. The following are the Preserve’s operational priorities governing resource allocation and response strategy during a disaster incident.

1. Life Safety – the preservation of life is the top priority of the emergency management and first responders, and takes precedence over all other considerations.
2. Reduce Suffering – beyond the simple preservation of life, all possible efforts must be made to reduce suffering by treating injuries and providing for basic human needs, including food, water, shelter, healthcare, sanitation and security – during and after a major incident or disaster.
3. Protecting Property – all possible efforts must be made to protect property during and after a major incident or disaster.
4. Protecting the Environment and the protected lands and species– the Preserve will make all responsible and reasonable efforts to protect the environment, protected lands and species from damage before, during and after a major incident or disaster.
5. Restoring Basic Services – power, water, sanitation, communications, transportation routes, security and other basic services must be restored as quickly as possible to enable the whole community to resume their normal patterns of life.
6. Ensuring Timely Community and Economic Resiliency – Emergency management and recovery planners will work with the whole community affected by the major incident or disaster to facilitate a speedy recovery. Every effort must be made to ensure that recovery operations are conducted fairly, equitably and inclusively.

PLANNING PROCESS.

This Plan is built around key planning essentials contained in the National Planning System. The Plan identifies and addresses the five (5) mission areas, from prevention through recovery, and includes participation in all 5 areas from the *Whole Community*, which is part of the National Planning System. The components included in NIMS that are vital to emergency planning at the local level; resource coordination, public information and training & exercises, are also included.



Figure 1.1 Emergency Planning Essentials

During a major emergency incident or disaster, the Preserve's Emergency Management Organization organizes, manages and executes emergency actions necessary to save lives, protect property and the environment and protected lands. To respond effectively to all types of emergencies, the Preserve maintains the Emergency Operations Plan (EOP) on behalf of the whole community. The EOP describes the Preserve's emergency organization; its roles, responsibilities, and authorities; and the actions taken during an emergency. The EOP highlights how emergency management resolves problems internally and also highlights how the Preserve integrates and coordinates with other agencies and non-governmental responders during emergencies.

In order to be fully effective during the response phase, it is necessary to identify actions and capabilities necessary to support an effective response, from within the whole community and partner agencies, across all five mission areas: Prevention/Preparedness, Protection, Mitigation, Response and Recovery. In order to meet the specific capabilities identified to be effective in response, it requires the identification of the resources needed for the specific capability. An overview of each mission area and example of the Preserve's capabilities are below:

PREVENTION/PREPAREDNESS

Preventative measures taken by the whole community include activities intended to avoid or mitigate an incident. Prevention applies either human caused or naturally occurring incidents. Detailed information on these activities is located in Section 3. PREVENTION/PREPAREDNESS in this EOP.

Examples of prevention activities include:

- Enhanced inspection and maintenance of properties, notification systems, critical equipment and networks
- Enhanced inspection and maintenance of emergency response equipment, including that of seldom used assets
- Enforcement of life safety codes and regulations
- Implementation of Hazard Mitigation projects

Preparedness involves the whole community and includes all activities that are undertaken in advance of a disaster, to ensure that preparedness for operational capabilities and effective responses by each sector of the community is achieved. These activities include:

- Developing hazard analyses
- Procuring and maintaining emergency supplies, tools and support items necessary to provide and sustain capabilities and self-reliance
- Developing and maintaining maps, emergency plans and procedures
- Maintenance of vital signage and transportation routes
- Conducting training, drills and exercises
- Developing agreements with partner agencies/organizations for automatic aid, mutual aid and memorandums of understanding to include response/services during a disaster

PROTECTION

The goal of protection activities is the protection of residents, visitors, and critical assets against the greatest threats and hazards. All sectors within the community have an important role and responsibility in maintaining a safe and secure environment. Detailed information on these activities is located in Section 4. PROTECTION in this EOP. Activities include:

- Intelligence and information sharing (“See something, say something”)
- Deterrence measures
- Physical protection measures
- Surveillance and security operations
- Investigations and interviews
- Cyber-Security

MITIGATION

Mitigation involves those actions taken to reduce loss of life, property and to reduce incident threat to the environs and protected lands. Disaster threat can be mitigated by incorporating learnings from previous incidents to correct any identified deficiency. Detailed information on these activities is located in Section 5. MITIGATION in this EOP. Mitigation activities occur before and after disasters, and these activities include:

- Amendments to land use zoning, building/fire/law enforcement codes
- Construction and engineering/retrofits
- Hazard abatements
- Improved equipment and communications systems
- Enhanced public information and awareness on the specific local hazards and preparedness efforts to respond and recover from those risks

RESPONSE

Responding quickly and effectively with the appropriate capabilities to carry out actions that save lives, reduce injuries, protect property and the environment and protected lands and species.

Response involves three distinct phases that may all occur simultaneously, or apart, and include:

- Increased readiness
- Initial response, and
- Extended response

More details specific to the roles and responsibilities of the Preserve’s whole community involvement in Response, is located in Section 6. RESPONSE in this EOP.

Increased readiness activities are carried out when there is advanced notice of a pending event affecting the Preserve, such as an approaching wildfire or a weather related advisory, watch or warning expected to cause damage. Increased readiness activities include, but are not limited to:

- Receipt of a special weather or weather related condition advisory, warning or watch from the National Weather Service
- Weather conditions conducive to large scale fires, such as the combination of extreme heat, strong winds and low humidity
- An Emergency Communications Center (9-1-1) notification of a neighboring hazardous materials release
- Law Enforcement intelligence or notification from (9-1-1) with information or circumstances indicating the potential for acts of violence, terrorism or civil disturbance

Activities for increased readiness include:

- Warning at risk populations

- Briefing key officials, departments, applicable agency/organization partners and all Preserve staff
- Pre-positioning critical response resources
- Conducting precautionary evacuations of persons, animals and valuables
- Increasing surveillance and security
- Inspecting and preparing critical facilities and environmental assets
- Participating in briefings to validate information, coordinate resources and provide situational awareness within the Operational Area, state and federal response agencies.

Initial Response activities within the Preserve are primarily performed in the field, with emphasis placed on saving lives and minimizing the effects of the emergency or disaster. Initial response activities include, but are not limited to:

- Disseminating warnings, emergency public information with instructions to the community
- Conducting emergency evacuations
- Search and rescue operations
- Treating the injured
- Assessing needs for mutual aid resources
- Putting out/confining fires
- Conducting initial damage assessments and restricting access to areas of danger
- Caring for displaced persons and pets
- Making necessary notifications including the Monterey County Operational Area
- Proclaiming a local emergency within the Preserve

Extended Response planning begins either as part of the increased readiness phase when advanced warning is provided, or if the extent of the emergency or disaster initial response determines that a prolonged response is anticipated. As the local situation is updated and objectives are established for initial responders and emergency management, requests for assistance will be made for additional resource needs. The Emergency Manager coordinates the field and emergency management situation, efforts and resource needs from the EOC, and with the Monterey County Operational Area EOC. The Preserve's extended response activities are conducted both in the field and in the Preserve's EOC.

Examples of extended response activities include

- Preparing detailed damage assessments
- Developing and implementing Incident Action Plans (IAPs) for operational periods
- Protecting, controlling and allocating vital resources to the Preserve community (Community Point Of Distribution or C-POD) and/or Local Assistance Center (LAC)
- Procuring resources to sustain operations
- Coordinating with Monterey County Emergency Operations Command (MOCO EOC)
- Disseminating emergency public information – coordinated with the Monterey County Operational Area
- Prioritizing resource allocation
- Restore vital utility and road services
- Conduct advanced planning for transition to recovery operations
- Resource tracking and documentation of expenditures

RECOVERY

As the immediate threat to life, property and the environment subsides, the restoration and rebuilding of the Preserve will take priority through recovery activities. Recovery planning actually starts immediately, through advanced planning activities focused on restoring the Preserve to normal, (albeit a new normal in some cases). Post-disaster recovery efforts are a shared responsibility of the Preserve's whole community, along with Preserve government. The Preserve will develop a Disaster Recovery Plan which recognizes and addresses the following elements:

- Assessment of the extent and severity of damages to homes, businesses, public properties and critical infrastructure
- Restoration of services generally available in the community
- Private, local, state and federal assistance for repair of damaged homes, businesses and public properties
- Recovery of vital records
- Professional counseling when the sudden changes resulting from the disaster result in mental anguish and inability to cope

The Preserve's Recovery Plan will address both short-term and long-term recovery efforts. The Preserve will help individuals and families recover by ensuring that services are available, and by seeking additional resources to meet the community's needs during transition. The Preserve Recovery Plan Planning Template will be attached to the EOP. More details relating to the role and responsibilities of the Preserve community's Recovery operations is located in Section 7. RECOVERY in Annex D. Santa Lucia Preserve Recovery Plan of the complete EOP. Examples of recovery activities include:

- Restoration of all utilities
- Restoration of critical infrastructure including facilities, transportation routes, networks and systems
- Repairing or rebuilding structures that are yellow or red-tagged
- Relocating displaced residents and activities back within the Preserve
- Conduct hazard mitigation analysis
- Apply for state and federal assistance programs
- Determine and recover costs associated with response and recovery specifically assist with insurance claims documentation
- Provide ongoing and continual status reports to the community at large on recovery efforts

WHOLE COMMUNITY

A whole community approach to emergency planning attempts to engage the capacity of the private sector and non-profit sectors, including businesses and organizations, along with the community's general public, including individuals, families and neighborhoods and people with disabilities. The benefits to this approach include, but are not limited to:

- Shared understanding of community needs and capabilities
- Greater empowerment and integration of resources from across the community
- Stronger social infrastructure
- Opportunities to use volunteer resources
- Establishment of relationships that facilitate more effective prevention/preparedness, protection, mitigation, response and recovery activities

Santa Lucia Preserve

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- Increased individual and collective state of preparedness
- Greater resiliency at the community level

With jurisdiction within the Preserve community, the following sectors of the nationally recognized whole community inclusion are, but not limited to:

- Individuals, families and neighborhoods
- Private Businesses and business interests - those of residents and owners
- Non-governmental – not for profit organizations - Big Sur Land Trust, Santa Lucia Conservancy
- Governments - Santa Lucia CSD, Monterey County Regional Fire District, Monterey County Sheriff, Cal Fire, Monterey County Office of Emergency Services, Monterey County Health Department (Public, Environmental and Emergency Medical Divisions), Monterey County Emergency Communications Department (911), Monterey County Resource Management Agency (Planning, Building and Public Works Departments).

It is to be noted that within the Preserve, there are no faith based organizations, no schools, or other distinct groups as identified by the National Whole Community Plan.

Contiguous with the Preserve are neighbors that include, but are not limited to:

- Quail Meadows Homeowners Association
- Carmel Valley Athletic Club
- Quail Lodge Homeowners Association
- Quail Lodge Resort and Golf Club
- White Rock Club
- Rancho San Clemente
- Monterey Peninsula Regional Parks District
- U.S. Forest Service
- CA State Department of Fish & Wildlife

EMERGENCY FUNCTIONS

Emergency functions are focused areas of response capabilities and consist of 16 discipline areas, to provide disaster-related services needed to help the Preserve meet their emergency management goals. Emergency functions are designed to bring together discipline specific stakeholders from within the whole community and partner agencies and organizations to operate within the five mission areas, with a focus on providing emergency response capabilities in a time of need. With whole community involvement, there is an enhanced capacity of each function through a collective combined knowledge, talent, resources and assets. The emergency functions identified by the Preserve are consistent with those outlined in the State of California Emergency Plan and Emergency Functions document, updated in April 2016. For more information on emergency functions, refer to Reference D, State of California Emergency Plan and Emergency Functions, in the complete EOP.

The Emergency Functions are as follows:

1. Transportation
2. Communications
3. Construction & Engineering
4. Fire & Rescue

5. Emergency Management
6. Care & Shelter
7. Resources
8. Public Health & Medical
9. Hazardous Materials
10. Animals/agriculture
11. Utilities
12. Law Enforcement
13. Recovery
14. Public Information
15. Volunteer and Donations Management
16. Cyber Security

SEMS AND NIMS - RESPONSIBILITIES OF SANTA LUCIA PRESERVE

The Preserve complies with both State and Federal guidance to use SEMS and NIMS throughout all 5 mission areas (prevention/preparedness through recovery). SEMS and NIMS are described below:

SEMS. SEMS is used to manage multi-agency and multi-jurisdictional responses to emergencies in California. SEMS consists of five (5) hierarchical levels; Field, Local (SLP), Operational Area, Region and State. SEMS incorporates the principles of the ICS, the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA), existing discipline-specific mutual aid agreements, the operational area concept, and multi-agency or interagency coordination and communication. Under SEMS, preparedness, protection, responds and recovery activities are managed at the lowest possible organizational level.

- **FIELD.** The field level is where emergency response personnel and resources, under the command of responsible incident commands/unified command, carry out tactical decisions and activities in direct response to an incident or threat. The field has available to it all resources within their jurisdiction, including mutual aid agreements and contractual agreements that are in place, and must exhaust these resources before requesting resources from the operational area.
- **LOCAL GOVERNMENT.** The local government level includes cities, counties and special/community services districts. Local Governments manage and coordinate the overall emergency preparedness, protection, response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their EOC is activated or a local emergency is declared or proclaimed to be eligible for State reimbursement of response-related costs. The Santa Lucia CSD is a local government.
- **OPERATIONAL AREA.** The operational area is an intermediate level of the State's emergency management organization; the operational area encompasses a county's boundaries and all political subdivisions within that county, including cities and special/community service districts. The operational area facilitates and/or coordinates information, resources and decisions regarding priorities among local governments within the operational area, which becomes a critical function when multiple jurisdictions are affected by a disaster. The operational area serves as the coordination and communication link between the local government level and the region level. When a local government exhausts its resources, they will request resources from the operational area. When the operational area has exhausted

all resources and agreements for resources within their boundaries, they will make resource requests from the State OES Region in which they are situated. The County of Monterey serves as the Operational Area for the Santa Lucia Preserve.

- **REGION.** The regional level manages and coordinates information and resources among operational areas within the mutual aid region, and also between the operational area level and the State level. The region level also coordinates overall State agency support for emergency response activities within the region. When an operational area exhausts their resources they will make requests to their region, and this becomes critical when multiple operational areas are affected by a disaster within a region. California is divided into three Cal OES administrative regions: Inland, Coaster and Southern. The region level operations out of a Regional EOC (REOC). Monterey County is located in the Coastal Regional and there are sixteen (16) operational areas (counties) within this region. The REOC concept can be managed within a state controlled facility, can co-locate within an operational area EOC or virtually, using the State's web based tool, Cal EOC (WebEOC).
- **STATE.** The state level is managed by the California Office of Emergency Services (CalOES). The State level of SEMS prioritizes tasks, coordinates state resources in response to requests from the region level, and coordinates mutual aid among the mutual aid regions and between the region level and State level. The State level also serves as the coordination and communication link between the State level and the Federal emergency response system. The State level requests assistance from other State governments through the Emergency Management Assistance Compact and similar interstate compacts and agreements, and coordinates with FEMA when Federal assistance is requested. The State level operates out of the State Operations Center (SOC). The SOC for the northern portion of California including the Coastal Region is located in Mather, CA.

NIMS. Homeland Security Presidential Directive-5 (HSPD-5) (2005) directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS) comprised of the following components:

- Command and Management, including ICS
- Communications and Information Management
- Preparedness (the National Preparedness Goal and National Planning System)
- Resource Management
- Joint Information System (JIS)
- NIMS management and maintenance

NIMS provides a comprehensive approach to emergency management for all hazards. NIMS integrates existing best practices into a consistent, nationwide approach to domestic emergency management applicable to all jurisdictional levels (public and private) and across functional disciplines. NIMS incorporates ICS, a standardized on-scene emergency management concept designed to provide an integrated organizational structure for single or multiple emergencies, and to enable emergency response across jurisdictional boundaries. ICS is based on a flexible, scalable response organization. This organization provides a common framework within which people can work together effectively and efficiently in establishing standard response and operational procedures. In addition to on-scene response, ICS is also an effective tool used for planning and preparing for any activity, as well as in the day to day protection of a community and recovery of a community. The five (5) functional areas include:

- Command/Management
- Operations
- Planning/Intelligence
- Logistics (resources), and
- Administration/Finance

Organizing a working group to accomplish any task will benefit from using the ICS organizational structure and principles.

RELATIONSHIP TO SEMS and NIMS

The Santa Lucia Preserve is located within the Monterey County Operational Area. Under SEMS and NIMS, the Santa Lucia CSD has responsibilities at two (2) levels; the field response and local government emergency management. At these two levels, the Santa Lucia CSD is responsible for emergency response and coordination within its local government boundary, as well as with the Operational Area. The California Emergency Services Act requires local jurisdictions to manage and coordinate these efforts under SEMS and NIMS. The Santa Lucia CSD is responsible for utilizing the ICS management system to standardize its response within the operational area, region, State, and Federal levels. The use of ICS ensures that all jurisdictions follow similar processes and coordination. The Preserve's EOC is the central location for gathering, processing and disseminating information, and coordinating overall emergency operations for the Preserve. To that end, the Santa Lucia CSD is also responsible under SEMS and NIMS to provide and share information as part of the operational area's Common Operating Picture (COP), for effective coordination of resource management and public information through the operational area, thus the region and State levels. In an effort to create and maintain an up to date COP, the State, region and Monterey County operational area use WebEOC as the internet based tool for information sharing, resource requesting and tracking, and other situational awareness information. All local jurisdictions within Monterey County operational area are provided access to WebEOC. WebEOC replaced RIMS (Resource Information Management System) at the state level in 2013. While the State, Coastal Region and Monterey County operational area are using WebEOC, the tool is still a work-in-progress, being upgraded and refined regularly. The Santa Lucia CSD is in the process of implementing WebEOC as their method to share information with the Monterey County operational area. More information regarding the use of WebEOC between the Preserve and operational area is located in Annex F. EMERGENCY COORDINATION WITH MONTEREY COUNTY OES AND CALOES-WEBEOC in this EOP.

Santa Lucia Preserve

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SECTION 2. HAZARD IDENTIFICATION, RISK ASSESSMENT & IMPACT ANALYSIS

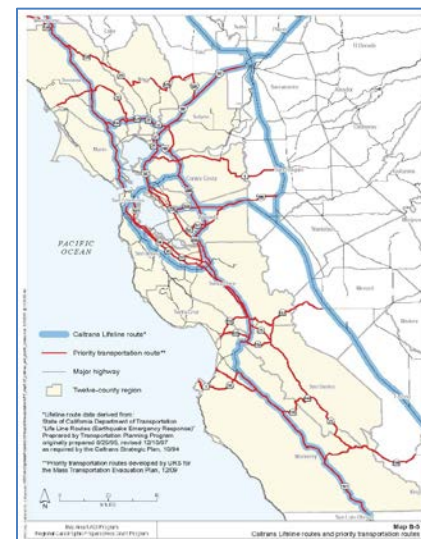
Hazard and Risk Analysis/Site Vulnerability

The Santa Lucia Preserve recognizes that the emergency Planning Process must address each hazard that threatens the Preserve community. The Preserve is vulnerable to several categories of hazards: natural, technological and human caused hazards. The Preserve's Emergency Operations Plan identifies possible hazards, makes risk assessments, analyze impacts and prioritize and recommend appropriate mitigation activities. The Santa Lucia Preserve's Local Hazard Mitigation Plan is included in the 2016 Monterey County Multi-Jurisdictional Hazard Mitigation Plan and is located in Appendix B of this EOP.

Santa Lucia Preserve Profile

- The Santa Lucia Preserve is located two miles inland of the western coast of California, unincorporated area of Carmel/Carmel Valley, in Monterey County on the Monterey Peninsula.
- The Santa Lucia Preserve covers 20,000 acres of rural urban interface lands.
- The Santa Lucia Preserve includes the Preserve Golf Club, the Ranch Club, the Santa Lucia Preserve Association, CSD and the Santa Lucia Conservancy.
- As of 2016, the population of the Preserve is approximately 400 people and includes both residents and employees.
- The Preserve is a gated and secure community that can be accessed by a private road (Rancho San Carlos Road), partially shared with other neighborhoods and businesses, and a County road (Robinson Canyon Road) shared with other neighborhoods, communities and businesses.
- The San Andreas Fault runs through the County of Monterey and the San Gregorio Fault runs directly off shore of the Monterey County coastline. These earthquake faults are capable of causing damage to infrastructure and putting the population at risk to death, injury and/or displacement. The Hayward Fault is estimated to produce minimal damage in Monterey County.
- The Preserve is also susceptible to a variety of other natural emergencies, including severe weather, flooding, land/debris slides, wildfires, climate change and drought.
- The Preserve is susceptible to human caused emergencies caused by or resulting in civil unrest, hazardous materials spills and releases, energy shortages, weapons of mass destruction/mass casualty incidents.

Refer to the Hazard Mitigation Plan for detailed Risk Analysis and Site Vulnerability¹



1. Refer to Annex B of this EOP for the Hazard Mitigation Plan, January 2016

2007-2013 RCPGP Catastrophic Earthquake Planning

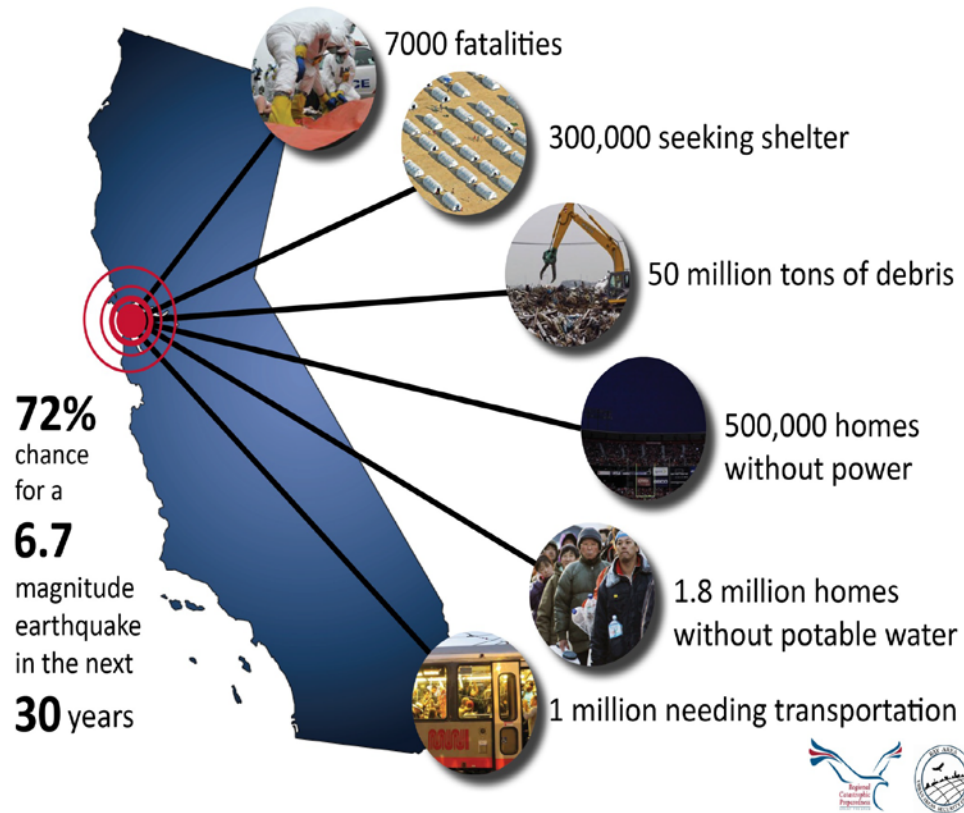


Figure 2-2 RCPGP Catastrophic Earthquake Planning 2009

The matrix below shows both the likelihood of occurrence and the estimates of low, moderate, or high severity for each hazard. These estimates are based on the potential for the detrimental impacts of the hazards on:

- Health and safety of persons in the area at the time (injury or death), including first responders
- Continuity of operations
- Damage to property, facilities and infrastructure
- Delivery of services
- The environment
- Economic and financial conditions

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Table 2-1 Santa Lucia Preserve Risk and Vulnerability Assessment

Risk Overview	Risk Level	Vulnerability	Description or Comment
Earthquake	High	High	United States Geological Survey predicts 97% probability of 6.7 or greater in the next 30 years (2014 study for the SF Bay Area)
Severe Weather/ Wind storm	High	High	Severe weather includes wind, rain and extreme temperature events, triggering disruptions to the community
Flooding	Low	Low	Seasonal and dependent on amount, duration and location of rainfall
Landslides/debris	Medium	High	Usually isolated, can be caused several ways, wet and dry conditions
Wildfires	High	High	Wildfire season is year round
Climate Change/extreme weather affects	High	High	Climate change includes subtle impacts to the environment that exacerbates all natural hazards
Drought	High	High	Exacerbates many natural hazards

Natural Hazards	Technological Hazards	Human-Caused Hazards
Earthquake Wildfire Flooding Severe Weather Land/Debris slide Climate Change Drought	Hazardous Material Spill/ Release Airplane Crash Power Outage IT Technology Failure Supply-Chain Failure Communication Outage	Terrorism-Acts of Violence Labor Strike Sabotage Contractor Dispute Regulatory Action Civil Disobedience Cyber Threats Public Health Emergencies

Table 2-2 Santa Lucia Preserve Hazard Identification

Hazard Specific Organizational Roles and Responsibilities

Santa Lucia Preserve departments have specific responsibilities and related activities/actions assigned to them for each identified hazard and threat. Each department is responsible for ensuring coordination with the other departments. Each department will be responsible for identifying key departmental personnel with backups and alternates for each position. These details are covered in this EOP in Section 6 RESPONSE.

SECTION 3. PREVENTION/PREPAREDNESS

Disasters may happen, but how they affect us depends on how well we are prepared to survive and recover. Taking steps to be safe, strengthening the bond within our community, pushing for safe codes and regulations, and preparing emergency kits and plans, are just some of the ways our resilience can increase – as an individual, family, business, organization, agency or as a community. Prevention and preparedness are vital actions that are inherent to resiliency.

Prevention-to avoid, prevent or stop an imminent, threatened or actual emergency or disaster event.

Preparedness-a state of readiness to respond to a disaster, and rapidly improve or diminish the impacts or effects of the disaster event, and perpetuate to a state of resiliency, as a person, family or community.

Prevention and Preparedness = Readiness

Readiness is the ability of the Santa Lucia Preserve to respond to a disaster. The Preserve participates in the full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazard/threat environment. Readiness activities are divided into two key areas:

- **Organization** readiness and preparedness
- **Staff** readiness and preparedness

ORGANIZATIONAL READINESS AND PREPAREDNESS

Components of the Preserve’s organizational prevention and preparedness program include the following:

- ✓ Alert and Warning System for key officials and employees
- ✓ Alert and Warning System for Residents and external partners
- ✓ Organizational Go-Kits
- ✓ Continuity of Government (COG)
- ✓ EOP Review, Revision and Update process, and EOC readiness
- ✓ Community Education and Outreach

Alerts, Warning Notifications of Key Officials and Employees

The Preserve’s preparedness efforts incorporate hazard/threat warning systems, which includes One Call Now (OCN) and encourages the community to sign up for the Monterey County mass notification system, ALERT Monterey County (ALERT MC). These systems can be used to alert, warn and inform both internal and external customers of the Preserve. The Preserve maintains an emergency notification plan and system for employees to make emergency notifications, including residents and members on the property.

The Preserve’s Emergency Manager is responsible for developing and maintaining emergency alert lists. For the purposes of the EOP, the ALERT system can be used to alert key personnel, and all employees of an EOP/EOC activation to inform employees of their role and needs to carryout emergency functions. Each Department is responsible to maintain their employee list up to date and

to provide updated contact information to HR. The CSD General Manager, along with the Director of Security has overall responsibility for coordinating the Preserve's response to each identified hazard and threat. Departmental responsibilities are outlined in the Preserve's Resource Assignments Matrix, located in Section 6. RESPONSE portion of the EOP.

The Director of Security, General Manager and Executive Assistant to the General Manager have administrative access to the One Call Now system. All Preserve officials, department heads and employees will be maintained in the system by Department, and other pre-defined alert groups such as the Emergency Management Team and Emergency Response Team, with up-to-date emergency contact information.

Alert and Warning for External Customers

For notifying external customers, either One Call Now or the ALERT MC system can be used to alert and inform residents about the emergency situation and actions to take, as well as service disruptions and availability of emergency functions. For external customers, the ability to alert, warn and inform the residents of the Preserve is in the control of the CSD General Manager and Executive Assistant to the General Manager, the Monterey County Office of Emergency Services and Monterey County Emergency Communications Department (9-1-1). This Alert and Notification process can be used to target the Preserve at large, or targeted to address very specific audiences.

The Monterey County Regional Fire District, Monterey County Sheriff's Office and the Monterey County Health Officer are responsible for preparing messages for mass distribution to specific audiences to alert, warn and instruct specific audiences at risk, and the Office of Emergency Services or Emergency Communications Department actually administer the messaging process using the ALERT MC system. Close coordination between the Monterey County Office of Emergency Services and the Preserve is necessary to ensure consistency of messaging and to eliminate duplication of messaging within the Preserve. When the County launches emergency message on behalf of the Sheriff, Fire District or Health Officer, it is necessary for the Preserve General Manager to have a liaison working with MOCO EOC, regarding the situation and message language, so the Preserve is in a position to answer questions of their residents, as well as to prepare the Preserve's Emergency Management Organization and Emergency Response Team to address the situation at hand.

Monterey County provides an on-going outreach effort to the County's whole community sectors to register in ALERT MC and to include all of their communications methods when registering, to ensure success of the mass notification system to reach intended audiences. To that end, the Santa Lucia Preserve makes every effort to ensure the Preserve's whole community is also registered in ALERT MC.

In addition to Alert MC, the Preserve manages a mass notification system to communicate within the Preserve's whole community. The system, One Call Now (OCN) is under the responsibility of the CSD General Manager. The Preserve's Executive Assistant to the General Manager launches messages approved by the General Manager for purposes of alerting, warning and informing key officials, residents, property owners, members and employees of important situations, and to provide important updates of ongoing emergency situations.

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In cooperation with the whole community principles, the Preserve will also provide vital situational information occurring on or affecting the Preserve, to representatives of their neighboring communities, businesses, non-profit organizations and response agencies. These representatives are then responsible to message their constituents as appropriate. In return, if there is an emergency situation initiated within a neighboring community, the Preserve's General Manager will be notified of the situation. Depending on the threat to the Preserve, the General Manager can message the appropriate Preserve audiences.

Organizational Go-Kits

The members of the Preserve's Emergency Management Organization will create and maintain Organizational Go-Kits. Emergency personnel are responsible for either bringing their kit to the EOC or Alternate EOC facility or pre-positioning the kits at the EOC facility. A typical Go-Kit should contain those items listed in the table below. The Preserve will implement the following procedures to maintain currency of the Organizational Go-Kits:

- Emergency personnel will be asked to bring organizational go-kits of the list of contents to scheduled exercises
- Preserve HR will provide semi- annual reminders to check and update organizational go-kits – to coincide with "Change your Clock" dates

Table 3-1 Organizational Go-Kit Contents

SAMPLE: Organizational Go-Kit	
Identification and charge cards <ul style="list-style-type: none"> <input type="checkbox"/> Organization identification card <input type="checkbox"/> Transportation Pass <input type="checkbox"/> Drivers license <input type="checkbox"/> Organization travel card <input type="checkbox"/> Health insurance card <input type="checkbox"/> Personal charge card Communication equipment <ul style="list-style-type: none"> <input type="checkbox"/> Pager <input type="checkbox"/> Work cell phone <input type="checkbox"/> Personal cell phone <input type="checkbox"/> Laptop Computer <input type="checkbox"/> Radio Hand-Carried Vital Records, data bases Emergency Operations Plan Security Clearance/City ID/Badge Directions to Alternate EOC facility	Business and personal contact numbers <ul style="list-style-type: none"> <input type="checkbox"/> Emergency phone numbers and addresses Business associates, Rapid Recall Lists, and relatives, medical doctor, pharmacist, etc. Toiletries Bottled water and non-perishable food (i.e. granola, dried fruit, etc.) Medical needs <ul style="list-style-type: none"> <input type="checkbox"/> Insurance information <input type="checkbox"/> List of allergies/blood type <input type="checkbox"/> Hearing aids and extra batteries <input type="checkbox"/> Glasses and contact lenses <input type="checkbox"/> Extra pair of eyeglasses/contact lenses <input type="checkbox"/> Prescription drugs (30-day supply) <input type="checkbox"/> Over-the-counter medications

Access Card/Keys

Comfortable shoes, leisure clothing

Accessibility equipment

Safety Gear, flashlight

GETS Card

Chargers/extra batteries for phone, laptop

Continuity of Government

The Santa Lucia Preserve has operations that must be performed, or rapidly and efficiently resumed, in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency on the Preserve's people, facilities and mission. To that end, the Preserve has prepared a Continuity of Government (COG) Plan.

This COG Plan establishes policy and guidance to ensure the execution of essential functions for the Preserve in the event that an emergency at the organization's facilities or within its jurisdiction threatens or incapacitates operations, and/or key employees are not available to perform their essential responsibilities.

***Continuity of Government (COG)** is an essential function of emergency management, and is vital during an emergency/disaster situation. COG is defined as the preservation, maintenance or reconstitution of the civil government's ability to carry out its constitutional and essential responsibilities. COG planning is embedded within the EOP and includes, "Lines of Succession" and "Delegation of Authority" elements.*

**Figure 3-1 Continuity of Government
Definition**

COG Planning is a critical business practice of business, and is part of the fundamental mission of the Santa Lucia Preserve. The Preserve's Continuity of Government Plan is a separate stand-alone plan, and is included in this EOP as Appendix C. The Orders of Succession are embodied in this section, as a portion of the Preserve's readiness and preparedness planning.

***Orders of Succession** Provide for the orderly and pre-defined assumption of senior organization offices in the event that any officials are unavailable to execute their duties*

Continuity of Government planning ensures the continuation of both emergency and essential functions of government, through a wide range of emergencies and disasters. Continuity of Government (COG) is in place ensuring that the Preserve maintains the authority to initiate and implement both emergency and administrative powers during an emergency event when the COG Plan is activated. The COG components are the essential elements of Lines of Succession, and Delegation of Authority.

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Each key position, whether elected or appointed has predefined lines of succession delineated along with the necessary delegations of authorities for each specified function to be carried out. Orders of succession allow for a transition of leadership when incumbents are unavailable during a COG event.

Figure 3-2 Orders of Succession Definition

In the event that executive leadership, senior management or senior technical personnel are unavailable during an emergency, the Preserve has developed a set of procedures to govern both orders of succession and delegations of authority.

These sets of procedures ensure that there is adequate coverage when individuals are rendered unable to perform their duties and provides measures that allow replacements to be readily made to fill vacancies, thereby fulfilling the requirements of Continuity of Government [COG] provisions.

Key Executive	1 st Successor	2 nd Successor	3 rd Successor
Board President	Board Vice President	First available Board Member	Board Secretary
CSD General Manager	Preserve C.O.O.	Director of Security	Executive Assistant to the General Manager
Director of Security	CSD General Manager	Senior Security Staff	Gatehouse Manager
Director of Property Operations	Assistant Director of Property Operations	Head Mechanic	Assistant Mechanic
Water Systems Manager	Water Systems Assistant Manager	Waste Water Supervisor	SCADA Technician
Chief Operating Officer	CSD General Manager	Chief Financial Officer	General Manager of SLPA
Chief Financial Officer	Accounting Manager	Assistant Accounting Manager	Accounting Staff
Head Golf Professional	Grounds & Greens Manager	Assistant Golf Professional	Grounds & Greens Assistant Manager
Conservancy Executive Director	Wildlife Biologist	Land Stewardship Manager	Conservation Grazing Manager

Table 3-2 Santa Lucia Preserve Orders of Succession

This COG Plan provides the framework, within Preserve governance, leadership and management structure, necessary to support and guide departments with continuity operations. The Santa Lucia Preserve's Continuity of Government Plan outlines roles, responsibilities of key officials, and delegations of authority that are in place to support orders of succession.

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EOP Review, Revisions & Updates and EOC facility Readiness

The section describes the process that the Preserve will follow to maintain the currency of the EOP, and the readiness of the EOC and Alternate EOC for the Preserve. The General Manager's Office will be the lead in this process as Emergency Manager, and as the Chair of the EOP Working Group will coordinate with all members to ensure the Preserve's EOP, emergency facilities and equipment are maintained and up to date. The Preserve has identified primary and alternate locations for the Emergency Operations Center as follows:

PRIMARY EOC LOCATION	
<i>Location Name</i>	Santa Lucia Preserve Administration – Building A
<i>Address</i>	121 Rancho San Carlos Road, Carmel, CA 93923
<i>Type of Site (Hot, Warm, Cold)</i>	Hot Site-generator, landlines, IT/internet, radios,
<i>Contact person</i>	Forrest Arthur
<i>Phone</i>	(831) 620-6791 (831) 229-1125
SECOND EOC LOCATION	
<i>Location name</i>	Santa Lucia Preserve Gate House
<i>Address</i>	1 Rancho San Carlos Road, Carmel, CA
<i>Type of Site (Hot, Warm, Cold)</i>	Warm – equipment and supplies are needed Hot Site-generator, landlines, IT/internet, radios,
<i>Contact person</i>	Rich Speciale, Derrick Satchell
<i>Phone</i>	(831) 620-6752 (831) 917-2095 or 620-6750

Table 3-1 Santa Lucia EOC Facilities

SANTA LUCIA PRESERVE EOP AND EOC READINESS TABLE

Activity	Tasks	Frequency	Date Required	Date Completed
Orient new appointed officials, management and emergency staff	1. Brief personnel on the EOP 2. Brief each person on his/her responsibilities under EOP	Within 30 days of appointment		
Train new employees	1. Provide orientation and training class 2. Schedule participation in all training and exercise events	Within 30 days of appointment		

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Update rosters of all positions	Confirm/update information on rostered members, groups and teams in the EOP	Quarterly		
Update Rapid Recall lists with rosters of all EOP groups	<ol style="list-style-type: none"> 1. Update Alert/Notification call-out groups in systems 2. Update phone trees 3. Update email lists 			
Maintain EOC and Alternate EOC readiness and Organizational Go-kits	<ol style="list-style-type: none"> 1. Check all systems 2. Verify Access Codes 3. Cycle supplies as needed 4. Maintain security clearances 	Quarterly Semi-annually		
Plan Update and Approval	<ol style="list-style-type: none"> 1. Review entire plan 2. Incorporate lessons learned and changes 3. Manage distribution of updates 	(5 year cycle) Annual, then semi-annually		
Maintain and Update Orders of Succession	<ol style="list-style-type: none"> 1. Update changes made to key positions 2. Update delegations of authority 	As needed		
Maintain and Update Checklists	<ol style="list-style-type: none"> 1. Update and revise checklists throughout the Plan 2. Include in annual review 	As needed/annually		
Review and Update supporting MOUs, MOAs and Contracts	<ol style="list-style-type: none"> 1. Review for currency 2. Obtain signatures 	Annually		
Appoint new EOP Working Group members	<ol style="list-style-type: none"> 1. Qualifications determined by Chairperson 2. Issue appointment letter and schedule orientation 	As needed		

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Monitor/maintain emergency communications equipment	1. Train users and provide technical assistance 2. Monitor back-up power	On-going		
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Table 3-2 Santa Lucia Preserve EOP and EOC Readiness Table

STAFF READINESS AND PREPAREDNESS

The Santa Lucia Preserve provides an emergency preparedness program for all employees, and takes measures to ensure the preparedness and readiness of its emergency organization personnel.

Components of staff preparedness and readiness include:

- ✓ Human Resources (HR) policies and procedures to maintain and use emergency organization personnel
- ✓ Staff Accountability Officer appointment and duties
- ✓ Emergency Go-kits for emergency organization personnel
- ✓ Family Support Plan and Family Preparedness for all employees
- ✓ Special needs support
- ✓ Maintenance of employee emergency contact information

Human Resources Policies and Procedures

The Preserve ensures that HR practices include the identification and tracking of the Emergency Management Organization personnel; to ensure vacancies are identified, notifications to temporary successors are made, and position training is up to date. When new hires or appointments are made to fill vacancies for emergency organization positions, training is completed on the EOP, orientation for EOC facilities and equipment are provided, and the EOP and all rosters, Alert Groups and Call-out lists are updated.

It is important to ensure that the Preserve human resource policies support the overall emergency program. Operating procedures addressing human resources issues are necessary to maintain the productivity and availability of personnel resources. These issues include the following:

- Leave policies
- Labor relations/contracts
- Flexible work arrangements
- Employee communication (internal/external)
- Cross-training
- Contingency staffing plans
- Transportation and access
- Employee communication programs/accountability
- Counseling
- Support for maintenance of Organizational Go-Kits and Personal Go-Kits

- Family shelter/day care

Staff Accountability Officer Appointment and Duties

A requirement of the EOP activation is the accountability of all Santa Lucia Preserve personnel, during activation and throughout the entire incident. The Preserve has appointed a Staff Accountability Officer, who is responsible for maintaining a current status report on all Preserve personnel, who will report the status at the beginning of each Operational Period to the General Manager (Emergency Manager). In addition to accounting for personnel, the Staff Accountability Manager can assist employees with reporting their status to family members.

Staff Accountability Officer	Email	Phone
Suzanne Poyer	spoyer@santaluciapreserve.com	(831) 620-6712

The Staff Accountability Officer should have access to the Preserve's Alert/Notification System, and use this tool to instruct employees to report in with their status, and/or use Department Rapid Recall Lists (RRL) as backup. The RRL for each Department should be incorporated into the Alert/Notification System re-call groups.

Emergency Go-kits for Emergency Organization Personnel

All Santa Lucia Preserve personnel are encouraged to create and maintain personal Go-Kits, containing personalized items that will support them to continue to work in an EOP activation situation, and/or support them when displaced from home or work. Personal Go Kits should be kept in location that is readily available to them in a time of need, such as vehicle or office. Emergency Management Organization personnel who are instructed to report to the EOC are responsible for bringing their personal kit to the EOC or Alternate EOC facility. A typical Personal Go-Kit should contain those items that support their ability to continue to function over an extended period of time. Items such as change of clothing, all-weather gear, medication, spare eyewear, etc. should be personalized to themselves. For employees who will have outdoor activities, their kits should include appropriate protection from the elements, as well. Suggested contents for creating a personal go-kit is listed on the www.ready.gov website or "Get Ready Now" brochure. The Preserve will implement the following procedures to help personnel maintain currency of their Personal Go-Kits:

- The General Manager will encourage emergency personnel to bring personal go-kits to scheduled exercises
- During the month of September, Preserve HR will acknowledge National Preparedness Month and provide information on personal and family preparedness to employees (www.ready.gov website or other resources that may be available from the operational area (co.monterey.ca.us/oes) or State OES (caloes.ca.gov)
- Preserve HR will provide semi-annual reminders to employees to update personal go-kits that coincide with Change Your Clock dates
- Preserve Department Heads are encouraged to regularly emphasize importance of personal go-kits with staff. Incentive programs are encouraged to the extent possible

Family Support Planning

All Santa Lucia Preserve personnel are encouraged to prepare for an emergency event and plan in advance for what to do in an emergency, while at work or at home. Since employees are expected to continue work or return to work to fulfill EOP responsibilities, it is vital to ensure their family and pets are prepared to thrive without the presence of the Preserve employee. Emergency organization personnel should develop a Family Support Plan to increase personal and family preparedness. The www.ready.gov website provides guidance for developing a Family Support Plan and includes a “Get Ready Now” pamphlet that explains the importance of emergency planning. This resource provides a template that can be tailored to meet family-specific requirements. More detailed information relating to individual and family preparedness planning is provided as follows:

- Develop a childcare plan (day care alternatives, alternate after-school site, neighbor assistance, family member assistance).
- Develop an adult/elder care plan (adult day care alternatives, alternate care site, neighbor assistance, family member assistance).
- Develop a pet care plan (neighbor assistance, family member assistance, or kennel).
- Develop an alternate transportation plan for employee and other family members.
- Develop a family communications plan.
- Develop a family reunification plan.

Considerations for Employees with Special Needs

An important consideration in emergency planning is the safety, security, and prosperity of all employees. There can be significant access and service gaps that exist for some Preserve employees. Those employees include the following:

- Employees who have additional needs before, during, and after an incident in functional areas such as maintaining independence, communication, transportation, supervision, and/or medical care
- Employees who need additional response assistance such as employees with limited English proficiency or non-English speaking, those without transportation, those who require accommodations for major life activities, and those with disabilities

This EOP incorporates the whole community approach to emergency planning and has specific information on incorporating Americans with Disabilities Act (ADA) regulations into the emergency planning efforts for integration of People with Disabilities and Others with Access and Functional Needs into the planning and execution of the EOP. The overarching access and functional needs considerations include the following:

- Complying with ADA regulations in primary locations and in alternate locations, such as EOC facilities
- Providing communication access for all employees
- Providing appropriate transport and access for all employees within their primary location and alternate locations – This includes evacuation plans, procedures, and equipment that ensure a safe and timely exit for the employee with their equipment
- Providing access to programs, services, and activities to all employees during an emergency/disaster event

- Engaging all employees to establish relationships and build trust prior to an emergency/disaster event
- Determining the needs and documenting any resource gaps for all employees
- Training and exercising with employees who require additional response assistance, capture lessons learned, and implement strategies to correct the gaps in emergency response policies and procedures for all employees

SECTION 4. PROTECTION

Essential Functions of Protection

Functions that save lives; support and protect the safety, security and wellbeing of the public; and protect essential functions and their supporting critical processes and the personnel who perform them

PROTECTION. Protect our residents, employees, members, visitors, assets, systems and networks against the greatest threats and hazards in a manner that allows our vital interests and way of life to thrive

Figure 4-1 Definition of Protection

The safety, security and well-being of the Santa Lucia Preserve residents, members, employees and visitors is an important priority of the Preserve. Everyone within the Preserve has a role and responsibility in safety and security.

While the Preserve is a gated community with control gates protecting access points, the gates provide only a barrier as effective as those who honor and respect their purpose and presence. The two access roads, especially the County Road, Robinson Canyon Road, are shared with other elements of the community. The eastern most remote portion of the Preserve is remote and presents monitoring challenges. To this end, the Preserve maintains a robust Security Department under the direction of the Director of Security. There are Security staff assigned 24/7 which routinely patrol the Preserve. The following are some of the methods used by the Security Department to ensure safety and security:

- Restricted Access
- Visitors registered and vehicles tracked
- Area patrols, facility and work site checks
- Surveillance equipment monitored by Security and Conservancy staff
- Speed limit monitoring
- Safety and Security signage
- Emergency communications procedures for employees, residents, members and work sites
- Emergency response procedures and equipment for employees, residents, members and work-sites

In addition to the Security Department, a number of Preserve employees are trained and equipped as firefighters, trained in emergency medical care and CPR, and/or trained on the use and operation of specialized apparatus and equipment for emergency response. These personnel are members of the Preserve's Emergency Response Team. They are spread throughout the various departments and work locations. Some of these employees reside on the Preserve, therefore provide response on a 24/7 basis. There are a number of semi-automatic defibrillators located throughout the Preserve facilities and vehicles. Most of the 200 employees are trained in their use.

LAW ENFORCEMENT

Law enforcement is provided by the Monterey County Sheriff's Office and is dispatched to emergencies within the Preserve by 9-1-1 County Emergency Communications Department. The center has a dedicated dispatch staff for Sheriff Dispatch. The Preserve is part of the Coastal Division of the Sheriff's Office, and patrols are in the field 24/7. All of the unincorporated area of Carmel and Carmel Valley, including the communities and open lands surrounding the Preserve, are also served by the Sheriff's Office.

Information Sharing

In addition to 9-1-1 access to the Sheriff's Office, the Security Department maintains a strong relationship with the Coastal Division Commander and has permission to access the cell phone for text messaging, or if need be for calling 24/7, for sharing important information and/or briefings, and has a 24/7 non-emergency landline to call to request contact with the on-duty patrol assigned to on-going incidents occurring within or threatening the Preserve. The Director of Security or designee will leave a call-back number to be reached by, and when contact is made, a rapport will be developed regarding the incident, and agreement on information sharing will be established.

In the event an Incident Command Post (ICP) is established on the Preserve with Law in Command or Unified Command with Fire, the Director of Security or designee will report to the ICP and assume a Unified Command position representing the Preserve's interest and incident control objectives.

If the incident affecting the Preserve is large-spread, such as the 2016 Soberanes Wildfire, or in the case of an earthquake, the Director of Security or designee will attend daily incident briefings, establishing an effective working relationship with Command to ensure information about the current and projected situation, as well as incident objectives are shared.

Regardless of how incident information is obtained, the information will be timely passed from the Preserve Security or designee to the Preserve General Manager/Emergency Manager, who is responsible to disseminate as appropriate.

FIRE PREVENTION AND FIRE INVESTIGATIONS

Fire prevention is managed and provided by the Monterey County Regional Fire District. The Fire Districts Fire Prevention Code is enforced by the Fire Marshal and Deputy Fire Marshal by a combination of plan-checks for construction, inspections for installation of fire protection systems, water supply for fire protection, emergency access for fire apparatus, address posting, roofing and defensible space. Any other concerns or issues surrounding fire safety will be immediately addressed by the Fire District.

All fires, including post tense evidence of a fire, will be investigated by the Fire District to determine fire cause and origin. This information is placed into state and federal databases for statistical use to determine and tract trends, and to develop effective fire and life safety codes and practices, both at the localized level and across the State and nation. If a fire is determined to be caused by arson, the Fire District works with the Sheriff's Office to find and prosecute the responsible party. Information from fire investigations helps to determine and correct vulnerabilities within the Preserve. Members

of the Preserve's Emergency Response Team assisting the fire scene will be interviewed for their knowledge and actions, as they are usually the first to arrive on scene.

All buildings on the Preserve have monitored alarm and fire sprinkler systems. The alarm systems and fire sprinkler systems are monitored off site by a licensed and approved third party alarm monitoring company. The alarm company is responsible to immediately report activations to the Monterey County 9-1-1 center to dispatch the Fire District and to notify the Preserve Security. Preserve Security notifies the Emergency Response Team which includes the General Manager/Emergency Manager and then responds to the address of the alarm activation. Emergency Response Team members arriving at the scene will provide a situation report and take appropriate actions until the arrival of the Fire District.

Information Sharing

There will be a face to face communication upon arrival, by the Preserve Team with the Fire District, providing a report of what was found upon arrival and actions taken by the Preserve.

If an ICP is established during a fire, the Director of Security or designee will report to the ICP, and represent the Preserve's interests and control objectives. Regardless of how information is obtained from the Fire District, a timely report will be passed on to the General Manager/Emergency Manager for dissemination as appropriate.

MONTEREY COUNTY PLANNING & BUILDING SERVICES

The Monterey County Resources Management Agency (RMA), which contains the Planning and Building Division, has jurisdiction over the planning and building permit and construction processes. Building and Life Safety codes are enforced on all buildings under construction that require a permit from the County. In addition to plan checks, field inspections are provided throughout construction until the building receives final clearance. The Preserve is located within a Very High Fire Hazard Severity Zone within the State Responsibility Area. Because of this, building codes, site location and materials are dictated by type and kind of construction to achieve fire resistance. Building and life safety codes within Monterey County also provide for structural integrity to withstand earthquake and severe storm damages.

WELL-BEING ON THE SANTA LUCIA PRESERVE

The values within the Preserve, "Conservation, Community and Culture" are achieved through a high level of communication, cooperation and neighborliness that, perhaps, provides the greatest sense of well-being among the residents, members, Preserve and Conservancy staff, the invited visitors and vendors on the property. With every thought and activity, there is a mutual respect for the lands, flora and fauna that are shared and protected by all. This foundation for life on the Preserve is accomplished through these values while achieving a discrete, safe and secure community.

Santa Lucia Preserve

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SECTION 5. MITIGATION

Insert District mitigation plans here.

SECTION 6. RESPONSE

Emergencies on the Preserve can come in all types and scope, from minor to major to catastrophic, causing a range of impacts to the lives of persons, animals and wildlife, property and the protected environment. Emergencies usually come without warning, but in some instances, like with weather events, warning may occur. Emergencies happen any time of the year, any day of the week, and any time of the day or night – holidays are not exempt!



Planning for and coordinating response to emergencies on the Preserve is structured using ICS and conforms to SEMS and NIMS. The Preserve’s emergency program includes three (3) levels of response:

- Increased Readiness – actions that take place upon receipt of a reliable warning
- Initial Response – actions that take place by the Preserve’s Emergency Response Team
- Extended Response – actions taken upon activation of the EOP and staffing the Preserves EOC by members of the Preserve’s Emergency Management Organization

Increased Readiness

Increased readiness activities are the responsibility of all members of the Preserve’s emergency organization, as well as personal preparedness actions by all employees.

The Emergency Manager:

- ✓ Evaluates the warning provided by a reliable source and determines the potential impacts to the Preserve. This can be done with the collaboration of the Director of Security and key members of the Emergency Response Team and Emergency Management Team.
- ✓ Provides advanced warning to the populations at risk
- ✓ Provides situational awareness and instructions to key staff and members of the emergency organization to increase readiness.
- ✓ Coordinate precautionary evacuations of at risk persons, animals and valuables
- ✓ Attend sponsored pre-briefings and maintain situational awareness
- ✓ Receive readiness reports from key staff

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- ✓ Brief Preserve officials

The Director of Security:

- ✓ Brief and collaborate with the Emergency Manager
- ✓ Instruct members of the Emergency Response Team to prepare and pre-position apparatus and equipment, prepare Preserve facilities, roads, generators, fuel levels, safety gear and emergency supplies, prepare family readiness for the impacts of the event
- ✓ Instruct members of the Emergency Management to review EOP emergency procedures, roles and responsibilities, check organizational and personal Go-kits, prepare family readiness for the impacts of the event
- ✓ Attend sponsored pre-briefings and maintain situational awareness, collaborate with the Emergency Manager
- ✓ Carryout and assist with planned precautionary evacuations of at risk persons, animals and valuables
- ✓ Receive readiness reports from emergency organization staff
- ✓ Brief Emergency Manager
- ✓ Increase security and/or surveillance at gates, if appropriate

Initial Response

Initial response activities are primarily the responsibility of the Preserve's Emergency Response Team, including the Emergency Manager and Director of Security. Upon notification of an emergency situation on the Preserve, available team members will respond with appropriate equipment and perform care and control actions that can be safely and appropriately performed.

- ✓ Confirm that 9-1-1 had been called and that notification has been provided to the Director of Security.
- ✓ Provide timely updates to the Director of Security, who will keep the Emergency Manager informed of the situation.
- ✓ If there is an Incident Commander on scene from the Team, follow direction and provide updates as requested
- ✓ Follow the Emergency Notification Procedures checklist included in Appendix A.
- ✓ Request additional response from Emergency Response Team if needed
- ✓ Upon the arrival of the Fire and/or law resources, provide a face to face handoff of the situation, conditions upon arrival and actions taken.
- ✓ Follow instructions from Fire and/or Law regarding your continued assistance
- ✓ Conduct initial damage assessment to Preserve property and report to the Director of Security
- ✓ Complete required documentation and turn it in, in accordance with emergency documentation procedures
- ✓ Attend after action review

The General Manager:

- ✓ Receive notification and updates from the Emergency Response Team through the Director of Security or designee
- ✓ Disseminate warnings, public information notifications and instructions to the community affected by the emergency, if any (disruptions to services, access issues, areas to avoid, etc.)
- ✓ Make necessary notifications to officials, and depending on the nature and extent of the emergency and damage caused to the Preserve, notify the Monterey County Office of Emergency Services of the event. This can be done in WebEOC, with a direct phone call to OES

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EMERGENCY OPERATIONS PLAN

- ✓ Based on situational awareness, determine the probability of an extended response, and the need to activate the Preserve's EOC

Extended Response

Extended response planning will either begin during the increased readiness phase or initial response phase, based on situational awareness available. The Preserve's extended response activities are conducted both in the field by the Emergency Response Team in conjunction with Incident Command objectives, and in the Preserve's EOC, by members of the Emergency Management Team.

The Emergency Manager:

- ✓ Receive detained damage reports
- ✓ Determine if primary EOC can be utilized
- ✓ Activate the EOC at the primary location or an alternate location
- ✓ Assume the position of EOC Director, or appoint a designee
- ✓ Consider the need for a proclamation of local emergency for the Preserve and prepare and initiate the process
- ✓ Notify members of the Emergency Management Team, provide date, time and location of the initial EOC briefing. All members should attend the initial briefing, either in person or by phone attendance.
- ✓ Notify the Office of Emergency Service of plan to activate the Preserve EOC
- ✓ Determine length of operational periods – consider aligning with the County EOC, if activated
- ✓ Determine EOC Management Objectives for the first operational period, including supporting the needs of the field response objectives, needs of the residents and employees
- ✓ Determine staffing level for the EOC, determine which positions to fill and identify the staffing plan. Positions not filled become the responsibility of the Section Chief or the Emergency Manager in the absence of the Section Chief overseeing the position.

The Staff Accountability Officer:

- ✓ Initiates process of accounting for all Preserve Staff
- ✓ Reports staff status to Emergency Manager
- ✓ Immediate reports issues of unaccounted staff, starting with those on the Preserve property, then those off the property
- ✓ Coordinate with Emergency Manager and Operations Section Chief to resolve unaccounted staff matters; Operations will initiate search and rescue response
- ✓ Assist on-duty staff with making family notifications

The Liaison Officer:

- ✓ Is the primary contact with all partner agency representatives working with the Preserve Emergency Organization
- ✓ Attends incident planning meetings and briefings conducted by outside agencies, to represent the interests of the Preserve and report to the Preserve's Emergency Management Team on the outcome of incident meetings and briefings
- ✓

The Public Information Officer:

- ✓ Prepares public information for approval by the Emergency Manager
- ✓ Coordinates public information messaging with the County EOCs Public Information Section, JIC Branch

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- ✓ Conducts public information disseminations
- ✓ Prepares press releases and/or information for scheduled press conferences (coordinate with County EOC PIO Section Chief)
- Provide public information messages to the County via WebEOC or email

The Operations Section Chief:

- ✓ Coordinate with field command and develop objectives to support the incident needs
- ✓ Coordinate services and resource needs to support the resident and employee populations. This can include care and shelter for persons and animals.
- ✓ Coordinate activities to restore utilities, transportation routes and vital services
- ✓ Understand and approve mutual aid needs from the field that are at the expense of the Preserve. Prepare mutual aid requests for items not being requested by fire and law directly
- ✓
- ✓ Prepare operational objectives for each upcoming operational period
- ✓ Determine staffing needs for the Operations Section
- ✓ Ensure that the Protected Environment Branch Director position is staffed by the Conservancy
- ✓ Attend briefings and provide situational awareness of the situation

The Planning Section Chief:

- ✓ Schedule and conducts EOC planning meetings and briefing
- ✓ Collect all incident and EOC documentation for use in developing plans
- ✓ Prepare Incident Action Plans (IAP) for each operational period
- ✓ Maintains the situation/status in WebEOC and shares with the County EOC as appropriate
- ✓ Initiate short term recovery objectives

The Logistics Section Chief:

- ✓ Attends all EOC planning meetings and briefings
- ✓ Evaluates and inventories resources and supplies within the Preserve to carry out the EOC objectives
- ✓ Established a supply chain for anticipated resources, including but not limited to food, drinking water, comfort items, fuel, labor, equipment, etc.
- ✓ Support the EOC staff with meals, comfort items, emotional support, etc.
- ✓ Make logistical requests to the County Logistics Section for services and/or support that cannot be fulfilled by Preserve vendors, contracts or agreements in place, and are needed to carry out the EOC objectives. This can be done in WebEOC, or email if WebEOC is not working
- ✓ Conduct resource tracking and documentation of expenditures to be provided to the Admin/Finance Section Chief

The Admin/Finance Section Chief:

- ✓ Attend all EOC planning meetings and briefings
- ✓ Establish financial spending limits for the incident
- ✓ Establish a financial tracking system and provide account number/tracking methods to EOC staff
- ✓ Conduct cost analysis for each operational period
- ✓ Establish procurement guidelines and establish new contracts as needed
- ✓ Track Preserve HR time
- ✓ Monitor the incident for claims including worker's comp, damage to real property caused by incident response actions, damage to Preserve equipment and facilities, including those that are being used by the Preserve during the incident
- ✓ Report costs and claims to the County EOC

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Activating and Implementing the Emergency Operations Plan

Activation of the Santa Lucia Preserve's Emergency Operations Plan is a scenario-driven process that allows flexibility and scalable responses to the full spectrum of all-hazards/threats that could affect the Preserve. These disasters can occur with or without warning and during work hours (Monday-Friday, 8-5) or non-work hours (weekends/holidays). The EOP is not required for all emergencies, since day-to-day resources may be able to handle them sufficiently.

- **Warning.** Some threats to a community, that may afford advanced warning and will permit the orderly alert, notification, evacuation and if necessary, relocation of staff. Situations that might provide such warning include a release of a hazardous substance with potential to spread, threat of a terrorist incident or civil disturbance, flood, winter storm or approaching wildfire.
- **No warning during non-work hours.** Incidents that may not be preceded by warnings (earthquakes, arson fire, terrorist incident) and occur while a majority of Preserve personnel are not at the worksite (evenings, weekends or holidays). In these circumstances, personnel and pre-identified staff will be able to respond to instructions, through the use of the Preserve's Alert notification system, or a rapid recall phone tree process. The response will be delayed due to travel time, travel route availability, and their personal ability to respond. The delay can affect the implementation of the EOP.
- **No warning during office hours.** Incidents may occur without warning during work/ office hours. If indicated by the circumstances of the incident, the EOP can be implemented expeditiously, unless a relocation of staff to the Alternate EOC is necessary.

To support the decision making process regarding plan activation, The Emergency Manager, and other key staff may use the EOP Activation Decision Making Checklist below:

Table 6-1 Decision Making Checklist for EOP Activation

	EVENT WITH WARNING	YES	NO
Work Hours	Is the threat aimed at the facility or surrounding area/community?		
	Is the threat aimed at organization personnel?		
	Are the employees and public unsafe remaining in the facility and/or area?		
	Are warning/notifications systems in working order, which systems are appropriate for the event?		
	Have Emergency Services (First Responder agencies) been notified of the situation/planned actions/needs?		
	Are employee evacuation and accountability systems in place?		
	Plan for public messaging and management of social media?		
	Plan for notification of employee families on well-being of employees?		

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Non-Work Hours	Is the threat aimed at the facility or surrounding area?		
	Is the threat aimed at organization personnel? Or public at large		
	Who should be notified of the threat?		
	Is it safe for employees to return to work the next day?		
	EVENT WITHOUT WARNING	YES	NO
Work Hours	Are the Preserve facilities affected, or community at large?		
	Are personnel affected? Have personnel safely evacuated or are they sheltering-in-place? Same question for the community at large?		
	What are instructions from first responders?		
	How soon must the emergency organization be operational?		
	Notification of Emergency Services (First Responder agencies) with status of your situation, actions and needs, by location - stressing lifesaving needs first been made?		
	Implementation of Staff Accountability system?		
	Media messaging plan including management of social media - situation report, initial report of damage and disruption of services made?		
	Evaluate organization operational status, and determine what services can be provided, how and from where?		
	Make notifications to key personnel to initiate the implementation of the appropriate level of the EOP within a specific timeframe (immediate or delayed)?		
Non-Work Hours	Are the Preserve facilities affected, or the community at large?		
	What are instructions from first responders?		
	How soon must the emergency organization be operational?		

The decision to activate is the responsibility of the Emergency Manager and related actions will be tailored to available situational awareness and projected or actual impacts, and whether or not these constitute a warning.

As the decision authority, **Emergency Manager or Designee** will be kept informed of the threat environment using all available means. Activation will be determined by evaluating the information in the above matrix as well as all available information relating to:

1. Direction and guidance from higher authorities (Monterey County Operational Area, State or Federal response agencies (CHP, Cal FIRE, CalTRANS, FBI, etc.)
2. The health and safety of Preserve personnel and the community at large
3. The ability to execute emergency functions
4. Changes in threat advisories

5. Intelligence reports
6. The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment
7. The expected duration of the emergency situation

DIRECTION, CONTROL AND COORDINATION Santa Lucia Preserve has developed the capability to direct, control and coordinate Response and Recovery operations in accordance with NIMS. EOC Section, Branch and Units have SOPs containing actions to fulfill functional responsibilities under the EOP. SOPs are supported by Checklists. SOPs and Checklists are located in Appendix A

SOPs & Checklists are guides only, and staff has the discrepancy to deviate as deemed necessary

Figures 6-1 and 2 Direction, Control & Coordination and Use of SOPs and Checklists

Implementing Emergency Management Team Operations

As Preserve personnel with Emergency Management Team assignments and critical skills needed to deliver emergency operations arrive, they will:

- Report in for staff accountability status
- Report in for check-in and processing of job assignment, security clearance and access
- Receive all applicable instructions and equipment
- Report to their respective workspace (primary or alternate EOC facility)
- Monitor personnel and resources under your direction
- Initiate emergency functions as outlines in the EOP
- Notify family members, next of kin and emergency contacts of preferred contact methods
- Other

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SANTA LUCIA PRESERVE EMERGENCY MANAGEMENT ORGANIZATION:

SLP EMERGENCY ORGANIZATION
2017

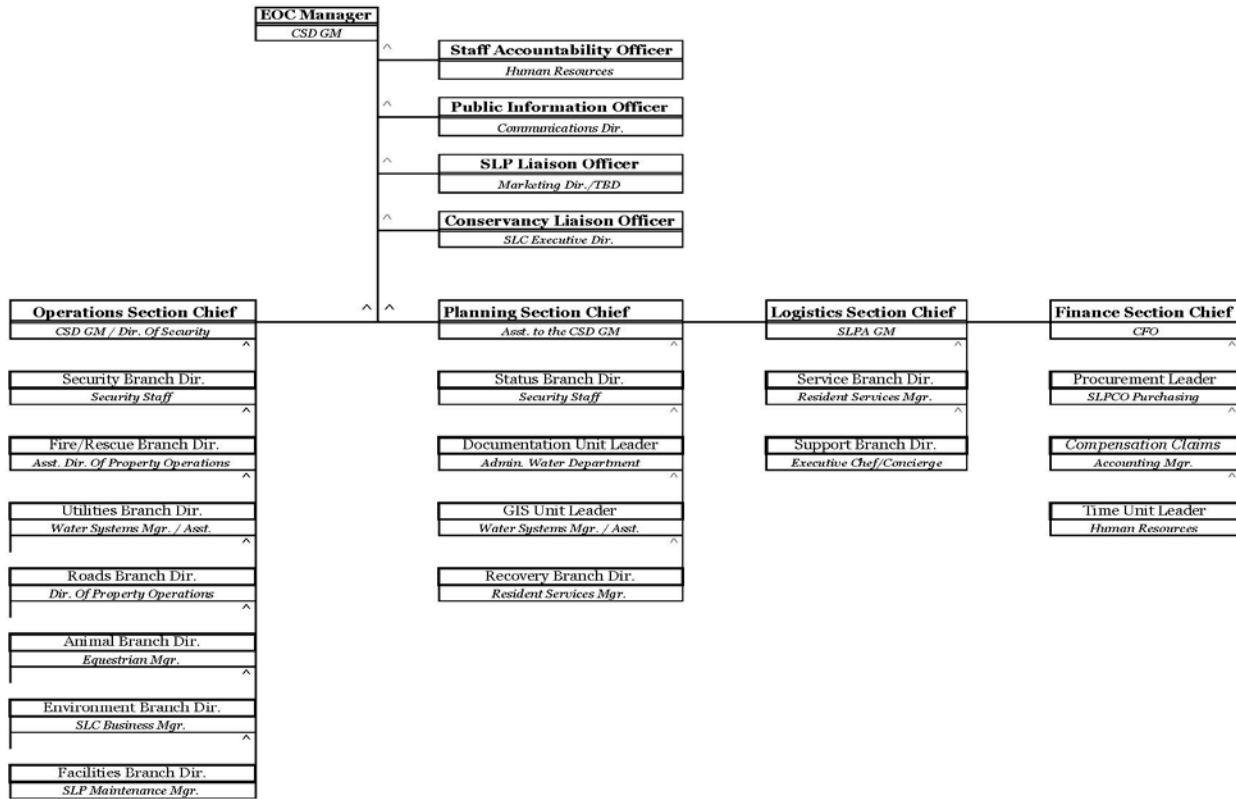


Figure 6-3 Santa Lucia Preserve Emergency Organization

Santa Lucia Preserve Emergency Functions

The Santa Lucia Preserve emergency functions are shown in the Emergency Functions matrix below. Typical activities/actions performed during a major emergency/Disaster. For each activity/action, the department's assigned responsibilities are listed under the ICS/NIMS Section. The Department Legend will apply to the Emergency Functions Matrix:

FD =	Fire District
SO =	Sheriff's Office
SEC=	Security Department
DSEC=	Director of Security
ERT=	Preserve Emergency Response Team
ADMIN =	Chief Operating Officer and staff
EM=	Preserve Emergency Manager
CD=	Communications Director
OES =	County Office of Emergency Services

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RO = Ranch Operations
 HR = Preserve Human Resources
 FIN = Chief Financial Officer
 RS= Resident Services
 MS= Member Services
 GC= Golf Director, and staff
 EQ= Equestrian Manager, and staff
 WS= Water Systems Manager
 RC= Ranch Club staff

DEPARTMENT EMERGENCY FUNCTIONS MATRIX

Emergency Function Activities	Management /Command	Planning/ Intelligence	Operations	Logistics	Admin/ Finance
Incident Command	ERT, FD, SO				
-Establish Perimeter Control -Control Access -Traffic/Crowd Control			ERT, FD, SO ERT, SEC, SO SEC, RO		
EOC Management	EM, DSEC, CD, HR	ADMIN, IT	RO, RC, WS, EQ, RS, MS	ADMIN,	ADMIN, FIN
Evacuations, Shelter in Place	EM, DSEC, CD, RS	ADMIN	ERT, SO, SEC	ADMIN	ADMIN, FIN
Alert & Notifications	EM, CD, DSEC, OES				
Emergency Communications			OES		
Threat Analysis	EM, DSE		SO		
Law Enforcement Response to Acts of Violence, threats and civil disturbance	DSEC	SO, DSEC	SO, DSEC, SEC		

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Initial Damage Assessment	EM	ADMIN	ERT, RO, WS		
Detailed Damage Assessment	EM	ADMIN, FIN	RO, WS, GC, RC		FIN
Care and Shelter Operations	EM		RS, MS, RC,	ADMIN, FIN	FIN
Public Information	EM, CD, OES		SO, FD, OES		
Fire & Rescue Operations	EM, FD, HR		ERT, FD		
Hazardous Materials Operations			FD, RO, WS		FIN
Debris Removal			RO		
Utility Restoration	EM		RO, WS		
Facility Restoration	EM		RO	ADMIN	FIN
Situation Status	EM	ADMIN	DSEC, RO, WS,		

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Documentation		ADMIN			
Procurement				ADMIN, FIN	FIN
Volunteer/Donations Management	EM, OES		ADMIN, OES		
Fatalities Management			SO, FD, RO		
Recovery Operations	EM, RS, RO, OES		ADMIN, HR, RO, RS, MS, EQ, DSEC, OESFIN	ADMIN, FIN	
Transportation			OES		
Public Health/Medical			OES		
Mass Casualty			FD		
Physical Protection Measures for critical sites	SO, DSEC, SEC		SO, DSEC, SEC	ADMIN, FIN	FIN

Emergency Organization Roles and Responsibilities

The Santa Lucia Preserve has designated organizational roles, titles and responsibilities for each incident management function:

Responsibilities of Preserve Emergency Manager

- Make decisions regarding activation and implementation of the EOP and activation of the EOC.
- Approve location of alternate Preserve Emergency Operations Center (EOC), if necessary because of unsafe or unusable EOC.
- Prepare/approve all public information releases for staff, residents, members, and visitors in the Preserve, and the media, with assistance from the Communications Director. Coordinate all public information releases with the Monterey County Operational Area.
- Prepare to recruit volunteers and additional staff, including the procedure for registering personnel as Disaster Service Workers, with assistance from the Office of Emergency Services
- Develop procedures to disseminate warnings, emergency public information, and instructions to Preserve employees, residents, members and visitors with assistance from the Communications Director and the Office of Emergency Services.
- Develop a draft of the declaration of a local emergency for transmittal to the Monterey County Operational Area EOC, with assistance from the Office of Emergency Services and Preserve legal advisor.
- Use the Monterey County Operational Area's emergency communications system procedures (WebEOC) for sharing disaster related information, maintaining situational awareness, maintaining a common operating picture within the operational area, region, state, and for requesting and allocating vital resources.
- Develop the procedures and processes used for recovery operations, including the approval of alternate sites and succession of Preserve leadership.
- Develop procedures for continuing government operations, including approval of alternate sites and succession of Preserve leadership.

Responsibilities of the Santa Lucia Preserve's Emergency Management Organization

- Check and test communications systems in the Emergency Operations Center, and if necessary in the alternate EOC.
- Prepare to brief the Preserve Officials, residents and employees if there is any advanced warning of an impending disaster situation.
- Draft a local emergency declaration for sending to the Monterey County Operational Area via WebEOC or fax, for transmittal to the Coastal Region of the Governor's Office of Emergency Services.
- Preparation of possible public information releases of impending disaster situations, coordinate with County Office of Emergency Services.

- Coordinate the possible recruitment of volunteers and additional staff, including the procedures for registering them as Disaster Service Workers.
- Coordinate the process for managing incidents at the field level, using NIMS's Incident Command System (ICS), with assistance of the Director of Security, fire and law representative.
- Develop the procedures for maintaining emergency functions during the local emergency, and for prioritizing which services are deemed essential to continue (continuity of government).
- Develop the process and procedure for responding to media inquiries for the duration of the emergency (schedule press conferences and/or press releases).
- Develop procedures for the deactivation of the Preserve EOC.
- Develop procedures for the organization and preparation of the after-action review, and reports and updates to the Improvement Plan and/or EOP as indicated.
- Develop the procedures and processes used for recovery operations with assistance from the County Office of Emergency Services, Resident and Member Services, Ranch Operations, Golf Club and other appropriate Departments.
- Develop procedures for applying for state and federal disaster assistance programs, with assistance from the Monterey County Operational Area.
- Identify the process for conducting and analyzing potential hazard mitigation projects.

Responsibilities of the Security Department and Emergency Response Team

- Develop procedures for checking critical Preserve assets, facilities and equipment, including testing communications systems.
- Develop procedures for mobilizing Emergency Response Team personnel and pre-positioning resources and equipment.
- Develop procedures for incident management in the field using the NIMS's Incident Command System (ICS)
- Develop procedures for responding to:
 - ✓ Aircraft accidents, including military aircraft
 - ✓ Civil disturbances
 - ✓ Earthquakes
 - ✓ Extreme weather or storm situations
 - ✓ Floods
 - ✓ Hazardous Materials incidents
 - ✓ Land/debris
 - ✓ Major vehicle accidents
 - ✓ Terrorism threats and incidents
 - ✓ Fires and Urban fires
- Develop procedures for initiating:
 - ✓ "Windshield survey" damage assessments following an earthquake

- ✓ Perimeter management, including access control
- ✓ Isolating the incident, and controlling access to the incident
- ✓ Request for law enforcement and Fire District
- ✓ Operations to safeguard evidence at fires, hazardous materials incidents, vehicle accidents and incidents involving criminal activities
- Develop procedures for evacuation/movement operations and traffic and crowd control operations, including the identification of evacuation routes, evacuation reception areas, shelter locations, and security for the area.
- Plan for special traffic control, restricted access and access control for specific areas involved in hazardous material incidents.
- Ensure that the requirements under the Americans with Disabilities Act are included in evacuations and movement operations
- Develop communication and coordination protocols between the Emergency Response Team operations in the field and the Fire District, Sheriff's Office and the Preserve EOC.
- Develop procedures in coordination with the Monterey County Coroner for managing fatalities until the Coroner arrives.

Responsibilities of Fire Department

- A response from the Fire District with personnel and equipment will report to the Preserve Incident Commander to receive a report on conditions, assume command and conduct fire and rescue operations in 9-1-1 emergency situations.
- Management of incidents at the field level will conform to NIMS's Incident Command System (ICS) with coordination between Fire District personnel and the Preserve Emergency Response Team, including in Unified Command, as appropriate to the incident.
- Hazardous materials procedures on the Preserve or affecting the Preserve will be consistent with the Monterey County's Hazardous Materials Response Plan, managed by the Monterey County Department of Health, Environmental Health Division and support by the Fire District, City of Seaside's Hazardous Materials Response Team, and/or the Salinas Fire Department Hazardous Materials Response Team.
- Fire District response personnel will respond to and assist initial actions of the Emergency Response Team in:
 - ✓ Aircraft incidents, including military aircraft
 - ✓ Extreme weather or storm situations
 - ✓ Major vehicle accidents
 - ✓ Terrorism incidents
 - ✓ Land/debris slides
 - ✓ Earthquake
 - ✓ Floods
 - ✓ Fires and Urban fires

- Fire District response personnel will assist the Emergency Response Team
 - ✓ “Windshield survey” damage assessments following an earthquake
 - ✓ Activities to implement Incident Action Plans
 - ✓ Evacuation operations
 - ✓ Medical operations, including triage operations and mass casualty management
 - ✓ Needs assessment and subsequent requests for fire and rescue mutual aid
 - ✓ Rescue operations
 - ✓ Treatment and transportation of the injured

Responsibilities of Ranch Operations

- Identify the process and develop procedures for checking critical Preserve assets, facilities and equipment, including testing all systems.
- Develop procedures for mobilizing Ranch Operations personnel and pre-positioning resources and equipment
- Develop procedures for Ranch Operations response to:
 - ✓ Fire and urban fires
 - ✓ Earthquake
 - ✓ Floods
 - ✓ Land/debris flows
 - ✓ Extreme weather or storm situations
 - ✓ Needs for access control
 - ✓ Needs for emergency power
- Develop procedures for initiating:
 - ✓ Initial damage assessment of utilities, roads and facilities after an earthquake, severe storm or fire
 - ✓ Initial damage assessment of homes
 - ✓ Initial damage assessment of critical infrastructure facilities
 - ✓ Debris removal operations
 - ✓ Repair and restoration activities for damaged facilities, utility systems, and infrastructure
 - ✓ Flood fighting activities/actions
 - ✓ Sand bagging operations
 - ✓ Hazardous waste clean-up and disposal operations, clearing and shoring operations for land/debris flow areas
 - ✓ Request for “public works” mutual aid
- Develop procedures for assisting in restoring vital utility services
- Conduct hazard mitigation projects
- Initiate mutual aid request for Safety Assessment Inspections for conducting damage assessment surveys
- Develop procedures for managing building inspection teams
- Develop procedures for conducting advanced planning activities, including planning for the recovery process

- Develop procedures for creating a situation status report for the disaster to obtain the “big picture” including the updating process
- Develop procedures for tracking resources

Responsibilities for the Chief Financial Officer

- Develop procedures for procuring emergency resources to sustain operations
- Develop the disaster accounting system for documenting the financial cost of disaster response and recovery operations
- Develop the procedures and processes used for recovery operations with assistance from the Emergency Manager and Chief Operating Officer
- Develop the process and procedures for tracking employees’ time and issuing paychecks during disaster operations
- Develop the process and procedures for submitting and processing workers compensation claims and property claims occurring out of the disaster response and recovery process

RESOURCE MANAGEMENT

The underlying concepts of resource management in this EOP are that:

- There will be a uniform method of identifying, acquiring, allocating and tracking resources
- There will be effective mutual-aid and donor assistance, and we are dedicated to adhering to the ICS standardized resources classifications of types and kinds needed to support the specific objectives of the incident
- There will be a credentialing system tied to uniform training and certification standards to ensure that requested personnel resources are successfully integrated into ongoing incident operations
- Coordination of information with the Monterey County Operational Area for situational awareness, resource requests, resource tracking, and public information is the responsibility of the Preserve EOC using the Monterey County Operational Area emergency communications system, WebEOC
- The Preserve will encompass resources contributed by the whole community, including the private sector, non-governmental organizations, individuals, families and neighborhoods and partner agreements with local and state governments

The Preserve has implemented and institutionalized processes, systems, procedures, and/or plans to address the underlying concepts of resource management using the Operational Area/state WebEOC program including:

- A uniform method of maintaining a common operating picture at the local, operational area, regional and state level of emergency management
- Effective mutual aid and donor assistance
- Resource typing - standardized classifications of types and kinds of resources required to support the incident management organization
- Certifications and qualifications – a credentialing system tied to uniform training, knowledge and certification standards
- Coordination, which is the responsibility of the EOC

- Use of resources contributed by private sector and non-governmental organizations

MUTUAL AID

The Santa Lucia Preserve is a small community with limited resources for responding to large emergencies or disasters. Mutual aid will be necessary, as most disasters will overwhelm the Preserve's resources. Mutual aid agreements for law enforcement augmentation, and fire and rescue activities are already in place.

Automatic Aid

Public Safety disciplines within Monterey County have Automatic Mutual Aid plans that allows the Monterey County Emergency Communications (9-1-1) dispatcher to respond the closest, most appropriate resource to an emergency. In most cases, the resource (fire and law) comes from within the jurisdiction of the emergency call. When resources are committed, or out of position within a jurisdiction, the emergency is handled by a resource from a neighboring jurisdiction, and automatically dispatched by 9-1-1. The Computer aided dispatch system in Monterey County is maintained up to date with the involvement of all public safety agencies. In a disaster, resource management is aided within the Monterey County Operational Area EOC, when scarce resources, such a fire, law, medical are in demand, and resource coordination becomes priority based, to support the objectives of saving lives, reducing injuries, protecting property, etc.

Contractual Aid

The Santa Lucia Preserve has emergency related contracts arranged, and in place with:

- a. Waste Management Inc. for waste removal
- b. David Casarez Excavating Inc. to be a backup provider for Property Operations for construction/heavy equipment and expertise
- c. Valley Grading and Paving to be a backup provider for Property Operations for construction/heavy equipment and expertise
- d. Pacific Gas and Electric
- e. Alvarez technology Group for IT needs
- f. Toro / Coast for Fuel
- g. Suburban and Dassels for Propane needs
- h. Topes for tree work

These resources are placed in a Notification Group in ALERT MC for rapid warning/notification of potential need within the Preserve.

Mutual Aid through SEMS levels

When the Santa Lucia Preserve has exhausted its own resources, and those automatic aid resources, and mutual aid resources under contract with the Preserve, the next level of resource availability is the operational area. It is the responsibility of the Preserve to complete a resource needs analysis based on their present and future operational and management objectives, identifying all types and kinds of resources, to achieve their desired capabilities and outcomes. When the Monterey County Operational Area EOC is activated, the Preserve will make resource requests and submit to its counterpart representative in the EOC (from Ranch Operations Branch to County EOC Engineering

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Branch, etc. Requests for supplies, equipment, personnel, vehicles, facilities, or services etc., are first sought from the other local governments, the private sector and NGOs within the operational area. When resources are exhausted, or when a shortfall is projected, the operational area submits resource requests to the Coastal Region REOC, for access to the California Mutual Aid Systems. The basis for the California Mutual Aid Systems is the EMMA (Emergency Management Mutual Aid), which is entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and public agencies to assist each other by providing resources during an emergency. Monterey County is signatory to this agreement. The following types of resources are coordinated by CalOES include:

- a. Fire and Rescue
 - Fire and Rescue Mutual Aid
 - Urban Search and Rescue (USAR) Mutual Aid
 - Hazardous Materials Mutual Aid
- b. Law Enforcement
 - Law Enforcement Mutual Aid
 - Coroner/Medical Examiner Mutual Aid
 - Search and Rescue (SAR) Mutual Aid
- c. Emergency Services
 - Emergency Managers Mutual Aid
 - Non-discipline specific mutual aid such as the provision of care and shelter, transportation, or other emergency management functions
- d. Medical and Health (coordinated by CalEMSA)
 - Disaster Medical and Health Mutual Aid

The Coastal Region will first request resources from the other operational areas within the region, then go directly to the State SOC, who requests resources statewide from the other two regions, then can make requests from other states (State to state), and federal government, for access to federal resources. For specific information on the California Mutual Aid Systems, refer to the State of California Emergency Plan and Emergency Functions, Reference E in this EOP.

Making Resource Requests to the Operational Area

When the Preserve makes a resource request to the Monterey County Operational Area, the following details should be included in order to expedite the request, and to ensure the appropriate resource is obtained to fill the request:

- ✓ Clearly describe the current situation within the Preserve
- ✓ Describe the requested resource (type and kind)
- ✓ Specify the type or nature of the service the resource is providing
- ✓ Provide the delivery location with a common map reference (Thomas Brothers Guide)
- ✓ Provide local contact at the delivery location with primary and secondary means of contact
- ✓ Provide the name and contact information for the Preserve (position making the request)
- ✓ Indicate the date and time the resource is needed and include an estimate of duration of use
- ✓ For requests involving personnel/or equipment with operators, indicate if logistical support is also required (food, shelter, fuel and reasonable maintenance)

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Coordination between the Preserve EOC and the Operational Area EOC

When activated, the Monterey County Operational Area EOC coordinates with local governments (Santa Lucia Community Services District) through their activated EOC to facilitate the request and acquisition of resources, and to share information. It is the intent of the OA EOC to maintain a common operating picture (COP) throughout the operational area, and to share that COP with the Coastal Region and thus, with the State. The value of sharing the current situation with the SEMS levels, is to prepare each level for the actions, demands and requests that may be required from them. For detailed information on emergency coordination with the Monterey County Operational Area (Monterey County OES) refer to Appendix F of this EOP.

EMERGENCY COMMUNICATIONS

Emergency communications refers to the ability for personnel to communicate internally and externally during an emergency. The table below is intended to be a living inventory of communication methods listed in priority of use, along with the current service provider, alternate provider and alternate modes to use in the event emergency communications is necessary. The information should be reviewed and updated at such time a provider is updated.

Comm Mode	Current Provider	Alt Provider	Alt Mode #1	Alt Mode #2
Voice Line	AT&T		Cell phones	Email
Cell Phones	AT&T	AT&T	Email	Internet
Email	EOC@santaluciapreserve.com	CSD@santaluciapreserve.com	Internet	Ham Radio
Radio	SLP Radio System	M.C. 9-1-1	Email	Internet
Internet	www.santaluciapreserve.com	Co.monterey.ca.us/oes	Ham Radio	Satellite Phone
Ham Radio	M.C. ARES	M.C. OES		
Satellite Phone				

Table 6- Emergency Communications Priority Matrix

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The Santa Lucia Preserve provides the following methods for its employees and key officials to contact the Preserve during an emergency or disaster event, and is committed to maintaining these methods in working order and current with situational awareness and instructions:

Internal methods for employees and key officials to communicate with the Santa Lucia Preserve during emergencies and disasters:	
Preserve employee hotline:	
Preserve EOC staff line:	Alternate EOC:
Intranet site: www.santaluciapreserve.com	
Preserve general Email address: CSD@santaluciapreserve.com	
Preserve emergency Cell Phone	
Preserve test messaging:	
Facetime:	
Facebook:	
Twitter:	
Other:	

Table 6-5 Santa Lucia Preserve Emergency Contact Matrix for Internal Customers

The Preserve should provide key personnel with access to GETS (government emergency telecommunications system) to provide emergency priority access to landline and cell systems in the event they are down due to overload of use by the public.

External Communications

The Santa Lucia Preserve recognizes the need for external emergency and non-emergency stakeholders to be able to contact the Preserve during an emergency or disaster event. The Preserve is committed to maintaining these methods in working order and current with situational awareness and instructions.

External methods for emergency and non-emergency stakeholders to communicate with the Preserve during emergencies and disasters:	
Commercial phone; landline phone (voice/fax) system:	
Preserve Email CSD@santaluciapreserve.com	
Public website www.santaluciapreserve.com	
Preserve Emergency Cell phone	
Preserve text messaging	
Satellite phone	
Facebook:	
Twitter:	
Public Safety Radio:	
Ham Radio:	
WebEOC:	
Other:	

Table 6-7 Santa Lucia Preserve Emergency Communications Matrix for External Customers & Stakeholders

Confidential communications information shall be removed prior to public release.

Critical information systems used to accomplish emergency functions at the primary EOC location must be accessible at the alternate EOC location. For these systems to be accessible connectivity must be in place at the alternate EOC location and system servers should be backed up daily at more than one location. Each department will coordinate with the IT provider (or staff) on the specific technical support needed during EOP activation. If the communications infrastructure is affected, the voice telephone and voicemail services could require 12–24 hours, or more for restoration of services. Redundancy in communications and data systems is necessary during disasters.

DEVOLUTION

As a last resort effort to provide any department emergency function, when the situation presents unavailable critical facilities and/or the availability of emergency organization personnel, a decision can be made to devolve these functions to another resource, such as a city, a private contractor or the

Devolution is the capability to transfer statutory authority and responsibility for emergency functions from an organization's primary operating staff and facilities to other organization employees and facilities, and to sustain that operational capability for an extended period, until it can be restored internally

Figure 5-2 Devolution Definition

Monterey County Operational Area. Devolution is the capability to transfer statutory authority and responsibility for emergency functions from the Preserve's primary operating staff and facilities to other resources outside the Preserve organization. Each Department within the Preserve organization has pre-identified appropriate Delegation resources. Delegation resources can be an agency, private sector or other NGO resource.

Devolution planning supports overall emergency planning and the resources identified by the Preserve should be vetted and secured by agreement.

Authority to devolve any emergency functions of Preserve lies with the General Manager, with collaboration of the Chief Operating Officer. Lines of succession for those positions are included in that authority. Affected departments (or outside assessment) will provide a thorough situation report to the EOC stating the triggers

that are indicating the need for Devolution. Devolution triggers to be considered include:

- Loss of key positions, including lines of succession required to make decisions or carry out emergency functions

- Loss of key systems, equipment or facilities that are essential to carry out emergency functions without restoration within 24-48 hours

Devolution planning supports overall Emergency Planning. Particular issues associated with devolution planning include:

- Personnel at the devolution site must be trained to perform the essential functions
- Vital records, documents and databases must be available
- Communications and IT must be transferred
- Delegations of Authority must be in place and include senior personnel at the devolution organization

Depending on the extent of the situation resulting in a partial or total devolution of emergency functions, any combination of use of these resources can be considered. A few examples include:

- ✓ Use of a devolution work site
- ✓ Use of devolution organizational staff to perform emergency functions from a Preserve facility. Preserve personnel can be co-mingled with those of the Devolution resources
- ✓ Use of a devolution organization's facility
- ✓ Use of a devolution organization
- ✓ Used of a devolution organization's facility and staff

The Devolution resources identified or otherwise used will be supported by the Preserve as part of Emergency Planning including:

- Personnel at the Devolution site will receive training on Emergency Functions
- Vital records, documents and databases will be made available
- Communications and IT will be transferred or supported
- Delegations of Authority will include appropriate management positions and necessary personnel to the Devolution resources. Devolution contacts will be maintained as part of the Preserve's EOP Communications Plan

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Devolution Resources

Preserve Department	Devolution Resource/Contact Information	Triggering Considerations	Limits of Authority
<i>Board of Directors</i>	<i>_____ Board of Directors or County of Monterey Board of Supervisors</i>	<i>Physical absence/inability to reach the members, successors within 24 hours</i>	<i>Full, within the limits of SLP ordinances, codes, policies and Delegations of Authorities</i>
<i>Administration: CSD General Manager, Chief Operating Officer, HR</i>	<i>City of _____, or County of Monterey County Administrator, County Clerk/Recorder</i>	<i>Physical absence/inability to reach the members, successors within 24 hours</i>	<i>Full, within the limits of SLP ordinances, codes, policies and Delegations of Authorities</i>
<i>Finance</i>	<i>City of _____, or County of Monterey Assistant CAO of Finance</i>	<i>Physical absence of the Finance Director, successors within 24hours</i>	<i>Full, within the limits of SLP ordinances, codes, policies and Delegations of Authority</i>
<i>Security</i>	<i>Private contractor,</i>	<i>Physical absence of the leadership and successors within 12 hours</i>	<i>Full, within the limits of SLP ordinances, codes, policies and Delegations of Authority</i>
<i>Ranch Operations</i>	<i>County of Monterey RMA or</i>	<i>Physical absence of leadership, successors within 24 hours</i>	<i>Full, within the limits of SLP ordinances, codes, policies and Delegations of Authority</i>
<i>Ranch Club/Resident Services</i>	<i>designated alternate contractor, or</i>	<i>Physical absence of leadership, successors within 48 hours</i>	<i>Full, within the limits of SLP ordinances, codes, policies and Delegations of Authority</i>

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<i>Design</i>		<i>Physical absence of leadership, successors within 24 hours</i>	<i>Full, within the limits of SLP ordinances, codes, policies and Delegations of Authority</i>
<i>Conservancy</i>		<i>Physical absence of leadership, successors within 48 hours</i>	<i>Full, within the limits of Conservancy ordinances, codes, policies and Delegations of Authority</i>
<i>Water Management</i>	<i>City/District of _____, or private contractor</i>	<i>Physical absence of leadership, successors within 24 hours, or longer, depending on the impact to the environment</i>	<i>Full, within the limits of SLP ordinances codes, policies and Delegations of Authority,</i>

Staff Accountability responsibility in Devolution

A requirement of the EOP activation is the accountability of all Preserve personnel, during activation and throughout the entire incident. The Staff accountability Manager has a key role in identifying devolution triggers for devolution of services based on staff availability. The Preserve has appointed a Staff Accountability Manager, who is responsible for maintaining a current status report on all Preserve personnel, who will report the status immediately upon EOP activation, and at the beginning of each Operational Period to the Emergency Manager, or line of succession for that position. See Section 3, Staff Accountability, for appointment, duties and responsibilities of the Preserve's Staff Accountability Manager.

RECONSTITUTION

Reconstitution is the process by which the organization's personnel resume normal business operations in the original facility or a new facility, and in some cases can result in a "new norm" not only for an isolated department but in some cases, the entire city government, based on the extent of the damage and disruption to the Preserve and its critical facilities and ability to recover from it. Reconstitution may be a phased process, depending on the extent of the disaster. If Preserve facilities are not damaged, and are just affected by loss of utilities, they can be fully used once restoration occurs and working conditions are satisfactory. The other primary factor in returning to normal business, is availability of Preserve staff. If the Preserve emergency organization personnel are overwhelmed with their emergency duties and responsibilities, normal business operations that have been suspended, will not be reinstated until the emergency workload resides. If the damage to Preserve facilities is great, and if the Preserve losses any critical staff, normal business operations may become part of the Preserve's overall Recovery Process. Reconstitution is essential in the overall

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recovery and economic viability of the Preserve and should be given a high priority. Early involvement of the Disaster Recovery Team is essential in the reconstitution process and the implementation of the reconstitution plan.

Reconstitution back to normal operations occurs at the direction of a Reconstitution Manager, appointed by the Emergency Manager.

Reconstitution Manager	Email	Phone
Jennifer O'Hara (Director of Resident and Member Services)	johara@santaluciapreserve.com	(831) 620-6718

Reconstitution Process

Immediately upon activation of the EOP to any extent, resulting in re-assignment of Preserve personnel to perform emergency functions, the Preserve's normal business services are disrupted. A reconstitution manager will be appointed by the Emergency Manager to begin to plan for a return to full business services. The Reconstitution Manager is the individual who will coordinate and oversee the reconstitution process and who will develop the Reconstitution Plan. This individual will not work in isolation. Coordination with a host of other individuals; groups and teams from affected departments is essential. This team will assist in carrying out the responsibilities identified below:

- Form a Reconstitution Team with involvement from impacted departments
- Identify time based objectives to achieve reconstitution for all areas and type of impacts
- Develop a time-phased plan, listing functions and projects in order of priority for resuming normal operations
- Develop space allocation and facility need requirements, if a relocation is necessary
- Work to secure appropriate facility requirements for reconstitution, whether it is in the original primary location or a newly acquired location
- Develop and secure policies, procedures and agreements for restructuring staff as needed (hiring, appointing, reclassifying, etc.)
- Ensure all infrastructure is fully functional, safe and secure for all facilities to be occupied
- Ensure timely and efficient access to vital records and databases
- Ensure the actual transition of personnel, equipment and systems back to normal is smooth, safe and secure, meeting all codes and regulations
- Address internal and external customers with timely and appropriate communications regarding normal business services through the reconstitution process

The Reconstitution Manager will develop procedures to assess and address all elements of business disruptions:

- Communications infrastructure has been restored
- Facilities have been restored or readied for use if a new facility, are accessible and available for use

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- Utilities (power, water, restrooms, HVAC, etc.) are in working order
- Security and staff safety measures are in place
- Key positions needed to make decisions and/or carryout essential functions have been designated, available and prepared to assume their roles for normal operations
- Vital records and databases are in place and secure
- Internal and External messaging is being provided regarding reconstitution to normal business

SECTION 7. RECOVERY

Post-disaster recovery efforts are a shared responsibility of the Preserve's whole community, along with Preserve government. The Santa Lucia Preserve shall develop a Disaster Recovery Plan which recognizes and addresses the following elements:

- Assessment of the extent and severity of damages to homes, businesses, public properties, and critical infrastructure
- Restoration of services generally available in communities
- Repair of damaged homes, businesses and public properties
- Recovery of vital records
- Professional counseling when the sudden changes resulting from the emergency result in mental anguish and inability to cope

The Preserve's Recovery Plan will address both short-term and long-term recovery efforts. The Preserve will help individuals and families recover by ensuring that these services are available and by seeking additional resources to meet the community's needs. The Santa Lucia Preserve Recovery Plan will be attached as part of this EOP as Appendix D.

The ability for a community to recover from disasters is also a top priority of the Federal Government. In 2011, the Federal government came out with the first version of a document entitled The National Disaster Recovery Framework. Released in June of 2016, The National Disaster Recovery Framework (U.S. Department of Homeland Security-FEMA, 2016) is a guide that enables effective recovery support to disaster-impacted local jurisdictions. It provides a flexible structure that assists disaster recovery managers a unified and collaborative approach in which to operate. The National Disaster Recovery Framework is consistent with the National Preparedness Goal and Presidential Policy Directive (PPD)-8, and provides a shared understanding and a common integrated perspective to achieve unity of effort and to make the most effective use of the limited resources at all SEMS/ levels. The National Disaster Recovery Framework is integrated throughout the five mission areas; Prevention/Preparedness, Protection, Mitigation, Response and Recovery. It helps to support resiliency down to the community level and involves whole community participation. The key aspects of the Framework's recovery support functions and Federal agency coordination are as follows:

- Community Planning and Capacity Building – FEMA
- Economic Recovery – U.S. Department of Commerce
- Health and Social Services – U.S. Department of Health and Human Services
- Housing – U.S. Department of Housing and Urban Development
- Infrastructure Systems – U.S. Army Corps of Engineers
- Natural and Cultural Resources – U.S. Department of Interior

Detailed information on the National Disaster Recovery Framework can be found in this EOP, in Reference G. The National Disaster Recovery Framework is recognized by the Monterey County OA, and supports the involvement of Disaster Recovery Managers at all SEMS/NIMS levels.

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SECTION 8. CRISIS COMMUNICATION AND PUBLIC INFORMATION

The Santa Lucia Preserve has developed procedures to disseminate and respond to requests for pre-disaster, disaster and post disaster information, including procedures to provide information to internal and external audiences, including the media and the Monterey County Operational Area Office of Emergency Services, for inclusion in the Joint Information System as required by SEMS and NIMS.

On Property Notifications

Notifications to internal (employees) and external (residents, members) customers that are on the property may be made by the Preserve in two situations:

- ✓ Worst Case-Immediate Need – notifications of rapidly evolving incident occurring on or immediately threatening the property (made after 9-1-1 is notified)
- ✓ Periodic and Scheduled Updates of emergency incident information

Emergency notifications fall into three (3) categories:

- ✓ During Business Hours (8-5, Monday through Friday)
- ✓ Evenings and Holidays
- ✓ Worst Case-immediate need, regardless of time of day, day of week

Contact information for emergency notifications should include methods to reach intended customers in all three categories.

Off Property Notifications – Whole Community Stakeholders

Notifications to whole community stakeholders will be made by the Preserve in two categories:

- ✓ Worst Case Immediate Need – notification of a rapidly evolving incident occurring on the Preserve property with potential to affect neighboring stakeholders, including the Office of Emergency Services
- ✓ Periodic and Scheduled Updates of emergency incident information

All notifications to off property stakeholders will be made to and by contact information provided by the stakeholders, and can include a phone, cell and/or email address. It will be the responsibility of the stakeholder to evaluate and disseminate emergency information to their respective constituents.

In reciprocation of the Preserve's emergency notifications to whole community stakeholders, these stakeholders will provide the same types of notifications to the Preserve, who will furnish contact information. The Whole Community Emergency Communications Matrix will be maintained up to date – stakeholders will notify participants of changes to the Matrix.

EMERGENCY NOTIFICATIONS MATRIX

GOVERNMENT	NAME/TITLE	LANDLINE	CELL/TEST	EMAIL	RADIO	OTHER
Santa Lucia Preserve	CSD General Manager	831-620-6791	831-229-1125	farthur@santaluciapreserve.com		
Monterey County OES	On duty Manager	831-769-1880				
Monterey County Sheriff	24/7 Records	831-755-3718	831-594-4649 Commander			769-1880

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RESIDENTIAL						
White Rock						
Rancho San Clemente						
Quail Meadows						
Quail Lodge HOA	Community Affairs	831-625-9925		carlainwillis@hotmail.com		
Private Property off Rancho San Carlos Road						
NON-PROFIT						
Conservancy	Director	831-626-8595 ext. 100	831-206-4319	cfischer@slconservancy.org		
PUBLIC LANDS						
Big Sur Land Trust						
Monterey Peninsula Regional Parks						
BUSINESSES						
Carmel Valley Athletic Club	General Manager	831-624-2737	831-917-5959	ron@cvaconline.com		
Quail Lodge Resort	General Manager	831-624-2888				

The Preserve's Emergency Manager will designate a Public Information Officer (PIO) to coordinate all crisis communication and public information activities with approval of all messaging from the Emergency Manager/CSD General Manager. The PIO will clear all activities with the Emergency Manager/CSD General Manager so that there will be one (1) official source of information about disasters in the Preserve.

The responsibilities of the PIO include:

- ✓ Providing a contact facility for the media
- ✓ Developing a system for collecting timely, accurate and reliable information about the disaster, the situation within the Preserve, and the Preserve's response efforts
- ✓ Procedure to share situation status with the Operational Area's Joint Information Center (OA JIC)
- ✓ Preparation of regular public information bulletins/releases
- ✓ Procedures for obtaining clearance and release of official information
- ✓ Procedure to share public information bulletins/releases with the OA JIC
- ✓ Procedures for dissemination of information to disabled persons and persons with access and functional needs, including persons that are non-English speaking
- ✓ Procedures for posting to, and monitoring social media sources
- ✓ Procedures for dissemination of guidelines for evacuation, sheltering and shelter-in-place – including the use of ALERT MC

Joint Information System (JIS)

The SEMS and NIMS Joint Information System concept is the broad mechanism that organizes, integrates and coordinates information to ensure timely, accurate, accessible, and consistent messaging activities across multiple jurisdiction and/or disciplines, and with the private sector and NGOs. The JIS includes plans, protocols, procedures, and structures used to provide public information. Federal, State, tribal, territorial, regional, local government and private sector PIOs and established Joint Information Centers at each level of SEMS are critical elements of the JIS.

Joint Information Centers

The JIC is a central location that facilitates operation of the JIS. It is a location where personnel with public information responsibilities from multiple agencies, departments, organizations and the private sector within a jurisdiction perform critical information functions, crisis communications and public affairs functions. JICs are a one-stop-shop for creating and disseminating jurisdictional information. The Preserve's JIC is where and how the situation status in the Preserve is compiled and coordinated among all stakeholders within the Preserve. The Preserve's PIO is responsible for opening the JIC and for the coordination and ultimate release of information to the OA JIC and the public at large.

Methods of Dissemination in Monterey County

Monterey County uses various methods to disseminate public information. Among them are social media (Facebook and Twitter), standard media: both Emergency Alert System (EAS) and traditional press releases/press conferences to local television on English and Spanish language stations, local radio on English and Spanish language stations, and local print media, mass notification systems including the Integrated Public Alert Warning System (IPAWS), that messages to all operating wireless devices in Monterey County and all other IPAWS technology currently available (EAS, CMAS, NOAA Alert Radio, freeway signs on Highway 68 and 101, Internet EDIS), TENS-ALERT Monterey County to all appropriately selected geographic 9-1-1 database landline phones and anyone registered wireless devices in the English and Spanish languages and text and TTY formats, and the Monterey County 2-1-1 Call Center; which collects authorized public information from authorized PIOs and provides responses to callers of 2-1-1 with disaster related questions. All alerts, warnings and notifications issued by the OA EOC include instructions to dial 2-1-1 to receive up-to-date emergency/disaster

specific information. The OA EOC also maintains a website where disaster related information can be shared.

To tap into these methods of dissemination, the Preserve's PIO can coordinate information sharing with the OA EOC, PIO Section which serves as the OA JIC. The Preserve's PIO should establish lines of communication with the OA JIC as soon as possible in the event of a disaster or imminent disaster to develop an understanding of their information sharing goals, methods and timelines. The Preserve's PIO will only share information with the OA JIC that has been vetted and pre-approved by the Emergency Manager/CSD General Manager.

SECTION 9. TRAINING, EXERCISES, EVALUATION AND IMPROVEMENTS

The Preserve's Risk Management Committee (RMC) is responsible for evaluation of and improvements to the EOP. The RMC is comprised of the CSD General Manager, Director of Security, Operations Assistant Manager, Director of Human Resources and Manager/Employee Representative from each entity and department of the Preserve Company. The RMC meets monthly to review recent emergencies, injuries and near miss incidents. The findings are further evaluated to assist in monitoring and identifying methods to mitigate and present risk, specifically as it related to safety of the Preserve Community; Members, Residents, Employees and work conditions on the property. This process provides a wide lens approach to maintaining an effective EOP. In addition to the EOP, the RMC is responsible to maintain the following preserve Plans and Programs relating to safety and health:

- Injury & Illness Prevention Program (IIPP) – a systems approach to identify and prevent safety and health hazards. The IIPP includes an employee training and education component, employee access to the program and is Cal-OSHA compliant
- AI-OSHA Compliance & Reporting Program – monitoring and compliance for both Preserve and Cal-OSHA mandates
- Mandatory Safety Training – Specific to departments, and includes Preserve and Cal-OSHA mandated training
- Incident/Accident/Near Miss Incident Review and Investigations – includes documentation, reporting and follow-up
- Quarterly Property-wide Safety Inspections – corrective recommendations identified by the inspection results are incorporated into all appropriate plans and programs
- Safety Suggestion Program – suggestions are reviewed by the RMC and upon consensus, are incorporated into all appropriate plans and programs
- Recognition Program – presented for outstanding or courageous acts of safety to protection people and property
- Safety and Health Accountability Program – issuance of directives for safety and health of the Community
- Loss Control Tours and Recommendations – loss control representatives from current insurance companies are invited to property tours up to 4 times annually. Specific loss control recommendations are complied with, and documentation is provided to all current insurance companies
- Emergency and Safety Communications – all communication methods for all communications relating to safety and emergency response are monitored to ensure effective response

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Table 9-1 EOP Training, Testing and Maintenance

	Training Components	Independent or In Conjunction with Other Exercises?	Training Type	Targeted Staff	Whose Responsibility?	Frequency	Date Scheduled	Date Completed
EOP Training	Technical Assistance	Independent	In Person	EOP staff	CSD General Manager	Ongoing		
	Testing Components				Whose Responsibility?	Frequency	Date Scheduled	Date Completed
EOP Testing & Exercises		Table-top Exercises to test EOP			CSD General Manager	Annually		
		Countywide Multi-Agency Table-top Exercises to practice and test emergency plans			County OES	Bi-annually		

EXERCISES

The EOP Exercise Program focuses primarily on evaluating capabilities or an element of a capability, such as a plan or policy, in a simulated situation. The Exercise Program includes the following elements:

1. An opportunity for EOP personnel to demonstrate their familiarity with emergency Plans and procedures, and to demonstrate their office/department's capability to carryout emergency functions.
2. Orders of succession/delegation of authority.
3. An exercise that incorporates the deliberate and preplanned movement of EOP personnel to an alternative EOC facility location.
4. Communications capabilities and both inter- and intra-office/department level dependencies including a call out drill.
5. An opportunity to demonstrate that backup data and records required supporting emergency functions at EOC facilities are sufficient, complete, and current.
6. An opportunity for EOP personnel to demonstrate their familiarity with the reconstitution procedures to transition from an EOC environment to normal business activities when appropriate.
7. A comprehensive debriefing after each exercise, which allows participants to identify systemic strengths and areas for improvement in plans and procedures and to recommend revisions to the EOP.

8. Office/Departmental level participation: conducting and documenting annual assessments of the EOP, and emergency organization.

Based on the outcome of the exercise program, the Santa Lucia Preserve should develop an Emergency Program Improvement Plan to assist in documenting, prioritizing, and resolving issues identified during Test, Training, and Exercising (TT&E), assessments, and actual emergency operations. The purpose of IP is to accomplish the following:

- Identify emergency program and/or EOP deficiencies and other areas requiring improvement and provide responsibilities and a timeline for corrective action.
 - Identify program funding requirements for submission to the respective officials or department heads.
 - Identify and incorporate improvements into the Preserve's Hazard Mitigation Plan as appropriate.
-

Appendix G. EMERGENCY OPERATIONS PLAN GLOSSARY

**The terms with an asterisk in front are those used in both Disaster Recovery and Continuity Planning. These definitions are aligned to create a standard, common usage for recovery and continuity planning efforts.*

***Activation** – The implementation of capabilities, procedures, activities, and plans in response to an emergency or disaster declaration; the execution of the emergency response plan and or/business recovery plan.

***Activation Team** – An identified group of trained personnel who will be convened upon the occurrence of a situation that affects the continuation of organization or department’s essential and/or mission critical business functions. The team will assess the situational information and make a determination or recommendation regarding the continuation of essential or mission critical business functions. This type of team may operate under several different names such as Crisis Management Team, Activation Team, Executive Team, or Continuity Team.

ADA – Americans With Disabilities Act. Legislation passed in 1990 that prohibits discrimination against people with disabilities.

Agencies – State Executive Branch agencies, departments, and independent organizations.

Agency Head – The highest-ranking official of the primary occupant agency or a successor or designee selected by the official.

***Alternate Facility** – Also referred to as a continuity facility, it can have any one of the following meanings: (1) a location, other than the normal facility, designated to be used to carry out essential or mission critical business functions. (2) An alternate operating location to be used by business functions when the primary facilities are inaccessible. (3) Another location, computer center or work area designated for recovery. (4) Location, other than the main facility, that can be used to conduct business/essential functions. (5) A location, other than the normal facility, used to process data and/or conduct essential business functions in the event of a disaster. (6) Alternate or continuity facilities refer to not only other locations, but also nontraditional options such as working at home (“Teleworking”), telecommuting, and mobile-office concepts.

Automated Data Processing (ADP) Equipment – Equipment that performs data processing largely by automatic means.

Cal OES – California Governor’s Office of Emergency Services.

Collateral Damage – Injury to personnel or damage to facilities that are in unaffected parts of a facility, including damage to equipment or contents as a result of fire or flood.

***Command and Control** – Commands the local Emergency Operations Center (EOC) reporting up to senior management on the recovery process. Has the authority to invoke the local recovery plan.

Consumable Office Supplies – General supplies that are consumed in office use.

Continuity – An uninterrupted ability to provide services and support, while maintaining viability, before, during and after an event.

Continuity Guidance Circular (CGC) – The CGC 1 is a guidance document that provides direction to non-federal entities for developing continuity plans and programs.

***Continuity of Government (COG)** – The preservation, maintenance, or reconstitution of the institution of government. It is the ability to carry out an organization’s constitutional responsibilities. This is accomplished through succession of leadership, the pre-delegation of emergency authority, and active command and control.

***Continuity of Operations (COOP)** – The activities of individual departments and agencies and their sub-components to ensure that their essential functions are continued under all circumstances. This includes plans and procedures that delineate essential functions; specify succession to office and the emergency delegation of authority; provide for the safekeeping of vital records and databases; identify alternate operating facilities; provide for interoperable communications; and validate the capability through tests, training, and exercises.

Continuity of Operations Plan – A plan to ensure the safety of employees and the resumption of time-sensitive operations and services following an emergency.

Continuity Communications – Alternate communications both internal and external that provide the capability to perform essential functions, in conjunction with other agencies, until normal operations can be resumed.

Continuity Event – This refers to any event that requires an organization or department to relocate resources or operations to an alternate site to assure the continuation of its essential functions.

Continuity Planning – Historically, the federal government defined continuity efforts using the terms “COOP” and “COG.” These were often separate and compartmentalized activities. This old organizational framework has changed and the new program uses instead the reference to “Continuity Planning” as an overlapping integration of continuity of operations and continuity of government concepts.

Critical Infrastructure Protection (CIP) – Risk management actions intended to prevent a threat from attempting to, or succeeding at, destroying or incapacitating critical infrastructures. Critical infrastructures are those systems and assets so vital to the Nation that their incapacity or destruction would have a debilitating impact on national security, national economic security, and/or national public health or safety.

***Data Recovery** – The restoration of data from backup media to restore programs and production data to the state that existed at the time of the last safe backup.

Delegation of Authority – Specifies who is authorized to act on behalf of the organization or department head and other key officials for specific purposes.

***Dependency** – The reliance, directly or indirectly, of one activity or process upon another, including internal/external dependencies and IT/Non-IT dependencies.

Devolution – The capability to transfer the authority and responsibility for essential functions from an organization's primary operating staff and facilities to other employees and facilities, and to sustain that operational capability for an extended period.

Disaster Service Worker – Per the California Government Code, Section 3100, all public employees are declared to be disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law.

Disaster Recovery Plan (formerly known as Operational Recovery Plan) -- Disaster Recovery is the technical recovery plan for networks, systems, applications, data, and communications, both voice and data. Disaster Recovery Planning provides for the recovery and restoration of an organization's information technology and telecommunications infrastructure in support of essential business functions, to minimize decision-making during an event, thus producing the greatest benefit from the remaining limited resources, and achieves a systematic and orderly migration toward the resumption of all computing services within an organization following a business or governmental disruption.

Drive-Away Kit – A kit prepared by, and for, an individual who expects to deploy to an alternate location during an emergency. It contains items needed to minimally satisfy personal and professional needs during deployment. This is also referred to as "Go Kits."

***Emergency Operating Records** – Records that support the execution of an organization's essential or mission essential business functions, such as plans and directives, lines of succession, delegations of authority, and references for performing essential or mission essential business functions.

Enduring Constitutional Government (ECG) – A cooperative effort among the Executive, Legislative, and Judicial branches of government, coordinated by the President, to preserve the capability to execute constitutional responsibilities in a catastrophic emergency.

Emergency Response Group (ERG) – An identified group of trained personnel assigned the responsibility of relocating to the designated alternate facility to continue essential functions upon a Continuity Plan Activation.

***Essential Functions** – Functions that enable the organization or department, on behalf of the state, to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial/economic base in an emergency.

Essential Resources – Resources that support the organization or department's ability to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial/economic base in an emergency.

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***Event** – A sudden, unplanned catastrophic disruption causing unacceptable damage or loss, which may impact or interrupt services.

Executive Agent – A term used to indicate a delegation of authority by a superior to a subordinate to act on behalf of the superior. An executive agent may be limited to providing only administrative support or coordinating common functions or it may be delegated authority, direction, and control over specified resources for specified purposes.

Federal Continuity Directive (FCD) – A document developed and promulgated by DHS which directs the executive branch departments and agencies to carry out identified continuity planning requirements and assessment criteria.

Incident – An occurrence or event, either human-caused or by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources.

Interagency Agreements – A written agreement entered into between agencies that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

Interoperability – (1) The ability of systems, personnel, or agencies to provide services to and accept services from other systems, personnel, or agencies and to use the services so exchanged to enable them to operate effectively together. (2) The condition achieved among communications-electronic systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users.

Legal and Financial Records – Records that are needed to protect the legal and financial rights of the government and of the persons affected by its actions.

***Lines of Succession** – Provisions for the assumption of senior organization offices and other key positions during an emergency in the event that any of those officials are unavailable to execute their legal and/or essential duties.

Logistical Support Services – Personnel who have the skills and authority to coordinate the provision of resources and services.

***Mission Critical Data** – Information essential to supporting the execution of an organization's essential or mission critical business functions.

***Mission Critical Resources** – The minimum resource requirements needed to perform or restore an organization's essential or mission critical business functions. Critical resources could include facilities, communication systems, personnel, vital records and databases, vital systems and equipment, key vendors, and other government agencies.

***Mission Critical Systems** – Information Technology equipment essential to supporting the execution of an organization’s essential or mission critical business functions, including hardware, software, networking components, etc.

Multi-Year Strategy and Program Management Plan – A multiple-year process to ensure the maintenance and continued viability of Continuity Plans.

Occupant Emergency Plan (OEP) – A short-term emergency response program that establishes procedures for safeguarding lives and property directly following an emergency. Also known as Facility Emergency Plans or Evacuation Plans.

Primary Operating Facility – The site of normal, day-to-day operations; the location where an employee usually goes to work.

***Priority Classifications** – The act or process of classifying actions, operations, or tasks to specific groups or categories according to established criteria, such as precedence or merit of attention before competing alternatives.

Procedures – A document that outlines a series of action steps taken to accomplish a desired end result.

Processes – To put through the steps of a prescribed procedure: a series of actions, changes, or functions.

Provisions – The act of supplying or fitting out, or a stock of necessary supplies.

***Reconstitution** – The process by which organization personnel resume (transition back to) normal organization operations from the alternate location back to the primary or replacement primary operating facility.

Risk Analysis – The identification and assessment of hazards and the frequency of occurrence.

Senior Activation Team – A pre-identified group of trained personnel who are convened following an event that affects the continuation of organization/departamental essential functions. The team will assess situational information and make a determination or recommendation regarding the continuation of essential functions. This type of team may operate under several different names such as Crisis Management Team, Activation Team, Executive Team, or Continuity Team.

Telecommuting – When an employee carries out their work duties at their residence or another convenient site rather than their official duty station.

Telecommuting locations – These locations may be set up with computers and telephones to enable employees to work at a location closer to their residence rather than their official duty station.

***Test, Training, and Exercises (TT&E)** – Measures to ensure that an organization's continuity program is capable of supporting the continued execution of its essential or mission critical business functions throughout the duration of an event.

Virtual offices – A location or environment where an employee performs work through the use of portable information technology and communication packages.

Vital Databases – Information systems needed to perform and support essential functions during a continuity event.

***Vital Records** – Electronic and hardcopy documents, references, and records needed to perform and support essential or mission-critical functions, including those records essential to protecting the legal and financial rights of that organization and of the individuals directly affected by its activities.

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Appendix C. CONTINUITY PLANNING PROGRAM ACRONYMS

AAR	After Action Report
ADA	Americans with Disabilities Act
ADP	Automated Data Processing
AI	Avian Influenza
BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Assessment
BRP	Business Resumption Plan
CAL OES	California Governor's Office of Emergency Services
CIP	Critical Infrastructure Protection
CGC	Continuity Guidance Circular
COG	Continuity of Government
COGCON	Continuity of Government Readiness Conditions
COOP	Continuity of Operations
CSTI	California Specialized Training Institute
DGS	Department of General Services
DHS	Department of Homeland Security
DOC	Departmental Operations Center
DRP	Disaster Recovery Plans
DSW	Disaster Service Worker
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program

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EMERGENCY OPERATIONS PLAN

EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERG	Emergency Relocation Group
FEMA	Federal Emergency Management Agency
FCD	Federal Continuity Directive
FOUO	For Official Use Only
FPC	Federal Preparedness Circular
GEOEC	Governor's Emergency Operations Executive Council
HR	Human Resources
HSPD	Homeland Security Presidential Directive
IC	Incident Commander
ICS	Incident Command System
IT	Information Technology
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MYSPMP	Multi-year Strategy and Program Management Plan
NEF	National Essential Functions
NIMS	National Incident Management System
NRP	National Response Plan
NSPD	National Security Presidential Directive
OA	Operational Area
OASIS	Operational Area Satellite Information System
ODP	Office of Domestic Preparedness

Santa Lucia Preserve

EMERGENCY OPERATIONS PLAN

OEP	Occupant Emergency Plan
OES	Office of Emergency Services
OISPP	Office of Information Security and Privacy Protection
ORP	Operational Recovery Plans
OS	Operations Specialists
PI	Pandemic Influenza
POC	Point of Contact
REOC	Regional Emergency Operations Center
RFP	Request For Proposal
RIMS	Response Information Management System
RTO	Recovery Time Objectives
SAT	Senior Activation Team
SEF	State Essential Functions
SEMS	Standardized Emergency Management System
SEP	State Emergency Plan (California)
SIMM	Statewide Information Management Manual
SOC	State Operations Center
SOP	Standard Operating Procedure
SPF	Single point of failure
TA	Technical Assistance Program
TT&E	Test, Training, and Exercises
WMD	Weapons of Mass Destruction