

EMERGENCY OPERATIONS PLAN SUMMARY



**SANTA LUCIA PRESERVE  
EMERGENCY OPERATIONS PLAN  
SUMMARY**

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PREPARED BY *THE READE COMPANY*

*WORKING WITH*

**THE SANTA LUCIA PRESERVE EOP WORKING GROUP**

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The Santa Lucia Preserve is a unique community within a protected wildlife habitat environment, exclusive and secured as a gated community. There are four (4) land-use categories within the Santa Lucia Preserve's 20,000 acres; Openlands, Homelands, Rancho-lands, and Wildlands.

**Sponsor Entity** – The Santa Lucia Community Services District (the “District”) was established on July 13, 1998 by the Monterey County Local Agency Formation Commission, pursuant to the Cortese-Knox Local Government Reorganization Act of 1985. The District was established for the benefit of the Santa Lucia Preserve residential community.

The District, which exclusively incorporates the 31 square miles of the Preserve, oversees all of the infrastructure services to the Settled Lands, either directly or through sub-contractors. The District provides water for domestic, irrigation and fire protection uses through a Preserve-wide, pressurized water system supplied from well clusters across the property. The District maintains all sewer and septic systems. It maintains, repairs and replaces the roadways, culverts and drainage systems. The District's annual budget is primarily funded from a direct assessment on the annual real property tax bill for all parcels within the settled lands.

**Supporting Entities:**

The Santa Lucia Conservancy (the “Conservancy”) was established as a non-profit, tax-exempt California corporation to insure that 90% of the Preserve, including its most environmentally sensitive acres, remains natural and is never subdivided. The Conservancy will protect and manage 18,000 private acres for recreation, grazing, environmental research, and wildlife habitat for the community. The Conservancy manages, restores and enhances the Preserve lands.

The Santa Lucia Preserve Association (the “Association”) is comprised of all Preserve property owners. The Association was organized on November 24, 1998 with the recording of the Declaration of Protective Restrictions at the office of Official Records of Monterey County. The Association derives its authority and responsibilities from this Declaration. The Association was incorporated as a nonprofit mutual benefit corporation on December 4, 1998. It administers and enforces the Covenants, Conditions and Restrictions, particularly the design guidelines. Through its Design Review Board, the Association assures that all structures comply with the principles of

subordination to and compatibility with the landscape and the architectural traditions of the central California coast.

The Santa Lucia Preserve Company (the “Preserve Company”) – The Preserve Company was established to provide professional, coordinated management and services for the District and the Association. It contracts with these entities to deliver their services and fulfill their obligations to the residents of the Preserve. It also contracts with the Golf Club and Ranch Club to manage their respective facilities at the direction of the respective Boards of Directors of the clubs.

The Ranch Club, Inc. (the “Ranch Club”) – The community’s activity focus is at the historic grand Hacienda and surrounding facilities that make up the Ranch Club. The Ranch Club is the place where residents gather as a community – the heart of the Community Preserve; where residents, their families and guests gather to dine, lodge, enjoy cultural programs and use the tennis, health and fitness facilities. The Ranch Club also offers an equestrian center, 100 miles of hiking, riding and cycling trails, as well as camping and fishing at Moore’s Lake. The Ranch Club may issue up to 400 equity memberships.

The Preserve Golf Club, Inc. (the “Golf Club”) – The Golf Club is a private 18-hole golf course and clubhouse. The course, designed by Tom Fazio, is located in the sunny coastal foothills of the 20,000-acre Santa Lucia Preserve. The clubhouse overlooks the first tee, the 18<sup>th</sup> green and the surrounding hills, ridges and mountains of the Santa Lucia Preserve. The Golf Club may issue 300 equity memberships.

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 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

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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.

**Emergency Management Organization (EMO)** The Preserve’s EMO is created utilizing the structure and principles described in the Incident Command System (ICS). The director of the EMO is the Preserve’s Emergency Manager.

The **EMO** is responsible for three areas: increasing readiness, the initial response and the extended response. These broad mission areas also encompass several other areas: such as prevention, preparedness, protection, mitigation and recovery.

The EMO itself is comprised of two distinct teams:

- The Emergency Response Team (ERT) that responds to emergency situations
- The Emergency Management Team (EMT) that staffs the Emergency Operations Center

The EMO is the backbone and strength of the Preserve’s Emergency Management Program. In addition to the EMO, all members of the Preserve Community have a role and responsibility across all mission areas to ensure the goal of a safe, secure and well community as stated in 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 authorized 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. 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.

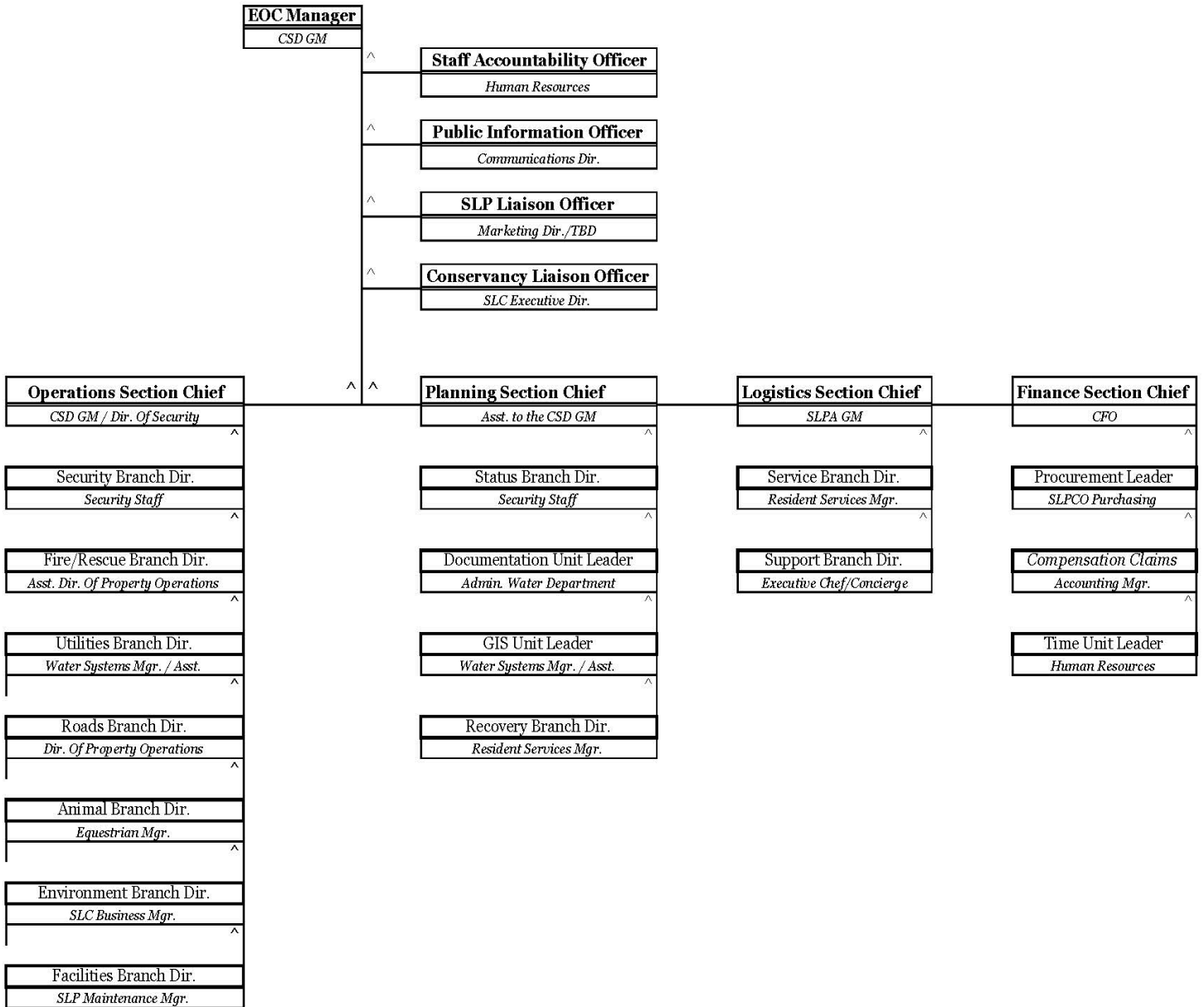
It is the duty and responsibility of Preserve's managers and staff to support the Preserve's disaster activities of preparedness, protection, response, mitigation and recovery efforts. This duty includes training with simulated disaster exercises as well as orienting all employees of their respective 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 EMT has pre-assigned Preserve staff to key positions, as well as a backup for each position. The EMT Organizational Chart shows the Key EMT Positions and the Preserve staff titles assigned to each key position. Each key position has established procedural checklists for use as guides during an EOP/EOC activation. In addition to these key EOC positions, there are further established groups and units supervised by key positions to carry out specific detailed workloads. Groups and Units are only activated as needed due to overload or priority in a specific Branch. These units and groups responsibilities are also pre-identified and assigned to specific departments, with specific checklists to provide guidance on duties and responsibilities.

# Santa Lucia Preserve

## EMERGENCY OPERATIONS PLAN SUMMARY

**SLP EMERGENCY ORGANIZATION**  
2017



**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.

## OVERVIEW

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**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 result 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
- 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.

### **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 the complete 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 is a community-wide responsibility. It includes all activities that are undertaken in advance of a disaster to maintain operational capability 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 normal function
- Developing and maintaining maps, emergency plans and procedures
- Maintenance of vital signage and transportation routes
- Conducting training, drills and exercises
- Developing agreements and memoranda of understanding with partner agencies-for , mutual aid; 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 the complete 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 the complete EOP. Mitigation activities should occur before and after disasters; 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**

Response implies a quick and effective deployment of appropriate resources to carry out those actions that save lives, reduce injuries, protect property and the environment, protected lands and species. Response involves three distinct phases that may all occur concurrently, 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 the complete 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:

- Dissemination of advanced alerts and warnings to populations at risk
- Resource preparedness and pre-positioning
- Preserve attendance at pre-event briefings
- Carryout and assist with precautionary evacuations to populations at risk, animals and valuables

**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 notifications and emergency information with instructions to the community
- Conducting emergency evacuations
- Search and rescue operations
- Treating the injured
- Assessing needs for mutual aid resources
- Conducting initial damage assessments
- 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 (C-POD and/or Local Assistance Center (LAC))
- Operating mass care & shelter facilities
- Procuring resources to sustain operations
- 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

Resource Management consists of underlying concepts included in the EOP, including:

- There will be a uniform method of identifying, acquiring, allocating and tracking resources

- There will be effective mutual aid, contracted and donor assistance, in line with the ICS standard resource/emergency function classifications of types and kinds of resources needed to support specific incident objectives
- There will be coordinated information sharing with the Monterey County Operational Area for situational awareness, resource requests & tracking and public information outreach.
- The Preserve will encompass resources contributed by the whole community, including the private sector, non-governmental organizations, individuals, families and neighborhoods (volunteers) and partner agreements with private, non-governmental, local and state governments.

## **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. 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
- 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

- Big Sur Land Trust
- 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

### **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.

### **CRISIS COMMUNICATIONS 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. The Preserve manages an emergency notification system called “One Call Now” which is populated with emergency contact information including cell/text/email, and sorted into groups by geographic location and/or type of relationship with the Preserve and need for information sharing.

#### **On Property Notifications**

Notifications to internal (employees) and external (residents, members, contractors) customers that are on the property and in the notification system 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. The Preserve has methods to reach out to internal and external customers to provide appropriate emergency contact information for the system.

#### **Off Property Notifications – Whole Community Stakeholders**

Notifications to whole community stakeholders and vendors 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

## **BUDGET, SCHEDULES AND PLAN ASSUMPTIONS**

### **Budget**

The Emergency Manager is responsible to include sufficient funding in the District'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.

### **Schedules**

The EOP established a five (5) year period for implementation and use in supporting the Preserve's emergency program. Activities during this period include, but are not limited to:

- Plan review by EOP Working Group and members of the Emergency Management Organization; after first year and every two years after
- Training and Exercises conducted in accordance with NIMS, SEMS and Preserve policy
- Mitigation Program schedule for hazard reduction will be maintained as an annex to the EOP as the Mitigation Action Plan Matrix, specific to the five (5) year plan period.

### **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
- 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 and the public-use of volunteers in carrying out emergency functions outlined in the plan. The plan serves as a basis for establishing and maintaining mutual aid agreements, agreements and contracts for critical support services
- 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
- **EOP APPROVAL**

The Emergency Operations Plan becomes effective upon adoption by the Board of Directors of the Santa Lucia Community Services District.